

2025

# Annual Report

**FAIRFAX COUNTYWIDE STRATEGIC PLAN**

[www.fairfaxcounty.gov/strategicplan](http://www.fairfaxcounty.gov/strategicplan)





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CAPITAL ONE HALL, TYSONS (VISIT FAIRFAX)

# Message from the County Executive

## BRYAN J. HILL



I'm excited to share with you the third Annual Report for the Countywide Strategic Plan's implementation, which outlines our ongoing commitment to shaping the future of Fairfax County. This report is dedicated to our residents, elected officials, employees, and all those who share our vision for a better, more inclusive county. At the core of this work is a deliberate effort to invest in the areas the community has identified as most important. By doing so, we aim to create a government that is both highly effective in delivering meaningful actions that benefit our community, and efficient—maximizing every resource to its fullest potential.

To bring this vision to life, our Countywide Strategic Plan Steering Committee adopts a dynamic, action-driven approach, which is detailed in this report. We regularly form rotating teams of experts from all areas of our organization to recommend innovative ideas focused on cost savings, process improvements, and targeted strategies that support both economic prosperity and a more equitable Fairfax County.

Before any new idea is recommended, it undergoes a thorough evaluation based on its potential impact on root cause issues, feasibility within the context of current budget constraints, and the insights gathered from our new dashboards and data stories, which clearly highlight our community's needs. Additionally, before advancing any new projects, we look for opportunities to expand, adapt, or better connect existing initiatives across departments. This approach shifts us away from a siloed decision-making process to a more informed, collaborative model that aligns with the goals of our One Fairfax policy. It also creates frequent opportunities for our employees to learn from one another, enhancing a culture of engagement and empowerment across our workforce.

The Countywide Strategic Plan has driven meaningful progress, particularly in addressing inequities across Fairfax County. In support of this work, we've developed and launched new tools that offer valuable insights into the conditions of specific neighborhoods and population groups. These tools are backed by equity indices that help pinpoint where county action is most needed. Beyond informing our decision-making, these tools empower our community partners to create additional programs and services, recognizing that government alone cannot meet all the challenges we face.

In closing, my seven-year journey to build a culture of intentionality within our county government has been incredibly rewarding. As we look to the future, we know the next phase will demand even greater collaboration and a deeper understanding of the challenges ahead, particularly as our county's demographics continue to evolve. I look forward to partnering with the Board of Supervisors and all stakeholders as we continue to work toward achieving full access and equity for all people in Fairfax County, understanding that leadership comes in many forms and we must work to shape the future of our community 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](http://www.fairfaxcounty.gov/podcasts)







# *Countywide Strategic Plan* **BACKGROUND**



# 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; our guiding questions are below, and high level progress is to the right.



### EQUITY

How do we apply a **racial and social equity lens** to engagement efforts and strategy implementation?



### COMMUNITY OUTCOMES

How do we align collective work with the **Ten Community Outcome Areas** and related **Indicators of Community Success**?



### DATA INTEGRATION

How do we use **data-driven insights** in a meaningful way, disaggregating by place and population wherever possible?



### INCLUSIVE ENGAGEMENT

How do we create **multiple avenues** for community, stakeholder, and employee engagement?



MOSAIC DISTRICT, FAIRFAX (VISIT FAIRFAX)

## 2024 KEY DRIVER HIGHLIGHTS

### 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, whenever data is available.

### COMMUNITY OUTCOMES

Under the guidance of the County Executive's Countywide Strategic Plan Steering Committee, four cross-department teams delivered recommendations on targeted strategies in the areas of Economic Opportunity, Effective and Efficient Government, Healthy Communities, and Mobility and Transportation for the purpose of moving key strategies forward for implementation.

### DATA INTEGRATION

Developed new dashboards and data stories for the Effective and Efficient Government and Safety and Security outcome areas and used "headline metrics" disaggregated by place and population where possible. Updated the Economic Opportunity, Healthy Communities, and Mobility and Transportation dashboards and data stories. Dashboards for the remaining five Community Outcome Areas are scheduled to be completed by the end of 2026.

### INCLUSIVE ENGAGEMENT

Began implementing the approved Inclusive Engagement and Communications Action Plan. Partnered with the Language Access Team to offer more options for county residents to seek information and track progress on the strategic plan in alternative languages.



# Countywide Strategic Plan

# IMPLEMENTATION SUMMARY

When the Board of Supervisors adopted the strategic planning framework in late 2021, organizational accountability for implementation was built in through the identification of Four Key Drivers: Equity, Community Outcomes, Data Integration, and Inclusive Engagement. This report shares the county's meaningful, collective progress to embed these drivers, which have been used from Day One 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 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 and articulating how their work was starting to support "8 Key Questions" to promote a more effective and efficient government. The county launched a new dashboard and data story for the Economic Opportunity outcome area and continuously explored creative 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 piloted to use the dashboards to inform recommendations on which strategies to pursue first. Ultimately, the county must identify the actions that will impact its most critical community needs and determine which are most feasible given current budget challenges.

**Detailed information on this process is in the Strategy Teams section.**

In **Year Three**, the county's collective efforts focused 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. Dashboards and data stories were published for the Effective and

Efficient Government and Safety and Security outcome areas, and teams of subject-matter experts identified priorities for Effective and Efficient Government, Healthy Communities, and Mobility and Transportation.



## STRATEGY TEAMS

Beginning in 2022, many new and dynamic teams of subject-matter experts were convened to recommend proposed strategies for implementation to the County Executive's Steering Committee. These teams are led and populated by diverse groups of staff representing a wide range of county departments, functions, and services. Phase 1 Strategy Team recommendations to the County Executive's Steering Committee proposed possible strategies based on an in-depth analysis of the following:

**Impact on root cause:** Is this strategy focused on individual impact and/or behavior, or is it a systemic issue?

**Feasibility:** Given the resources required and other factors, does it make sense to move this strategy forward to action planning now? Is it actionable as written?

**Data analysis:** What does population-level data tell us about which community issues need to be addressed, where, and for whom? Is there reliable data to support a clear community need?

**Momentum:** High-level progress on all strategies has been tracked since plan adoption – would elevating a strategy accelerate it? How can we ensure we are aware of existing work as we propose new strategies?

**Moving forward, this dynamic and adaptable process will undergo continuous evaluation and adjustment as necessary.**



# Countywide Strategic Plan

# LEADERSHIP FRAMEWORK



Our leadership framework puts the needs of the community at the top, while actively engaging staff at all levels of the organization.



**FAIRFAX COUNTY COMMUNITY**  
Drives our community outcomes



**BOARD OF SUPERVISORS**  
Adopts planning framework, 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**  
Alignment with One Fairfax



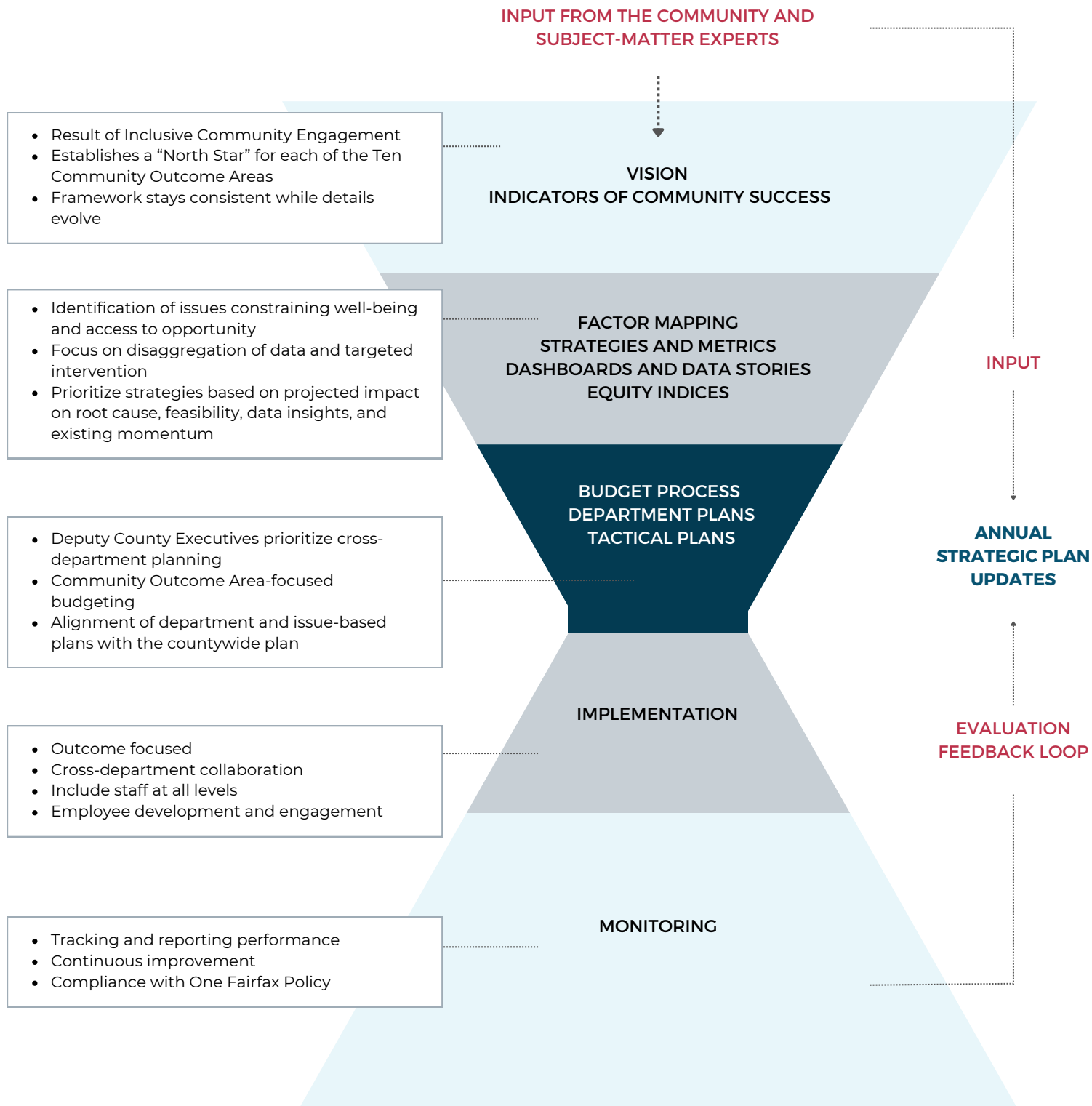
**SUBJECT-MATTER EXPERT TEAMS**  
Steering Committee identifies and deploys small, action-oriented teams of key staff for each of the Ten Community Outcome Areas, led by designated Deputy County Executive champions.



# Strategic Planning Process

## HOW IT ALL COMES TOGETHER

The process framework is highly dynamic and designed for adaptability, enabling the team to adjust quickly to changing conditions as they occur.



# Countywide Strategic Plan 2025 UPDATES

Consistent with the intention that the framework of the official strategic plan would remain unchanged over the long term, but the details would be adapted as needed, the following adjustments will be made to the official document in Year Four, and included in the FY 2026 Advertised Budget. The official Countywide Strategic Plan document is updated on an annual basis, and published online at the beginning of each fiscal year.

- Update the Effective and Efficient Government; Healthy Communities; Mobility and Transportation; and Safety and Security Sample Metrics to **reflect the identified headline metrics and dashboards**.
- **Revise draft language within the Effective and Efficient Government; Healthy Communities; and Mobility and Transportation strategies** to reflect the work of the Year Three Phase 1 Strategy Teams.
- **Revise existing language to reflect updates to the Fairfax County Public Schools' (FCPS) Strategic Plan.**

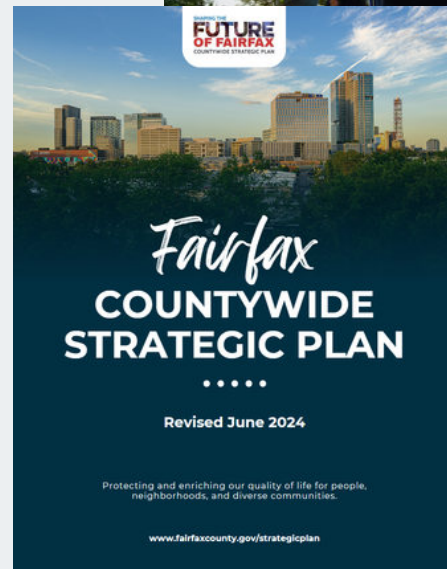


RIVER FARM, ALEXANDRIA (VISIT FAIRFAX)



## UPDATED PLAN POSTED ONLINE

The latest version of the plan is posted every June on the [Countywide Strategic Plan website](#).







CLEMYTONTRI PARK, MCLEAN (VISIT FAIRFAX)

# Key Driver: EQUITY



## EQUITY

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



## DATA INTEGRATION

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



## COMMUNITY OUTCOMES

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



## 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 One Fairfax: a declaration that all residents deserve an equitable opportunity to succeed, regardless of their age, race, color, sex, sexual orientation, gender identity, religion, national origin, marital status, disability, socio-economic status, neighborhood of residence, or other characteristics. In support of this vision, the county is committed to considering equity it creates and implements 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.



PLANNING STUDY WORKSHOP, CENTREVILLE

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. To plan for the future success of Fairfax County, data is being used-both quantitative and qualitative-to plan and prioritize, building thriving and opportunity-rich communities and neighborhoods for all 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 in which 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.



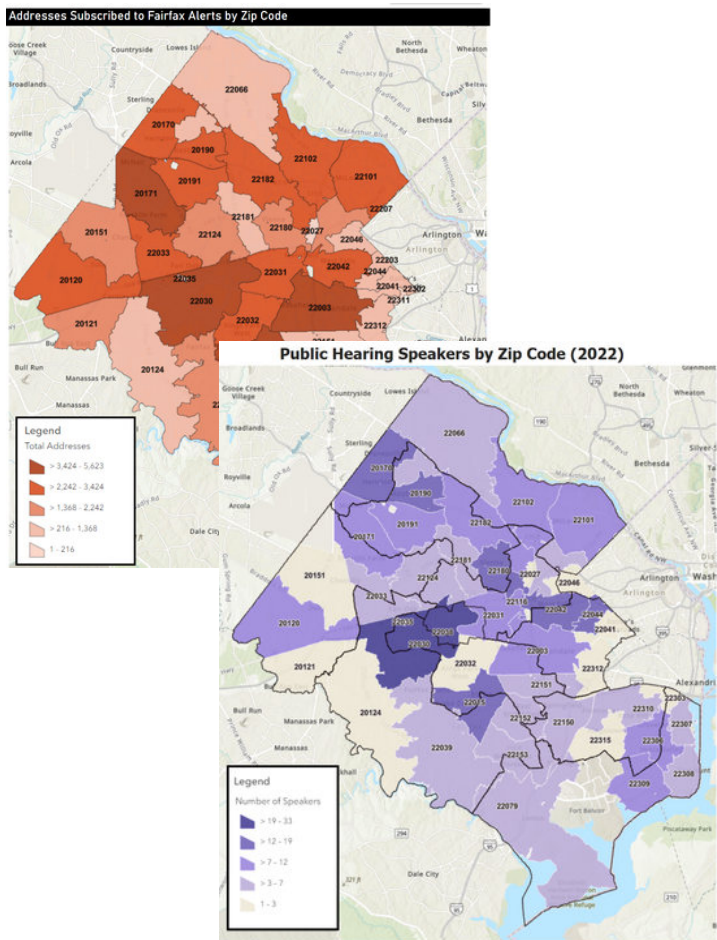
# Use of Equity Information

# DATA-INFORMED DECISION MAKING

In support of the Countywide Strategic Plan, interactive dashboards 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 dashboards are disaggregated when possible to help Fairfax County understand if outcomes are equitable, regardless of demographic differences or geographic location across the county. The **equity icon** 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 pages 69-72.

## EXAMPLES OF METRICS DISAGGREGATED BY LOCATION

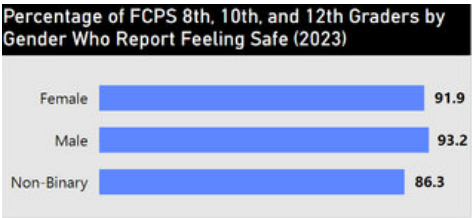
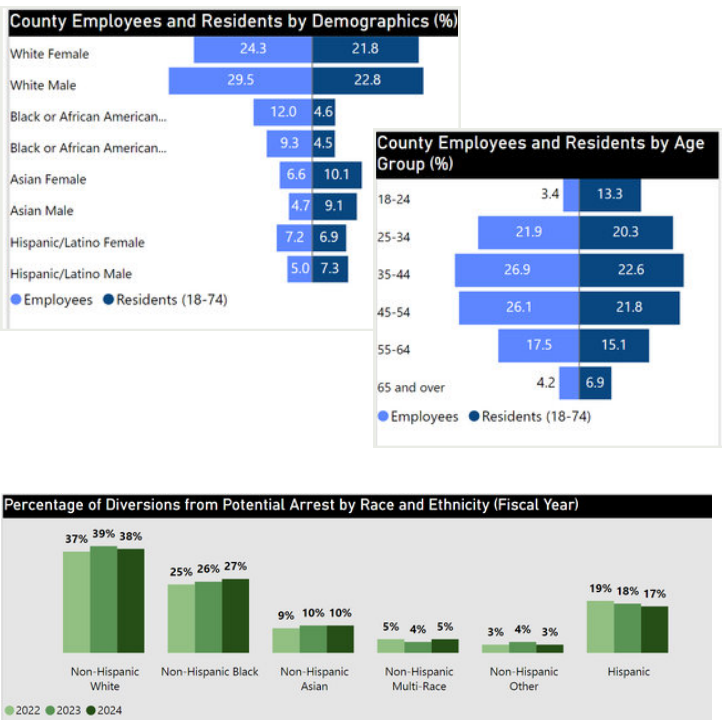


## EQUITY ICON

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



## EXAMPLES OF METRICS DISAGGREGATED BY DEMOGRAPHICS



# Communities of Opportunity INDEX

Spatial data is being used to inform the understanding of the variation in opportunity and well-being 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 convened to develop a set of indicators for Communities of Opportunity. Indicators were chosen based on relevance, a reliable and quality data source, and other characteristics. The indicators were separated into two categories: Population Well-Being and Access to Opportunity.

## Population Well-Being

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 Well-Being 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, and 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 transportation – reliability and frequency, bike access), and other related areas. It answers the question: **Where we can take collective action?**

### Access to Opportunity Indicators

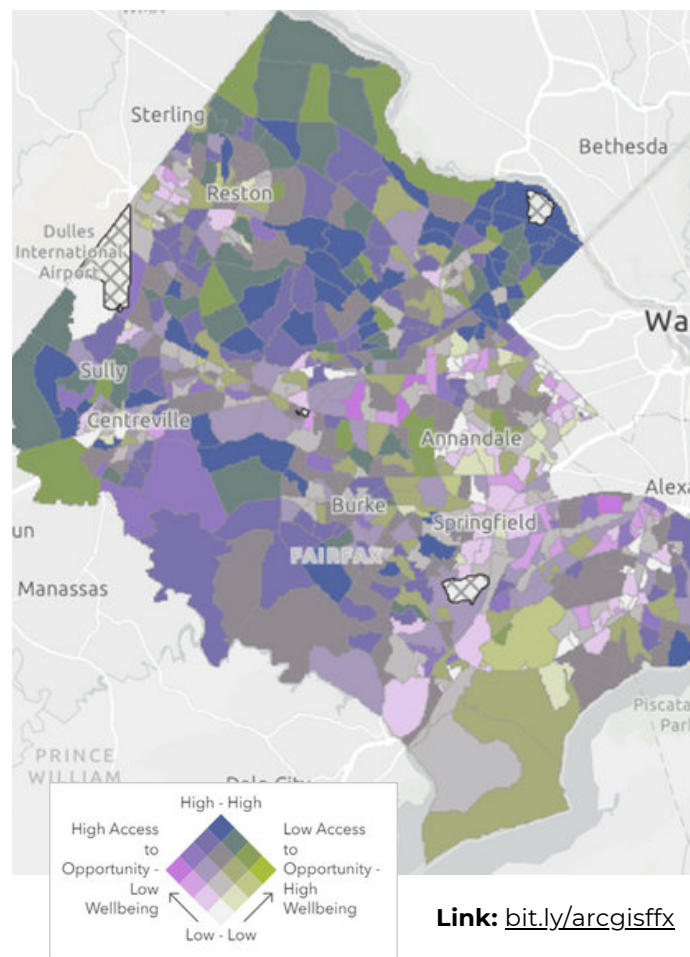
- Homeownership
- Labor Force Participation Rate
- Post-Secondary Education
- Preschool Enrollment
- Property Appreciation
- Internet Subscription
- Access to Public Transportation



## EQUITY FOCUS

Throughout this report, there are light gray boxes called *Equity Focus* for each of the Ten 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







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

**IMPORTANT NOTE:**  
All ten outcome areas are related to each other, and must 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.

COMMUNITY EVENT, TYSONS (TYSONS COMMUNITY ALLIANCE)

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





The overarching vision for the Cultural and Recreational Opportunities (CRO) Community Outcome Area 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.

As the county continues to publish dashboards and data stories for each of the Community Outcome Areas, efforts will focus on identifying a set of headline metrics for Cultural and Recreational Opportunities. These metrics will be populated with data and supplemented by context-setting narratives. The data will be disaggregated by place and population to highlight disparities and, in combination with other decision-making factors, will help identify targeted strategies for implementation. Please refer to pages 69-72 for more information on the dashboards and data stories.

Once the headline metrics have been identified, the prioritization framework developed and refined in 2023 and 2024 (see page 6) will undergo continuous evaluation and adjustment. Guided by the Deputy County Executive CRO Champions, efforts will focus on developing targeted, area-specific strategies. These strategies will then be recommended to the Steering Committee for initial implementation.

## CULTURAL AND RECREATIONAL OPPORTUNITIES HIGHLIGHTS

The Cultural and Recreational Opportunities highlights on the following pages identify significant progress made in supporting this area for 2024. Each highlight is categorized under the relevant Indicator of Community Success, which articulate the community conditions we most want to see.



## EQUITY FOCUS

Fairfax County is home to a diverse community where people from various neighborhoods, backgrounds, and perspectives converge to enjoy arts, culture, fitness, wellness, and a wide array of community-building activities. Closing the gaps in access to quality arts, parks, and recreational facilities is essential to fostering healthy, vibrant, and resilient communities. Through the Fairfax County Park Authority's (FCPA) Parks, Recreation, Open Space, and Access strategy, staff are evaluating the distribution and quality of parks across the county. FCPA's mission is to ensure that all residents, no matter where they live in Fairfax County, have equitable access to high-quality parks, facilities, programs, and camps.

Currently, the funding model requires FCPA to sustain facility operations through fees and charges, which makes many facilities and programs inaccessible to a significant portion of the population. Enrollment data reveals that participation in FCPA programs and camps is disproportionately higher among white and wealthier residents compared to the overall county demographics. For example, according to the 2024 Equity Outreach Executive Summary, in the summer of 2024, 65% of camp participants were white, while the county's population is 50% white, and 87% of households participating in camps earned \$135,000 or more, compared to 55% of the county's households.

Since 2022, FCPA has been working with a consultant to determine an appropriate funding model to ensure equitable access for all residents to high-quality facilities and programs. Additionally, the McLean Community Center and Reston Community Center host performers and offer programs that celebrate the diverse cultures in Fairfax County while addressing cost and transportation barriers to broaden accessibility and participation.



# CRO PROGRESS HIGHLIGHTS CONTINUED

## INDICATOR OF SUCCESS: ACCESS TO LOCAL ARTS, SPORTS AND CULTURAL OPPORTUNITIES

- Awarded the **Virginia Plan of the Year Award** by the Virginia Chapter of the American Planning Association (APA) for the PROSA Strategy. This award honors the best planning document of the year, and recognizes outstanding planning processes, vision, implementation strategies and innovative approaches.
- Board of Supervisors established the **Veterans and Military Families Commission** to provide services to county veterans and their families. Five at-large board members were appointed, and 13 additional members representing Fairfax County Public Schools, George Mason University, and area military organizations will be confirmed later. The commission aims to identify and address the unique challenges faced by the military community, improve access to services, and enhance support structures.
- Broke ground on the **new McNaughton Fields Park**, a 28-acre facility located in the Springfield District. The park will feature four lighted diamond fields, a playground, a picnic shelter, and walking trails, catering to the recreational needs of the community. The project aims to provide a modern, accessible space for sports and outdoor activities, enhancing the local area's amenities.
- Celebrated the ribbon-cutting for **a new children's space at Cub Run Rec Center**, designed as an inviting and engaging space for kids ages 6 months to 10 years to enjoy while their parents come to workout, swim laps, participate in classes or relax in the spa, aiming to promote physical activity and well-being among the youth in the community.
- **Provided \$100,000 in camp fee waivers during summer 2024 at the Reston Community Center** to support residents facing economic challenges. Additionally, the center organized 21 offsite social events for Reston Opportunity Neighborhood service areas and offered onsite amenities such as showers, cooling relief, and winter weather respite. The access to showers alone in the aquatics center served approximately 1,500 visitors annually.
- Installed a **new playground at Muddy Hole Farm Park**, replacing equipment from 2002. Designed for children age 2 to 12, the playground features a slide, climbing and sensory elements, and a double-bay swing set. The surface has also been updated with poured-in-place surfacing for added safety and accessibility.
- **Partnered with George Mason University Golf to designate Laurel Hill Golf Club as the university golf team's home course.** This collaboration aims to enhance training and development for George Mason student-athletes and will also expand FCPA summer camps using the George Mason Field House in Fairfax.
- Experienced **significant increases in participation for in-person experiences at the Reston Community Center.** Key highlights include a 97% increase in attendance for offsite entertainment and concerts, an 18% increase in audiences for the Professional Touring Artist Series performances, a 19.6% increase in drop-in fitness participation, a 36.7% increase in drop-in social dancing, and a 5.7% increase in camp participation.
- Board of Supervisors approved the allocation of \$500,000 from the Economic Opportunity Reserve to support the **McLean Project for the Arts (MPA) in acquiring space in downtown McLean.** MPA proposed the acquisition and build-out of approximately 5,000 square feet of ground floor retail space at The Signet, located at 6910 Fleetwood Road, McLean.



# CRO PROGRESS HIGHLIGHTS CONTINUED

- **ArtsFairfax deployed an artist survey** to assess the opportunities and resources local artists need to thrive. The survey remained open through the end of 2024 and identifies the needs and obstacles for artists across all art forms living and working in the county and its incorporated towns (Herndon, Vienna, and Clifton) as well as the cities of Fairfax and Falls Church.
- **Hosted an “Arts Roundtable”** with ArtsFairfax; attendees included 30 individual artists, local nonprofit groups, arts businesses, as well as civic leaders and representatives from county agencies. A facilitated discussion occurred around four pillars: space, promotion, funding, and partnerships. The information will help inform how the county can support deeper arts engagement at the district level.
- **Partnered with the Washington Capitals to open an inline skate rink at Lake Fairfax Park**, boasting an 85-foot-by-185-foot rink with player boxes, penalty boxes, hockey goals and bleachers. The rink, constructed with sport floor tiles on an asphalt pad, is ideal for roller hockey and skating, with easy maintenance and modular tile replacement, hosted a ribbon-cutting ceremony and Capitals Try Ball Hockey for Free clinic in honor of the rink completion.

- Partnered with The Great Outdoors Fund and Volkswagen to open a **new dual-purpose basketball/futsal court at Stratton Woods Park** in Reston. The opening event showcased the power of partnerships to deliver high-quality amenities in public spaces and inaugurated the futsal court with youth clinic programming by U.S. Sports Camps, featuring a special visit from members of the U.S. Men’s National Futsal Team. This project addressed the pressing need for improving the existing court at Stratton Woods Park for the more than 80,000 park visitors each year. The opportunity also created a new recreational opportunity and support the growing popularity of futsal.

**INDICATOR OF SUCCESS: AWARENESS AND APPRECIATION OF DIVERSE CULTURES AND REPRESENTATION OF DIVERSE CULTURES**

- **Celebrated Hispanic Heritage Month 2024 by recognizing and honoring the contributions of Hispanic and Latino communities.** The celebration included events, programs, and activities showcasing the rich cultural heritage, history, and achievements of Hispanic residents. These festivities promoted cultural understanding, diversity, and inclusivity within the county. Highlights included the Fairfax Fiesta, a series of Spanish-language caregiver webinars, and multiple library and park activities featuring music, dance, and cultural crafts.
- **Unveiled the first Black/African American Historical Project marker dedicated to civil rights activist Lillian Blackwell** at Oakton High School. In 2021, the Board of Supervisors initiated the Black/African American Historical Marker Project to help ensure a more comprehensive and inclusive telling of the county’s diverse history. This is a joint project among the Board of Supervisors, Fairfax County Public Schools, History Commission, and Neighborhood and Community Services.



**PODCAST ALERT!**

Be sure to check out the **Connect with County Leaders Podcast** where Fairfax County Executive Bryan Hill is joined once again by **Tony Skinn, George Mason University Men’s Basketball Coach**, to discuss his program’s growth, challenges, and vision for the future.





# CRO PROGRESS HIGHLIGHTS CONTINUED

- **Renamed Bailey's Community Center as the Minnie H. Peyton Community Center** at Bailey's in honor of Minnie Peyton (1889-1985), a key figure in the historically Black community of Springdale in Bailey's Crossroads. In 1935, Peyton and her sister Florence bought five acres of land, which they sold to the Fairfax County School Board in 1954. Lillian Carey Elementary School, serving Black students, opened on this land in 1956. The former school site is now part of the community center.
- **Recognized Immigrant Heritage Month with Celebrate Fairfax creating the framework and leading the first countywide,** month-long marketing campaign called "Flavors of Fairfax." This coordinated effort included the Board of Supervisors, various county agencies, Fairfax CORE and Visit Fairfax, and amplified the county's vibrant culinary scene, achieving more than 750 views per post.
- Hosted the **Gum Springs Family Reunion and Juneteenth Celebration** at Martin Luther King Jr. Park in Alexandria, bringing together dozens of county agencies, community partners, and community members. The event also featured the **presentation of the Community Service Award to Mattie Palmore**, recognizing her decades of tireless advocacy and dedicated service to the county.
- Partnered with more than 20 artists and organizations, and coordinated by Celebrate Fairfax, **the first extended art gallery was held at The PARC at Tysons**, featuring two exhibitions: the annual "Aging Well for All" exhibition, commissioned by the National Council on Aging, which showcased photographs celebrating the diversity of older adults in America; and the "Celebrate Colors and Creativity" gallery, displaying artwork from 10 local artists. In October, the art program at The PARC expanded with the "Create-Inspire-Empower" exhibition, featuring more than 80 local and regional artists, including youth artists. More than 200 people attended the opening reception. The gallery closed in December with the 4th Annual Shop Local Winter Market, featuring Made in Fairfax makers.



- Enhanced access to the arts for underserved populations by strengthening collaborative efforts between ArtsFairfax and county agencies. Worked closely with county human services agencies and nonprofits to **grow the ArtsFairfax Ticket and Participation Grant program, which subsidized attendance and participation in arts experiences**, improving access to underserved communities.
- Provided comprehensive, up-to-date, and accessible information to the public about local artists, creative cultural industries, places of cultural and natural heritage, events, and facilities with the launch of a new landing page on the county website. The **arts topics web page** delivers extensive access to county arts venues, projects, plan documents, and links to the county Arts Committee stakeholders' arts calendars, which has become invaluable to arts organizations.

## INDICATOR OF SUCCESS: SATISFACTION WITH LOCAL ARTS, SPORTS, AND CULTURAL OPPORTUNITIES

- **Launched the Energy Utilization Improvement Project at Reston Community Center**, a major capital initiative aimed at enhancing energy efficiency. Implemented at the Hunters Woods facility with a budget of \$1.5 million, this project involved replacing aging equipment, installing solar panels, and adding LED lighting, among other improvements. The project achieved a net reduction of 260 metric tons of CO from the atmosphere.



### PODCAST ALERT!

Be sure to check out the **Connect with County Leaders Podcast** where Fairfax County Executive Bryan Hill is joined by **Kim English, the former Men's Basketball Coach at George Mason University** and current coach at Providence College.



# CRO PROGRESS HIGHLIGHTS CONTINUED

- **Winner of the Government Agency of the Year Award from the National Association of Government Communicators.** This prestigious award recognizes the Park Authority's excellence in communication and its efforts to engage and inform the public effectively. The award highlights the agency's commitment to transparency, innovation, and community outreach in its communication strategies.
- **The Capital One Hall Community Arts Partnership experienced significant growth** from September 2023 to June 2024, hosting 39 community events that showcased diverse cultural perspectives and art forms. The season was marked by notable increases in attendance and ticket revenue for community arts partners:
  - Main Theater Ticketed Events: 23 (up from 20 in Season 2)
  - The Vault Ticketed Events: 16 (up from 15 in Season 2)
  - Total Attendance: 15,908 (a 52% increase from Season 2)
  - Total Ticket Revenue: \$781,364 (a 111% increase from Season 2)
- **Launched survey to gather input from the community on how to improve equity and inclusion in its parks and recreational programs.** The survey was designed to identify barriers that different community members may face in accessing park services and facilities. Feedback collected will help shape future policies, programs, and resource allocation to ensure that all residents have equitable access to the county's parks and recreational opportunities.
- **Five Park Authority staff members were celebrated by Cox Communications for their exceptional service and contributions.** The community nominated "Outstanding Employees" for their commitment to keeping county parks and recreation areas in pristine condition and for being stewards of the environment.
- **Won the prestigious 2024 Brides & Weddings Weddy Award for Laurel Hill Golf Club.** This award recognizes excellence in the wedding industry, highlighting venues that provide exceptional service and facilities for weddings. Laurel Hill Golf Club was acknowledged for its beautiful landscape, top-notch amenities and outstanding customer service.
- **Received two awards at the 2024 Virginia Recreation and Park Society's annual conference** in Norfolk for exceptional work with community partners, Cox Communications was honored with the Distinguished Private Sector Service award for its support of digital equity at county community centers, and the Community Services Room at Tysons was recognized for the best Diversity, Equity, and Inclusion Initiative. The annual awards presentation celebrates exemplary members, volunteers, and agencies in the parks and recreation community for their achievements over the past year.
- **Burke Lake Golf Center and Oakmont Golf Center ranges were again among America's Top 50 Public Ranges by Golf Range Magazine.** Oakmont Golf Center's range, featuring 78 lighted stations with 30 covered and heated stations, was honored for the third time in a row, while Burke Lake Golf Center celebrates its fifth-consecutive recognition for its fully renovated facility.
- **Laurel Hill Golf Club was recognized for the course's exceptional quality,** ranked among the top 100 municipal golf courses in the United States by Golfweek magazine for 2024, and the efforts of the county to provide top-notch recreational facilities.
- **Golf Fairfax launched a new system to allow golfers to receive real-time notifications when their desired tee time becomes available.** Notifications are personalized for each golfer and are fully integrated with the tee sheet. The new virtual tee time waitlist and assistant eliminate looking for cancellations, calling the pro shop, and constantly refreshing the online tee sheet.







The overarching vision for the Economic Opportunity Community Outcome Area is that all people, businesses, and places in Fairfax County are thriving economically. To support this vision, the Board of Supervisors adopted 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.

In 2023, the Countywide Strategic Plan Steering Committee identified eight headline metrics for the Economic Opportunity outcome area, populated by data and supplemented by context-setting narrative. These data are 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 released in 2023, and the Effective and Efficient Government and Safety and Security Community Outcome Areas published in 2024. The remaining five areas are expected to be completed by the end of calendar year 2026. More information on the Economic Opportunity Dashboard is included on pages 69-72.

**ECONOMIC OPPORTUNITY HIGHLIGHTS**

The Economic Opportunity highlights on the following pages identify significant progress made in supporting this area for calendar year 2024. Each highlight is categorized under the relevant Indicator of Community Success, demonstrating our dedication to this area.



**EQUITY FOCUS**

According to the Urban Institute, upward mobility encompasses three dimensions: economic success, power and autonomy, and dignity and belonging. A comprehensive perspective on upward mobility includes five interconnected pillars: rewarding work, high-quality education, opportunity-rich and inclusive neighborhoods, a healthy environment and access to good healthcare, and responsive and just governance. Many barriers to upward mobility stem from long-standing and ongoing disparities embedded in policies, processes, institutions, and culture.

While Fairfax County shows strength and resilience across various economic indicators, such as unemployment, poverty, and higher education, disparities persist by race and geography. For instance, American Community Survey data shows that from 2017 to 2023, the unemployment rate among Hispanic or Latino residents more than doubled, increasing from 2.8% to 5.7%. Entrepreneurship can serve as a catalyst for economic mobility, but people of color and other marginalized groups face significant barriers. Lingering impacts of the pandemic have further exacerbated disparities for minority-owned businesses and workers who are people of color, low-income, or have relatively low levels of formal education and training.

To address these issues, the county is engaged in a multitude of workforce and business development initiatives designed to create conditions for individuals and communities to thrive.

# EO PROGRESS HIGHLIGHTS CONTINUED

## INDICATOR OF SUCCESS: ECONOMIC STABILITY AND UPWARD MOBILITY FOR ALL PEOPLE

- **Provided intensive employment support to 3,292 unemployed and underemployed individuals** during FY 2024. Participants were connected to job training programs and essential resources, such as English for Speakers of Other Languages classes, job readiness workshops, child care, and transportation support, to help overcome barriers to employment. These individuals accounted for some of the more than 30,780 visits by job seekers to the county's four workforce centers located in Alexandria, Annandale, Fairfax, and Reston. **Visitors to the centers receive job search assistance, including resume building and interview preparation**, all aimed at advancing their path toward economic stability.
- Board of Supervisors approved \$500,000 in funding to conduct a **Procurement Disparity Study**. This study aims to provide valuable insights into potential disparities in the procurement process, informing future strategies to promote fairness and equity in contracting opportunities.
- Pursued the library's strategic priority of resilience and economic opportunity by hosting 25 events. **More than 400 participants attended a diverse array of programs**, including an economic development open house, small business boot camp, job clubs, investment discussion groups, and sessions on financial wellness, tax assistance, starting a minority-owned business, networking, and employee readiness. These events aimed to empower individuals and foster economic growth within the community.



- **Served 180 participants through 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 Asset Limited, Income Constrained, Employed (ALICE) households in addition to optional financial wellness support, to promote economic mobility and social capital.

## INDICATOR OF SUCCESS: HEALTHY BUSINESSES IN A DIVERSE MIX OF INDUSTRIES

- **Launched Fairfax CORE (Connecting Opportunities and Resources for Entrepreneurs) tool to connect business owners and aspiring entrepreneurs** with the resources they need to establish, expand and evolve their businesses in the county (as well as the towns of Clifton and Vienna and cities of Fairfax and Falls Church). Fairfax CORE features an online navigator providing access to more than 115 entrepreneur support organizations in and around the county. The tool offers entrepreneurs quick and easy access to a searchable resource database that connects them to the right experts at the right time.
- **Economic Development Authority (FCEDA) and Korea SMEs and Startups Agency (KOSME) co-signed a letter of support to strengthen cooperation.** The partnership aims to foster economic growth, innovation, and business opportunities between Fairfax County and South Korea. The agreement underscores the entities' commitment to enhancing global business relations and supporting startups and small- to medium-sized enterprises.
- Debuting in summer 2024, **Bunnyman Brewing Cafe opened the doors to its second location**, adding a unique addition to the Lorton community. Situated on the historic Workhouse Arts Campus, the new brewery operates out of a renovated historical building under a lease with Fairfax County. The Department of Economic Initiatives played a pivotal role in the project by leading lease negotiations and assisting the tenant through a complex regulatory process to open for business in time for the Workhouse's 4th of July Fireworks Festival – a signature event in Fairfax County. The brewery serves as a gathering place for visitors and residents, contributing to the programming and activation goals of the Workhouse Arts Campus and the development of the surrounding community in Lorton.



## EO PROGRESS HIGHLIGHTS CONTINUED:

- **Launched the Council for Economic Opportunity (CEO), providing business, government, and education leaders a forum to exchange ideas, offer business intelligence and suggest measures to enhance the county's business climate.** The CEO's inaugural meeting in September 2024 identified key themes affecting the local economy, including economic diversification, workforce development, and affordability. These discussions laid the groundwork for future initiatives and collaborations. Moving forward, the CEO will serve as a vital resource. It will inform strategic action, offer expert insights on industry trends, and foster collaboration between business leaders, government officials, and educators. With its diverse membership and collaborative spirit, the CEO is poised to help direct approaches for short- and long-term economic development initiatives.
- **Launched in 2023, the THRIVE Small Business Technical Assistance Program helps firms build capacity to meet individual business goals and respond to economic and consumer shifts.** The program is part of the Department of Economic Initiatives continuum of pandemic response and recovery programs. The THRIVE program offers business coaching and consulting services to help businesses adapt to new realities, improve operations, and build resilience. Funded by the American Rescue Plan Act and administered by the Latino Economic Development Center, THRIVE is connecting 183 small businesses to more than 50 industry experts to deliver high-quality services tailored to their business needs. Each business receives up to \$20,000 in non-cash support, enabling them to address specific challenges with targeted consulting. Beneficiaries have received more than 14,000 hours of assistance in areas like marketing, finance, and operations. THRIVE participants receive upfront coaching to optimize support.
- **Hosted a series of events to support Fort Belvoir's Child and Youth Services, significantly accelerating the hiring process** to fill 150 openings at the four child care centers on the base. These events brought together qualified applicants and hiring managers, featuring on-the-spot interviews, fingerprinting, and reference checks. The positions offered a starting wage above the area's median for preschool teachers, full federal employee benefits, free child care for staff's preschool children, ongoing career pathway training, and a signing bonus.



### INDICATOR OF SUCCESS: PREPARING PEOPLE FOR THE WORKFORCE

- Partnered with Northern Virginia Community College to support certification programs, offering select students the chance to join the **Inspections and Plan Review Development Program**. This initiative provided invaluable training and workforce development opportunities, effectively preparing students for their careers.
- **Launched a new summer intern program for 2024**, offering college students and recent graduates the opportunity to gain hands-on experience in various fields related to park management and operations. Designed to increase community engagement in park, recreation, natural, cultural, historical, and business operations professions, the program aims to provide valuable professional development and career exploration in areas such as natural resources, park planning, marketing, and maintenance.

# EO PROGRESS HIGHLIGHTS CONTINUED

- Introduced an innovative solution to address the primary challenge faced by local businesses: access to talent. **Through the Talent Up Fairfax Fund (Talent Up), local firms with a pool of workers are offered free, no-risk, work-based learning opportunities.** By offering competitively paid internships, Talent Up helps businesses fill critical positions while providing job seekers with valuable skills and experience. Talent Up focuses on “gateway” jobs in high-demand fields like IT, healthcare, and business operations. The program customizes internships to meet employers’ needs and provides access to a pool of qualified candidates. By covering costs like wages and workers’ compensation, Talent Up makes it a low-risk option for businesses to evaluate new talent. For job seekers, Talent Up offers career coaching and the possibility of full-time employment. Talent Up is connecting previously overlooked talent with employers in need of workers, resulting in a win-win relationship, full-time jobs filled, and a more resilient economy.
- **Launched a pilot program supporting youth ages 18-24 who were not working or attending school in the county’s Opportunity Neighborhoods,** through a partnership with multiple agencies and local nonprofits. During the six-week program, participants earned \$14 per hour while developing career readiness skills, meeting employers, exploring various industries, and receiving assistance with career planning. This prepared them for paths in post-secondary education, the military, vocational support, or professional careers.
- Board of Supervisors **amended the Zoning Ordinance to allow accessory outdoor dining associated with food establishments,** such as restaurants and craft beverage production establishments. Integrating outdoor dining into the county’s regulations can enhance the pedestrian experience, activate street-level environments and contribute to the vibrancy of commercial areas. Drawing lessons from innovative measures undertaken in response to the COVID-19 pandemic, the new amendment builds on the success of the Uncodified Ordinance adopted in July 2020, which allowed businesses to adapt to restrictions on indoor gatherings by allowing outdoor dining in parking lots with minimal regulatory oversight.
- Board of Supervisors approved proposed **land development fee adjustments, marking the first significant update since 2015.** The new fees will better align with the current costs of providing land development services, which have risen due to increased personnel costs and other inflation-related factors. New fees will also be introduced for pedestrian bridges and minor revisions to site-related plans.
- **Unveiled the first mural from the "Paint It, Fairfax!" program** in Annandale at the Eileen Garnett Civic Space. Available in the county’s Community Revitalization Districts and Areas, "Paint It, Fairfax!" focuses on enlivening community spaces by delivering murals that facilitate community connection, pride, and identity.

## INDICATOR OF SUCCESS: PROMOTING ECONOMIC VIBRANCY IN ALL PARTS OF FAIRFAX COUNTY

- **Implemented additional improvements to the Planning and Land Use System (PLUS),** which allows customers to create and submit applications online, pay fees, track application status, and receive electronic notifications. Enhancements included:
  - Added electrical-commercial help text.
  - Updated elevator record notifications.
  - Updated use group/type of construction.
  - Reopened outstanding issues in the Digital Plan Room when Designated Plans Examiner Outside agency coordination ask = approved.
  - Updated the waiver for minor additions in Resource Protection Area intake form .
  - Updated pending approval conditions task and log out (includes revisions) task for major plans.





# EO PROGRESS HIGHLIGHTS CONTINUED

## INDICATOR OF SUCCESS: PROMOTING INNOVATION IN THE LOCAL ECONOMY

- **Fairfax Founders Fund awarded grants to eight Fairfax County tech startups**, providing crucial financial support to foster innovation and business growth. These grants, administered by the Fairfax County Economic Development Authority (FCEDA), to bolster the local tech ecosystem and encourage entrepreneurial endeavors. The selected startups span various sectors, including cybersecurity, health tech, and artificial intelligence. Outreach includes engagement with under-represented founders and regional networks.
- **Awarded three 2024 Excellence in Economic Development Awards from the International Economic Development Council.** The winning entries showcased innovative approaches to promoting and supporting local businesses, tourism, and our dynamic economy. Program partners included the FCEDA and Visit Fairfax, with Visit Fairfax leading tourism and hospitality programs.
- **Partnered with Asoleyo, a decorative solar firm, winner of the Fairfax County Smart Cities Challenge and U.S. Department of Energy SBIR phase I grantee**, to bring artistic solar panels to the Reston Community Center. Asoleyo presented the project's detailed design to the Reston Association's Design Review Board this summer, showcasing that solar energy integration can be both beautiful and beneficial. Final regulatory reviews are expected to be completed for the project to debut in 2025. This demonstration project highlights how solar energy can cohesively fit into existing structures and paves the way for additional projects.

- Hosted the **Fairfax Area High School Student Shark Tank Technology Challenge**, an initiative of the **Fairfax 50+ Community Action Plan**, which supports the county's plan to grow and diversify the economy through innovation, social equity, and expanding science, technology, engineering and math education. Students from across the county are challenged to develop an innovative device or app that will have a positive impact in the lives of older adults, adults with disabilities, or caregivers.



FOUNDERS FUND RECIPIENT, 3DOS (3D ORTHOBIOLOGIC SOLUTIONS), HERNDON



### PODCAST ALERT!

Be sure to check out the **Connect with County Leaders Podcast**, where Fairfax County Executive Bryan Hill sat down with **Clark Mercer, executive director of the Metropolitan Washington Council of Governments**, to share insights about regional cooperation, economic growth and the future of the DMV area.



# Strategy Team

# ECONOMIC OPPORTUNITY

A pilot prioritization team for the Economic Opportunity (EO) Community Outcome Area was chartered from June 2023 to February 2024. The team’s purpose was to develop a replicable process to make recommendations to the County Executive’s Strategic Plan Steering Committee on the EO strategies that should move forward immediately to implementation, grounded in a comprehensive analysis of relevant data and other factors, including root cause, feasibility, and momentum.

The team worked under the direct guidance of the EO Champions, Chief Financial Officer Christina Jackson and former Deputy County Executive Rachel Flynn. Building on the efforts of two previous EO strategic planning teams convened in 2019 and 2022, this team laid the groundwork for a subsequent project team, which will be tasked with the actual implementation of the selected strategies.

## TEAM MEMBERS

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



## APPROVED STRATEGIES

The following recommended strategies were accepted by the County Executive’s Steering Committee in April 2024 and will move forward to action planning:

- **Integrate evidence-based interventions** in the areas of wealth building into existing county and community programs.
- **Focus land development efforts on creating vibrant, transit-connected, walkable mixed-use destinations** throughout the county that meet the needs of residents, employers and the workforce.
- **Develop and execute a compelling strategy** to support efforts by Fairfax County businesses **to train, recruit, and retain talented employees**, highlighting and promoting the competitive advantages of the county and the region.







The overarching vision for the Effective and Efficient Government Community 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 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. 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.

In 2024, the Countywide Strategic Plan Steering Committee identified six headline metrics for the Effective and Efficient Government Community Outcome Area dashboard. This dashboard, populated by disaggregated data to highlight disparities and supplemented by context-setting narrative, includes metrics related to registered voters, public hearing speakers, demographics of county employees and residents, capital renewal sites, agency satisfaction with IT support, and debt service. This data is disaggregated by place and population wherever possible to highlight disparities and will be used in combination with other decision-making factors to identify targeted strategies for implementation. More information on the dashboard is available on pages 69-72.

EFFECTIVE AND EFFICIENT GOVERNMENT HIGHLIGHTS

The Effective and Efficient Government highlights on the following pages identify significant progress made to support this area for 2024. Each highlight is categorized under the relevant Indicator of Community Success, demonstrating our dedication to this area.



EQUITY FOCUS

Fairfax County must ensure that the diverse and sometimes competing needs and interests of its residents, employees, and community members are addressed in ways that are timely, well-targeted, fair, and transparent. Moreover, the challenges and opportunities facing Fairfax County cannot be resolved by county government alone. Achieving continued success will require harnessing the creativity, diversity, and energy of our residents, businesses, and community organizations.

To this end, the county and community must work together to promote inclusive, equitable, and authentic community engagement throughout the county. The approach will ensure that all voices, especially those from historically underrepresented communities, are included in the county’s planning and decision-making processes. The Inclusive Engagement and Targeted Intervention Division within the Department of Neighborhood and Community Services is dedicated to helping all Fairfax County departments develop strategies to ensure that all voices, particularly those from underrepresented communities, are welcomed and heard in these processes.

In 2024, the **One Fairfax Community Roundtable** was established to leverage community insights, experiences, and understanding of the drivers of inequity in Fairfax County to monitor, inform and support the county’s efforts to advance racial and social equity in alignment with the Countywide Strategic Plan and the county’s One Fairfax Racial and Social Equity Policy.

# EEG PROGRESS HIGHLIGHTS CONTINUED

## INDICATOR OF SUCCESS: CUSTOMER SATISFACTION WITH COUNTY SERVICES

- **Reviewed 17,340 permit applications for compliance with local Zoning Ordinance regulations, the majority of which were reviewed within 3-5 business days.**

Permit applications include zoning review of residential and commercial construction projects, signs, home-based businesses and other types of administrative permits. The section also fulfilled 7,753 public requests for copies of residential plats found in planning and development records. Plats are requested by homeowners and professionals in the construction and real estate industries to make property-related decisions including applying for construction-related permits. This is a unique and essential public service not provided in most other jurisdictions.

- **Adapted customer service operations to better meet land development services customer needs** and ensure smooth operations. Replaced the ticketing system with a queue system to more accurately capture in-person metrics, determine the reasons for customer visits, and verify if customers are in the correct place.

Used both in-person and telephone metrics to strategically and efficiently manage staffing levels. This approach ensures that the department is properly staffed during peak times of the day, maintaining desired hold times of three minutes or less for phone calls and 10 minutes or less for in-person visits.

- **Made significant progress in developing, identifying, and applying equity data to inform decisions about getting park locations closest to residents.** Continued to analyze existing and potential parkland opportunities using the Park Authority Racial Equity Index tool and collaborated with various GIS teams to identify priority parkland acquisition areas based on the PROSA equity lens. This information was provided to staff for future planning purposes. Additionally, a PROSA review is now being applied to potential new parks and park renovations for the 2026 bond project selection process.

- Board of Supervisors adopted Plan Amendment 2020-CW-1CP to **accept a comprehensive revision to the Public Facilities Element of the Policy Plan.** The 10 Community Outcome Areas of the Strategic Plan were critical components used to guide the update. This update was coordinated with more than 40 agencies throughout Fairfax County government and other stakeholders to improve the planning, review, and approval process for public facilities. New policies were added that:
  - Improve pedestrian and multimodal **access to public facilities.**
  - Consider **historical preservation** when constructing or rehabilitating facilities.
  - Encourage the development of **public art** when constructing new facilities.
  - Incorporate **equity** into the planning and funding process for facilities.
  - Encourage **planning coordination on public-private partnership projects** to ensure alignment with the Comprehensive Plan. The co-location of public facilities are prioritized. Facilities could include affordable housing and childcare uses.
  - Prioritize the inclusion of **amenities** at public facility locations that support **healthy and active lifestyles.**
- **Board of Supervisors approved the Judicial Complex Plan Amendment 2022-II-F1** that expands the existing judicial and public safety facility systems and accommodates the consolidation of other county agencies, non-profits, and uses such as a Diversion and Community Re-Entry Center, affordable housing and high-quality park space.
- **Achieved significant improvements in tax administration customer service metrics,** reducing the average phone wait time to 1.48 minutes-surpassing the target of 1.50 minutes and markedly lower than the previous year's target of 2 minutes. Additionally, attained a customer satisfaction rating of 3.9 out of 4, exceeding the goal of 3.8. These accomplishments underscore ongoing commitment to enhancing the customer experience and building on the progress made in prior years.



### PODCAST ALERT!

Be sure to check out the **Connect with County Leaders Podcast**, where Fairfax County Executive Bryan Hill talks with **Braddock District Supervisor James R. Walkinshaw** to discuss his priorities for the district and county.





# EEG PROGRESS HIGHLIGHTS CONTINUED:

## INDICATOR OF SUCCESS: EFFECTIVE AND REPRESENTATIVE COUNTY AND SCHOOL WORKFORCE

- **Sustained the Blue Seal of Excellence at all four County vehicle maintenance facilities since 2016** by meeting the standards established by the National Institute for Automotive Service Excellence (ASE). Ensured that at least 75 percent of the technicians performing diagnosis and repairs on vehicles and equipment are ASE certified.
- **Recruitment, compensation, and retention:**
  - Implemented a **2 percent cost of living increase** for county employees, along with **merit and longevity increases** resulting in average increase of general county employees of 3.83 percent and 4.45 percent for non-union-represented uniformed public safety. (FY 2025)
  - Implemented **salary increases for more than 65 job classes** due to compensation benchmark studies. (FY 2025)
  - Implemented **first year of collective bargaining agreements** with uniformed Police, Fire and Rescue, and Public Safety Communications employees, resulting in average pay increases of 7.85% to 10.69% after pay scale, cost of living, merit, and other adjustments. (FY25)
  - **Implemented hiring incentive bonuses** of up to \$15,000 for more than 50 job classes to address staff recruitment and retention issues.
- **Expanded the Young Professionals (YOPRO) program to 300 members**, which now includes a diverse array of new topics and community outreach initiatives, including a 2024 field trip to the Washington DC African American Museum.
- **Obtained Professional Standards Accreditation for sexual and domestic violence programs**, issued by the Virginia Sexual and Domestic Violence Program Professional Standards Committee, valid through June 2027. This voluntary accreditation process systematically measures and evaluates sexual and domestic violence programs on standards and procedures through a peer-reviewed process. Accreditation confirms that the county's Domestic and Sexual Violence Services operate at the highest level of practice standards and conveys the quality of the program to potential clients, community members, staff, board, and funders.
- **Delivered training titled, “Implicit Bias and Structural Racism: Examining the Cycle,” to county employees.** The training defines the various levels of racism, highlighting One Fairfax’s focus on institutional and structural racism, defines implicit bias, and demonstrates the reinforcing relationship between implicit bias and structural racism. The course also identifies key strategies for interrupting implicit bias and structural racism and supports efforts to build employee capacity when considering equity in planning and decision making.
- **Developed and implemented two new employee cohort programs, Women in Leadership and Leadership Foundations.** The programs covered essential topics such as feedback, conflict resolution, and communication for new leaders, while also delving into themes pertinent to women, including confidence, influence, crucial conversations, coaching, and more.



EFFECTIVE AND EFFICIENT GOVERNMENT STRATEGY TEAM

# EEG PROGRESS HIGHLIGHTS CONTINUED

- **Revised or newly created more than 18 Code Compliance internal department procedures.** The goal was to reduce the number of requests for legal action (involving the County Attorney's Office, the Courts, department staff, etc.) and increase the number of cases resolved through voluntary compliance. As of the fall 2024, the department closed approximately 4,700 cases, with only 254 requiring requests for legal action, resulting in a 95% voluntary compliance rate.
- **Undertook a strategic reorganization of the Department of Code Compliance's five existing enforcement districts in 2024.** This reorganization was based on the historical distribution of caseloads within the magisterial districts and addressed challenges faced by Investigators and Supervisors, some of whom were responsible for up to three different magisterial districts, causing confusion among staff, the Board of Supervisors, and County Attorneys. The reorganization provides internal equity through a fair distribution of caseloads and external equity by offering streamlined communication to the Board of Supervisors and their constituents, in addition to enhanced customer service to the public at large.

## INDICATOR OF SUCCESS: EFFECTIVE TECHNOLOGY AND QUALITY FACILITIES

- **Released guidelines for employees on the use of artificial intelligence (AI) and generative AI technologies.** It emphasizes the importance of ethical considerations, data privacy, and security when deploying and using AI tools. Employees are encouraged to ensure transparency, accountability, and fairness in AI applications. The guidelines also highlight the necessity of continuous monitoring and evaluation of AI systems to prevent biases and maintain public trust.
- **Integrated AI into various county use cases and applications to enhance internal operations.** This includes using structured data for insights with analytical datasets and improving employee efficiency through internal chat capabilities. Furthermore, various other AI use cases are being developed based on specific agency needs.



## EFFECTIVE TECHNOLOGY AND THE USE OF ARTIFICIAL INTELLIGENCE (AI)

Technology directly supports many of the efforts and initiatives connected to the strategic plan. Working with the Department of Information Technology, the county has explored various technologies to drive innovation, support business objectives, and ensure county services are efficient, accessible, and responsive to community needs.

### Within the last year, use cases have driven the initiation of the following AI technology efforts:

- **Use of AI Assistants for specific business areas** to improve efficiency by reducing the time it takes to find applicable information when providing services, such as finding the right policy document or user guide.
- **Use of voice AI to provide natural language responses to telephone inquiries and frequently asked questions** while also freeing up staff on routine requests.
- **Development of internal machine learning algorithms** to enhance and automate processes to better understand community needs, such as optimizing resource allocation and enhancing data informed decision-making processes across multiple agencies.

Additionally, as technology continues to evolve at a rapid pace, the vendor systems already in use by county agencies have introduced new versions, enhancements, and capabilities that leverage both generative AI and traditional AI technologies. To support these advancements, the county has reviewed the use of AI technologies to ensure compliance with AI policies and alignment with the county's strategic goals of equity and accessibility. **Examples of AI applications include writing assistants for social media posts, transcription of meeting notes, radio communications, and other voice interactions, as well as AI-driven creation of training scenarios.**



# EEG PROGRESS HIGHLIGHTS CONTINUED



- **Ranked second place among America's top ten in the 2024 Digital Counties Survey by the Center for Digital Government in partnership with National Association of Counties.** The survey identifies the best technology practices among U.S. counties, including initiatives that streamline delivery of government services; encourage open data, collaboration, and shared services; enhance cybersecurity; and contribute to disaster response and recovery efforts. Also received first place honors in the competition for jurisdictions with populations of 1,000,000 or greater.
- **Launched Reston Snapshots, a new online platform for tracking Reston land use and development trends.** Reston Snapshots provides transparent, detailed information for the public on transportation, land use, urban parks and zoning within the Reston Transit Station Areas through story maps, interactive maps, and various narrative tools.
- **Developed the Digital Equity Action Plan to help ensure all residents have access to affordable and reliable internet, digital devices, and the skills needed to use them effectively.** The plan outlines key strategies, including expanding broadband infrastructure, providing affordable connectivity options, and offering digital literacy training. It also focuses on fostering partnerships with community organizations and leveraging federal and state funding to support these initiatives. The goal is to bridge the digital divide and promote inclusivity, enabling all residents to fully participate in the digital economy and access essential online services.
- **Created the Public Safety Technology Committee to bring together IT personnel from each of the public safety agencies,** providing a forum for information sharing and collaboration on new technologies.



## PODCAST ALERT!

Be sure to check out the **Connect with County Leaders Podcast**, where Fairfax County Executive Bryan Hill sat down with **Eric Spicer, General Registrar and Director of Elections for Fairfax County**, to discuss the election and the county's efforts to ensure a smooth voting process.



# EEG PROGRESS HIGHLIGHTS CONTINUED

- **Launched the initial phase of a multi-year overhaul of the internal emergency services SharePoint sites for county employees.** Recognizing that the existing sites had become cluttered and difficult to navigate, efforts focused on decluttering and reorganizing content. Removed outdated information and ensured that all guidance and documentation were relevant and easily accessible. The county also implemented a new, user-friendly design that saves time and enables Continuity Coordinators to quickly find the information they need, thereby enhancing their ability to respond swiftly and effectively during disruptions.
- Completed the **digitization of the single-family dwelling property files** resulting in more than 8,400 digitized subdivision folders in the property records database. This was followed by the **digitization of the acreage property files**, which encompassed more than 1,200 hard file folders. Digitization of more than 2,400 townhome/multifamily hard file folders is in progress, with completion anticipated in the next five months.
- **Enhanced the online tax administration portal** with features that allow taxpayers to access real-time account information and view past payments. Additionally, introduced Apple Pay and Tap to Pay at the counter to increase payment flexibility and improve the overall customer experience.
- **Completed a successful bond sale, generating \$350 million to fund various project areas.** Schools, transportation, public safety, parks and libraries were among the priorities funded. All three rating agencies once again affirmed the county's AAA bond rating status.
- **Ranked in the top 20 of 170 cities and counties evaluated by the Institute on Race, Power, and Political Economy at the New School** for commitment to racial and economic equity. This ranking was based on the allocation of federal funds from the American Rescue Plan Act Coronavirus State and Local Fiscal Recovery Funds.
- **Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the FY 2025 Adopted Budget Plan**, recognizing the county's continuing commitment to sound financial management and transparency. This marks the 40th year in a row that the county has received this recognition. Additionally, **the county earned GFOA's Certificate of Achievement for Excellence in Financial Reporting and Popular Annual Financial Reporting Award, making it a GFOA Triple Crown winner.**
- **Received the Certificate of Excellence from the Government Financial Officers Association for the Annual Financial Reports for all three of the county's retirement systems.** This marks the 15th year that these financial reports have received this award.
- **Engaged an independent public pension consulting firm** to conduct a comprehensive review of the governance practices of the county's three retirement systems, namely the Employees, Police Officers, and Uniformed Retirement Systems. Completed the review and presented the findings to the Boards of Trustees of the three retirement systems in November 2024. Staff, in collaboration with the retirement boards and county leadership, is now working on implementing the recommendations from this governance review.

## INDICATOR OF SUCCESS: FINANCIAL SUSTAINABILITY AND TRUSTWORTHINESS

- **Implemented an equity review component during the budget development process** to standardize the assessment and communication of the equity impact of new funding requests, Capital Improvement Program requests, and budget reduction options.



### PODCAST ALERT!

Be sure to check out the **[Connect with County Leaders Podcast](#)**, where Fairfax County Executive Bryan Hill has a conversation with **Mason District Supervisor Andres Jimenez**, outlining his vision for the Mason District, emphasizing engaging with constituents and understanding their needs.





# EEG PROGRESS HIGHLIGHTS CONTINUED:

- **Received the 45th consecutive Certificate of Excellence from the Government Finance Officers Association for the issuance of the Fairfax County Annual Comprehensive Financial Report.** This prestigious award recognizes local municipalities that exceed the requirements of generally accepted accounting principles in preparing their financial report. The award underscores Fairfax County's dedication to financial transparency and full disclosure.
- **Developed a new tool to map all major investments in the park system from 2012 onwards.** This map enables staff to overlay the Park Authority Racial Equity Index and the Opportunity Index, among other layers, and compare to where investments have been made. The tool became operational in FY 2024 and will now be integrated into the annual financial closeout process.

## INDICATOR OF SUCCESS: INCLUSIVE COMMUNITY ENGAGEMENT

- **Celebrated 40 years of excellence in Channel 16 government television.** It all began on September 10, 1984, when Fairfax County Government Channel 16 recorded its first Board of Supervisors meeting. Over the years, the channel has broadened its programming to include relevant, inclusive, and accessible content for everyone. The information shared enhances transparency, supports civic engagement, and promotes the county's story, resulting in a well-informed public, active involvement, and strong community connections.
- **Developed and deployed a comprehensive presentation and training titled "Disability Equity Through the Lens of the Social Model,"** focusing on the historical context of disability discrimination, its effects on persons with disabilities across various community systems, and the intersectionality between people with disabilities and other protected classes. By fall of 2024, this initiative successfully trained employees from 22 county agencies, enhancing awareness and fostering a more inclusive environment.
- **Recorded 46 million page views on the Fairfax County website, accessing more than 27,000 webpages and 65,000 PDFs.** Engaged in 44,000 conversations with the Fairfax Virtual Assistant, with "Jobs" remaining the most searched term on the county website. Also launched the new email platform, GovDelivery, providing departments with new direct-to-subscriber tools, templates, and data.



- **Hired in-house Spanish and Korean translators to support countywide translation requests.** This valuable service significantly enhanced communication and accessibility, benefiting more than 20 departments and agencies across the county. By offering this service, we ensured that vital information and services were accessible to our diverse community, thereby fostering inclusivity and better serving the needs of all residents.
- **Launched Fairfax County's first Korean social media platforms on Facebook and Instagram.** This initiative marks a significant step towards inclusivity and fostering community engagement. Each post is connected back to one of the Ten Community Outcome Areas from the Countywide Strategic Plan.
  - Facebook: <https://www.facebook.com/fairfaxcountyKO>
  - Instagram: <https://www.instagram.com/fairfaxcountyKO>
- **Achieved 7,188 downloads of the Fairfax County Government App,** with 858 push notifications enabled. With 1.69 million followers across all Fairfax County social media accounts, there were 36,000 posts, 115 million impressions, and engagement from 6.6 million users in FY 2024.
- **Expanded the use of Public Input, a public engagement platform currently being piloted to facilitate the collection of consistent and high-quality survey data from residents, employees, stakeholders, and other relevant groups.** In FY 2024, the platform hosted 93 projects, engaging 16,000 participants and generating 125,000 responses.

## EEG PROGRESS HIGHLIGHTS CONTINUED:

- **Updated and created more than 15 websites and newsletters on Code Compliance in 2024, with newsletters translated into seven different languages.**

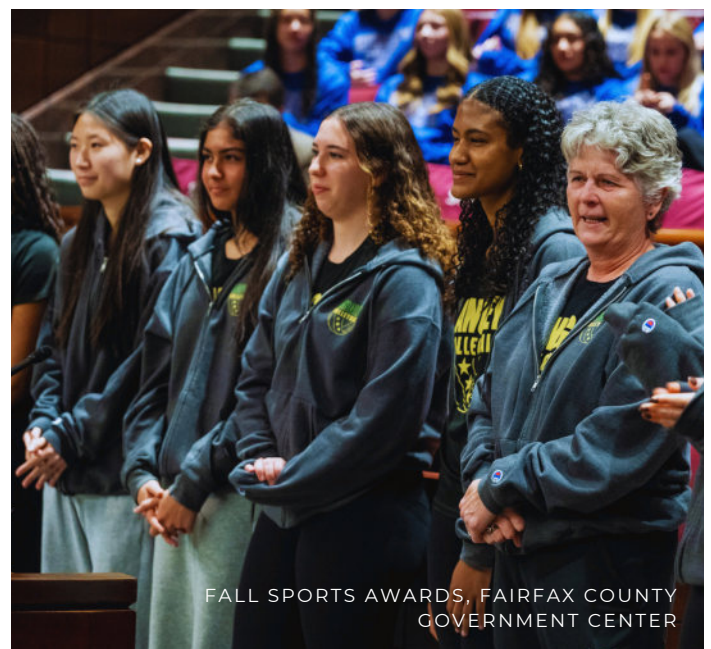
Additionally, distributed 12 editions of the Code Compliance Corner newsletter to the Board of Supervisors' Offices and posted them on the county webpage for educational purposes. This effort ensures that communication is easily accessible, diverse in language, and straightforward for general public audience. Also worked across departments and programs to provide social media content for customers seeking building permits. As a result, the site received nearly 74,000 views from 38,000 active users..

- **Developed an innovative app to digitally deliver emergency preparedness materials to residents, supporting environmentally conscious efforts.** The app provides critical resources in multiple languages, ensuring inclusivity and accessibility for diverse communities. By reducing reliance on printed materials, this initiative promotes sustainability while empowering residents with the information they need to stay safe and prepared.

- **Hosted the "This Is Us" Wellness and Recognition Event in the fall, celebrating longstanding partnerships with organizations committed to building a stronger, more inclusive community.** Recognized groups were Northern Virginia Family Service, SafeSpot, the Women's Center, Medical Care for Children Partnership Foundation, and The SkillSource Group, Inc. for their vital contributions. Together, these partnerships work to enhance economic mobility, improve health outcomes, increase access to medical services, and combat interpersonal violence.

- **Enhanced community outreach efforts by developing joint promotional materials for Fairfax Alerts, Community Connect, and the Emergency Health Profile.** This initiative included the creation of an informative postcard to raise awareness about these vital programs, which support communication, safety, and emergency preparedness. To streamline access, a new centralized website was launched, serving as a one-stop hub for residents to learn about and enroll in these services. Together, these tools empower individuals and families to stay informed during emergencies, provide critical household information to first responders, and ensure that medical and health details are readily available when seconds count.

- **Hosted the Fairfax Disability First Responder and Safety Resource Fair, a day dedicated to ensuring individuals with disabilities could interact with first responders and public safety personnel in a non-stressful environment,** rather than for the first time during an emergency. Engaged a wide range of agencies, including local government organizations and private sector groups focused on disability rights and accessibility. Provided attendees the opportunity to practice traffic stops with county police officers, engage in one-on-one conversations with public safety staff, explore free technology-based safety tools, and learn how to prepare for natural disasters and other emergencies. The event attracted about 100 participants and received positive feedback from those who attended.
- **Multiple agencies collaborated on various public participation initiatives,** including community outreach for a study to improve equity in park services, gathering public input to incorporate local needs and priorities into the Site-Specific Plan Amendment (SSPA) process, and community engagement to improve public transit, reduce traffic congestion, and increase support for affordable housing development projects. These public participation initiatives are guided by Engage Fairfax model and Public Input platform use to analyze hundreds of community responses.





# Strategy Team

## EFFECTIVE AND EFFICIENT GOVERNMENT

A strategy team for the Effective and Efficient Government (EEG) Community Outcome Area was chartered from March to November 2024. The team’s purpose was to make recommendations to the County Executive’s Strategic Plan Steering Committee on the EEG strategies that should move forward immediately to implementation, grounded in a comprehensive analysis of relevant data and other factors, including root cause, feasibility, and momentum. This approach was piloted with the Economic Opportunity Community Outcome Area, and based on lessons learned, modified to include an earlier and more intentional focus on data.

The team worked under the direct guidance of the EEG Champions, Deputy County Executive Ellicia Seard-McCormick and Chief Financial Officer Christina Jackson. Building on the efforts of two previous EEG strategic planning teams convened in 2019 and 2022, this team laid the groundwork for a subsequent project team, which will be tasked with the actual implementation of the selected strategies.

### TEAM MEMBERS

- **Dana Thompson**, Department of Management and Budget (Team Lead)
- **Andrew Janos**, Department of Procurement and Material Management
- **Birendra Rana**, Office of the County Executive (One Fairfax)
- **Brian Kincaid**, Department of Management and Budget
- **Chloe Lee**, Department of Management and Budget (Data Analytics)
- **Greg Bruch**, Department of Tax Administration
- **Helman Castro**, Department of Land Development Services
- **Jessica Werder**, Health Department
- **Lesa-Kaye Boateng**, Office of the County Executive (One Fairfax)
- **Nate Wentland**, Department of Information Technology
- **Samarendra Nandi**, Department of Information Technology
- **Shelley Scianna**, Department of Human Resources
- **Shweta Adyanthaya**, Fairfax-Falls Church Community Services Board (formerly Office of Public Affairs)



### APPROVED STRATEGIES

The following recommended strategies were accepted by the County Executive’s Steering Committee in November 2024 and will move forward to action planning:

- **Enhance communication and outreach to the community** by using all available communication methods and tailoring messaging to individual needs, while providing greater access to information, engaging inclusively, and receiving wide and diversified community input regarding county priorities.
- **Review and improve the structure, operations and impact of county boards, authorities and commissions** to better reflect current needs and demographics of the community.
- **Enhance the county’s competitiveness by addressing barriers to recruiting, hiring, and retaining a diverse, highly qualified workforce**, while offering flexible work arrangements, competitive benefits, and nontraditional employment options.
- **Evolve the budgeting process** to align resource allocation to those programs and activities that will most effectively advance the outcomes outlined in the strategic plan.
- Prioritize **multi-use designs and efficient site utilization in both new and existing county facilities**, aiming to increase shared use, enhance service access, support community activities and maximize return on investment.

# Effective and Efficient Government

## BUDGET ALIGNMENT AND INTEGRATION

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 enhancing 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.

The Department of Management and Budget (DMB) has made significant progress to integrate the strategic plan framework into the annual budget development process. Budget presentations to the Board of Supervisors and the community are now organized around the Ten Community Outcome Areas, starting to demonstrate the connections between community priorities and funding. Furthermore, the Overview Volume in the Adopted Budget Summary and the County Executive's message highlight funding decisions for each Community Outcome Area. These documents also provide information on the ongoing Countywide Strategic Plan and the community engagement process in the Strategic Linkages section.

Recognizing the importance of this work, the County Executive's Steering Committee approved the Effective and Efficient Government Phase I Strategy Team's recommendation to advance the strategy of further evolving the budgeting process to align resource allocation with programs and activities that will most effectively advance the outcomes outlined in the strategic plan. The box to the right details how the strategic plan is currently integrated within specific sections of the budget documents.



### LINKAGES TO THE BUDGET

As Fairfax County continues to prioritize effective and efficient government, the FY 2024 Adopted Budget Plan introduced significant enhancements to align financial planning with community outcomes. DMB took crucial steps to integrate the strategic initiatives and performance metrics, ensuring that resource allocation is directly tied to advancing the county's key priorities. The following sections include links to the Countywide Strategic Plan and other related initiatives:

#### AGENCY NARRATIVES

Include discussions of agency strategic planning efforts, linking core services to the Countywide Strategic Plan and expanding the use of performance measures.

#### PROGRAM AREA SUMMARIES

Include cross-cutting efforts and benchmarking data, providing a broader perspective of the strategic direction of several related agencies.

#### STRATEGIC LINKAGES

Provides an overview of how activities supported in the annual budget advance the county's long-term strategic goals, including the Community Outcome Areas from the Countywide Strategic Plan and the One Fairfax joint social and racial equity policy. Includes the Key County Measures, which are aligned with the Countywide Strategic Plan Community Outcome Areas and demonstrate how the county is performing 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.**





The overarching vision for the Empowerment and Support for Residents Facing Vulnerability (ESRFV) Community 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 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.

As the county continues to publish dashboards and data stories for each of the Community Outcome Areas, efforts will focus on identifying a set of headline metrics for [Empowerment and Support for Residents Facing Vulnerability](#). These metrics will be populated with data and supplemented by context-setting narratives. The data will be disaggregated by place and population to highlight disparities and, in combination with other decision-making factors, will help identify targeted strategies for implementation. Please refer to pages 69-72 for detailed information on the dashboards and data stories.

Once the headline metrics have been identified, the prioritization framework developed and refined in 2023 and 2024 (see page 6) will undergo continuous evaluation and adjustment. Guided by the Deputy County Executive ESRFV Champions, efforts will focus on developing targeted, area-specific strategies. These strategies will then be recommended to the Steering Committee for initial implementation.

## EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY HIGHLIGHTS

The Empowerment and Support for Residents Facing Vulnerability highlights on the following pages identify significant progress made in supporting this area for 2024. Each highlight is categorized under the relevant Indicator of Community Success, demonstrating our dedication to this area.



### EQUITY FOCUS

Vulnerable populations are people who face greater risks of experiencing poverty, discrimination, social exclusion, or barriers to accessing basic needs like education, healthcare, housing, and economic opportunities. Aspects of a person's identity, such as race, socioeconomic status, age, gender, gender identity, disability, and citizenship status, can also amplify vulnerabilities and create compounding challenges for some residents. According to the United Way, in Fairfax County, nearly 30% of households are one unexpected bill or emergency away from financial hardship and at risk of experiencing vulnerability. Among them, 23% are ALICE (Asset Limited, Income Constrained, Employed as defined by the United Way), who earn more than the federal poverty level and do not qualify for public assistance but not enough to cover their basic needs. With various subgroups within the vulnerable population, supporting residents facing vulnerability requires tailoring the solutions to meet the needs of these various subpopulations.

In collaboration with the Urban Institute's initiatives on upward mobility action planning, county staff and partners are working to develop and implement collective, system-focused actions to enable all residents and communities to reach their full potential, contribute to the economy, and share in its benefits.

# ESRFV PROGRESS HIGHLIGHTS CONTINUED

## INDICATOR OF SUCCESS: ALL PEOPLE ARE RESPECTED, UNDERSTOOD AND CONNECTED

- Held the **3rd Annual Reunification Celebration** for families that were reunited, with moving speeches by parents about the support their families received from the staff.
- **Delivered the first annual report of the SHAPE the Future of Aging Plan to the Board of Supervisors** at the Older Adults Committee Meeting, with a selection of initiatives highlighted in a special edition of the Golden Gazette.
- **Hosted a "Celebration of Acceptance" event to honor and support individuals with developmental disabilities.** This event aims to celebrate their achievements and raise awareness about the importance of inclusion and acceptance within the community. It featured various activities, including speeches, performances, and opportunities for community engagement.
- **Partnered with Inova to introduce a new training series facilitated by ElderLink, "Exploring the Dimensions of Aging through Virtual Reality."** This innovative initiative enables participants to "see through the eyes" of older adults, providing a deeper understanding of the various challenges they encounter in daily life. The free, 75-minute virtual sessions are conducted via Microsoft Teams and feature virtual reality simulations developed by Embodied Labs. These simulations effectively highlight the common difficulties faced by older adults. Topics include how social isolation impacts an older adult, learning about the early signs and progression of Lewy Body Dementia and Parkinson's Disease, how to navigate caregiver burnout, how to support someone with Post-Traumatic Stress Disorder, de-escalation techniques, and more.
- Led the county's **extreme heat response plan, ensuring that vulnerable residents have access to air-conditioned spaces and necessary resources during very hot days.** During activation, the county increased messaging through its communication platforms, activated overflow space at emergency shelters, and offered respite from the heat at all libraries, community centers, Rec Centers, and human services regional offices. These locations were also equipped with bottled water, bus passes, sunscreen, and insect repellent for anyone in need. Summer 2024 was hotter than usual, resulting in a 418 percent increase in cooling center usage compared to last summer, with 1,301 visits to the 47 cooling centers.



### PODCAST ALERT!

Be sure to check out the **Connect with County Leaders Podcast**, where Fairfax County Executive Bryan Hill talks with **Joe Meyer, Executive Director and CEO of Shelter House**, a nonprofit organization dedicated to addressing homelessness and domestic violence in the region.





# ESRFV PROGRESS HIGHLIGHTS CONTINUED

- **Earned the top score possible, a grade of 100, on the Human Rights Campaign's 2024 Municipal Equality Index (MEI).** The MEI is a nationwide evaluation of how inclusive the county's laws, policies and services are of lesbian, gay, bisexual, transgender and queer (LGBTQ+) people.
- **Increased services were provided by Developmental Disabilities Employment and Day Services as site capacity and staff resources allowed.** In FY 2024, 456 people received behavioral health employment services, with 213 (48%) successfully placed in jobs, vocational training programs, or volunteer experiences. More than 1,500 individuals benefited from Day Support, Self-Directed Services, and Group and Individual Supported Employment. Additionally, 5,344 individuals with developmental disabilities received support coordination services aimed at improving daily living skills across various domains, including medical, educational, employment, housing, transportation, legal, and skill-building supports.
- Partnered with the Virginia Department of Social Services and local nonprofits to **host the first Kin First Now Convening, reflecting a collective vision for a child welfare system that prioritizes kinship care.** Various speakers and breakout groups emphasized the importance of supporting kin-first practices in the child welfare space. The event explored practical aspects of empowering kinship caregivers and highlighted innovative strategies to bolster kinship care. Maintaining sibling relationships within kinship care and fostering family connections emerged as key themes for children and families.
- **Partnered with the Commission for Women to host "Gains, Gaps, & Goals: The Status of Women and Girls in Fairfax County," a presentation of research findings from a year-long University of Virginia study.** This comprehensive evaluation focused on three key indicators impacting women and girls in the county: economics, health, and work-life balance. Following the presentation, local business and community leaders provided insight into how their real-world observations aligned with the research.



- **Sponsored a study on the status of women and girls in the county, "Gains, Gaps, & Goals," through the Social and Decision Analytics Division Biocomplexity Institute & Initiative, University of Virginia.** The study highlights areas where women are still striving for equity, evaluates the status of women and girls by supervisor districts in the county, and provides insights about how women and girls of different identities are impacted. The report also provides context and data to support critical investments and recommended solutions to improve the status of women and girls in the county, which ultimately contributes to stronger, more prosperous communities for all. The initial report was presented in March 2024 alongside a panel of women with professional and/or personal expertise in the areas of study, and a subsequent panel focused on healthcare was held in July 2024.
- **Used grant funds to establish a trauma-informed counseling office at Shelter Care.** The office features a stunning river and forest mural that spans an entire wall, along with breathing and meditation guides, tools, and twinkling lights throughout the space. Residents, particularly those experiencing emotional distress or escalation, have reacted positively to the room, frequently using it and reporting significant benefits. Given the high number of youth entering the program with challenges related to substance abuse, trauma, and abuse, this room has become an essential safe space.

# ESRFV PROGRESS HIGHLIGHTS CONTINUED

- **Provided services to more than 900 clients in FY 2024 through the Home-Based Care (HBC) program** offering in-home bathing, laundry, and light housekeeping for functionally and financially eligible older and vulnerable adults. The program aims to enhance clients' ability to age in place and prevent unnecessary institutionalization of older and vulnerable adults. Achieving significant success, 88 percent of clients remaining in their homes after one year of case management and HBC services. Additionally, 96 percent of clients reported satisfaction with the HBC services.
- **Received SAGE certification, a cultural competency training program promoting inclusion and acceptance for all older residents.** This certification ensures culturally competent service delivery to the community, with the goal of creating more welcoming care for LGBTQ+ elders. It supports an inclusive, person-centered approach to care, as reflected in the SHAPE the Future of Aging plan.
- **Expanded the county's Lethality Assessment Protocol (LAP) criteria to offer greater access to services for a broader group of high-risk victims,** including current or former dating or sexual partners, and to include all intimate partner violence incidents with high lethality, regardless of arrest or warrant status. This update builds on the existing criteria covering married, cohabiting, or parenting couples. By addressing systemic barriers, the expansion ensures equitable support for all survivors, including those in diverse relationship types. Consequently, the LAP crisis line saw a 30% increase in calls, with the expanded criteria accounting for 50% of the rise.

- **Partnered with the county's multi-agency Community Response Team (CRT) to improve the condition of Adult Protective Services (APS) clients through regular bi-weekly meetings.** The CRT provides proactive services to county residents who heavily use public safety resources. APS and CRT share a client population and collaborate to protect the health, safety, and well-being of vulnerable residents in the county.

## INDICATOR OF SUCCESS: ALL PEOPLE CAN MEET THEIR BASIC NEEDS

- **Enabled residents receiving Supplemental Nutrition Assistance Program (SNAP) benefits to double their benefit-up to an additional \$40-to purchase fruits and vegetables at five Park Authority Farmers Markets.** SNAP benefit matching is provided through funding received from Virginia Fresh Match and community partners Arcadia, Britepaths, and Cornerstones.
- **Collaborated with a network of interagency partners, local non-profits, residents, and volunteers to launch an extreme heat emergency relief project at Harmony Place Mobile Home Park in Franconia District,** resulting in 31 window or portable air conditioning units installed in 29 homes, along with other critical life-safety repairs and referrals to additional services. The event included the combined efforts of more than 100 people, representing nearly a dozen county agencies and non-profit partners. 54 homes were evaluated for cooling needs. Additionally, county staff coordinated with nonprofit Community Housing Partners on energy efficiency upgrades for several homes.

## INDICATOR OF SUCCESS: SERVICES ARE EASY TO ACCESS AND USE

- **Hosted a career and resource fair for older workers in celebration of National Healthy Aging Month and National Employ Older Workers Week for the second consecutive year.** The event was open to all older residents, offering attendees the opportunity to speak with numerous employers and community agencies. Participants also engaged in workshops led by community partners on topics such as scam and fraud awareness, mental health resources, job readiness skills, resume writing, and services provided by Adult and Aging.





# ESRFV PROGRESS HIGHLIGHTS CONTINUED

- **Board of Supervisors approved a proposal to change the ratio of accessible parking spaces, increasing it from one per 25 spaces to one per 15.** This adjustment ensures that individuals with disabilities do not lose parking spaces, allowing all residents to maintain equal and fair access.
- **Expanded language access for land development services by introducing a multilingual customer service queue system to assist customers with navigating the construction permitting process.** In-person visitors can enter the queue and specify their language preference, enabling customer service representatives to provide appropriate language support. This service is also available to customers who call in for assistance. Additionally, the majority of publication materials were also translated into Korean and Spanish.
- **Developed a creative approach to improve access to Supplemental Nutrition Assistance Program and other benefits through the new Outreach Opportunities Initiative, launched in November 2024.** The initiative aims to increase community engagement by providing employees with opportunities to attend various events throughout the year, such as health clinics, resource fairs, and back-to-school nights. The initiative not only raises awareness about important programs but also offers employees valuable personal and professional development opportunities.

## INDICATOR OF SUCCESS: SERVICES ARE HIGH QUALITY AND COORDINATED

- **Published a report on the research and recommendations of the Council to End Domestic Violence Accountability (CEDV) Workgroup** after they explored how an accountability process can create pathways to responsibility, healing, hope, transformation, and, in some cases, restoration for individuals who cause harm, as well as for systems and communities. Partnering with various county agencies, the workgroup is developing a multi-agency proposal of recommendations for the CEDV to support broad community-based accountability efforts. Additional steps to implement these recommendations with county and community partners will be taken in 2025.

- **Achieved a new record in FY 2024 by completing nearly 1,800 Long Term Supports and Screenings for older and vulnerable adults.** These mandated screenings were essential for Medicaid long-term care services, enabling eligible individuals with skilled medical nursing needs and dependencies in daily living activities to receive necessary support either at home or in community facilities. Individuals are provided mechanical and physical assistance with activities of daily living as well as instrumental activities, allowing them to remain safely and independently in their homes for as long as possible. 93 percent of these screenings were completed within 30 days of request, adhering to the Virginia Department of Medical Assistance Services standard. Meeting these timelines ensured that some of the county's most vulnerable adults received the critical services they needed, thereby reducing the overutilization of emergency services and preventing unnecessary hospitalization and institutionalization.



VACCINE AND MICROCHIP CLINIC, HYBLA VALLEY



The overarching vision for the Environment and Energy (EE) Community Outcome Area is that all people in Fairfax County live in a healthy, sustainable environment. To support this vision, the Board of Supervisors adopted 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.

As the county continues to publish dashboards and data stories for each of the Community Outcome Areas, efforts will focus on identifying a set of headline metrics for Environment and Energy. These metrics will be populated with data and supplemented by context-setting narratives. The data will be disaggregated by place and population to highlight disparities and, in combination with other decision-making factors, will help identify targeted strategies for implementation. Please refer to pages 69-72 for more information on the dashboards and data stories.

Once the headline metrics have been identified, the prioritization framework developed and refined in 2023 and 2024 (see page 6) will undergo continuous evaluation and adjustment. Guided by the Deputy County Executive EE Champions, efforts will focus on developing targeted, area-specific strategies. These strategies will then be recommended to the Steering Committee for initial implementation.

**ENVIRONMENT AND ENERGY HIGHLIGHTS**

The Environment and Energy highlights on the following pages identify significant progress made in supporting this area for 2024. Each highlight is categorized under the relevant Indicator of Community Success, demonstrating our dedication to this area.



**EQUITY FOCUS**

Environmental health disparities occur when communities are disproportionately exposed to environmental and climatic hazards such as extreme heat, flooding, severe storms, pollution, and other risks. Certain conditions, such as living in more environmentally hazardous areas with inadequate amenities and infrastructure, increase the risk of experiencing negative health impacts. Individual characteristics, including health conditions, disabilities, age, and limited financial capacity, can further exacerbate this vulnerability.

Residents living in Urban Heat Islands (areas with excessive asphalt and insufficient tree canopy), those without adequate access to air conditioning at home, and individuals working outdoors are particularly vulnerable to extreme heat. Additionally, residents of the county's historic mobile home communities, who are predominantly Hispanic or Latino, face disproportionate exposure to flooding, power vulnerabilities, and heat exposure. Addressing these climate disparities is a central aim of Resilient Fairfax, which is focused on enhancing adaptation and resilience to changing climate conditions. Helping our most vulnerable residents safely adapt to an intensifying climate not only saves lives in the long term but also reduces the demand for emergency and public services.



# EE PROGRESS HIGHLIGHTS CONTINUED

## INDICATOR OF SUCCESS: PROMOTING AIR, WATER AND LAND QUALITY

- **Board of Supervisors authorized an 18-month extension for an exemption of all electrical and building permit fees for electric vehicle charging stations.** The current exemption, which was scheduled to expire on May 1, 2024, has been extended through October 31, 2025. The exemption supports the county's climate goal for a carbon-free Fairfax.
- **Awarded First Place at the 2024 American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Region III Technology Awards for the Cub Run Rec Center,** in the Public Assembly Facilities category, for recent facility improvements which significantly reduced the building's energy consumption. ASHRAE's Technology Awards recognize outstanding achievements by members who have successfully applied innovative building design in the areas of occupant comfort, indoor air quality and energy conservation.
- **Developed a framework to lead a cross-collaborative effort aimed at enhancing the Tysons community through activities supporting the global Earth Day initiative.** Coordinated by Celebrate Fairfax and in partnership with county agencies, the Board of Supervisors, Tysons Forest Task Force, Tysons Community Alliance, and nonprofits, the team organized an educational walk, trash pick-up, and beautification programs. Additionally, partnerships were established with Master Naturalists to lead the removal of invasive species and with the Tysons Rotary to provide support from more than 40 volunteers. Marketing, equipment loans, and consulting services are also provided for other countywide Earth Day initiatives.
- **Recognized as a Tree City USA by the Arbor Day Foundation for 41 consecutive years.** This prestigious designation highlights the county's commitment to urban forestry and sustainable practices.

## INDICATOR OF SUCCESS: SUPPORTING SOUND ENVIRONMENTAL POLICY AND PRACTICES

- **Avoided utility costs saved nearly \$8 million in FY 2024 due to efforts to make county operations greener.** By making its buildings energy efficient, installing solar panels for clean energy, and electrifying its vehicle fleet, Fairfax County also cut greenhouse gas emissions by almost 28 percent since FY 2018.

- **Hosted Fix-It Clinics at eight public library branches, where volunteers with diverse repair skills offered free assistance** to more than 100 members of the public. Professional knife sharpeners participated at four of the locations, and fixers worked with a variety of materials, including fabric, knitted items, jewelry, electronics, computers, and small appliances. By promoting repair and reuse, the event significantly reduced waste and fostered a more sustainable community. It was a resounding success for both fixers and participants, many of whom eagerly inquired about the next Fix-It Clinic.
- **Coordinated with the Metropolitan Washington Council of Governments to complete the installation of Electronic Vehicles (EV) charging stations at county-owned sites that are strategically located to meet the needs of residents, staff and guests.** Sites include parking garages, park-and-ride lots, office buildings, libraries, rec centers, and community centers. Of the total grant awarded to MWCOC, \$2.52 million will be allocated to Fairfax County for chargers at up to 25 sites. The county already installed 123 charging ports at 16 locations and will be working with a consulting firm to prepare a long-term EV charging infrastructure plan for the entire community.
- **Hosted "A Day of Science" event for elementary students at two schools identified with a high vulnerability index.** Students were introduced to the department's functions, environmental stewardship, and actionable steps they can implement at home. The event featured several educational stations, including one on recycling and composting, another on the water cycle and water cleanliness, insects as indicators of water quality, and the importance of trees.



# EE PROGRESS HIGHLIGHTS CONTINUED

- **Launched a Solar Panel Recycling Program, providing residents with an eco-friendly disposal option for solar panels.** This program supports the commitment to a greener planet. Adopting renewable energy, such as solar power, offers numerous benefits including reduced monthly energy bills, increased home value, and positive environmental impact. Additionally, local incentives and a 30% federal solar tax credit make solar energy more affordable and accessible than ever before.
- **Adopted the Chesapeake Bay Preservation Ordinance to protect local streams and the Chesapeake Bay, one of the world's most productive estuaries, from pollution due to land use and development.** All of the county waterways drain into the Potomac River and ultimately the Chesapeake Bay. In an effort to protect and improve the quality of these waterways, the county designated environmentally sensitive areas, known as Resource Protection Areas.
- **Board of Supervisors adopted an Operational Energy Strategy in 2018, which included fleet electrification among its 10 focus areas.** As of 2024, the county's vehicle fleet includes 383 hybrid and 69 fully electric vehicles and departments continue to coordinate to ensure EV charging infrastructure is available to support the EV purchases. At the end of 2024, 123 charging ports had been installed.
- **Enrolled 20 community associations in the Charge Up Fairfax program, which provides technical and financial assistance for installing EV charging stations.** Eight of the communities participating in the program are in equity-designated areas and qualify for up to \$10,000 in reimbursement grants.
- **Installed a rooftop solar system at the Newington Collections Facility in Lorton** that will save energy costs and reduce carbon emissions the same amount per year as recycling the contents of nearly five garbage trucks full of waste.



- **Unveiled the Wonder Wagon, the county's new mobile nature center, at the Earth Day Festival in April.** The new fully electric, highly decorated van is the first nature center on wheels to provide nature programs and engaging experiences to communities throughout the county and particularly to those where access to the Park Authority's nature centers may be challenging.
- **Continued to convert existing streetlights to energy-efficient LED streetlights, which reduce energy consumption and operational costs while providing better lighting quality.** Additionally, the county is exploring smart streetlighting technologies that can offer adaptive lighting controls, enhancing safety and efficiency.
- **Installed a new 307-kilowatt solar photovoltaic array on the natatorium and gymnasium roofs at the Spring Hill Rec Center.** This initiative is part of a comprehensive project aimed at enhancing the energy efficiency of the popular Rec Center. The new solar array generates enough energy to power 33 homes annually and is expected to reduce the center's electricity consumption by 13 percent.



## PODCAST ALERT!

The **County Conversation** is a podcast featuring employees and subject matter experts from the Fairfax County Government discussing programs, services and items of interest to residents of Fairfax County. Be sure to check out Jim Person talking with **Julie Gurnee, Charge Up Fairfax Program Manager with Fairfax County's Office of Environmental and Energy Coordination**, about the Charge Up Fairfax Program.



# EE PROGRESS HIGHLIGHTS CONTINUED

- **Board of Supervisors approved an extension of the electric vehicle charging station permit fee exemption through October 31, 2025.** During the first six months of this extension, this resulted in approximately \$72,000 in EVCS fee savings for customers.
- **Completed a comprehensive Energy Utilization Improvement project at the Reston Community Center,** which included the installation of rooftop solar panels, new hot water plant equipment, new building automation system controls for HVAC, and LED lighting for most of the facility's fixtures. Additionally, the center received a cooling tower sewer credit. These improvements are projected to reduce the center's carbon footprint by 260 metric tons of CO<sub>2</sub> and will pay for the project within a 26-year time horizon through energy cost savings.
- **Continued to make steady progress in reducing greenhouse gas emissions and lowering the county's energy use.** In FY 2024, county operations saw a 2.7% decrease in greenhouse gas emissions compared to the prior year. Total electricity use decreased by over 5%, while natural gas emissions saw a slight reduction of less than 1%. Overall, greenhouse gas emissions from energy use, including electricity, natural gas, and vehicle fuel, are down nearly 28% compared to the baseline in FY 2018. This significant reduction is the result of energy efficiency measures in county operations and a cleaner electricity supply.
- **Fairfax County will benefit from a \$3.9 million federal grant awarded to the Metropolitan Washington Council of Governments to expand electric vehicle charging infrastructure across the region.** Of the total grant, \$2.52 million will be allocated to Fairfax County for chargers at up to 25 county-owned sites. The county is also preparing a long-term EV charging infrastructure plan for the entire community.
- **Welcomed nearly 50 companies and organizations to the Green Business Partners program as members, leaders, or allies.** The program recognizes businesses that are actively engaging in or interested in sustainable practices to advance climate action and help create a carbon-neutral economy.
- **Board of Supervisors approved a comprehensive update to the landscaping and screening regulations in the Zoning Ordinance.** The amendment included numerous significant changes, including doubling the amount of required interior parking lot landscaping, to help address heat-island effects of surface parking lots, adding a new requirement for street frontage landscaping to improve the pedestrian realm; and encouraging the preservation of existing vegetation and the use of native and environmentally tolerant species. This amendment furthers the goals set forth in the Resilient Fairfax Plan.
- **Approved nearly \$145,000 in grants through the Energy Conservation Assistance Program to support 29 energy projects either completed or in progress in 2024.** These projects will result in nearly \$880,000 worth of efficiency upgrades for properties maintained by community organizations, nonprofits, and places of worship.
- **Honored with the Virginia Energy Efficiency Council's 2024 Leadership Award for a project at the Pender Office Building that combined energy improvements with solar technology.** Since the project's completion in December 2023, Pender has achieved a 41 percent reduction in energy consumption, far exceeding the energy savings guarantee. Additionally, the building is on track to save approximately \$44,000 in annual utility costs due to these enhancements.





The overarching vision for the Healthy Communities Community 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 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.

In 2023, the Countywide Strategic Plan Steering Committee identified 15 headline metrics for the [Healthy Communities](#) Community Outcome Area dashboard. This dashboard, populated by disaggregated data to highlight disparities and supplemented by context-setting narrative, includes 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. This data will be used alongside other decision-making factors to identify targeted strategies for implementation. More information on the dashboard is available on pages 69-72.

HEALTHY COMMUNITIES HIGHLIGHTS

The Healthy Communities highlights below and on the following pages identify significant progress made in supporting this area for 2024. Each highlight is categorized under the relevant Indicator of Community Success, demonstrating our dedication to this area.

INDICATOR OF SUCCESS: ACCESS TO HEALTH SERVICES

- Expanded access to services for individuals with developmental disabilities has been achieved through **recent state legislation that increased funding for the Medicaid Home and Community-Based Developmental Disability Waiver Priority One Waitlist.** This designation is given to individuals who require a high level of support. The expansion includes greater availability of case management services, additional support for independent living, and



EQUITY FOCUS

There is a long history of exclusionary policies and events in the United States that have created and continue to perpetuate racial and ethnic disparities in health. Addressing these health disparities requires a focused and ongoing societal effort to confront historical and contemporary injustices, overcome economic, social, and other barriers to health and healthcare, and eliminate preventable health disparities. Beyond disparities in health outcomes, factors such as land use, transportation, and housing are fundamental to building healthy communities of opportunity.

Through the Community Health Assessment process, residents living in areas with the greatest health disparities identified four key priorities: Healthcare use and access; mental health and substance use; food access and healthy eating; and the built environment and physical activity. Using information from the community along with population-level data, Health Department staff are actively working with community members to create a Community Health Improvement Plan which complements the Countywide Strategic Plan.

enhanced employment opportunities. This initiative aims to improve the quality of life and independence for those with developmental disabilities in the community. Conducted community outreach in preparation for this unprecedented opportunity of new developmental disability waivers to be offered to individuals in the county.



# HC PROGRESS HIGHLIGHTS CONTINUED

- **Celebrated for their achievements, 87 local high school students completed the Public Health Youth Ambassadors Program, designed to increase diversity in the public health and healthcare fields** by training students as certified Community Health Workers. These students earned certificates of completion from the Morehouse School of Medicine and George Mason's School of Public Health after mastering rigorous introductory healthcare curricula.
- **Celebrated the successful completion of 40 pregnant and parenting teens and young adults enrolled in the Stable Families Thriving Futures program.** The program assists mothers and fathers, ages 14-25, in achieving their educational goals, boosting their confidence as parents, paving a pathway to economic self-sufficiency and employment, and organizing their lives by focusing on improving their immediate and long-term health, educational, employment, and financial outcomes,
- **Expanded behavioral health services at community centers by adding three additional Community-Based Teams,** enabling youth to more easily attend behavioral health appointments, including those for substance use treatment, within their communities. These services are now available at Herndon Neighborhood Resource center, Hybla Valley Community Center and James Lee Community Center.
- **Embraced the nationally recognized Crisis Now Model with a three-tier approach of someone to talk to, someone to respond and somewhere to go.** As part of this effort, 600 callers were transferred from 911 to the 988 Regional Crisis Call Center in FY 2024, which they received immediate behavioral health assistance over the phone by trained crisis workers. Additionally, Co-Responder Units responded to approximately 1,900 calls for service.



- **Expanded the Youth Medication Assisted Treatment (YMAT) program** by hiring eight new staff members to increase capacity at the Sharon Bulova Center in Merrifield and the Gerry Hyland Government Center in South County, serving 150 youth annually. This program used FDA-approved medications in combination with counseling and behavioral therapies to treat substance use disorders and prevent opioid overdose and offers bilingual staff at the clinics. The Fairfax-Falls Church Community Services Board was the first in the state to offer YMAT services.
- **Expanded the provision of free feminine hygiene products to women's restrooms in all public library branches,** following a highly successful pilot program at the Tysons-Pimmit Regional Library.

## INDICATOR OF SUCCESS: IMPROVING PHYSICAL AND BEHAVIORAL HEALTH CONDITIONS

- **Voted one of the healthiest communities in the country, according to the U.S. News & World Report's 2024 Healthiest Communities Rankings.** The county moved up three spots from its 17th ranking in 2022 to claim the 14th spot on this year's list. The U.S. News & World Report's rankings scores nearly 3,000 counties on 92 indicators across 10 categories that drive overall community health with population health and equity as the most heavily weighted categories.



### PODCAST ALERT!

The **County Conversation** is a podcast featuring employees and subject matter experts from the Fairfax County Government discussing programs, services and items of interest to residents of Fairfax County. Be sure to check out **Jim Person talking with Brian Hochstrasser, School Health Division Assistant Director with the Fairfax County Health Department,** about immunizations for school children and how the county's Health Department is involved.

# HC PROGRESS HIGHLIGHTS CONTINUED

- **Throughout the development of the 2025-2029 Community Health Improvement Plan, the Partnership for a Healthier Fairfax and the Health Department conducted a robust community engagement slate of activities collaborating with community members, clients and stakeholders in 2024.** 25 community-based data walks and 13 Root Cause Analysis sessions conducted in communities across the county provided planners with insight into the deep roots of the health disparities evident in the health outcomes data from the county. Eight of these important community events were conducted in languages other than English.
- **Used opioid settlement funds to support eight projects, all of which reflect a multi-pronged, cross-systems approach to addressing the opioid crisis.** These projects include:
  - **Youth Detoxification and Crisis Stabilization Services:** Partnering with the four other Community Service Boards in Northern Virginia, this project aims to provide youth detoxification (withdrawal management) and residential crisis stabilization services in the region, addressing the current lack of local options for youth detox or residential substance use treatment.
  - **New Recovery Court Track:** Previously known as Drug Court, this new track is specifically designed to serve young adults ages 18-25.
  - **Expanded Youth Medication Assisted Treatment (YMAT) Program:** This program uses FDA-approved medications in combination with counseling and behavioral therapies to treat substance use disorders and prevent opioid overdose. It also offers bilingual staff at the clinics. The Fairfax-Falls Church Community Services Board was the first in the state to launch a YMAT program.
- **Launched a new trauma resilience program at the Wellness Circle in Fairfax.** Designed to support individuals who have experienced trauma, the program provides coping strategies and resilience-building activities. Participants will benefit from a variety of therapeutic approaches, including individual and group therapy sessions.
- **Provided lifesaving services to more than 22,550 individuals experiencing challenges with mental health, substance use or developmental disabilities in FY 2024.** The Fairfax-Falls Church Community Services Board latest Annual Report, released in October 2024, highlights the work of the agency's dedicated staff and partners, and the positive difference its services are making in the lives of people in the community.
- **Partnered with George Mason University and Partners (GMU MAP) to ensure youth are able to quickly access medication and support for opioid use disorder.** Rapid connection to medication-assisted treatment is especially critical in the days immediately following a non-fatal overdose. The GMU MAP Bridge Program typically provides short-term services to stabilize an individual before the person is then transferred back to the county or another local provider for longer-term treatment.
- **Domestic and Sexual Violence Services developed and implemented a culturally and linguistically relevant curriculum for Latinx and Spanish-speaking youth,** Proyecto de prevención e Información Lidereando Adolescentes Saludables (PILAS), to complement a similar curriculum in English, Healthy Youth Prevention Education (HYPE). These curricula are aimed at youth ages 11-19 and discuss healthy relationships, self-esteem, and teen dating violence. Additionally, PILAS focuses on addressing the unique challenges and cultural contexts faced by Latinx adolescents and empower them to recognize and prevent dating violence.
- **Established a community-based Post Response Team (PRT) to provide follow-up support, resource and engagement to link individuals to services following a behavioral health crisis.** The PRT is comprised of a clinician and a peer recovery specialist.





# HC PROGRESS HIGHLIGHTS CONTINUED

- **Invited several young adults to join the core team of the county Opportunity Youth Network to review its charter for creating an equitable and coordinated system supporting youth success.** Community+, targeting neighborhoods in the Route One Corridor, comprises five working groups: Children and Youth Well-being, Economic Opportunity, Health, Neighborhood Livability, and Safety, each co-chaired by a county resident. In partnership with various agencies, Opportunity Neighborhoods, brought together Neighborhood Ambassadors for a root cause analysis session. Findings from this session informed the five-year plan of the county Neighborhood Initiatives and the Community Health Improvement Plan.
- **Screened 9,770 individuals for Opioid Use Disorder (OUD) in the Adult Detention Center. Of those screened, 24.7 percent tested positive, and 89.4 percent received Medication for Opioid Use Disorder.** By treating individuals with substance use disorders while they are incarcerated, the county can impact the

overdose death rate and address other serious consequences of untreated addictions to drugs and alcohol.

## INDICATOR OF SUCCESS: PROMOTING HEALTH-RELATED BEHAVIORS

- **Utilized education and partnerships to strengthen the community's emotional health and its ability to respond to challenges.** In FY 2024, 2,158 individuals received opioid overdose and naloxone education (REVIVE!) training. Additionally, 762 individuals were trained in Mental Health First Aid, equipping them to assist those experiencing a mental health crisis or substance use challenge. Furthermore, 212 individuals completed Question, Persuade, Refer suicide prevention training, and 150 individuals received training on Adverse Childhood Experiences (ACEs) to understand the impacts of childhood adversity and trauma on development.



# Strategy Team

# HEALTHY COMMUNITIES

A prioritization team for the Healthy Communities (HC) Community Outcome Area was chartered from March to November 2024. The team’s purpose was to make recommendations to the County Executive’s Strategic Plan Steering Committee on the HC strategies that should move forward immediately to implementation, grounded in a comprehensive analysis of relevant data and other factors, including root cause, feasibility, and momentum. This approach was piloted with the Economic Opportunity Community Outcome Area, and based on lessons learned, modified to include an earlier and more intentional focus on data.

The team worked under the direct guidance of the HC Champions, Deputy County Executives Ellicia Seard-McCormick and Chris Leonard. Building on the efforts of two previous HC strategic planning teams convened in 2019 and 2022, this team laid the groundwork for a subsequent project team, which will be tasked with the actual implementation of the selected strategies.

## TEAM MEMBERS

- **Abbey May, Fairfax-Falls Church Community Services Board (Co-Lead)**
- **Chris Revere, Health Department (Co-Lead)**
- **Katie Horstman, Department of Management and Budget (Co-Lead)**
- **Aimee Garcia**, Department of Neighborhood and Community Services
- **Chloe Lee**, Department of Management and Budget (Data Analytics)
- **Lila Vizzard**, Health Department
- **Lisa Potter**, Fairfax-Falls Church Community Services Board
- **Lisa Tatum**, Department of Family Services
- **Robin Wilson**, Office of the County Executive (One Fairfax)
- **Sara Brinkmoeller**, Health Department
- **Shweta Adyanthaya**, Fairfax-Falls Church Community Services Board
- **Scott Schermerhorn**, Fire and Rescue Department
- **Susan Kirkman**, Department of Human Resources
- **Yusuf Enum**, Fairfax-Falls Church Community Services Board



## APPROVED STRATEGIES

The following strategies were approved by the Steering Committee for implementation and are ready to proceed to action planning:

- **Integrate considerations of health, well-being and equity** into the development, implementation and evaluation of land use, transportation and housing policies and ordinances.
- **Increase capacity and access to behavioral health and developmental disability services** in collaboration with community partners through trauma informed prevention and education efforts, vital services and supports, and expanded treatment and service options.
- **Establish a forum, in collaboration with healthcare, county government, schools, and community organizations**, to implement data-driven, place-based strategies that improve access and health outcomes for underserved groups, address underutilization and barriers to health service access, integrate delivery of health services and align resources to eliminate service gaps.
- **Promote healthy eating by implementing policies and initiatives that increase access** to fresh, affordable and nutritious food options, especially in the geographic areas of the county with the highest rates of food insecurity.





The overarching vision for the Housing and Neighborhood Livability (HNL) Community 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.

As the county continues to publish dashboards and data stories for each of the Community Outcome Areas, efforts will focus on identifying a set of headline metrics for Housing and Neighborhood Livability. These metrics will be populated with data and supplemented by context-setting narratives. The data will be disaggregated by place and population to highlight disparities and, in combination with other decision-making factors, will help identify targeted strategies for implementation. Please refer to pages 69-72 for more information on the dashboards and data stories.

Once the headline metrics have been identified, the prioritization framework developed and refined in 2023 and 2024 (see page 6) will undergo continuous evaluation and adjustment. Guided by the Deputy County Executive HNL Champions, efforts will focus on developing targeted, area-specific strategies. These strategies will then be recommended to the Steering Committee for initial implementation.

## HOUSING AND NEIGHBORHOOD LIVABILITY HIGHLIGHTS

The Housing and Neighborhood Livability highlights on the following pages identify significant progress made in supporting this area for 2024. Each highlight is categorized under the relevant Indicator of Community Success, demonstrating our dedication to this area.



### EQUITY FOCUS

Neighborhoods are more than just houses, buildings, roads, or places where we live; they are interconnected systems of people, infrastructure, institutions, and environments. The government has played a significant role in shaping neighborhoods through planning. In Fairfax County, housing costs continue to rise, and there are currently not enough affordable homes to accommodate households at all income levels.

The shortage of affordable housing in Fairfax County is driven by several factors, including the extremely high cost of development, population growth, and historical policies and decisions by government and other sectors. Those with low and very low incomes, including older adults and individuals living with disabilities, are most affected by the lack of affordable housing.

Notably, according to the county's 5-Year Consolidated Plan, a disproportionately high number of non-white households spend more than 30% of their household income on housing, with 44% of Hispanic households paying more than one-third of their income on rent. Strategically locating housing near multimodal transportation, high-paying employment centers, and recreational areas can help ensure that people at all income levels live in thriving neighborhoods.

# HNL PROGRESS HIGHLIGHTS CONTINUED

## INDICATOR OF SUCCESS: ACCESS TO AMENITIES THAT PROMOTE HEALTHY NEIGHBORHOODS

- **Named the No. 3 best place to live for families by Fortune, Chantilly is highlighted for its excellent quality of life.** The ranking recognizes the county's strong school system, abundant recreational opportunities, and vibrant community spirit. This accolade underscores the county's commitment to creating family-friendly environments and enhancing the well-being of its residents.
- **Opened the Springfield Commuter Parking Facility, which features a new 12,000-square-foot public park space on the roof.** This space will be available to community and civic groups for events, maker markets, social mixers, community concerts, and festivals. Additionally, a 200-foot-long pedestrian bridge includes a new gateway sign, marking this facility as an important entrance to Springfield.
- **Approved new streetlights for use in the county's activity centers through Dominion Energy.** A pricing agreement is in process and is expected to be finalized in 2025. These new streetlights offer enhanced performance and design aesthetics, contributing to placemaking efforts.

## INDICATOR OF SUCCESS: ADEQUATE QUANTITY AND AVAILABILITY OF HOUSING

- **Issued a request for proposals for affordable housing with a notice of more than \$50 million in local funding available for affordable housing projects.** Funding supports the development, preservation, and rehabilitation of affordable housing within the county. Qualified developers and organizations are encouraged to submit proposals for funding consideration.

- **Partnered with SCG Development, Amazon, and Virginia Housing to break ground on Somos at McLean Metro, a new multifamily affordable rental community located in Tysons.** This new development of 456 affordable homes, when completed, will be walkable to the McLean Metro and offer residents all of the amenities that the Tysons area has to offer.
- **Celebrated the grand opening of One University, a 240-unit affordable housing community adjacent to George Mason University,** marking a significant milestone as the first Rental Assistance Demonstration property in the nation to receive U.S. Department of Housing and Urban Development approval for demolition and redevelopment. At One University, outdated townhomes were completely replaced with modern, high-quality, energy-efficient apartments. In addition to affordable multifamily and senior housing, the property also includes market-rate student housing.
- **Successfully opened several affordable housing waiting lists for properties located throughout the county, many of which are designed for older adults.** All properties are part of the Project Based Voucher program, which provides assistance to eligible households to live in rental homes at specific locations.
- **Completed the comprehensive plan amendment in support of preservation of existing “market affordable” multifamily units.** Policy changes were adopted by the Board of Supervisors in July 2023, and Administrative Policy Guidelines were adopted in September 2023. Implementation through rezoning and comprehensive plan amendments are ongoing.



### PODCAST ALERT!

The **County Conversation** is a podcast featuring employees and subject matter experts from the Fairfax County Government discussing programs, services and items of interest to residents of Fairfax County. Be sure to check out **Jim Person talking with Ali Heidari Goodarzi**, Engineer IV with Land Development Services (LDS) and program manager of the Expedited Building Plan Review Program.



# HNL PROGRESS HIGHLIGHTS CONTINUED

## INDICATOR OF SUCCESS: AFFORDABLE AND QUALITY HOUSING

- **Held the groundbreaking ceremony for the Residences at Government Center II, located adjacent to the Fairfax County Government Center.** This affordable housing community will provide 279 units for low- to moderate-income households along with a daycare center. The development will feature two five-story residential buildings with environmental and accessibility considerations.
- **Board of Supervisors approved the For-Sale Workforce Dwelling Unit (WDU) Policy and Program Plan Amendment to revise the WDU Policy based on recommendations of the WDU For-Sale Policy Task Force.** This expanded the affordable homeownership program by lowering the income threshold to serve households earning between 70% and 100% of the 2024 Area Median Income, making homeownership accessible to more residents, including larger families. The amendment, part of the county's Comprehensive Plan, supports the One Fairfax equity policy and aims to increase the supply of affordable housing by extending the program's geographic reach beyond development centers.
- **Held the 2024 Fairfax County Housing Symposium at George Mason University, bringing together elected leaders, industry professionals, policy experts, affordable housing users, and other stakeholders.** The day-long event focused on the shared goal of creating a county that everyone can afford to call home. Attendees engaged in discussions about the challenges and opportunities in affordable housing development and preservation.
- **Board of Supervisors approved the Agape House Plan Amendment, which replanned 3.8 acres in Chantilly and opened the potential for the development of more than 230 affordable independent living units.** Located in an underutilized area of the county, the project shows that proper design and treatment of a site can yield compatible and innovate uses.



FOUNTAINHEAD REGIONAL PARK, FAIRFAX  
STATION (VISIT FAIRFAX)



# HNL PROGRESS HIGHLIGHTS CONTINUED

- **Updated aspects of the federal Housing Choice Voucher program to better serve participating households.** The program provides a monthly subsidy to help offset the cost of rent and utilities. The subsidy varies depending on where people live in the county, giving families more purchasing power when renting. This change reflects the diversity of the housing market in the county and offers people greater choice in where they live.
- **Funded by the county and private contributions, Good Shepherd Housing and Family Services' (GSH) purchased their 100th unit residing at Terrace Towne Homes of Gunston.** The unit is part of GSH's expanding portfolio, which includes seven other units in the same Lorton neighborhood.

## INDICATOR OF SUCCESS: FLEXIBILITY AND ADAPTABILITY OF LAND USE RULES

- **Board of Supervisors approved a new zoning ordinance amendment introducing more detailed use standards for data centers.** The updated regulations aim to better manage the size and location of data centers while addressing key concerns such as noise reduction, architectural design, proximity to residential areas, and distance from Metro stations. The approved changes follow extensive community engagement efforts that helped shape the final recommendations.

## INDICATOR OF SUCCESS: PREVENTING AND ENDING HOMELESSNESS

- **Expanded the Permanent Supportive Housing (PSH) program, which aims to provide stable housing for people experiencing homelessness and those with serious mental health conditions.** The expansion increased the availability of supportive housing units and enhanced access to comprehensive services, including case management and mental health support. This initiative is designed to help participants maintain stable housing and improve their overall quality of life.
- **Opened the North County Human Services Temporary Overnight Shelter in Reston to assist people experiencing homelessness.** Supported by the county and Cornerstones, the facility offers food and safe shelter. Cornerstones provides wrap-around case management services onsite. Additionally, the county purchased a property that includes a non-operational hotel, which will be converted into an emergency shelter.
- **Partnered with the State to issue \$5.5 million in financing through the FY 2025 Notice of Funding Availability** to support inclusion of permanent supportive housing serving a specific at-risk population in affordable housing developments.







The vision for the Lifelong Education and Learning (LEL) Community Outcome Area 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 that 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. Note: This section of the plan focuses on the county's impact on LEL, which is related to but distinct from the Fairfax County Public Schools plan referenced on page 55.

As the county continues to publish dashboards and data stories for each of the Community Outcome Areas, efforts will focus on identifying a set of headline metrics for Lifelong Education and Learning. These metrics will be populated with data and supplemented by context-setting narratives. The data will be disaggregated by place and population to highlight disparities and, in combination with other decision-making factors, will help identify targeted strategies for implementation. Please refer to pages 69-72 for more information on the dashboards and data stories.

Once the headline metrics have been identified, the prioritization framework developed and refined in 2023 and 2024 (see page 6) will undergo continuous evaluation and adjustment. Guided by the Deputy County Executive LEL Champions, efforts will focus on developing targeted, area-specific strategies. These strategies will then be recommended to the Steering Committee for initial implementation.

## LIFELONG EDUCATION AND LEARNING HIGHLIGHTS

The Lifelong Education and Learning highlights on the following pages identify significant progress made to



### EQUITY FOCUS

Social, economic, and political factors all impact lifelong education and learning. Educational opportunities are a cornerstone of a healthy, flourishing society, influencing people's skills, employment, and incomes throughout their lives.

Disparities in educational outcomes are evident across various demographics. For instance, according to Virginia Department of Education Profile for FCPS for 2023-2024, the percentage of Black and Hispanic students reading at or above grade level in 3rd grade is lower than that of other groups. Additionally, Hispanic students have lower high school graduation rates compared to their peers. These disparities extend beyond academic achievement to areas such as juvenile justice, child welfare system involvement, and physical and behavioral health issues, all marked by significant racial and ethnic differences. Ensuring that all students can succeed is essential for fostering an inclusive and prosperous society.

Adults, too, require continuous education. Opportunities for children and adults to learn can be found in libraries, community centers, faith communities, universities, and other places within the community. Ongoing education can lead to career advancement, increased social connections, improved cognitive functioning, and greater economic prosperity for individuals and their families.

support this area throughout 2024. Each highlight is categorized under the relevant Indicator of Community Success, demonstrating our dedication to this area.

# LEL PROGRESS HIGHLIGHTS CONTINUED

## INDICATOR OF SUCCESS: ACCESS TO QUALITY TECHNOLOGY

- **Refreshed the Reston Regional Library branch for needed modernization.** During the branch's 11-week closure, the building underwent many necessary and important upgrades to ensure its longevity. These updates included full ADA compliance and refurbishment of the main public restrooms, upgrades to all public and staff area lighting fixtures, replacement of carpet in key areas such as the entryway and teen area, cleaning and updates to the public meeting rooms, painting, blind repair, and the replacement of the drinking fountain with the addition of a bottle filling station.
- **Renamed Culmore Community Library while continuing to offer the same high-quality services and resources to the community.** The library remains a vital hub for educational programs, community events, and access to information.

## INDICATOR OF SUCCESS: INCREASED ENGLISH LANGUAGE PROFICIENCY

- **Partnered with the Progreso Literacy and Citizenship Center, a part of United Community, to offer 12-week citizenship classes at the Sherwood Regional Library.** Progreso provides the teacher; the Friends of Sherwood Library purchase the materials; and the branch hosts the free citizenship classes for participants. This year, the branch hosted three 12-week classes, in addition to the 49 citizenship classes held at other branches.

## INDICATOR OF SUCCESS: PARTICIPATION IN LEARNING OPPORTUNITIES

- **Partnered with Fairfax County Public Schools' Adult Education and Interagency Alternative Schools programs to celebrate the achievements of 15 inmates who earned their GED and six who earned their high school diploma.** These individuals pursued their educational goals while incarcerated during the school year, with some completing their studies shortly after their release. Additionally, 24 inmates were recognized for passing at least one of the four GED tests.

- **Celebrated the 85th anniversary of the Fairfax County Public Library system,** marking a long history of service to the community. The library system has grown significantly since its inception, now offering a wide range of programs, resources, and services to residents. This milestone underscores its ongoing commitment to literacy, education, and community engagement.
- **Expanded land development outreach efforts by hosting approximately 70 events across the county, including at district offices and community centers, with offerings in multiple languages.** Outreach activities included in-person and virtual classes on permitting processes and building code requirements, tables at local community events, and distribution of informational postcards, rack cards, and brochures.
- **Developed Civics Lab, a series of programs broadly based on the Educating for American Democracy's Roadmap initiative.** Civics Lab is a 16-month endeavor aimed at increasing civic engagement leading up to Virginia's 2025 gubernatorial election. From August to November 2024, the focus was on civic participation at all levels, including voter registration, local participation, celebration of Constitution Day, and understanding how history can inform civic participation today. Future engagement will include quizzes, displays, and programs designed to provoke discussions about democracy and citizenship.



### NOTE ABOUT FAIRFAX COUNTY PUBLIC SCHOOLS (FCPS)

In June 2023, FCPS adopted a 2023-2030 Strategic Plan. To develop this plan, the division engaged 124,302 parents/caregivers, staff, students, and community members to share their diverse perspectives and voices. The plan includes five student-centered goals, each with equity commitments to support the success of each and every student in FCPS, and four pillars that help guide and organize the division's work as it implements the plan. FCPS staff routinely monitor and publicly report on progress made against the 2023-30 Strategic Plan's core metrics, with a strong focus on how students' experiences differ by race, ethnicity, financial security, language skills, and disability status. More information on the FCPS Strategic Plan is available on their website.





# LEL PROGRESS HIGHLIGHTS CONTINUED

- **Partnered with Fairfax Futures to hold the 20th Annual School Readiness Symposium.** Nearly 300 early childhood educators from centers, permitted county child care homes, and public pre-K programs attended the event at the Fairfax County Government Center. This year's theme was "The Brain-Everything Starts Here: Understanding and Fostering Development."

## INDICATOR OF SUCCESS: SUPPORTING ACADEMIC ACHIEVEMENT

- **Local teen named TIME Magazine's "Kid of the Year" for creating a cancer-treating soap.** This innovative soap, which has garnered significant attention, aims to help cancer patients by incorporating therapeutic properties. The young inventor's achievement underscores the remarkable potential of youth in the field of health and innovation. This recognition highlights the supportive environment for young innovators in the county.
- **Thirteen students from the county's public schools excelled at the recent International Science and Engineering Fair in Los Angeles.** Competing against more than 1,700 young scientists from 67 countries, regions, and territories worldwide, these students shone brightly and took home prestigious awards. With approximately \$9 million in prizes and scholarships up for grabs, this global competition showcased the incredible talent and innovation of our future leaders.
- **Launched a new summer reading program for school-age children (5 to 21 years) who have a diagnosis of dyslexia, aimed at promoting literacy and health.** The program encourages kids to read books that focus on health and wellness topics, helping them to develop healthy habits and a love for reading while also developing their language and reading skills. This initiative is part of broader efforts to support community well-being, educational development, and inclusivity during the summer months.



- **Launched the Reuse Project, with the goal of creating a Human Development Center by providing pathways to opportunity through education, workforce development, and life skills programs.** In alignment with the Fairfax County Sustainable Development Policy, the project incorporates a geothermal system to achieve LEED-Gold certification, ensuring 25% energy efficiency. Additionally, the facility includes electric vehicle charging stations and employs Low Impact Development facilities for effective stormwater management.

## INDICATOR OF SUCCESS: SUPPORTING CAREER-BASED TRAINING

- **Conducted annual "book talking" and outreach visits to more than 80 FCPS schools, with public library staff also providing tailored visits to the Plum Center and the Cedar Lane School.** Staff registered students at both schools for library cards, shared resources available at the library, and provided books to the students at the Plum Center, which has no physical book collection.



## PODCAST ALERT!

Be sure to check out the **Connect with County Leaders Podcast** where **Fairfax County Executive Bryan Hill** is joined by **Dr. Gregory Washington, President of George Mason University**, for a discussion on the university's growth, inclusive excellence initiatives and innovative programs.





The vision for Mobility and Transportation Community Outcome Area 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 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.

In 2024, the Countywide Strategic Plan Steering Committee identified six headline metrics for the [Mobility and Transportation](#) Community Outcome Area dashboard. This dashboard, populated by disaggregated data to highlight disparities and supplemented by context-setting narrative, includes metrics related to commuting patterns, sidewalks and trails, road lane conditions, traffic crashes, traffic calming devices and transit subsidies. 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 for implementation. More information on the dashboard is available on pages 69-72.

## MOBILITY AND TRANSPORTATION HIGHLIGHTS

The following Mobility and Transportation highlights identify significant progress made in supporting this area for 2024. Each highlight is categorized under the relevant Indicator of Community Success, demonstrating our dedication to this area.

### INDICATOR OF SUCCESS: EFFICIENT AND VARIED TRANSPORTATION OPTIONS

- **Board of Supervisors approved an additional \$25.4 million for active transportation projects as part of the FY 2024 Carryover Review.** Combined with funds provided from FY 2022 through FY 2024, a total of \$82.1 million in active transportation funding has been approved.



## EQUITY FOCUS

Disparities in mobility and transportation outcomes arise from a complex interplay of historical, economic, and social factors. These disparities manifest as uneven access to public transportation, unsafe infrastructure, and longer, more expensive commutes. Populations facing these vulnerabilities experience additional challenges in accessing and navigating transportation systems and being included in the decision-making processes that affect these systems.

Beyond addressing disparities in mobility and transportation outcomes, planning, design, and implementation of transportation infrastructure that emphasizes safety, accessibility, and convenience for all users — regardless of their race, age, ability, income, or mode of transportation (e.g., walking, biking, driving, or public transit) — promotes access to economic opportunity and healthy communities.

Data from the Virginia Department of Transportation from 2015 to 2024 indicates that a high number of crashes and fatalities occur in areas of high vulnerability. These are places where more households lack a vehicle and rely on walking or biking, often where infrastructure may be inadequate or substandard. Addressing these disparities requires a concerted effort to improve transportation and mobility equity and safety for all residents.



# MT PROGRESS HIGHLIGHTS CONTINUED

- **Launched changes to the Fairfax Connector bus service along the I-66 corridor.** Enhancements included expanded park-and-ride options, increased frequency, streamlined routes, and new bus stops, making travel more convenient. The restructuring improves travel between Centreville, Chantilly, Vienna, and Tysons with transfer points at the new Monument Drive Commuter Parking Garage and other park-and-ride locations.
- **Opened two multimodal transit facilities with commuter parking at Fairfax Center and Springfield.** These facilities promote economic development and plan for future transit investments within key activity centers.
- **Replanned the West Falls Church and Huntington Metrorail Station Areas.** The Plan Amendments' vision is to transform these areas from commuter parking facilities to vibrant, mixed-use and walkable communities centered on high-quality transit options. Development is progressing on both sites.
- **Held the 23rd Annual Bike to Work Day featuring 27 pit stops.** The first 16,000 registrants who checked in by bike received a free T-shirt, snacks, and door prizes. Many telecommuters biked to a pit stop to pick up their T-shirts before returning home to work. Pit stops near transit and park-and-ride options made biking a great first- and last-mile commuting choice.
- **Developed metrics for studying and evaluating pedestrian and bicycle infrastructure for safety and comfort.** Integrated these metrics into transportation studies to create a multimodal approach within the county's activity centers.
- **Parking Reimagined received the 2024 Old Dominion Award from American Planning Association-Virginia Chapter** for its innovative tiered framework approach to right-sizing parking. The multi-year project updated and modernized the county's parking requirements. The Innovative Approaches Award recognizes pioneering planning efforts in the state.
- **Received a funding commitment from the Federal Transit Administration (2024) for the Richmond Highway Bus Rapid Transit (BRT) project, advancing the county's first modern BRT to the project engineering phase.** This project and the widening of Richmond Highway are key components of the county's multi-modal transportation infrastructure. The widening to six lanes between Jeff Todd Way and Sherwood Hall Lane, along with the 7.4-mile dedicated bus lane project extending from Huntington Metro Station to Fort Belvoir, aims to enhance transit frequency and reliability while alleviating traffic congestion.



# MT PROGRESS HIGHLIGHTS CONTINUED

- **Board of Supervisors approved the FY 2023-FY 2033 Transit Strategic Plan in late 2023**, which functions as comprehensive roadmap for improving transit services over 10 years, and aims to create an equitable, safe, reliable, clean, and effective public transportation system that benefits Fairfax County residents, workers, and visitors.
- **Opened the Wiehle Pedestrian Bridge in July 2024.** This provides a safe and unimpeded crossing for the W&OD Trail over Wiehle Avenue and removes conflicts with vehicular traffic.
- **Working to launch the new Route 670 in 2025, providing a direct connection from Chantilly to the Franconia-Springfield Metro.** This route will traverse the I-66 and I-495 corridors, utilizing HOV lanes for a faster and more efficient commute for travelers.
- **Celebrated "Bike and Walk to Worship Week 2024," an event designed to promote health, community engagement, and environmental benefits, with various places of worship participating.** The event encouraged members to bike or walk to their worship services. Participants received incentives, such as rewards for those who chose to bike or walk. The event fostered a sense of community while highlighting the benefits of sustainable transportation.

## INDICATOR OF SUCCESS: EFFICIENT AND VARIED TRANSPORTATION OPTIONS

- **Board of Supervisors approved an amendment to the Zoning Ordinance as a follow up to Parking Reimagined ensuring that the newly adopted parking regulations do not unintentionally lower the number of required accessible parking spaces.** This amendment was in response to concerns raised by the Disability Services Board during the project and creates a county-specific minimum accessible space requirement of 1 accessible space per 15 parking spaces (1:15), and proportional ratio adjustments. This unique and innovative approach ensures that the supply of accessible spaces are either maintained or increased, even as the supply of parking decreases.

- **Launched the Fairfax Connector's new Express Route 798 bus service.** Elected officials and stakeholders celebrated this milestone, which connects Tysons West Park and Tysons Metrorail Station in Virginia to Bethesda, Maryland. Route 798 serves key employment centers like NIH and Walter Reed National Military Medical Center, and improves access to major shopping, business hubs, and residential areas on both sides of the American Legion Bridge.

## INDICATOR OF SUCCESS: INFRASTRUCTURE CONDITION, SUSTAINABILITY AND ENVIRONMENTAL IMPACT

- **Board of Supervisors unanimously supported the multi-modal metrics and Comprehensive Transportation Analysis process that will be used for all zoning, plan amendment and corridor study analyses.** Outreach on this will be an ongoing effort to refine metrics as they are used in various projects.
- **Awarded \$50.5 million from the Federal Transit Administration through the FY 2024 Low- and No-Emission Grant to purchase new low-emission, diesel-electric hybrid buses.** This significant investment will enable the county to replace older buses as part of its ongoing fleet replacement plan, improving the efficiency and sustainability of public transportation in the county.





# MT PROGRESS HIGHLIGHTS CONTINUED



## INDICATOR OF SUCCESS: TRAVELER SAFETY

- **Celebrate Fairfax and the Tysons Community Alliance (TCA) actively participated in several Tysons task force groups**, including the Restaurant; Retail and Entertainment; and Placemaking Vision and Design framework groups, while also serving on TCA's Board of Directors. This strong partnership enabled Celebrate Fairfax to contribute valuable resources, connections, and expertise to Tysons initiatives such as the Walk, Bike, Roll Campaign, Pedals for Petals Bike Ride event, and Placemaking Fest. These collaborative efforts culminated in the creation of Celebrate Fairfax's mobility maze at The PARC, the first mobility maze (or traffic garden) in Tysons. These efforts highlight the power of partnerships in enhancing community events and placemaking initiatives.
- **Progress continues on the Tysons Community Circuit—a planned 4.75-mile multimodal loop designed to link transportation hubs, parks, civic spaces, and major points of interest across Tysons.** This transformative urban loop, first outlined in the 2014 Tysons Park System Concept Plan, envisions a linear park that prioritizes walkability, accessibility, and community engagement for all who live, work, and visit Tysons. Currently, 1.15 miles of the circuit are complete and open to the public, giving residents, workers, and visitors the chance to explore Tysons through safe, accessible routes for biking, walking, and jogging. The completion of the circuit will occur over time as new development and public improvement projects come online. Interim enhancements such as pavement markings, decals, and signage are also being planned to support connectivity as the circuit grows.



## PODCAST ALERT!

The **County Conversation** is a podcast featuring employees and subject matter experts from the Fairfax County Government discussing programs, services and items of interest to residents of Fairfax County. Be sure to check out **Jim Person talking with Nicole Wynands, active transportation planner with Fairfax County's Department of Transportation**, about the Active Fairfax Transportation Plan.

# Strategy Team

# MOBILITY AND TRANSPORTATION

A prioritization team for the Mobility and Transportation (MT) Community Outcome Area was chartered from March to November 2024. The team’s purpose was to make recommendations to the Strategic Plan Steering Committee on the MT strategies that should move forward immediately to implementation, grounded in a comprehensive analysis of relevant data and other factors, including root cause, feasibility, and momentum. This approach was piloted with the Economic Opportunity Community Outcome Area, and based on lessons learned, modified to include an earlier and more intentional focus on data.

The team worked under the direct guidance of the MT Champions, County Executive Bryan Hill and Deputy County Executive Ellicia Seard-McCormick. Building on the efforts of two previous MT strategic planning teams convened in 2019 and 2022, this team laid the groundwork for a subsequent project team, which will be tasked with the actual implementation of the selected strategies.

## TEAM MEMBERS

- **Mark Thomas**, Department of Management and Budget (Co-Lead)
- **Martha Coello**, Department of Transportation (Co-Lead)
- **Anna Ricklin**, Health Department
- **Alex Krafchek**, Department of Management and Budget (Data Analytics)
- **Brent Riddle**, Department of Transportation
- **Cynthia Alarico**, Department of Neighborhood and Community Services
- **Hejun Kang**, Department of Transportation
- **Jeff Hermann**, Department of Transportation
- **JoAnne Fiebe**, Department of Planning and Development
- **Mena Nakhla**, Department of Transportation (Equity Advisor)
- **Nicole Wynands**, Department of Transportation
- **Scott Colwell**, Police Department
- **Vanessa Holt**, Department of Transportation



## APPROVED STRATEGIES

The final strategies, approved by the Steering Committee for implementation and ready to proceed to action planning:

- **Facilitate more active transportation** (walking and biking) by adding, improving, maintaining, and enhancing sidewalks, crosswalks and shared-use paths; enhancing bike facilities throughout the county; and educating the community on how to increase their use of active transportation modes safely.
- **Develop and implement a proactive multi-faceted plan to reduce and ultimately eliminate traffic-related deaths and injuries** (Safe Systems approach) that includes, but not limited to, pedestrian-oriented street design, speed reduction techniques, public education and enhanced enforcement.
- **Prioritize accessible and affordable multimodal transportation options for all**, using local, regional, state and federal tools to ensure equitable transportation opportunities and resources.







**The overarching vision for the Safety and Security Community 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 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.

In 2024, the Countywide Strategic Plan Steering Committee identified eight headline metrics for the Safety and Security Community Outcome Area dashboard. This dashboard, populated by disaggregated data to highlight disparities and supplemented by context-setting narrative, includes metrics related to diversions from arrest, Fairfax alert subscribers, youth who feel safe in their community, positive interactions with police, crimes against persons and property, number of persons arrested and 9-1-1 call processing time for high priority requests. 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 for implementation. More information on the dashboard is available on pages 69-72.



### EQUITY FOCUS

Based on community input, feeling safe in one's community and the ability to move freely without fear of negative interactions with law enforcement are essential to promoting safety and justice for all in Fairfax County. Ensuring the safety and security of Fairfax County residents involves daily efforts to assess and mitigate safety risks. Different populations and areas experience

risk in varying ways, and disparities are evident, especially during recovery from emergencies such as natural disasters. These disparities are often due to a lack of resources, fear of not receiving information, and difficulties in understanding how to access government resources. Addressing these disparities is crucial for the equitable delivery of emergency services, creating a well-prepared community, and improving overall health outcomes.

The recent Fairfax County Community Risk Assessment highlighted falls and cardiovascular emergencies as the top risks with significant disparities by age and race/ethnicity. This underscores the need for tailored interventions to effectively address these challenges.

Fairfax County Public Safety Departments continue to analyze data, address identified disparities, utilize disaggregated data to predict risks and emergencies, and customize communications and responses to meet the needs of specific populations and communities. Additionally, under the structure of the One Fairfax Community Roundtable, Equity Action Teams (EATs) focus on specific topics within five key equity drivers—Community Health and Wellbeing, Community Safety and Justice, Cradle to Career Success, Equitable Community Development, and Inclusive Prosperity — to better understand and address intersecting and compounding factors that contribute to the county's equity challenges. In the Fall 2024, aligned with the Community Safety and Justice equity driver, the One Fairfax Community Roundtable convened an Equity Action Team of community members with professional and lived experience to provide review and provide feedback on a draft version of the Fairfax County Police Department foot pursuit General Order.

# SS PROGRESS HIGHLIGHTS CONTINUED

## SAFETY AND SECURITY HIGHLIGHTS

The Safety and Security highlights identify significant progress made in supporting this area for 2024. Each highlight is categorized under the relevant Indicator of Community Success, demonstrating our dedication to this area.

### INDICATOR OF SUCCESS: EFFECTIVE AND EQUITABLE ADMINISTRATION OF JUSTICE

- **Launched the first Fairfax Circuit Court satellite office in Reston** to provide select services, including marriage license application processing and free notary services. The satellite office, located at the Cathy Hudgins Community Center, is available from 9 a.m. to noon on the second Tuesday of each month.
- **Marked the first full year of local implementation for the Marcus Alert law, which is aligned with the county's behavioral health crisis response system.** The Marcus Alert required public safety and behavioral health entities to provide a behavioral health response to behavioral health situations, whenever feasible. It also involved coordination between public safety answering points (9-1-1) and Regional Crisis Call Centers. The call centers also served as 9-8-8 answering points, providing 24-7 support and resources for behavioral health. Additionally, residents who contact 9-8-8 can now access specialized services for LGBTQ+ youth and young adults, the Veterans Crisis Line and services in Spanish.
- **Hosted a Public Safety Suicide Prevention Conference, drawing more than 130 first responders from across the National Capital area.** Held on World Suicide Prevention Day, the event highlighted the importance of mental health support for those on the front lines of public safety.
- **Hosted a "Survival Spanish for Patrol" class at the Criminal Justice Academy to equip patrol officers with essential Spanish language skills and cultural knowledge.** Through practical lessons and realistic scenarios, officers learned relevant phrases and commands for law enforcement. This training aims to enhance officers' effectiveness and safety while fostering better understanding and relations with the Hispanic community.
- **Established the Hispanic Officers Association, which officially joined the National Latino Peace Officers Association (NLPOA),** the largest Latino law enforcement organization in the United States with over 15,000 members. The NLPOA unites professionals from various fields to combat prejudice, reduce juvenile delinquency, and foster community trust through effective policing strategies.
- **Police Captain Hudson Bull recognized as one of the International Association of Chiefs of Police 40 Under 40 Award recipients for 2024.** From leading the Police Department's state-of-the-art crime center to reuniting missing persons with their families, Captain Bull's impact on the county has earned him international recognition. This prestigious award honors law enforcement professionals under age 40 who have demonstrated exceptional leadership, innovation, and commitment to public safety. Captain Bull's dedication and achievements exemplify the highest standards of law enforcement and community service.
- **Partnered with the Virginia Fire and Emergency Service Equity and Diversity Association to host the 2024 Virginia Fire Equity and Diversity Conference in October.** The conference theme, "From Words to Practice: Making Equity Real," underscored the commitment to translate equity ideals into actionable strategies and measurable outcomes. Public safety attendees learned to dismantle systemic biases, create inclusive workplaces, and foster equitable communities.



### PODCAST ALERT!

Be sure to check out the **Connect with County Leaders Podcast**, where Fairfax County Executive Bryan Hill is joined by **Chris Falcon, Clerk of the Fairfax County Circuit Court** to discuss his vision for making court services more accessible to all county residents.





# SS PROGRESS HIGHLIGHTS CONTINUED

- **Leading the way in emergency response technology, Fairfax County 9-1-1**, one of the largest public safety answering points in the United States, has introduced the ability to instantly translate more than 170 languages using AI technology. This impressive innovation significantly improves access to emergency services for non-English speakers in our diverse community.

## INDICATOR OF SUCCESS: RELIABLE AND SECURE CRITICAL INFRASTRUCTURE

- **Launched eCaseSearch, a new online service that allows the public to search non-confidential case information.** The service revolutionizes access to Circuit Court case information by making it transparent and accessible. Users can search for information using the top seven languages spoken in the county: English, Spanish, Korean, Vietnamese, Amharic, Arabic, and Chinese.
- Welcomed the **largest class of Public Safety Communications recruits**, a success achieved through rethinking recruitment strategies. A team was assembled to review practices from the past 20 years, identify what wasn't working, and evaluate the interviewing process, social media strategies, and testing methods. Based on their findings, they implemented necessary changes, leading to this successful outcome.
- **Revamped the Fire and Rescue recruitment process, leading to positive outcomes.** Previously, recruit schools were scheduled quarterly, but the enhanced recruitment outreach now allows these schools to accommodate 40 recruits in multiple sessions. **By focusing outreach efforts on military veterans**, individuals transitioning out of the military, community colleges, high schools, and community events, applications have increased by nearly 90%. Additionally,



FIRE STATION PUSH CEREMONY, DUNN LORING

improvements in the physical abilities test process have boosted overall pass rates and nearly doubled the pass rate for female candidates.

- **Hosted the Northern Virginia Regional Cybersecurity Tabletop Exercise at the Virginia Department of Transportation building in Fairfax County.** This cross-agency, six-hour exercise tested regional response and recovery strategies for managing a significant cyber event compounded by the threat of an approaching hurricane. Representatives from various jurisdictions and key stakeholders participated, fostering collaboration and strengthening partnerships to enhance the region's ability to address the challenges posed by complex cyber incidents and other concurrent threats.



## PODCAST ALERT!

Be sure to check out the **Connect with County Leaders Podcast: Animal Services**. Fairfax County Executive Bryan Hill is joined by **Reasa Currier, Director of the Fairfax County Department of Animal Sheltering**, for a conversation on the county's efforts to care for animals in need while promoting responsible pet ownership.



# SS PROGRESS HIGHLIGHTS CONTINUED

## INDICATOR OF SUCCESS: SAFETY-RELATED PREVENTION AND PREPAREDNESS

- **Partnered with local veterinary practices to launch the Spay/Neuter Voucher Program**, providing low-cost spay/neuter vouchers for purchase. Voucher cost includes core vaccinations and microchipping in addition to surgery. The program aims to assist residents in caring for their pets by reducing financial barriers to affordable veterinary care. Since its launch in March 2024, the Shelter's Pet Resource Center has distributed 175 Spay/Neuter Vouchers – often providing families with their first veterinary visit.
- **Enhanced the accessibility of the Animal Shelter's Vaccine and Microchip Clinic**, provided by the Shelter's Shelter's Pet Resource Center, enabling pet owners to obtain essential vaccinations, microchips, and pet licenses for their pets. **This enhanced accessibility has resulted in a 208% increase in pets served in 2024** when compared to 2023. Available vaccines include the rabies vaccine, DHPPi (canine distemper) vaccine, and FVRCP (feline distemper) vaccine, along with microchips and dog licenses.
- **Partnered with the Lorton Community Action Center and Rising Hope Mission Church to host Pop-Up Pet Pantry services for people using food bank programs.** This initiative enhanced access to pet food and supplies for vulnerable communities, resulting in a 97% increase in the pounds of pet food distributed. Accessibility improvements were achieved through proactive community engagement, streamlined fulfillment processes, and resource tables at bi-monthly vaccine and microchip clinics.
- **Hosted a webinar for property management and Homeowners Associations focused on the critical steps to take following a fire incident** to ensure a swift and safe recovery. Participants gained valuable insights into the fire investigation process, safety inspections, restoration protocols, and effective communication strategies to keep residents informed. The discussion also highlighted best practices for coordinating with local authorities, contractors, and insurance providers to expedite residents' re-entry.
- **Launched the Summer Crime Prevention Initiative to enhance community safety during the warmer months.** The initiative focuses on increasing police presence in high-crime areas, engaging with residents, and promoting awareness of crime prevention strategies. It includes activities such as community events, safety workshops, and enhanced patrols to deter criminal activity. By fostering stronger community-police partnerships, the initiative aims to reduce crime rates and improve the overall quality of life for Fairfax County residents.
- **Recognized September as National Preparedness Month**, a time to focus on being ready for emergencies. To help encourage early conversations with family and friends, the 2024 theme was "Start a Conversation."
- **Launched Operation Press Check to enhance the county's ability to investigate and prosecute convicted felons found in possession of firearms**, thereby ensuring community safety. Detectives and prosecutors will focus on Felon in Possession of Firearm cases with the goal of achieving successful prosecutions. To strengthen these efforts, a partnership was formed with the Bureau of Alcohol, Tobacco, Firearms and Explosives, leveraging their expertise to make investigations as robust as possible.



### PODCAST ALERT!

Be sure to check out the **Connect with County Leaders Podcast**, where Fairfax County Executive Bryan Hill talks with **Scott Brillman, Director of the Department of Public Safety Communications (DPSC), also known as Fairfax County 9-1-1**. The conversation highlighted the center's recent achievements and future plans to enhance emergency response services.





## SS PROGRESS HIGHLIGHTS CONTINUED

- Conducted a cross-agency functional exercise, Hurricane NOVA, to evaluate the Joint Information Center.** This exercise was a critical step in enhancing the county's readiness and ensuring that teams are well-prepared to respond to emergencies. Functional exercises like this play a vital role in maintaining preparedness by allowing the testing of procedures, identifying areas for improvement, and strengthening the ability to protect the community. By simulating real-world scenarios, the exercise enables better coordination of efforts and ensures readiness to act swiftly and effectively in any situation.
- Collaborated with the Virginia State Police to complete the third wave of the 2024 "Road Shark" traffic safety campaign in June within the county.** Officers and troopers issued more than 8,500 citations and warnings, including more than 200 for reckless driving. Road Shark is a high-visibility, coordinated enforcement and education effort designed to deter aggressive driving, reduce crashes, and change driving behavior. The campaign unites law enforcement, community organizations, and residents to address and mitigate traffic safety challenges. Through increased patrols, targeted enforcement, and educational outreach, the goal is to create a safer and more secure environment for all road users.
- Ensured workforce safety and preparedness by developing a comprehensive emergency preparedness course for all county employees.** The training covers a wide range of scenarios, including natural disasters and human-made crises like cyber-attacks and active shooter situations. Virtual sessions are offered quarterly with an option for self-paced online training to ensure flexibility. The curriculum empowers staff with the knowledge and skills to stay safe, protect others, and maintain operations during emergencies. It includes an overview of the Emergency Action Plan, Continuity of Operations efforts, and additional training programs such as Active Assailant Response, De-Escalation, and Mental Health First Aid.
- Established an online presence for the monthly newsletter, "Code Compliance Corner,"** providing timely, accurate, and accessible information to residents and businesses. This content is amplified regularly through Board of Supervisors Offices' own newsletters.
- Developed and implemented a case-management board** for use during mass care events through the collaboration of a multidisciplinary group of county agencies. This tool enables agencies to efficiently track assistance requests, allocate resources, and manage client needs in real time. By streamlining communication and coordination among county services, the board ensures that impacted individuals and families receive timely and equitable support during emergencies.
- Conducted a full-scale sheltering exercise with multiple county agencies and volunteers to test and improve emergency response capabilities.** This exercise evaluated the shelter's registration process, case management, health services, and animal services. Simulating an emergency scenario with extreme heat and power outages, the exercise required agencies to manage various shelter operations. Volunteers acted as displaced residents, providing a chance to practice registration and intake processes. Case management teams addressed the needs of affected individuals and families, while medical staff ensured adequate care for those with medical conditions or injuries. The exercise also included an animal services component to assess procedures for pets accompanying their owners. Insights gained will refine and enhance the county's sheltering capabilities.



NATIONAL PREPAREDNESS MONTH DISPLAY AT GREAT WALL SUPERMARKET, FALLS CHURCH

## SS PROGRESS HIGHLIGHTS CONTINUED

- **Expanded the Fairfax County Speed Camera Program to enhance road safety and reduce speeding in high-risk areas.** Initially launched as a pilot, the program has shown promising results in decreasing traffic violations and improving pedestrian safety. This expansion will include additional cameras in school and work zones, further supporting the county's commitment to protecting its residents and promoting safe driving practices.
- **Developed a series of engaging e-learning courses to make preparedness accessible and actionable for everyone.** The courses include "Introduction to Preparedness," which equips individuals and families with the basics of emergency readiness; "Introduction to Preparedness for Houses of Worship," which helps faith-based organizations safeguard their congregations; and "Introduction to Preparedness for Businesses," tailored to support organizations in creating resilient operations.
- **Hosted the Integrated Preparedness Planning Workshop (IPPW) to develop a coordinated preparedness strategy for 2025.** Guided by the IPPW framework, the county identified specific threats, hazards, and risks; set preparedness priorities; and created a multi-year activity schedule to strengthen capabilities. This approach ensures that all aspects of preparedness are addressed, beyond just training and exercises, aiming to close capability gaps and improve overall community resilience.
- **Continued the maintenance and expansion of the countywide Automated External Defibrillator (AED) Program.** These specialized devices deliver lifesaving therapeutic electric shocks to restore heart rhythm in sudden cardiac arrest victims. Currently, the program has 523 AEDs located in most county-managed and leased facilities. New locations are strategically identified to ensure easy access for all employees, residents, and visitors of Fairfax County facilities. The program ensures that all AED devices are up-to-date and fully functional.
- **Established the Stop the Bleed Program to encourage and empower individuals to assist in bleeding emergencies before professional help arrives.** The Stop the Bleed kits, which include materials and instructions, are strategically located throughout the county. Since the beginning of the year, 58 kits have been installed, bringing the total number in county managed and leased facilities to 167. In 2025, an additional 18 kits are anticipated to be placed in Fairfax County locations.



### INDICATOR OF SUCCESS: TIMELINESS AND QUALITY OF EMERGENCY RESPONSE

- **Established an in-house pharmacy and distribution system for controlled medications to support Fire and Rescue first responders.** This initiative was necessitated by changes in U.S. Drug Enforcement Agency regulations, which led hospital pharmacies to stop supplying medications to first responders. The new system ensures that first responders have timely access to essential medications for emergency response.
- **Began carrying "whole blood" to improve care for patients experiencing severe blood loss, such as those in car accidents or with traumatic injuries.** Whole blood contains all the critical components needed to stop bleeding and restore oxygen in the body, making it an effective treatment for severe injuries. The blood is available in the western and southern areas of the county due to the extended transport distance from trauma centers. With this resource, emergency medical services providers can begin lifesaving treatments immediately, improving survival rates and recovery outcomes.





SPRINGFIELD NIGHTS EVENT, SPRINGFIELD (CELEBRATE FAIRFAX)

# 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

# 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 plan uses six phases of work to incorporate data for all ten Community Outcome Areas.

Dashboards for the remaining five outcome areas will be developed in 2025. The **Community Outcome Area Completion Chart** shows the Community Outcome Areas that have been completed, and those that are scheduled for a future release date.

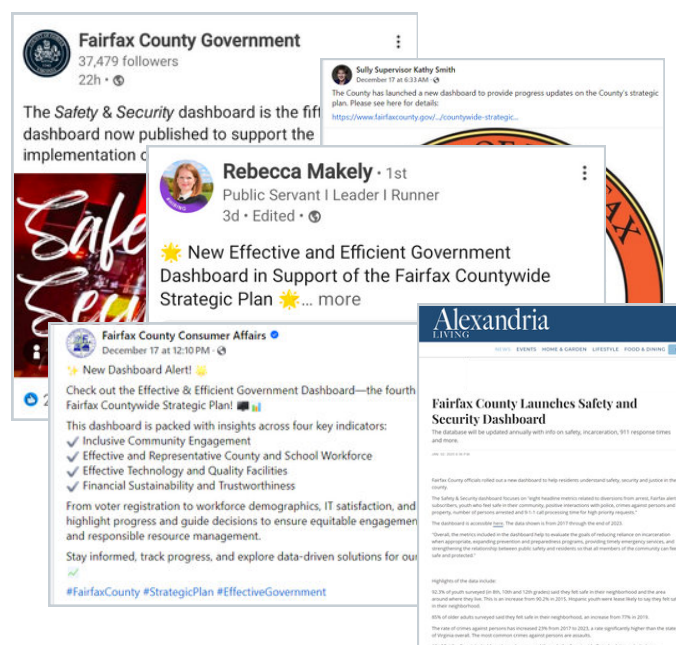
### PHASES OF WORK



### COMMUNITY OUTCOME AREA COMPLETION CHART

COMPLETED OUTCOME AREAS (2023 AND 2024)
<ul style="list-style-type: none"> <li>Economic Opportunity</li> <li>Effective and Efficient Government</li> <li>Healthy Communities</li> <li>Mobility and Transportation</li> <li>Safety and Security</li> </ul>
REMAINING OUTCOME AREAS (2025)
<ul style="list-style-type: none"> <li>Cultural and Recreational Opportunities</li> <li>Empowerment and Support for Residents Facing Vulnerability</li> <li>Environment and Energy</li> <li>Housing and Neighborhood Livability</li> <li>Lifelong Education and Learning</li> </ul>

### SAMPLE OF DATA IN THE MEDIA





# 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 Ten 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.

Three dashboards were published in 2023:

- [Economic Opportunity](#)
- [Healthy Communities](#)
- [Mobility and Transportation](#)

An additional two dashboards were published in 2024:

- [Effective and Efficient Government](#)
- [Safety and Security](#)

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** that includes trends, disaggregated data, and a narrative for context and clarity about the data.

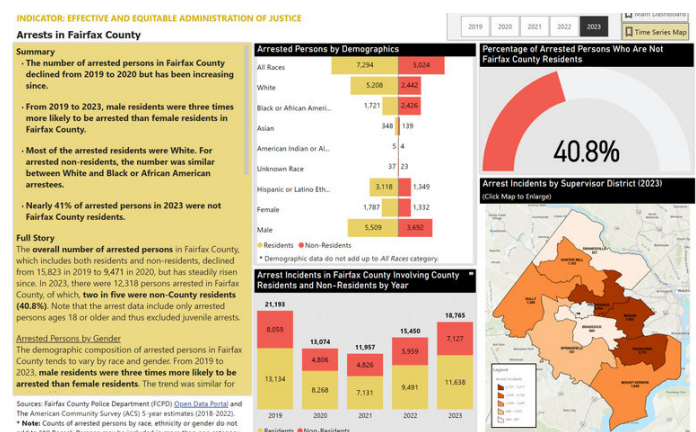
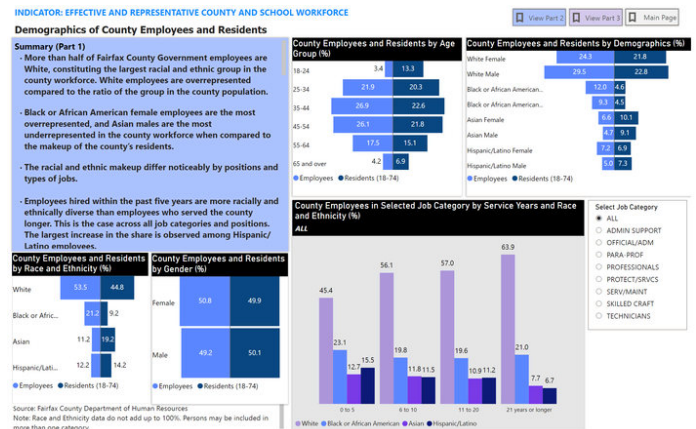
Additionally, as in previous years, in partnership with the Office of Public Affairs, social media posts and Fairfax County Government NewsCenter articles were written to coincide with the publication of the [Effective and Efficient Government](#) and [Safety and Security](#) dashboards. NewsCenter articles and social media will continue to be used to increase visibility for each of the remaining dashboard publications.

The dashboards have also been featured in local news stories, including [FFXnow](#), and a [WTOP](#) article in which County Executive Bryan Hill was interviewed.



## DASHBOARD TUTORIAL

A [Strategic Plan Dashboard Tutorial video](#) was created in 2023. Information on the tutorial is included when each new dashboard is published to ensure users know how to fully navigate and use the dashboards.



# DASHBOARDS AND DATA STORIES CONTINUED

The **Effective and Efficient Government Dashboard** contains six headline metrics related to registered voters, public hearing speakers, demographics of county employees and residents, capital renewal facilities, agency satisfaction with IT support, and debt service. Overall, the metrics included in the dashboard help to evaluate the goals of responsibly managing resources, having reliable and well-functioning facilities and infrastructure, and ensuring equitable engagement and representation.

The **Safety and Security Dashboard** contains eight headline metrics related to diversions from arrest, Fairfax Alert subscribers, youth who feel safe in their community, positive interactions with police, crimes against persons and property, number of persons arrested, and 9-1-1 call processing time for high priority requests. Overall, the metrics included in the dashboard help to evaluate the goals of reducing reliance on incarceration when appropriate, expanding prevention and preparedness programs, providing timely emergency services, and strengthening the relationship between public safety and residents so that all members of the community can feel safe and protected.

The Housing and Neighborhood Livability, and Environment and Energy Dashboards are currently in progress. All published dashboards will be updated yearly to determine trends and monitor progress.



## DASHBOARD LEGEND

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



Desirable upward trend in data



Desirable downward trend in data



Undesirable upward trend in data

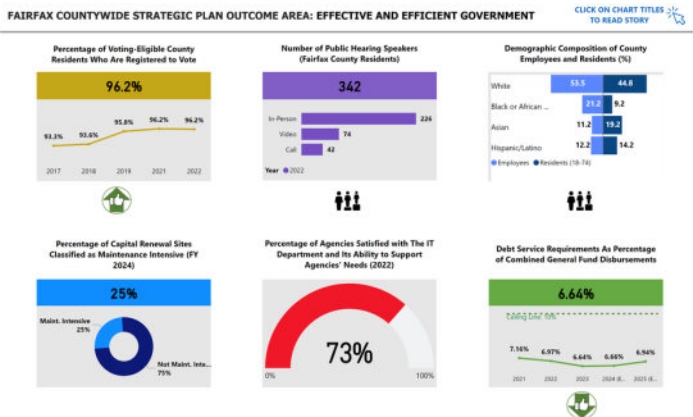


Undesirable downward trend in data

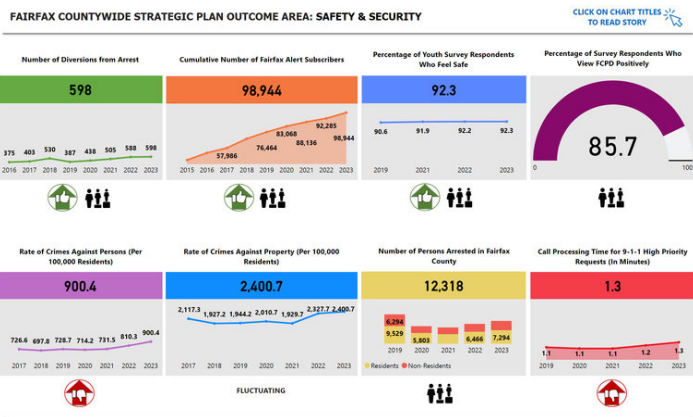


Indicates an equity focus and/or disaggregated data available.

## EFFECTIVE AND EFFICIENT DASHBOARD



## SAFETY AND SECURITY DASHBOARD







COMMUNITY PARADE, ANNANDALE

*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



# Communications and Inclusive Engagement

## ACTION PLAN UPDATE

The Communications and Inclusive Engagement pilot team was established in June 2023 to improve the county's communication strategies and community engagement. The team's goals included leveraging existing communications channels, integrating strategic plan messaging into countywide communications, and developing a consistent approach to engaging the community and county employees.

Guided by Deputy County Executive Champion Ellicia Seard-McCormick, the action plan was formulated with the Inclusive Community Engagement Framework in mind and aimed to address three critical 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 team's efforts culminated in an approved action plan detailed on pages 74-79. Since its approval, significant progress has been achieved in various areas. This includes the development and enhancement of communication channels and the strengthening of community awareness by addressing multiple languages, ensuring that all community members receive information in their preferred language. These efforts promote inclusivity and accessibility, aligning the strategic plan with community needs and feedback.



TASTE OF ANNANDALE



# Communications and Inclusive Engagement

## APPROVED ACTION PLAN

KEY ACTIONS FOR CONSIDERATION	FOCUS AREA	UPDATES
<b>TIMEFRAME: QUICK HIT</b>		
<b>1. Embed the Countywide Strategic Plan into the <b>New Employee Orientation (NEO)</b>.</b>	Internal Communications	<b>COMPLETE</b>  Developed orientation presentation and materials to incorporate Countywide Strategic Plan into each session, presented by Countywide Strategic Planning team.
<b>2. Increase awareness of Countywide Strategic Plan Community Outcome Area <b>dashboards</b> (by way of annual reports, budget documents, News Center, Channel 16, etc.).</b>	Internal and External Communications	<b>COMPLETE/ONGOING</b>  Worked with Channel 16 to produce a Dashboard tutorial video. Posted on YouTube, Countywide Strategic Plan and Channel 16 websites, and articles sent out through public and employee newsletters. Information posted on the Board Communications link and connected departments are asked to share.  Video on YouTube has directions on how to view in seven alternative languages.  Revised the Countywide Strategic Plan to include the tutorial video, newly released dashboards, and related information. Updates are also featured in the Annual Report  Published NewsCenter articles and Newslink brief items announcing the launch of the new dashboards.  Data scientist and the Dashboards/Strategic Plan highlighted in a video on the county's Korean language Facebook page,  Continued efforts to educate departments, strategic planners, partners, and current and former Community Outcome Area Team members on the dashboards, encouraging them to use the data as a starting point for their work.
<b>3. Identify opportunities to integrate Countywide Strategic Plan into existing <b>employee trainings</b>.</b>	Internal Communications	<b>IN PROGRESS</b>  <b>Identified by a team of communications SMEs as a key action to immediately target.</b>  Developed comprehensive Strategic Plan and Data Analytics presentation, complete with detailed talking points, for integration into Organizational Development and Training programs for supervisors, leadership development, and managers, either in person or virtually. Will continue to seek out additional opportunities for integration.
<b>4. Identify county <b>public forums, meetings, groups and events</b> where there are opportunities to highlight and discuss Countywide Strategic Plan elements and progress with the community.</b>	Structure and Implementation, External Communications, Inclusive Community Engagement (Engage Fairfax)	<b>COMPLETE/ONGOING</b>  Presented at Boards, Authorities, and Commissions, Neighborhood College, community meetings, agency advisory groups, and to other community groups that have been historically overlooked. Will continue to seek out additional opportunities for inclusion.

# APPROVED ACTION PLAN CONTINUED

KEY ACTIONS FOR CONSIDERATION	FOCUS AREA	UPDATES
<b>TIMEFRAME: QUICK HIT</b>		
<p><b>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 <b>Policy to Collect and Report Data Regarding Race, Ethnicity, Gender, and Language.</b></b> 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.</p>	<p>Structure and Implementation, Internal Communications, Inclusive Community Engagement (Engage Fairfax/One Fairfax)</p>	<p><b>COMPLETE/ONGOING</b></p> <p>The Policy to Collect and Report Data Regarding Race, Ethnicity, Gender, and Language is being updated to support national trends including additional options for self-identification. The new policy will be shared countywide and integrated into the Public Input engagement platform. Currently working with departments to capture data for inclusion in the revised asset inventory, including demographic and geographical information.</p>
<p><b>6. Promote the use of <b>consistent and quality survey data</b> 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.</b></p>	<p>Structure and Implementation, Internal and External Communications, Inclusive Community Engagement (Engage Fairfax/One Fairfax)</p>	<p><b>IN PROGRESS</b></p> <p>Multi year pilot of the Public Input platform includes 12 departments with accounts, with additional agencies coming online; exploring the use of Public Input for the system-wide collection, analysis, and use of community feedback to inform the plan on an ongoing basis (Strategic Planning Staff will be included by Neighborhood and Community Services and Office of Public Affairs (OPA) as key stakeholders in this work).</p>
<p><b>7. Present at the <b>County Communicators meeting</b> bi-annually to inform them about latest updates and additions to the Countywide Strategic Plan.</b></p>	<p>Internal Communications</p>	<p><b>COMPLETE/ONGOING</b></p> <p>Presented at the quarterly County Communicators meeting following the release of the annual report. Will continue to be an active participant moving forward.</p>
<p><b>8. Produce <b>10-15 second video promos</b> for each of the Community Outcome Areas in multiple languages (considering cultural competency).</b></p>	<p>External Communications</p>	<p><b>COMPLETE</b></p> <p>Worked with Channel 16 to produce one short video promo for each of the Ten Community Outcome Areas. Videos have been shared with OPA, and Channel 16 will use in their programming. All have also been translated into Spanish for distribution.</p>
<p><b>9. Produce a 3-5 minute Countywide Strategic Plan <b>annual report video</b>, highlighting notable progress. Create open captions in multiple languages and consider cultural competency.</b></p>	<p>External Communications</p>	<p><b>IN PROGRESS</b></p> <p>Considering all available video options for the Annual Report, ensuring cultural competency and translation options are included.</p>



# APPROVED ACTION PLAN CONTINUED

KEY ACTIONS FOR CONSIDERATION	FOCUS AREA	UPDATES
<b>TIMEFRAME: QUICK HIT</b>		
<b>10.</b> Increase awareness of Countywide Strategic Plan Community of Practice SharePoint site.	Internal Communications	<b>COMPLETE/ONGOING</b>  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.
<b>11. New Key Action:</b> Develop tool for capturing countywide highlights showcasing key progress for each Community Outcome Area for inclusion in the Annual Report.	Internal and External Communications	<b>COMPLETE/ONGOING</b>  Strategic Planning team developed and launched the <a href="#">Department Highlights for the Countywide Strategic Plan Annual Report survey</a> for capturing highlights, share with SMEs, Pilot Team members, and posted in NewsLink and newsletter encouraging participation. Strategic Planning team took it a step further and launched the <a href="#">Year Three Annual Report Highlights SharePoint page</a> , including a highlights database, for SMEs to review for inclusion in the third annual report. Will replicate for subsequent years.
<b>12. New Key Action:</b> Create a Countywide Strategic Plan internal electronic outreach tool for sending updates, information, and announcements.	Internal Communications	<b>IN PROGRESS</b>  Strategic Planning team set up a GovDelivery newsletter for internal purposes, where employees can opt in to receive updates.
<b>13. New Key Action:</b> Identify methods to incorporate the Countywide Strategic Plan into various social media platforms, with a focus on those in multiple languages.	External Communication, Inclusive Community Engagement (Engage Fairfax/One Fairfax)	<b>ONGOING</b>  Partnered with OPA, which launched the county's first Korean social media platforms on Facebook and Instagram. Each post highlights one of the Ten Community Outcome Areas. Additionally, the office collaborates with the team to integrate these connections into NewsCenter articles whenever possible.  Will continue to seek new opportunities to incorporate this initiative.
<b>TIMEFRAME: SHORT TERM (1-2 YEARS)</b>		
<b>14. *New Key Action:</b> Develop a Strategic Plan Communications Policy for County Communicators.	Internal Communication	<b>IN PROGRESS</b>  Collaborating with the OPA to integrate elements of the Countywide Strategic Plan into existing communication methods. Additionally, reviewing current policies to determine if amendments are needed to include new language around the plan or if a new policy should be drafted. All potential drafts will be reviewed by the Steering Committee.

# APPROVED ACTION PLAN CONTINUED

KEY ACTIONS FOR CONSIDERATION	FOCUS AREA	UPDATES
<b>TIMEFRAME: SHORT TERM (1-2 YEARS)</b>		
<b>15.</b> Design and deliver a short, required <b>e-learning course</b> on the Countywide Strategic Plan.	Internal Communications	<b>IN CONSIDERATION FOR 2025</b>  Countywide Strategic Plan staff and Human Resources will collaborate to create a short, interactive training using the NEO presentation as a template. Planning would begin in the implementation phase of the Communications and Inclusive Engagement Team.
<b>16.</b> Create <b>short, engaging videos</b> (no longer than thirty seconds) that highlight interesting <b>"fun facts"</b> about the Ten Community Outcome Areas. Produce in multiple languages and consider cultural competency.	Inclusive Community Engagement (Engage Fairfax/One Fairfax)	<b>IN CONSIDERATION FOR 2025</b>  Submitted request to Channel 16. Further consideration and planning would begin in the implementation phase of the Communications and Inclusive Engagement Team.
<b>17.</b> Create an <b>"I am Fairfax" campaign</b> featuring residents and stakeholders explaining why they love living in/working for Fairfax County and align with the Countywide Strategic Plan. Produce in multiple languages and consider cultural competency.	External Communication, Inclusive Community Engagement (Engage Fairfax/One Fairfax)	<b>IN CONSIDERATION FOR 2025</b>  <b>Identified by a team of communications SMEs as a key action to consider</b>  Countywide Strategic Plan staff, OPA 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.
<b>18.</b> Identify elements of the <b>Countywide Strategic Plan to translate into the most commonly spoken languages in Fairfax County</b> , starting with the Communications Toolkit and Annual Report.	Inclusive Community Engagement (Engage Fairfax/One Fairfax)	<b>COMPLETE/ONGOING</b>  OPA Language Access staff translated the Countywide Strategic Plan overview document into Spanish and Korean. Will convene once again after the release of the third annual report to consider what additional elements may be beneficial to translate.
<b>19.</b> Incorporate the Countywide Strategic Plan into the <b>County Exec Trek</b> , e.g., logos on giveaways, event shirt, etc.	Internal Communications	<b>IN CONSIDERATION FOR 2025</b>  Countywide Strategic Planning staff met with LiveWell team for consideration into the County Exec Trek. The inclusion is under consideration for 2025.



# APPROVED ACTION PLAN CONTINUED

KEY ACTIONS FOR CONSIDERATION	FOCUS AREA	UPDATES
<b>TIMEFRAME: SHORT TERM (1-2 YEARS)</b>		
<b>20. Educate and train Boards, Authorities and Commissions (BACs), advisory groups, etc.</b> on the Countywide Strategic Plan.	External Communications	A video tutorial on how to navigate and use the Countywide Strategic dashboards (intended for the BACs and public) was released in 2023; strategic plan staff currently provide presentations to BACs and other groups but this can be expanded.
<b>21. Revise names of fairfaxcounty.gov taxonomy categories</b> 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.	Structure and Implementation	Countywide Strategic Plan staff, OPA, and DIT will collaborate to revise the current names. Planning would begin in the implementation phase of the Communications and Inclusive Engagement Team.
<b>22. Create hashtag</b> aligning with the Ten Community Outcome Areas on the county <b>YouTube channel</b> ; embed each of the playlists into respective .gov pages.	Structure and Implementation	Countywide Strategic Plan staff, OPA, and DIT will collaborate to revise the current names. Planning would begin in the implementation phase of the Communications and Inclusive Engagement Team.
<b>23. Connect Public Input</b> engagement platform results to each of the Ten Community Outcome Areas for system-wide data analysis.	Inclusive Community Engagement (Engage Fairfax/One Fairfax), Structure and Implementation	The Countywide Strategic Plan staff, OPA, and Public Input team will pilot with several outcome areas. Full implementation would happen in the next phase of work with the Communications and Inclusive Engagement Team.
<b>TIMEFRAME: MID-RANGE (3-5 YEARS)</b>		
<b>24. Include Strategic Plan note on all Board items.</b>	Internal Communication, External Communication	
<b>25. Incorporate a Strategic Plan connection component into each department's homepage</b> , both internally and externally.	Internal Communication, Structure and Implementation	
<b>26. Connect the Board of Supervisors subcommittees</b> to the Community Outcome Areas when the opportunity permits.	Structure and Implementation	
<b>27. Show linkages to the Countywide Strategic Plan</b> on BACs website, newsletters, action plans, annual reports, etc.	Internal Communication, External Communication	

# APPROVED ACTION PLAN CONTINUED

KEY ACTIONS FOR CONSIDERATION	FOCUS AREA	UPDATES
TIMEFRAME: LONG TERM (TO BE CONSIDERED AT A LATER DATE)		
28. Consider integrating the Strategic Plan into the County's <b>Pay for Performance structure</b> .	Structure and Implementation	
29. Recommend that the Board of Supervisors send out their newsletter intentionally <b>highlighting a success story</b> featuring a Community Outcome Area.	Internal Communication, External Communication	
30. Plan and run a <b>photography contest</b> encouraging Fairfax County community members to submit photos of what makes our county and its communities great. Make accessible to a diverse community.	External Communication	
31. <b>Actively involve businesses</b> in the Countywide Strategic Plan implementation process, harnessing their expertise, resources, and networks.	Structure and Implementation	



# Alignment with the Fairfax County

# INCLUSIVE COMMUNITY

# ENGAGEMENT FRAMEWORK

Supported by the One Fairfax Policy, inclusive community engagement fosters collaboration and creativity to address collective challenges, improves communication and transparency, and builds trust and credibility with the community. Ongoing and inclusive community engagement includes the voices of those most affected by decision making. It helps county government prioritize equity and use qualitative data to understand and improve community conditions in order to best serve the residents of Fairfax County. The Inclusive Engagement and Targeted Intervention Division in the Department of Neighborhood and Community Services is working to ensure that all voices, especially underrepresented communities, are welcome in the county's planning and decision-making processes.

Be sure to check out Fairfax County Government's [inclusive community engagement principles, considerations, and spectrum](#).

## CONSIDERATIONS OF INCLUSIVE COMMUNITY ENGAGEMENT

County departments are taking steps to strengthen these considerations for inclusive community engagement. In 2025, work will continue to implement the [Digital Equity Action Plan](#). Key County departments will meet federal requirements for accessibility, ensuring web content and mobile applications are accessible to people with disabilities, better serving the 92,000 (8%) of residents who report living with a disability. Literacy and plain language will be addressed through improving readability of web content. Simplifying language and improving readability also increases the accuracy of machine and human-translated content into other languages.



### KEY CONSIDERATIONS

#### 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 or 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

Consider how to access to affordable digital hardware, connections and specific digital tools, awareness of digital resources and services and digital literacy skills either increase or limit participation.

#### VIRTUAL

Consider essential remote access to meetings and events.

#### GEOGRAPHY/LOCATION

Consider population focus, and place base.

#### 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. The level of engagement may change over time as projects, plans, or policies are created, implemented, and evaluated. The county and community should talk about how and when community engagement will have the most influence on decisions.



### ADAPTED SPECTRUM

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).



## Fairfax County Community Engagement Spectrum

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

<b>Engage</b>  The county's commitment to the community is to be clear about the level of engagement expected for decisions.  Various relationships, capacity building, community outreach, communications and marketing happen constantly and concurrently to support the engagement levels noted to the right.	Engagement Level	Community Role	Fairfax County Role
	Understand	Listen and ask questions to comprehend and grasp significance.	Provide the community with balanced, objective information.
	Contribute	Share concerns and aspirations, and consider the concerns and aspirations expressed by others.	Listen to and acknowledge concerns and aspirations expressed by community and ensure they are considered.
	Collaborate	Partner with the county in the development of alternatives and the identification of preferred solutions.	Look to the community in the formulation of solutions and incorporate into decision making to the maximum extent possible.
	Decide	Accept trust of county and community to respect and represent their interests in the decision-making process.	Strategically delegate decision-making as appropriate, such as with the BACs.



# Engage Fairfax County

# COMMUNITY ENGAGEMENT

# PLATFORM

Progress continues with many aspects of the county's Inclusive Community Engagement framework, including Engage Fairfax County, 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.

In FY 2024, more than 16,000 residents participated in surveys and projects yielding more than 125,000 responses, including such topics as the FY 2025 Advertised Budget, vacuum leaf collection, and nine magisterial district road paving projects.

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



**VACUUM LEAF SERVICE**  
County staff has postponed a formal proposal to discontinue vacuum leaf service after the 2023-2024 season. Fairfax County's Department of Public Works and Environmental Services (DPWES)...

[View Results](#)



**ZERO WASTE**


FAIRFAX COUNTY



**FAIRFAX COUNTY ZERO WASTE RESIDENT SURVEY**

Fairfax County is on a mission to change the way we manage waste. We are developing key strategies to help meet the zero waste goal of diverting 90% of all waste from landfills or incineration. Your...

[View Results](#)



**Fairfax County Arts Participation Survey**

Arts and culture are vital to our community. Help Fairfax County design, deliver, and communicate about the kinds of performances, exhibits, events, classes and other arts experiences you want to enjoy...

254

425

[Participate](#)





**FY 2025 Budget**



**FY25 ADVERTISED BUDGET**

On Feb. 20, Fairfax County Executive Bryan Hill presented his advertised (proposed) budget to the Board of Supervisors. You can learn more about the proposed budget. The advertised budget is now open for...

[View Results](#)



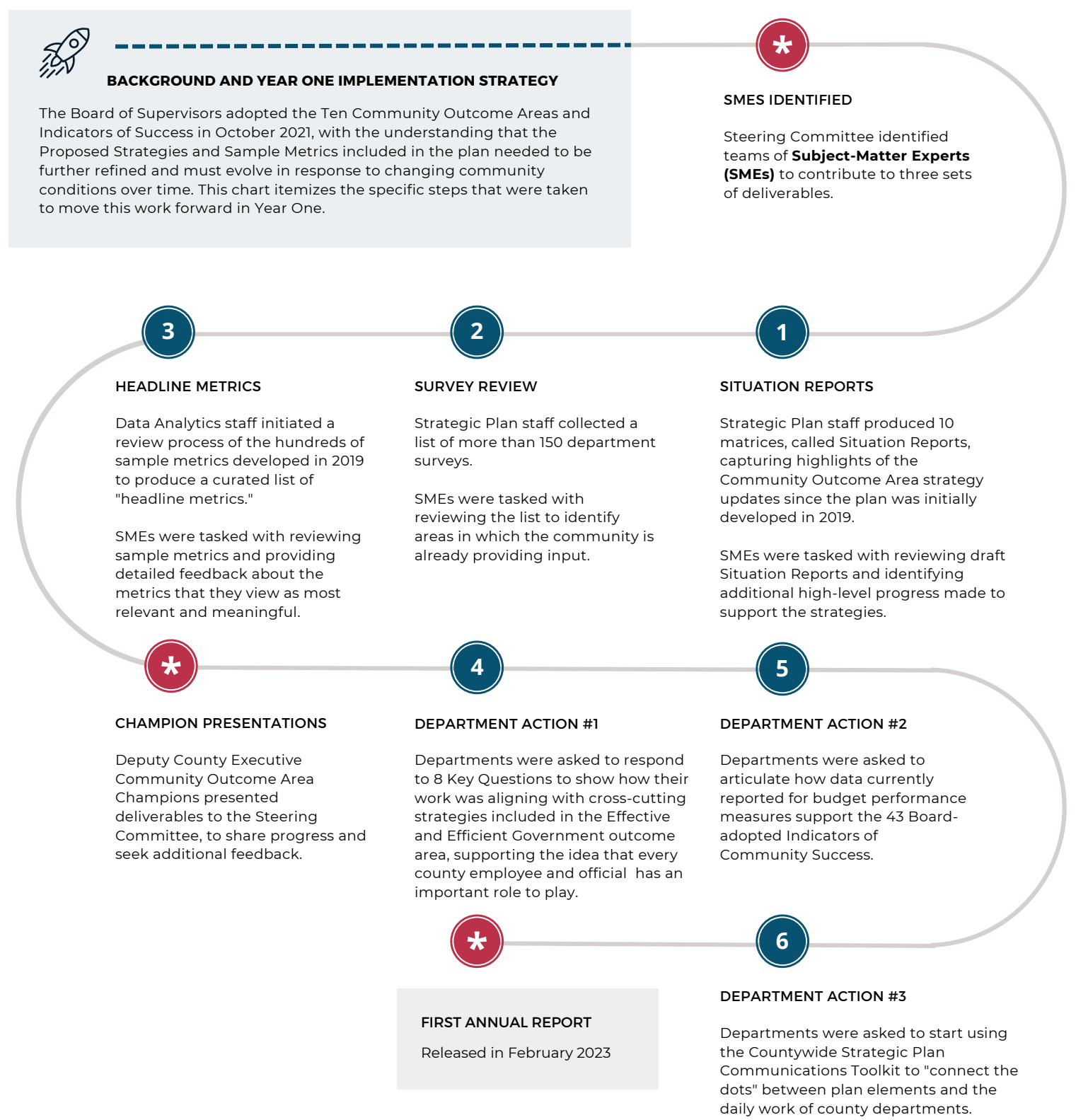


PATRIOT PARK NORTH, FAIRFAX (VISIT FAIRFAX)

# APPENDICES

# Appendix A: Implementation Model

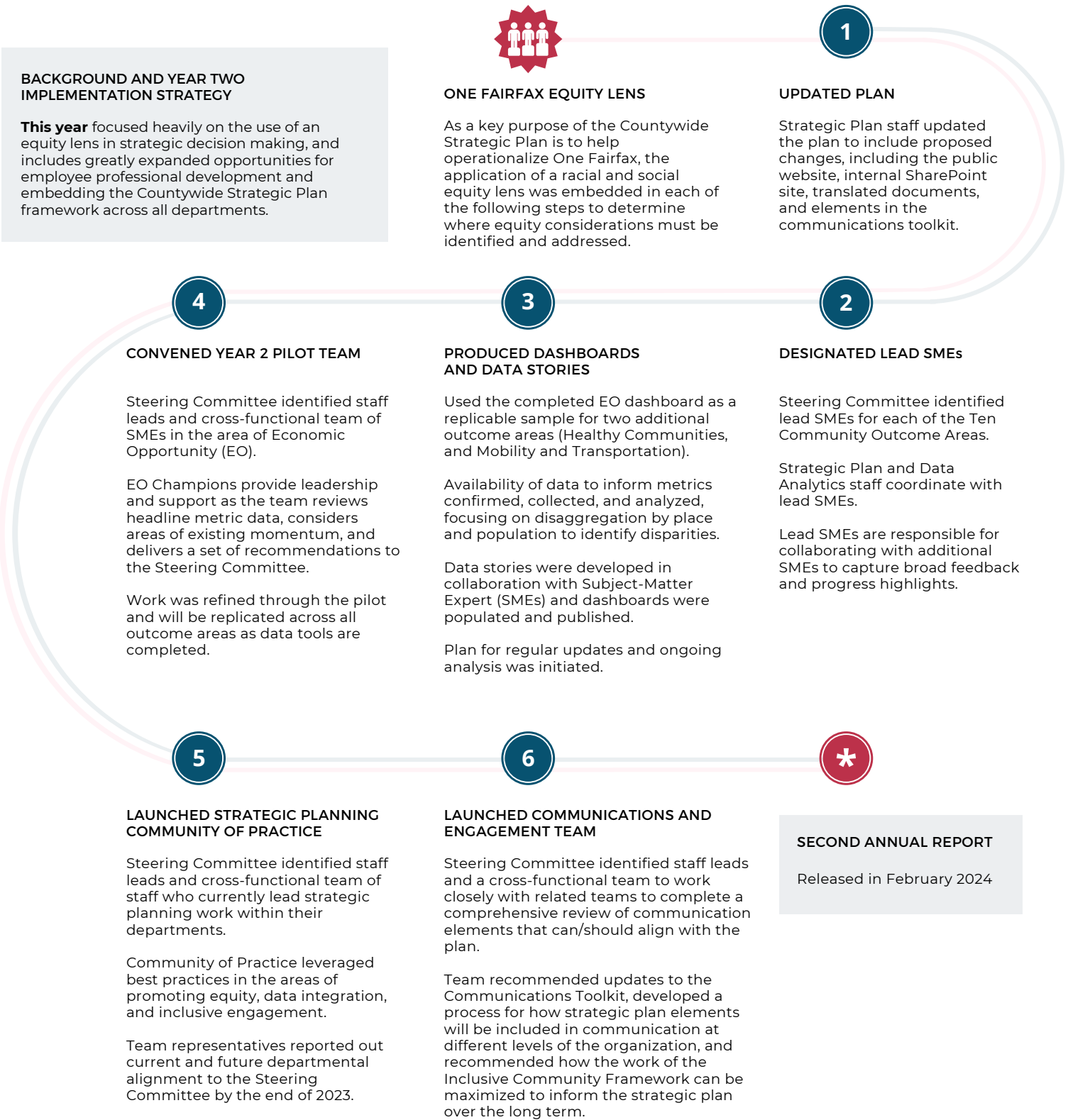
## YEAR ONE (CALENDAR YEAR 2022)





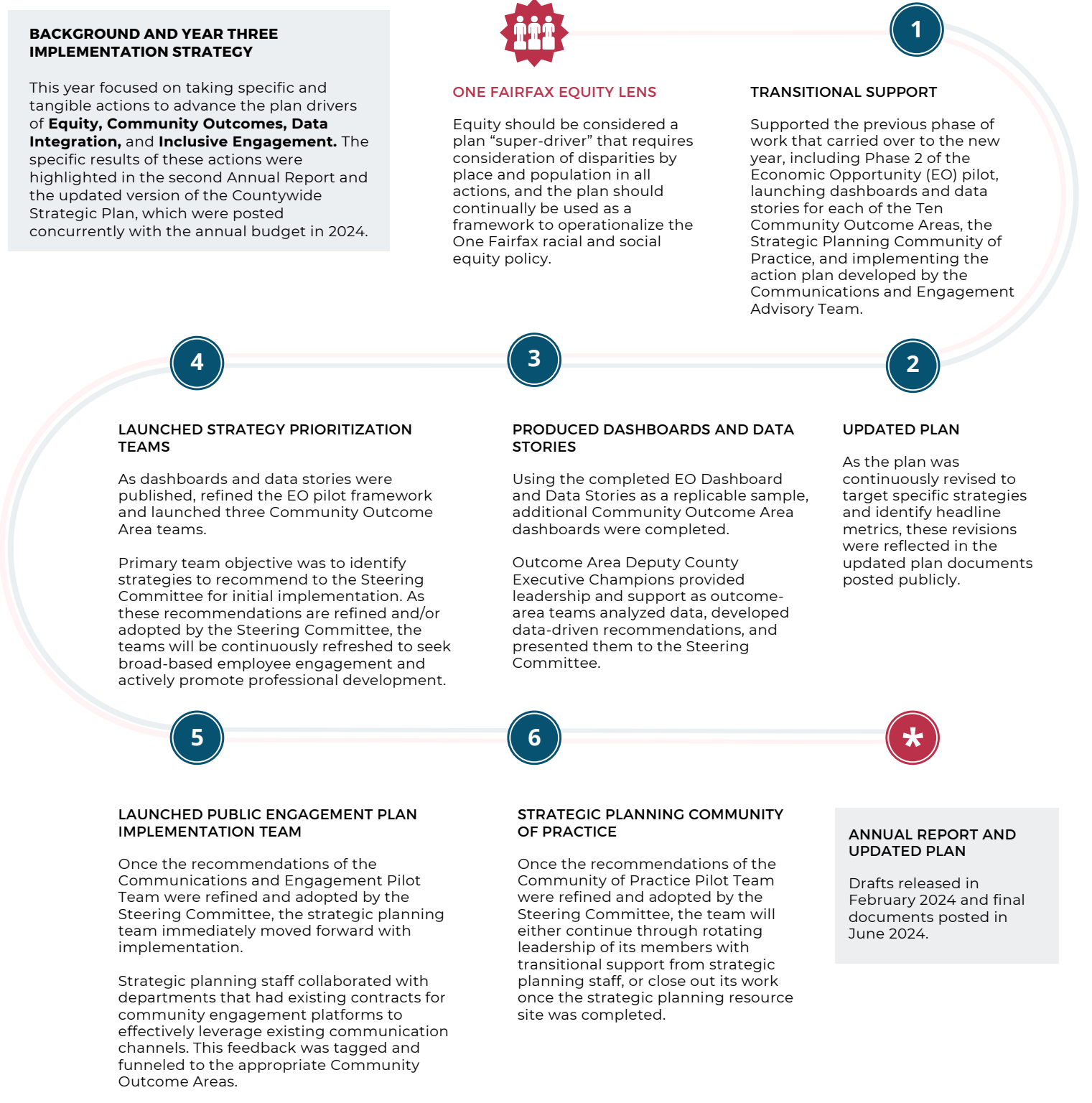
# Appendix B: Implementation Model

## YEAR TWO (CALENDAR YEAR 2023)



# Appendix C: Implementation Model

## YEAR THREE (CALENDAR YEAR 2024)



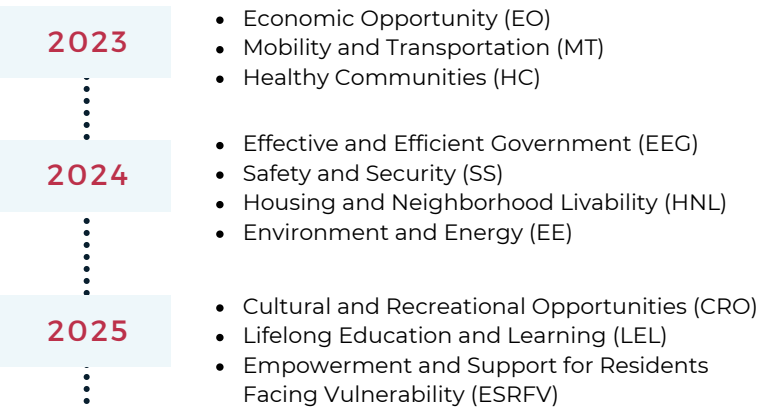


# Appendix D:

## PHASED IMPLEMENTATION

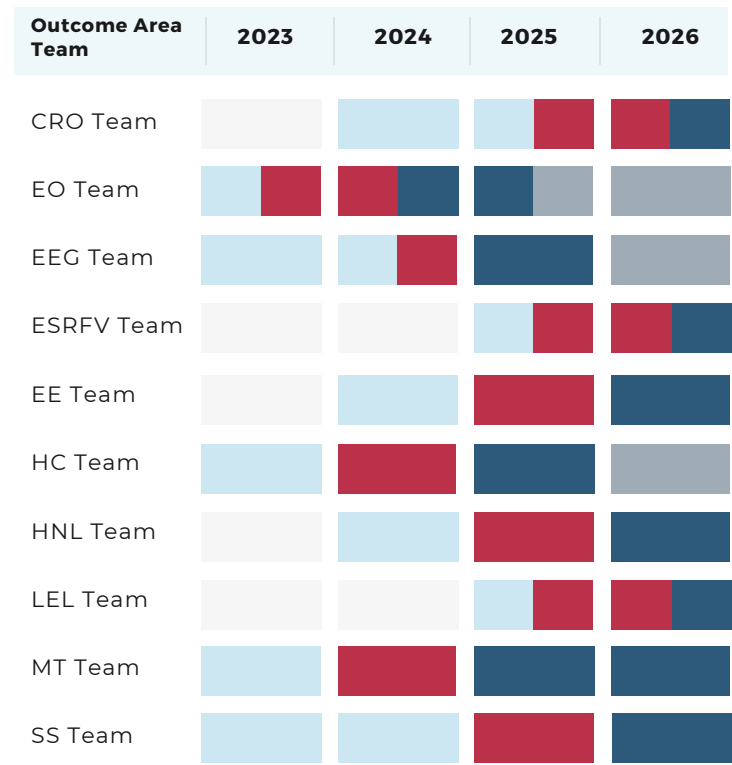
### DASHBOARD COMPLETION

The timeline shows when each of the Community Outcome Area dashboards have been or will be completed.



### PHASES OF IMPLEMENTATION

The chart shows the timeline of Community Outcome Area implementation work through 2026, broken down in phases and color coded to match the phases of work. This structure is meant to be dynamic and will be modified as needed.



### PHASES OF WORK

#### PREWORK

- Refine strategies for clarity and relevance.
- Build out dashboards and data stories using headline metrics.

#### PHASE 1 TEAM: RECOMMENDATIONS

- Strategy Teams identify targeted strategies for immediate action planning, using impact on root cause, overall feasibility, data insights, and existing momentum or progress.

#### PHASE 2: ACTION PLANNING

**Build collective action plans to implement the strategies approved by the Steering Committee:**

- Identify a primary or lead department for each strategy.
- Address how each strategy will incorporate the four drivers of equity, community outcomes, data integration, and inclusive engagement.
- Determine how the work will be communicated, tracked, and embedded at the department level.
- Articulate resource impact, potential funding sources, and cost savings.
- Crosswalk each strategy with related work and create one outcome area “home” for each strategy.

#### PHASE 3: ONGOING

**This phase is led by departments and includes the following:**

- Strategies are tracked and managed through the Department of Management and Budget.
- Department expectations (both short and long term) are well communicated, understood, and supported.
- Managing performance and consideration of additional strategies and metrics will be led by the County Executive’s Steering Committee.

# Appendix E:

# STAFF RECOGNITION

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.

## DEPARTMENT OF MANAGEMENT AND BUDGET

- Phil Hagen
- Joe LaHait
- Katie Horstman
- Aimee Paul
- Alben Assenova
- Amanda Griffith
- Amy Simon
- Bobby Vaught
- Brian Kincaid
- Dana Thompson
- Daniel Bereket
- Galena Nedelcheva
- Jesse Ellis
- Kimberly Panzer
- Lifan Zhou
- Lyn
- Mark Thomas
- Martha Reed
- Mary Wise
- Melissa Jun
- Rebecca Keoho
- Sophia Thomas
- Taotao Luo
- William Smith

## DEPARTMENT SUBJECT-MATTER EXPERTS

- Allison Homer, Environmental and Energy Coordination
- Angel Brownawell, Public Affairs
- Annabelle Tamerjan, Family Services
- Ashley Morris, Celebrate Fairfax
- Benjamin Aiken, Code Compliance
- Bill Hicks, Land Development Services
- Catherine Tran, Tax Administration
- Chris Caperton, Planning and Development
- Chris Pietsch, Finance
- Christine Jones, Library
- Christine Reedy, Cable and Consumer Services
- Christopher Falcon, Circuit Court and Records
- Claudia Vila, Family Services
- Connie Dickson, Planning and Development
- Courtney Arroyo, Emergency Management and Security
- Daidria Grayson, Park Authority
- Daniel Mekibib, Family Services
- Doug Miller, Library
- Elisa Matos, Neighborhood and Community Services
- Elizabeth Margetta, Family Services
- Eunyoung Cho, Public Affairs
- Gabriel M. Zakkak, Code Compliance
- Greg Licamele, Public Affairs
- Hejun Kang, Transportation
- Scott Sizer, Economic Initiatives

## DEPARTMENT SMES CONTINUED

- Jeffrey C. Hermann, Transportation
- Jeffrey Weiler, Retirement Administration
- Jerry Wilhelm, Finance
- Jessenia E. Ramirez, Vehicle Services
- Jessica Werder, Health Department
- Joanne K. Fiebe, Planning and Development
- John Morrill, Environmental and Energy Coordination
- John Silcox, Environmental and Energy Coordination
- John Walser, Fire and Rescue
- Katie Han, Public Affairs
- Katina Mathews, Neighborhood and Community Services
- Lauren Krzywicki, Animal Services
- Laurie Stone, Fire and Rescue
- Leila Gordon, Reston Community Center/Arts Fairfax
- Leslie Johnson, Planning and Development
- Lila Vizzard, Health Department
- Linda Hoffman, Housing and Community Development
- Lisa Good, Wastewater Management
- Lisa Potter, Community Services Board
- Lisa Tatum, Family Services
- Marguerite Guarino, Vehicle Services
- Martha Coello, Transportation
- Maura Power, Information Technology
- Melanie Fenwick, Family Services
- Mittal Patel, Information Technology
- Nicole Rawlings, Civil Service Commission
- Nicole Wynands, Transportation
- Robin Baker, Human Resources
- Sara Hoback, Juvenile and Domestic Relations Court
- Shweta Adyanthaya, Fairfax-Falls Church Community Services Board
- Tara B. Turner, Family Services
- Teebe D. Negasi, Family Services
- Tony Castrilli, Public Affairs
- Trina Mayhan-Webb, Family Services
- Vanessa Holt, Transportation
- Wendy Lemieux, Economic Initiatives

## PHOTO CONTRIBUTIONS

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# APPENDIX C: STAFF RECOGNITION CONTINUED

## 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
- Jennifer Miller, Deputy County Executive
- Thomas Arnold, Deputy County Executive
- Toni Zollicoffer, Chief Equity Officer
- Marty Smith, Chief of Staff, Fairfax County Public Schools
- Phil Hagen, Director, Department of Management and Budget

## COUNTYWIDE STRATEGIC PLANNING STAFF

- Aimee Brobst, Countywide Strategic Plan Division Director, Department of Management and Budget
- Lori Epp, Countywide Strategic Plan Communications Manager, Department of Management and Budget

## COUNTYWIDE DATA ANALYTICS STAFF

- Michelle Gregory, Countywide Data Analytics Division Director, Department of Management and Budget
- Chloe Lee, Principal Data Scientist
- Javier Jaramillo, Data Scientist III
- Alex Krafchek, Data Scientist II
- Julie Pagaduan, Data Scientist II
- Jaclyn Yap, Data Scientist II
- Scout Cheeks, Data Scientist II

## ONE FAIRFAX STAFF

- Robin Wilson, Director, Policy and Impact
- Karol Escalante Herrera, Director, Immigrant Community Affairs
- Lesa-Kaye Boateng, Director, Programs and Partnerships
- Carla Brown, Training Manager
- Birendra Rana, Equity Data Manager



STRATEGIC PLAN STRATEGY TEAMS PRESENTATION, FAIRFAX COUNTY





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

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