



Fairfax Countywide Strategic Plan

October 2021

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

www.fairfaxcounty.gov/strategicplan/

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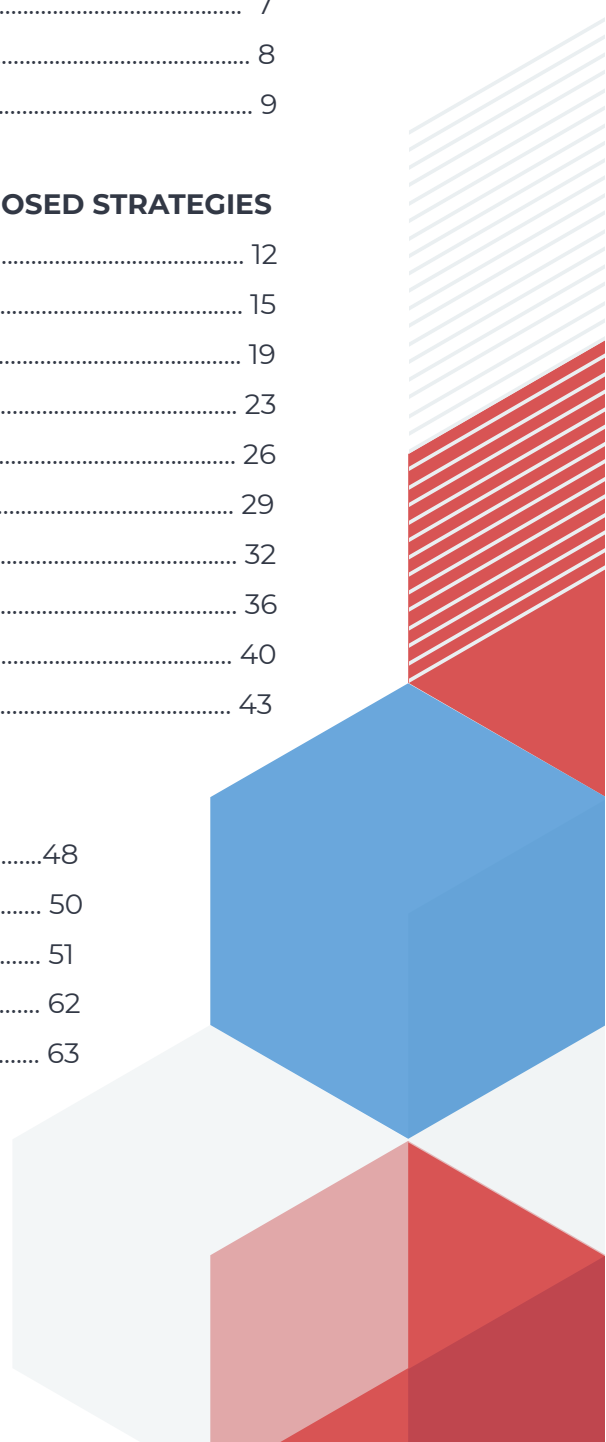
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Board of Supervisors



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Chairman, At-Large



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Vice Chairman, Mason



James R. Walkinshaw
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Walter L. Alcorn
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Dalia A. Palchik
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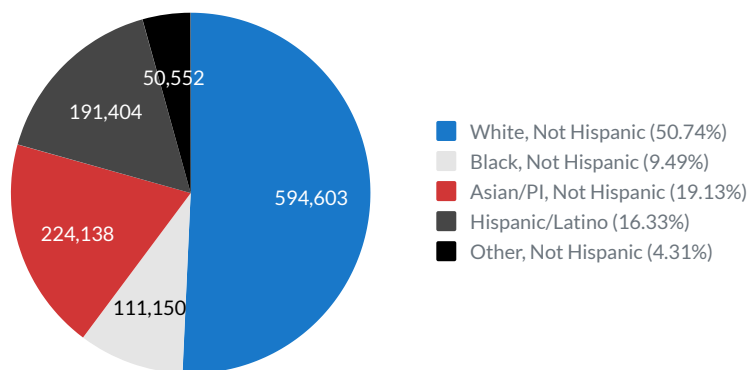
Pat Herrity
Springfield



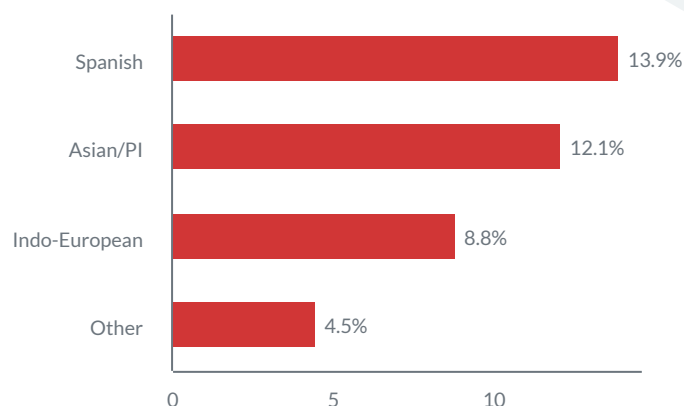
Kathy L. Smith
Sully


Community Profile

Persons by Race/Ethnicity




Percent of Total Households that Speak a Language Other than English




49.6% 
of residents are male

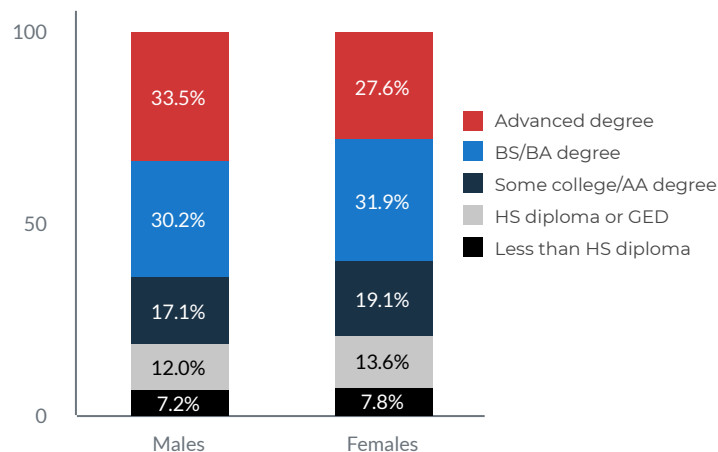
50.4% 
of residents are female

39.3% 
of residents, age 5 and older, speak a language other than English at home

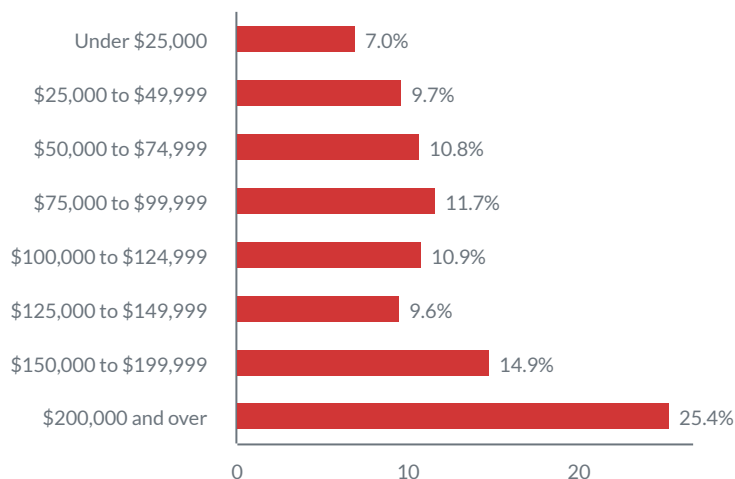
26% 
of residents are children and youth under age 20 years

13.1% 
of residents are seniors age 65 years and older

Educational Attainment, Age 25 Years and Older



Households by Income Range



3.4% 
Unemployment rate (Aug. 2021)

\$128,374 
Median household income

\$1,877 
Average monthly rent

\$66,985 
Annual income needed to rent the average one bedroom apartment

MESSAGE FROM THE CHAIRMAN

Jeffrey C. McKay

The Countywide Strategic Plan is driven by the belief that county leadership must look ahead to shape the future of our community, as we seek to anticipate challenges and opportunities, to build a framework to prioritize and integrate the elements that matter most to the people we serve, and to find new and innovative ways to provide outstanding services to our residents, in a more agile, responsive and equitable way than ever before.

We recognize that despite Fairfax County's enviable rankings in key indicators of community prosperity, such as median income, school performance, and public safety, inequities persist – and access to opportunity can vary based on one's identity and location. We have done important work to address these challenges through our One Fairfax equity policy and the Chairman's Taskforce on Equity and Opportunity, though we know there is still much to do. We believe that the framework of the Countywide Strategic Plan, through its specific recommendations, will be a vital tool as we commit to operationalizing this work moving forward.



From a position of strength and with many new lessons learned as a result of the COVID-19 pandemic, the Board of Supervisors adopted the following elements of the Countywide Strategic Plan on October 5, 2021: The **Ten Community Outcome Areas**, which ensure a focus on the priorities of our community, including: Cultural and Recreational Opportunities; Economic Opportunity; Effective and Efficient Government; Empowerment and Support for Residents Facing Vulnerability; Environment; Health; Housing and Neighborhood Livability; Lifelong Education and Learning; Mobility and Transportation; and Safety and Security. The Board also adopted a set of **Indicators of Community Success**, as well as **Proposed Strategies** for each of the Ten Community Outcome Areas. It is anticipated that these strategies, along with a set of "headline metrics" to establish baseline data and to measure progress over time, will continue to evolve over the coming months. As county staff move forward to implementation under the oversight and guidance of the Board of Supervisors, we see an exciting opportunity for the plan to guide the future of our community, to ensure that all residents, partners, and employees are working together towards the same goals and outcomes.

We emerge from this planning process deeply grateful for the thousands of community members who have helped to shape the Countywide Strategic Plan, from the inception of the community outcome areas and at every step along the way. We also want to recognize the dedicated leadership of County Executive Bryan Hill, the deputy county executives, and the many county employees (listed in Appendix E) who spent countless hours conducting extensive research, reviewing existing countywide planning documents, meeting with community members throughout the county, seeking out subject matter expertise both within and outside our organization, and making continuous adjustments in response to community and stakeholder feedback. We appreciate these employees for their willingness to model the behaviors that will drive the future of our community, including open collaboration, agility, promotion of equity, and above all, a steadfast commitment to continuously improving our service delivery to everyone who chooses to call Fairfax County home.

We look forward to future engagement with the community as the Countywide Strategic Plan continues to adapt and evolve over time, and sincerely appreciate our residents for their critical role in shaping the future of Fairfax County together.

Sincerely,

A handwritten signature of Jeffrey C. McKay in black ink. The signature is stylized, with the first letters of the first and last names being prominent.

Jeffrey C. McKay
Chairman

Equity Policy



While Fairfax County is a great place to live, work, play and learn, data continues to confirm that racial and social inequities remain, which result in significant disparities in community outcomes. To address these issues, 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 in everything we do, to comprehensively and systemically identify and address barriers to opportunity and to intentionally and strategically direct resources to fill the gaps.

As our county responds to COVID-19 and continues our journey to recovery, we are facing the convergence of multiple overlapping crises, in public health, the economy and education. In addition, national and local issues involving law enforcement require us to confront the realities of systemic racism and unequal administration of justice. For the successful future of our community, it is critically important to address the issues that limit opportunity for many of the people and businesses that call Fairfax County home.

The inclusive community outreach, data-driven research, and root-cause analysis used to develop the Countywide Strategic Plan highlight the complex and interconnected web of systems that can support or constrain access to opportunity, including the areas of housing, health, education, transportation and employment. As we plan for the future success of Fairfax County, we must continue to use data to prioritize building the productive capabilities of all neighborhoods and residents, by improving their connections to county assets and resources and maximizing their contribution to the continued economic and social vitality of Fairfax County.



Creating Communities of Opportunity

As the Countywide Strategic Plan is implemented, we will focus on transforming islands of disadvantage – areas where residents face economic, educational, health, housing and other challenges – into communities of opportunity 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

Promoting the development of targeted, strategic interventions in low-opportunity areas to build and reinforce critical support structures for residents and businesses.

Targeting Interventions to Connect to Opportunity

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

Encouraging the Development of an Inclusive Economy

Building on Fairfax County's strong economy through expanding opportunity for broadly shared prosperity, with a focus on people who face the greatest barriers to advancing their own success.

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



INCLUSIVE ENGAGEMENT

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



COMMUNITY OUTCOMES

Define **community-focused** outcomes and strategies (vs. government-centric)



DATA

Use **data-driven insights** and develop **evidence-based strategies**



Key Themes

Throughout the development of the Countywide Strategic Plan, the following themes continuously emerged. These themes represent elements that relate to all Ten Community Outcome Areas and must be considered throughout the implementation of the plan.

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 more 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). Throughout the pandemic and 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.

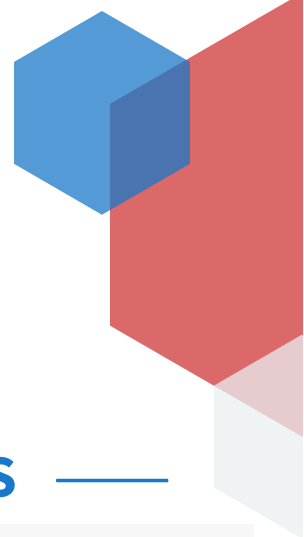
PLACEMAKING

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 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.

Ten Community Outcome Areas



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.

CULTURAL AND RECREATIONAL OPPORTUNITIES

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

What does success look like?

- 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

ECONOMIC OPPORTUNITY

All people, businesses, and places are thriving economically

What does success look like?

- 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

EFFECTIVE AND EFFICIENT GOVERNMENT

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

What does success look like?

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

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY

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

What does success look like?

- 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

ENVIRONMENT

All people live in a healthy sustainable environment

What does success look like?

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

Ten Community Outcome Areas Continued



HEALTH

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

What does success look like?

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

HOUSING AND NEIGHBORHOOD LIVABILITY

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

What does success look like?

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

LIFELONG EDUCATION AND LEARNING

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

What does success look like?

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

Note: Fairfax County Public Schools (FCPS) is a primary contributor to our vision of building an educated, skilled, compassionate, and culturally competent community. The FCPS strategic plan lays out the specific goals, metrics and strategies that will lead to student success, and the School Board, staff, and families of FCPS are working diligently to implement that plan. Fairfax County Government will continue to seek and communicate opportunities to collaborate with our school system, enhancing support for their educational efforts while advancing strategic community objectives.

MOBILITY AND TRANSPORTATION

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

What does success look like?

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

SAFETY AND SECURITY

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

What does success look like?

- 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



Ten Community Outcome Areas: Background and Proposed Strategies

Cultural and Recreational Opportunities



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

CULTURAL AND RECREATIONAL OPPORTUNITIES

Introduction

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.

Despite reduced demand for large, in-person events during the pandemic due to social distancing requirements, cultural and recreational opportunities have experienced a dramatic resurgence, as residents and visitors are eager to return to a sense of normalcy and rediscover community connections that were lacking during 2020 and early 2021. Throughout the pandemic, parks and other outdoor spaces served as invaluable community resources, for safe gathering, exercise and promoting overall health and well-being.

However, the financial impacts of the pandemic persist, and county programs and community organizations are coming together in new ways, creating partnerships among economic development entities, community groups, schools and private businesses. 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.

The following key questions were used to guide the development of the proposed strategies:

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



CULTURAL AND RECREATIONAL OPPORTUNITIES

Proposed Strategies

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams (listed in Appendix E). The Board will determine which strategies will be pursued, as well as when they might be undertaken. This process will be highly flexible and will adapt to respond to community conditions as they evolve over time.

Improve Availability and Access to Cultural and Recreational 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.



Heighten Awareness, Appreciation and Promotion of Diverse Cultures

- **CRO 5.** Ensure cultural and recreational amenities are included in placemaking designs for development and/or revitalization in targeted areas.
- **CRO 6.** Regularly inventory and evaluate cultural and recreational programs provided by the county and its partners based on how they address identified service gaps and how well they positively impact equity.
- **CRO 7.** Build awareness of volunteer opportunities and recruit a diverse volunteer base to support cultural 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.

Provide Quality Programs

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

Economic Opportunity



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



Introduction

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.

The following key questions were used to guide the development of the proposed strategies:

- 1 How can we ensure all workers are well-positioned to attain the necessary skills to meet the requirements of the jobs of the future?
- 2 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?
- 3 How can we continue to transform Fairfax County into an innovative economic center that can successfully compete nationally and globally?
- 4 How do we continue to expand non-federal sectors of the local economy?
- 5 How do we position ourselves to best compete in, collaborate with and maximize economic opportunity within the regional economy?
- 6 How do we continue to support a culture of entrepreneurship and small business development where all have opportunities to thrive?

Proposed Strategies

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams (listed in Appendix E). The Board will determine which strategies will be pursued, as well as when they might be undertaken. This process will be highly flexible and will adapt to respond to community conditions as they evolve over time.

Improve Access to Employment Supports

- **EO 1.** Provide residents with a comprehensive menu of available services and resources to promote individual and family economic opportunity and facilitate broad access through proactive community engagement.
- **EO 2.** Focus efforts on removing barriers such as lack of affordable housing, childcare and transportation that limit participation in the workforce and employment-related programs.
- **EO 3.** Integrate evidence-based interventions in the areas of wealth building and personal financial coaching into existing county and community programs that are designed to promote economic self-sufficiency.

Promote an Agile Policy and Regulatory Environment

- **EO 4.** Implement transparent and flexible land development policies, regulations and processes that keep pace with market conditions and technological innovations.
- **EO 5.** Streamline the land development process to reduce time to market.
- **EO 6.** Use data, disaggregated by population and place, to guide land development and investment in communities with the greatest need to improve economic opportunity.

Attract and Support Businesses

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

Leverage Partnerships, Collaboration and Competition

- **EO 9.** Identify, and work to remove at the state level, obstacles to targeted economic opportunity enhancement and sustainability in areas such as local procurement.
- **EO 10.** Facilitate improved connection between employers and qualified talent by increasing awareness of workforce services and incentives.
- **EO 11.** Partner with businesses, universities, research institutions and incubators to foster innovation that supports high-impact entrepreneurship, attracts capital, creates jobs, builds a relevant workforce and stimulates economic growth.



ECONOMIC OPPORTUNITY

Proposed Strategies Continued

Prioritize Placemaking

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

Build a Strong Workforce and Support Competitive Skills Attainment for Residents

- **EO 14.** Develop and execute a compelling marketing strategy to support efforts by Fairfax County businesses to recruit and retain talented employees, highlighting and promoting the competitive advantages of the county and the region.
- **EO 15.** Develop and implement a roadmap that enables our most economically disadvantaged residents to build fundamental workforce competencies, including technology acumen and English proficiency, in alignment with employer requirements and through leveraging existing county and community resources.
- **EO 16.** Leverage the county's position as a large employer to build a diverse, representative workforce, continually developing the skills of existing employees; increasing internships and other work-based learning opportunities for youth; and providing access to key employment supports such as affordable housing, childcare and transportation.



Effective and Efficient Government



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



Introduction

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.

The following key questions were used to guide the development of the proposed strategies:

- 1 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?
- 2 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?
- 3 How do we attract, retain and develop a highly skilled, talented and diverse county government workforce that advances a culture of engagement and excellence?
- 4 How might we improve engagement with residents so that we include voices of marginalized communities and capitalize upon the assets of our diverse residents and businesses?
- 5 How do we maximize the use of evolving technologies and the increasing amount of available countywide data to exceed the expectations of our residents and other stakeholders, while appropriately managing the related risks?
- 6 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?
- 7 How do we equitably and comprehensively gather and analyze internal and external feedback in a timely and transparent manner to drive process and service improvements?

Proposed Strategies

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams (listed in Appendix E). The Board will determine which strategies will be pursued, as well as when they might be undertaken. This process will be highly flexible and will adapt to respond to community conditions as they evolve over time.

Provide an Excellent Customer Experience

- **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.

Ensure Inclusive Community Engagement, Representation and Governance

- **EEG 3.** Enhance communication and outreach to the community by using all available communication methods and tailoring messaging to individual needs.
- **EEG 4.** Improve public participation and engagement opportunities to ensure all facets of the community are represented and have the physical and technological 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.** Review and improve the structure, operations and impact of county boards, authorities and commissions to better reflect current needs and demographics of the community.

Attract and Develop a Great Workforce

- **EEG 7.** Improve the county's competitiveness as an employer to recruit, hire and retain a diverse, highly qualified workforce.
- **EEG 8.** Make the onboarding process for all new employees streamlined, consistent and compelling, so that staff have the information, tools and technology they need to begin their county careers effectively.
- **EEG 9.** Enhance countywide succession planning and ensure continuity of operations by focusing on key positions and critical functions where effective knowledge transfer and smooth workforce transitions are required.
- **EEG 10.** Expand employee learning opportunities to increase staff competencies and experience in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.



Proposed Strategies Continued



Develop a Strong Workplace Culture

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

Continuously Improve Process Effectiveness

- **EEG 14.** Using lessons learned during COVID-19, re-engineer county practices and procedures to improve performance, reduce cost and eliminate redundancies.
- **EEG 15.** Pursue professional and industry accreditations for all applicable county and school programs; implement recommendations and promote accreditation, once achieved.
- **EEG 16.** Create "communities of practice" around areas of functional expertise (such as human resources, financial management, data analytics or performance measurement) to foster innovation, increase collaboration and share best practices across the county workforce.
- **EEG 17.** Strengthen the use of data-informed decision making through regular data collection, evaluation and distribution.

Be Responsible Stewards of County Resources

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

Leverage Technology to Accelerate Results

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

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

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

Empowerment and Support for Residents Facing Vulnerability



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

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY

Introduction

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.

The following key questions were used to guide the development of the proposed strategies:

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



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 (listed in Appendix E). The Board will determine which strategies will be pursued, as well as when they might be undertaken. This process will be highly flexible and will adapt to respond to community conditions as they evolve over time.

Identify, Respect and Proactively Engage Residents Experiencing Vulnerability

- **ESRFV 1.** Develop targeted marketing and outreach strategies, in coordination with community-based partners, to proactively engage residents facing vulnerability.
- **ESRFV 2.** Foster a county workforce culture that emphasizes a person-centered, integrated and comprehensive approach to meeting the needs of residents facing vulnerability.
- **ESRFV 3.** Identify the root causes of vulnerabilities affecting residents and use those insights to inform policy and practice and target interventions to prevent vulnerability.
- **ESRFV 4.** Use all available sources of data to identify and understand emerging and existing vulnerabilities, in order to proactively engage impacted residents, identify service gaps and efficiently allocate resources.

Mitigate Barriers and Improve the Access and Utilization of Service

- **ESRFV 5.** Pursue legislative initiatives to amend federal, state and local laws and regulations that create barriers to the provision of programs and services for residents facing vulnerability.
- **ESRFV 6.** Implement a standardized, coordinated approach to data collection and sharing among county agencies and contracted service providers that incorporates best practices for data governance.
- **ESRFV 7.** Facilitate better access and utilization of services frequently needed by those facing vulnerability through greater co-location of county departments and community-based organizations 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.

Provide High Quality, People Centered, Integrated Services

- **ESRFV 10.** Build upon the existing framework and county agency cross-collaboration efforts in order to ensure a comprehensive system that connects residents facing vulnerability to the information and services they are seeking regardless of which organizational door they enter.
- **ESRFV 11.** Use system navigators to perform needs assessments of residents seeking assistance and help them navigate the multitude of services and programs offered by all county agencies and community-based partners.
- **ESRFV 12.** Close critical service gaps by coordinating county safety-net efforts with state, regional and community-based partners to ensure that services are integrated, efficient and non-duplicative.
- **ESRFV 13.** Evaluate existing service in comparison to industry best practices to ensure the most effective, people-centered approaches are utilized to meet the needs of residents facing vulnerability.

Sustain Self-Sufficiency

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

Environment

Fairfax County is a place where all people live in a healthy sustainable environment.

Introduction

Fairfax County is making progress through many of our environmental policies and practices that support air, water and land quality. 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.

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 community outcome area was also originally combined with Health, but these two areas were separated to ensure adequate focus on each area.

Therefore, one of the first steps of the implementation process will be to crosswalk the following proposed strategies with related countywide plans and make necessary adjustments, to ensure integration and alignment of this related work.

The following key questions were used to guide the development of the proposed strategies:

1

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?

2

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?



Proposed Strategies

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams (listed in Appendix E). As previously noted, these strategies will be aligned with related work under the Environmental Committee.

Promote and Ensure Environmental Sustainability

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



Health

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

Introduction

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.

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. 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 built 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.

Note: The Environment community outcome area was originally combined with Health, 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.

The following key questions were used to guide the development of the proposed strategies:

- 1 How will we proactively create the community conditions that ensure equitable opportunities for all to attain their highest level of health and well-being?
- 2 How will we remove barriers and ensure equitable access to and utilization of needed health resources and services (physical, oral, mental, developmental and substance use) across our community?
- 3 How will we promote behaviors that contribute to positive health outcomes and make healthy options more readily available, especially in communities facing the greatest health inequities?



Proposed Strategies

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams (listed in Appendix E). The Board will determine which strategies will be pursued, as well as when they might be undertaken. This process will be highly flexible and will adapt to respond to community conditions as they evolve over time.

Support Healthy Communities

- **H 1.** Integrate considerations of health, well-being and equity into the development, implementation and evaluation of land use, transportation and housing policies and ordinances.
- **H 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.
- **H 3.** Create healthier environments on county properties through health-promoting policies and encouraging the use of county properties for active recreational use.
- **H 4.** Promote healthy eating by implementing policies and initiatives that increase access to fresh, affordable and nutritious food options, especially in the geographic areas of the county with the highest rates of food insecurity.
- **H 5.** 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.
- **H 6.** Foster individual and family resiliency to withstand, adapt to and recover from chronic stress and adverse experiences through early intervention, prevention and trauma-informed care.



Expand Access to Health Services and Information

- **H 7.** Identify barriers to accessing health services for residents in need and align county and community resources to address the underlying factors contributing to underutilization, and to eliminate gaps in services.
- **H 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.
- **H 9.** Attract health service providers to underserved geographic areas by incentivizing the provision of care that is culturally and linguistically appropriate, accessible, high quality and affordable.
- **H 10.** Address substance use through coordinated education efforts for prevention, expanded treatment options and harm reduction actions in collaboration with community partners.
- **H 11.** Implement a comprehensive, coordinated, evidence-based healthy living campaign that is tailored to reach, inform, educate, and motivate people to increase health-promoting behavior across all communities.
- **H 12.** Expand our capacity to effectively reach and engage residents in the design and implementation of health promotion initiatives through strategic partnerships and collaborations.
- **H 13.** Explore innovative financing mechanisms to bolster the flexibility, scalability and sustainability of community health and wellness initiatives.

Housing and Neighborhood Livability



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

Introduction

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.

The following key questions were used to guide the development of the proposed strategies:

- 1** How can we encourage developers and builders (for-profit and non-profit, faith-based landowners, etc.) to increase the amount of affordable housing and create a broad range of housing options while maintaining the quality and desirability of built communities, both new and redeveloped?
- 2** How can we support both re-development and preservation, so that housing and neighborhoods maintain the residents and the desired features/elements, while addressing evolving wants and needs?
- 3** In light of the projected aging of our community, how can we ensure that all older adults have the livability resources to age in their community or otherwise stay within the county?
- 4** How can we encourage healthy placemaking and, subsequently, healthy living without homogenizing, while continuing to welcome new residents of different ages, family status and economic status and ensuring the availability of desired housing?
- 5** How can we provide a framework that allows: a) higher density development where it is most appropriate (e.g., near transit) and b) thoughtful transitions to less densely developed areas, while promoting the delivery of affordable units?
- 6** How can we support the creation/evolution of communities where people can live, work and 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?
- 7** How can we better respond to the need for transitional housing for those who are experiencing homelessness or require near-term shelter?
- 8** How can we ensure more residents have access to the many livability and affordable housing resources available in the county (transit, public facilities, housing voucher programs, etc.)?
- 9** How can we establish and integrate permanent supportive housing (housing with services to support residents facing vulnerabilities) into neighborhoods and communities for those who need it?

Proposed Strategies

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams (listed in Appendix E). The Board will determine which strategies will be pursued, as well as when they might be undertaken. This process will be highly flexible and will adapt to respond to community conditions as they evolve over time.

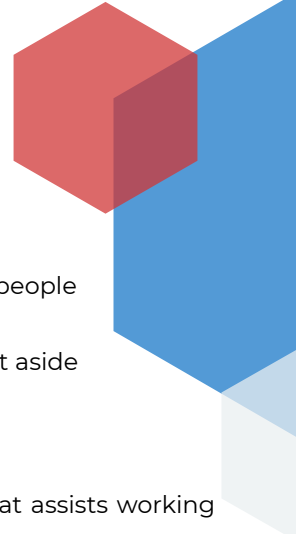
Expand Affordable Housing Opportunities

- **HNL 1.** Produce, preserve and improve affordable housing units through partnerships with traditional and innovative housing developers consistent with the recommendations in county policies and plans. Track new units, lost units and total units as a means of measuring the preservation of affordable units in the county.
- **HNL 2.** Identify and create opportunities for additional affordable rental and homeownership units, including modifying housing policies, guidance and communication strategies for people facing barriers (low to moderate incomes, credit problems, past criminal history or prior evictions) in order to make a variety of housing program options accessible to all residents.
- **HNL 3.** Encourage mixed-income and diverse types of housing developments near transit hubs, transit routes and revitalization areas that meet affordability requirements for a range of income levels, especially units large enough to accommodate families.
- **HNL 4.** Identify and execute creative opportunities to develop affordable housing throughout the county and especially in revitalization areas, including flexible criteria for accessory dwelling units, building reuse, and repurposing and establishing community land trusts in communities that feature mobility options and walkable neighborhood amenities.
- **HNL 5.** Leverage county/school/park/private business land and facilities (existing and new) and develop non-traditional partnerships to achieve efficiencies to produce more units.
- **HNL 6.** Expand innovative land development solutions, such as by-right accessory dwelling units, home sharing, co-housing and smaller lot sizes, while incentivizing first floor or entry floor living, universal design and energy efficiency.
- **HNL 7.** Expand the home repair program for older adults and ensure tax assistance programs keep pace with those improvements to help maintain quality, affordable housing for the aging population.
- **HNL 8.** Explore policies to moderate rent increases, including a rental stabilization program and a homestead requirement, so that residents of all income levels can afford to live in Fairfax County.

Develop Housing Supportive Policies

- **HNL 9.** Encourage adoption of a countywide proffer policy to include contributions from job-generating commercial and other nonresidential developments for use in affordable housing production.
- **HNL 10.** Encourage the study and potential adoption of an ordinance, pursuant to state code, to enable transfer of development rights to increase affordable housing development.
- **HNL 11.** Update codes, regulations, policies and procedures related to land and housing development to reduce administrative costs for affordable housing providers, keep pace with national and regional trends, and improve review quality and efficiency.
- **HNL 12.** Conduct regular updates to the affordable dwelling unit and workforce dwelling unit policies based on the changing market, affordability and building trends in the county, and communicate any updates or changes to the public as part of an outreach and education effort.
- **HNL 13.** Develop a proactive rental inspection program that includes landlord licensing and property registration to ensure quality of all rental properties.

Proposed Strategies Continued



Strive to End Homelessness

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

Expand Innovative Funding Opportunities

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

Create Great Places

- **HNL 19.** Identify areas of the county with the greatest presence of community amenities, including transit, retail, recreation, arts and human services providers, and then revise zoning and other policies to allow for an increase in the number of housing units affordable to low and moderate income and senior households in those areas.
- **HNL 20.** Encourage and enhance a sense of place, with a special focus on revitalization areas, by establishing community gathering spaces and by analyzing where people are underserved by community amenities and business services and providing information and support to businesses to locate in those areas.
- **HNL 21.** Link the county's public health and equity agenda to a public space agenda by updating the Comprehensive Plan to create healthier environments where access to basic needs, transit, affordable housing and healthy food is available.

Improve Mobility

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



Lifelong Education and Learning



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

Introduction

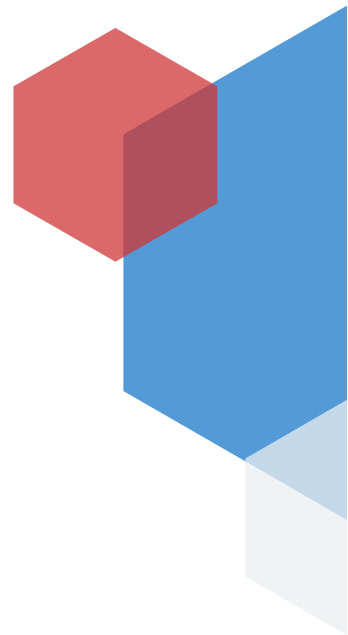
Fairfax County is the home of world-class learning institutions, including an outstanding public school system, the second-largest community college in the country and excellent university programs. These institutions, along with many county programs and community-based providers, support the education 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. 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.

The following key questions were used to guide the development of the proposed strategies:

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



Proposed Strategies

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams (listed in Appendix E). The Board will determine which strategies will be pursued, as well as when they might be undertaken. This process will be highly flexible and will adapt to respond to community conditions as they evolve over time.

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

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

Prepare All Residents to Become Digitally Savvy Learners

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

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. The FCPS strategic plan lays out the specific goals, metrics and strategies that will lead to student success, and the School Board, staff and families of FCPS are working diligently to implement that plan. Fairfax County Government will continue to seek and communicate opportunities to collaborate with our school system, enhancing ways to support their educational efforts while advancing strategic community objectives such as:

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

LIFELONG EDUCATION AND LEARNING

Proposed Strategies Continued

Strengthen the Connection Between Our Schools and Our Community

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

Support the Success of a Diverse Student Population

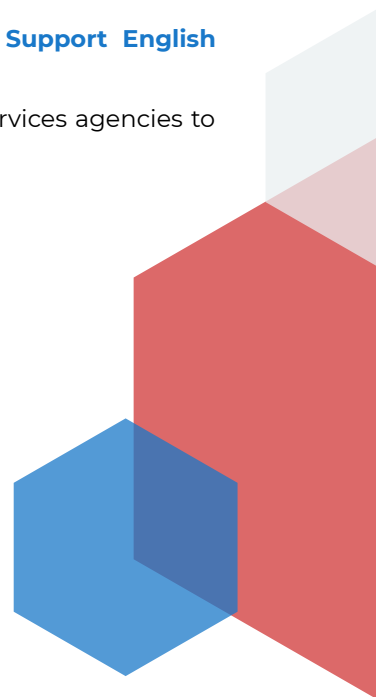
- **LEL 11.** Support recruitment and hiring pathways that are designed to bring instructor and teacher demographics more closely in alignment with student demographics.
- **LEL 12.** Expand county/community partnerships, including family supports and interventions, to foster student (learner) social,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

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

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

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

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



Mobility and Transportation



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

Introduction

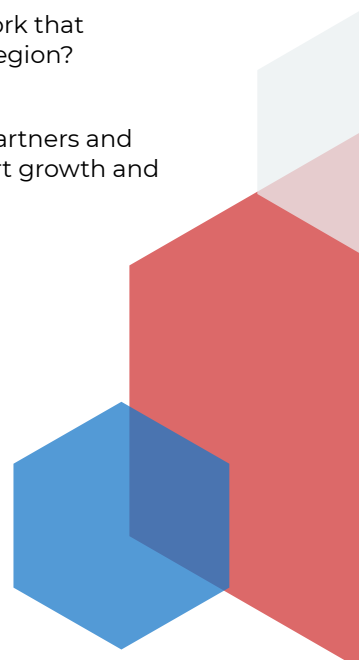
As a rapidly urbanizing community, the need to reduce traffic congestion and improve mobility is one of the greatest challenges facing Fairfax County. Residents and workers want a variety of ways to move around the community that are easily accessible, affordable, safe, and promote both healthy living 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.

The following key questions were used to guide the development of the proposed strategies:

- 1 How will we implement and maintain a comprehensive multimodal transportation network that serves all users equitably while adapting to the projected growth within the county and region?
- 2 How will we better collaborate with businesses, community organizations, government partners and residents to plan and deliver transportation solutions that reduce demand, promote smart growth and serve the region?
- 3 How will we construct and maintain transportation options that are financially and environmentally sustainable?
- 4 How will we incorporate advances in technology to create “smart” transportation alternatives that adapt to changing needs and are accessible to all users?
- 5 How will we maintain a safe and secure transportation system, reduce the risk of travel-related injuries and lower the risk of spreading infectious illnesses on public transit?
- 6 How will we leverage our land use regulations and economic development strategies to improve connectivity and efficiency within our transportation network?
- 7 How will we monitor and anticipate future trends, including the continued expansion of telework, on traffic congestion, public transit and reduced revenue?



Proposed Strategies

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams (listed in Appendix E). The Board will determine which strategies will be pursued, as well as when they might be undertaken. This process will be highly flexible and will adapt to respond to community conditions as they evolve over time.

Encourage Sustainable Multi-Modal Transportation

- **MT 1.** Promote further dense, transit-oriented and mixed-use development within existing urban areas and in other areas of the county, where appropriate, to allow residents and employees more opportunities to walk, bike and use transit, and reduce auto dependency, to meet their daily needs.
- **MT 2.** Further develop and expand the multimodal network by a) increasing the number of routes and frequency of service connecting urban hubs and amenities, b) enhancing services on highly traveled corridors to reduce car volume in those corridors and c) improving pedestrian and bicycle access to transit services and activity centers.
- **MT 3.** Revise the methodology of how 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.

Improve and Modernize Transportation Infrastructure

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

Improve Traveler Safety

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

Enhance Accessibility and Equity

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

Safety and Security



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

Introduction

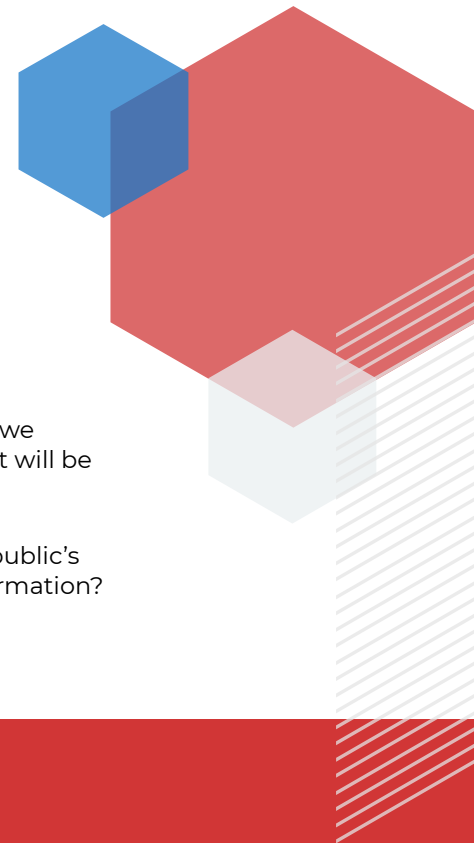
To meet the diverse needs of all residents, Fairfax County must ensure a comprehensive, equitable and inclusive approach to public safety and justice. Building a safe community is more than reducing and preventing injury and crime, it is about investing in strong, vibrant and engaged communities where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

The following key questions were used to guide the development of the proposed strategies:

- 1** How do we adapt public safety services to meet the challenges associated with technology, urbanization and a growing diverse population?
- 2** How do we ensure that criminal justice is administered in ways that are consistent with the goal of racial and social equity?
- 3** How do we cultivate relationships with communities to ensure a proactive and integrated approach toward disaster and emergency preparedness, response, recovery and mitigation efforts?
- 4** Given potential threats related to cybersecurity and other security risks, how do we reduce the vulnerabilities of our mission-critical infrastructure and ensure that it will be resilient?
- 5** 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?



Proposed Strategies

These proposed strategies were developed based on the extensive background work completed by the Countywide Strategic Planning Teams (listed in Appendix E). The Board will determine which strategies will be pursued, as well as when they might be undertaken. This process will be highly flexible and will adapt to respond to community conditions as they evolve over time.

Provide Timely and Quality Services

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

Improve Adherence to Rules and Regulations

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

Improve Community Resilience Through Better Prevention, Preparedness and Recovery

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

SAFETY AND SECURITY

Proposed Strategies Continued

Ensure Equitable Administration of Justice

- **SS 14.** Work collaboratively to increase access to services and identify alternatives to adjudication and incarceration (e.g., diversion programs, specialty dockets) while protecting victims' and witnesses' rights.
- **SS 15.** Develop and implement recommendations to ensure that all community members are treated fairly and equitably in the enforcement of laws and their experiences with the adult and juvenile justice systems, whether they are defendants, victims of crime or witnesses.

Strengthen Resiliency of Critical Infrastructure

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





APPENDICES

APPENDIX A: COUNTYWIDE STRATEGIC PLAN 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 2020 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.

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.

APPENDIX A: COUNTYWIDE STRATEGIC PLAN DEVELOPMENT TIMELINE CONTINUED

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).
- Health and Environment, 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.**

NEXT STEPS

The County Executive Leadership Team will oversee the first set of action items, which will be actively pursued over the next year. These include the following: 1) Identifying key countywide initiatives that will be crosswalked with the Countywide Strategic Plan (examples include the Chairman's Taskforce on Equity and Opportunity, the COVID-19 Economic Recovery Framework, the Community-wide Energy and Climate Action Plan, the Shaping the Future of Aging Plan, and the work of the Successful Children and Youth Policy Team); and 2) staff will identify a set of Headline Metrics, which will be a subset of the Sample Metrics included in Appendix C and aligned with One Fairfax.



APPENDIX B: PLANS AND REPORTS CONSULTED

The Strategic Planning Teams consulted a wide variety of county planning documents to ensure that the Countywide Strategic Plan complemented existing plans. The plan is meant to be a living document and additional plans will be crosswalked to the strategic plan at a high level, to ensure broad alignment in every possible case. Note: The strategic plan is only intended to integrate and align plans within a shared framework - not replace existing issue or department-specific plans.

- One Fairfax Equity Policy
- Communities of Opportunity: A Framework for a More Equitable and Sustainable Future for All, Kirwan Institute for the Study of Race and Ethnicity (January 2007)
- Shaping the Future of Aging Plan
- Fairfax Community-wide Housing Strategic Plan (2018)
- Fairfax County Comprehensive Plan (2017)
- Fairfax County Demographic Reports
- Fairfax County Economic Development Authority Publications
- Fairfax County Environmental Vision (2017)
- Fairfax County Equitable Growth Profile, PolicyLink and USC Program for Environmental & Regional Equity (June 2015)
- Fairfax County Health and Human Services Needs Assessment (2019)
- Fairfax County 50+ Survey (2019)
- Fairfax County Park Authority Parks and Recreation System Master Plan (2017)
- Fairfax County Public Schools Strategic Plan (2019)
- Fairfax County Successful Children and Youth Policy Team Documents
- Fairfax County Youth Survey (2019)
- Fairfax County Economic Success Strategic Plan (2015)
- FY 2019-2023 Capital Improvement Program (CIP)
- FY 2019-2023 Public Safety Staffing 5-Year Plan
- FY 2020-2022 Fairfax County Adopted Budgets
- FY 2020-2025 Fairfax County Transportation Priorities Plan
- Getting Ahead: The Uneven Opportunity Landscape in Northern Virginia, Northern Virginia Health Foundation (November 2017)
- Lines of Business (LOBs) (2016)
- LiveHealthy Fairfax Community Health Improvement Plan (CHIP) (2019-2023)

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

APPENDIX C: SAMPLE METRICS

The following Sample Metrics 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. These Sample Metrics will be distilled down to a more focused set of Headline Metrics in 2022.

Countywide Data Analytics Team

To understand whether Fairfax County is making meaningful progress across all Ten Community Outcome Areas in the plan, we must improve our use of data. The Countywide Data Analytics team in the Department of Management and Budget plays a principal role in aligning indicators and metrics across countywide efforts, and analyzing relevant data to provide comprehensive analysis and information. Aligned with One Fairfax, data will be disaggregated as part of the Countywide Strategic Planning process to help Fairfax County understand if our outcomes are equitable, regardless of demographic or geographic differences across the county.



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



Sample Metrics

Indicator: Healthy Businesses in a Diverse Mix of Industries

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

Indicator: Economic Stability and Upward Mobility for All People

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

Indicator: Preparing People for the Workforce

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

Indicator: Promoting Innovation in the Local Economy

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

Indicator: Promoting Economic Vibrancy in All Parts of Fairfax County

- % of vacant commercial/industrial space
- % of working-age residents who both work and live in Fairfax County
- Ratio of assessed value of non-residential real estate to residential real estate
- # of dollars of Fairfax County investment in targeted activity areas and centers
- % of land development projects that exceed benchmark review time goals, broken down by project types in the land development process, and benchmarked against industry norms
- % of administrative review requests/applications related to land development completed within 30 calendar days



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

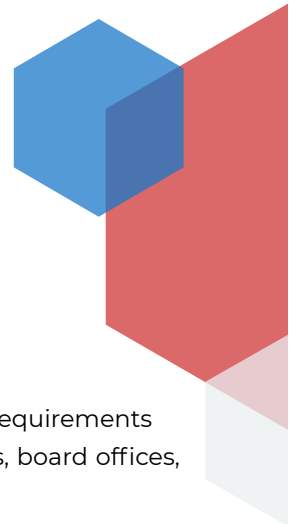
Indicator: Effective Technology and Quality Facilities

- % 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





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

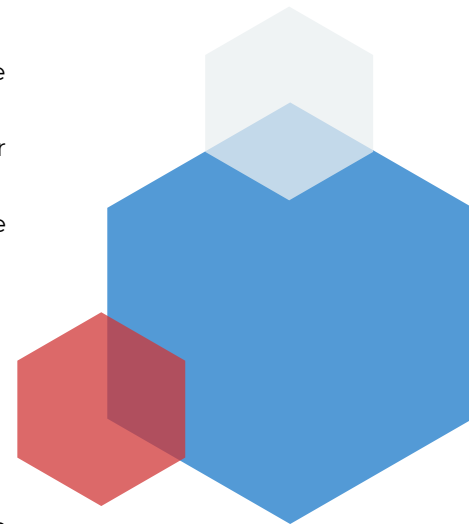
- % of residents who feel needed services are easy to access
- % of residents who feel they experience barriers in accessing and utilizing Fairfax County Government services to the point that it limits their ability to live their life to its fullest potential
- % of residents who apply for a county service 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



Sample Metrics

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

Sample Metrics

Indicator: Access to Health Services

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

Indicator: Improving Physical and Behavioral Health Conditions

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

Indicator: Promoting Health-Related Behaviors

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



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

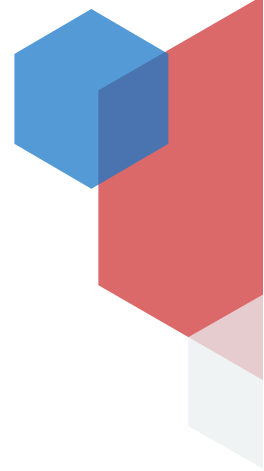
- % of county residents who live within a mile of a transit stop and a fresh food option
- % of residents living within a half-mile walk to a park entrance or a recreational facility
- # of linear feet of dedicated sidewalks and multi-use paths
- % of residents who report being actively engaged in their 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



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

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



Sample Metrics

Indicator: Efficient and Varied Transportation Options

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

Indicator: Infrastructure Condition, Sustainability and Environmental Impact

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

Indicator: Improved Traveler Safety

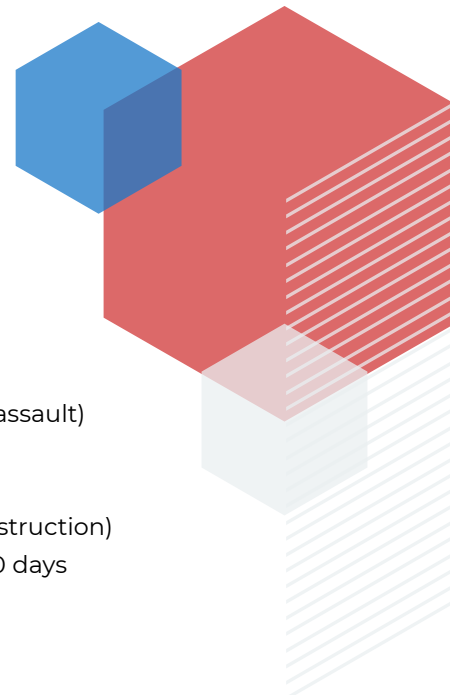
- # of traffic-related fatalities and injuries by mode per capita
- Crime rate in public transportation facilities
- % of bus stops with a shelter
- % of intersections with adequately marked and/or signaled pedestrian crossings
- # of streets with safe speeds for pedestrian and bicycle travel through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

Indicator: Increased Accessibility, Affordability and Equity

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



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

APPENDIX D: COMMUNITY ENGAGEMENT HIGHLIGHTS

Starting in early 2019, community engagement was prioritized as a central element in the development of the Countywide Strategic Plan, using multiple tools, community locations, languages and formats to include as many people as possible, especially those who may not normally participate in a strategic planning process. While the results were truly unprecedented for a countywide strategic initiative, it is important to continue to improve and expand specific approaches that have the greatest impact. Moving forward, ongoing community input to inform the plan will be focused on the Ten Community Outcome Areas, through better coordination of existing, issue-specific community feedback mechanisms.

COMMUNITY VOICES PROVIDING INPUT

22,881

1,419 Strategic Plan Overview Video Views

1,585 Strategic Plan Podcast Plays

SURVEY LANGUAGES

8

- English
- Spanish
- Arabic
- Chinese
- Korean
- Vietnamese
- Farsi
- Urdu

675 Community Outcome Area Video Views (English, Spanish and Vietnamese)

269 Virtual Event Attendance

IN-PERSON EVENT PARTICIPATION

COMMUNITY CONVERSATION ATTENDEES

722

EMPLOYEE SESSION ATTENDEES

352

Plus 100+ additional employees involved in planning teamwork

COMMUNITY FOCUS GROUP ATTENDEES

433

Transportation, childcare and translation services were offered for community focus group participants

STAKEHOLDER SESSION ATTENDEES

157

INNOVATION

Survey provided at vaccination sites using a QR code while residents were waiting the required 15 minutes after receiving their COVID-19 vaccinations

SAMPLE OUTREACH CHANNELS

- | | |
|----------------------------------|-------------------------------------|
| WUST Spanish Radio | Young Professional Groups |
| Postcards to All County ZipCodes | Channel 16 |
| Fairfax Connector Bus Cards | Golden Gazette |
| Public Libraries and Schools | Social Media |
| WTOP “Live Reads” | Northern Virginia Community College |
| Multicultural Advisory Council | George Mason University |
| Clergy Leadership Council | Spotify Streaming |
| Philanthropic Organizations | PSA Movie Theater Videos |
| NewsCenter / Newswire / Newslink | Community and Board Newsletters |
| Local Businesses | Community Events and Fairs |

APPENDIX E: COUNTYWIDE STRATEGIC PLANNING TEAMS

Countywide Strategic Plan Steering Committee

- Bryan J. Hill, County Executive
- Christopher A. Leonard, Deputy County Executive
- David M. Rohrer, Deputy County Executive
- Rachel Flynn, Deputy County Executive
- Christina C. Jackson, Chief Financial Officer and Director
Department of Management and Budget
- Marty Smith, Chief Operating Officer, Fairfax County Public Schools
- Karla Bruce, Chief Equity Officer
- Joseph Mondoro, Chief Financial Officer (former)
- Tisha Deeghan, Deputy County Executive (former)

Countywide Strategic Planning Staff

- Aimee Brobst, Countywide Strategic Plan Coordinator
- Lori Epp, Countywide Strategic Plan Communications Manager

Countywide Strategic Plan Core Team

- | | |
|--|---|
| <ul style="list-style-type: none">• James Patteson (Project Manager:
Countywide Strategic Plan Development)• Tom Arnold• Karla Bruce• Esha Doshi• Kathy Hernandez Corena• Christina Jackson• Dean Klein• Michael Lane | <ul style="list-style-type: none">• Greg Licamele• Allison Mulligan• Kelly Naylor• Dawn Nieters• Anita Rao• Chase Suddith• Sarah White• Robin Wilson |
|--|---|

Community Outcome Area Planning Teams

Cultural and Recreational Opportunities

- Team Lead: Lloyd Tucker
- Janet Burns
- Cheri Danaher
- Nargis Fontaine
- Christine Hodgson
- Jason Im
- Melissa Jun
- Wendy Lemieux
- Raymond Morton
- Maggie Shea

Economic Opportunity

- Team Lead: Aimee Brobst
- John Alexa
- Theresa Benincasa
- Regina Coyle
- Alan Fogg
- Marijke Hannam
- Victoria Kairys
- Douglas Miller
- Katie Quinn

Effective and Efficient Government

- Team Lead: Sara Brinkmoeller
- Avery Church
- Lindsey Culin
- Eric Eisinger
- Danielle Hopson
- Leia Huggins-Ellis
- Hal Lambert
- Brandon McCadden
- Linda Moore
- Stewart Reid
- Joey Taguding
- David Weand

Countywide Strategic Planning Teams Continued

Empowerment and Support for Residents Facing Vulnerability

- Team Leads: Steve Hartman and Elisa Lueck
- Nesanet Berhane
- Jill Clark
- Ramiro Gálvez
- Mary Jo Hensler
- Amanda Kastl
- Mahina Katiby
- Brian Kincaid
- Catherine Lunsford
- Marla Zometsky

Health and Environment

- Team Lead: Vickie Anglin
- Shahab Baig
- Alisa Brooks
- Hans Christensen
- Marie Custode
- Brian Edmonston
- Elif Ekingen
- Victor Mealy
- Amy Moxley
- Josie Rainey
- Martin Thompson
- Latesa Turner

Housing and Neighborhood Livability

- Team Lead: Chris Caperton
- Dennis Cate
- Elisa Johnson
- Sara Morgan
- Patricia O'Reilly
- Anna Ricklin
- Alexis Robinson
- Annjanette Rodriguez
- Navneet Sohi
- Dana Thompson
- Lisa Thompson
- Kehinde Walker

Lifelong Education and Learning

- Team Lead: Karla Hardy
- Shaheeda Al-Marghandiwal
- Amy Bain
- Nelvina Da Rocha
- Ana Ealley
- Julie Fowler (Head Start)
- Julie Fowler (FCPS)
- Andrea Goutam
- Eric Mills
- Justin Nejad
- Gary Scales
- Stephen Walker

Mobility and Transportation

- Team Lead: Greg Fried
- Patrick Balsamo
- Michelle Beeman
- Paul Cleveland
- Marsha Collins
- Ricky Foley
- Tony Kim
- Brent Riddle
- Doug Shawley

Safety and Security

- Team Lead: Kim Panzer
- Chris Dang
- Ron Erb
- Tom Jackson
- Lisa Jacobs
- Ryan Morgan
- Douglas Povich
- Laurie Stone
- Jason Travis
- Michael Voigt

Additional Subject Matter Experts

- Michelle Gregory
- Fatima Khaja
- Eta Nahapetian
- Martha Reed





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

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