



Fairfax COUNTYWIDE STRATEGIC PLAN

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Revised June 2024

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

www.fairfaxcounty.gov/strategicplan

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Board of SUPERVISORS

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Chairman, At-Large



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Vice Chairman, Sully



James R. Walkinshaw
Braddock



James N. Bierman Jr.
Dranesville



Rodney L. Lusk
Franconia



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Hunter Mill



Andres F. Jimenez
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Mount Vernon



Dalia A. Palchik
Providence



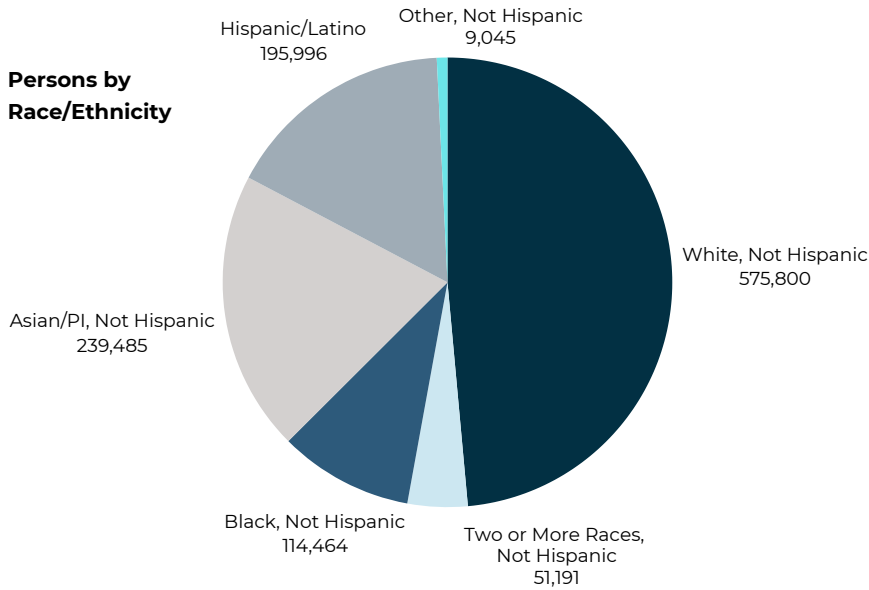
Pat Herrity
Springfield

Fairfax County

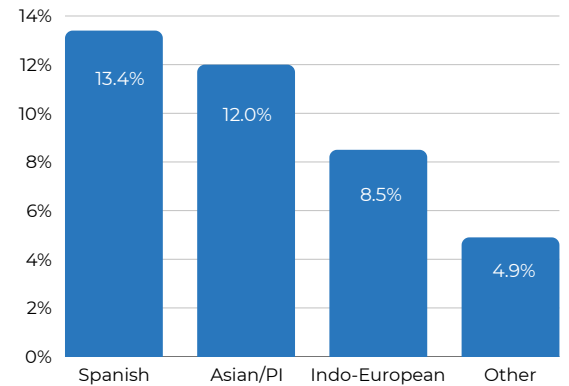
PROFILE



Persons by Race/Ethnicity



Percent of Total Households that Speak a Language Other than English



50%

of residents are male

50%

of residents are female

38.7%

of residents, age 5 and older, speak a language other than English at home

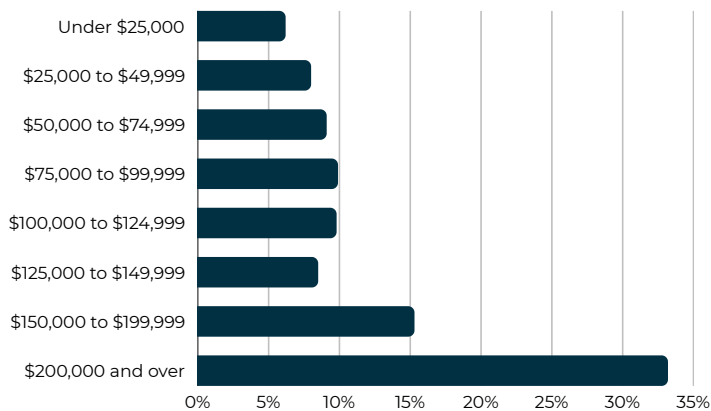
25.6%

of residents are children and youth under age 20 years

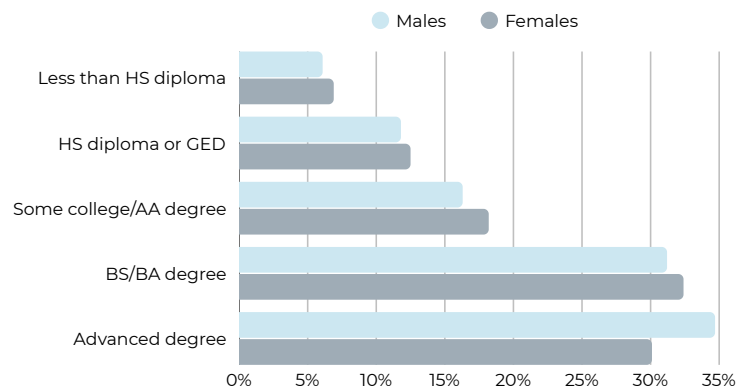
14.2%

of residents are seniors age 65 years and older

Households by Income Range



Educational Attainment, Age 25 Years and Older



2.5%

Unemployment rate (2022)

\$145,164

Median household income (2022)

\$1,958

Average monthly rent (2022)

\$70,208

Annual income needed to rent the average one bedroom apartment (2022)

Sources: [Fairfax County General Overview](#) | [Demographics & 2023 Demographics Report](#)

Message from the Chairman

JEFFREY C. MCKAY



The first-ever Countywide Strategic Plan was adopted by the Board of Supervisors in 2021, driven by the belief that county leadership must be increasingly proactive to respond to the current and future challenges and opportunities within our community. This plan is updated annually and is focused on our key organizational drivers: Promoting equitable outcomes, significantly increasing our capacity for data-informed decision making, focusing on issue areas rather than individual departments, and maximizing the ability of our residents, employees, and other stakeholders to play a meaningful role in shaping the future of Fairfax County.

Over the past year, significant strategic planning work was completed under the direction of the County Executive's Steering Committee, especially in the areas of continuously integrating equity and building new capacity for countywide data analytics. County leaders have identified specific metrics to launch new dashboards and data stories, highlighting disparities among different geographic areas and population groups throughout the county. To date, dashboards have been published for the Economic Opportunity, Healthy Communities, and Mobility and Transportation outcome areas, with the remaining seven areas currently in development. Together with tools such as the new Communities of Opportunity Dashboard and the Vulnerability Index, we now have an unprecedented ability to understand and respond to the needs of our residents based on data. This is critical, due to the significant demographic shifts over the past two decades that have greatly increased both our diversity and the complex and interconnected needs of our residents.

It is also important to note that we are facing another challenging budget cycle, which will require county government to seek new ways to sustain and/or change the way we maximize our resources to serve the community. As a result, we are actively using the strategic planning tools and processes to empower county employees to collaborate, communicate, and make decisions more effectively and efficiently. Therefore, internal efforts to better “connect the dots” among related work and truly cooperate across government functions is our new normal, while we also retain our longstanding commitment to bedrock principles of financial stewardship and streamlined operational management.

We look forward to ongoing conversations with the community as the plan continues to evolve over time, and strongly encourage you to follow our progress through our public website. In addition to yearly updates to the strategic plan, an Annual Report is released each February and highlights the areas where we have made collective progress, as well as the areas where we still have important work to do, in order to achieve our vision of truly becoming One Fairfax.

Sincerely,

Jeffrey C. McKay, Chairman



Link Alert!

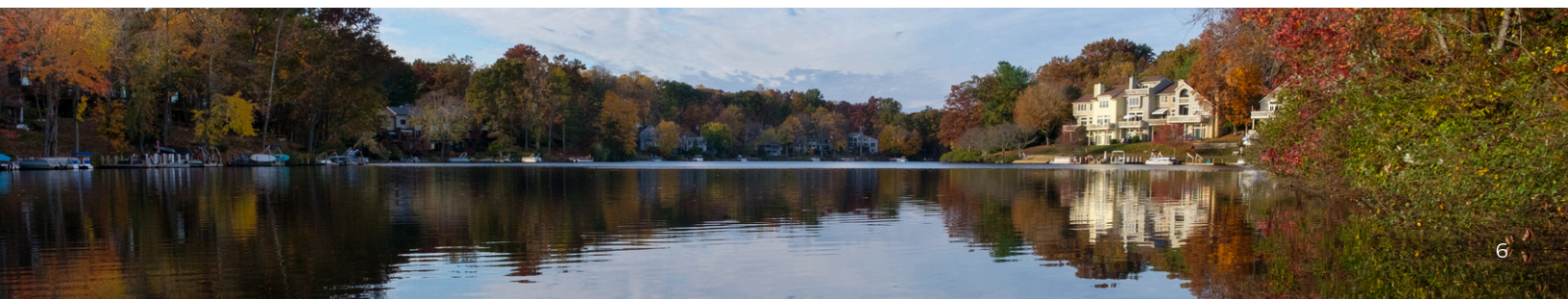
[Click here](#) to watch the 16 Around Fairfax video highlighting the Second Annual Report.

Updates and ADJUSTMENTS



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

UPDATES
Integrated Equity Focus narratives into the main 10 Community Outcome Area sections.
Added reference to the new Communities of Opportunity Index.
Added reference to the Headline Metrics which currently have data available that is disaggregated by geography and/or population.
Added a new plan section that provides a detailed description of the dashboards and data stories, including reference to the three completed areas: Economic Opportunity, Healthy Communities, and Mobility and Transportation.
Moved the Economic Opportunity, Healthy Communities and Mobility and Transportation Headline Metrics from Appendix C: Sample Metrics to Ten Community Outcome Areas: Background and Proposed Strategies.
Updated the Board of Supervisors membership to reflect the two newly elected board members.
Updated the County Profile to reflect current Fairfax County data.
Revised existing language to reflect the Fairfax County Public Schools' (FCPS) new Strategic Plan, which was adopted in June 2023.
Included the Year Three Implementation Model (Calendar Year 2024).
Revised language within the Economic Opportunity strategies to reflect the work of the Pilot Prioritization Team.
Archived on public website: Sample Plans and Reports Consulted, Community Engagement Highlights, and past Development and Implementation Teams.



Goals and DRIVERS

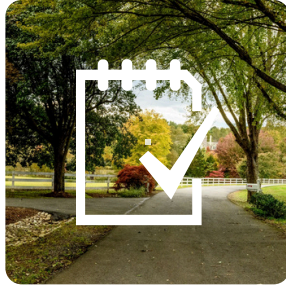


The following goals and drivers guided the development of the Countywide Strategic Plan and will continue to shape our future work as a county and as a community:



VISION

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



INTEGRATION

Use the plan as a framework to align and integrate related countywide plans.



FOCUS

Provide a tool to prioritize county initiatives over the next 3-5 years.



PROGRESS

Communicate progress to our community on achieving measurable outcomes.

PLAN DRIVERS



EQUITY

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



COMMUNITY OUTCOMES

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



DATA INTEGRATION

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



INCLUSIVE ENGAGEMENT

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



Key Themes



ACCESS

Fairfax County provides a wide variety of quality programs and services to our community. However, in our geographically large and diverse county, we recognize that many residents face barriers – physical, economic, language, technological and others – that may prevent them from easily accessing these offerings. In addition to proactively addressing these barriers, we must improve the clarity of our messaging and do more to effectively integrate and communicate information about available services so they are easier for the general public to navigate and access.

INNOVATION

As community conditions constantly shift, the county must move beyond the status quo to seek new and innovative ways to serve our residents. This includes embracing new technology while also recognizing that virtual outreach and service delivery have limitations, especially when serving the most vulnerable members of our community. As part of the strategic planning process, county staff have started to move outside of department silos and the county organization has become increasingly agile and responsive as a result. The county and community will be challenged to continue to learn, constantly integrate new tools and information and make ongoing adjustments to the strategies in the plan and to effectively adapt to changes over time.

AFFORDABILITY

The cost of living in Fairfax County is high and will likely continue to rise. To respond to this challenge, proposed strategies within the plan seek to expand and better coordinate the provision of employment and other wealth-building services, and to strategically invest in neighborhoods and populations that have had historically fewer opportunities to succeed in the job market. The plan also emphasizes a focus on greater efficiency in service delivery, and the need to ensure that taxes are reasonable and fair.

COLLABORATION AND ENGAGEMENT

The challenges facing Fairfax County, both now and into the future, cannot and will not be solved by government alone. The creativity, energy and diverse thinking of our residents, businesses and community groups will be critical in order to make meaningful progress in the Ten Community Outcome Areas. As the plan moves forward to implementation, the county will improve the way customer input is used to inform and update the plan over time and will seek to leverage existing community connections and communication channels, to ensure a broader and more representative set of perspectives that include people of all races, ages, ethnicities, income and education levels.

PLACEMAKING

Placemaking is about creating environments where people can thrive, where members of the community want to gather, and where businesses want to locate and grow. Historically, some places in Fairfax County have had greater access to opportunity than others – connected to good jobs, transit, parks and other neighborhood amenities that promote well-being and economic growth. This theme represents an area where the county can work across multiple community outcome areas and county departments, to strategically direct resources to places most in need of investment.

SUSTAINABILITY

Fairfax County serves as a steward of the community's resources, which include the funds that are provided through taxes and fees to deliver needed services, the natural environment and the talented people who are dedicated to serving the community every day. As the county responds to community needs in real time, we must remember that these resources are limited and must be responsibly sustained over the long term. This means considering the impacts of our policies on future generations of residents, taxpayers, and employees and intentionally incorporating those insights into the decisions we make today.

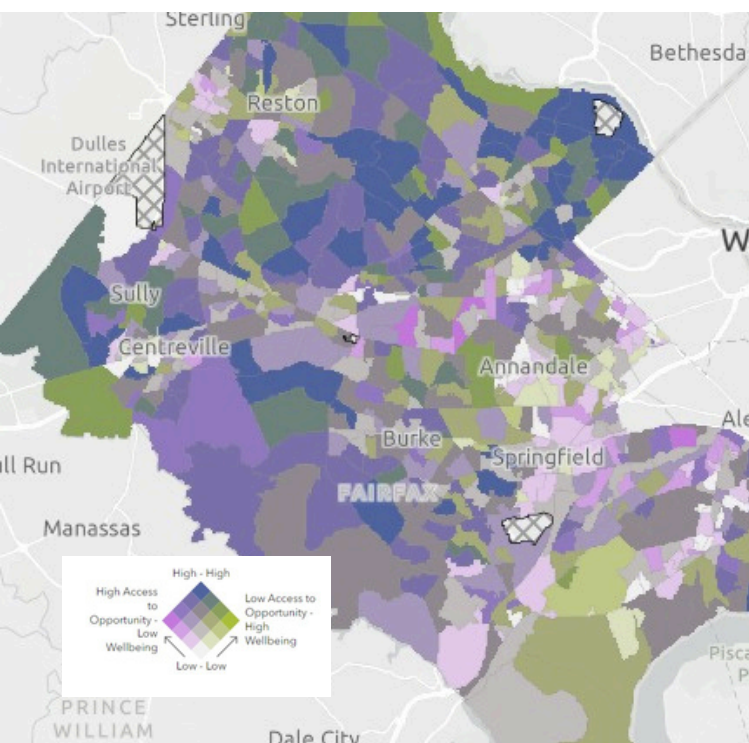
Alignment with One Fairfax

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 race, color, sex, nationality, sexual orientation, religion, disability, income or where they live. In support of this vision, the county is committed to considering equity as we create and implement county policy and practice – to intentionally, comprehensively and systemically identify and address barriers to and gaps in opportunity, and to intentionally and strategically direct resources to fill the gaps. The COVID-19 pandemic exacerbated vulnerabilities present before the pandemic, exposing the effects of systemic racism in public health, law enforcement, housing, economic opportunity, education, transportation and more. For the successful future of our community, it is critically important to address the root causes that limit opportunity for the people and businesses that call Fairfax County home.

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



PROMOTING ACCESS TO COMMUNITIES OF OPPORTUNITY

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

Understanding Opportunity and Vulnerability

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

Targeting Interventions to Build Opportunity

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

Targeting Interventions to Connect to Opportunity

Intentionally connecting low-income and other marginalized residents and families to existing opportunities.

Encouraging the Development of an Inclusive Economy

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

Be sure to check out the **Communities of Opportunity Dashboard**, which offers two tools that display the variation in access to opportunity and well-being across the county: the Communities of Opportunity Index and the Communities of Opportunity Equity Map.

Countywide Data Analytics

DASHBOARDS AND DATA STORIES



The Countywide Strategic Plan requires data to assess community outcomes, identify disparities, and inform strategies. This data will inform each of the 10 Community Outcome Areas and be shared in the form of dashboards.






The following three dashboards were published during 2023:

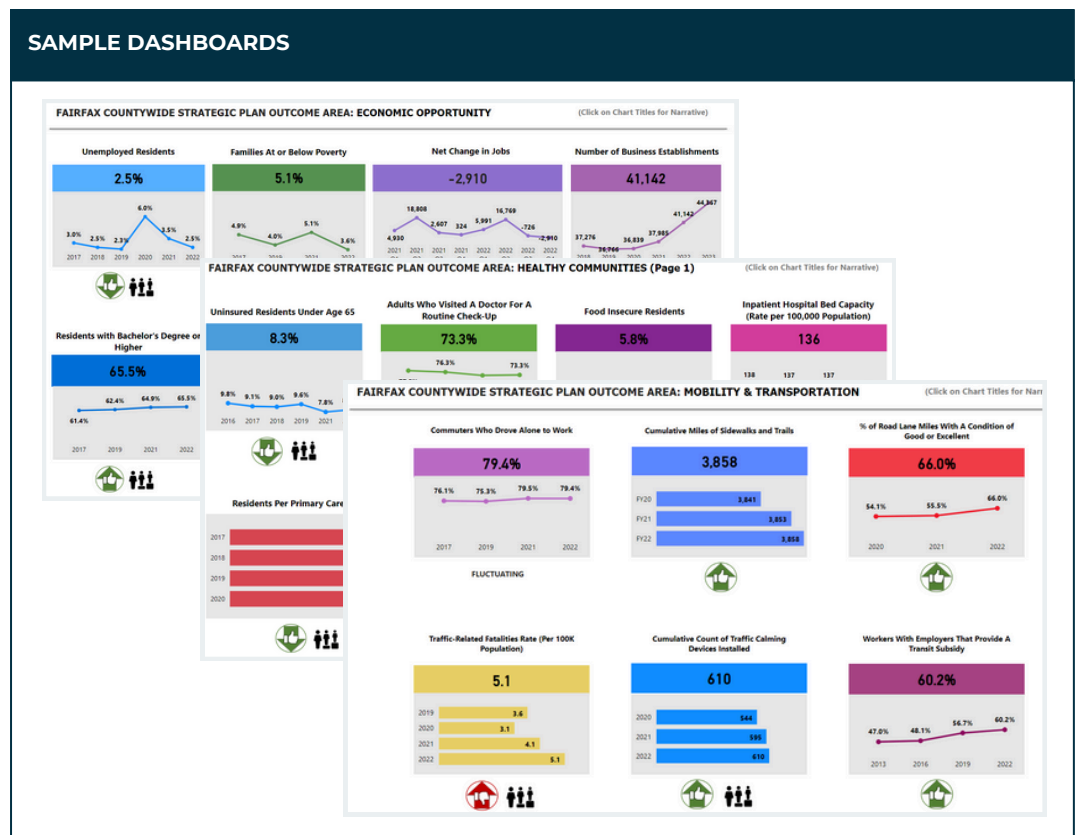
Economic Opportunity: Contains eight headline metrics related to various economic factors, including employment, poverty, education, job growth, business establishments and office vacancy rates, among others. Overall, the metrics included help to evaluate the economic vitality of the community, including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

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

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

Dashboards are being developed for each of the Ten Community Outcome Areas that include headline metrics, supporting data, and a narrative for context.

DASHBOARD LEGEND	
The following dashboard icons highlight data trends and identify the metrics that currently have disaggregated data available:	
	Disaggregated data available
	Desirable upward trend in data
	Desirable downward trend in data
	Undesirable upward trend in data
	Undesirable downward trend in data




DASHBOARDS AND DATA STORIES CONTINUED

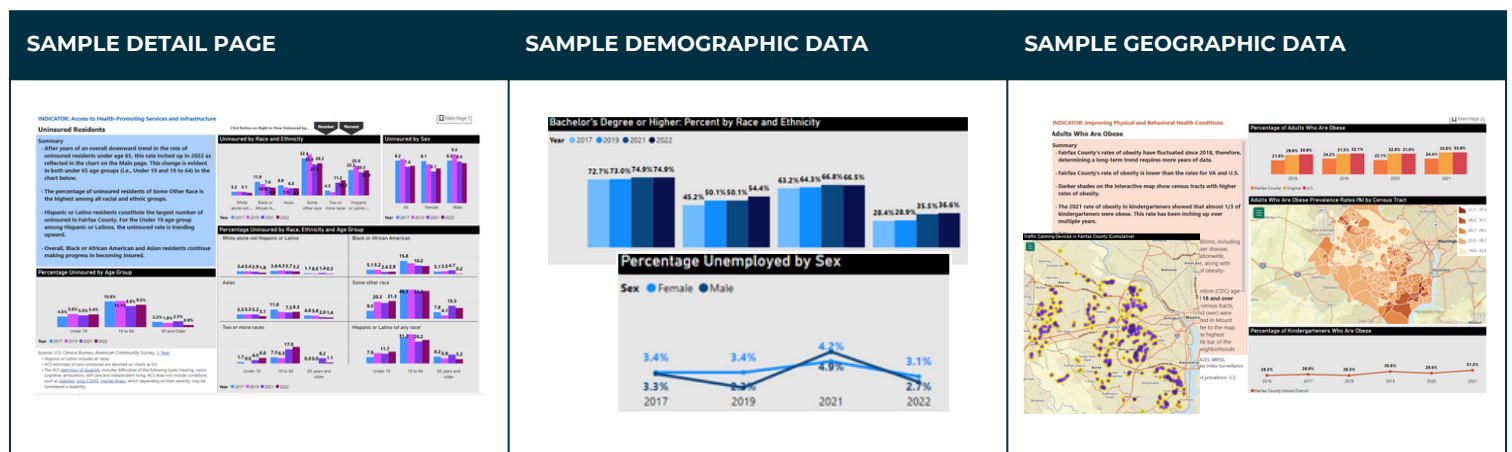
Equity Informed Decisions

Each dashboard contains one or two main pages of headline metrics. Each headline metric also features a detail page, like the samples below, that includes trends and a narrative for context and clarity about the data.

In alignment with One Fairfax, the data included in the dashboard is also disaggregated, when available, to help Fairfax County understand if our outcomes are equitable, regardless of demographic differences or geographic location across the county. Samples of this may be found below.

The  icon is used to easily identify which headline metrics on each main page have disaggregated data available.

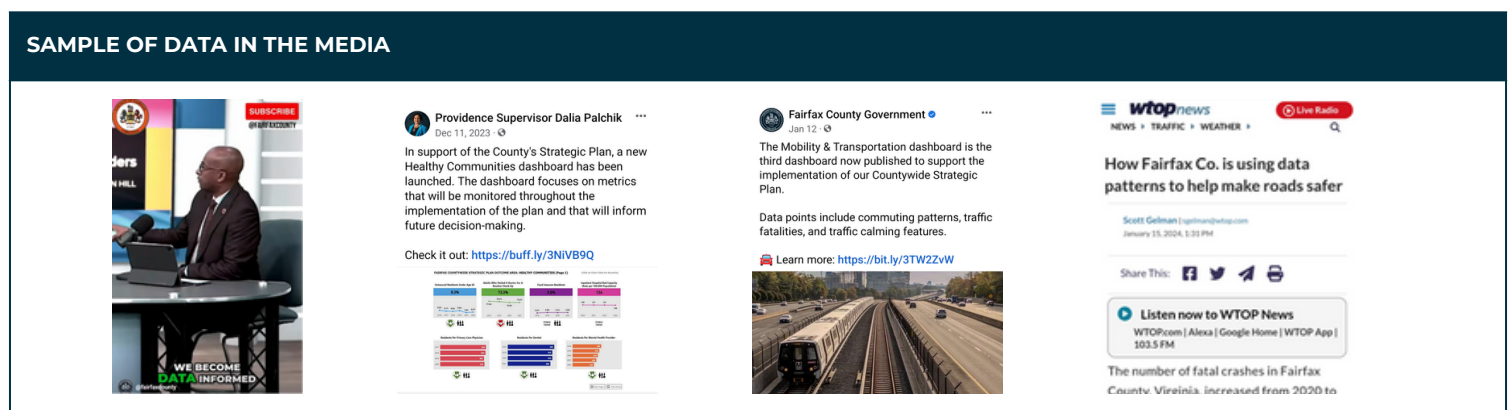
The interactive dashboards may be accessed from the main Countywide Strategic Plan [website](#) under the respective outcome area. To help users learn how to fully navigate and use the dashboards, a [Strategic Plan Dashboard Tutorial](#) video was created.



Dashboards in the Media

In partnership with the Office of Public Affairs, in order to promote and advertise the dashboards, social media posts and Fairfax County Government NewsCenter articles were written to coincide with the publication of the [Mobility and Transportation](#) and [Healthy Communities](#) dashboards. NewsCenter articles and social media will continue to be used to increase visibility for each of the remaining dashboard publications moving forward.

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





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TEN COMMUNITY OUTCOME AREAS

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Link Alert!

[Click here](#) to see a
two-page overview.

Introduction and Strategies

The following ten outcome areas represent the issues of greatest importance to the Fairfax County community. They were developed based on extensive community input, and were reinforced repeatedly over an 18-month outreach period. Within each of the areas, there are specific equity considerations that must be addressed during plan implementation.

Cultural and Recreational OPPORTUNITIES

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**OUTCOME
AREA ICON:**



Link Alert!

[Click here](#) for more
info on CRO.



Cultural and Recreational Opportunities

INTRODUCTION

CULTURAL AND RECREATIONAL OPPORTUNITIES

Our Community Vision

All residents, businesses and visitors are aware of and able to participate in quality arts, sports, recreation and culturally enriching activities.

Indicators of Community Success

- Access to Local Arts, Sports and Cultural Opportunities
- Satisfaction with Local Arts, Sports and Cultural Opportunities
- Awareness and Appreciation of Diverse Cultures
- Representation of Diverse Cultures

Headline Metrics

Headline metrics are in development for this area. Please see Appendix B for a list of sample metrics.

Equity Considerations

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

Background

The availability of arts, sports, culture and recreation are foundational to the overall quality of life and well-being of Fairfax County residents and visitors, and contribute significantly to our community's social connectivity and health. These programs also play a critical role in supporting the regional economy, through the sale of goods and services, employment, and events revenue.

Cultural and recreational opportunities have experienced a dramatic resurgence since the pandemic, as residents and visitors were eager to return to a sense of normalcy and rediscover community connections that were lacking. Throughout the pandemic, parks and other outdoor spaces served as invaluable community resources, for safe gathering, exercise, and promoting overall health and well-being.

Some county programs and community organizations are coming together in creative ways, creating new partnerships among economic development entities, community groups, schools, and private businesses. Moving forward, it will be necessary to ensure that these efforts represent the diversity of the community, which include many different languages and cultures.

The proposed strategies in this section seek to sustain forward momentum, with a focus on the need for well-maintained spaces and programs and services that constantly adapt to the needs of participants. The recommended approaches focus on quality programming, equitable access and broad inclusion and awareness of all options that are available throughout Fairfax County. For more information on the Fairfax Countywide Strategic Plan implementation and updates, check out the [2024 Annual Report](#).

CULTURAL AND RECREATIONAL OPPORTUNITIES PROPOSED STRATEGIES

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams. The process to prioritize and implement these strategies will be highly flexible and will adapt and respond to community conditions as they evolve over time.

THE FOLLOWING KEY QUESTIONS WERE USED TO GUIDE THE DEVELOPMENT OF THE PROPOSED STRATEGIES

How can we effectively and reliably connect the community to cultural and recreational opportunities?

How do we ensure equitable access to, and utilization of, the arts, parks, trails, open spaces and recreational opportunities, regardless of race, ethnicity, ability, gender, age, education, geographic location and income level?

How do we inclusively honor and preserve Fairfax County's unique and diverse culture, history and traditions?

How does the county maintain, grow and support enriching and quality cultural and recreational opportunities?

How might we measure whether people have a "quality" cultural or recreational experience when that is such a subjective assessment?

How can the county best contribute to realizing new and/or renovated arts, cultural and recreational facilities that align with people's needs?

ACCESS TO LOCAL ARTS, SPORTS AND CULTURAL OPPORTUNITIES

CRO 1. Collaborate with the business community to determine best practices to cross-promote programs and events at shared spaces.

CRO 2. Evaluate and address barriers (including transportation, language, virtual access and technology gaps) to cultural and recreational opportunities.

CRO 3. Evaluate the existing business models for agencies and organizations that support cultural and recreational opportunities, with the goal of devising a consolidated funding methodology that ensures more affordable and equitable access.

CRO 4. Ensure land development practices integrate the needs of the community to achieve the equitable (and culturally and racially sensitive) development of cultural and recreation facilities, areas and venues.

AWARENESS AND APPRECIATION OF DIVERSE CULTURES AND REPRESENTATION OF DIVERSE CULTURES

CRO 5. Ensure cultural and recreational amenities are included in placemaking designs for development and/or revitalization in targeted areas.

CRO 6. Regularly inventory and evaluate cultural and recreational programs provided by the county and its partners based on how they address identified service gaps and how well they positively impact equity.

CRO 7. Build awareness of volunteer opportunities and recruit a diverse volunteer base to support cultural and recreational opportunities.

CRO 8. Provide varied modes and forums (including virtual platforms) to engage and involve diverse community voices to determine the types of offerings, programming and supports the community is seeking. Utilize the feedback to modify programs to ensure greater participation.

CRO 9. Provide comprehensive, up-to-date, accessible information to the public about local artists, creative cultural industries, places of cultural and natural heritage, events and spaces and facilities.

SATISFACTION WITH LOCAL ARTS, SPORTS AND CULTURAL OPPORTUNITIES

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

Economic OPPORTUNITY

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OUTCOME
AREA ICON:



Link Alert!

Click [here](#) for more
info on EO.



Economic Opportunity

INTRODUCTION



ECONOMIC OPPORTUNITY

Our Community Vision






All people, businesses and places are thriving economically.

Indicators of Community Success

- Healthy Businesses in a Diverse Mix of Industries
- Economic Stability and Upward Mobility for All People
- Preparing People for the Workforce
- Promoting Innovation in the Local Economy
- Promoting Economic Vibrancy in All Parts of Fairfax County

Headline Metrics

The  icon is used to easily identify which headline metrics have disaggregated data available.

-  Unemployed residents
-  Families at or below poverty
-  Net change in jobs
-  Number of business establishments
-  Residents with bachelor's degree or higher
- Overall office vacancy rate
- Commercial/industrial percentage of total real estate assessment

Dashboard and Data Story Link: www.fairfaxcounty.gov/strategicplan/economic-opportunity

Equity Considerations

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

Background

Fairfax County is well known for its quality public schools, high median income, low unemployment rate, overall public safety, high concentration of both corporate headquarters and higher education institutions and other key indicators of economic prosperity. Further, the county continues to gain recognition as a source of top talent, especially in the professional and technology sectors.

At the same time, data analysis at the local level reveals that many people and neighborhoods throughout the county do not have equal access to opportunity and are prevented from realizing sustained prosperity and economic mobility as a result. There is also a need to connect historically marginalized people with new job growth, to invest in workforce training and other supports and to help residents achieve financial self-sufficiency.

With the recognition that future economic growth requires the full participation of all Fairfax County populations and places, the proposed strategies in this section focus on building the earning power of residents, supporting startups and small businesses, strategically investing in people and places with lower access to opportunity, and continuing to strongly support the favorable climate that has established Fairfax County as a truly outstanding place to build careers and grow businesses. For more information on the Fairfax Countywide Strategic Plan implementation and updates, check out the 2024 Annual Report.

ECONOMIC OPPORTUNITY STRATEGIES

THE FOLLOWING KEY QUESTIONS WERE USED TO GUIDE THE DEVELOPMENT OF THE PROPOSED STRATEGIES

How can we ensure all workers are well-positioned to attain the necessary skills to meet the requirements of the jobs of the future?

How will we cultivate the full economic potential of all community members and places across all areas of the county, leveraging diversity as a competitive advantage for our economy?

How can we continue to transform Fairfax County into an innovative economic center that can successfully compete nationally and globally?

How do we continue to expand non-federal sectors of the local economy?


How do we position ourselves to best compete in, collaborate with and maximize economic opportunity within the regional economy?

How do we continue to support a culture of entrepreneurship and small business development where all have opportunities to thrive?

NOTES

Strategies have been re-ordered to fit within their related Indicator of Community Success and/or revised or combined for clarity.

Strategies in red have been identified for implementation and will move ahead to action planning.

Strategies with the  icon were added or revised to include recommendations from the Chairman's Task Force on Equity and Opportunity.

To view original strategies and their revisions, [click here](#).

ECONOMIC STABILITY AND UPWARD MOBILITY FOR ALL PEOPLE

EO 1. Provide residents with a comprehensive menu of available services and resources to promote individual and family economic opportunity and facilitate access to services through proactive community engagement.

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

EO 3. Integrate evidence-based interventions in the areas of wealth building into existing county and community programs.

EO 4. Contribute to the closing of the racial wealth gap by supporting the development of ecosystems that facilitate locally owned investment and economic opportunities for Black, Indigenous, and People of Color (BIPOC).



PROMOTING ECONOMIC VIBRANCY IN ALL PARTS OF FAIRFAX COUNTY

EO 5. Implement transparent and flexible land development policies, regulations and processes that keep pace with market conditions and technological innovations and reduce time to market.

EO 6. Use data, disaggregated by population and place, to promote and encourage land development so that investment in communities connects people to opportunity and mitigates residential and commercial displacement.

EO 7. Promote the development and preservation of sufficient and affordable commercial space to support small, locally owned businesses.



HEALTHY BUSINESSES IN A DIVERSE MIX OF INDUSTRIES

EO 8. Collaborate with the business community on innovative approaches to attract, retain, support, and expand businesses, particularly in target industries and across various business types and sizes.

EO 9. Advance the skills of new business owners by building a more coordinated and impactful network of expertise and support.

EO 10. Promote the equitable and transparent distribution of county resources through the county's contracting and procurement systems and policies.



ECONOMIC OPPORTUNITY STRATEGIES CONTINUED

PROMOTING ECONOMIC VIBRANCY IN ALL PARTS OF FAIRFAX COUNTY

EO 11. Identify and remove obstacles to targeted economic opportunity enhancement and sustainability in areas such as local procurement.

EO 12. Partner with businesses, universities, research institutions and incubators to foster innovation that supports high-impact entrepreneurship, attracts capital, creates jobs, builds a relevant workforce and stimulates economic growth.

EO 13. 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.

EO 14. Prioritize the use of innovative and evidence-based regulatory, financial and other appropriate incentives to transform areas where residents face numerous economic and social challenges into communities of opportunity.

PREPARING PEOPLE FOR THE WORKFORCE

EO 15. Facilitate improved connections between employers and qualified talent by increasing awareness of workforce services and incentives.

EO 16. 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.

EO 17. Develop and implement a roadmap that enables residents to build fundamental workforce competencies, including technology acumen and English proficiency, in alignment with employer requirements and through leveraging existing county and community resources.

EO 18. Leverage the county's position as a large employer to build a diverse, representative workforce, continually developing the skills of existing employees; increasing internships and other work-based learning opportunities for youth; and provide access to key employment supports such as affordable housing, childcare and transportation.



Effective and Efficient GOVERNMENT



**OUTCOME
AREA ICON:**



Link Alert!

[Click here](#) for more
info on EEG.



Effective and Efficient Government

INTRODUCTION



EFFECTIVE AND EFFICIENT GOVERNMENT

Our Community Vision

All people trust that their government responsibly manages resources, is responsive to their needs, provides exceptional services and equitably represents them.

Indicators of Community Success

- Customer Satisfaction with County Services
- Inclusive Community Engagement
- Effective and Representative County and School Workforce
- Effective Technology and Quality Facilities
- Financial Sustainability and Trustworthiness

Headline Metrics

Headline metrics are in development for this area. Please see Appendix B for a list of sample metrics.

Equity Considerations

Fairfax County must ensure that the diverse, and sometimes competing needs and interests of its residents, employees, and stakeholders are considered and addressed in ways that are timely, well-targeted, fair, and transparent. Further, the challenges and opportunities facing Fairfax County cannot and will not be solved by county government alone. The creativity, diversity and energy of our residents, businesses and community organizations will need to be harnessed if we are all to achieve continued success. To accomplish this, the county and community will need to jointly work together to promote inclusive, equitable and authentic community engagement across Fairfax County to ensure all voices, including historically underrepresented communities, are welcome in the county's planning and decision-making processes.

Background

Fairfax County is widely recognized as a very well-managed county, which is routinely confirmed by multiple external oversight agencies. However, sustaining a record of excellence requires the county to constantly seek new ways to improve, becoming increasingly more proactive, adaptable to change and responsive to all residents. The county has a responsibility to ensure that resources are managed in a way that is transparent, and that taxes are affordable for residents and stakeholders who choose to live and do business in Fairfax County.


To be truly effective and efficient, the county needs well-functioning facilities, secure technology that works, reliable infrastructure and an outstanding workforce that is focused on moving beyond department silos to focus on what is best for the county as whole. To succeed well into the future, Fairfax County must constantly reinforce a culture that supports employees to become more data-driven, service oriented, collaborative and adaptable to change. Leadership and staff at all levels must effectively communicate, continuously build on lessons learned, benchmark for best practices and seek new and better ways to serve the community.

The proposed strategies in this section focus on the elements of local government that will be the most impactful as Fairfax County looks ahead to the future, driving improved collaboration among employees, residents, community groups and other stakeholders. For more information on the Fairfax Countywide Strategic Plan implementation and updates, check out the [2024 Annual Report](#).

EFFECTIVE AND EFFICIENT GOVERNMENT PROPOSED STRATEGIES

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams. The process to prioritize and implement these strategies will be highly flexible and will adapt and respond to community conditions as they evolve over time.

NOTE

Strategies with the  icon were added or revised to include recommendations from the Chairman's Task Force on Equity and Opportunity.

THE FOLLOWING KEY QUESTIONS WERE USED TO GUIDE THE DEVELOPMENT OF THE PROPOSED STRATEGIES

How do we keep the county on the sustainable fiscal path necessary to meet the needs of a population with increasingly diverse demographic and socio-economic characteristics?

How do we transform government culture, policies and business practices to align with community goals and priorities and pivot to respond to constantly shifting circumstances and changing demands?

How do we attract, retain and develop a highly skilled, talented and diverse county government workforce that advances a culture of engagement and excellence?

How might we improve engagement with residents so that we include voices of marginalized communities and capitalize upon the assets of our diverse residents and businesses?

How do we maximize the use of evolving technologies and the increasing amount of available countywide data to exceed the expectations of our residents and other stakeholders, while appropriately managing the related risks?

How do we manage county infrastructure — including our buildings, land, technology and tools — to better meet the current and future needs of county residents and workers in an environmentally and fiscally sustainable manner?

How do we equitably and comprehensively gather and analyze internal and external feedback in a timely and transparent manner to drive process and service improvements?

CUSTOMER SATISFACTION WITH COUNTY SERVICES

EEG 1. Implement a human-centered, highly responsive design approach across county and school programs and services to improve the customer experience.

EEG 2. Implement a comprehensive approach to consistently solicit customer feedback on their service experience and share results regarding the quality of the county's programs and services.

INCLUSIVE COMMUNITY ENGAGEMENT

EEG 3. Enhance communication and outreach to the community by using all available communication methods and tailoring messaging to individual needs.



Link Alert!

[Click here](#) to view the Plan Development Community Engagement Report

EEG 4. Improve public participation and engagement opportunities to ensure all facets of the community are represented and have the physical, technological, and language access necessary to engage and participate in community discussions and decisions.



EEG 5. Increase volunteerism to enhance county, school and community service delivery and coordinate efforts to enable one-stop identification of volunteer opportunities.

EEG 6. Expand capacity to meaningfully engage the community in places that are accessible and in ways that consider needs, traditions, and values of diverse ethnic, racial, and cultural groups.



EFFECTIVE AND EFFICIENT GOVERNMENT PROPOSED STRATEGIES CONTINUED

EFFECTIVE AND REPRESENTATIVE COUNTY AND SCHOOL WORKFORCE

EEG 7. Review and improve the structure, operations and impact of county boards, authorities and commissions to better reflect current needs and demographics of the community.

EEG 8. Improve the county's competitiveness as an employer to recruit, hire and retain a diverse, highly qualified workforce utilizing data to determine barriers and target strategies for marginalized groups.

EEG 9. Make the onboarding process for all new employees streamlined, consistent and compelling, so that staff have the information, tools and technology they need to begin their county careers effectively.

EEG 10. Enhance countywide succession planning and ensure continuity of operations by focusing on key positions and critical functions where effective knowledge transfer and smooth workforce transitions are required.

EEG 11. Expand employee learning opportunities to increase staff competencies and experience in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.

EEG 12. Initiate a regular, countywide process for conducting organizational assessments and employee surveys and then implementing identified changes that will lead to improved employee engagement.

EEG 13. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability and trustworthiness.

EEG 14. Provide more flexibility in the areas of workplace environment, benefits, career progression and nontraditional employment arrangements to compete more effectively with surrounding private and public sector employers for the next generation of employees.

EEG 15. Establish a Community Advisory body, with representation from Black, Indigenous, and People of Color (BIPOC) and low-income individuals, to monitor the degree to which each county agency has prioritized and addressed the needs of BIPOC and lower income communities.



EEG 16. Ensure diverse representation and inclusiveness in power and decision-making opportunities.



EEG 17. Ensure local leaders, public and private, have the knowledge and capacity to understand the drivers of racial inequity and their contribution to structural racism, and use their power to build more equitable communities.



FINANCIAL SUSTAINABILITY AND TRUSTWORTHINESS

EEG 18. Using lessons learned during COVID-19, re-engineer county practices and procedures to improve performance, reduce cost and eliminate redundancies.

EEG 19. Pursue professional and industry accreditations for all applicable county and school programs; implement recommendations and promote accreditation, once achieved.

EEG 20. Create "communities of practice" around areas of functional expertise (such as human resources, financial management, data analytics or performance measurement) to foster innovation, increase collaboration and share best practices across the county workforce.

EEG 21. Strengthen the use of data-informed decision making through regular data collection, evaluation and distribution.

EEG 22. Evolve the budgeting process to align resource allocation to those programs and activities that will most effectively advance the outcomes outlined in the strategic plan.

EEG 23. Provide greater access to information, engage with our community in an inclusive way and receive wide and diversified community input regarding spending priorities.

EFFECTIVE AND EFFICIENT GOVERNMENT PROPOSED STRATEGIES CONTINUED

FINANCIAL SUSTAINABILITY AND TRUSTWORTHINESS CONTINUED

EEG 24. Pursue policy, fiscal and legislative options to provide county leaders with the flexibility and tools needed to respond to the challenges associated with becoming an increasingly urban county.

EEG 25. Develop, pilot, and institute Fairfax County equity-based decision-making tools for planning, projects, decision making and resource allocation.



EFFECTIVE TECHNOLOGY AND QUALITY FACILITIES

EEG 26. Implement a data governance policy that standardizes and strengthens how the county collects, analyzes, warehouses and shares data across departments and with the community.

EEG 27. Implement a consolidated county and school technology plan to enable innovative solutions, reduce operational costs and deliver exceptional outcomes.

EEG 28. Increase utilization and shared use of county facilities so that residents are better able to access needed services within their neighborhoods and facilities can support community use and satellite service delivery.

EEG 29. When building new county facilities and infrastructure, incorporate design that results in multi-use spaces, promotes efficient use of sites and maximizes return on investment.

EEG 30. Increase resiliency and energy efficiency of existing and new county facilities and infrastructure to improve performance, reduce building maintenance costs and increase the ability for facilities to self-sustain during emergencies.

EEG 31. Equitably assess and perform ongoing maintenance, upgrades and replacement of county facilities, infrastructure and equipment so that they can meet future demands and provide a safe and healthy environment for residents and staff.



Empowerment and Support FOR RESIDENTS FACING VULNERABILITY

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OUTCOME
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info on ESRFV.

Empowerment and Support for Residents Facing Vulnerability

INTRODUCTION



EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY

Our Community Vision

All people facing vulnerability are empowered and supported to live independent lives to their fullest potential.

Indicators of Community Success

- All People Are Respected, Understood and Connected
- Services Are Easy to Access and Use
- Services Are High Quality and Coordinated
- All People Can Meet Their Basic Needs

Headline Metrics

Headline metrics are in development for this area. Please see Appendix B for a list of sample metrics.

Equity Considerations

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

Background

Fairfax County is fully committed to providing residents facing vulnerability with a safe place to receive necessary services, in a way that mitigates challenges through a holistic, streamlined, respectful and individualized approach. The role of local government is to identify people who need support in order to reach their personal level of “self-sufficiency,” which is related to various factors including health (mental and physical), age and varying levels of personal ability.

While there are basic human needs that must be met, individual circumstances may require a number of supports, representing multiple, overlapping challenges that may emerge, evolve and resolve over time. Therefore, it is critical to ensure a close connection with people facing vulnerability, so situations can be monitored and responded to in an effective manner. The role of caregivers should also be elevated when needed, so that people who want to empower caregivers to advocate for their needs can do so, to the extent possible by law.

While the pandemic enabled many community members to connect using new technology tools, many of our most vulnerable residents suffered from a lack of in-person support, as well as reduced oversight in some situations that compromised their safety, especially those impacting the elderly and children.

The proposed strategies in this section seek to improve the way people facing vulnerability are identified, connected with, served and supported over time.

For more information on the Fairfax Countywide Strategic Plan implementation and updates, check out the [2024 Annual Report](#).

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY PROPOSED STRATEGIES

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams. The process to prioritize and implement these strategies will be highly flexible and will adapt and respond to community conditions as they evolve over time.

THE FOLLOWING KEY QUESTIONS WERE USED TO GUIDE THE DEVELOPMENT OF THE PROPOSED STRATEGIES

How will we ensure that we identify residents facing vulnerability?

How will we proactively engage residents facing vulnerability?

How will we identify and mitigate factors that impede residents facing vulnerability from living independent lives to their fullest potential?

How do we ensure that residents facing vulnerability are able to access needed services within a system that is comprehensive, responsive and built around hearing their story one time?

How will we ensure that residents facing vulnerability are stewarded on a path to self-sufficiency in a way that recognizes their existing strengths?

How will we promote sustained self-sufficiency among residents facing vulnerability in our community?

ALL PEOPLE ARE RESPECTED, UNDERSTOOD AND CONNECTED

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

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

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

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

SERVICES ARE EASY TO ACCESS AND USE

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

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

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

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

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

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY PROPOSED STRATEGIES CONTINUED

SERVICES ARE HIGH QUALITY AND COORDINATED

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

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

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

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

ALL PEOPLE CAN MEET THEIR BASIC NEEDS

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

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



Environment **AND ENERGY**

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info on EE.

**OUTCOME
AREA ICON:**



Environment and Energy

INTRODUCTION



ENVIRONMENT AND ENERGY

Our Community Vision

All people live in a healthy sustainable environment.

Indicators of Community Success

- Promoting Air, Water and Land Quality
- Supporting Sound Environmental Policy and Practices

Headline Metrics

Headline metrics are in development for this area. Please see Appendix B for a list of sample metrics.

Equity Considerations

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

Background

Fairfax County is making progress through many of our environmental policies and practices that support air, water and land quality - which have a significant impact on public health. It is important for people to have the opportunity to enjoy the natural environment, and that residents, businesses, county employees and visitors share in the responsibility to improve environmental outcomes (especially the reduction of greenhouse gasses). By continuing to make a wide variety of improvements, such as increasing the use of alternative energy, green roofs and stream restorations, as well as bike lane and pedestrian options, we will improve the long-term environmental well-being of our county.

The strategies in this section seek to protect, conserve and sustain environmental resources to promote clean air, water and soil. To confront the challenges posed by climate change, the county will improve the resilience of natural resources and community infrastructure, and serve as a catalyst for community-wide action to reduce greenhouse gas emissions from Fairfax County residences and businesses. For more information on the Fairfax Countywide Strategic Plan implementation and updates, check out the [2024 Annual Report](#).

Note

The original draft of the Countywide Strategic Plan was developed concurrent with the 2019 addition of the Office of Environmental and Energy Coordination, and prior to Board of Supervisors acceptance of the Community-wide Energy and Climate Action Plan (CECAP) in September of 2021. The Environment and Energy community outcome area was also originally linked with Healthy Communities, but these two areas were separated to ensure adequate focus on each area. Therefore, one of the first steps of the implementation process was to crosswalk the proposed strategies with related countywide plans and make adjustments that ensured integration and alignment of the related work.

ENVIRONMENT AND ENERGY PROPOSED STRATEGIES

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams. The process to prioritize and implement these strategies will be highly flexible and will adapt and respond to community conditions as they evolve over time.

THE FOLLOWING KEY QUESTIONS WERE USED TO GUIDE THE DEVELOPMENT OF THE PROPOSED STRATEGIES

How will we maintain and improve the quality of our air, water and land for the protection of our environment and our residents, and foster a thriving biodiversity as our population grows, changes and densifies?

How will we engage with our residents and businesses while holding ourselves accountable to adopt conservation practices that address climate change and foster environmental sustainability?

PROMOTING AIR, WATER AND LAND QUALITY

EE 1. Reduce the county's contribution to greenhouse gases through better coordination of energy and climate best management practices throughout all county agencies, including items such as environmental stewardship and biodiversity of landscaping at county facilities, vehicle selections, building design, utilities and energy consumption.

EE 2. Reduce greenhouse gas emissions and vehicle miles traveled by incentivizing walkable, bikeable and transit-oriented development patterns, adding more mass transit and on-demand travel options, and discouraging single occupancy automobile use.

EE 3. Improve water quality and meet Chesapeake Bay clean water requirements through upgrading stormwater management facilities. Incorporate recreational facilities such as trails into stream restoration projects to better connect residents with the environment.

EE 4. Improve the health of county waterways through maintaining effective stormwater controls and regulating development to protect environmentally sensitive areas to lessen adverse community impacts.

EE 5. Prioritize stormwater and wastewater infrastructure and capacity reinvestment decisions to support development and redevelopment of more dense communities.

EE 6. Reduce waste volumes through maximizing reuse/recycling, enhancing composting, phasing out single use plastics and packaging items and clarifying guidance to the community in the face of evolving practices.

SUPPORTING SOUND ENVIRONMENTAL POLICY AND PRACTICES

EE 7. Promote county policies, practices and regulatory programs to protect, conserve, establish and rehabilitate natural resources (e.g., tree cover, open green spaces, parkland) that provide ecological and health benefits.

EE 8. Promote the use of solar and other green building technology through incentives and resources to encourage homeowners and commercial building owners to maximize energy efficiency.

EE 9. Develop a climate action plan to improve community health and resilience, and to prepare for anticipated changes in weather patterns, rainfall intensities, residential and river flooding and tidal impacts. Improve community resilience through better planning, mitigation and response to increasing severity of weather events.



Healthy COMMUNITIES

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info on HC.

**OUTCOME
AREA ICON:**



Healthy Communities

INTRODUCTION



HEALTHY COMMUNITIES


Our Community Vision














All people can attain their highest level of health and well-being.

Indicators of Community Success

- Access to Health Services
- Improving Physical and Behavioral Health Conditions
- Promoting Health-Related Behaviors

Headline Metrics

The  icon is used to easily identify which headline metrics have disaggregated data available.

-  Uninsured residents under age 65
-  Adults who visited a doctor for a routine check-up
-  Food insecure residents
- Inpatient hospital bed capacity (rate per 100,000 population)
-  Residents per primary care physician
-  Residents per dentist
-  Residents per mental health provider
-  Adults who are obese
-  Adults reporting their physical health was not good
-  Adults reporting their mental health was not good
-  Life expectancy (years)
-  Adults reporting no physical activity
-  Adults reporting they are smokers
- Adults vaccinated for influenza
-  Live births with low birthweight

Dashboard and Data Story Link: www.fairfaxcounty.gov/strategicplan/healthy-communities

Equity Considerations

There are social, economic, and environmental disparities among communities of color, which lead to inequitable health outcomes. Black/African American and Latino populations experience a disproportionate burden of children living below the poverty level compared to whites, plus lower educational attainment, and lack of health insurance in addition to other financial challenges. Life expectancy varies by census tract, with lower life expectancy among Black and Latino populations, with less education and higher levels of poverty. Disparities also exist in a range of population health outcomes, including life expectancy, obesity, food insecurity, and chronic disease. Creating conditions in communities where everyone can thrive will improve outcomes in health as well as in other Community Outcome Areas.

Background

Fairfax County is committed to providing equitable access to affordable healthcare and healthy living opportunities, allowing all residents to attain their full health potential. Health and well-being are influenced by a wide range of social and economic factors, health behaviors, access to services and environmental quality. For some people, the essential elements for a healthy life are readily available; for others, the opportunities for healthy choices are significantly limited.

Fairfax Qualified Health Centers play a crucial role in bridging this gap by offering accessible healthcare services to underserved communities. It is important to recognize that disparities exist, and have been highlighted and exacerbated by the recent pandemic, especially for people of color who are at a higher risk of COVID-19 due to a multitude of related issues.

Healthy Communities Introduction

CONTINUED

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Background Continued

These include a greater likelihood of underlying health conditions that make some residents more prone to contracting the virus, higher rates of employment in public-facing service jobs, and residing in high-density, multifamily living units which contribute to the spread of communicable diseases. The strategies in this section seek to advance equitable health outcomes by examining what specific changes in the social determinants of health, the community, and healthy living resources can be made to improve health and wellness for all, especially those who are most vulnerable and have been disproportionately affected, including older adults and children. For more information on the Fairfax Countywide Strategic Plan implementation and updates, check out the [2024 Annual Report](#).

Note


The Healthy Communities community outcome area was originally associated with Environment and Energy, but these two areas were separated to ensure adequate focus on each. Therefore, one of the first steps of the implementation process will be to crosswalk the following proposed strategies with countywide plans that are focused on community health, and to make necessary adjustments to ensure total integration and alignment of related work.



HEALTHY COMMUNITIES PROPOSED STRATEGIES

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams. The process to prioritize and implement these strategies will be highly flexible and will adapt and respond to community conditions as they evolve over time.

NOTE

Strategies with the  icon were added or revised to include recommendations from the Chairman's Task Force on Equity and Opportunity.

THE FOLLOWING KEY QUESTIONS WERE USED TO GUIDE THE DEVELOPMENT OF THE PROPOSED STRATEGIES:

How will we proactively create the community conditions that ensure equitable opportunities for all to attain their highest level of health and well-being?

How will we remove barriers and ensure equitable access to and utilization of needed health resources and services (physical, oral, mental, developmental and substance use) across our community?

How will we promote behaviors that contribute to positive health outcomes and make healthy options more readily available, especially in communities facing the greatest health inequities?

ACCESS TO HEALTH SERVICES

HC 1. Integrate considerations of health, well-being and equity into the development, implementation and evaluation of land use, transportation and housing policies and ordinances.

HC 2. Create walkable, bikeable, transit-oriented, dense, mixed-use and connected places that make inviting and vibrant communities with opportunities for recreation and active living for individuals of all ages and abilities.

HC 3. Identify barriers to accessing health services for residents in need and align county and community resources to address the underlying factors contributing to underutilization, and to eliminate gaps in services.

HC 4. Attract health service providers to underserved geographic areas by incentivizing the provision of care that is culturally and linguistically appropriate, accessible, high quality and affordable.

HC 5. Explore innovative financing mechanisms to bolster the flexibility, scalability and sustainability of community health and wellness initiatives.

IMPROVING PHYSICAL AND BEHAVIORAL HEALTH CONDITIONS

HC 6. Use enhanced data analysis and population-level data from COVID-19 to better quantify and monitor differences in health outcomes among groups of people to inform work to close the gap on health inequities.

HC 7. Foster individual and family resiliency to withstand, adapt to and recover from chronic stress and adverse experiences through early intervention, prevention and trauma-informed care.

HC 8. Integrate the delivery of health services (physical, mental, oral and substance use) for those in need through co-locating services and redesigning care providers' practices and business processes.

HC 9. Address substance use through coordinated education efforts for prevention, expanded treatment options and harm reduction actions in collaboration with community partners.

HC 10. Bring together executive leadership from multiple sectors to create a model for collective holistic community healthcare delivery to include the county, hospitals, primary care, and other community health providers, Federally Qualified Health Centers, oral and behavioral health providers, public and private health insurers, employers, schools, and community and faith-based organizations, building upon successes and lessons learned from the COVID-19 pandemic.



HEALTHY COMMUNITIES PROPOSED STRATEGIES CONTINUED

PROMOTING HEALTH-RELATED BEHAVIORS
HC 11. Create healthier environments on county properties through health-promoting policies and encouraging the use of county properties for active recreational use.
HC 12. 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.
HC 13. Implement a comprehensive, coordinated, evidence-based healthy living campaign that is tailored to reach, inform, educate, and motivate people to increase health-promoting behavior across all communities.
HC 14. Expand our capacity to effectively reach and engage residents in the design and implementation of health promotion initiatives through strategic partnerships and collaborations.



Housing and Neighborhood **LIVABILITY**



**OUTCOME
AREA ICON:**



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[Click here](#) for more
info on HC.

Housing and Neighborhood Livability

INTRODUCTION



HOUSING AND NEIGHBORHOOD LIVABILITY

Our Community Vision

All people live in communities that foster safe, enjoyable and affordable living experiences.

Indicators of Community Success

- Adequate Quantity and Availability of Housing
- Affordable and Quality Housing
- Access to Amenities that Promote Healthy Neighborhoods
- Flexibility and Adaptability of Land Use Rules
- Preventing and Ending Homelessness

Headline Metrics

Headline metrics are in development for this area. Please see Appendix B for a list of sample metrics.

Equity Considerations

The supply of affordable housing opportunities is the critical foundation to support stability and success of all residents, businesses, and places within Fairfax County. Community engagement efforts by county staff and associated with the work of the Affordable Housing Resources Panel, the Affordable Housing Preservation Task Force, and the Virginia Chamber among others, have identified an acute affordable housing need affecting one or more of the following populations: Individuals and families experiencing homelessness, households with low to extremely low incomes, special needs populations to include seniors and people with disabilities, workforce essential to economic health and growth, residents of manufactured housing communities, and public safety personnel. People of color are disproportionately negatively impacted by the lack of available affordable housing within Fairfax County. White residents own homes at a rate greater than their share of the population, while residents of all other races and Hispanic residents own homes at rates less than their share of the population. Improving our affordable housing policies, support programs, and administrative practices with innovations that support the needs of our customers through the preservation of existing affordable housing and the aggressive production of new affordable housing is critical to ensure equitable access to a range of affordable rental and ownership opportunities for all residents, including people experiencing homelessness.

Background

Reasonably priced housing and healthy, livable communities are critical to ensure a sustained high quality of life for the residents of Fairfax County. While no single action can fulfill the expectations of residents for affordable, connected, safe and walkable neighborhoods with necessary amenities, the proposed strategies in this section seek to promote equitable access to affordable housing, community assets and a variety of transportation options. The county is also focused on addressing the needs of people experiencing homelessness and those who require short-term emergency shelter.


The county must also find a balance between the desire to protect and preserve existing neighborhoods and buildings and to revitalize older business districts, while also building vibrant new mixed-use urban centers. It is also critical to carefully consider the environmental impacts of development and to ensure that any potential stressors are eliminated or mitigated in alignment with Fairfax County environmental policies and practices. Implementation of the proposed strategies in this section will also be fully aligned with the actions outlined in the Community-wide Housing Strategic Plan.

For more information on the Fairfax Countywide Strategic Plan implementation and updates, check out the [2024 Annual Report](#).

HOUSING AND NEIGHBORHOOD LIVABILITY PROPOSED STRATEGIES

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams. The process to prioritize and implement these strategies will be highly flexible and will adapt and respond to community conditions as they evolve over time.

NOTE

Strategies with the  icon were added or revised to include recommendations from the Chairman's Task Force on Equity and Opportunity.

THE FOLLOWING KEY QUESTIONS WERE USED TO GUIDE THE DEVELOPMENT OF THE PROPOSED STRATEGIES

How can we encourage developers and builders (for-profit and non-profit, faith-based landowners, etc.) to increase the amount of affordable housing and create a broad range of housing options while maintaining the quality and desirability of built communities, both new and redeveloped?

How can we support both re-development and preservation, so that housing and neighborhoods maintain the residents and the desired features/elements, while addressing evolving wants and needs?

In light of the projected aging of our community, how can we ensure that all older adults have the livability resources to age in their community or otherwise stay within the county?

How can we encourage healthy placemaking and, subsequently, healthy living without homogenizing, while continuing to welcome new residents of different ages, family status and economic status and ensuring the availability of desired housing?

How can we provide a framework that allows: a) higher density development where it is most appropriate (e.g., near transit) and b) thoughtful transitions to less densely developed areas, while promoting the delivery of affordable units?

How can we support the creation/evolution of communities where people can live, work and play, so that residents can reduce their reliance on cars and walk, bike or take transit more frequently? What can we do to incentivize living near work?

How can we better respond to the need for transitional housing for those who are experiencing homelessness or require near-term shelter?

How can we ensure more residents have access to the many livability and affordable housing resources available in the county (transit, public facilities, housing voucher programs, etc.)?

How can we establish and integrate permanent supportive housing (housing with services to support residents facing vulnerabilities) into neighborhoods and communities for those who need it?

ADEQUATE QUANTITY AND AVAILABILITY OF HOUSING

HNL 1. Produce, preserve and improve affordable housing units through partnerships with traditional and innovative housing developers consistent with the recommendations in county policies and plans, but also exploring new approaches. Track new units, lost units and total units as well as risk of displacement as a means of measuring the preservation of and access to affordable units in the county.



HNL 2. Identify and create opportunities for additional affordable rental and homeownership units, including modifying housing policies, guidance and communication strategies for people facing barriers (low to moderate incomes, credit problems, past criminal history or prior evictions) in order to make a variety of housing program options accessible to all residents.

HNL 3. Identify and execute creative opportunities to develop affordable housing throughout the county and especially in revitalization areas, including flexible criteria for accessory dwelling units, building reuse, and repurposing and establishing community land trusts in communities that feature mobility options and walkable neighborhood amenities.

HNL 4. Leverage county/school/park/private business land and facilities (existing and new) and develop non-traditional partnerships to achieve efficiencies to produce more units.

HOUSING AND NEIGHBORHOOD LIVABILITY PROPOSED STRATEGIES CONTINUED

ADEQUATE QUANTITY AND AVAILABILITY OF HOUSING CONTINUED

HNL 5. Seek non-traditional ways to finance development, such as venture capital investments, partnerships with large corporate employers and faith-based and non-profit communities.

AFFORDABLE AND QUALITY HOUSING

HNL 6. Encourage mixed-income and diverse types of housing developments near transit hubs, transit routes and revitalization areas that meet affordability requirements for a range of income levels, especially units large enough to accommodate families.

HNL 7. Expand innovative land development solutions, such as by-right accessory dwelling units, home sharing, co-housing and smaller lot sizes, while incentivizing first floor or entry floor living, universal design and energy efficiency.

HNL 8. Expand the home repair program for older adults and ensure tax assistance programs keep pace with those improvements to help maintain quality, affordable housing for the aging population.

HNL 9. Explore policies to moderate rent increases, including a rental stabilization program and a homestead requirement, so that residents of all income levels can afford to live in Fairfax County.

HNL 10. Explore innovative and sustainable funding sources to develop a rental grant program that assists working households who may not be eligible for federal assistance.

HNL 11. Establish a housing assistance fund to provide resources for people to acquire housing, such as funding for required deposits.

HNL 12. Protect current residents from displacement where neighborhoods are changing rapidly by addressing impacts such as higher housing costs and higher costs of living.



HNL 13. Implement policies to enable public employees to live in and come from the communities they serve.



FLEXIBILITY AND ADAPTABILITY OF LAND USE RULES

HNL 14. Encourage adoption of a countywide proffer policy to include contributions from job-generating commercial and other nonresidential developments for use in affordable housing production.

HNL 15. Encourage the study and potential adoption of an ordinance, pursuant to state code, to enable transfer of development rights to increase affordable housing development.

HNL 16. Update codes, regulations, policies and procedures related to land and housing development to reduce administrative costs for affordable housing providers, keep pace with national and regional trends, and improve review quality and efficiency.

HNL 17. Conduct regular updates to the affordable dwelling unit and workforce dwelling unit policies based on the changing market, affordability and building trends in the county, and communicate any updates or changes to the public as part of an outreach and education effort.

HNL 18. Develop a proactive rental inspection program that includes landlord licensing and property registration to ensure quality of all rental properties.

HNL 19. Identify areas of the county with the greatest presence of community amenities, including transit, retail, recreation, arts and human services providers, and then revise zoning and other policies to allow for an increase in the number of housing units affordable to low and moderate income and senior households in those areas.

HOUSING AND NEIGHBORHOOD LIVABILITY PROPOSED STRATEGIES CONTINUED

PREVENTING AND ENDING HOMELESSNESS

HNL 20. Expand the availability of permanent supportive housing units and services for people experiencing homelessness, including both individuals and families.

HNL 21. Provide incentives so that nonprofit and for-profit housing developers and landlords will set aside units for people experiencing homelessness.

ACCESS TO AMENITIES THAT PROMOTE HEALTHY NEIGHBORHOODS

HNL 22. Encourage and enhance a sense of place by establishing community gathering spaces and by analyzing where people are underserved by community amenities and business services and providing information and support to businesses to locate in those areas, with a special focus on revitalization areas.



HNL 23. Link the county's public health and equity agenda to a public space agenda by updating the Comprehensive Plan to create healthier environments where access to basic needs, transit, affordable housing and healthy food is available.

HNL 24. Increase walkable access to park entrances, facility entrances or trailheads so that residents have no more than a 10-minute walk to nature and recreational experiences. Prioritize implementation of this strategy in areas with disparate health and equity outcomes.

HNL 25. Expand the Fairfax County Active Transportation Plan to prioritize the quality and consistency of neighborhood connectivity (e.g., sidewalks and multi-use paths, with an emphasis on those that are lighted) and select implementation areas based on equity and health measures.



Lifelong Education AND LEARNING

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Lifelong Education and Learning

INTRODUCTION



LIFELONG EDUCATION AND LEARNING

Our Community Vision

All people at every stage of life are taking advantage of inclusive, responsive and accessible learning opportunities that enable them to grow, prosper and thrive.

Indicators of Community Success

- Access to Early Childhood Education
- Access to Quality Technology
- Participation in Learning Opportunities
- Supporting Academic Achievement
- Supporting Career-Based Training
- Increased English Language Proficiency

Headline Metrics

Headline metrics are in development for this area. Please see Appendix B for a list of sample metrics.

Equity Considerations

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

Note

Fairfax County Public Schools (FCPS) is a primary contributor to our vision of building an educated, skilled, compassionate, and culturally competent community. In June 2023, FCPS adopted a 2023-2030 Strategic Plan. The plan includes 5 student-centered goals, each with equity commitments to support each and every student in attaining the goals. There are also 4 pillars that serve as the foundation of the division's work to organize and structure efforts to attain the goals of the plan. More information on the FCPS Strategic Plan is available on their website.



Link Alert!

[Click here](#) to view the FCPS Strategic Plan website.

Background

Fairfax County is the home of world-class learning institutions, including an outstanding public school system, the second-largest community college in the country and excellent university programs. (including George Mason University, the largest public research institution in the Commonwealth). These institutions, along with many county programs and community-based providers, support the education and learning needs of a large and diverse population.

Many adult residents are highly educated, employed in well-paying jobs with the potential for future career growth and have broad access to digital and in-person learning programs to continue to build their skills over time. Others have less access to well-paying jobs and the learning opportunities needed to successfully compete in the regional job market, which affects both individuals and families.

Lifelong Education and Learning

INTRODUCTION CONTINUED

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Background Continued

There is also a tremendous need for quality early childhood education, which supports school readiness and is an essential component of success later in life. Finally, older residents need to be connected and engaged, especially through increased digital access and literacy, but also through in-person opportunities that teach new skills and offer a sense of inclusion and connection.


The goal of this community outcome area is to ensure that lifelong learning opportunities and the achievement of educational goals are readily available to residents at every stage of life, regardless of age. The proposed strategies in this section are focused on addressing existing disparities in learning outcomes, while expanding and integrating Fairfax County learning opportunities in a wide variety of educational and community settings. For more information on the Fairfax Countywide Strategic Plan implementation and updates, check out the [2024 Annual Report](#).



LIFELONG EDUCATION AND LEARNING PROPOSED STRATEGIES

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams. The process to prioritize and implement these strategies will be highly flexible and will adapt and respond to community conditions as they evolve over time.

NOTE

Strategies with the  icon were added or revised to include recommendations from the Chairman's Task Force on Equity and Opportunity.

THE FOLLOWING KEY QUESTIONS WERE USED TO GUIDE THE DEVELOPMENT OF THE PROPOSED STRATEGIES

How will we ensure that all children have access to quality early learning opportunities?

How will we adapt our approach to effective lifelong education and learning as our county experiences changing demographics and gaps in language/communication proficiencies?

How will we ensure that we equitably and effectively support all county residents seeking to acquire the career and technical skills that employers want?

How will we ensure that racial and social factors do not predetermine residents' access to quality lifelong learning opportunities?

How will we more effectively engage partners (FCPS, technical schools, higher education and employers) to provide education to meet the demands of the market and provide opportunities for all county residents?

How will we keep up with and provide equitable access to new and innovative learning technologies (whether within schools, at home or in public learning arenas)?

ACCESS TO EARLY CHILDHOOD EDUCATION

LEL 1. Leverage Fairfax County's full complement of social service agencies, community nonprofits, faith groups, homeowners' associations and business leaders to promote awareness of the positive impact that early childhood education has on the child, their family and the community.

LEL 2. Create a plan and resource model to ensure access to high-quality early childhood education, prioritizing efforts based on need by geographic area and/or population.



LEL 3. Ensure early childhood educators have access to effective professional learning and development informed by evidence and best practices, in order to ensure the highest quality Early Childhood Education services for every child, regardless of setting or program type.



LEL 4: Increase access to education, skills, and training opportunities, as well as wealth building and capacity building for early childhood educators and the centers that employ them.



ACCESS TO QUALITY TECHNOLOGY

LEL 5. Expand and enhance the technology skills of learners of all ages.

LEL 6. Identify and eliminate barriers to digital access through partnerships with local businesses and digital service providers.

LEL 7. Expand the capacity for digitally enhanced and distance learning so that educators are successful in that environment.

LEL 8. Expand year-round literacy and science, technology, engineering, arts and math (STEAM) programs, with a focus on widening the interest and participation of underrepresented students.

LIFELONG EDUCATION AND LEARNING PROPOSED STRATEGIES CONTINUED

PARTICIPATION IN LEARNING OPPORTUNITIES

LEL 9. Champion initiatives that encourage family engagement in educational activities within and beyond the classroom.

LEL 10. Engage with adults and the 50+ community to serve as volunteer mentors, educators and career coaches.

LEL 11. Increase and enhance lifelong learning opportunities for the 50+ community, especially programs with a technology focus.

SUPPORTING ACADEMIC ACHIEVEMENT

LEL 12. Support recruitment and hiring pathways that are designed to bring instructor and teacher demographics more closely in alignment with student demographics.

LEL 13. Expand county/community partnerships, including family supports and interventions, to foster student (learner) social, emotional, behavioral and academic competencies.

SUPPORTING CAREER-BASED TRAINING

LEL 14. Promote career and technical education and associated career paths — including apprenticeship and internship programs — across schools, postsecondary institutions and workforce development organizations, ensuring accessibility and alignment with projected areas of job demand, and identifying and addressing common barriers.



LEL 15. Increase the supply and improve the quality of career and technical education — including apprenticeship and internship programs — by expanding comprehensive public-private coalitions across schools, postsecondary institutions and workforce development programs.

LEL 16. Engage educators, business, government, and nonprofits, and involving youth and young adults, to align their resources and initiatives to create an education-to-career system that better connects Fairfax's youth ages 16-24 who are not in school or working (opportunity youth) to in-demand careers.



INCREASED ENGLISH LANGUAGE PROFICIENCY

LEL 17. Engage businesses, nonprofit service groups, faith-based organizations and social services agencies to expand the number of English-language learning opportunities.

FAIRFAX COUNTY PUBLIC SCHOOLS

Fairfax County fosters world-class education that includes full support and alignment with Fairfax County Public Schools (FCPS) and its strategic plan. Many people choose to move to Fairfax County because of its outstanding public school system. FCPS serves more than 190,000 students and is a primary contributor to our vision of building an educated, skilled, compassionate and culturally competent community.

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

For more information visit the [FCPS Strategic Plan website](#).

Mobility and TRANSPORTATION

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info on MT.



Mobility and Transportation

INTRODUCTION



MOBILITY AND TRANSPORTATION

Our Community Vision



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.

Indicators of Community Success

- Efficient and Varied Transportation Options
- Infrastructure Condition, Sustainability and Environmental Impact
- Improved Traveler Safety
- Increased Accessibility, Affordability and Equity

Headline Metrics

The  icon is used to easily identify which headline metrics have disaggregated data available.

- Commuters who drove alone to work
- Cumulative miles of sidewalk and trails
- Percent of road lane miles with a condition of good or excellent
- Traffic-related fatalities rate (per 100k population)
-  Cumulative count of traffic calming devices installed
-  Workers with employers that provide a transit subsidy

Dashboard and Data Story Link: www.fairfaxcounty.gov/strategicplan/mobility-transportation

Equity Considerations

Disparities in access to quality, affordable, and efficient transportation and mobility options limit access to economic opportunities, housing, and community amenities and services. The new Mobility and Transportation dashboard and data story, combined with the insights from equity mapping tools, increases organizational capacity to more easily identify and respond to community needs. By developing and fostering partnerships among community organizations and county agencies, a special focus will be placed on engaging people who may be at a disadvantage based on historical decisions regarding existing transportation framework and infrastructure. In addition, considering equity in countywide planning will allow for targeted interventions to expand and improve transportation options in specific parts of the community.

Background

As a rapidly urbanizing community, the need to reduce traffic congestion and improve mobility is one of the greatest challenges facing Fairfax County. Residents and workers want a variety of ways to move around the community that are easily accessible, affordable, safe, and promote both healthy living and environmental stewardship. In addition, there is a greater focus on active transportation options that prioritize safe pedestrian access and bike-friendly facilities that are connected to mass transit.

The proposed strategies in this section seek to improve the condition and capacity of our current transportation systems, while also reducing reliance on single-occupancy vehicles and moving away from car-centric approaches to building communities and transportation infrastructure.

There are also strategies to continue to improve land-use planning that incentivize transit-oriented developments that support fewer car trips, healthier living and more connected and vibrant communities. For more information on the Fairfax Countywide Strategic Plan implementation and updates, check out the [2024 Annual Report](#).

MOBILITY AND TRANSPORTATION PROPOSED STRATEGIES

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams. The process to prioritize and implement these strategies will be highly flexible and will adapt and respond to community conditions as they evolve over time.

THE FOLLOWING KEY QUESTIONS WERE USED TO GUIDE THE DEVELOPMENT OF THE PROPOSED STRATEGIES

How will we implement and maintain a comprehensive multimodal transportation network that serves all users equitably while adapting to the projected growth within the county and region?

How will we better collaborate with businesses, community organizations, government partners and residents to plan and deliver transportation solutions that reduce demand, promote smart growth and serve the region?

How will we construct and maintain transportation options that are financially and environmentally sustainable?

How will we incorporate advances in technology to create “smart” transportation alternatives that adapt to changing needs and are accessible to all users?

How will we maintain a safe and secure transportation system, reduce the risk of travel-related injuries and lower the risk of spreading infectious illnesses on public transit?

How will we leverage our land use regulations and economic development strategies to improve connectivity and efficiency within our transportation network?

How will we monitor and anticipate future trends, including the continued expansion of telework, on traffic congestion, public transit and reduced revenue?

EFFICIENT AND VARIED TRANSPORTATION OPTIONS

MT 1. Promote further dense, transit-oriented and mixed-use development within existing urban areas and in other areas of the county, where appropriate, to allow residents and employees more opportunities to walk, bike and use transit, and reduce auto dependency, to meet their daily needs.

MT 2. Further develop and expand the multimodal network by a) increasing the number of routes and frequency of service connecting urban hubs and amenities, b) enhancing services on highly traveled corridors to reduce car volume in those corridors and c) improving pedestrian and bicycle access to transit services and activity centers.

MT 3. Revise the methodology of how transportation impacts are assessed by transitioning from the automobile-focused level of service methodology to a multi-modal approach.

MT 4. Educate, encourage and incentivize employers to continue to offer telecommuting options to their employees and use other transportation demand management opportunities to reduce peak-hour traffic and auto-dominated travel.

MT 5. Facilitate more active transportation (walking and biking) by adding, improving and maintaining sidewalks and shared-use paths; enhancing bike facilities throughout the county; addressing “first/last mile” challenges; and educating the community on how to increase their use of active transportation modes safely.

MT 6. Advocate for and implement policies that motivate people to reduce their use of single-occupancy vehicles, including transportation demand management (TDM), reducing minimum parking requirements, managing parking and roadway pricing, and other TDM financial and non-financial programs and policies.

INFRASTRUCTURE CONDITION, SUSTAINABILITY AND ENVIRONMENTAL IMPACT

MT 7. Explore a transfer of road ownership, design and maintenance responsibilities from the Virginia Department of Transportation to the county, with a corresponding transfer of revenue to accommodate the increased cost to the county.

MT 8. Prepare now for the gradual incorporation of autonomous vehicles and other innovative transportation technologies into Fairfax County transportation network and infrastructure, such as smart traffic lights, public transit apps, drop-off/pick-up curb space and changes in parking-related development requirements as a result of reduced parking demand.

MOBILITY AND TRANSPORTATION PROPOSED STRATEGIES CONTINUED

INFRASTRUCTURE CONDITION, SUSTAINABILITY AND ENVIRONMENTAL IMPACT CONTINUED

MT 9. Create and retrofit more great places through quality street design that more equitably balances the goals of automobile throughput and the experience and comfort level of pedestrians, cyclists and transit riders.

MT 10. Conduct a cost-benefit analysis of transportation infrastructure costs and economic development impacts as part of future land use planning efforts.

TRAVELER SAFETY

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

INCREASED ACCESSIBILITY, AFFORDABILITY AND EQUITY

MT 12. Update the transportation element of the County's Comprehensive Plan with a strong focus on transit, pedestrian and bicycle connectedness.

MT 13. Prioritize safe, healthy, accessible transportation options for all with a focus on equitable access for residents facing economic, health, housing and other challenges.



Safety and SECURITY

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Safety and Security

INTRODUCTION



SAFETY AND SECURITY

Our Community Vision

All people feel safe at home, school, work and in the community.

Indicators of Community Success

- Following Laws and Regulations
- Timeliness and Quality of Emergency Response
- Effective and Equitable Administration of Justice
- Safety-Related Prevention and Preparedness
- Reliable and Secure Critical Infrastructure

Headline Metrics

Headline metrics are in development for this area. Please see Appendix B for a list of sample metrics.

Equity Considerations

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

Background

To meet the diverse needs of all residents, Fairfax County must ensure a comprehensive, equitable and inclusive approach to public safety and justice. Building a safe community is more than reducing and preventing injury and crime, it is about investing in strong, vibrant and engaged communities where all people are protected and supported to live lives to their fullest potential.


Residents, employees, and businesses want a community where people can go about their daily lives without fear, or risk of harm. The responsibility to ensure a safe and secure place where all people can thrive is shared across multiple county departments, and must also include the full participation of the entire Fairfax County community.

The proposed strategies in this section seek to promote fair policing and prosecution practices, strengthen the relationship between public safety and the most vulnerable members of our community, reduce reliance on use of force and incarceration, expand prevention and preparedness programs, and enhance transparency and infrastructure. For more information on the Fairfax Countywide Strategic Plan implementation and updates, check out the [2024 Annual Report](#).

SAFETY AND SECURITY PROPOSED STRATEGIES

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams. The process to prioritize and implement these strategies will be highly flexible and will adapt and respond to community conditions as they evolve over time.

NOTE

Strategies with the  icon were added or revised to include recommendations from the Chairman's Task Force on Equity and Opportunity.

THE FOLLOWING KEY QUESTIONS WERE USED TO GUIDE THE DEVELOPMENT OF THE PROPOSED STRATEGIES:

How do we adapt public safety services to meet the challenges associated with technology, urbanization and a growing diverse population?

How do we ensure that criminal justice is administered in ways that are consistent with the goal of racial and social equity?

How do we cultivate relationships with communities to ensure a proactive and integrated approach toward disaster and emergency preparedness, response, recovery and mitigation efforts?

Given potential threats related to cybersecurity and other security risks, how do we reduce the vulnerabilities of our mission-critical infrastructure and ensure that it will be resilient?

Considering the dramatic increase in information outlets, how do we align the public's perception of community safety and security with more objective data and information?

TIMELINESS AND QUALITY OF EMERGENCY RESPONSE

SS 1. Ensure public safety agencies have the training, equipment and resources needed to deliver timely and effective services, and develop ways to measure and report on the quality of those services.

SS 2. Strengthen community relations and trust through outreach, community engagement, partnerships, and active recruiting and hiring of qualified personnel who reflect the communities they serve.

SS 3. Strengthen the partnership between Fairfax County schools and law enforcement in ways that focus on creating positive interactions and trust between students, families, staff and police; promote a safe learning environment from elementary grades through high school and provide readily available resources in the event of an emergency.

SS 4. Provide timely, quality protective services to mitigate the risk of harm and ensure the safety of children and vulnerable adults.

FOLLOWING LAWS AND REGULATIONS

SS 5. Bolster programs and resources that reduce recidivism and support successful offender re-entry into the community.

SS 6. Partner with community and business organizations to strengthen code compliance education of property owners in order to increase their voluntary compliance and accurate reporting.

SS 7. Implement proactive outreach programs in areas of the county identified as having the highest volume of calls and code violations.

SAFETY-RELATED PREVENTION AND PREPAREDNESS

SS 8. Develop and implement risk-reduction programs to prevent or mitigate the loss of life, property and resources associated with emergencies and other disasters within the community.

SAFETY AND SECURITY PROPOSED STRATEGIES CONTINUED

SAFETY-RELATED PREVENTION AND PREPAREDNESS CONTINUED

SS 9. Strengthen individual, family, employee, school and community capability to facilitate effective emergency preparedness, mitigation, response and recovery.

SS 10. Leverage state, business, volunteer and community partnerships to enhance preparedness, response and recovery to disasters.

SS 11. Enhance continuity of operations planning and training to ensure capability and continuity of essential government services in the event of an emergency.

SS 12. Ensure coordinated post-incident human services and recovery assistance including case management, emergency housing, behavioral health and family reunification.

SS 13. Develop and implement a comprehensive action plan to strengthen physical security, associated security policies, and the training and education of staff to ensure county facilities and parks are safe for employees and visitors.

EFFECTIVE AND EQUITABLE ADMINISTRATION OF JUSTICE

SS 14. Work collaboratively to increase access to services and identify alternatives to adjudication and incarceration (e.g., diversion programs, specialty dockets) while protecting victims' and witnesses' rights.

SS 15. Develop and implement recommendations to ensure that all community members are treated fairly and equitably in the enforcement of laws and their experiences with the adult and juvenile justice systems, whether they are defendants, victims of crime or witnesses.

SS 16. Create meaningful opportunities for the community to be involved in defining the role of law enforcement and other public safety personnel.



SS 17. Implement trainings such as implicit bias, cultural competency, and community engagement in the public safety academies and annually for first responder personnel.



SS 18. Implement policies to enable public safety personnel to live in and come from the communities they serve.



SS 19. Develop and institutionalize accountability mechanisms that monitor and evaluate occurrences of racial profiling and excessive use of force by law enforcement and other public safety personnel.



RELIABLE AND SECURE CRITICAL INFRASTRUCTURE

SS 20. Conduct a comprehensive risk analysis of critical infrastructure and systems in the county and develop an action plan for the purpose of enhancing protection and resiliency.

SS 21. Proactively test and assess the county's information technology systems to identify weaknesses and reduce the risks associated with cyber-attacks.





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APPENDICES

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Appendix A:

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DEVELOPMENT AND IMPLEMENTATION

Development TIMELINE



JANUARY TO MARCH 2019

- Extensive in-person and digital engagement with residents, businesses, educational institutions, Boards, Authorities and Commissions, and county and school employees was conducted, to capture data about community expectations of county government, and to develop a foundation for outcomes, indicators, and preliminary strategies and metrics that could be included in the proposed Countywide Strategic Plan.
- Input was collected through in-person meetings and a brief, high-level survey, and focused specifically on connecting with people and places who do not normally participate in strategic planning activities.
- Working closely with a network of community partners to host targeted in-person sessions, meetings were held in a variety of languages and locations and included transportation and other support services for participants.
- Initial community input was then used to directly shape the original nine community outcome areas and indicators of success, and all feedback data was shared with the Strategic Planning Teams once they were convened in March 2019.

APRIL TO OCTOBER 2019

- Strategic Planning Teams were launched, representing employees with deep subject-matter expertise and longevity but also people who were new to the county and brought brand new perspectives. A Steering Committee and Core Team were also convened, to ensure that the Strategic Planning Teams were effectively guided and supported throughout the process, and members of the One Fairfax team were included at both the Steering Committee and Core Team levels, in addition to providing extensive guidance to each of the teams during their weekly meetings.
- Teams defined major current and future challenges facing the county in their community outcome areas, identified and mapped key factors that influenced the desired outcomes, drafted strategies that were intended to make measurable progress, and identified sample metrics that were extensively researched to determine which data elements should be collected, as well as the most reliable sources and how each of the sample metrics could be disaggregated to highlight issues of inequity.
- Existing plans were reviewed, an analysis of community input and additional targeted stakeholder engagement was conducted, and findings were used to make continuous updates to plan elements in real time.
- Another set of in-person community conversations were held in addition to a second survey to specifically seek feedback on draft strategies and metrics, and input was incorporated into the final draft of the proposed strategic plan.

OCTOBER 2019 TO JANUARY 2020

- The final draft of the proposed plan was developed, with ongoing input from the Strategic Plan Steering Committee and Core Team.
- An initial implementation framework was developed, with the expectation that the Board of Supervisors would formally adopt the proposed plan concurrent with the FY 2021 budget.

FEBRUARY TO DECEMBER 2020

- The final proposed plan was presented to the Board of Supervisors by County Executive Bryan Hill in February 2020.
- In March 2020, the Board of Supervisors made the decision to officially pause the public process on the plan due to COVID. This enabled the county to focus on the emergency health response; launch a hybrid workforce, to ensure continuity of operations while greatly expanding the use of telework; and focus on the economic recovery through supporting workers and businesses negatively impacted by the pandemic.
- Additional feedback from the Steering Committee, department directors, original Strategic Planning Teams and One Fairfax was collected throughout the public pause, some of which was integrated in the revised draft and some of which will be utilized during plan implementation.
- Countywide Strategic Plan and Countywide Data Analytics staff met with each member of the Board of Supervisors to seek feedback on the plan and to introduce an emerging approach to the way the county collects, uses and shares data.

DEVELOPMENT TIMELINE CONTINUED

JANUARY TO FEBRUARY 2021

- The revised proposed Countywide Strategic Plan, updated to reflect the broad impacts of COVID and necessary adjustments due to the passage of time, was presented by County Executive Bryan Hill to the Board of Supervisors in February 2021. The first post-COVID survey was launched, to determine how community priorities may have shifted due to the pandemic.
- Countywide Strategic Plan staff actively supported the work of related emerging countywide initiatives, including the Chairman's Taskforce on Equity and Opportunity and the COVID Economic Recovery Framework, both of which validated many of the same elements in the proposed Countywide Strategic Plan. Staff also actively coordinated with additional countywide initiatives and strategic planning processes that were emerging in individual departments.

MARCH TO SEPTEMBER 2021

Community outreach and engagement continued in earnest, including the following:

- Development of a public information video to update community members on the plan's goals, background, timeline and process (available in English and Spanish).
- Healthy Communities and Environment and Energy, which had originally been combined into a single Community Outcome Area, were split into two separate ones. Community input supported this change as it ensured an adequate focus on each area.
- Development of a short, impactful video to share the original Nine (now Ten) Community Outcome Areas (translated into Spanish and Vietnamese) and highlighting One Fairfax.
- In partnership with the Office of Public Affairs, development of multiple community messages shared via podcasts, social media posts, press releases, messages to employees, email blasts, etc.
- Launch of fourth survey to continue to seek feedback about the elements of the plan that most resonated with the community. Survey was adapted to respond to critiques about earlier surveys, specifically that they were too long and difficult for the average resident to understand and respond to.
- A series of community meetings was produced and delivered by Countywide Strategic Plan staff, including presentations to a wide variety of Boards, Authorities and Commissions, specific supervisory districts, county departments, and open sessions for residents and employees. Feedback themes were used to update the final Countywide Strategic Plan, and will be used on an ongoing basis as the county moves forward to implement the plan.
- The County Executive, the Chief Financial Officer and Countywide Strategic Plan staff met with each member of the Board of Supervisors to respond to questions and seek final feedback prior to Board adoption.

OCTOBER 5, 2021

- **The Board of Supervisors adopted the proposed Countywide Strategic Plan, specifically the Ten Community Outcomes, Indicators of Success and Proposed Strategies. These elements support the goals of the plan, which are to:**
 1. Set a community vision for the next 10-20 years;
 2. Align and integrate existing and emerging countywide work;
 3. Provide a tool to focus and prioritize shorter-term countywide initiatives; and
 4. Communicate progress on achieving measurable outcomes on behalf of the community.



Link Alert!

[Click here](#) to view an overview of plan development.

Phases of Implementation

CALENDAR YEAR 2022



The Countywide Strategic Plan Steering Committee identified teams of subject-matter experts to contribute to a set of initial deliverables. The purpose was to introduce the newly adopted plan elements, to start to refocus the organization on the plan's **Key Drivers: Equity, Data Integration, Community Outcomes, and Inclusive Engagement**, and to align department-level strategic planning work with countywide efforts. The following helped set the conditions for meaningful change:

1

Situation Reports: The plan contains hundreds of proposed strategies that were originally developed prior to the pandemic. Following plan adoption, work was completed to assess whether significant progress had occurred to move any of the proposed strategies forward. These progress highlights were included in the first Annual Report and are currently being used by project teams to assess the progress of specific strategies.

2

Survey Review: Many of the proposed strategies and sample metrics in the plan would have required data from new resident, stakeholder, and employee surveys. However, county surveys are not tracked, so strategic plan staff compiled a list of 150+ surveys currently or recently launched within the county, including department, purpose, response rate, etc. This matrix was shared with departments and the Countywide Data Analytics Unit for future survey planning.

3

Headline Metrics: The plan includes hundreds of "Sample Metrics" that needed to be distilled down to a more focused and relevant set of Headline Metrics, which are used to develop comprehensive dashboards and data stories. This process began immediately following plan implementation and occurs under the leadership of designated Deputy County Executive Champions with input from a wide range of subject-matter experts, and will continue until all ten dashboards and data stories are published.

4

8 Key Questions for Effective and Efficient Government: The Effective and Efficient Government Outcome Area is focused on the way local government works with partners to optimize service delivery to the community. To that end, all departments were asked to show how their work aligned with cross-cutting strategies in this outcome area, related to equity, inclusive community engagement, and the use of population-level data to drive decisions.

5

Key Performance Indicators (KPI) Alignment: Department staff and budget analysts were asked to make connections between the KPIs reported as part of the annual budget process and the Indicators of Community Success in the strategic plan.

6

Communications Toolkit: Countywide strategic plan staff developed a comprehensive toolkit, to connect the dots between the daily work of the departments and the elements of the strategic plan. The toolkit has been customized and adapted over time to improve communication about the plan and integrate elements of the Inclusive Community Engagement Framework.

7

First Annual Report: Countywide strategic plan staff developed and published a comprehensive report to share detailed progress within the county and with the community; first report was published in February 2023.

Phases of Implementation

CALENDAR YEAR 2023



As sets of Headline Metrics are refined and dashboards and data stories are starting to launch, internal efforts have also focused on the Proposed Strategies within the plan, which require a prioritization process and action planning in order to be ready for implementation. Ongoing work to connect the dots among the strategic plan, One Fairfax, Countywide Data Analytics and the annual budget process continues. Communication and engagement, both internal and external, remains a core focus of the plan. The following steps were taken to move the process along:

1

Updated Plan: As the sample metrics in the plan are distilled down to focused sets of Headline Metrics, and as Proposed Strategies are identified for further action planning, the plan document will be updated on an annual basis, to highlight any changes as the work moves forward.

2

Dashboards and Data Stories: Under the leadership of the Steering Committee, the Economic Opportunity Outcome Area was used as a pilot, to develop a dashboard that showed a set of Headline Metrics, disaggregated by place and population wherever possible, and includes context-setting narrative. Two additional dashboards, in the Healthy Communities and Mobility and Transportation Outcome Areas, were launched afterwards. Plans for regular updates was initiated.

3

Systems Analysis and Plan Integration: Immediately following implementation, strategic planning staff started ongoing work to seamlessly embed plan elements into the county's organizational structure. This includes alignment with the annual budget process, inclusion of plan language and elements in public communication, and using the plan as a way to maximize and coordinate service delivery to residents.

4

Pilot #1: Economic Opportunity Outcome Area: Steering Committee convened a team of subject-matter experts from a variety of departments, to collaborate under the leadership of two Deputy County Executives. The team was tasked with developing a process to identify strategies that are considered "high priority" based on the dashboard and data story, and 2 additional criteria: Impact on Root Cause, and Feasibility. The team recommended 3 strategies to the committee that were accepted; these strategies will move forward to action planning.

5

Pilot #2: Inclusive and Community Engagement Action Planning : Steering Committee convened a team of county communicators from across a wide range of programs and functions, to help operationalize the Inclusive Community Engagement Framework and reduce duplication of efforts. Team produced an action plan that was accepted by the Steering Committee, and implementation started immediately.

6

Pilot #3: Strategic Planning Community of Practice: Steering Committee convened a team of staff who currently lead strategic planning work in their departments; the purpose was to train strategic planners on the goals, themes, and drivers of the countywide plan, while identifying and sharing department-level best practices in the areas of equity, data integration, community outcomes, and inclusive engagement. The team also launched a virtual Community of Practice to allow staff throughout the county to connect with the strategic plan in a variety of ways, and to network with others who are doing similar work countywide.

7

Second Annual Report: Countywide strategic plan staff developed and published a comprehensive report to share detailed progress within the county and with the community; first report was published in February 2024.

Year Three Implementation Model

CALENDAR YEAR 2024



BACKGROUND

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



ONE FAIRFAX EQUITY LENS

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

1

TRANSITIONAL SUPPORT

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

4

LAUNCH STRATEGY PRIORITIZATION TEAMS

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

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

3

PRODUCE REMAINING DASHBOARDS AND DATA STORIES

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

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

2

UPDATE PLAN

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

5

LAUNCH PUBLIC ENGAGEMENT PLAN IMPLEMENTATION TEAM

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

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

6

STRATEGIC PLANNING COMMUNITY OF PRACTICE

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

+

UPDATED PLAN ANNUAL REPORT

Revised plan released in June 2024 and Annual Report in February 2025.

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

Appendix B:

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SAMPLE METRICS

Headline Metric Development

PHASES OF WORK

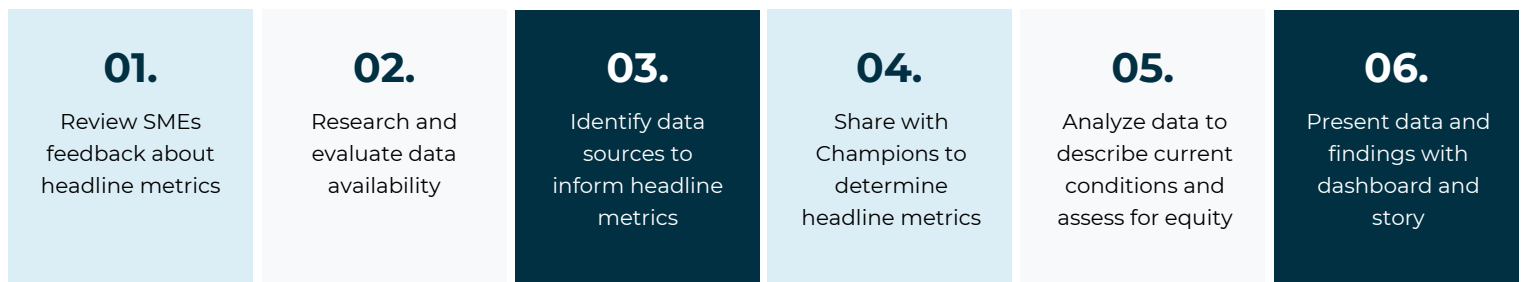


The Countywide Data Analytics team in the Department of Management and Budget plays a principal role to align data with indicators and metrics and provide comprehensive analysis and information to inform community outcomes. The process to integrate data to inform the Countywide Strategic Plan began in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

The Sample Metrics in the following pages were developed during the initial planning process of the Countywide Strategic Plan. They are intended to support the community indicators of success that were adopted by the Board of Supervisors, as noted alongside the Ten Community Outcome Areas, and could be disaggregated by place and population to identify issues of inequity within each. The dashboards for Economic Opportunity, Healthy Communities, and Mobility and Transportation have been completed and are listed in Ten Community Outcome Areas: Introduction, Background and Proposed Strategies section.

Dashboards for the remaining seven outcome areas will be developed during 2024 and early 2025. The chart below 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)

- Economic Opportunity
- Healthy Communities
- Mobility and Transportation



Link Alert!

[Click here](#) to watch the Dashboard and Data Story tutorial.

REMAINING OUTCOME AREAS (2024 AND EARLY 2025)

- | | |
|--|---|
| <ul style="list-style-type: none">• Cultural and Recreational Opportunities• Effective and Efficient Government• Empowerment and Support for Residents Facing Vulnerability• Environment and Energy | <ul style="list-style-type: none">• Housing and Neighborhood Livability• Lifelong Education and Learning• Safety and Security |
|--|---|

Cultural and Recreational Opportunities

SAMPLE METRICS



INDICATOR: ACCESS TO LOCAL ARTS, SPORTS AND CULTURAL OPPORTUNITIES

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

INDICATOR: SATISFACTION WITH LOCAL ARTS, SPORTS AND CULTURAL OPPORTUNITIES

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

INDICATOR: AWARENESS AND APPRECIATION OF DIVERSE CULTURES

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

INDICATOR: REPRESENTATION OF DIVERSE CULTURES

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

Effective and Efficient Government

SAMPLE METRICS



INDICATOR: CUSTOMER SATISFACTION WITH COUNTY SERVICES

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

INDICATOR: INCLUSIVE COMMUNITY ENGAGEMENT

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

INDICATOR: EFFECTIVE AND REPRESENTATIVE COUNTY AND SCHOOL WORKFORCE

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

INDICATOR: EFFECTIVE TECHNOLOGY AND QUALITY FACILITIES

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

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

INDICATOR: FINANCIAL SUSTAINABILITY AND TRUSTWORTHINESS

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

Empowerment and Support for Residents Facing Vulnerability

SAMPLE METRICS



INDICATOR: ALL PEOPLE ARE RESPECTED, UNDERSTOOD AND CONNECTED

- # of residents who accessed and utilized Fairfax County Government services and programs as a direct result of targeted outreach initiatives
- % of residents utilizing services who report feeling respected and supported when receiving county- and community-based services
- % of residents who report feeling a stronger connection to their community through their participation in Fairfax County Government services and programs
- % of residents utilizing services who feel that their input is strongly considered as part of designing the services they receive

INDICATOR: SERVICES ARE EASY TO ACCESS AND USE

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

INDICATOR: SERVICES ARE HIGH QUALITY AND COORDINATED

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

INDICATOR: ALL PEOPLE CAN MEET THEIR BASIC NEEDS

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

Environment and Energy

SAMPLE METRICS

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INDICATOR: PROMOTING AIR, WATER AND LAND QUALITY

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

INDICATOR: SUPPORTING SOUND ENVIRONMENTAL POLICY AND PRACTICES

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



Housing and Neighborhood Livability

SAMPLE METRICS



INDICATOR: AFFORDABLE AND QUALITY HOUSING

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

INDICATOR: ADEQUATE QUANTITY AND AVAILABILITY OF HOUSING

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

INDICATOR: ACCESS TO AMENITIES THAT PROMOTE HEALTHY NEIGHBORHOODS

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

INDICATOR: FLEXIBILITY AND ADAPTABILITY OF LAND USE RULES

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

INDICATOR: PREVENTING AND ENDING HOMELESSNESS

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

Lifelong Education and Learning

SAMPLE METRICS



INDICATOR: ACCESS TO EARLY CHILDHOOD EDUCATION

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

INDICATOR: SUPPORTING ACADEMIC ACHIEVEMENT

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

INDICATOR: SUPPORTING CAREER-BASED TRAINING

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

INDICATOR: PARTICIPATION IN LEARNING OPPORTUNITIES

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

INDICATOR: ACCESS TO QUALITY TECHNOLOGY

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

LIFELONG EDUCATION AND LEARNING PROPOSED

SAMPLE METRICS CONTINUED

INDICATOR: INCREASED ENGLISH LANGUAGE PROFICIENCY

- % of residents who report their English language proficiency is a barrier to success for themselves and their family
- % of residents whose primary language is not English, who report they felt included in and had access to learning opportunities
- # of adult participants in language proficiency classes/programs offered through libraries and community partners
- % of adult participants of language proficiency classes/programs offered through libraries and community partners who report their language proficiency improved



Safety and Security

SAMPLE METRICS



INDICATOR: FOLLOWING LAWS AND REGULATIONS

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

INDICATOR: TIMELINESS AND QUALITY OF EMERGENCY RESPONSE

- % of recipients of emergency services who feel the response to their emergency was delivered timely and effectively
- % of emergency calls for service that are responded to within industry or county standards/benchmarks
- % of use of force incidents that are deemed "in compliance"
- % of public safety calls for service that result in arrest vs. no arrest
- % of public safety personnel who feel they have the proper training and equipment to effectively perform their job
- % of first inspections conducted within five business days after code compliance complaint is received
- % of residents who believe Fairfax County police officers to be fair and just
- # of total days spent in foster care by Fairfax County children ages 0-18

INDICATOR: EFFECTIVE AND EQUITABLE ADMINISTRATION OF JUSTICE

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

INDICATOR: SAFETY-RELATED PREVENTION AND PREPAREDNESS

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

INDICATOR: RELIABLE AND SECURE CRITICAL INFRASTRUCTURE

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



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To request this information in an alternate format, call 703-324-7329, TTY 711.

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