2023 ANNUAL REPORT

SHAPING THE FUTURE OF FAIRFAX
COUNTYWIDE STRATEGIC PLAN

FAIRFAX COUNTYWIDE STRATEGIC PLAN

TYSONS CORNER SKYLINE

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Message from the County Executive
BRYAN J. HILL

It is my absolute pleasure to share the Year One Annual Report for implementation of our Countywide Strategic Plan with all of you - our community, elected officials, employees and others who contribute every day to shaping the shared future of Fairfax County together. We could not do this important work without you.

The Countywide Strategic Plan, developed in 2019, was adopted in 2021 by the Board of Supervisors in the wake of COVID-19 - one of the most challenging and transformative events in our county's history. COVID-19 presented the opportunity to be better, stronger, and more adaptable. As we wrestled with staffing and compensation challenges, retention of our employees has been our focus. While not our only focus, retention and recruitment will be ongoing as we re-shape how we deliver county services. Creativity - internally, as well as externally - has proven to be highly beneficial. Our technology enhancements, coupled with the cutting edge support of our business community, were prioritized, all while we pressed forward to ensure that our most vulnerable residents were treated with respect and dignity.

Our plan has provided an invaluable framework as we intentionally set the conditions for meaningful change. Immediately following Board adoption, our Steering Committee stepped forward to align our collective work with the Ten Community Outcome Areas and the Indicators of Community Success, while actively seeking input from subject-matter experts within our organization to further refine the metrics that will be used to set data baselines and measure progress over time.

Within the context of our proposed strategies, we identified the areas of the plan where momentum has been built, and based on data-driven insights and other factors, where we must channel our future collective energy. We used the work of the strategic plan as a catalyst to truly stretch ourselves, developing the skills of our talented workforce, piloting innovative projects, and seeking new and more inclusive ways to meaningfully connect with all of our residents. The Countywide Strategic Plan has fundamentally changed how people in our Fairfax County organization must think before any decision is made. Our ability for intentional, deliberate thinking that is cross-functional is the new normal, while also retaining our focus on bedrock principles of financial stewardship and sound operational management.

I want to express my gratitude to the Board of Supervisors, for entrusting me with the implementation of this strategic plan, as well as my leadership team for stepping forward to serve as true champions to join me in leading this important initiative. I also want to thank the dedicated employees at all levels of our organization, whose work is reflected throughout this document.

As we look ahead, we are fully aware that we still have a long way to go to achieve our vision of becoming One Fairfax. In Year Two, this will become an even greater focus, as we strategically target the formation of infrastructure and strategy that fosters collective action around neighborhoods as the primary environments in which individuals access key opportunity structures. Fairfax County continues to offer economic prosperity, which has long been a hallmark of our success, past and present. Continued support from the Board of Supervisors will allow for our thriving economy to continue, while opening up new opportunities for all to succeed.

Again, I want to thank you for contributing to our energetic momentum to shape the future of our community together, and look forward to all the work we have yet to do to realize our vision of truly becoming One Fairfax.

Sincerely,

Bryan J. Hill
County Executive

Countywide Strategic Plan
BACKGROUND

Countywide Strategic Plan
KEY DRIVERS

The ongoing implementation of the Countywide Strategic Plan is galvanized by 4 Key Drivers: Our shared commitment to **equity** through our One Fairfax policy; a focus on the **Ten Community Outcome Areas** identified as most important by members of the community; an integrated approach to collecting and using **data**; and the **inclusive engagement** of all county residents, employees, and other key stakeholders.

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

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

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

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

DUNN LORING

EXECUTIVE SUMMARY

When the Board of Supervisors adopted the first-ever Countywide Strategic Plan in October 2021, County Executive Bryan J. Hill presented a timeline for the completion of key milestones to be achieved in the first year, including a Year One Annual Report. The main purpose of the following report is to focus on the four key drivers which were used to immediately catalyze organizational change: *Equity, Community Outcomes, Data Integration, and Inclusive Engagement*. These elements set a new foundation for the way different functions within county government work together under a shared vision, in pursuit of achieving real and sustained progress for the benefit of all people who live, work, and play in Fairfax County.

The process to move the strategic plan forward is directed by a Steering Committee led by the County Executive, and grounded in the work of employees throughout our county workforce. In the first year, every county department was actively engaged in the work of the Countywide Strategic Plan, through informing key deliverables as designated subject-matter experts; making new connections between agency budget performance measures and the Board-adopted strategic plan Indicators of Success; articulating how their work is starting to support "8 Key Questions" to promote a more effective and efficient government; using the new SharePoint tools and Communications Toolkit; and continuously seeking ways to align department-level strategic planning work with countywide plan elements.

A Year Two Implementation Model, included on page 38, provides a preview of the 2023 Countywide Strategic Plan work that launched in January, directed by the continued leadership of the Steering Committee and under the guidance of the Board of Supervisors.

A primary focus of this work will include improving our use of data and systematically embedding the elements of the strategic plan into countywide operations, while also using the plan drivers to continually prompt new ways of thinking as we shape our shared future together. The continued integration of the work of the Chairman's Task Force on Equity and Opportunity, as well as the use of the plan to help operationalize our One Fairfax policy, will be a key driver of our collective strategic planning work throughout 2023. Finally, we are collaborating with Fairfax County Public Schools as they launch a new strategic planning process. As this work moves forward, frequent updates will be posted on the website at fairfaxcounty.gov/strategicplan.

KEY DRIVER HIGHLIGHTS INCLUDE THE FOLLOWING:

EQUITY
Equity-driven work is focused on the use of the Communities of Opportunity framework to operationalize One Fairfax; specific recommendations from the Chairman's Task Force on Equity and Opportunity are embedded directly into the strategic plan; the Central One Fairfax Team, led by the Chief Equity Officer, reviewed all deliverables included in the Year One Annual Report

COMMUNITY OUTCOMES
Staff across all county departments and initiatives collaborated to develop Situation Reports, which start to align our collective progress by issue area, and provide a point-in-time baseline look at each of the plan strategies, showing where progress has been made, where promising practices are emerging for the purpose of countywide replication, and concurrent with data analysis, determining which strategies to build out into tactical plans for implementation

DATA INTEGRATION
Developed a sample Data Dashboard and Data Story for the Economic Opportunity outcome area (included on page 31), which uses "headline metrics" disaggregated by place and population where possible, and provides a template for the data development agenda for all 10 Community Outcome Areas (scheduled to be completed by the end of 2023)

INCLUSIVE ENGAGEMENT
Developed a new SharePoint site for all work related to the strategic plan, which is open and accessible to all employees and includes a Communications Toolkit which serves as a unifying framework to help departments "connect the dots" between their daily work and the plan elements

YEAR ONE IMPLEMENTATION MODEL

BACKGROUND AND YEAR ONE IMPLEMENTATION STRATEGY

In October 2021, the Board of Supervisors adopted the 10 Community Outcome Areas and Indicators of Success, with the understanding that the Proposed Strategies and Sample Metrics included in the plan needed to be further refined and must evolve in response to changing community conditions over time. The chart below itemizes the specific steps that were taken to move this work forward in Year One; a Year Two Implementation Model is included on page 38.

SMES IDENTIFIED

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

3 HEADLINE METRICS

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

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

2 SURVEY REVIEW

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

SMEs were tasked with reviewing the list and identifying additional surveys to collect community and employee input.

1 SITUATION REPORTS

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

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

CHAMPION PRESENTATIONS

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

4 DEPARTMENT ACTION #1

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

5 DEPARTMENT ACTION #2

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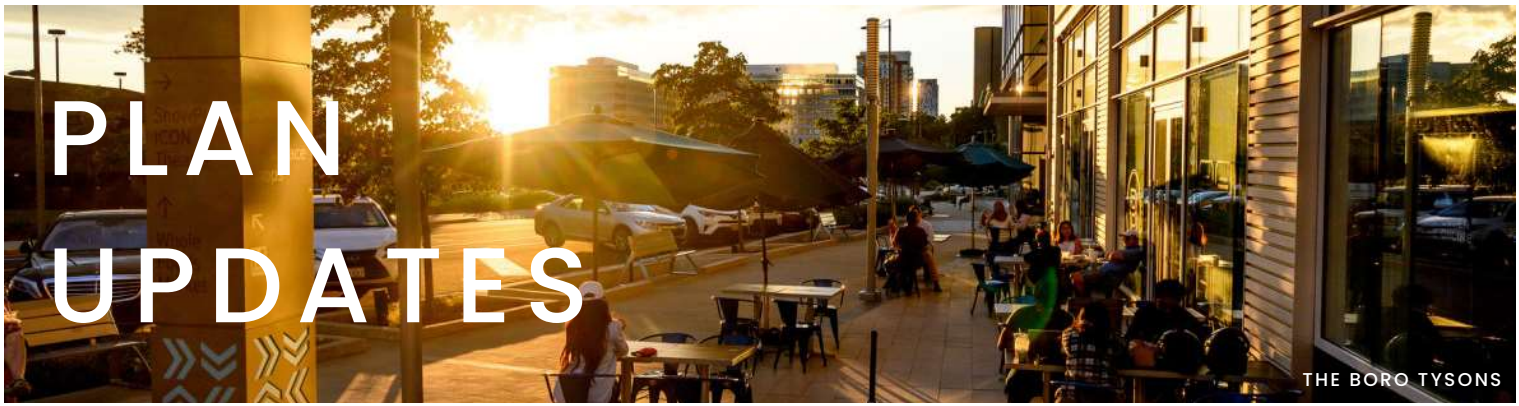
ANNUAL REPORT

Released in the first quarter of 2023

6 DEPARTMENT ACTION #3

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

PLAN UPDATES

COUNTYWIDE STRATEGIC PLAN ADJUSTMENTS

No changes have been made to the plan since the Fairfax County Board of Supervisors adopted the Ten Community Outcome Areas and Indicators of Community Success in October 2021. Consistent with the intention that the framework of the plan would remain unchanged over the long term but the details would be adapted as needed, the following adjustments will be made to the Countywide Strategic Plan in Year Two, and included in the FY 2024 Advertised Budget:

- **Update the names of two Community Outcome Areas** for consistency with the other eight:
  - *Environment* to *Environment and Energy*
  - *Health* to *Healthy Communities*

- **Reorganize proposed strategies** within the Ten Community Outcome Areas by related Indicators of Community Success

- Directly **integrate recommendations from the Chairman's Task Force on Equity and Opportunity** into the proposed strategies within the strategic plan

- **Revise existing language to reflect the Fairfax County Public Schools' (FCPS) new Strategic Plan,** which was presented to the School Board in November and December 2022; FCPS anticipates adoption of a new strategic plan by the end of the 2022-23 school year

- **Update the Economic Opportunity Sample Metrics** to reflect the identified Headline Metrics

SILVER LINE METRO STATION

GUM SPRINGS COMMUNITY DAY

Key Driver:
EQUITY

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

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

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

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

ALIGNMENT WITH ONE FAIRFAX EQUITY POLICY

While Fairfax County is a great place to live, work, play and learn, persistent racial and social inequities remain, which result in significant disparities in community outcomes. To confront these realities, Fairfax County has embraced a vision of One Fairfax: A declaration that all residents deserve an equitable opportunity to succeed, regardless of their race, color, sex, nationality, sexual orientation, religion, disability, income or where they live. In support of this vision, the county is committed to considering equity as we create and implement county policy and practice – to intentionally, comprehensively and systemically identify and address barriers to and gaps in opportunity, and to intentionally and strategically direct resources to fill the gaps. The COVID-19 pandemic exacerbated vulnerabilities present before the pandemic, exposing the effects of systemic racism in public health, law enforcement, housing, economic opportunity, education, transportation and more. For the successful future of our community, it is critically important to address the root causes that limit opportunity for the people and businesses that call Fairfax County home.

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

PROMOTING ACCESS TO COMMUNITIES OF OPPORTUNITY

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

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

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

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

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

HARVEST HAPPENINGS, MCLEAN COMMUNITY CENTER

CHAIRMAN'S TASK FORCE ON EQUITY AND OPPORTUNITY

The Chairman's Task Force on Equity and Opportunity was convened in September 2020 at a time when clear racial disparities in both the health and economic impacts of the COVID-19 pandemic were evident, and as many across the country and within the county were gaining a deeper understanding of the institutional and structural manifestations of racism to better understand the drivers of inequity in Fairfax County and to develop recommendations for accelerating the county's progress towards becoming One Fairfax with a focus on root causes. The Task Force was comprised of community leaders and subject matter experts organized into four committees: Cradle to Career Success, Community Health and Wellness, Community Safety and Justice, and Equitable Communities.

The insights and recommendations developed by the Task Force were identified as critical to advancing racial and social equity in Fairfax County. The 20 recommendations developed by the Task Force relate directly to all ten of the Countywide Strategic Plan Community Outcome Areas. Task Force recommendations not directly connected to existing strategies will be added as additional strategies and aligned to the appropriate Community Outcome Area.

LORTON COMMUNITY CENTER

CHAIRMAN'S TASK FORCE ON EQUITY AND OPPORTUNITY

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

NOTE:

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

Key Driver:
COMMUNITY OUTCOMES

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

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

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

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

MCLEAN 5K

CULTURAL AND RECREATIONAL OPPORTUNITIES

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

By the end of 2023, the Steering Committee will identify a set of Headline Metrics for the Cultural and Recreational Opportunities outcome area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

The important work to engage the community in the development of more inclusive and accessible cultural and recreational opportunities, especially for those who have been historically underserved, has already begun in alignment with the county's focus on becoming One Fairfax.

A Situation Report, which highlights some of the progress that was catalyzed by county leadership in alignment with the proposed strategies and helps to identify where future momentum can be built in Year 2 of plan implementation, is included in Appendix A (note: this is not meant to be an all-inclusive list of the work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs).

PROGRESS HIGHLIGHTS:

- Opened the **Lorton Community Center**, a 30,000 square foot facility co-located with the Lorton Library and Lorton Park; the community center provides space for the Lorton Senior Center and Lorton Community Action Center, plus a variety of services, programs and activities for people of all ages and abilities;

- Opened the **Sully Community Center**, a 36,000 square foot facility which serves as the home of the new Sully Senior Center, a 4,000 square foot Healthcare Suite which provides comprehensive primary care services with a focus on serving those who have faced barriers to accessing healthcare, and a variety of services, programs and activities for people of all ages and abilities;

- Developing the **Parks, Recreation, Open Space and Access (PROSA) Strategy,** which will provide a framework for equitable access to parks; the strategy will provide a roadmap for improved park access and a variety of recreational activities to meet the diverse needs and interests of the community;

- Developed a new **Creative Spaces Toolkit** to support the non-profit arts sector through a roadmap to optimize the use of vacant buildings and spaces; the purpose of the toolkit is to promote active collaboration among the arts sector, property owners, and government officials;

- Launched the **Virtual Center for Active Adults**, which provides both direct programming and a built-in forum to collect customer feedback, for the purpose of continuous quality improvement

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

ECONOMIC OPPORTUNITY

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

The Countywide Strategic Plan Steering Committee identified a set of Headline Metrics for the Economic Opportunity outcome area, populated by data and supplemented by context-setting narrative. This data is disaggregated by place and population to highlight disparities and will be used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation. The sample Economic Opportunity Data Dashboard and Data Story, which will be used as templates to develop similar tools for the remaining nine community outcome areas, is included on page 31.

The important work to engage the community in the development of more inclusive and accessible economic opportunities, especially for those who have been historically underserved, has already begun in alignment with the county's focus on becoming One Fairfax.

A Situation Report, which highlights some of the progress that was catalyzed by county leadership in alignment with the proposed strategies and helps to identify where future momentum can be built in Year 2 of plan implementation, is included in Appendix A (note: this is not meant to be an all-inclusive list of the work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs).

PROGRESS HIGHLIGHTS:

- Provided $52 million in grants through the **RISE Relief Grant Program** to small businesses to address negative impacts of COVID-19**;**

- Provided $16 million in grants through the **PIVOT Grant Program** to support the businesses and sectors most impacted by COVID-19;

- Launched new **Virginia Career Works Referral Portal** connecting job seekers to career, education and support resources;

- Launched new **Talent Attraction website** to market the Northern Virginia region as a premier destination for the world's top talent;

- Opened the **Workforce Innovation and Skills Hub (WISH)**, a unique, first of its kind, world-class workforce and technology development center located in the Franconia district

EQUITY FOCUS

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

EFFECTIVE AND EFFICIENT GOVERNMENT

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

By the end of 2023, the Steering Committee will identify a set of Headline Metrics for the Effective and Efficient Government outcome area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

The important work to engage the community in the development of a more inclusive and accessible county government, especially for those who have been historically underrepresented, has already begun in alignment with the county's focus on becoming One Fairfax.

A Situation Report, which highlights some of the progress that was catalyzed by county leadership in alignment with the proposed strategies, and helps to identify where future momentum can be built in Year 2 of plan implementation, is included in Appendix A (note: this is not meant to be an all-inclusive list of the work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs).

PROGRESS HIGHLIGHTS

- Top budget priority for FY 2023 is **employee recruitment, compensation, and retention:**
  - Pay adjustments based on market studies
  - Longevity increases
  - Hiring incentive bonus programs
  - Stipend and supplemental programs, including Environmental Incentive Pay

- Established new **Countywide Data Analytics Unit** to increase the routine use of data for planning, problem-solving, and decision-making by increasing access to relevant data; fostering integrated analysis; developing protocols to improve data quality, and promoting consistency in data sharing practices;

- **Leadership Fairfax** will offer training and other learning opportunities to the community as well as to county employees and leaders, designed to build the capacity to address the patterns of inequitable experiences and outcomes in organizations and in communities and society more broadly;

- Completed department and cross system **Equity Impact Plans,** outlining specific goals, activities, and performance metrics aligned to the Countywide Strategic Plan Community Outcome Areas and the One Fairfax Policy Areas of Focus;

- COVID-19 **After Action Report and Improvement Plan** connects lessons learned from the pandemic to Strategic Plan Community Outcome Areas, to help inform continuous quality improvement and future emergency planning countywide;

- Launched **multi-phase process to improve the county website**, including functional enhancements to the Artificial Intelligence (AI) powered Fairfax Virtual Assistant, to include Spanish language and Live Assistant capability

EQUITY FOCUS

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

EVENINGS ON THE ELLISHE, FAIRFAX
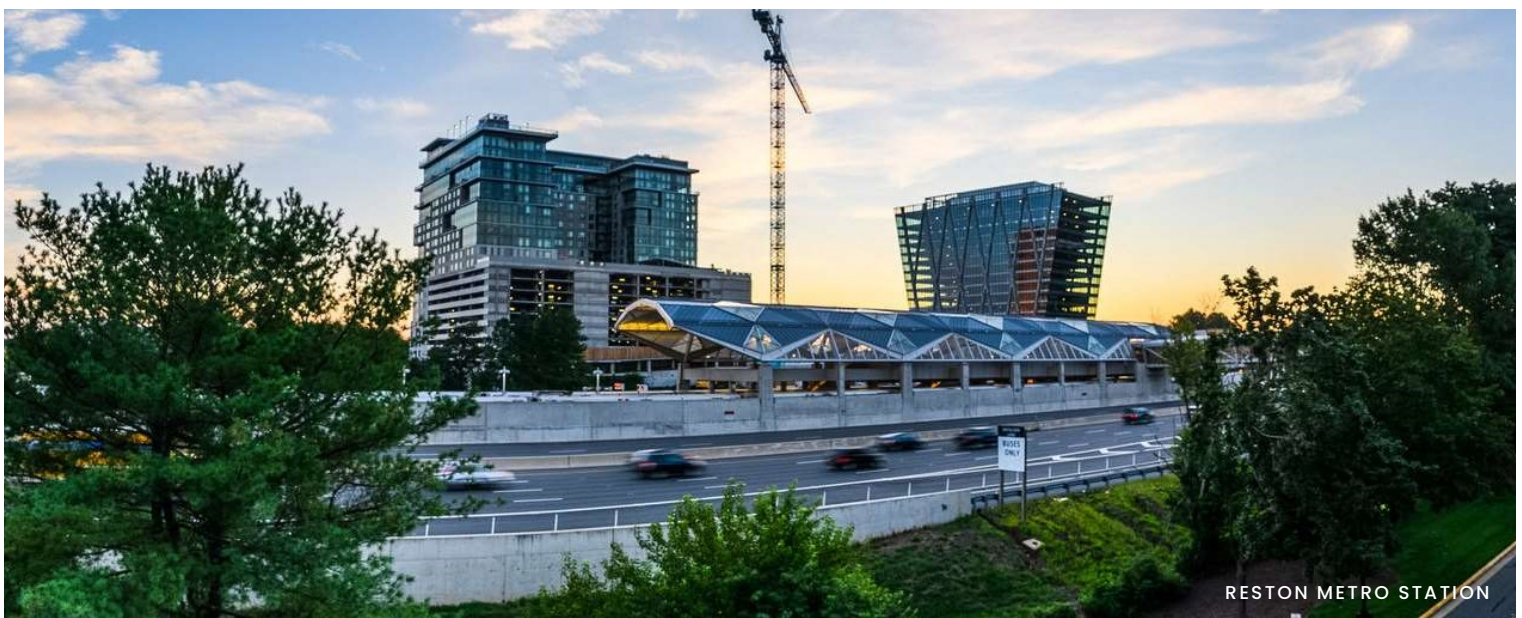

LORTON COMMUNITY CENTER

COUNTY EXEC TREK, FAIRFAX

Budget Alignment and Integration
EFFECTIVE AND EFFICIENT GOVERNMENT

While the Countywide Strategic Plan was under development, the Department of Management and Budget took initial steps to incorporate the plan framework into the annual budget development process. Presentations to the Board of Supervisors and the community on the FY 2021, FY 2022, and FY 2023 budgets were structured around the Community Outcome Areas, in order to illustrate how the community's priorities were directly being addressed. Similarly, the Overview Volume presented funding decisions associated with each Community Outcome Area in the Adopted Budget Summary and the County Executive's message, along with information on the development of the Countywide Strategic Plan and the community engagement process in the Strategic Linkages section.

Additionally, to support the direction set by the adoption of the Countywide Strategic Plan, the Department of Management and Budget collaborated with agencies to connect the current Key Performance Indicators (KPIs) and the new Indicators of Community Success to identify opportunities and gaps with data that is already familiar. This collaborative review has provided some insights about opportunities and challenges with available data which will inform future work with both program data and reporting for the Countywide Strategic Plan.

Building on the work completed to date, the Department of Management and Budget is working to further strengthen the relationship between the Countywide Strategic Plan and the budget through the upcoming FY 2024 Annual Budget Process. Most of the General Fund agency budget narratives (Volume 1) and many capital and operating fund narratives (Volume 2) will highlight which Community Outcome Areas each agency or fund primarily aligns with. The presentation of KPIs in the budget narratives will also reflect the connections with the Community Outcome Areas and Indicators of Success.

FAIRFAX COUNTY GOVERNMENT CENTER

RESTON METRO STATION

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY

HARVEST HAPPENINGS, MCLEAN COMMUNITY CENTER

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

By the end of 2023, the Steering Committee will identify a set of Headline Metrics for the Empowerment and Support for Residents Facing Vulnerability outcome area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities in outcomes, and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

The important work to engage the community in the development of more inclusive and accessible services for people facing vulnerability, especially for those who have been historically underserved, has already begun in alignment with the county's focus on becoming One Fairfax.

A Situation Report, which highlights some of the progress that was catalyzed by county leadership in alignment with the proposed strategies, and helps to identify where future momentum can be built in Year 2 of plan implementation, is included in Appendix A (note: this is not meant to be an all-inclusive list of the work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs).

PROGRESS HIGHLIGHTS:

- **Community Outreach Professionals Committee** convened to coordinate, streamline, and improve countywide outreach and engagement efforts to underserved and/or vulnerable populations;

- Implemented the **Inclusive Community Engagement Framework** to systematically address how residents engage with county government; the framework will further facilitate inclusive, equitable and authentic community engagement and expand language access, virtual access, and digital access;

- Full implementation of **Safe and Connected**, an evidence-informed practice model, by the end of 2023 to improve the delivery of child welfare services; assessment allows for variability based on culture, customs, and experiences when determining the best way to provide services;

- Expanded the use of **Lobby Navigators** for public assistance programs, to direct residents to appropriate services and provide application assistance;

- Expanded the use of **Community Navigators** for service navigation and eviction prevention at the onset of COVID-19 and continuing forward;

- Deployed **Health Navigators** to enhance COVID-19 Vaccination Equity Strategies to increase vaccination rates among racial and ethnic minority populations countywide

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

ENVIRONMENT AND ENERGY

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

By the end of 2023, the Steering Committee will identify a set of Headline Metrics for the Environment and Energy outcome area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

The important work to engage the community in the ongoing development of a healthier and more sustainable environment, especially for those who have been historically underrepresented, has already begun in alignment with the county's focus on becoming One Fairfax.

A Situation Report, which highlights some of the progress that was catalyzed by county leadership in alignment with the proposed strategies, and helps to identify where future momentum can be built in Year 2 of plan implementation, is included in Appendix A (note: this is not meant to be an all-inclusive list of the work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs).

GUNSTON COVE, LORTON

PROGRESS HIGHLIGHTS:

- **Office of Environmental and Energy Coordination (OEEC) was expanded** to lead the cross-organizational development and implementation of the county's environmental, energy and climate policies and programs;

- Implementation of the **Community-wide Energy and Climate Action Plan (CECAP)**; standing up the new Fairfax County Tree Canopy Program; and overseeing **Resilient Fairfax**, adopted by the Board in early November 2022, to help Fairfax County become more resilient to changing conditions and climate change-related hazards such as extreme heat, severe storms, and flooding

EQUITY FOCUS

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

GUNSTON PLAZA, LORTON

HEALTHY COMMUNITIES

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

By the end of 2023, the Steering Committee will identify a set of Headline Metrics for the Healthy Communities outcome area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

Ensuring access to health services and promoting well-being throughout the county, especially for those who have been historically underserved, has already begun in alignment with the county's focus on becoming One Fairfax.

A Situation Report, which highlights some of the progress that was catalyzed by county leadership in alignment with the proposed strategies, and helps to identify where future momentum can be built in Year 2 of plan implementation, is included in Appendix A (note: this is not meant to be an all-inclusive list of the work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs).

PROGRESS HIGHLIGHTS

- **Developed Power BI dashboards that display COVID-19 case data** stratified by age, race/ethnicity, and geographic area across the county; this data informed outreach to higher risk populations and locations, directing people to vaccine equity clinics and vaccination navigation by Community Health Workers; data was presented monthly in Vaccine Equity Reports which were shared with Board of Supervisors' offices and posted by One Fairfax;

- **Employed a multi-pronged staffing strategy** for vaccine efforts, using redeployment of existing FCHD staff; significant increases in volunteers through the Medical Reserve Corps program; and the use of both part-time and temporary employees;

- **Public health champions** identified and registered 4,075 individuals at equity testing sites and 47,925 individuals at vaccine equity clinics in FY 2021; cultivating public health champions, using culturally competent messaging, and enlisting social media platforms contributed to high vaccination rates among the Latinx population (a community disproportionately affected by COVID-19 during the initial phases of the pandemic);

- Division of Epidemiology and Population Health made **significant improvements to its public health data analytics capabilities,** establishing models for visualizing trends and statistics in communicable disease, opioid use, and other population-based health issues, in addition to public dashboards for COVID-19 related data; added a new position to support the Epidemiology and Population Health program to track and prevent communicable disease infections with a focus on COVID-19

EQUITY FOCUS

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

While COVID-19 is a health crisis, we know that health is tied to the conditions that people live in and the opportunities they have for housing, jobs, health insurance, education, and more. Before COVID-19, some communities in Fairfax County were already in a state where poverty, unemployment, lack of access to healthcare and transportation, and other factors made people vulnerable. The pandemic exacerbated those vulnerabilities, making people of color and low-income families more vulnerable to COVID-19 infection and death due to living conditions, job type, underlying chronic diseases, and economic vulnerability. Creating conditions in communities where everyone can thrive will improve outcomes in health as well as in other Community Outcome Areas.

VIENNA TOWN GREEN.

HOUSING AND NEIGHBORHOOD LIVABILITY

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

By the end of 2023, the Steering Committee will identify a set of Headline Metrics for the Housing and Neighborhood Livability outcome area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

Ensuring access to affordable and suitable housing, especially for those who have been historically underserved, has already begun in alignment with the county's focus on becoming One Fairfax.

A Situation Report, which highlights some of the progress that was catalyzed by county leadership in alignment with the proposed strategies, and helps to identify where future momentum can be built in Year 2 of plan implementation, is included in Appendix A (note: this is not meant to be an all-inclusive list of the work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs).

CHANTILLY NEIGHBORHOOD

PROGRESS HIGHLIGHTS

- The Board of Supervisors **doubled the county's goal from producing a minimum of 5,000 units by 2034 to creating 10,000 net new units** affordable for households earning up to 60 percent of the area median income; data on the number of affordable homes preserved and produced are monitored through the Affordable Housing Dashboard;

- Issued a **request for proposals for affordable housing projects, with a notice of more than $51.9 million available;** FCHRA provides a vehicle for private developers to obtain low-cost mortgages to acquire, construct, and rehabilitate multi-family affordable housing developments, including:
  - *Redevelop parking lots G and H at the Government Center for approximately 270 affordable housing units*
  - *Develop approximately 34 affordable housing units at a FCRHA-owned site in Sully district*
  - *Develop 150 independent-living senior housing units at the Lodge at Autumn*
  - *Develop Landings II, a 76-unit market affordable property at Fort Belvoir*
  - *Develop Landings I, using Amazon REACH funds as part of Amazon's 5-year commitment to $15 million annually;*

- The Board of Supervisors and the FCRHA worked together to **provide more than $94 million in financing resources dedicated to development and preservation of affordable housing,** with money coming from the Affordable Housing Development and Investment fund, Tysons Housing Trust Fund, the American Rescue Plan Act, and a variety of state and federal funding sources;

- **Issued Housing Blueprint loans** in nine separate transactions supporting the development or acquisition of 1,810 units of housing since 2018; the $42.6 million in Housing Blueprint spending has leveraged $635 million in other funding sources to meet development costs; this is a significant accomplishment in moving to preserve the nearly 9,000 market affordable units in communities across the county

EQUITY FOCUS

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

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

VRE BURKE CONNECTOR TRAIL

LORTON COMMUNITY CENTER LIBRARY

The vision for Lifelong Education and Learning in Fairfax County is that all residents at every stage of life are taking advantage of inclusive, responsive and accessible learning opportunities that enable them to grow, prosper and thrive. To support this vision, the Board of Supervisors adopted new Indicators of Community Success which direct the county to focus on providing access to early childhood education; supporting academic achievement; supporting career-based training; facilitating participation in learning opportunities; ensuring access to quality technology; and increasing English language proficiency.

By the end of 2023, the Steering Committee will identify a set of Headline Metrics for the Lifelong Education and Learning outcome area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

Ensuring access to lifelong learning opportunities, and supporting residents from early childhood to career and beyond, has already begun in alignment with the county's focus on becoming One Fairfax.

A Situation Report, which highlights some of the progress that was catalyzed by county leadership in alignment with the proposed strategies, and helps to identify where future momentum can be built in Year 2 of plan implementation, is included in Appendix A (note: this is not meant to be an all-inclusive list of the work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs).

PROGRESS HIGHLIGHTS

- Partnered with Fairfax Futures (nonprofit) on **two multi-year initiatives to improve the quality of early childhood education in Fairfax County;** these programs tie directly to the Fairfax County Equitable School Readiness Strategic Plan, specifically in providing equitable offerings of high-quality early development learning experiences and creation of a mentorship program to support early childhood educators as they attain their Child Development Associate (CDA) credential;

- Fairfax County is one of ten communities in the state piloting the **new Virginia Unified Early Childhood System** designed to support children's school readiness regardless of economic, cultural or ethnic background; over the next three years, the Virginia Department of Education will develop and scale the system to ensure quality in all publicly funded early childhood programs; county staff has recruited programs to participate and are working closely with early childhood programs to provide resources and guidance, including technical assistance and professional learning opportunities for early childhood educators;

- Launched **Library Equity Access Pass (LEAP)** in partnership with Fairfax County Public Schools (FCPS) to ensure that students have virtual access to library materials even if they do not have a library card, or if that card has been blocked due to fines (further eliminating barriers to digital access);

- Launched **Mobile hotspot and Chromebook** borrowing system and provided Chromebooks and low/no cost internet options to eligible residents;

- Rolled out the **Emergency Broadband Benefit Program** during the pandemic, a Federal Communications Commission (FCC) program that provides a temporary discount on monthly broadband bills for qualifying low-income households

NOTE ABOUT FAIRFAX COUNTY PUBLIC SCHOOLS

Fairfax County Public Schools (FCPS) is re-engaging with the community as it refreshes its Strategic Plan, which was originally released in 2015. FCPS strategic planners are actively collaborating with staff who support the Countywide Strategic Plan, and efforts are underway to increase the connections between FCPS and the county to effectively integrate our shared efforts as much as possible.

The final reports for the current FCPS Strategic Plan were presented to the School Board in November and December 2022; FCPS anticipates adoption of a new Strategic Plan by the end of the 2022–23 school year.

More information on the FCPS Strategic Plan is available on their website; visit www.fcps.edu and search "Strategic Plan."

EQUITY FOCUS

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

FAIRFAX COUNTY PUBLIC SCHOOL

MOBILITY AND TRANSPORTATION

The vision for Mobility and Transportation is that Fairfax County is a place where all residents, businesses, visitors and goods can move efficiently, affordably and safely throughout the county and beyond, via our well-designed and maintained network of roads, sidewalks, trails and transit options. To achieve this vision, the Board of Supervisors adopted new Indicators of Success, which focus countywide efforts on the provision of efficient and varied transportation options; optimizing infrastructure condition, sustainability and environmental impact; improving traveler safety; and increasing accessibility and equity for all residents and visitors.

By the end of 2023, the Steering Committee will identify a set of Headline Metrics for the Mobility and Transportation outcome area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

Promoting safe, efficient, and varied transportation options for all residents, especially those who live in areas that have been historically underserved, has already begun in alignment with the county's focus on becoming One Fairfax.

A Situation Report, which highlights some of the progress that was catalyzed by county leadership in alignment with the proposed strategies, and helps to identify where momentum can be built in Year 2 of plan implementation, is included in Appendix A (note: this is not meant to be an all-inclusive list of the work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs).

PROGRESS HIGHLIGHTS:

- Opened the **Silver Line Metrorail extension** in November 2022 which connects the Tysons, Reston, Herndon and Dulles Airport areas of Fairfax County to the regional Metrorail system;

- The Board of Supervisors committed **$100 million over a six-year period to pedestrian and bicycle infrastructure;** Department of Transportation staff are currently meeting with Board members to discuss specific projects;

- Updated and combined the Bicycle Master Plan and the Countywide Trails Plan into the **Active Fairfax Transportation Plan,** thus establishing a vision and roadmap for implementation of safe, convenient, and enjoyable streets and trails throughout the county;

- Since 2019, the county has:
  - Completed 109 projects which include **bicycle and pedestrian facilities**
  - Completed over 17 miles of **sidewalk** and almost 4 miles of **trails**
  - Increased capacity within the **bike share network** with the addition of 25 new facilities

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

SAFETY AND SECURITY

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

By the end of 2023, the Steering Committee will identify a set of Headline Metrics for the Safety and Security outcome area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

Ensuring safety and security for all residents, especially those who live in areas that have been historically underserved, has already begun in alignment with the county's focus on becoming One Fairfax.

A Situation Report, which highlights some of the progress that was catalyzed by county leadership in alignment with the proposed strategies, and helps to identify where future momentum can be built in Year 2 of plan implementation, is included in Appendix A (note: this is not meant to be an all-inclusive list of the work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs).

PROGRESS HIGHLIGHTS:

- Additional support for the **Police Civilian Review Panel**, including the appointment of an executive director and funding to enhance police legitimacy, and to build and maintain trust among the residents of Fairfax County, the Board of Supervisors, and the Fairfax County Police Department through reviewing certain FCPD investigations to ensure the accuracy, completeness, thoroughness, objectivity and impartiality of the investigation;

- **Implicit Bias and Procedural Justice training** for sworn officers completed by December 2022; will be expanded to include Fire and Rescue personnel in 2023;

- Completed pilot and launched the **Co-Responder program** with the goals of providing the right service, at the right time, by the right person, linking residents to needed services and maximizing safety for all involved;

- Hosted **pet services events** to bring critical programs and services offered by the shelter directly to the community to keep families together with their pets, including free vaccines and wellness exams, spay/neuter vouchers, pet food and supplies, grooming services and behavior support (a specialized program to address the specific needs of families with pets along the Route 1 corridor is currently in development);

- Implemented **Integrating Communications, Assessment and Tactics (ICAT),** widely recognized as a modernized best practice approach to policing to identify which community locations are generating higher levels of calls for service and responding with targeted, high-visibility foot patrols and actively seeking community-based solutions to address criminal activity in these areas;

- **$5 million in ARPA funding** supports expansion of cyber resiliency, strengthening the county's defense against cyber vulnerabilities to ensure safeguarding of county data

EQUITY FOCUS

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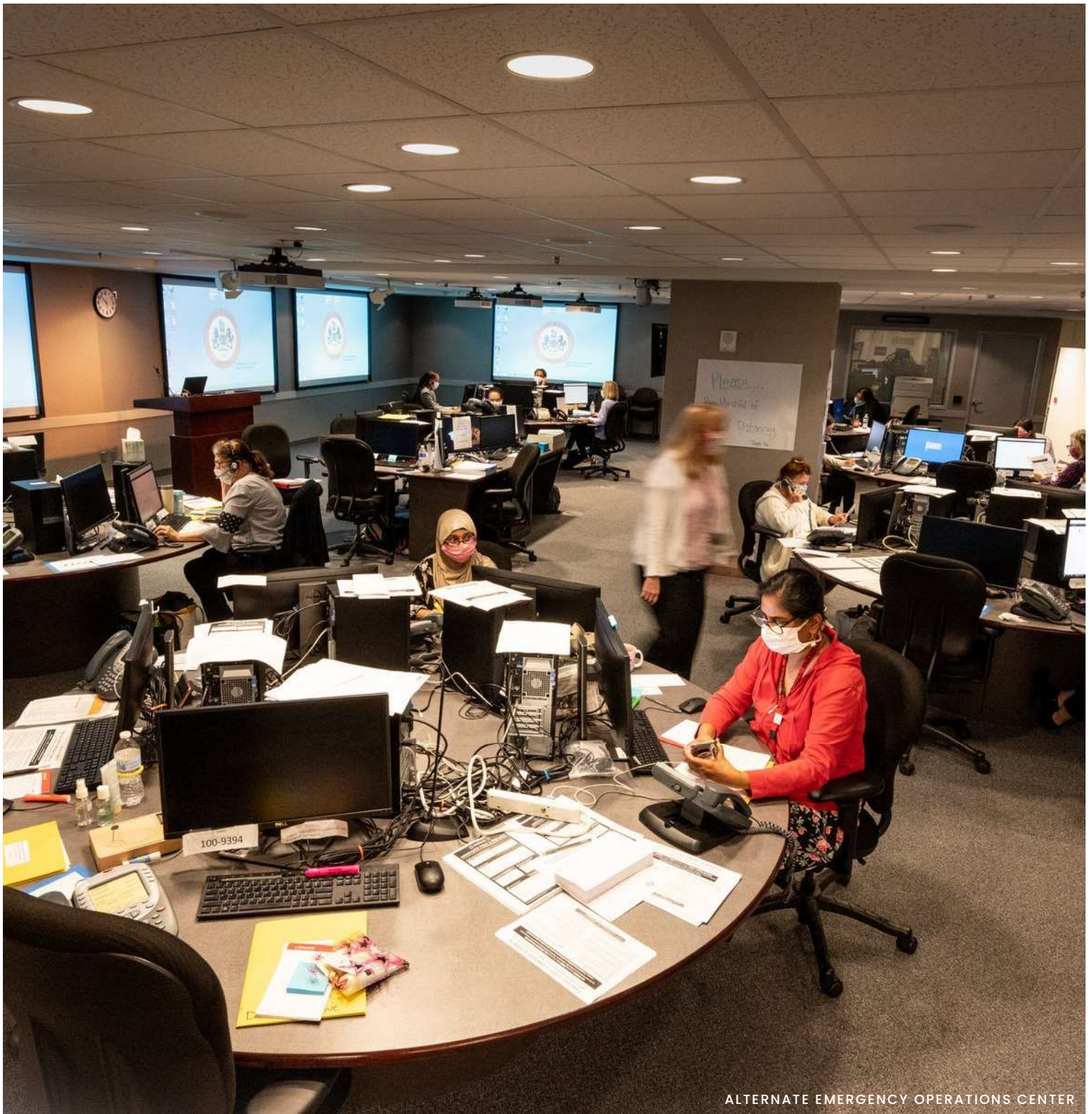
ALTERNATE EMERGENCY OPERATIONS CENTER

Key Driver:
DATA
INTEGRATION

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

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

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

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

USE OF DATA ACROSS COUNTYWIDE INITIATIVES

The effective use of data to identify baseline community conditions, establish benchmarks, and measure progress over time is central to the successful implementation of the Countywide Strategic Plan. To support this process, it is paramount that efforts across related countywide initiatives are effectively coordinated.

COUNTYWIDE DATA ANALYTICS

Data Governance, Data Management and Integrated Analysis

- Supports the information needs of stakeholders and increases the usability of data for decision-making and planning.

- Aligns with the Countywide Strategic Plan to inform indicators and metrics and assess progress in addressing outcomes.

- Supports One Fairfax objectives to incorporate and analyze data for use in racial and social equity action planning.

COUNTYWIDE STRATEGIC PLAN

Community Vision, Plan Integration, and Priority Focus

- Sets a clear, unified, community-driven vision and focuses on aligning, integrating, and prioritizing countywide initiatives, resources, goals and department operations.

- Developed and continually guided by the racial and social equity lens provided by One Fairfax, particularly around engagement efforts and strategy development and delivery.

- Focuses on the improved use of data and the development of evidence-based strategies through close collaboration with Countywide Data Analytics.
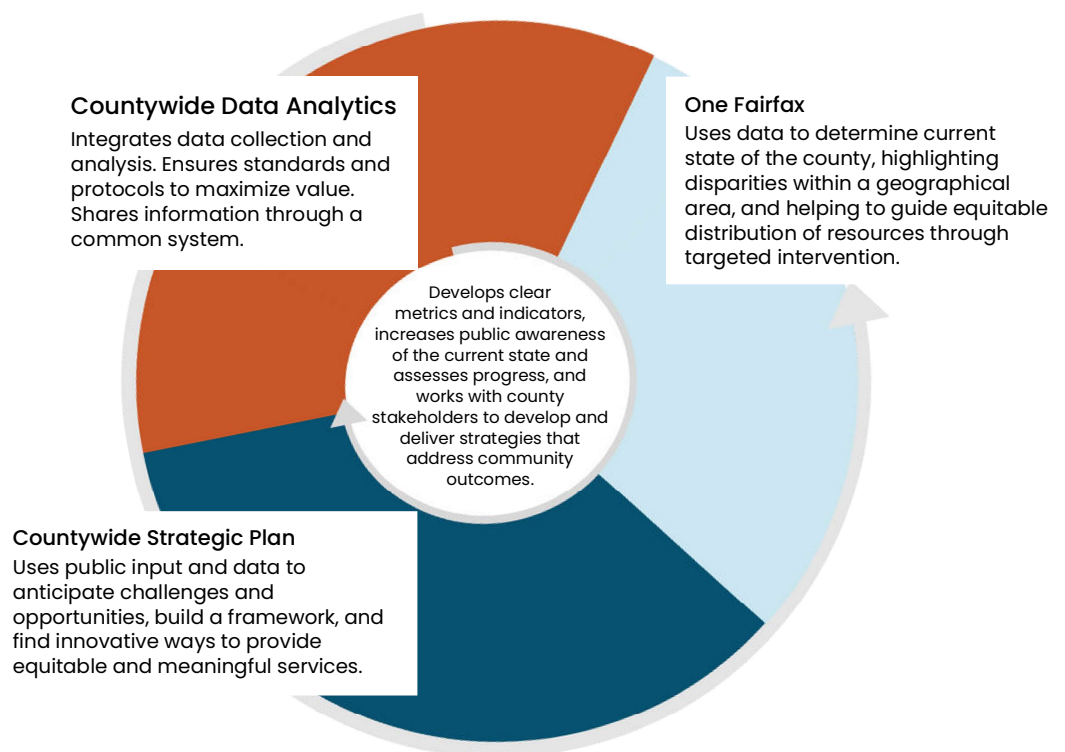
ONE FAIRFAX

Equitable Opportunity, Institutional and Systemic Changes, and Inclusive Engagement

- Comprehensively and systemically identifies and addresses barriers to opportunity and intentionally and strategically directs resources to fill the gaps.

- Aligns with the Countywide Strategic Plan to inform indicators and metrics and assess progress in addressing outcomes, ensuring that data is disaggregated.

- Collaborates with Countywide Data Analytics to provide information for community members about conditions and inequities in their community and to promote data-informed decision making.

DATA SHARING PROCESS

Data will be used to prioritize building the productive capabilities of the community, improving connections to county assets and resources, and maximizing contributions to the continued economic and social vitality of the county.

Countywide Data Analytics
Integrates data collection and analysis. Ensures standards and protocols to maximize value. Shares information through a common system.

One Fairfax
Uses data to determine current state of the county, highlighting disparities within a geographical area, and helping to guide equitable distribution of resources through targeted intervention.

Develops clear metrics and indicators, increases public awareness of the current state and assesses progress, and works with county stakeholders to develop and deliver strategies that address community outcomes.

Countywide Strategic Plan
Uses public input and data to anticipate challenges and opportunities, build a framework, and find innovative ways to provide equitable and meaningful services.

Economic Opportunity

SAMPLE DASHBOARD AND DATA STORY

Economic Opportunity is the first of Ten Community Outcome Areas where headline metrics are visually presented, to easily review the data that will continuously inform the Countywide Strategic Plan. The screenshots below include components of the newly created interactive dashboard. The main page provides an overview of the eight headline metrics for Economic Opportunity, and enables the reader to access more detailed data and a narrative for context and clarity. Headline metrics for the remaining nine Community Outcome Areas will be identified throughout 2023. Data will be reviewed regularly to assess trends and inequities, while identifying targeted strategies for implementation included in the plan. To view the Economic Opportunity dashboard and data story, visit bit.ly/3jgzEw4.
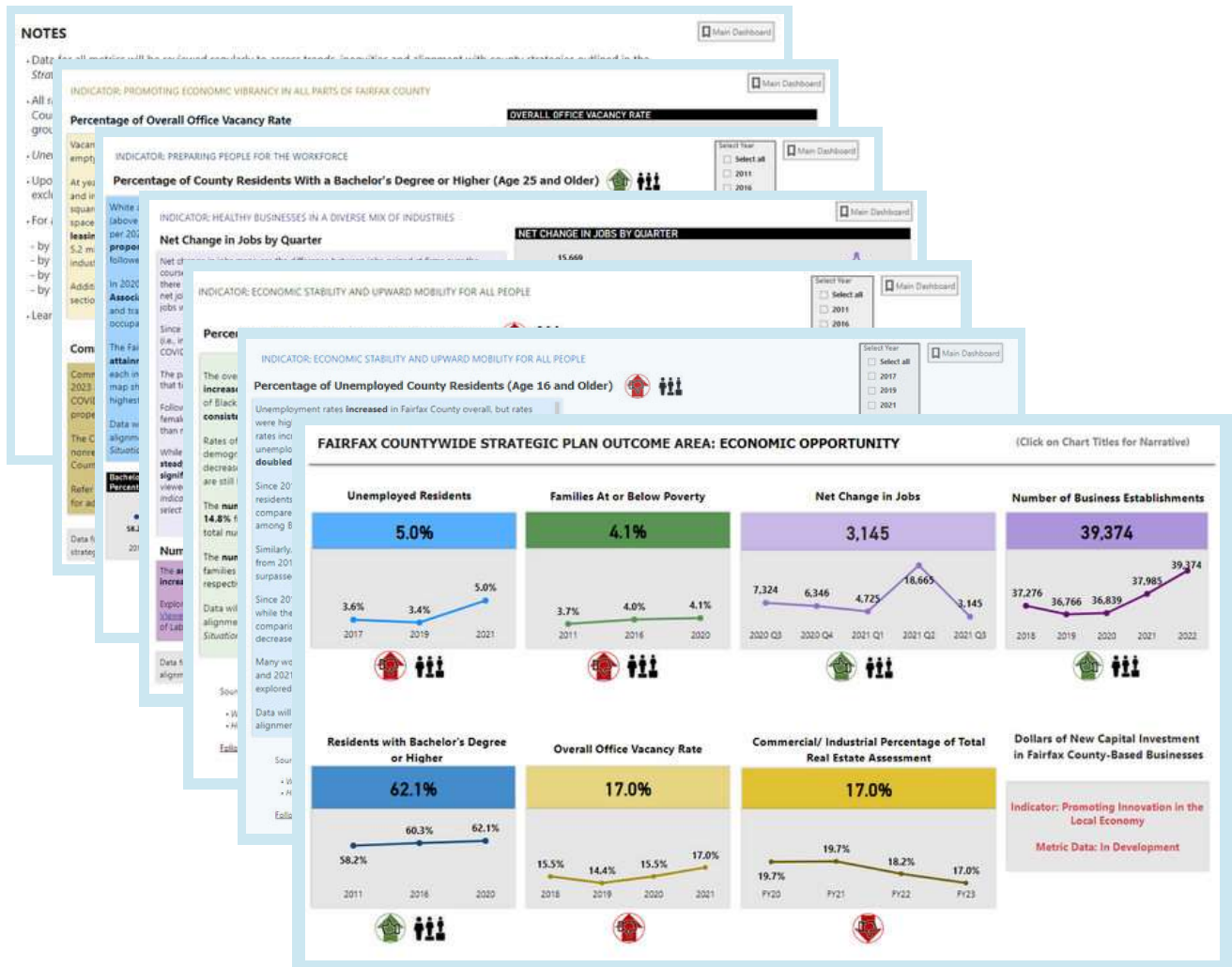
YEAR TWO COUNTYWIDE DATA INTEGRATION: PHASES OF WORK

The Countywide Strategic Plan requires data to assess community outcomes, identify disparities, and inform strategies. The Countywide Data Analytics team in the Department of Management and Budget plays a principal role to align data with indicators and metrics and to provide comprehensive analysis and information to inform community outcomes. 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 differences or geographic location across the county.

In 2022, the process to integrate data was initiated and Economic Opportunity was the first Community Outcome Area used to demonstrate how data could be shared to inform the Countywide Strategic Plan. The phases of work to incorporate data for Economic Opportunity and the remaining 9 Community Outcome Areas are listed below.

| PHASES OF WORK	ACTION ITEM
01: Determine Headline Metrics	• Review and summarize feedback from SMEs • Meet with Champions and assess relevance to current issues • Confirm availability of data to inform metrics
02: Analyze Data	• Collect and analyze data, and disaggregate by demographics and location to assess for equity • Develop story in collaboration with SMEs and align with strategies
03: Report Findings	• Populate and publish dashboards and link related resources
04: Initiate Sustainability Plan	• Initiate plan for regular data, storytelling, and publishing updates

NEXT STEPS

In 2023, the following timeline will be used to implement the above Data Integration Phases of Work for the remaining nine Community Outcome Areas. The sequential order may vary to align with other work efforts and needs.

JANUARY – APRIL	MAY – AUGUST	SEPTEMBER– DECEMBER
3 Community Outcome Areas	3 Community Outcome Areas	3 Community Outcome Areas
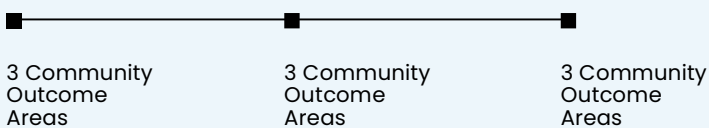
REMAINING OUTCOME AREAS

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

VIENNA FARMERS MARKET

Key Driver:

INCLUSIVE ENGAGEMENT

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

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

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

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

2022 INCLUSIVE ENGAGEMENT HIGHLIGHTS

Fairfax County has a responsibility to ensure that the Countywide Strategic Plan truly reflects the priorities of the community, and that it remains focused on achieving the outcomes that matter most to the people we serve. To achieve this, staff is committed to clearly showing residents and other stakeholders how county government is making progress, as well as being transparent about the areas where we still have work to do. Central to these efforts is the recognition that a more coordinated countywide approach is needed to maximize the use of existing community input, while seeking additional new perspectives through more intentional and inclusive engagement with residents and other stakeholders.

CULMORE COMMUNITY DAY, FALLS CHURCH

The following Year One Highlights represent some of the collective work to promote inclusive engagement countywide:

- Implementation of the **Inclusive Community Engagement Framework** to systematically address how residents engage with county government; the framework will further facilitate inclusive, equitable and authentic community engagement and expand language access, virtual access, and digital access;

- Fairfax County Government Channel 16 now provides **Spanish closed captioning** for all public meetings and live events;

- **Public Input System** launched; select departments are using this tool as part of the larger countywide approach to Inclusive Community Engagement;

- Created **new countywide Spanish social media accounts,** now populated with a variety of information across many county programs;

- **Language Access Program** significantly expanded (guidance, training and resources to improve translation services and ensure that language is not a barrier to accessing information);

- New countywide **policy to consistently collect race, ethnicity and gender data** to inform and promote equitable outcomes developed in coordination with the county's Trust Policy;

- Developed a **web-based application** that communicates needed information to residents and family members during and after an emergency (available in multiple languages);

- Implemented **Integrating Communications, Assessment and Tactics (ICAT),** widely recognized as a modernized best practice approach to policing to identify which community locations are generating higher levels of calls for service and responding with targeted, high-visibility foot patrols and actively seeking community-based solutions to address criminal activity in these areas

Alignment with the Fairfax County
INCLUSIVE COMMUNITY ENGAGEMENT FRAMEWORK

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

SULLY COMMUNITY CENTER GRAND OPENING

SIX CORE PRINCIPLES

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

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

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

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

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

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

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

ELEMENTS OF INCLUSIVE COMMUNITY ENGAGEMENT

Intentional community engagement includes key, interconnected pillars that must be considered in order to ensure our work is truly inclusive.
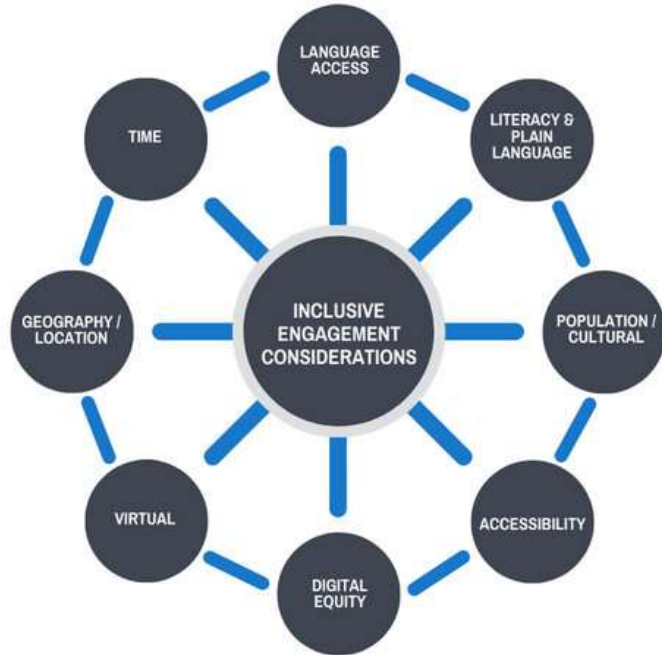
LANGUAGE ACCESS – Provide accurate communication with members of the public, regardless of their level of English proficiency; provide translated materials, translators, and when possible facilitate in the majority of the audience's language

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

POPULATION/CULTURE – Consider needs, traditions, and values of diverse ethnic, racial, and cultural groups

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

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

VIRTUAL – Essential remote access to meetings and events

GEOGRAPHY/LOCATION – Population focused, and place-based

TIME – Consider time chosen for meetings and gatherings

INCLUSIVE COMMUNITY ENGAGEMENT SPECTRUM

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

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

HOLMES RUN TRAIL, ALEXANDRIA

Looking
AHEAD

YEAR TWO IMPLEMENTATION MODEL

BACKGROUND

The Board of Supervisors adopted its first-ever Countywide Strategic Plan in October 2021. Throughout 2022, the Steering Committee focused on setting the conditions for meaningful change through the main drivers of Equity, Community Outcomes, Data Integration, and Inclusive Engagement. This was done through actively engaging county employees in all departments to complete the deliverables included in the Year One Implementation Model on page 8. Year Two will focus heavily on the use of an equity lens in strategic decision making, and include greatly expanded opportunities for employee professional development and embedding the Countywide Strategic Plan framework across all departments.

ONE FAIRFAX EQUITY LENS

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

1

UPDATE PLAN

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

3

CONVENE YEAR 2 PILOT TEAM 1: ECONOMIC OPPORTUNITY IMPLEMENTATION

Steering Committee identifies a staff lead and cross-functional team of SMEs in the area of Economic Opportunity;

EO Champions and the Chief Equity Officer provide leadership and support as the team reviews headline metric data, considers areas of existing momentum, and delivers a set of recommendations to the Steering Committee by the end of first quarter 2024;

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

2

PRODUCE DATA DASHBOARDS AND STORIES

Use the completed Economic Opportunity deliverable as a replicable sample for the following six community outcome areas: **Healthy Communities, Mobility and Transportation, Effective and Efficient Government, Environment and Energy, Housing and Neighborhood livability, and Safety and Security**;

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

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

Plan for regular updates and ongoing analysis is initiated. Remaining three community outcome areas completed in year three.

4

LAUNCH PILOT TEAM 2: STRATEGIC PLANNING COMMUNITY OF PRACTICE

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

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

Team representatives report out current and future departmental alignment to the Steering Committee in the first quarter of 202by the end of first quarter 2024.

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LAUNCH PILOT TEAM 3: COMMUNICATIONS AND ENGAGEMENT ADVISORY TEAM

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

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

Team representatives report out to the Steering Committee by the end of first quarter 2024.
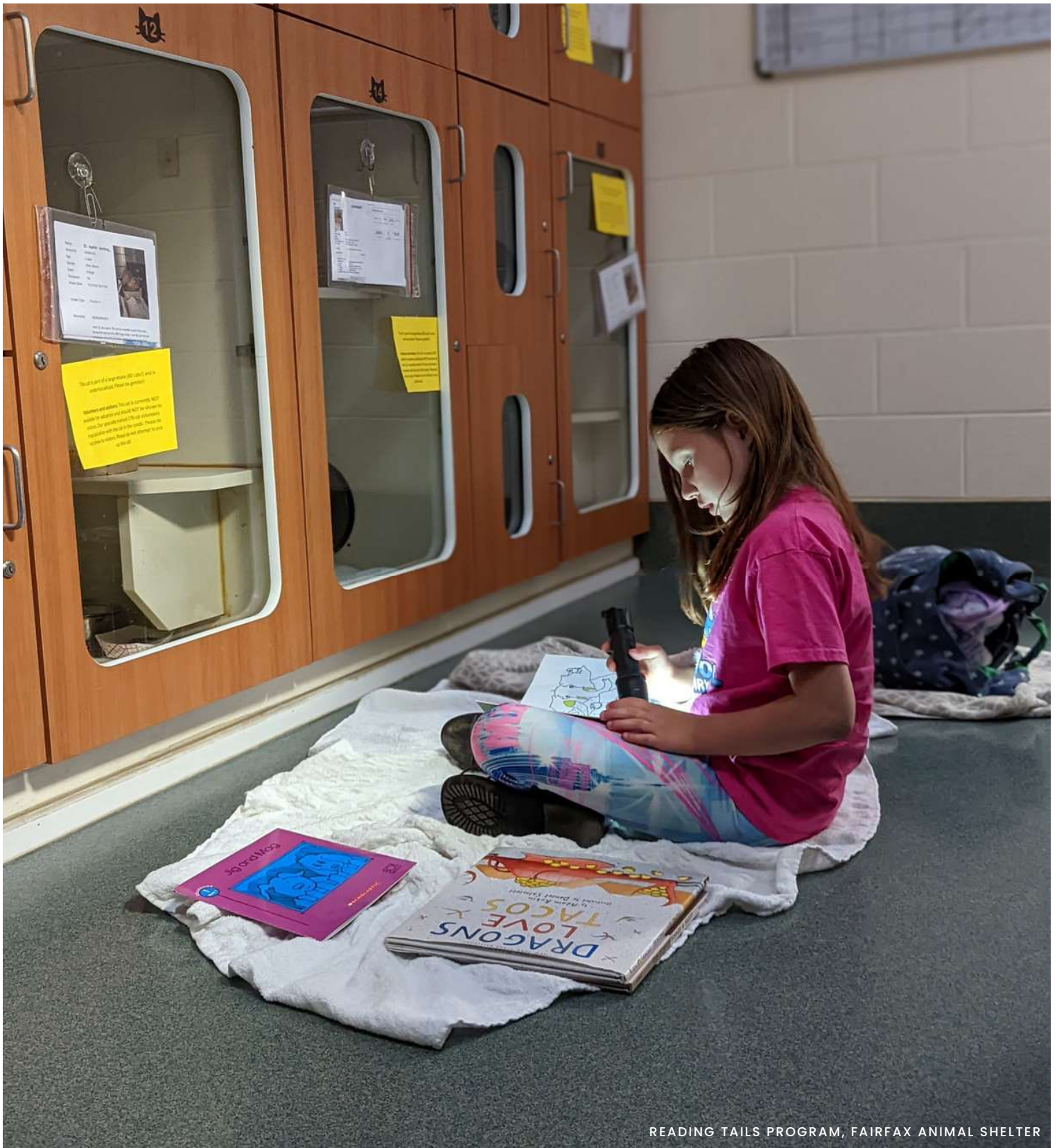
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ANNUAL REPORT

Released in the first quarter of 2024

READING TAILS PROGRAM, FAIRFAX ANIMAL SHELTER

APPENDICES

Appendix A: 10 Community Outcome Areas
SITUATION REPORTS

When the Countywide Strategic Plan was adopted in October 2021, the Board of Supervisors approved the overall framework while directing staff to continue to refine the specifics of the plan - including Proposed Strategies - within the context of changing community conditions as they continually evolve. As a result, some of the strategies are likely to remain highly relevant, some may be modified to focus more specifically on targeted places or populations, some may be postponed, and some eliminated.

As the Steering Committee moves forward to refine sets of Headline Metrics for each of the Ten Community Outcome Areas and focuses on countywide data analysis, these data insights will inform the identification of strategies that will be targeted for implementation. These strategies will reflect the top countywide priorities, and will be evaluated on an annual basis to ensure maximum timeliness and relevance.

The purpose of the following Situation Reports is to identify the proposed strategies where significant momentum has already been built over the past several years, where promising practices are emerging at the department level, and also, where there may have been little or no significant countywide progress to move a strategy forward. The proposed strategies with no highlights noted will be discussed at the Steering Committee level to determine whether they truly represent a key countywide priority that must be addressed over the next few years.

10 COMMUNITY OUTCOME AREAS:

CULTURAL AND RECREATIONAL OPPORTUNITIES
- Pages 41-43

ECONOMIC OPPORTUNITY
- Pages 44-47

EFFECTIVE AND EFFICIENT GOVERNMENT
- Pages 48-52

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY
- Pages 53-56

ENVIRONMENT AND ENERGY
- Pages 57-58

HEALTHY COMMUNITIES
- Pages 59-62

HOUSING AND NEIGHBORHOOD LIVABILITY
- Pages 63-67

LIFELONG EDUCATION AND LEARNING
- Pages 68-70

MOBILITY AND TRANSPORTATION
- Pages 71-73

SAFETY AND SECURITY
- Pages 74-77

MOSAIC FARMERS MARKET, FAIRFAX

CULTURAL AND RECREATIONAL OPPORTUNITIES

INDICATORS OF SUCCESS	
• Access to Local Arts, Sports and Cultural Opportunities • Satisfaction with Local Arts, Sports and Cultural Opportunities • Awareness and Appreciation of Diverse Cultures • Representation of Diverse Cultures	**NOTE:** Highlights are not an all-inclusive list of work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
CRO 1. Collaborate with the business community to determine best practices to cross-promote programs and events at shared spaces.	• Developed a new **Creative Spaces Toolkit** to support the non-profit arts sector through a roadmap to optimize the use of vacant buildings and spaces; the purpose of the toolkit is to promote active collaboration among the arts sector, property owners, and government officials • **Partnered with the owners and developers of Tysons Corner Center** to showcase local artists, artist teams, and arts organizations at temporary art installations • **Transformed vacant spaces** into community hubs that are centered on placemaking and community-building, hosting events such as neighborhood block parties • Revitalization strategies for mixed-use developments in older commercial districts include arts and culture as part of their **"creative placemaking"** strategies, including the Northern Virginia Arts and Cultural District, the Herndon Arts District, and the Mount Vernon Tourism Taskforce • Launched **Made in Fairfax**, to link entrepreneurs with small-scale production operations to opportunities to market their businesses and network with each other • Created pop-up events in the Annandale area, which led to developing a new vision for the **Annandale Civic Space**
CRO 2. Evaluate and address barriers (including transportation, language, virtual access and technology gaps) to cultural and recreational opportunities.	• Hosted the **Recovery Innovation and Access series of workshops,** focused on diversity, equity, inclusion, and access; virtual sessions included round-table discussions followed by four workshops on the topics of One Fairfax, Community Engagement, Authentic Partnerships, and Evaluation • Developing the **Parks, Recreation, Open Space and Access (PROSA) Strategy,** which will provide a framework for equitable access to parks; the strategy will provide a roadmap for improved park access and a variety of recreational activities to meet the diverse needs and interests of the community • Added a new contract for the provision of **Inclusive Support Services in county senior centers,** to close service gaps for older adults and adults with disabilities • Significantly expanded the countywide **Language Access Program**, which includes guidance, training, and resources to increase translation services and ensure that language is not a barrier to accessing information and services
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.	• Department of Procurement and Material Management (DPMM) implemented a new policy to consistently **apply an equity lens to the development of all policies and procedures related to procurement** • Launched **Acquire,** a new solicitation request system that embeds equity considerations into the early stages of the planning process and requires departments to address equity in all new contract requests; serves as a customer relationship management tool that facilitates user requests and provides real-time status updates • Distributed county arts and cultural funding through an **equitable competitive review grantmaking process** with impact data tracking and accountability; awarded over $100,000 in County funds and $30,000 in private support as Emergency Relief and Recovery grants in FY 2021 to established and emerging arts and culture groups impacted by COVID-19; distributed over $100,000 in FY 2022 as Arts Ignite Recovery grants for projects to re-engage the community in the arts

CULTURAL AND RECREATIONAL OPPORTUNITIES

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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.	
CRO 5. Ensure cultural and recreational **amenities are included in placemaking designs** for development and/or revitalization in targeted areas	- Allocated carryover funding of $3.5 million to support an **expanded childcare center at the site of the Original Mount Vernon High School** redevelopment project, providing space for affordable, high-quality, full-time early childcare services for children ages birth to five - Opened the **Wellness Center for Older Adults** in the Braddock district, a first-of-its kind center in Fairfax County which offers both in-person and virtual services to enhance the physical, mental, and emotional well-being of older adults and adults with developmental disabilities - Opened the **Lorton Community Center**, a 30,000 square foot facility co-located with the Lorton Library and Lorton Park; the community center provides space for the Lorton Senior Center and Lorton Community Action Center, plus a variety of services, programs and activities for people of all ages and abilities - Opened the **Sully Community Center**, a 36,000 square foot facility which serves as the home of the new Sully Senior Center, a 4,000 square foot Healthcare Suite which provides comprehensive primary care services with a focus on serving those who have faced barriers to accessing healthcare, plus a variety of services, programs and activities for people of all ages and abilities - Developed the **Crossroads Interim Park** on the site of a demolished office building in the Bailey's Crossroads area, providing an easily accessible plaza to support passive community use and events while plans for future redevelopment are finalize - Increased funding for **Patriot Park North** to support partial-year funding associated with the opening of the Patriot Park North Complex which is scheduled to be completed in Spring 2023
CRO 6. Regularly inventory and evaluate cultural and recreation programs provided by the county and its partners based on how they address identified service gaps and how well they positively impact equity.	- Implemented a **sub-county area approach to county park planning and capital projects**, considering elements of resource protection, service delivery, equity, and community needs - Significant expansion of a **Social Equity pilot program**, using geographic and demographic data to increase funding for the Park Authority's existing scholarship program and increasing services to residents living in "equity areas" of the county - Launched **Mobile Nature Centers** to complement existing facilities and expand nature-based programming to communities with limited access to county-staffed parks; the Vulnerability Index was used to make informed and equitable decisions about where the mobile centers were deployed - Launched **the Reston Data Visualization Project**, an interactive web application focused on enhancing data transparency associated with Reston development and infrastructure improvements, including information about mobility, parks, and zoning activity - Developed the **Hidden Oaks Nature Center Scorecard**, which showcases the power of GIS tools to create accurate, instructive, and visually compelling maps
CRO 7. Build **awareness of volunteer opportunities** and recruit a diverse volunteer base to support cultural and recreational opportunities.	Hosted a **Venture into Volunteering Fair**, a 3-day virtual networking event with more than two dozen non-profit organizations and county agencies

CULTURAL AND RECREATIONAL OPPORTUNITIES

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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.	• Launched a pilot of **Public Input**, a community engagement software for government, in multiple county departments to improve the inclusive, broad-based collection and use of community feedback • Launched the **Virtual Center for Active Adults,** which provides both direct programming and a built-in forum to collect customer feedback, for the purpose of optimizing program offerings • Implemented the countywide **Inclusive Community Engagement Framework** to systematically address how residents interact with county government; the framework is designed to facilitate inclusive, equitable, and authentic engagement, and expand language access, virtual access, and digital access to all people and places in Fairfax County • Developed a **public art feedback tool,** to seek community input about interactive art installations
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.	• Launched the **Fairfax County GIS Interactive Maps: Performing and Visual Arts Venues,** an inventory of cultural assets and mapping tools that provide venue information in a public-facing format • Implemented a **new GIS application to showcase historic properties** as part of the Resident Curator Program; the Picnic Program, Summer Entertainment Series, and Farmers Market Program all have digital mapping tools that are regularly updated and available to the public • Began **restoration of the Workhouse Campus Buildings W13 and W15,** which are listed on the National Register of Historic Places
CRO 10. Evaluate and strengthen standards for agencies to establish and sustain quality cultural and recreational opportunities.	• **Revised park planning and project management processes**, to require inter-agency teaming and partner engagement; focused on ensuring broad-based collaboration across all phases of projects, including ideation, design, planning, and construction

ECONOMIC OPPORTUNITY

INDICATORS OF SUCCESS

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

NOTE: Highlights are not an all-inclusive list of work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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.	• Launched new **Virginia Career Works Referral Portal** connecting job seekers to career, education and support resources: VA Career Works (myjourney.com) • Launched new **Talent Attraction website** to market the Northern Virginia region as a premier destination for the world's top talent: Jobs in Northern Virginia | Best Places to Live Near DC (workinnorthernvirginia.com) • Launched new **Starting a Business webpage** to provide information and resources to entrepreneurs; searchable by need, business owner characteristics, and industry; includes an events calendar and several business-specific guides: Starting a Business in Fairfax County? | Topics
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.	• The **Board of Supervisors doubled its affordable housing goal,** from producing a minimum of 5,000 units by 2034 to creating 10,000 net new units that are affordable to households earning up to 60 percent of the area median income • Committed **$34 million** in available funds for preservation and new production of affordable housing • Expanded **income eligibility and childcare subsidies** for Child Care Assistance and Referral programs • Added **new SACC rooms** in multiple elementary schools, extending availability of childcare options to working parents in the wake of the pandemic • Opened the **Workforce Innovation and Skills Hub (WISH),** a unique, first of its kind, world-class workforce and technology development center located in the Franconia district
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.	• The Board of Supervisors **allocated $2.2 Million for the Economic Mobility (Guaranteed Income) pilot project** expected to begin in early 2023 • Integrated financial management and empowerment curriculum into the **Educating Youth through Employment (EYE)** summer program • Created and maintained a **virtual platform in the Volunteer Income Tax Assistance (VITA)** initiative for income tax preparation assistance for low to moderate income households and seniors, previously only offered in person • Partnered with United Way of the National Capital Area to support its **five-year "Community Commitment" to help families move towards financial security**; plan is to create up to six Financial Empowerment Centers across the region to address resource gaps and silos in services offered to low and moderate-income individuals (two centers have been developed to date)
EO 4: Implement **transparent and flexible land development policies, regulations and processes** that keep pace with market conditions and technological innovations.	• Developed a new **Creative Spaces Toolkit** to support the non-profit arts sector through a roadmap to optimize the use of vacant buildings and spaces; the purpose of the toolkit is to promote active collaboration among the arts sector, property owners, and government officials • Revised the **Site-Specific Plan Amendment process** to allow more flexibility when considering land use changes • Adopted **COVID-related Emergency Ordinance** for certain land use requirements

ECONOMIC OPPORTUNITY

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
EO 5: Streamline the land development process to reduce time to market.	• Adopted a **new and modernized Zoning Ordinance (zMOD),** a multi-year project to update the overall ordinance in order to: make it easier to understand and navigate; update and modernize land uses; and create simpler, more general zoning use categories; the new ordinance includes modernized land uses and regulations, and corrected gaps and inconsistencies in other regulations • **Reduced or waived certain zoning and development fees** for businesses in hospitality sector during the pandemic
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.	• Identifying **"headline metrics"**, to be disaggregated by population and place in every possible case, for each of the Ten Community Outcome Areas, using Economic Opportunity as a sample (included on page 31) • Updated the Fairfax County **Vulnerability Index** with the 2016-2020 American Community Survey (U.S. Census) data and made it available to the public (Communities of Opportunity mapping application is in draft form but available to staff for planning purposes)
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.	• Participated in the development of a **Comprehensive Community Wealth Building Framework,** facilitated by the Democracy Collaborative through support from The Meyer Foundation that identified three pillars: 1) Institutional procurement practices and policies; 2) Financing an ecosystem to support locally-owned, and cooperatively-owned businesses; and 3) Workforce development tied to local hiring needs and trends • Launched joint regional business attraction efforts through creating the **Northern Virginia Economic Development Alliance** • Created the **Tysons Vision Work Group** to generate recommendations for a public-private "anchor organization" to facilitate place-led economic development; ongoing work to implement pedestrian and business connectivity in Tysons • Provided $16 million in grants through the **PIVOT Grant Program** to support the businesses and sectors most impacted by COVID-19 • Provided $52 million in grants through the **RISE Relief Grant Program** to small businesses to address negative impacts of COVID-19 • Provided $1.2 million in loans through the **COVID-19 Recovery Microloan Fund** to small businesses negatively impacted by COVID-19
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.	• Approved **Fairfax Founders Fund** pilot program to provide capital to startup companies, targeting early-stage technology companies with technical assistance grants to help them prepare for later-stage investments; targeted outreach will focus on recruiting women, people of color, veterans, and other underrepresented groups in the technology-driven business community • Launched **Fairfax THRIVE** small business technical assistance grant to connect small businesses experiencing negative economic impacts from the pandemic with necessary services to remain in business, retain employees, and achieve business goals • Launched **Made in Fairfax** to link small scale entrepreneurs to each other, and to work with Fairfax County to support and promote small-scale production businesses • Implemented **new program format for Entrepreneurship 101** to reach a wider, more diverse audience; provides an overview of business start-up fundamentals where participants receive step-by-step information that covers registering a business, permitting requirements, business feasibility and business plan, business certifications, financing options and government resources • Expanded **SCORE counseling service** capacity to serve a broader range of business sizes and sectors

ECONOMIC OPPORTUNITY

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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.	• Launched the **Vendor Pitch Portal (VPP)** to streamline the electronic process for vendors to promote their products and services to county agencies; the new process will improve accessibility and equity through attracting a wider and more diverse pool of vendors • Modified the **Procurement Technical Bulletin (PTB)** for purchases under $200,000 to include mandatory participation of small, woman-owned and minority-owned (SWaM) businesses in all applicable solicitations
EO 10: Facilitate **improved connection between employers and qualified talent** by increasing awareness of workforce services and incentives.	• Developing a program proposal for a **Work-Based Learning Opportunity Fund** to incentivize and provide hands-on support to businesses to utilize work-based learning as a solution to onboarding, developing, and retaining skilled workers • Forged new partnerships with organizations to support **transitioning U.S. military service members into** new non-military jobs

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.	• Opened the **Workhouse Art Center and makerspaces** for local art professionals and entrepreneurs
	
	• Supported **Virginia Venture Partners'** new financing programs for early-stage companies and entrepreneurs
	
	• Supported and participated in **Economic Innovation initiatives and programs:**
	  ○ RELAY Autonomous Electric Shuttle Pilot Project: 2019 – present
	  ○ Fairfax Housing Challenge: 2020
	  ○ Smart City Challenge: 2021
	  ○ Fairfax County Innovation Challenge (Bike/Pedestrian): 2021
	  ○ Smart City Challenge: 2022
	  ○ Food Business Accelerator at Original Mount Vernon High School: 2022

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.	• Utilized the **Economic Opportunity Reserve** to invest in place-led economic development in targeted areas supporting branding activities, and allocated funds for an economic development study in the Town of Vienna • Completed **Richmond Highway Market Study and initiated Springfield Market Study** to understand and promote development opportunities • Use of **public-private partnerships** to create community infrastructure to support vibrant places (Capital One Center, Reston Station) • **Comprehensive Plans, Studies and Design Guidelines:** McLean CBC and West Falls Church TSA complete; Lorton, Fairfax Center, and Reston ongoing • **FY 2019:** entitled 11,848 units (67% within ½ mile of metro, 30% within one mile, 3% in other activity centers) • **FY 2020:** entitled 10,479 units (53% within ½ mile of metro, 33% within one mile, 8% in other activity centers) • **FY 2021:** entitled 2,925 dwelling units (23% within ½ mile of a metro station; 76% in other activity centers)
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.	• Allocated **$2.2 Million for the Economic Mobility (Guaranteed Income)** pilot project, expected to begin in early 2023 • Provided incentives through the **Economic Incentive Program (EIP)** to the private sector to purchase, assemble, revitalize and redevelop property for economic development

ECONOMIC OPPORTUNITY

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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.	• Launched a new **Talent Attraction website** to market the Northern Virginia region as a premier destination for the world's top talent: Jobs in Northern Virginia | Best Places to Live Near DC (workinnorthernvirginia.com)
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.	• Opened the **Workforce Innovation and Skills Hub (WISH),** a unique, first of its kind, world-class workforce and technology development center located in the Franconia district • Significant **expansion of in-person and virtual tools** for job seekers, especially those who are laid-off or very low-income • Launched new **Virginia Career Works Referral Portal** connecting job seekers to career, education and support 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.	• **For current and prospective Fairfax County employees**:
	
	  ○ Launched **EMERGE Fairfax**, an emerging leadership program to provide development opportunities
	  ○ Refined the **Exit Survey** using NeoGov and incentivizing departing employees to complete the survey
	  ○ Top budget priority for FY 2023 is **employee compensation**
	  ○ Implemented **Longevity increases**
	  ○ **Compensation Benchmark Study** resulted in salary increases
	  ○ Adoption of **Collective Bargaining Ordinance**
	  ○ Launched **Vidcruiter,** a software pilot for applicants to pre-record video interviews
	  ○ Launched a new **recruitment process improvement initiative** to reduce time to hire

EFFECTIVE AND EFFICIENT GOVERNMENT

INDICATORS OF SUCCESS

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

NOTE: Highlights are not an all-inclusive list of work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
EEG 1. Implement a **human-centered, highly responsive design approach** across county and school programs and services to improve the customer experience.	- Completed department and cross system **Equity Impact Plans,** outlining specific goals, activities, and performance metrics aligned to the Countywide Strategic Plan Community Outcome Areas and the One Fairfax Policy Areas of Focus - Launched new operations and service delivery models to meet increasing needs for virtual access, including "**Assistance from a Distance**" and remote court hearings - Launched **Acquire,** a new solicitation request system that embeds equity considerations early into the procurement planning process and requires departments to address equity in all new contract requests; serves as a Customer Relationship Management tool that facilitates customer requests and provides real-time status updates related to county procurement - Launched **Bonfire,** an online e-sourcing tool which allows vendors to work with the county remotely and saves millions of sheets of paper - Added a **chat feature** to the application portal for small business grant and microloan programs; follow-up calls are made to eligible applications that started but did not complete the application - Established a new **Customer Experience Team** to answer all general, permit-related customer questions, allowing technical permit staff to focus their time on processing applications and conducting pre-screen plan reviews
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.	- Launched a pilot of **Public Input,** a community engagement software for government, in multiple county departments to improve the inclusive, broad-based collection and use of community feedback - Developed **a countywide matrix of surveys** to identify current and ongoing county surveys, response rates, and to determine how survey data can be used more effectively countywide - Developed the **COVID After-Action Report** which includes countywide feedback on the pandemic response across all Ten Community Outcome Areas in the strategic plan
EEG 3. Enhance **communication and outreach** to the community by using all available communication methods and tailoring messaging to individual needs.	- Fairfax County Government Channel 16 provides **Spanish closed captioning** for all public meetings and live events - Claimed **Google Business Profile Pages** for county park-related websites to control and accurately communicate the county profile in a Google search result; the county owns 12 site-specific Google business pages for parks that resulted in 27 million searches on Google Maps and Google - Transitioning from current electronic mailing list subscription platform L-Soft Listserv to **Granicus GovDelivery,** a more versatile and user-friendly system to send newsletters, announcements, and other information to subscribers
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.	Refer to **Inclusive Engagement Driver section,** pages 33-35

EFFECTIVE AND EFFICIENT GOVERNMENT

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
EEG 5. Increase volunteerism to enhance county, school and community service delivery and coordinate efforts to enable one-stop identification of volunteer opportunities.	• Integrated volunteer activity with marketing materials for volunteer registrations, event and activity announcements within the **Volunteer Management System** • **GrandInvolve** works solely to connect retired seniors in search of meaningful volunteer opportunities into the classrooms of Fairfax County Public Schools (FCPS) Title I elementary schools • Revamped **Animal Sheltering volunteer program,** which led to increasing volunteer hours by over 50% • Hosted **Venture into Volunteering Fair,** an annual 3-day virtual event where more than two dozen non-profit organizations and Fairfax County agencies share how they incorporate volunteers into services and programs
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.	• Expanded **Neighborhood College** offerings, targeting under-represented groups and areas to ensure graduates are aware of vacancies in Boards, Authorities, and Commissions • **Leadership Fairfax** is developing a community leadership capacity building program to diversify the pool of residents considered for BAC appointments and other community leadership positions • **Leadership Fairfax** will offer training and other learning opportunities to the community as well as to county employees and leaders designed to build understanding and the capacity to address the patterns of inequitable experiences and outcomes in organizations, and in communities and society more broadly • Conducting a **demographic analysis of the membership of county BACs** and instituting a process for collecting demographic information at the point of appointment; results will be shared annually with the Board of Supervisors

EEG 7. Improve the **county's competitiveness as an employer** to recruit, hire and retain a diverse, highly qualified workforce.	• Top budget priority for FY 2023 is **employee recruitment, compensation, and retention**:
	  ◦ Benchmark Compensation Study (resulted in salary increases)
	  ◦ Pay Compression Study (resulted in pay adjustments)
	  ◦ Longevity Increases
	  ◦ Hiring Incentive Bonus Programs
	  ◦ Stipend and Supplemental Programs, including Environmental Incentive Pay
	
	• Adopted a new **Collective Bargaining Ordinance** for employees to have the opportunity to bargain collectively in good faith, without interference with the orderly processes of government and subject to the limitations of the county's annual budget and appropriations
	
	• Initiated the **Recruitment Process Improvement** initiative, focused on reducing time to hire and improving the overall candidate experience
	
	• **Within-grade requests and above-mid salary requests** are reviewed with consideration of pay equity
	
	• Developed new relationships with **Historically Black Colleges and Universities (HBCU)** to increase their awareness of county employment opportunities
	
	• **Expanded external advertisement resources** to include organizations and career boards targeting a diverse candidate pool; equity-related questions are embedded in the interview process and a statement of commitment to One Fairfax is included in job advertisements and offer letters

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.	• Piloting the new **NeoGov onboarding module** across 16 departments
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.	• Launched new countywide **Emerging Leaders Program** and **Mentoring Program** to build and expand the internal workforce talent pipeline

EFFECTIVE AND EFFICIENT GOVERNMENT

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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.	• **Increased core county training** including Advancing Racial Equity: The Role of Government and the viewing of the documentary Race: The Power of an Illusion
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.	• Secured a vendor to conduct a **countywide engagement and satisfaction survey** • Launched **new internal survey to inform improvements to the use of technology** to support countywide operations
EEG 12. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability and trustworthiness.	• Asked departments to respond to **8 Key Questions** specific to the EEG Community Outcome Area in support of cross-cutting strategies • Implemented monthly **HR Calls and Managers meeting** (across all agencies) to share information and standardize critical county-wide HR information and activities
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.	• Facilitated the implementation of new technology, and the security and other systems necessary for a successful **telework operation countywide**, including rapid deployment of county laptops, devices, and new platforms for service delivery and virtual collaboration • Increased **inter-office collaboration and communication** with virtual staff meetings, workgroups, chat, document sharing, and other functionalities provided by technology tools
EEG 14. Using lessons learned during COVID-19, **re-engineer county practices and procedures** to improve performance, reduce cost, and eliminate redundancies.	• **COVID-19 After Action Report and Improvement Plan** connects lessons learned from the pandemic to Strategic Plan Community Outcome Areas to help inform continuous quality improvement for future emergency planning countywide • Development and implementation of the countywide **Single Point Ordering (SPO)** system early in the pandemic, and the coordination with the EOC Logistics Section for resource needs
EEG 15. Pursue **professional and industry accreditations** for all applicable county and school programs, implement recommendations and promote accreditation, once received.	
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	• Established the **Data Analytics Governance Board** to foster cross-system collaboration and consistency in practice for data analytics and performance measurement • Established the **Data Analytics Advisory Group,** a cross-system team of subject matter experts who contribute to the development of policies and practices that enhance data quality and accessibility and share information to improve analytic capabilities • Launched internal **Budget Process Redesign Team** to improve connections among the annual budget process, One Fairfax, the Countywide Strategic Plan and Countywide Data Analytics • New **Strategic Planning Community of Practice** will be launched in 2023

EFFECTIVE AND EFFICIENT GOVERNMENT

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
EEG 17. Strengthen the use of **data-informed decision making** through regular data collection, evaluation, and distribution.	• Established new **Countywide Data Analytics Unit** to increase the routine use of data for planning, problem-solving, and decision-making by increasing access to relevant data; fostering integrated analysis; developing protocols to improve data quality, and promoting consistency in data sharing practices • **Vulnerability Index** highlights disparities within a geographical area and allow county leaders to make better data-informed decisions • Identifying **"headline metrics"** for each of the Ten Community Outcome Areas, to be disaggregated by population and place wherever possible • Connected budget **Key Performance Indicators** to the Indicators of Success in the Countywide Strategic Plan • Core operational agencies collaborate to ensure that financial information, such as the **Annual Comprehensive Financial Report (ACFR) and Popular Annual Financial Report (PAFR)** are published timely on the county's online Transparency Page • Refer to **Data Integration Driver section**, pages 29-32
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.	• Launched internal **Budget Process Redesign Team** to improve connections among the annual budget process, One Fairfax, the Countywide Strategic Plan and Countywide Data Analytics • Refer to **Budget Alignment and Integration,** page 18
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.**	• Launched multi-phase process to improve the county website, including functional enhancements to the **Artificial Intelligence (AI) powered Fairfax Virtual Assistant** to include Spanish and Live Assistant capability • Installed a new call-in system that allows the public to provide testimony by phone and offered YouTube video submissions as an additional option for public testimony; previously only as an option for budget public hearings, **phone and YouTube testimony are now standard for all meetings** • **Citizen's Guide to the budget process** is updated and translated into commonly spoken languages • Refer to **Inclusive Engagement Driver section**, pages 33-36
EEG 20. Pursue policy, fiscal and legislative options to provide county leaders with the flexibility and tools needed to respond to those **challenges associated with becoming an increasingly urban county.**	• **Legislative Committee of the Board of Supervisors** annually develops Fairfax County's state Legislative Program and Human Services Issue Paper, as well as the federal Legislative Program; the Committee discusses and closely monitors legislation (including budget legislation) proposed by the state and federal governments that may affect Fairfax County and its residents • Initiated a pilot to include **Equity Impact Statements** in select Action Items being presented to the Board of Supervisors; the pilot was subsequently expanded to include a more thorough assessment of equity impacts for a broader range of Board items
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.	• New countywide **policy to consistently collect race, ethnicity, and gender data** to inform and promote equitable outcomes developed in coordination with the county's Trust Policy • Developing a **data repository** to support countywide initiatives and foster consistency in data sharing; initial data supports the Countywide Strategic Plan, One Fairfax and the Needs Assessment with the opportunity for agencies across the system to access and use data for agency-specific projects • New vendor for **disposal services of confidential records,** resulting in numerous improvements including a dedicated county email address to use for setting up/requesting services and updated confidential container use policy and procedures • Refer to **Data Integration Driver section**, pages 29-32

EFFECTIVE AND EFFICIENT GOVERNMENT

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
EEG 22. Implement a **consolidated county and school technology plan** to enable innovative solutions, reduce operational costs, and deliver exceptional outcomes.	• Facilitated the implementation of new technology, and the security and other systems necessary for a **successful telework operation countywide,** including rapid deployment of county laptops, devices, and new platforms for service delivery and virtual collaboration • **Utilized CARES Act Coronavirus Relief funds** to offset technology expenses, including new laptop purchases and expanded licensing costs for telework software
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.	• **County facilities being assessed for co-location** include Original Mount Vernon High School, Willard Health Center, Franconia District Community Center, Sully Community Center, and Judicial Center • Launched **Nuvolo** (a platform which handles facilities maintenance, space planning, corporate real estate, capital projects, field service management, and sustainability needs) to improve the county's response time and communication • Expanded **broadband access** at select county facilities to ensure residents could access services beyond traditional business hours
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.	• Proposed **CIP feasibility study** funded in FY 2023 to examine opportunities for co-located facilities
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.	• Governed by the **Board-approved Operational Energy Strategy**, all new or renovated buildings larger than 10,000 square feet will be designed as LEED Gold and with zero net energy performance • CIP projects are being designed as **solar ready and Electric Vehicle Charging Station ready**; facilities not scheduled for renovation are being retrofitted over time to meet energy goals • **CIP project estimates include LEED Gold costs and some net zero costs;** net zero requirements will be funded over time and began as part of the FY 2021 Carryover Review
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.	• Included additional funding in FY 2023 budget for **Paydown projects**, to support facility renewal throughout the county, and additional funding is expected as part of the FY 2022 Third Quarter Review

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY

INDICATORS OF SUCCESS

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

NOTE: Highlights are not an all-inclusive list of work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
ESRFV 1. Develop **targeted marketing and outreach strategies,** in coordination with community-based partners, to proactively engage residents facing vulnerability.	- Developing a community leadership capacity building program with **Leadership Fairfax** designed to foster participation of low-income communities and communities of color in the public policy making process - Created new countywide **Spanish social media accounts**, populated with a variety of information from across the whole of government (includes closed captioning for all public meetings and live events) - Launched multi-phase process to improve the county website, including functional enhancements to the **Artificial Intelligence (AI) powered Fairfax Virtual Assistant** to include Spanish and Live Assistant capability - Launched a pilot of **Public Input,** a community engagement software for government, in multiple county departments to improve the inclusive, broad-based collection and use of community feedback - Hosted **Venture into Volunteering Fair,** an annual 3-day virtual event where more than two dozen non-profit organizations and Fairfax County agencies share how they incorporate volunteers in services and programs - Refer to **Inclusive Engagement Driver section**, pages 33-36
ESRFV 2. Foster a county workforce culture that **emphasizes a person-centered, integrated and comprehensive approach** to meeting the needs of residents facing vulnerability.	**Implemented the Inclusive Community Engagement Framework** to systematically address how residents engage with county government; the framework will further facilitate inclusive, equitable and authentic community engagement and expand language access, virtual access, and digital access **Community Outreach Professionals Committee** convened to coordinate and streamline county-wide outreach and engagement efforts, with an emphasis on inclusivity and equity
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.	**Vulnerability Index** highlights disparities within a geographical area and allows county leaders to make better data-informed decisions - The inclusive community outreach, data-driven research, and root cause analysis used to develop the **Countywide Strategic Plan** highlighted the complex and interconnected web of systems that can support or constrain access to opportunity in the areas of housing, health, education, transportation and employment - Created **Factor Maps** for each Community Outcome Area during the development of the Countywide Strategic Plan to identify and map key factors that impact the progress against the Indicators of Community Success **Equity Leads in departments** (approximately 60 employees countywide) received basic root cause analysis training in 2019 and 2022; 20 employees will complete a root cause analysis "train the trainer" series in early 2023
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.	- Established new **Countywide Data Analytics unit** to increase the routine use of data for planning, problem-solving, and decision-making by increasing access to relevant data; fostering integrated analysis; developing protocols to improve data quality, and promoting consistency in data sharing practices; close collaboration with One Fairfax - Identifying **"headline metrics"** for each of the Ten Community Outcome Areas, to be disaggregated by population and place wherever possible - Refer to **Data Integration Driver section**, pages 29-32

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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.	• **Legislative Committee of the Board of Supervisors** annually develops Fairfax County's state Legislative Program and Human Services Issue Paper, as well as the federal Legislative Program; the Committee discusses and closely monitors legislation (including budget legislation) proposed by the state and federal governments that may affect Fairfax County and its residents
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.	• Refer to **Data Integration Driver section**, pages 29-32 • New countywide **policy to consistently collect race, ethnicity and gender data** to inform and promote equitable outcomes developed in coordination with the county's Trust Policy
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.	• Allocated carryover funding of $3.5 million to support an expanded **Childcare Center at the site of the Original Mount Vernon High School (OMVHS) redevelopment project,** providing childcare space to support affordable, high quality, full-time early childhood services for children ages birth to five, including children whose families live with moderate incomes • Opened the **Workforce Innovation and Skills Hub (WISH),** a unique, first of its kind, world-class workforce and technology development center located in the Franconia district • Opened the **Wellness Center for Older Adults**, a first of its kind center in Fairfax County, offering both virtual and in-person services to enhance the physical, mental and emotional well-being for older adults and individuals with developmental disabilities • Opened the **Sully Community Center**, which serves as the new home of the Sully Senior Center, and provides a broad array of services, programs and activities for individuals of all ages and abilities; also features a Healthcare Suite that provides comprehensive primary health care services with a focus on serving those who have faced barriers to accessing healthcare • Opened the **Lorton Community Center,** a 30,000-square-foot facility co-located with the Lorton Library and Lorton Park; the community center provides space for the Lorton Senior Center and Lorton Community Action Center, as well as a broad array of services, programs and activities for individuals of all ages and abilities • The newly approved **Patrick Henry Place Program** will provide 16 permanent supportive housing units for families experiencing homelessness • Increased funding to facilitate a **Social Equity pilot program** through utilizing geographic and demographic data to support a significant expansion of the Park Authority's existing scholarship program and approach to serving residents living in "equity areas" of Fairfax County • Increased funding for **Patriot Park North** to support partial-year funding associated with the opening of the Patriot Park North Complex which is scheduled to be completed in Spring 2023 • Implemented the **Therapeutic Recreation Services Program** to provide opportunities for children and adults with disabilities • Created and maintained a virtual platform in the **Volunteer Income Tax Assistance (VITA)** initiative for tax preparation assistance for low to moderate income households and seniors, previously only offered in-person prior to the pandemic
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.	

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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.	
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.	• New countywide **policy to consistently collect race, ethnicity and gender data** to inform and promote equitable outcomes developed in coordination with the county's Trust Policy • Countywide **Language Access Team** launched to manage and broaden language access resources and ensure that language is not a barrier to accessing information and services • Refer to **Inclusive Engagement Driver section**, pages 33-36
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.	• Expanded the use of **Lobby Navigators** for public assistance programs, to direct residents to appropriate services and provide application assistance • Expanded the use of **Community Navigators** for service navigation and eviction prevention at the onset of COVID-19 and continuing forward • Deployed **Health Navigators** to enhance COVID-19 Vaccination Equity Strategies to increase vaccination rates among racial and ethnic minority populations throughout the County • Established the **Service Navigation Support Team** to provide emergency rental assistance and food, and to assist vulnerable residents emerging from quarantine and isolation, to navigate the health and human services system
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.	• Transitioned Fairfax **Meals on Wheels** from a volunteer delivery model to a vendor delivery model, increasing the program's ability to provide quality case management while serving more residents • Adapted the **Consolidated Community Funding Pool** selection process to ensure all residents of the county are served by organizations providing emergency food services
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.	• **Timely Adoption Project** increased the percent of adoptions from foster care finalized within 24 months from about 15% to more than 45% • Full implementation of **Safe and Connected,** an evidence-informed practice model, by the end of 2023 to improve the delivery of child welfare services; assessment allows for variability based on culture, customs, and experiences when determining the best way to provide services

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
ESRFV 14. Evaluate and revise county-controlled program eligibility requirements to ensure that residents do not fall off the "benefits cliff."	• Allocated $2.2 million for the **Economic Mobility (Guaranteed Income)** pilot project, expected to begin in early 2023 • Developing a program proposal for a **"Work-Based Learning Opportunity Fund"** to incentivize and provide hands-on support to businesses that utilize work-based learning as a solution to onboarding, developing and retaining skilled workers • Awarded grants to over 250 childcare programs through the ARPA-funded **Active and Thriving Community Grant program,** with priority given to organizations who are serving children in the childcare subsidy program • Expanded income eligibility and childcare subsidies for **Child Care Assistance and Referral programs**
ESRFV 15. Maintain ongoing engagement with residents who have faced vulnerability and been served by the county in order to proactively mitigate potential setbacks.	• Full implementation of the **Inclusive Community Engagement Framework** is underway with investments in language access, virtual access, and digital access • Refer to **Inclusive Engagement Driver section,** pages 33-36

ENVIRONMENT AND ENERGY

INDICATORS OF SUCCESS	
• Promoting Air, Water and Land Quality • Supporting Sound Environmental Policy and Practices	**NOTE:** Highlights are not an all-inclusive list of work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
EE 1. Reduce the county's contribution to greenhouse gases through **better coordination of energy and climate best management practices** throughout all county agencies, including items such as environmental stewardship and biodiversity of landscaping at county facilities, vehicle selections, building design, utilities and energy consumption.	• The **Board of Supervisors committed Fairfax County to carbon neutral government operations** by declaration to significantly reduce carbon emissions by transforming government operations through three actions: Be energy carbon neutral by 2040, prioritizing the reduction of operational greenhouse gas emissions; urge federal and state lawmakers to provide incentives, requirements or other such measures to meet the carbon neutral goal; and ensure equitable implementation of the goal so that no communities are disproportionately impacted by the transition to a carbon neutral economy, and all have access to the incentives that may arise • The **Board of Supervisors unanimously adopted the Fairfax Green Initiatives** to expedite consideration and implementation of 19 energy-related action items; BOS adopted a follow-on motion, Fairfax Green Initiatives #2, adding 14 additional environment and energy-related action items • **Office of Environmental and Energy Coordination (OEEC) expanded** to lead the cross-organizational development and implementation of the county's environmental, energy and climate policies and programs • Revised the **Operational Energy Strategy (OES)**, first adopted in 2018, that drives energy saving activities in county-owned and operated buildings, and supports the transition from gasoline- and diesel-powered vehicles to hybrid-electric and electric vehicles (EVs); all new or renovated buildings larger than 10,000 square feet will be designated as LEED Gold and with zero net energy performance • Installed **vehicle kiosks** at four county facilities to encourage vehicle sharing and, in collaboration with other departments, installed charging stations at 8 County facilities and 2 FCDOT/public parking garages • Facilities not scheduled for renovation are being **retrofitted over time** to meet energy goals
EE 2. Reduce greenhouse gas emissions and vehicle miles traveled by incentivizing walkable, bikeable and transit-oriented development patterns, adding more mass transit and on-demand travel options, and discouraging single occupancy automobile use.	• **Electric Vehicle and Charging Infrastructure Pilot grant** supported the purchase of waste collection and transportation electric vehicles (EVs) and electric vehicle charging infrastructure; the vehicles are used in daily trash and recycling collections and transporting waste from the I-66 Transfer Station to Covanta, a waste-to-energy plant • **Bike to Parks Pilot** program provide for the installation of bike racks in recreational areas, promoting biking as a safe and reliable transportation for recreational destinations • Refer to the **Mobility and Transportation Community Outcome Area section**, pages 71-73
EE 3. Improve water quality and meet Chesapeake Bay clean water requirements through upgrading stormwater management facilities such as trails into stream restoration projects to better connect residents with the environment.	• Converted **65,000 square feet of compacted soils** benefitting the health of the Chesapeake Bay and Accotink Creek • 23 Projects in Construction benefitting the health of 13 streams over 5 stream miles
EE 4. Improve the health of county waterways through maintaining effective stormwater controls and regulating development to protect environmentally sensitive areas to lessen adverse community impacts.	• Expanded **Operation Stream Shield** program which helps the county meet its mandate to keep streams clean through the removal of litter and non-native invasive plant species; maintenance of the county's pedestrian trail system; providing assistance to the county's Noman M. Cole, Jr., Pollution Control Plant, I66 Transfer Station, and the I95 Landfill Complex; and engaging in assigned special projects as they become available
EE 5. Prioritize stormwater and wastewater infrastructure and capacity reinvestment decisions to support development and redevelopment of more dense communities.	• Implemented a new process designed to disinfect treated wastewater using ultraviolet lights (UV) is now operating at the **Noman M. Cole, Jr. Pollution Control Plant in Lorton;** the UV process will replace the existing chemical (sodium hypochlorite) disinfection system; the project resulted in the first Institute for Sustainable Infrastructure Envision Gold Award achieved by Fairfax County • Pumped 1.3 million gallons of water, under the **Wastewater Reuse Project**, from the wastewater treatment plant to the waste-to-energy plant (Covanta Fairfax) where it is used as cooling water

ENVIRONMENT AND ENERGY

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
EE 6. Reduce waste volumes through maximizing reuse/recycling, enhancing composting, phasing out single use plastics and packaging items and clarifying guidance to the community in the face of evolving practices.	• The **Board of Supervisors adopted the Fairfax County Government and Schools Zero Waste Plan** which sets county government and Fairfax County Public Schools on a path toward zero waste by 2030 with two goals: diverting 90% of waste away from landfills or incinerators, and decreasing the total amount of waste generated by 25% • Implemented **Plastic Bag Tax** to curb use of disposable plastic bags, to reduce the amount of plastic waste in local waterways, roadways, and open spaces and the damage it causes; revenue from plastic bag tax will fund projects and initiatives related to environmental cleanup, pollution and litter mitigation, educational programs on environmental waste reduction, and the provision of reusable bags to low-income residents • Implemented **Countywide Composting Pilot** managed by an employee volunteer group under the Zero Waste Team, while a second project is being developed by the Solid Waste Management Program • Encouraged the public's use of designated purple drop-off dumpsters **(Purple Can Club)** for the disposal of waste glass at over 40 locations • Launched a **composting pilot program** with two food scrap drop-off locations at the I-66 Transfer Station and I-95 Landfill; the compost is used for agricultural purposes or distributed back to residents to use for fertilizer, ultimately diverting residential food scraps from the solid waste stream
EE 7. Promote county policies, practices and regulatory programs to **protect, conserve, establish and rehabilitate natural resources** (e.g., tree cover, open green spaces, parkland) that provide ecological and health benefits.	• The Office of Environmental and Energy Coordination (OEEC) is implementing the **Community-wide Energy and Climate Action Plan (CECAP)**; standing up the new Fairfax County **Tree Canopy Program**; and overseeing **Resilient Fairfax**, the **County's Climate Adaptation and Resilient Plan**, adopted by the Board in early November 2022; the final plan includes implementation strategies focused on protection and restoration of the county's natural environments to enhance resilience and protect biodiversity • **Continued the Invasive Management Area Program** through additional funding, a volunteer program to restore hundreds of acres of important natural areas, protect tree canopy, and improve parkland • Launched the **Centreville Environmental Field Day,** a mentorship program, aimed at creating relationships between environmental professional mentors, high school students, and elementary school students; mentors assist students in creating hands-on activities to learn more about environmental stewardship and joining the environmental field workforce
EE 8. Promote the use of solar and other green building technology through incentives and resources to encourage homeowners and commercial building owners to maximize energy efficiency.	• Launched the **Commercial Property Assessed Clean Energy and Resiliency** program, providing commercial property owners, both for-profit and non-profit, the opportunity to make substantial improvements to their buildings with little or no money down; C-PACE financing is unique in that it allows for the loan to be repaid over the lifetime of the improvement • The Board of Supervisors strengthened Fairfax County's green building policies by replacing the 2020 update with a **Net Zero Energy (NZE) standard** for new construction and major renovations and providing for building electrification**;** as of 2021, county public school projects continue to be designed using the Virginia-Collaborative for High Performance Schools (VA-CHPS) criteria • Launched the **HomeWise program** to educate, empower, and enable residents to make changes that reduce energy use, water use, and associated costs in their homes; together with a cohort of trained volunteers, the OEEC provides educational resources and home efficiency kits to assist low- and moderate-income residents with physical improvements to their homes • Entered into contracts with multiple solar power purchase agreement service providers for **on-site installation of photovoltaic technology and equipment** at county government, school, and park sites, providing the potential for both substantial cost avoidance and environmental benefits over time; this is the largest solar PPA initiative by a local municipality in Virginia to date
EE 9. Develop a climate action plan to improve community health and resilience, and to prepare for anticipated changes in weather patterns, rainfall intensities, residential and river flooding and tidal impacts. Improve community resilience through better planning, mitigation and response to increasing severity of weather events.	• Adopted the **Community-wide Energy and Climate Action Plan, or CECAP,** which is Fairfax County's first-ever greenhouse gas emission reduction plan; the plan is a roadmap to move Fairfax County to carbon neutrality by 2050 • Adopted **Resilient Fairfax, the County's first Climate Adaptation and Resilience Plan;** the plan includes current and projected trends across six climate hazards in Fairfax County: extreme heat, heavy precipitation, severe wind and storms, extreme cold, drought and coastal flooding; Resilient Fairfax is intended to ensure county residents, infrastructure and systems are prepared for the impacts of climate change; the plan complements the county's climate mitigation efforts under the Community-wide Energy and Climate Action Plan (CECAP), which targets the causes or drivers of climate change

HEALTHY COMMUNITIES

INDICATORS OF SUCCESS	
• Access to Health Services • Improving Physical and Behavioral Health Conditions • Promoting Health-Related Behaviors	**NOTE:** Highlights are not an all-inclusive list of work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
HC 1. Integrate **considerations of health, well-being and equity** into the development, implementation and evaluation of land use, transportation and housing policies and ordinances.	• Added a **Diversity, Equity and Inclusion Manager** position for transportation, to advance equity through planning, project implementation, community engagement and communication • Drafted the first-ever **Community Health Chapter** supporting a comprehensive planning process for the Reston area in 2020 and the Lorton Comprehensive Plan and the Affordable Housing Preservation in 2021 • Established a **Data Analytics Group** of subject matter experts who contribute to the development of policies and practices that enhance data quality and accessibility and share information to improve analytics capabilities • Added two new positions to the **Active Transportation Program**, for bicycle, pedestrian and micro-mobility programs; the additional positions expand capacity for review of land use applications and field reviews in support of ongoing investments in Active Transportation projects
HC 2. Create walkable, bikeable, transit-oriented, dense, mixed-use and connected places that make **inviting and vibrant communities** with opportunities for recreation and active living for individuals of all ages and abilities.	• The Board of Supervisors unanimously endorsed the **Safe Streets for All Program**, a comprehensive initiative to address systemic transportation safety issues for people walking, biking and using other forms of active transportation • Developing the **Parks, Recreation, Open Space and Access (PROSA) Strategy,** which will provide a framework for equitable access to parks; the strategy will provide a roadmap for improved park access and a variety of recreational activities to meet the diverse needs and interests of the community • Participated in the **2020 Virginia Walkability Action Institute** designed to bring together local teams to conduct projects that influence public policy and establishes a local educational and recreational amenity program to promote equitable walkability • Partnered with the Virginia Department of Transportation to **improve access and travel options in Tysons** that resulted in a crucial new link for drivers, transit users, bicyclists and pedestrians • Installed new **Rectangular Rapid Flashing Beacons (RRFBs)** at targeted crosswalks around the county; the flashing yellow lights, when activated, indicate to drivers and bicyclists using the roadway to yield to those in the crosswalk before proceeding • Completed the **Capital Bikeshare project in Merrifield**, a public private partnership bringing convenient, accessible, and enjoyable travel options to the area; Capital Bikeshare is a bicycle sharing system designed for one-way trips to help bridge the gap between transit and the origin/destination of travel, and to provide a convenient and predictable transportation option for short commutes, running errands and riding for fun • Completed the **Scotts Run Trail**, a project compliant with the Americans with Disabilities Act, that includes a half-mile pedestrian trail and two pedestrian bridges over Scotts Run providing direct access to the McLean Metrorail Station and new opportunities for active transportation inside the developing Tysons urban setting

HEALTHY COMMUNITIES

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
HC 3. Create healthier environments on county properties through health-promoting policies and encouraging the use of county properties for active recreational use.	• **Trauma-Informed Community Network** provides training, technical assistance, and funding for facilities to incorporate trauma-informed design principles into their physical spaces; with new ARPA funding, all Neighborhood and Community Services facilities and dozens of community-based organizations will have trauma-informed spaces • Opened the **Sully Community Center,** which serves as the new home of the Sully Senior Center, a co-located Healthcare Suite that provides comprehensive primary health care services with a focus on those who are underserved and have faced barriers to accessing healthcare • Opened the **Wellness Center for Older Adults**, a first of its kind center in Fairfax County, offering both virtual and in-person services to enhance the physical, mental and emotional well-being of older adults and individuals with developmental disabilities • Opened the **Lorton Community Center**, a 30,000-square-foot facility is co-located with the Lorton Library and Lorton Park; the community center provides space for the Lorton Senior Center and Lorton Community Action Center, as well as a broad array of services, programs and activities for individuals of all ages and abilities • Increased funding for **Patriot Park North** to support partial-year funding associated with the opening of the Patriot Park North Complex which is scheduled to be completed in Spring 2023
HC 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.	• **Developed and adopted the 2nd (2019-2023) Community Health Improvement Plan (CHIP),** which is a long-term, systematic effort to address public health problems; it is developed based on the results of community health assessment activities and the community health improvement process • Adapted the Consolidated Community Funding Pool process to ensure **all residents of the county are served by organizations providing emergency food services** • Fairfax County **Farmers Markets located in higher vulnerability areas offer a SNAP matching program** as an incentive to shoppers; customers can charge their EBT cards at the SNAP Information Table and receive double the amount to purchase extra fruits and vegetables • Provided multiple rounds of **Food Access Program (FAP) grants**, funded through ARPA, to enhance community-based organizations' capacity to provide affordable and emergency food to residents in need and to foster creativity and innovation in how food security is addressed with a focus on equity in access • Hosted the **Fairfax Food Equity Summit,** bringing community members and organizations together to examine Fairfax County's food system through an equity lens
HC 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.	• **New Housing and Community Development strategic plan,** expected to be finalized in early FY 2023, will incorporate lessons learned from COVID-19 and address the challenge of securing and retaining resources for ongoing activities that are critical to the community while seizing opportunities to leverage community assets and other resources to reorient the department towards population-based programs focusing on disease prevention and health promotion • Division of Epidemiology and Population Health made **significant improvements to its public health data analytics capabilities,** establishing models for visualizing trends and statistics in communicable disease, opioid use, and other population-based health issues, in addition to public dashboards for COVID-19 related data; added a new position to support the Epidemiology and Population Health program to track and prevent communicable disease infections with a focus on COVID-19 • Developed Power BI dashboards that display **COVID-19 case data stratified by age, race/ethnicity, and geographic area across the county;** this data informed outreach to higher risk populations and locations, vaccine equity clinics and vaccination navigation by Community Health Workers; data were presented monthly in Vaccine Equity Reports which were shared with Board of Supervisor offices and posted by One Fairfax • Refer to **Data Integration driver section,** pages 29-32
HC 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.	• Added **16 new positions (FY21) to advance public health preparedness** and department operations by expanding existing capacity and developing new initiatives designed to prepare residents in the Fairfax Health District, local government agencies, community-based organizations, and other partners for future public health emergencies, including the continuing impacts of COVID-19

HEALTHY COMMUNITIES

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
HC 7. Identify barriers to accessing health services for residents in need and align county and community resources to address the underlying factors contribution to underutilization, and to eliminate gaps in services.	• **Vulnerability Index** highlights disparities within a geographical area and allows decision makers to target resources towards specific people and populations • **Partners in Prevention Fund Capacity Building Program** incentivizes, through bonus payments, community-based contractors who refer program participants to community services and resources • Implemented a partnership project with Maternal Child Health, Health Integration Team, INOVA Cares Clinic for Women, and Federally Qualified Health Centers (FQHCs) to establish a **primary care medical home for low-income women and families** with access to health care providers, chronic disease management, perinatal mental health, and family planning to improve maternal health outcomes • Partnered with Fairfax County Public Schools to **expand access to immunization services in schools** and clinics; planning is ongoing to offer school-based clinics to Fairfax County Public Schools (FCPS) students
HC 8. Integrate the delivery of health services (physical, mental, oral and substance use) for those in need through co-locating services and redesigning care providers' practices and business processes.	• Implemented a program utilizing an evidence-based screening tool to identify specific **Social Determinants of Health (SDOH)** impacting clients' physical, mental, and oral health, plus substance use; the program includes the integration of Community Health Workers in the clinic-based settings to allow efficient connections to community resources • Strengthened **specialty care access** to include a reserve source of one-time funding to obtain specialty care services that are in high demand or low supply • **Expanded oral health care** to residents with a new clinic co-located with the Herndon health center, set to open in January 2023 • Opened the **Sully Community Center**, which serves as the new home of the Sully Senior Center, a co-located Healthcare Suite that provides comprehensive primary health care services with a focus upon those who are underserved and have faced barriers to accessing healthcare • **Added 82 positions (FY21) for Public Health Nurse positions** in order to provide one public health nurse per school for the entire Fairfax County Public Schools (FCPS) system • Developing a framework, in partnership with Fairfax County Public Schools (FCPS), **to implement community schools throughout the county;** currently there are three community schools, including one at Mount Vernon Woods Elementary School • The **CareVan** is a new mobile facility that brings health and social services, including screenings, vaccinations, and other clinical services, directly into communities • **Completed a thorough review of primary care services provided by Neighborhood Health and Health Works** since the transition of CHCN in 2019, resulting in the contract modifications to adjust mutual objectives and compensation • Realized operational efficiencies through existing **collaborative contractual agreements with health safety net providers.** Resulting contract savings and federal grant funds made available to the Federally Qualified Heath Centers (FQHCs), HealthWorks is expanding its ability to provide oral health care to residents with a new clinic co-located with their Herndon health center, set to open in January 2023. Similarly, Neighborhood Health was able to purchase a mobile vaccination vehicle, undertake much needed facility improvements at their health center on Richmond Highway, and establish a new small site in Annandale to serve additional patients • **Shifted primary care services and dental services, previously funded through the Consolidated Community Funding Pool, to the Health Department's Health Safety Net budget,** freeing up critical funding for direct assistance and other services to address social determinants of health. This change also stabilizes County funding for dental services, which was previously subject to potential significant decreases in support if dental safety net organizations were unable to secure Funding Pool awards

HEALTHY COMMUNITIES

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
HC 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.	• Launched a new initiative to improve health literacy among local African American and Hispanic communities; named **"Stronger Partnership, Stronger Community: Using Health Literacy to Increase Resilience (Stronger2),"** the program seeks to improve health outcomes by cultivating an individual's ability to find, understand and use health information and services in a manner that is culturally and linguistically appropriate • **Medical Care for Children Partnership Foundation** recruits dental and medical providers in neighborhoods of greatest need for low income, uninsured children • **Public health champions** identified and registered 4,075 individuals at equity testing sites and 47,925 individuals at vaccine equity clinics in FY 2021; cultivating public health champions, using culturally competent messaging, and enlisting social media platforms contributed to high vaccination rates among the Latino population – a community disproportionately affected by COVID-19 during the initial phases of the pandemic
HC 10. Address substance use through coordinated education efforts for prevention, expanded treatment options and harm reduction actions in collaboration with community partners.	• Created a **new public-facing dashboard** to inform residents of trends in opioid overdoses and overdose deaths in the Fairfax Health District • Provided **Revive and Rapid Revive training and naloxone distribution** to community centers through cross agency partnerships • Launched **Lock and Talk Northern Virginia,** a regional program offering locking medication boxes and trigger locks at no cost, limiting access to firearms and poisons for people in crisis • Added **CATCH My Breath,** an evidence-based vaping prevention program for children and teens through the Partners in Prevention Fund • Pilot-testing a **program to screen clients at one health clinic site for substance use and other behavioral issues and social needs**; individuals with identified needs are referred to treatment providers; this effort marks an important strategy to ensure that individuals with substance use issues have diverse points of access for needed support services
HC 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.	• Implemented a **comprehensive health promotion response** during Covid-19 to reach all communities within the health district, while using an equity lens to prioritize the hardest-hit communities; a multi-disciplinary task force was formed to conduct outreach campaigns tailored to unique cultural and demographic populations including Latino, Black, and young adult communities via media platforms, in-person outreach, informational presentations, and outreach via community and agency partners
HC 12. Expand our capacity to effectively reach and **engage residents in the design and implementation of health promotion initiatives** through strategic partnerships and collaborations.	• Implemented the **Inclusive Community Engagement Framework** to systematically address how residents engage with county government; the framework will further facilitate inclusive, equitable and authentic community engagement and expand language access, virtual access, and digital access • Offered a variety of COVID-19 **community testing opportunities**, with an emphasis on reaching communities experiencing disproportionate levels of COVID-19 infections; to ensure continued success with timely testing, utilized a Mobile Laboratory to provide rapid molecular testing throughout the community and procured new equipment that allowed staff to better navigate the nationwide shortages of chemicals and reagents needed for this testing • Employed a **multi-pronged staffing strategy for vaccine efforts** that relied on redeployment of existing health care staff, significant increases in volunteers through the Medical Reserve Corps program, and the use of both part-time and temporary employees • Provided **free Connector Bus transportation** on Saturdays and Sundays for the county's vaccine clinic located at 7451 Mount Vernon Square Circle in Alexandria • The Fairfax 50+ Community Action Plan Initiatives include convening a work group of county human services agencies, community nonprofits, and interested community members to explore the feasibility of implementing a **Senior Reach program** in Fairfax County, to provide care management, mental health and substance abuse treatment and wellness services at no cost to older adults who are isolated, frail or in need of support
HC 13. Explore innovative financing mechanisms to bolster the flexibility, scalability and sustainability of community health and wellness initiatives.	

HOUSING AND NEIGHBORHOOD LIVABILITY

INDICATORS OF SUCCESS

- 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

NOTE: Highlights are not an all-inclusive list of work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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.	• The Board of Supervisors **doubled the county's goal from producing a minimum of 5,000 units by 2034 to creating 10,000 net new units** affordable for households earning up to 60 percent of the area median income; the number of affordable homes preserved and produced are monitored through the Affordable Housing Dashboard • The Board of Supervisors established a **Manufactured Housing Task Force** in August 2021, comprised of residents, housing advocates, and developers to provide recommendations for the preservation of approximately 1,750 manufactured homes • The Board of Supervisors adopted the **Affordable Housing Resources Panel (AHRP) Phase II** recommendations in 2019 to produce 5,000 affordable housing units in 15 years and attain no net loss of market affordable housing (628 units were preserved from FY 2019 - FY 2021)

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.	• Committed **$7.45 million to aid in the development or acquisition of 226 affordable housing units** and facilitated an award of an additional $7.8 million in regional funding to acquire an additional 216 housing units
	
	• Allocated $2 million in grant funding through the federal **Community Development Block Grant (CDBG) and HOME Investment Partnerships Program** to acquire, develop, and rehabilitate affordable rental housing
	
	• Issued a **request for proposals for affordable housing projects, with a notice of more than $51.9 million available;** this provides a vehicle for private developers to obtain low-cost mortgages to acquire, construct, and rehabilitate multi-family affordable housing developments:
	  ○ Redevelop parking lots G and H at the Government Center for approximately 270 affordable housing units
	  ○ Develop approximately 34 affordable housing units at a FCRHA-owned site in Sully district
	  ○ Develop 150 independent-living senior housing units at the Lodge at Autumn
	  ○ Develop Landings II, a 76-unit market affordable property at Fort Belvoir
	  ○ Develop Landings I, using Amazon REACH funds as part of Amazon's 5-year commitment to $15 million annually

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.	• Closed **three major real estate deals in 2022:**
	  ○ The Arden will be built adjacent to the Huntington Metro Station and will include 126 affordable, multi-family apartments
	  ○ The Residences at North Hill will include 216 affordable multi-family apartments, 63 affordable independent living apartments for older adults, and a 12-acre park
	  ○ The New Lake Anne House, a Reston project that will replace the aging Lake Anne Fellowship House with 240 affordable independent living apartments for older adults

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.	• Broke ground on the **One University affordable and student housing development,** a 10.8-acre property adjacent to George Mason University which will quintuple the number of available homes on the site
	
	• Partnered with private investors through limited partnerships to **develop and operate affordable housing under the Virginia Public-Private Education Facilities Infrastructure Act, including:**
	  ○ The Residences at the Government Center (Braddock District)
	  ○ The Fallstead Senior Residences (Dranesville District)
	  ○ The North Hill (Mount Vernon District)
	  ○ The One University (Braddock District)
	  ○ The Oakwood (Franconia District)
	  ○ The Autumn Willow (Springfield District)

HOUSING AND NEIGHBORHOOD LIVABILITY

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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.	• Adopted a **new and modernized Zoning Ordinance (zMOD),** a multi-year project to update the overall ordinance in order to: make it easier to understand and navigate; update and modernize land uses; and create simpler, more general zoning use categories; the new ordinance includes modernized land uses and regulations, and corrected gaps and inconsistencies in other regulations
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.**	• The **Home Repair for the Elderly Program** provides minor home repairs and/or accessibility modifications to low- and moderate-income elderly homeowners and individuals with disabilities; these "minor" repairs can often make a major difference in protecting their investment and maintaining their independence; the program assisted 90 elderly homeowners in the past year and is expected to continue expanding in the coming years
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.	
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.	• The **Dominion Square West** development is the first step of a two-phase plan to bring affordable housing and needed community amenities to the Tysons area; coupled with an additional $10 million from the FCRHA, this funding sets the stage for a unique public-private partnership that will offer affordable housing to low- and moderate-income households; the project also marks the first development to utilize affordable housing proffer contributions from commercial developers in Tysons
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 provider, 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 efforts.	• The Board of Supervisors established the **Countywide and Tysons Workforce Dwelling Unit Policy (WDU Policy) as an Appendix to the Policy Plan's Housing Element within the Comprehensive Plan;** the WDU Policy is a proffer-based incentive system designed to encourage WDUs in the county's Mixed-Use Centers, including the Tysons Urban Center, Suburban Centers, Community Business Centers, and Transit Station Areas

HOUSING AND NEIGHBORHOOD LIVABILITY

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
HNL 13. Develop a proactive rental inspection program that includes landlord licensing and property registration ensure quality of all rental properties.	• **Allocated funding of $121,345 for the Fair Housing Program implementation,** including conducting and reporting on fair housing tests, investigating fair housing complaints, training rental agents and housing counselors in the county's rental market, and supporting activities that affirmatively further fair housing
HNL 14. Expand availability of permanent supportive **housing units and services for people experiencing homelessness,** including both individuals and families.	• **Allocated $10 million to fully fund 19 existing community projects** to provide rapid rehousing and permanent supportive housing services to individuals and families experiencing homelessness • **Renovated and expanded the Baileys Shelter and Supportive Housing Facility** in 2019 with bond funding; the building includes not only emergency shelter beds, but new Medical Respite Program beds, new permanent supportive housing units, and a more modern, accessible facility with larger, more flexible spaces that can be used for multiple purposes; three additional shelters are slated for renovation or replacement in the coming years: Eleanor Kennedy, Embry Rucker, and Patrick Henry • **Sheltered 2,650 residents through the county's emergency shelters and transitional housing projects** with 41 percent of those served, able to transition into permanent housing destinations • **Opened more than 500 additional housing rooms in response to COVID-19,** to quarantine and reduce congregate housing for people experiencing homelessness
HNL 15. Provide incentives so that nonprofit and for-profit housing developers and landlords will **set aside units for people experiencing homelessness.**	• The Board of Supervisors convened the **Workforce Dwelling Unit (WDU) Policy Task Force** to address the needed updates to the county-wide Workforce Dwelling Unit (WDU) and Tysons WDU policies, which contributed through developing 1,700 units of affordable workforce housing in Fairfax County; the policies provide a "density bonus" to developers in exchange for the commitment of affordably priced units for low- and moderate-income households within their market rate communities • Allocated a total of **$3,164,068 (HOME, HOME-CHDO and CDBG funding)** to acquire 15 total units to provide affordable rental housing to individuals who are homeless, or precariously housed, with income at or below 30 percent of area median income and have special needs related to mental illness, co-occurring substance abuse disorders, or intellectual disorders • Awarded **$2.9 million in Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME)** funds in 2021, to four nonprofit organizations to acquire and rehabilitate up to 11 units of affordable housing for low-income households
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.	• The **Rental Subsidy and Services Program,** formerly known as Bridging Affordability, was designed for rental subsidies or capital for the acquisition of additional affordable units to address the homelessness and waiting list goals of the Housing Blueprint; through FY 2021, a total of 659 households had leased up through the Bridging Affordability Program and 88 percent of those who exited the program have "bridged" to sustainable housing • Expanded the **Emergency Rental Assistance Program** which provide rent assistance to residents who have experienced financial hardships due to the pandemic; there is now the ERA Bridge Program to help transition back to pre-pandemic assistance
HNL 17. Seek non-traditional ways to finance development, such as venture capital investments, partnerships with large corporate employers and faith-based and nonprofit communities.	• The Board of Supervisors and the FCRHA worked together to **provide more than $94 million in financing resources dedicated to development and preservation of affordable housing,** with money coming from the Affordable Housing Development and Investment fund, Tysons Housing Trust Fund, the American Rescue Plan Act, and a variety of state and federal funding sources • The Board of Supervisors approved **$33.3 million** to acquire approximately four acres on Old Meadow Road, in Fairfax County's Tysons Urban Center, **to support the development of approximately 450 units of affordable housing** • Issued Housing Blueprint loans in nine separate transactions supporting the development or acquisition of 1,810 units of housing since 2018; the **$42.6 million in Housing Blueprint spending has leveraged $635 million in other funding sources** to meet development costs; this is significant progress towards the preservation of the nearly 9,000 market affordable units across the county • Issued **tax-exempt revenue bonds** (not to exceed $3 million) to provide supplemental financing for the development of affordable housing at the **Ovation at Arrowbrook** project in the Dranesville District

HOUSING AND NEIGHBORHOOD LIVABILITY

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
HNL 17 CONTINUED. Seek non-traditional ways to finance development, such as venture capital investments, partnerships with large corporate employers and faith-based and nonprofit communities.	• Utilized private equity from the **Low-Income Housing Tax Credit Program** to redevelop the **Murraygate Village** apartment community, a 200-unit complex, housing households earning 60% of the area median income and below (up to $85,380 for a family of four) • $55 million from the **Amazon Housing Equity Fund** to develop the **Dominion Square** apartment community in Tysons, boosting the number of units delivered from 175 to more than 500 with the addition of a co-located community center • Virginia Governor Glenn Youngkin announced more than $27 million in Affordable and Special Needs Housing loans to create and preserve affordable housing across the Commonwealth; **$4.1 million of the Governor's announced loans will provide funding support for the development of 390 units of affordable housing in Fairfax County**
HNL 18. Establish a housing assistance fund to provide resources for people to acquire housing, such as funding for required deposits.	• Funding of $676,723 is included for the **Homeownership Assistance Program** and provides support for the **First-Time Homebuyer Program**, including down payment assistance to low- and moderate-income homebuyers • Allocated $6 million in funding to help qualified first-time homebuyers purchase homes in Fairfax County; the funding, set aside by **Virginia Housing through the Sponsoring Partnerships and Revitalizing Communities (SPARC) program,** can be used to buy down the interest rate by 1% • Assisted 44 households with income up to 80 percent of the area median income through the **Down Payment Assistance Program** in buying First-Time Homebuyer units or Workforce Dwelling Units; additionally, the FCRHA was a sponsor of $15 million in set aside funds from Virginia Housing to assist 45 households purchase market rate homes • **Allocated millions of dollars of Federal CARES Act and ARPA Act funding** to prevent and intervene with those facing evictions, and for affordable housing initiatives, including direct housing assistance, direct client rental assistance, and landlord outreach activities
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.	• Issued **tax-exempt multifamily housing revenue bonds in the amount of $8 million** to support the development of 80 units of affordable housing for older adults in the Braddock District; the project will deliver a significant number of affordable, independent living options for older adults in the highly cost-burdened Fairfax/Fairfax City area; the community will also be financed through the federal Low-Income Housing Tax Credit program administered by Virginia Housing • The **Residences at North Hill,** along the historic Richmond Highway Corridor, is transforming the 34-acre site to include 279 units of affordable housing (including 63 units of independent senior living), 175 market-rate townhouses, a 12-acre public park; represents an ideal location with access to public transportation, employment opportunities, and near major activity centers • The **Autumn Willow,** an undeveloped 10.8-acre site owned by the FCRHA, is a 150-unit development of independent senior living under a 99-year ground lease term; the community will include a two-story building with surface parking located in a unique natural wooded setting surrounded by a public park, pedestrian trails, and the Little Rocky Run stream bed • The **Little River Glen IV** is an independent senior living community in the Braddock District; the project will add 60 new affordable senior apartments and include the renovation of the existing 120 apartments in the community; the property is conveniently located to public transportation and several major highways and is home to the Little River Glen Senior Center • The **One University** is a redevelopment of 10 acres of FCRHA-owned land adjacent to George Mason University in the Braddock District; the project will include 120 multi-family affordable housing units, 120 senior affordable housing units and 333 units of student housing • The One Fairfax Data Group met in 2021 to develop a set of indicators for **Communities of Opportunity**; the indicators were separated into two categories: population well-being, or how well people are doing and access to opportunity, referring to access to amenities, goods, and services

HOUSING AND NEIGHBORHOOD LIVABILITY

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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.	• Developed a new community park in the heart of the **Annandale Community Business Center and Commercial Revitalization District;** the county approved the development plans, and the project was awarded $363,250 in 2022 through the Environmental Improvement Grant program; Annandale Civic Space will feature a community plaza, open lawn, flexible event space, and establish an accessible connection between downtown Annandale and neighborhoods to the north • The One Fairfax Data Group met in 2021 to develop a set of indicators for **Communities of Opportunity.** The indicators were separated into two categories: population wellbeing, or how people are doing and access to opportunity, referring to access to amenities, goods, and services • The **Vulnerability Index 2016-2020** shows how areas in the county are doing based on occupation, education, language, income, transportation, health insurance, and housing. The Vulnerability Index is being used in departments to target interventions and to consider equity in decision making • **Factor Maps** were created for each Community Outcome Area during the development of the Countywide Strategic Plan to identify and map key factors that impact the progress against the Indicators of Community Success
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.	• The Board of Supervisors directed staff to consider a **Comprehensive Plan amendment to update the Countywide Policy Plan;** this effort should begin with an examination of Equity, Community Health, Land Use, Environment and Transportation policies (there will be overlap with review of policies in other elements as part of this effort)
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.	• The Board of Supervisors unanimously endorsed the **Safe Streets for All Program,** a comprehensive initiative to address systemic transportation safety issues for people walking, biking and using other forms of active transportation • Developing the **Parks, Recreation, Open Space and Access (PROSA) Strategy,** which will provide a framework for equitable access to parks; the strategy will provide a roadmap for improved park access and a variety of recreational activities to meet the diverse needs and interests of the community
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.	• Updating and combining the Bicycle Master Plan and the Countywide Trails Plan into the **ActiveFairfax Transportation Plan;** the plan will establish a vision and a roadmap for implementation of safe, convenient, and enjoyable streets and trails throughout Fairfax County • Prioritized the **Active Fairfax Transportation Program** by adding 2 new positions and additional funding to operating expenses; the program is responsible for bicycle, pedestrian and micro-mobility initiatives; additional positions will expand capacity for review of land use applications and field reviews in support of ongoing investments in Active Transportation projects

LIFELONG EDUCATION AND LEARNING

INDICATORS OF SUCCESS

- 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: Highlights are not an all-inclusive list of work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
LEL 1. Leverage Fairfax County's full complement of social service agencies, community nonprofits, faith groups, homeowner's associations, and business leaders to **promote awareness of the positive impact that early childhood education has** on the child, their family and the community.	• Fairfax County was selected as the lead organization for **Ready Region Capital Area,** which is part of a statewide network focused on strengthening quality, building relationships, increasing access, and engaging families • The **Virginia Preschool Initiative (VPI) program supports quality early education programs for children at risk of school failure**; transitioned to virtual observations due to the pandemic and has been proven to be a valid method to evaluate classrooms and complete all the state-required observations • Allocated carryover funding of $3.5 million to support an **expanded child care center at the site of the Original Mount Vernon High School (OMVHS)** redevelopment project, providing space to support affordable, high quality, full-time early childhood services for children ages birth to five, including children whose families live with moderate incomes • Awarded grants to over 250 childcare programs through the ARPA-funded **Active and Thriving Community Grant** program, with priority given to organizations who are serving children in the childcare subsidy program • **Expanded income eligibility and childcare subsidies** for Child Care Assistance and Referral programs • **New SACC rooms** added in multiple elementary schools, extending availability of child care options to working parents in the wake of the pandemic • **Countywide Language Access Team** launched to manage and broaden language access resources and ensure that language is not a barrier to accessing information and services
LEL 2. Create a plan and resource model to ensure **access to high-quality early childhood education.**	• **Fairfax County Public Schools (FCPS) is developing a new Strategic Plan** that will serve as its future roadmap for 2023—2028; final reports for the current Strategic Plan were presented to the School Board in late 2022; Fairfax County Government will continue to seek and communicate opportunities to collaborate with FCPS, enhancing ways to support their educational efforts while advancing strategic community objectives
LEL 3. Ensure early childhood educators have **access to effective professional learning and development** informed by evidence and best practices.	• Partnered with Fairfax Futures (nonprofit) on **two multi-year initiatives to improve the quality of early childhood education in Fairfax County;** these programs tie directly to the Fairfax County Equitable School Readiness Strategic Plan, specifically in providing equitable offerings of high-quality early development learning experiences and creation of a mentorship program to support early childhood educators as they attain their Child Development Associate (CDA) credential • Transitioned and maintained many of the **Institute for Early Learning professional development offerings** to webinar format during the pandemic; courses focus on developmentally appropriate approaches to early education and provide many opportunities for educators to integrate knowledge and strategies into their daily practice • Libraries provided and led **professional development workshops and presentations** for early childhood educators

LIFELONG EDUCATION AND LEARNING

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
LEL 4. Expand and enhance the **technology skills** of learners of all ages.	• A comprehensive **Digital Equity Action Plan**, based on a Digital Equity Assessment Report, is under development, outlining a vision to create better broadband and digital access opportunities informed by experts and key partners in the field • **Libraries provided one-on-one tech tutoring sessions, group programs, and general technology assistance** to library users in areas such as 3D printing, downloading eBooks, smart TVs, mobile devices, Google docs, improving Internet skills, MS Office Suite products, and basic computer skills
LEL 5. Identify and eliminate barriers to digital access through partnerships with local businesses and digital service providers.	• Launched **Library Equity Access Pass (LEAP)** in partnership with Fairfax County Public Schools (FCPS) to ensure that students have virtual access to library materials even if they do not have a library card, or if that card has been blocked due to fines, further eliminating barriers to digital access • Opened the **Workforce Innovation and Skills Hub (WISH)**, a unique, first of its kind, world-class workforce and technology development center located in the Franconia district • Launched **Mobile hotspot and Chromebook** borrowing system and provided Chromebooks and low/no cost internet options to eligible residents • Rolled out the **Emergency Broadband Benefit Program** during the pandemic, a Federal Communications Commission (FCC) program that provides a temporary discount on monthly broadband bills for qualifying low-income households
LEL 6. Expand the capacity for digitally enhanced and distance learning so that educators are successful in that environment.	• Provided free access to **LinkedIn Learning on-demand courses** that can be tailored to interests and career goals, and to earn industry certifications • Offered two new webinar series during the summer and fall of 2020, one to share information with early childhood educators about returning to programs during COVID-19, and the other to **support educators who were assisting school-age children with the virtual return to school;** more than 400 early childhood educators participated in a three-part discussion series titled "Happy to Be Back," which took place as children began to return in larger numbers to early childhood programs • Provided **Early Literacy distance learning opportunities** via various digital platforms, including virtual outreach visits to classrooms
LEL 7. Expand year-round literacy and science learning, technology, engineering, arts and math (STEAM) programs, with a focus on widening the interest and participation of underrepresented students.	• Implemented the **Equitable Access to Literacy (EAL)** plan, a comprehensive and equitable literacy program that supports student success across all grade levels and demographics; the plan will close the opportunity gap in literacy for students with disabilities, English learners, the economically disadvantaged, Black students, and Hispanic students, providing more opportunities for Career and Technical Education (CTE) courses • **My Brother's Keeper initiative** will focus on improving advanced academic and career readiness opportunities for boys and young men of color • Libraries provided **hundreds of new STEAM-related programming options** including offerings in robotics, coding, cyber security, and math
LEL 8. Champion initiatives that encourage **family engagement in educational activities** within and beyond the classroom.	• Fairfax County is one of ten communities in the state piloting **the new Virginia Unified Early Childhood System** designed to support childrens' school readiness regardless of economic, cultural or ethnic background; over the next three years, the Virginia Department of Education will develop and scale the system to ensure quality in all publicly funded early childhood programs • Implemented **Supporting Return to School**, a program created in response to COVID-19 and the virtual return to school; this program reflected Fairfax County Government's and Fairfax County Public Schools' joint commitment to One Fairfax; serving children and youth at 37 Fairfax County Public School locations, the program helped to ensure families have equitable access to the services they need to support children's virtual learning
LEL 9. Engage with adults and the 50+ community to serve as volunteer mentors, educators and career coaches.	• **GrandInvolve**, works solely to connect retired seniors in search of meaningful volunteer opportunities in the classrooms of Fairfax County Public Schools (FCPS) Title I elementary schools

LIFELONG EDUCATION AND LEARNING

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
LEL 10. Increase and enhance **lifelong learning opportunities for the 50+ community**, especially programs with a technology focus.	• Launched **Virtual Connection Corner,** a monthly networking event where volunteers and county staff engage in topical discussions such as Adult and Aging programs and services, the Fairfax Countywide Strategic Plan and SHAPE plan, Office of Risk Management changes, and Mental Health First Aid training • Launched and operating the **Senior Community Service Employment Program (SCSEP),** in partnership with local and national partners, to provide older workers the tools and training they need to stay in the workforce or re-enter the job market • Using the Needs Assessment to **better target programs and facilities to older adults;** a new 50+ website portal is planned; staff encourage to focus on the needs of older adults when designing or planning for new urban park settings
LEL 11. Support **recruitment and hiring pathways** that are designed to bring instructor and teacher demographics more closely in alignment with student demographics.	• **Grow Your Own** helps combat the current nationwide decline of available teachers and trade workforce; Fairfax County Public Schools (FCPS) utilizes this program to identify students and employees who are interested in pursuing a career in teaching and school operations • Current Fairfax County Public Schools **(FCPS) programs that support recruitment and hiring** include the Special Education Teaching Licensing Cohort, Educators Rising Club, Early Childhood Careers, Teachers for Tomorrow, Trades for Tomorrow pathways, and Back2Fairfax Teacher and Operational Seminars
LEL 12. Expand county/community partnerships, including family supports and interventions, to **foster student (learner) social, emotional, behavioral and academic competencies.**	
LEL 13. Promote career and technical education and associated career paths – including apprenticeship and internship programs - across schools, postsecondary institutions and workforce development activities.	• Launched cross-sector workgroup with FCPS to develop recommendations to **improve career readiness opportunities for youth** ages 16-24 who are not in school or working, and high school students at risk of dropping out • Developing a program proposal for a **"Work-Based Learning Opportunity Fund"** to incentivize and provide hands-on support to businesses to utilize work-based learning as a solution to onboarding, developing and retaining skilled workers
LEL 14. Identify and address common barriers that prevent many residents from accessing career and technical education.	• **SCYPT project** brings together county agencies, schools and nonprofits to improve career readiness opportunities for young adults, especially youth ages 16-24 who are not in school or working, and high school students at risk of dropping out • **My Brother's Keeper** is an initiative focused on improving advanced academic and career readiness opportunities for boys and young men of color
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.	• Providing **free access to LinkedIn Learning** on-demand courses that can be tailored to interests and career goals, and to earn industry certifications • Launched new **Virginia Career Works Referral Portal** connecting job seekers to career, education and support resources: VA Career Works (myjourney.com)
LEL 16. Engage businesses, nonprofit service groups, faith-based organizations and social service agencies to **expand the number of English-language learning opportunities.**	• Libraries organized a **collection of online, one-on-one, and classroom-based English-language learning opportunities** offered by FCPS, FCPL and nonprofits • Fairfax County Public Schools (FCPS) adapted ESL Services by making thousands of telephone calls over the summer of 2020 to families with **English learning students to ensure they had the proper technology to start the virtual school year;** the county created parent information phone lines in a variety of non-English languages to help answer parents' questions remotely and connect them to appropriate resources

MOBILITY AND TRANSPORTATION

INDICATORS OF SUCCESS	
• Efficient and Varied Transportation Options • Infrastructure Condition, Sustainability and Environmental Impact • Traveler Safety • Increased Accessibility, Affordability and Equity	**NOTE:** Highlights are not an all-inclusive list of work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS

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 basic needs.	• Since 2019, the county has:
	  ○ Completed 109 projects which include **bicycle and pedestrian facilities**
	  ○ Completed over 17 miles of **sidewalk** and almost 4 miles of **trails**
	  ○ Increased capacity within the **bike share network** with the addition of 25 new facilities
	
	• Metro Silver Line Corridor connects two of the county's most important activity centers, Tysons and Reston; since 2019, **seven major zoning applications have been approved in Tysons, entitling 3,839 dwelling units, and four major zoning cases have been approved in Reston** related to reorganization of previously approved developments (impacting over 1,700,000 square feet and approximately 1,000 dwelling units)
	
	• Opened the **Silver Line Metrorail extension** which connects the Tysons, Reston, Herndon and Dulles Airport areas of Fairfax County to the regional Metrorail system
	
	• Completed **24 bus stop safety and shelter improvement projects** in FY 2021, increasing safety and comfort for transit riders at 700 bus stops countywide
	
	• Conducted an **on-street parking management study** in the Tysons Urban Center and Reston Transit Station Area in the spring of 2021
	
	• Expanded the **Free Student Bus Pass Program,** including an enhanced partnership with Washington Metropolitan Area Transit Authority (WMATA), and dedicated a full-time position to promote transit as a lifelong transportation option, improve access to educational, recreational, and economic opportunities, and promote self sufficiency

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.	• The Board of Supervisors approved a preferred alignment for **Route 7 Bus Rapid Transit Partnership** between the Virginia Department of Transportation and Fairfax County to improve access and travel options in Tysons resulting in a crucial new link for drivers, transit users, bicyclists and pedestrians • Fairfax Connector is **increasing bus service frequency** and adding new connections with the opening of Phase 2 of the Metrorail Silver Line, while FCDOT is **opening new bike rooms** at the Herndon and Innovation Metrorail Stations and **expanding Capital Bike Share** to the Reston Town Center Station • Working with residents, community stakeholders, and partner agencies to plan, design, and construct a **Bus Rapid Transit (BRT) system for the Richmond Highway Corridor**. The goal is to increase transit ridership along the corridor and ultimately lead to the future Metrorail extension to Hybla Valley; it will have nine stations, constructed in two sections, and will connect to major employment centers, shopping centers, and residential communities along the Richmond Highway corridor, from Huntington Metrorail Station to Fort Belvoir; the project will include pedestrian and bicycle facilities as well as other amenities to support the proposed system • Opened the **Scotts Crossing Road** to improve access to destinations such as the I-495 Express Lanes and McLean Metro Station • Installed nine new **Rectangular Rapid Flashing Beacons (RRFBs)** at targeted crosswalks around the county; the flashing yellow lights, when activated, indicate to drivers and bicyclists using the roadway to yield to those in the crosswalk before proceeding • Completed the **Capital Bikeshare** project in Merrifield, a public private partnership bringing convenient and accessible travel options to the area; Capital Bikeshare is a bicycle sharing system designed for one-way trips to help bridge the gap between transit and the origin/destination of travel, and to provide a convenient and predictable transportation option for short commutes • Installed new sidewalks as part of the **Dulles corridor bicycle and pedestrian access improvements**, and on both sides of Leesburg Pike

MOBILITY AND TRANSPORTATION

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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	• The Board of Supervisors directed staff to consider a **Comprehensive Plan amendment to update the Countywide Policy Plan;** this effort should begin with an examination of Equity, Community Health, Land Use, Environment and Transportation policies; there will be overlap with review of policies in other elements as part of this effort • Fairfax County Department of Transportation, Department of Planning and Development, and the Virginia Department of Transportation are currently working on this issue through a **joint task force,** exploring Level of Service measures for pedestrians, cyclists, and transit riders • Transportation **impacts of proposed land use changes** were assessed in the West Falls Church Metrorail Station area and the McLean Community Business Center within the Comprehensive Plan
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.	• Since 2020, **Fairfax County Commuter Services** provided support to more than 1,600 employers and multi-family residential communities, impacting more than half a million employees working in Fairfax County
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.	• The **Board of Supervisors committed $100 million over a six-year period to pedestrian and bicycle infrastructure**; Department of Transportation staff are currently meeting with Board members to discuss specific projects • Phase I of the **ActiveFairfax Plan** was completed in December 2021; Phase II is currently underway, and expected to be completed in mid-2024 • Completed the **Scotts Run Trail**, a project compliant with the Americans with Disabilities Act, that includes a half-mile of eight-foot-wide asphalt pedestrian trail and two pedestrian bridges over Scotts Run providing direct access to the McLean Metrorail Station and new opportunities for active transportation inside the developing Tysons urban setting • Launched the **Safe Routes to School Program** in partnership with Fairfax County Public Schools to help promote physical and mental health
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.	• Updated and combined the Bicycle Master Plan and the Countywide Trails Plan into the **Active Fairfax Transportation Plan,** thus establishing a vision and roadmap for implementation of safe, convenient, and enjoyable streets and trails throughout the county
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.	

MOBILITY AND TRANSPORTATION

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
MT 8. Prepare now for the gradual **incorporation of autonomous vehicles and other innovative transportation technologies** into the Fairfax County 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.	• Launched the first publicly funded **RELAY Autonomous Electric Shuttle Pilot Project,** in partnership with Dominion Energy • Fairfax Connector implemented **BusTracker,** a desktop application that provides real-time arrival information and bus locations; real-time bus information is also shared with multiple transit apps (including Google Maps, the Transit app, and Moovit)
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.	• The Board of Supervisors approved **new Comprehensive Plan Amendments for the McLean, West Falls Church, and Huntington areas**; a more balanced, multi-modal street network is part of each of these plans • Current **pilot program to implement time-of-day on-street parking** on Chain Bridge Road and Old Dominion Drive in McLean
MT 10. Conduct a **cost-benefit analysis of transportation infrastructure costs and economic development impacts** as part of future land use planning efforts.	• Hired a consulting team to address this issue; staff will explore specific projects that merit economic analysis
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 is not limited to, pedestrian-oriented street design, traffic-calming techniques, public education and enhanced enforcement.	• The **Active Fairfax Transportation Plan, the Spot Improvement Program, the Street Simplified Project,** and the strategies contained in the **Residential Traffic Administration Program** all contribute to reducing traffic-related deaths and injuries • The Board of Supervisors unanimously endorsed the **Safe Streets for All Program**, a comprehensive initiative to address systemic transportation safety issues for people walking, biking, and using other forms of active transportation
MT 12. Update the transportation element of the county's Comprehensive Plan with a strong focus on transit, pedestrian and bicycle connectedness.	• The Board of Supervisors **authorized $536 million in high-priority bicycle and pedestrian improvement projects through FY 2025**, including construction of new facilities in identified high-priority areas • **Transportation impacts of proposed land use changes** recently evaluated throughout the county include the West Falls Church Metrorail Station area, the McLean Community Business Center, Reston Transit Station areas, and Lorton Visioning • Prioritized the **Active Fairfax Transportation Program** by adding two new positions and additional funding for operating expenses; the program is responsible for bicycle, pedestrian and micro-mobility initiatives; additional positions will expand capacity for review of land use applications and field reviews in support of ongoing investments in Active Transportation projects
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.	• Launched **Transportation Options, Programs and Services (TOPS) pilot**, providing subsidized transportation funds on a debit card for eligible older adults, persons with disabilities, and those with limited income • Added a **Diversity, Equity and Inclusion Manager** to build capacity in the Department of Transportation to advance equity through planning, project implementation, community engagement, communication, recruitment, and training • Expanded the **Free Student Bus Pass Program,** including an enhanced partnership with Washington Metropolitan Area Transit Authority (WMATA) and dedicated a full-time position, to promote transit as a lifelong transportation option, improve access to educational, recreational, and economic opportunities, and promote self sufficiency

SAFETY AND SECURITY

INDICATORS OF SUCCESS

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

NOTE: Highlights are not an all-inclusive list of work to date, but rather a point-in-time snapshot of work that is constantly changing as county employees find new ways to adapt to resident needs

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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.	**Implicit Bias and Procedural Justice training** for sworn Officers completed by December 2022; will expand to include Fire and Rescue personnel in 2023 - Officers will complete a nationally accepted training program known as **Integrating Communications, Assessment, and Tactics (ICAT),** widely recognized as a modernized best practice approach to policing predicated on whether activity is specified to identified locations with higher levels of calls for service; designed to assist police officers who encounter individuals in the field who might be suffering from a mental health or substance abuse crisis - The **Judicial Complex Redevelopment project** is included in the FY 2023 - FY 2027 Adopted Capital Improvement Program; the overall project includes Building One, demolition of the two 1950's Historic Courthouse wings and sallyport and restoration of the affected site area, and the renewal of the Historic Courthouse including replacement of outdated building systems; future phases include development of housing at the Burkholder Administrative Center site, a new Diversion and Community Re-Entry Center, removal of the employee parking garage, security modifications to the public parking garage, and additional public facilities **South County Police Station and Animal Shelter** is in development and scheduled to open Spring 2023; the addition of the South County Police Station will allow the department to organize smaller patrol areas and decrease response times - Implementing a **Four Level Marcus Alert Framework** to facilitate shared communication across multiple state and local agencies including 9-1-1 public safety agencies, law enforcement and behavioral health agencies (full implementation is slated for Summer 2023); behavioral health situations will be referred to as one of the four levels with responses in each level based on available community resources - Implemented **First Due Size-Up**, a new mobile app system that lets people create profiles detailing special needs or situations firefighters might encounter in an emergency - Implemented **Emergency Vehicle Preemption (EVP),** designed to give emergency response vehicles a green light on their approach to a signalized intersection while providing a red light to conflicting approaches - Opened the **Fire and Rescue Station 44 (Scotts Run)** with full staffing - Opened **six larger replacement or renovated/expanded fire stations** to include 18, 19, 24, 25, 26, 30 - Implemented Phase 1 and Phase 2 of **Body Worn Camera program** and moved to a new platform for in-car video in the Police Department - Implementation of **hiring bonuses** of up to $15,000 for new hires in the areas of Police and Sheriff to assist with recruitment efforts
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.	- The Board of Supervisors passed the **Public Trust and Confidentiality Policy** in January 2021 to codify Fairfax County's commitment to the safety and security of all immigrant residents, reaffirming current county policy and improving community health, welfare, safety, security, and trust by ensuring that immigrant residents can access county benefits and services without fear that the information they share will be disclosed to federal immigration officials - Developed the **Community Emergency Response Guide (CERG)** to tailor public messaging and focus preparedness efforts on reaching specific populations, including seniors, children and teens, and businesses; available in six languages - Developed a new 3-year **Community Engagement Plan** for Emergency Management and Security - Launched the **30x30 pledge** to advance women in policing by setting a goal to have 30% of police recruits be women by 2030

SAFETY AND SECURITY

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
SS 2 CONTINUED. Strengthen community relations and trust through outreach, community engagement, partnerships, and active recruiting and hiring of qualified personnel who reflect the communities they serve.	• **Created a Muslim Liaison Officer and a LGBTQ Liaison Officer position**; these new supplemental positions are tasked with outreach to their respective communities • Provided additional support for the **Police Civilian Review Panel**, including the appointment of an executive director and funding to: enhance police legitimacy, build and maintain trust among the residents of Fairfax County, the Board of Supervisors, and the Fairfax County Police Department through reviewing certain FCPD investigations to ensure the accuracy, completeness, thoroughness, objectivity and impartiality of the investigation • Implemented a trial of **My90**, a tool used to engage the public, collect feedback, and build trust following service calls using data and confidential feedback; community members can provide valuable input, allowing agencies a platform to facilitate genuine community engagement to measure what's working well and what they can improve (since deploying the trial, over 3,000 responses were collected in just over two months) • Hosted **pet services events** to bring critical programs and services offered by the shelter directly to the community to keep families together with their pets, including free vaccines and wellness exams, spay/neuter vouchers, pet food and supplies, grooming services and behavior support (a specialized program to address the specific needs of families with pets along the Route 1 corridor is currently in development)
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.	• Fairfax County School Board approved a revised Memorandum of Understanding between Fairfax County Public Schools (FCPS) and the Fairfax County Police Department (FCPD) to guide the **School Resource Officer (SRO) program** • **Established a secondary education partnership and MOU** with Fairfax County Public Schools (FCPS) to actively participate in knowledge transfer opportunities with students attending FCPS Academy Telecommunications and Criminal Justice courses
SS 4. Provide timely, quality protective services to mitigate the risk of harm and ensure the safety of children and vulnerable adults.	• Officers have begun utilizing data-driven policing methods to methodically allocate resources, personnel, and enforcement activities to those areas where crime is predominantly concentrated in a concerted effort known as **Integrating Police and Community (IPAC);** this strategy revolves around the premise, and statistical data to ultimately confirm, that crime is not evenly distributed throughout a police district, but rather clustered in smaller locations • The Merrifield Crisis Response Center serves as a 24/7 assessment site where law enforcement officers **transport individuals who may need behavioral health services in lieu of arrest,** and transfer custody of individuals under an emergency custody order for further evaluation • Starting the **Speed Camera Pilot Program,** a six-month program starting the first quarter of 2023, to assess the effectiveness of speed cameras and resulting fines in an effort to prevent pedestrian injuries and deaths in school and work zones • Completed pilot and launched the **Co-Responder program** with the goals of providing the right service, at the right time, by the right person; link to needed services and maximize safety for all involved • Implemented a data-driven crime solution internally that focuses on **Crime, Operations, Reduction, and Engagement (CORE)** methodology; CORE seeks to place increased emphasis on information-sharing, divisional accountability and responsibility; improved effectiveness; and brings departmental administrative staff, district commanders, subject matter experts, and data teams together to provide accurate and timely intelligence
SS 5. Bolster programs and resources that **reduce recidivism and support successful offender re-entry** into the community.	• Launched the peer-supported **Striving to Achieve Recovery (STAR) program** in the Adult Detention Center to mitigate risk factors associated with recidivism • Launched **Medication Assistance Treatment Program** to reduce overdose deaths after inmates are released and increase the likelihood that they will continue treatment and avoid future arrest • **Alternative Accountability Program (AAP)** employs restorative justice practices and education as an alternative to traditional criminal justice for first-time juvenile offenders (adapted during COVID from in-person to virtual conferencing to clear the backlog of cases and new referrals)

SAFETY AND SECURITY

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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.	• **Moved compliance and land development operations to a hybrid then fully virtual setting,** allowing agency operations to continue safely; DCC continued with virtual site inspections of indoor facilities and continued conducting in person field visits • **Modernized land planning, development and environmental health online applications** with implementation of the new online system, called PLUS, which will be the central platform to create and submit applications online, pay fees, track application status and receive electronic notifications; customers will complete their zoning, building, permitting or other land development and environmental health processes online through the PLUS portal
SS 7. Implement **proactive outreach programs** in areas of the county identified as having the highest volume of calls and code violations.	• Implemented **Integrating Communications, Assessment and Tactics (ICAT),** widely recognized as a modernized best practice approach to policing to identify which community locations are generating higher levels of calls for service and responding with targeted, high-visibility foot patrols and actively seeking community-based solutions to address criminal activity in these areas
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.	• Equity Liaison Officer coordinated with Community Risk Reduction to develop a **web-based application that communicates needed information to residents and family members during and after emergencies,** available in multiple languages
SS 9. Strengthen individual, family, employee, school and community capability to **facilitate effective emergency preparedness, mitigation, response and recovery.**	• Launched **Community Connect,** a secure app for residents and businesses to create and maintain online life safety profiles • Launched **PulsePoint,** a 911-connected mobile phone application that allows users to view and receive alerts on calls being responded to by fire departments and emergency medical services; it sends alerts to users while dispatchers are sending the call to emergency crews
SS 10. Leverage state, business, volunteer and community partnerships to enhance preparedness, response and recovery to disasters.	• Hosted **Venture into Volunteering Fair,** an annual 3-day virtual event where more than two dozen non-profit organizations and Fairfax County agencies share how they incorporate volunteers in service
SS 11. Enhance continuity of operations planning and training to ensure capability and continuity of essential government services in the event of an emergency.	• **COVID-19 After Action Report and Improvement Plan** connects lessons learned from the pandemic to Strategic Plan Community Outcome Areas to help inform continuous quality improvement and future emergency planning countywide
SS 12. Ensure coordinated post-incident human services and recovery assistance including case management, emergency housing, behavioral health and family reunification.	• In response to the COVID-19 public health emergency and the need to isolate and quarantine individuals to prevent the spread of the virus, Fairfax County **activated ESF6 Mass Care Health and Human Services to provide Quarantine, Protection, Isolation/Decompression (QPID)** emergency housing for those meeting eligibility criteria in which alternative mechanisms within the home for appropriate infection control cannot be established

SAFETY AND SECURITY

PROPOSED STRATEGY	COUNTYWIDE PROGRESS: HIGHLIGHTS
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.	• Moved the **Office of Security** from Facilities Management Department to the Department of Emergency Management and Security to better align duties with the goals to prepare for, respond to, and recover from new and challenging threats
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.	• Drug Court incorporated **"hybrid dockets"** to allow both in person and virtual formats, allowing those in treatment elsewhere to remain in touch with the Drug Court team and receive regular updates and encouragement from the judge • Completed pilot and launched the **Co-Responder Program** with the goal of providing the right service, at the right time, by the right person, to connect people to needed services and maximize safety for everyone involved • **Alternative Accountability Program (AAP)** employs restorative justice practices and education as an alternative to traditional criminal justice for first-time juvenile offenders; adapted during COVID-19 from in-person to virtual conferencing to clear the backlog of cases and new referrals
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.	• Launched Police Department and Board of Supervisor **Police Reform Tracker** to track progress and provide transparency about the input received • Expanded support for the **Police Civilian Review Panel**, including the appointment of an executive director and funding to: enhance police legitimacy, build and maintain trust among the residents of Fairfax County, the Board of Supervisors, and the Fairfax County Police Department through reviewing certain FCPD investigations to ensure the accuracy, completeness, thoroughness, objectivity and impartiality of the investigation • Completed **Implicit Bias and Procedural Justice training** for sworn Officers by December 2022; will expand to include Fire and Rescue personnel in 2023
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.**	• **$5 million in ARPA funding** supports expansion of cyber resiliency and to strengthen the county's defense against cyber vulnerabilities to ensure safeguarding of county data

Appendix B: Staff Recognition
THANK YOU!

Thank you to all of the Subject Matter Experts who gave so generously of their time to share their knowledge and insights during Year One of Countywide Strategic Plan implementation.

COUNTYWIDE STRATEGIC PLAN STEERING COMMITTEE

- Bryan J. Hill, County Executive
- Christina Jackson, Chief Financial Officer
- Christopher Leonard, Deputy County Executive
- Ellicia Seard-McCormick, Deputy County Executive
- Rachel Flynn, Deputy County Executive
- Thomas Arnold, Deputy County Executive
- Karla Bruce, Chief Equity Officer

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- Aimee Brobst, Management and Budget Division Director, Countywide Strategic Plan
- Lori Epp, Communications Manager, Countywide Strategic Plan
- Dai Nguyen, Part-time Project Support, Countywide Strategic Plan

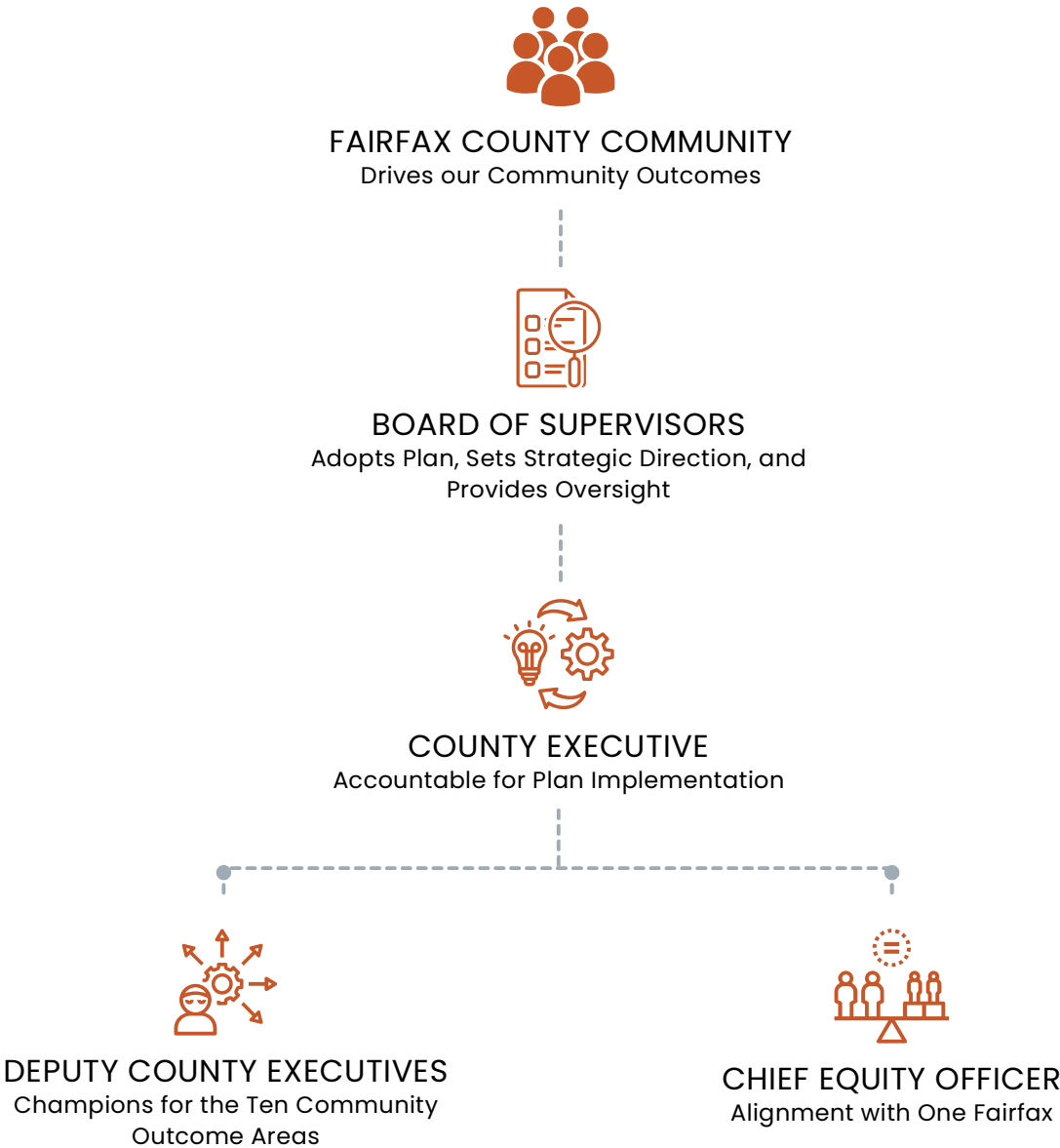## COUNTYWIDE DATA ANALYTICS STAFF

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- Javier Jaramillo, Data Scientist III, Countywide Data Analytics

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- Linda Hoffman
- Lisa Potter
- Lisa Tatum
- Lloyd Tucker
- Manuel Falcon
- Marguerite Guarino
- Marijke Hannam
- Mark Thomas
- Martha Reed
- Michael Becketts
- Michelle Stahlhut
- Nathaniel Wentland
- Nicole Rawlings
- Phil Hagen
- Reasa Currier
- Rebecca Makely
- Rebecca Moudry
- Redic Morris
- Regina Coyle
- Robin Wilson
- Samantha Hudson
- Sara Baldwin
- Sarah Allen
- Seamus Mooney
- Sharon Pribadi
- Susan Hafeli
- Timothy Elcesser
- Tom Biesiadny
- Tony Castrilli
- Tracy Strunk
- Victor Hoskins
- Virginia Eller
- William Friedman

Appendix C: Implementation Framework
COUNTYWIDE STRATEGIC PLAN

FAIRFAX COUNTY COMMUNITY
Drives our Community Outcomes

BOARD OF SUPERVISORS
Adopts Plan, Sets Strategic Direction, and
Provides Oversight

COUNTY EXECUTIVE
Accountable for Plan Implementation

DEPUTY COUNTY EXECUTIVES
Champions for the Ten Community
Outcome Areas

CHIEF EQUITY OFFICER
Alignment with One Fairfax

Steering Committee Identifies and Deploys Small, Action-Oriented Teams
of Key Staff for Each of the Ten Community Outcome Areas,
Led by Designated Champions

Appendix D: Department Calls to Action
COMMUNICATIONS TOOLKIT

A key first step to achieving meaningful organizational change in support of the Countywide Strategic Plan is to establish a shared framework, which starts with adopting a common language and set of tools to connect the dots between the daily work of county government, and the broader issues that are defined through the Ten Community Outcome Areas. As a way to highlight the real-time connections between the ongoing work of the departments and the Countywide Strategic Plan, strategic plan staff developed and launched a web-based Communications Toolkit. This toolkit is a collection of ready-made materials that provide clear, consistent language and sample tools and messages that are intended to help countywide communicators raise awareness of the plan and connect the dots among related work.

EXAMPLES OF THE TOOLKIT IN USE ON SOCIAL MEDIA:
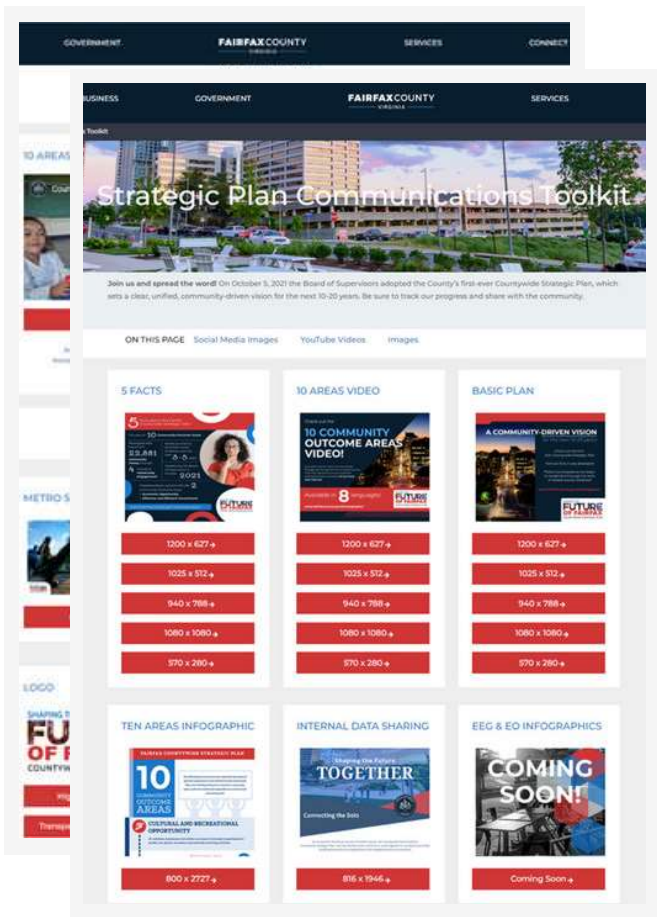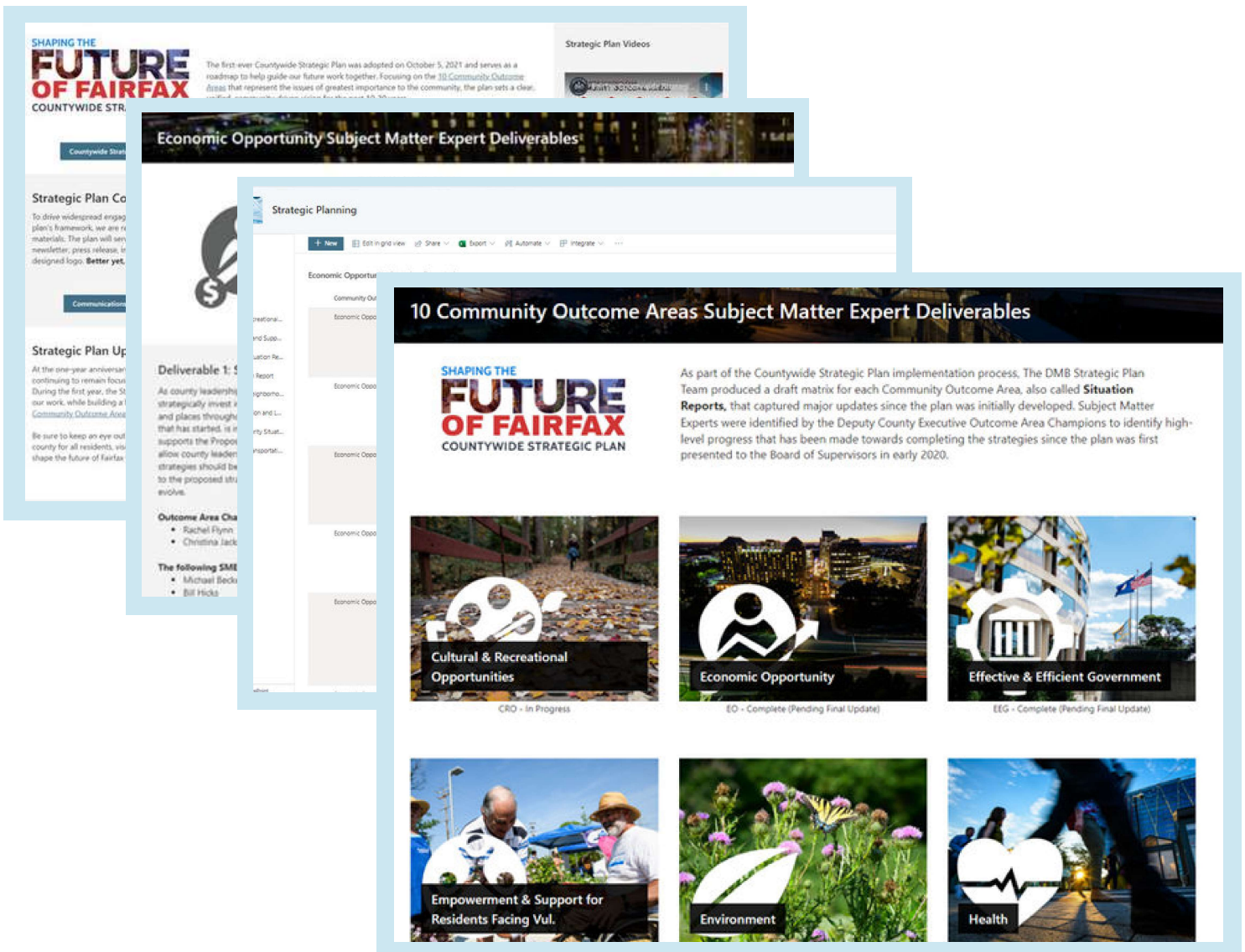
Appendix D: Department Calls to Action
OPEN COLLABORATION

The Steering Committee selected ten teams of Subject Matter Experts (SMEs) to complete a series of deliverables for each Community Outcome Area. With over 50 SMEs involved representing over 40 departments and agencies, a spotlight was placed on the need to use a new approach to creating a flexible, remote, and collaborative way of working together. Leveraging the use of available cloud-based services, strategic plan staff developed and launched a dynamic and robust

SharePoint site, with updated materials and information as well as pages with live Microsoft Lists, editable content, reference materials and managed access to serve as a clearing house of information and materials. This site will continually be updated and modified to highlight up to date progress through the implementation process. Below are a few screenshots of the newly developed SharePoint site.

www.fairfaxcounty.gov/strategicplan