



County of Fairfax, Virginia

MEMORANDUM

DATE: July 29, 2021

TO: Board of Supervisors

FROM: Karla Bruce, Chief Equity Officer *KB*

SUBJECT: Plan for Board Action on the Recommendations of the Chairman's Task Force on Equity and Opportunity

The Board will recall that in September 2020, Chairman McKay convened the Chairman's Task Force on Equity and Opportunity, with members selected at large and representing each supervisory district. Initiated in the context of clear racial disparities in both the health and economic impacts of the COVID-19 pandemic and as many in our country and county gained a deeper understanding of the institutional and structural manifestations of racism. The Task Force leveraged the insights, experiences, professional networks, and industry and institutional understanding that exists within Fairfax County to better understand the drivers of inequity in Fairfax County and developed a set of 20 recommendations intended to accelerate the county's progress towards becoming One Fairfax. The recommendations, presented to the Board of Supervisors on February 23, 2021, fell within the four focus areas of the Task Force (Cradle to Career Success, Community Health & Wellness, Community Safety & Justice, and Equitable Communities), or were identified as being necessary to ensure the county maintains the organizational capacity and focus to reshape Fairfax County into a place where all can thrive.

Following the Board's robust discussion at the February 23 meeting, the recommendations of the Task Force were shared with key leadership and staff for review and input. The Task Force's recommendations are presented to you again in the attached documents with additional information compiled to inform your consideration of the recommendations for further action.

The first document, *Staff Input on Recommendations*, includes information for each recommendation in the areas defined below:

- **Lead Role(s):** County- or Partner-led
- **County Champion(s):** County organization(s) that will play the lead convening role.
- **Community Champion(s):** Community organization(s) that will play the lead convening role.
- **County and Community Stakeholders:** County and/or community organizations that will play a support or contributing role.

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- **Related Board, Authorities, and Commissions (BACs) or County-convened group:** County-convened groups that play a key policy or regulatory role or play a role in advising related agencies and programs.
- **Related County Initiatives:** Task Force recommendation relates to an existing county initiative.
- **Related Community Initiatives:** Task Force recommendation relates to an existing community initiative.
- **What we know about this issue:** Information known about this issue beyond the information presented by the Task Force.
- **How we'll know that we have made progress:** Possible metrics and/or key process milestones to demonstrate progress.
- **Resource/Staff Needs:** Estimation of the county resources necessary to support planning or if available, for implementation of this recommendation.
- **Time Frame:** Immediate, Short- or Long-term

Staff's suggestion of any lead or partner role for the county should not be viewed as a commitment of resources. Resource plans will be developed for each recommendation and, as appropriate, will be shared with the Board for your approval.

The second document, the *Strategic Plan & Economic Recovery Framework Alignment Matrix*, outlines the connection between each Task Force recommendation to the Countywide Strategic Plan Priority Areas, or more specifically to strategies within a particular priority area and/or to one or more of the five recommendations of the Economic Recovery Framework, or more specifically to an initiative under a particular Economic Recovery Framework priority. This alignment is critical as it ensures that the recommendations of the Task Force are in congruence with other county efforts to address challenges related to housing, health, public safety, the economy, and education within an operational framework to foster prioritization and compliance with organizational requirements, and to ensure accountability for implementation. Staff also give specific guidance here to inform the Board's consideration of next steps.

The information compiled by staff is extensive but is not intended to be exhaustive. It is recognized that you as members of the Board of Supervisors have your own relationships, experiences, and perspectives related to these recommendations. In the attached documents you will see that staff have identified some of the recommendations of the Task Force as a validation of work the county has already committed to do. Other recommendations are identified as in alignment with county interests but not yet at an actionable level with staff's input suggesting the engagement of additional stakeholders to further define and advance the work.

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To ensure information compiled by staff did not compromise the integrity of the recommendations as originally presented, the chairs of the Task Force's four committees were given an opportunity to review the staff input. While they had no issues with the information presented by staff, one of the key themes that emerged from the committee chair review was that it is not just *what* the county does but *how* we do it. The chairs noted that four of the twenty recommendations warranted immediate action by the Board of Supervisors as they saw a relation to recent Board considerations and believe that these recommendations provide the foundation and context for addressing the remaining items from the frame intended by the Task Force. The recommendations put forward for immediate action by the Board are:

- **Recommendation 16:** Develop, pilot, and institute Fairfax County equity-based decision-making tools for planning, projects, decision making and resource allocation.
- **Recommendation 18:** Establish a Community Advisory Board, with representation by BIPOC (Black, Indigenous, and People of Color) and low-income individuals, to monitor the degree to which each county agency has prioritized the needs of BIPOC and lower income communities.
- **Recommendation 19:** Demonstrate intentionality in ensuring diverse representation and inclusiveness in power and decision-making.
- **Recommendation 20:** Ensure our local leaders, public and private, have the knowledge and capacity to understand the drivers of racial inequity and their contribution to structural racism and use their power to build more equitable communities.

Please review the attached documents in preparation for discussion and action at a Board meeting in September and contact me with questions or for additional information. The timing of your review and discussion will ensure that the recommendations of the Task Force can be considered within upcoming budget-related decisions such as carryover, the allocation of stimulus funding, and the development of the FY2023 budget.

Attachments: Staff Input on Recommendations
Strategic Plan & Economic Recovery Framework Alignment Matrix

cc: Bryan J. Hill, County Executive
Joseph M. Mondoro, Chief Financial Officer
Rachel M. Flynn, Deputy County Executive
Christopher A. Leonard, Deputy County Executive
David M. Rohrer, Deputy County Executive
Christina Jackson, Director, Department of Management and Budget

CHAIRMAN’S TASKFORCE ON EQUITY & OPPORTUNITY

STRATEGIC PLAN & ECONOMIC RECOVERY FRAMEWORK ALIGNMENT MATRIX

TASK FORCE RECOMMENDATIONS	STRATEGIC PLAN PRIORITY AREA/STRATEGY	ECONOMIC RECOVERY CATEGORY/RECOMMENDATION	NEXT STEPS/NOTES
RECOMMENDATION 1: Ensure all families with children under age 5 have access to affordable, quality early childhood programs available through the public and private sectors (centers, family childcare homes and FCPS).	<p>LEL 1. Leverage Fairfax County’s full complement of social service agencies, community nonprofits, faith groups, homeowners’ associations, and business leaders to promote awareness of the positive impact that early childhood education has on the child, their family and community.</p> <p>LEL 2. Create a plan and resource model to ensure access to high-quality early childhood education.</p>	<p>Support for Workers and Families: Expand access to affordable childcare to enable more parents, particularly women, to take part in the workforce</p>	Task Force recommendation aligns with existing plans. Consider prioritization by geographic area and/or population.
RECOMMENDATION 2: Ensure all early childhood education (ECE) providers have access to professional development and skill building opportunities, in order to ensure the highest quality ECE services for every child, regardless of setting or program type.	LEL 3. Ensure early childhood educators have access to effective professional learning and development informed by evidence and best practices	Workforce and Talent Support	Task Force recommendation aligns with existing plans. Consider broadening the focus from not just educating to improving the quality of these jobs through promoting access to a living wage and benefits.
RECOMMENDATION 3: Expand Career and Technical Education offerings through FCPS and community-based providers to be more accessible and to align with projected areas of job demand.	LEL 13. Promote career and technical education and associated career paths — including apprenticeship and internship programs — across schools, postsecondary institutions, and workforce development organizations.	<p>Workforce and Talent Support: Hire local workers to support pandemic recovery efforts; Strengthen job training and placement programs.</p>	Utilize SCYPT as initial convener through current workgroup with eventual transfer of leadership to FCPS and relevant county agencies to include DFS, DEI, and NCS.

TASK FORCE RECOMMENDATIONS	STRATEGIC PLAN PRIORITY AREA/STRATEGY	ECONOMIC RECOVERY CATEGORY/RECOMMENDATION	NEXT STEPS/NOTES
	<p>LEL 14. Identify and address common barriers that prevent many residents from accessing career and technical education.</p> <p>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.</p> <p>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.</p>	<p>Coordinate improvements to certification and reskilling programs; bring these opportunities to low-income communities and communities of color.</p> <p>Pilot a neighborhood job and entrepreneur center.</p>	
<p>RECOMMENDATION 4: Engage educators, business, government, and nonprofits, and involving youth and young adults, to align their resources and initiatives to create an education-to-career system that better connects Fairfax's youth ages 16-24 who are not in school or working (opportunity youth) to in-demand careers.</p>	<p>LEL 16. Engage businesses, nonprofit service groups, faith-based organizations, and social services agencies to expand the number of English-language learning opportunities.</p> <p>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</p>	<p>Workforce and Talent Support: Hire local workers to support pandemic recovery efforts; Strengthen job training and placement programs.</p> <p>Coordinate improvements to certification and reskilling programs; bring these opportunities to low-income communities and communities of color.</p>	<p>Utilize SCYPT as initial convener with eventual transfer of leadership to Fairfax Futures with their expanded focus to include Opportunity Youth.</p>

TASK FORCE RECOMMENDATIONS	STRATEGIC PLAN PRIORITY AREA/STRATEGY	ECONOMIC RECOVERY CATEGORY/RECOMMENDATION	NEXT STEPS/NOTES
	<p>supports such as affordable housing, childcare, and transportation.</p> <p>ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated, and comprehensive approach to meeting the needs of residents facing vulnerability.</p> <p>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.</p> <p>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.</p>	Pilot a neighborhood job and entrepreneur center.	
RECOMMENDATION 5: Ensure residents are aware of academic and career enrichment opportunities, early enough and in ways that encourage Blacks and Hispanics to take advantage of them.	<p>LEL 13. Promote career and technical education and associated career paths — including apprenticeship and internship programs — across schools, postsecondary institutions, and workforce development organizations.</p> <p>LEL 14. Identify and address common barriers that prevent many residents from accessing career and technical education.</p>	<p>Workforce & Talent Support: Strengthen job training and placement programs.</p> <p>Coordinate improvements to certification and reskilling programs; bring these opportunities to low-income communities and communities of color.</p> <p>Pilot a neighborhood job and entrepreneur center.</p>	<p>Engage FCPS and local institutions of higher education.</p> <p>Continue with SCYPT efforts to establish Fairfax County as a My Brother’s Keeper community to address persistent opportunity gaps facing boys and young men of color, engaging with FCPS, and building strategy to address to support the success of girls and young women of color.</p>

TASK FORCE RECOMMENDATIONS	STRATEGIC PLAN PRIORITY AREA/STRATEGY	ECONOMIC RECOVERY CATEGORY/RECOMMENDATION	NEXT STEPS/NOTES
			Include as focus of Director of Immigrant Community Affairs
RECOMMENDATION 6: Create meaningful opportunities for the community to be involved in defining the role of law enforcement and other public safety personnel.	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.	Workforce and Talent Support: Leverage County resources to link job seekers with employment opportunities by hiring local workers to support pandemic recovery efforts.	Consult with Chief Davis to align with planned community engagement efforts. Also engage Equity Leads and Leadership of other public safety agencies.
RECOMMENDATION 7: Implement policies to enable public safety personnel to live in and come from the communities they serve.	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.	Support for Workers and Families Commitment to and Implementation of Affordable Housing Production Goals	Consult with Public Safety leadership to align with planned recruitment and retention efforts. Also engage HCD and DPD to align with Workforce Housing and WDU plans and explore targeted homeownership and rental opportunities.
RECOMMENDATION 8: Implement trainings such as implicit bias, cultural competency, and community engagement in the public safety academies and annually for first responder personnel.	<p>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.</p> <p>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.</p>	N/A	Consult with Chief Davis to align with planned training efforts. Also engage Equity Leads and Leadership of other public safety agencies.

TASK FORCE RECOMMENDATIONS	STRATEGIC PLAN PRIORITY AREA/STRATEGY	ECONOMIC RECOVERY CATEGORY/RECOMMENDATION	NEXT STEPS/NOTES
RECOMMENDATION 9: Develop and institutionalize accountability mechanisms that monitor and evaluate occurrences of racial profiling and excessive use of force by law enforcement and other first responders.	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.	N/A	Consult with Chief Davis to align with FCPD efforts in response to Use of Force report.
RECOMMENDATION 10: Bring together executive leadership from multiple sectors to create a model for collective, holistic community healthcare delivery to include the county, hospitals, primary care, and other community health providers, Federally Qualified Health Centers, oral and behavioral health providers, public and private health insurers, employers, schools, and community and faith-based organizations.	HE 7. Identify barriers to accessing health services for residents in need and align county and community resources to address the underlying factors contributing to underutilization, and to eliminate gaps in services. HE 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.	N/A	Ask Chairman McKay to tap influential leaders to convene the Health Department, key health system leaders (INOVA, Kaiser, Neighborhood Health, HealthWorks) and other identified stakeholders to develop plan for leveraging federal public health dollars and efficiencies from transition from CHCN to FQHC model. (Get specifics from Sara Brinkmoeller)
RECOMMENDATION 11: Aggressively pursue strategies to increase the amount of affordable housing and address the affordability of housing for low-income residents (e.g., social determinants tax, zoning changes to require low-income housing, lobbying the General Assembly to pass a Medicaid waiver to authorize housing supplements, etc.) as a social determinant of health.	HNL 9. Encourage adoption of a countywide proffer policy to include contributions from job-generating commercial and other nonresidential developments for use in affordable housing production. HNL 10. Encourage the study and potential adoption of an ordinance, pursuant to state code, to enable transfer of development rights to increase affordable housing development. HNL 11. Update codes, regulations, policies, and procedures related to land and housing development to reduce administrative costs for	Physical and Community Planning: Strategically employ a Health in All Policies approach to community development.	Task Force recommendation aligns with existing plans. Ensure prioritization by geographic area and/or population adversely impacted by social determinants of health.

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	<p>affordable housing providers, keep pace with national and regional trends, and improve review quality and efficiency.</p> <p>HNL 12. Conduct regular updates to the affordable dwelling unit and workforce dwelling unit policies based on the changing market, affordability and building trends in the county, and communicate any updates or changes to the public as part of an outreach and education effort.</p>		
<p>RECOMMENDATION 12: Promote the use of social impact funds or other investment opportunities to attract capital investment in the built environment of BIPOC and low-income communities to improve and expand housing stock and other neighborhood amenities and require plans to avoid displacement as neighborhoods change.</p>	<p>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.</p> <p>CRO 5. Ensure cultural and recreational amenities are included in placemaking designs for development and/or revitalization in targeted areas.</p> <p>EO 4. Implement transparent and flexible land development policies, regulations and processes that keep pace with market conditions and technological innovations.</p> <p>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.</p>	<p>Business Recovery & Resilience Launch targeted small business recovery and resilience programs focused on delivering technical support to small businesses in the industries and communities most impacted by the pandemic.</p> <p>Roll out a dynamic “buy local” campaign for small businesses throughout the county, focused on goods Made in Fairfax and elevating minority-owned businesses.</p> <p>Regulatory Action: Continue advocating for legislation that prioritizes: i) local purchasing, and ii) procurement from minority-owned businesses.</p> <p>Physical & Community Planning: Support corridor-level recovery by establishing “boots on the ground” corridor teams to provide day to day support to businesses.</p>	<p>Leverage McGuireWoods Consulting interest in addressing segregated land use and NVBIA/NAIOP interest in One Fairfax.</p>

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	<p>HE 13. Explore innovative financing mechanisms to bolster the flexibility, scalability and sustainability of community health and wellness initiatives.</p> <p>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.</p> <p>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.</p> <p>HNL 17. Seek ways to finance development in nontraditional ways, such as venture capital investments, partnerships with large corporate employers, and faith-based and non-profit communities.</p>		
RECOMMENDATION 13: Require agency operations – systems, processes, and programs – align with the needs and priorities of clients following the principles of human centered (client centered/culturally competent) design.	<p>EEG 1. Implement a human-centered design approach across county and school programs and services to improve the customer experience.</p> <p>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.</p>	Create efficient and integrated client-facing access to Fairfax County and partner-provided health, housing, and human services.	Implementation of the Inclusive Community Engagement Framework to expand county capacity to center the voice of residents in the planning of services and programs and the design of systems and processes.

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	ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated, and comprehensive approach to meeting the needs of residents facing vulnerability		Pilot Communities of Opportunity Collective Impact Framework Buckman Road area and Culmore.
RECOMMENDATION 14: Evaluate Fairfax County systems, including the proffer system and the contracting and procurement systems, to promote equitable and transparent asset, investment, and resource distribution county-wide.	<p>EO 6. Enhance the county’s capacity to gather and use high-quality socioeconomic and other relevant market data, making it available and consumable for improved data-driven decision making, especially related to land development and investments in communities with the greatest need to improve economic opportunity.</p> <p>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.</p> <p>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.</p>	<p>Business Recovery & Resilience: Launch targeted small business recovery and resilience programs focused on delivering technical support to small businesses in the industries and communities most impacted by the pandemic.</p> <p>Regulatory Action: Continue advocating for legislation that prioritizes local purchasing and procurement from minority-owned businesses.</p>	Identify specific legislative priorities to advance.
RECOMMENDATION 15: Help close the racial wealth gap by building ecosystems that facilitate locally owned investment and economic opportunities for BIPOC.	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.	Business Recovery & Resilience: Launch targeted small business recovery & resilience programs focused on delivering technical support to small businesses in the industries and communities most impacted by the pandemic.	Gather local data and continue existing efforts: <ul style="list-style-type: none"> • Financial Empowerment Center • Fairfax Founders Fund • Innovation District – Lee District BOS

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	<p>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.</p> <p>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.</p> <p>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.</p> <p>LEL 13. Promote career and technical education and associated career paths — including apprenticeship and internship programs — across schools, postsecondary institutions, and workforce development organizations.</p> <p>LEL 14. Identify and address common barriers that prevent many residents from accessing career and technical education.</p>	<p>Roll out a dynamic “buy local” campaign for small businesses throughout the county, focused on goods Made in Fairfax and elevating minority-owned businesses.</p> <p>Regulatory Action: Continue advocating for legislation that prioritizes: i) local purchasing, and ii) procurement from minority-owned businesses.</p> <p>Workforce & Talent Support: Leverage County resources to link job seekers with employment opportunities by:</p> <ul style="list-style-type: none"> Hiring local workers to support pandemic recovery efforts. Strengthening job training and placement programs, focusing on individuals & communities impacted by the pandemic. <p>Coordinate improvements to certification and skills-based job training and reskilling programs and bring these opportunities to low-income communities and communities of color.</p> <p>Pilot a neighborhood job and entrepreneur center, building toward a long-term investment strategy to be deployed throughout the County.</p>	<ul style="list-style-type: none"> Original Mount Vernon High School – Pathways to Economic Mobility Thrive Business & Worker Recovery Programs (proposed programs/in development)

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	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.		
RECOMMENDATION 16: Develop, pilot, and institute Fairfax County equity-based decision-making tools for planning, projects, decision making and resource allocation.	EEG 12. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability, and trustworthiness.	N/A	Report out on annual Department Equity Impact Plans. Define county equity policy agenda and incorporate equity considerations in key board actions related to stated equity priorities. Present to BOS for consideration for immediate action.
RECOMMENDATION 17: Develop and operationalize policies and procedures – to include stated goals and quantitative targets – to equitably recruit, hire, mentor, and promote women and people of color, recognizing that representation is different in various systems, professions, and job classes.	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. EEG 7. Improve the county’s competitiveness as an employer to recruit, hire and retain a diverse, highly qualified workforce. EEG 12. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer	Workforce & Talent Support: Provide a one-stop shop for job resources including training, placement, and counseling programs offered by nonprofit and workforce development partners and County resources offered to workers in this are such as information on any ongoing grant programs and/or local jobs corps programs. Gather and streamline information about current job training, certification, continuing education, and reskilling programs.	Establish a position in HR with a focus in this area. Collaborate with FCPS to address recruitment, retention, and promotion of people of color as teachers and administrators.

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	<p>service, transparency, accountability, and trustworthiness.</p> <p>LEL 11. Support recruitment and hiring pathways that are designed to bring instructor and teacher demographics more closely in alignment with student demographics.</p>	<p>Align employer needs with existing programs to identify clear pathways for job seekers into new industries and occupations and identify gaps.</p> <p>Create a local jobs corps for emerging sectors like clean energy. Recruit from targeted areas or populations in county.</p> <p>Continue efforts to employ displaced workers - collaborate with private-sector partners to match candidates with long term opportunities.</p> <p>Work with private developers to secure commitments for local hiring.</p> <p>Business Recovery & Resilience: Roll out a campaign to communicate existing and new opportunities directly to low-income communities and communities of color, and assist interested job seekers in accessing these programs (online or through bringing programming to neighborhoods in these communities).</p>	
RECOMMENDATION 18: Establish a Community Advisory Board, with representation by BIPOC and low-income individuals, to monitor the degree to which each county agency has prioritized the needs of BIPOC and lower income communities.	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.	N/A	Present to BOS for consideration for immediate action.

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RECOMMENDATION 19: Demonstrate intentionality in ensuring diverse representation and inclusiveness in power and decision-making opportunities.	<p>EEG 4. Proactively create opportunities for collaboration and engagement that enable a wide range of views and voices to be heard that represent the diversity of all communities and provides residents physical and technological access to engage and participate in community discussions and decisions.</p> <p>EEG 6. Review and improve the structure, operations and impact of county boards, authorities, and commissions to better reflect residents of Fairfax County, especially Black, indigenous, people of color and those with lower wealth.</p>	N/A	<p>Implement Inclusive Community Engagement Framework and resource key elements – language access, virtual public participation platforms, training, etc.</p> <p>Present to BOS for consideration for immediate action.</p>
RECOMMENDATION 20: Ensure our local leaders, public and private, have the knowledge and capacity to understand the drivers of racial inequity and their contribution to structural racism, and use their power to build more equitable communities.	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	N/A	<p>Expand existing training efforts to include elected and executive leadership. Explore opportunities for county to support the training and capacity building of the community and key stakeholders (Interfaith, Leadership Fairfax, etc.)</p> <p>Present to BOS for consideration for immediate action.</p>

CHAIRMAN'S TASKFORCE ON EQUITY & OPPORTUNITY

STAFF INPUT ON RECOMMENDATIONS

RECOMMENDATION 1: Ensure all families with children under age 5 have access to affordable, quality early childhood programs available through the public and private sectors (centers, family childcare homes and FCPS).	
LEAD ROLE(S)	County-led
COUNTY CHAMPION(S)	Office for Children, FCPS
COMMUNITY CHAMPION(S)	Fairfax Futures, Venture Philanthropy Partners
COUNTY & COMMUNITY STAKEHOLDERS	Successful Children and Youth Policy Team, Northern Virginia Association for the Education of Young Children, Northern Virginia Chamber of Commerce (and other Chambers), Family Child Care Associations, NAACP, Fairfax County Economic Development Authority, community early childhood programs, faith community
RELATED BACS	Advisory Social Services Board (ASSB), Community Action Advisory Board (CAAB), Commission for Women (CFW), Childcare Advisory Council (CCAC), Economic Development Authority (EDA), Head Start Policy Council, Human Services Council
RELATED COUNTY INITIATIVES	Equitable School Readiness Strategic Plan, School Readiness Resources Panel, planned bond referenda (\$100M over 8 years) for capital needs
RELATED COMMUNITY INITIATIVES	Virginia Promise Partnership
WHAT DO WE KNOW ABOUT THIS ISSUE?	Research tells us that when young children have access to high quality early learning opportunities, they do well in school and in life. Every child in Fairfax County deserves the opportunity to enter kindergarten primed to achieve his or her maximum potential, as this is the key to the county's continued ability to thrive as an economic leader in the greater Washington metropolitan area. Gaps in information about children and families make coordinating the demand and supply for school readiness services challenging. There is a need for greater coordination to support quality early childhood education and the professional growth of early

CHAIRMAN'S TASKFORCE ON EQUITY & OPPORTUNITY

STAFF INPUT ON RECOMMENDATIONS

	<p>childhood educators. More work is needed to ensure a cohesive system of school readiness supports that maintains an equity focus, is data driven and is directly linked to family needs.</p> <p>The goal of the School Readiness Resources Panel, endorsed by the SCYPT, is that all families with children under age 5 living in households with income below 300% FPL have access to publicly funded early childhood programs in the public and private sectors (centers, family childcare homes, and FCPS – this mixed delivery system is critical). Only about 1 in 5 children living in those households are currently served with public funds. It would likely cost over \$200 million annually to bridge the gap.</p> <p>Even if funding for services became immediately available, the physical space is not available, so a sustained capital campaign, combined with partnerships and innovative space use approaches, are necessary.</p>
HOW WILL WE KNOW THAT WE HAVE MADE PROGRESS?	<ul style="list-style-type: none"> • Increase in early childhood program capacity (number of slots available in centers, family childcare homes, Fairfax County Public Schools), • Number of children under age five enrolled in early childhood programs • Percentage of children accessing services. • Number of children participating in the Child Care Assistance and Referral Program • Families are part of a connected community and are informed about programs in their community that offer quality early childhood experiences
RESOURCE/STAFF NEEDS	Existing plus a significant amount of new resources
TIME FRAME	Long-term

CHAIRMAN'S TASKFORCE ON EQUITY & OPPORTUNITY

STAFF INPUT ON RECOMMENDATIONS

RECOMMENDATION 2: Ensure all early childhood education (ECE) providers have access to professional development and skill building opportunities, in order to ensure the highest quality ECE services for every child, regardless of setting or program type.

LEAD ROLE	County-led
COUNTY CHAMPION(S)	Office for Children
COMMUNITY CHAMPION(S)	Fairfax Futures, Venture Philanthropy Partners
COUNTY & COMMUNITY STAKEHOLDERS	Successful Children and Youth Policy Team; Northern Virginia Association for the Education of Young Children; Northern Virginia Community College (NVCC); Family Child Care Associations; Fairfax County Public Schools (FCPS); George Mason University (GMU)
RELATED BACS	Advisory Social Services Board (ASSB), Community Action Advisory Board (CAAB), Commission for Women (CFW), Childcare Advisory Council (CCAC), Economic Development Authority (EDA), Head Start Policy Council, Human Services Council
RELATED COUNTY INITIATIVES	Equitable School Readiness Strategic Plan, School Readiness Resources Panel
RELATED COMMUNITY INITIATIVES	Virginia Unified Early Childhood System
WHAT DO WE KNOW ABOUT THIS ISSUE?	Research tells us that when young children have access to high quality early learning opportunities, they do well in school and in life. Every child in Fairfax County deserves the opportunity to enter kindergarten primed to achieve his or her maximum potential, as this is the key to the county's continued ability to thrive as an economic leader in the greater Washington metropolitan area. Gaps in information about children and families make coordinating the demand and supply for school readiness services challenging. There is a need for greater coordination to support quality early childhood education and the professional growth of early childhood educators. More work is needed to ensure a cohesive system of school readiness supports that maintains an equity focus, is data driven and is directly linked to family needs.

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	<p>The Office for Children's Institute for Early Learning offers numerous training and professional development opportunities for providers in the county's mixed delivery system. Northern Virginia Community College and the Northern Virginia Association for the Education of Young Children are also among the important providers of professional development opportunities locally.</p>
HOW DO WE KNOW WE ARE MAKING PROGRESS?	<ul style="list-style-type: none"> • Number of professional learning opportunities offered. • Number of early childhood educators who complete certificate programs offered by OFC and demonstrate competencies in infant, toddler and pre-k through CLASS scores, curriculum implementation, as measured by the VA Unified Measurement and Improvement System • Number of active permitted/licensed family childcare providers
RESOURCE/STAFF NEEDS	Existing plus minimal new resources
TIME FRAME	Long-term

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RECOMMENDATION 3: Expand Career and Technical Education offerings through FCPS and community-based providers to be more accessible and to align with projected areas of job demand.

LEAD ROLE	Partner-led, with county resources
COUNTY CHAMPION(S)	Department of Family Service (DFS), Fairfax County Public Schools (FCPS)
COMMUNITY CHAMPION(S)	Northern Virginia Workforce Development Board, Fairfax Futures
COUNTY & COMMUNITY STAKEHOLDERS	Successful Children and Youth Policy Team, Northern Virginia Community College (NVCC), George Mason University (GMU), workforce development providers, Community Foundation for Northern Virginia, Skill Source Group, Inc.
RELATED BACS	Advisory Social Services Board (ASSB), Community Action Advisory Board (CAAB), Economic Advisory Commission (EAC), Economic Development Authority (EDA), Disability Services Board, Community Services Board (CSB), Human Services Council (HSC), Juvenile and Domestic Relations District Court Citizens Advisory Council, NVCC Board, Small Business Commission, Young Adults Advisory Council
RELATED COUNTY INITIATIVES	Education through Youth Employment program, DFS/VA Career Works Employment and Training Services; Workforce Innovation and Opportunity Act (WIOA) Youth Employment Program
RELATED COMMUNITY INITIATIVES	FCPS Strategic Plan, FCPS Academic and Career Planning, FCPS Career and Technical Education programs, FCPS Career and Transition Services, FCPS College Success Program, FCPS Nontraditional School Programs and Adult High School, FCPS Adult and Career Education, NVCC/GMU ADVANCE program, many community programs
WHAT DO WE KNOW ABOUT THIS ISSUE?	There are a great number of services, programs, and supports available for this population. However, they are not well coordinated across providers and systems, and there is no clear entry to a coordinated set of supports for youth in need of such services.

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HOW DO WE KNOW WE ARE MAKING PROGRESS?	<ul style="list-style-type: none">• % of FCPS graduates employed or in school• % of young adults in school or employed in career-path jobs• Career and technical education enrollment
RESOURCE/STAFF NEEDS	Existing plus a significant amount of new resources
TIME FRAME	Long-term

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RECOMMENDATION 4: Engage educators, business, government, and nonprofits, and involving youth and young adults, to align their resources and initiatives to create an education-to-career system that better connects Fairfax's youth ages 16-24 who are not in school or working (opportunity youth) to in-demand careers.

LEAD ROLE	Partner-led with County resources
COUNTY CHAMPION(S)	Department of Family Services (DFS), Fairfax County Public Schools (FCPS), Neighborhood and Community Services (NCS)
COMMUNITY CHAMPION(S)	Fairfax Futures, Skill Source Group, Inc., Venture Philanthropy Partners
COUNTY & COMMUNITY STAKEHOLDERS	Successful Children and Youth Policy Team (SCYPT), Northern Virginia Community College, George Mason University, City of Fairfax Human Services, City of Falls Church Human Services, local chambers of commerce, Faith-based organizations, Virginia Department for Aging and Rehabilitative Services (VDARS), Northern Virginia Workforce Development Board, Fairfax County Economic Development Authority
RELATED BACS	Advisory Social Services Board (ASSB), Human Services Council (HSC), Community Action Advisory Board (CAAB), Disability Services Board, Community Services Board (CSB), Juvenile and Domestic Relations District Court Citizens Advisory Council, Northern Virginia Community College Board, Small Business Commission, Young Adults Advisory Council
RELATED COUNTY INITIATIVES	<p>The Northern Virginia Educating Youth through Employment (EYE) program is a summer initiative that recruits, screens, and matches youth ages 18-24 with professional opportunities in the private sector and other area businesses.</p> <p>The WIOA Youth Program assists eligible young adults ages 17-24 to gain the skills needed to succeed in tomorrow's workforce. Available services include career development and educational support.</p>
RELATED COMMUNITY INITIATIVES	Unknown

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WHAT DO WE KNOW ABOUT THIS ISSUE?	<p>Fairfax is a thriving community. We have a strong employer base; we are not short of good jobs. Yet too few of our young people are getting these good jobs, and too few have the academic and workplace skills to compete with more qualified candidates from other cities and states. We may not be able to change the market, but we can build a system that equips our youth and young adults with the skills necessary for rewarding careers in Northern Virginia. We can build a pipeline of education and training that assures our young people are qualified and able to compete in the marketplace.</p> <p>Without supports to promote work and economic self-sufficiency a substantial number will struggle in the process to obtain and maintain sustaining full-time work, and some will not make it at all.</p> <p>There are hundreds of disconnected youths—enough to fill who are either at significant risk of dropping out of high school or who are not pursuing any education, training, or employment. All of them have talent and the aspiration for a better life. Together, they represent a source of workforce skills, civic participation, and taxpayer revenue that Fairfax cannot afford to leave behind.</p> <p>The Workforce Innovation and Opportunity Act (WIOA) Youth and EYE programs currently serve high percentages of youth of color; approximately two-thirds of the 300+ annual participants are Black or Hispanic.</p>
HOW DO WE KNOW WE ARE MAKING PROGRESS?	<ul style="list-style-type: none"> • # of youth served • Drop-out rate • % of HS graduates in career-track jobs or college
RESOURCE/STAFF NEEDS	Existing plus minimal new resources
TIME FRAME	Long-term

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RECOMMENDATION 5: Ensure residents are aware of academic and career enrichment opportunities, early enough and in ways that encourage Blacks and Hispanics to take advantage of them.

LEAD ROLE	County-led
COUNTY CHAMPION(S)	Fairfax County Public Schools (FCPS), Department of Family Services (DFS), Neighborhood and Community Services (NCS)
COMMUNITY CHAMPION(S)	Unknown
COUNTY & COMMUNITY STAKEHOLDERS	Successful Children and Youth Policy Team (SCYPT), Virginia Department of Rehabilitative Services (VDARS), Department of Family Services
RELATED BACS	Advisory Social Services Board (ASSB), Community Action Advisory Board (CAAB), Economic Development Authority (EDA), Human Services Council (HSC)
RELATED COUNTY INITIATIVES	<p>The Northern Virginia Educating Youth through Employment (EYE) program is a summer initiative that recruits, screens, and matches youth ages 18-24 with professional opportunities in the private sector and other area businesses.</p> <p>The Workforce Innovation and Opportunity Act (WIOA) Youth Program assists eligible young adults ages 17-24 to gain the skills needed to succeed in tomorrow's workforce. Available services include career development and educational support.</p>
RELATED COMMUNITY INITIATIVES	FCPS programs
WHAT DO WE KNOW ABOUT THIS ISSUE?	Seek information from FCPS.
HOW DO WE KNOW WE ARE MAKING PROGRESS?	<ul style="list-style-type: none"> • Increase in enrollment in available programs • Proportion of participants and graduates of programs who are students of color

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RESOURCE/STAFF NEEDS	Existing plus minimal new resources
TIME FRAME	Long-term

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RECOMMENDATION 6: Create meaningful opportunities for the community to be involved in defining the role of law enforcement and other public safety personnel.

LEAD ROLE	County-led with partner input
COUNTY CHAMPION(S)	Police Department, Fire Department, Sheriff's Office
COMMUNITY CHAMPION(S)	Fairfax NAACP, Communities of Trust Committee, ACLU People Power Fairfax, Fairfax Federation Public Safety Committee
COUNTY & COMMUNITY STAKEHOLDERS	Fairfax NAACP, ACLU People Power Fairfax
RELATED BACS	Police Civilian Review Panel
RELATED COUNTY INITIATIVES	Engage Fairfax County, recent community survey for Fairfax County Chief of Police recruitment (English and Spanish), recent public input sessions hosted by Chairman McKay and Supervisor Lusk
RELATED COMMUNITY INITIATIVES	Unknown
WHAT DO WE KNOW ABOUT THIS ISSUE?	Efforts to reimagine public safety in other localities has led to shift in funding to provide mental health counselors that are sent to respond to certain calls instead of law enforcement
HOW DO WE KNOW WE ARE MAKING PROGRESS?	<ul style="list-style-type: none"> • Completion of inclusive, engagement process to gather community input on role of public safety • Community members are part of hiring panels (barriers to participate must be reduced)
RESOURCE/STAFF NEEDS	Funding for staff and technology needed to complete robust, inclusive engagement process to get input from community

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	Leverage partnerships with local and national philanthropic partners
TIME FRAME	Short-term and long-term

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RECOMMENDATION 7: Implement policies to enable public safety personnel to live in and come from the communities they serve.	
LEAD ROLE	County-led with partner input
COUNTY CHAMPION(S)	Police Department, Fire Department, Department of Housing and Community Development, Sheriff's Office
COMMUNITY CHAMPION(S)	Fairfax NAACP, Fairfax Federation Public Safety Committee
COUNTY & COMMUNITY STAKEHOLDERS	Affordable Housing Preservation Task Force, Housing Committee, Public Safety Committee
RELATED BACS	Affordable Housing Advisory Committee, Redevelopment and Housing Authority
RELATED COUNTY INITIATIVES	Workforce Dwelling Unit Program, Affordable Homeownership Programs
RELATED COMMUNITY INITIATIVES	Unknown
WHAT DO WE KNOW ABOUT THIS ISSUE?	With high living costs, many public safety personnel cannot afford to live in Fairfax County. There are also barriers to joining the police force such as the college requirement.
HOW DO WE KNOW WE ARE MAKING PROGRESS?	<ul style="list-style-type: none"> • Increase in percentage of workforce that lives and works in Fairfax County, particularly those who graduated from high schools in County. • Workforce is more representative of county demographics.
RESOURCE/STAFF NEEDS	Funding for Workforce Dwelling Unit and Affordable Homeownership programs
TIME FRAME	Long-term

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RECOMMENDATION 8: Implement trainings such as implicit bias, cultural competency, and community engagement in the public safety academies and annually for first responder personnel.

LEAD ROLE	County-led with partner input
COUNTY CHAMPION(S)	Police Department, Fire Department, Sheriff's Office, Department of Public Safety Communications, One Fairfax
COMMUNITY CHAMPION(S)	Fairfax NAACP, Fairfax Federation Public Safety Committee
COUNTY & COMMUNITY STAKEHOLDERS	Human Resources (especially Organizational Development and Training); Communities of Trust Committee, Fairfax Federation Public Safety Committee
RELATED BACS	Police Civilian Review Panel
RELATED COUNTY INITIATIVES	One Fairfax, Inclusive Community Engagement Team
RELATED COMMUNITY INITIATIVES	N/A
WHAT DO WE KNOW ABOUT THIS ISSUE?	Racial and ethnic minorities are more likely to suffer worse outcomes than the general population during an emergency response or interaction with first responders. Cultural and linguistic competency can improve the quality of service delivered to individuals from diverse cultural backgrounds.
HOW DO WE KNOW WE ARE MAKING PROGRESS?	<ul style="list-style-type: none"> • Trainings have been reviewed and/or created to ensure equity lens • 100% of all public safety personnel have completed new trainings and becomes an annual requirement similar to other ones required of all County employees • Negative interactions, implicit bias and profiling are decreased

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RESOURCE/STAFF NEEDS	Funding for development of trainings with equity lens; funding for trainers
TIME FRAME	Short-term and long-term

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RECOMMENDATION 9: Develop and institutionalize accountability mechanisms that monitor and evaluate occurrences of racial profiling and excessive use of force by law enforcement and other first responders.	
LEAD ROLE	County-led with partner input
COUNTY CHAMPION(S)	Police Department, Fire Department, Sheriff's Office, Juvenile and Domestic Relations District Court
COMMUNITY CHAMPION(S)	Fairfax NAACP
COUNTY & COMMUNITY STAKEHOLDERS	Fairfax Commonwealth Attorney's Office, Communities of Trust Committee, Office of Human Rights and Equity Programs (OHREP), Human Resources, Communities of Trust Committee, Fairfax Federation Public Safety Committee
RELATED BACS	Police Civilian Review Panel
RELATED COUNTY INITIATIVES	2021 Investigation the Use of Force by the Fairfax County Police Department
RELATED COMMUNITY INITIATIVES	Unknown
WHAT DO WE KNOW ABOUT THIS ISSUE?	Racial profiling has led countless people of color to live in fear, casting entire communities as suspect simply because of what they look like and where they come from.
HOW DO WE KNOW WE ARE MAKING PROGRESS?	<ul style="list-style-type: none"> • Reduction in occurrence of racial profiling and excessive force instance • Public safety personnel who abuse their power are held accountable • Increased trust and confidence in administration of justice
RESOURCE/STAFF NEEDS	Funding to implement a public campaign to inform residents of how they can file a complaint if victim of racial profiling and excessive force without fear of retribution and next steps to demystify process

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TIME FRAME

Short-term and long-term

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

LEAD ROLE	County-led with project management resources from the Health Department and partner involvement through the reconvening of the Health Integration Task Force as lead Governing Body
COUNTY CHAMPION(S)	Health Department, Fairfax-Falls Church Community Services Board, Department of Family Services
COMMUNITY CHAMPION(S)	Northern Virginia Health Foundation and George Mason University (TBD)
COUNTY & COMMUNITY STAKEHOLDERS	Health Department, Fairfax-Falls Church Community Services Board, Department of Family Services, Hospital Corporation of America (HCA), Inova, Kaiser Permanente, and other insurers, Healthworks for Northern Virginia, Neighborhood Health, Northern Virginia Dental Clinic, Medical Care for Children Partnership Foundation, Partnership for Healthier Fairfax, George Mason University, Northern Virginia Health Foundation
RELATED BACS	Health Care Advisory Board (HCAB), Human Services Council, Fairfax-Falls Church Community Services Board's Board of Directors
RELATED COUNTY INITIATIVES	<p>The County has made iterative progress in this direction over many years. An existing, County-convened Health Integration Task Force produced recommendations in 2018. Those recommendations and the Health Integration Task Force can be leveraged as a foundation on which to build for the next iteration of the work.</p> <p>Additional, contributing initiatives may include: Health Department Health Integration and Safety Net Activities; Partnership for a Healthier Fairfax, System Transformation Excellence and Performance (STEP-VA) program and CSB's BeWell initiative, Community Providers Strategy Team, Healthy Minds Fairfax</p>

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RELATED COMMUNITY INITIATIVES	Live Healthy Fairfax Initiative—Community Health Improvement Plan , Inova Community Health Needs Assessment Implementation Strategies , Unite Virginia , ConnectVirginia Health Information Exchange (HIE) Emergency Department Care Coordination .
WHAT DO WE KNOW ABOUT THIS ISSUE?	<p>This recommendation is specific to the development of a coordinated care delivery model for the community's health care safety net providers. The Institute of Medicine defines safety net providers as those that "organize and deliver a significant level of health care and other needed services to uninsured, Medicaid and other vulnerable patients." In Fairfax County, these patients have historically tended to be people of color and those who have low income.</p> <p>The goal(s) of this recommendation will be is to ensure provider organizations collectively figure out define an integrated primary care service delivery model for identified populations, inclusive of an approach to dental services and specialty care coverage and access; to determine a collective impact model that allows for collective measurement on progress toward: 1) improving the experience of care; 2), improving the health of populations; , and 3) reducing per capita costs of health care; and to agree to regular and transparent reporting on agreed to metrics by all providers.</p> <p>Models from other jurisdictions: "Montgomery Cares" in Montgomery County MD, Hennepin County, MN</p> <p>Challenges:</p> <ul style="list-style-type: none"> • Coordination of technology and processes that allow efficient integrated access across county and privately provided health care – to include large health systems. • The development of sustainable local financing models that effectively augment and complement existing private and public models in a way that leverages private investment, maximizes public investment, and ensures access for the broadest set of County residents in need. <p>Related legislation that passed in 2021:</p> <ul style="list-style-type: none"> • A bill (HB 2111) will establish the Task Force on Maternal Health Data and Quality to improve maternal care, quality, and outcomes for pregnant women. It is related to Governor Northam's

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	<p>racial equity work to address racial disparities. In Virginia, the maternal mortality rate for Black women is over two times as high as white women.</p> <ul style="list-style-type: none"> • Also, during the 2021 session, the General Assembly passed a resolution that recognizes racism as a public health crisis. • Commission to Examine Racial Inequity in Virginia Law's policy recommendations in February 2021 report (health-related ones on pages 11; 54-65) • Beginning July 1, 2021, adults with full Medicaid benefits are eligible for dental benefits. • Beginning July 1, 2021, FAMIS Prenatal Coverage to Virginia uninsured residents who are low income regardless of immigration status.
<p>HOW DO WE KNOW WE ARE MAKING PROGRESS?</p>	<p>The use of a collective impact model will allow the group to develop agreed-upon metrics and report out on them in a collective forum on a regular basis. These metrics will allow for all stakeholders to understand community-wide progress toward the triple aim goals of 1) improving the experience of care; 2), improving the health of populations; and 3) reducing per capita costs of health care. Sample metrics may include:</p> <ul style="list-style-type: none"> • Reduction in number of people repeatedly visiting emergency rooms for non-emergency health concerns. • Reduction in number of people repeatedly visiting emergency room for behavioral health concerns • Increase in alignment of outcomes metrics and transparency across disparate health care providers/sectors (i.e. – when they measure the same things as outcomes and share their data for collective planning) • National benchmark data – Healthy People 2030 <p>From the Strategic Plan:</p> <ul style="list-style-type: none"> • # of health service providers per 10,000 residents • % of residents who have seen a primary care provider within the last 12 months • Rate of preventable hospital stays • % of residents who are overweight or obese

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	<ul style="list-style-type: none"> • Hospitalization rate due to asthma • % of residents who report having a chronic physical or behavioral health condition • % of residents reporting depressive symptoms • % of residents who have seriously considered or attempted suicide • # of emergency department visits for opioid-related overdose • Variance in rates of premature deaths in different populations
RESOURCE/STAFF NEEDS	Health Department Leadership; Health Department Health Integration and Safety Net Director and support staff; Health Department Epidemiology staff; Community Services Board; and coordination with Countywide Data Analytics in the Department of Management and Budget.
TIME FRAME	Long-term

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RECOMMENDATION 11: Aggressively pursue strategies to increase the amount of affordable housing and address the affordability of housing for low-income residents (e.g., social determinants tax, zoning changes to require low-income housing, lobbying the General Assembly to pass a Medicaid waiver to authorize housing supplements, etc.) as a social determinant of health.

LEAD ROLE	County-led
COUNTY CHAMPION(S)	Housing and Community Development; Health Department
COMMUNITY CHAMPION(S)	TBD
COUNTY & COMMUNITY STAKEHOLDERS	Housing and Community Development, Health Department, Department of Planning and Development, Department of Neighborhood and Community Services, Department of Family Services, Metropolitan Washington Council of Governments (MWCOC), Manufactured Housing Task Force, Workforce Dwelling Units Task Force, Housing Association of Non-Profit Developers (HAND), Northern Virginia Affordable Housing Alliance, Wesley Housing, AHC, Enterprise Housing, Pathway Homes, Good Shepherd Housing, Cornerstones, Arlington Partnership for Affordable Housing (APAH)
RELATED BACS	Affordable Housing Advisory Council (AHAC), Planning Commission, Redevelopment and Housing Authority (RHA), Health Care Advisory Board (HCAB), Human Services Council (HS)
RELATED COUNTY INITIATIVES	<p>The county has numerous initiatives related to this issue. Below is a list of many of them. (Note: there is not an all-inclusive list)</p> <ul style="list-style-type: none"> • The Fairfax County Department of Housing and Community Development (HCD) and the Fairfax County Affordable Housing Advisory Committee developed the Countywide Housing Strategic Plan • The recently adopted Zmod ordinance includes elements that remove the age and disability requirement for accessory living units. The regulations become effective July 1, 2021 • The Affordable Housing Preservation Task Force developed recommendations for maintaining existing, but in many cases older, affordable housing. This effort will be crucial to achieving the Board's commitment of "No Net Loss" of affordable homes. The Task Force laid out three goals:

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- Goal 1: Preserve the affordability of approximately 9,000 multifamily units affordable to families earning 60% AMI and below through a combination of preserving the physical units as well as the affordability and number of bedrooms when a property is redeveloped.
- Goal 2: Preserve the affordability of committed affordable multifamily buildings and units when affordability covenants are set to expire for buildings/units with an average of 60% AMI and below, as well as ADU/WDU units at 80% AMI and below.
- Goal 3: Preserve the affordability of the approximately 1,750 housing opportunities that exist in manufactured housing communities.
- Affordable Housing Project in South County: [Fairfax County Authorized \\$3 Million Loan for Affordable Housing Near Fort Belvoir | Housing and Community Development](#)
- The Office of Strategy Management has a Health and Human Services Planning and Development Review that team meets monthly. This group is designed to build capacity around any Health and Human Services issues that involve the Department of Planning and Development (DPD), Department of Public Works (DPWES), and Land Development. LDS. A big part of work is to influence land use policy in vulnerable communities.
- The Department of Housing and Community Development is looking for vacant or under used county land to see if there is potential for affordable housing. Land is being transferred to RHA (Redevelopment and Housing Authority) for development. Development is through partnerships under the Public-Private Education Facilities and Infrastructure Act of 2002 [PPEA](#). Projects underway include:
 - [North Hill](#), mixed use, 280 units
 - [One University](#), mixed use, 575 Units
 - [Oakwood](#), senior housing, 150 units
 - [Autumn Willow](#), senior housing, 150 units
 - [Government Center](#) (early concept) 270 – 275 Units
 - [Franconia Government Center](#) (early concept), 125 – 160 units
- The [Workforce Dwelling Unit Policy Plan Amendment](#) occurred in February 2021. The amendment lowered the household income levels served under the rental program from a maximum of 120 percent of the Area Median Income (AMI) for the Washington D.C. Metropolitan Area to a new maximum of 80 percent of AMI, and also lower the recommended commitment level for rental workforce dwelling units (WDUs) (the WDU percentage of total residential units) to offset the cost of providing units to households with lower incomes.

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	<ul style="list-style-type: none"> • The Affordable Housing Advisory Committee is in process of being rechartered to Affordable Housing Advisory Council (AHAC) and will become a new Board. Part of chartering will be to include Continuum of Care committee to track HUD grants. AHAC will report to the Board of supervisors about affordable housing and ensure the county meets the goal of 5000 housing of new units of affordable housing by 2034. They will also ensure there is no net loss of existing market affordable housing. • Housing and Community Development has created an Affordable Housing Guide Affordable Housing Guide • Manufactured Housing Task Force is working to ensure that manufactured homes are safeguarded as an option for affordable housing. • The county has contracted with Virginia Commonwealth University for a data collection and demographic study of the county. Among the objectives is best practice benchmarking for incorporating equity and health into land use policy. Preliminary findings will be available beginning in May or June. • Money from the Recovery Act has been earmarked for vouchers. Housing and Urban Development will be awarding the vouchers to housing authorities nationwide. Fairfax County does not know how many vouchers they will get: it could be 25 or it could be 250. Housing and Community Development is hoping to hear in mid-May. • The Health Department has been meeting with Housing and Community Development to promote the use of a social determinants of health lens when developing sites for affordable housing. The emphasis is on features like playgrounds and green space, and to be more health forward in development projects from the start.
RELATED COMMUNITY INITIATIVES	<ul style="list-style-type: none"> • HAND Housing Indicator Tool – their dashboard for measuring progress Housing Indicator Tool • MWCOCG. Also has goals related to housing development. MWCOCG Affordable Housing • Northern Virginia Affordable Housing Alliance – very engaged in manufactured housing advocacy.
WHAT DO WE KNOW ABOUT THIS ISSUE?	<p>This has been a Board and county priority for quite some time. The issue is not just about creating more affordable housing but preserving the stock that already exists.</p> <p>As we create affordable housing, we need to ensure that we are looking at it through a social determinants of health lens. If we are identifying housing sites, are we making sure there are</p>

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	<p>bus routes? Are we including playgrounds, park spaces, grocery store? Are we supporting lower cost grocery stores like Aldi or Lidl?</p> <p>There are currently 5,500 people who are housed through voucher programs. The current waitlist for vouchers is 1,800 households.</p> <p>Congress is working on the Social Determinants Accelerator Act which will help states and communities devise strategies to better leverage existing programs and authorities to improve the health and well-being of those participating in Medicaid.</p> <p>The Medicaid waivers have been in the form of demonstrations projects, which mostly benefit those with intellectual disabilities. Best Practices:</p> <ul style="list-style-type: none"> • Some states have applied for Medicaid Section 1115 Demonstration Projects to address affordable housing with Medicaid funding. • This report highlights some states that have successfully done this. • This white paper provides a framework for it. <p>Related Legislation that passed in 2021:</p> <ul style="list-style-type: none"> • HB 2053 Affordable & market-rate housing; DHCD to evaluate growing demand. • HB 2046 Virginia Fair Housing Law; unlawful discriminatory housing practices. • HB 2175/ SB 1327 Homeowners and tenants of manufactured home parks; housing protections, foreclosures, etc. • SB 1197 Virginia housing opportunity; tax credit established.
<p>HOW DO WE KNOW WE ARE MAKING PROGRESS?</p>	<ul style="list-style-type: none"> • The Department of Housing and Community Development has dashboard that tracks the goal of producing a minimum of 5,000 new affordable homes over the next 15 years: Affordable Housing Dashboard <p>From the Strategic Plan:</p> <ul style="list-style-type: none"> • # of net new housing units added that are affordable to households earning 60% of the Area Median Income (AMI) and that are directly attributable to a county government policy, program, or subsidy • # of new accessory dwelling units established in the county

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	<ul style="list-style-type: none"> • # of new affordable dwelling units and workforce dwelling units constructed • # of acres of land and # of housing units that are dedicated to the County Redevelopment and Housing Authority or a community land trust for permanent affordable housing
RESOURCE/STAFF NEEDS	<ul style="list-style-type: none"> • Money: Need a penny of tax income for preservation and a penny for creation of affordable housing. Right now, only half penny for both. • One FTE staff person dedicated to housing preservation
TIME FRAME	Long-term

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RECOMMENDATION 12: Promote the use of social impact funds or other investment opportunities to attract capital investment in the built environment of BIPOC and low-income communities to improve and expand housing stock and other neighborhood amenities and require plans to avoid displacement as neighborhoods change.

LEAD ROLE	County-led with partner involvement
COUNTY CHAMPION(S)	Housing and Community Development, Land Development Services, Department of Planning and Development, Department of Economic Initiatives,
COMMUNITY CHAMPION(S)	TBD
COUNTY & COMMUNITY STAKEHOLDERS	<ul style="list-style-type: none"> • Walter Clarke, Planning Commissioner for Mt. Vernon; Co-Chair of Preservation Task Force • Melissa McKenna is Chair of Fairfax County Redevelopment and Housing Authority, co-chaired Preservation Task Force and Affordable Housing Resources Panel (AHRP) • Housing development-related nonprofits • Metropolitan Washington Council of Governments • Revitalization Groups such as Bailey's Crossroads Revitalization and Southeast Fairfax Development Corporation • Chambers of Commerce
RELATED BACS	Economic Development Authority, Redevelopment and Housing Authority, Planning Commission, Economic Advisory Commission
RELATED COUNTY INITIATIVES	<ul style="list-style-type: none"> • The Affordable Housing Preservation Task force has recommendations that require plans to avoid displacement. • The Public Private Education Facilities and Infrastructure Act (PPEA). Partnerships through the PPEA are currently being used at the North Hill affordable housing development project and with the other related projects. • Opportunity Zones are a federal program that allows for federal tax relief for businesses who make investments in identified areas. They are meant to be an incentive for neighborhood redevelopment and to attract capital to specific areas. To date, the federal program has seen most investments have been for redevelopment not for establishing businesses. There is currently no federal reporting standard. We do know

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of some activity in the nine zones in Fairfax County due to land transactions and redevelopment projects where the purchaser/developer has told us they are taking advantage of the Opportunity Zone program.

- The Opportunity Zones program has had a number of issues identified; these include questions of displacement in the target areas.
- A number of groups are lobbying the Biden administration to improve legislation to have the program align better for affordable housing development in Opportunity Zones. Fairfax County could consider supporting these recommendations in the Federal legislative package.
- Fairfax County could review approaches to use Opportunity Zones to drive investment in businesses located in those areas. We could try to better target businesses to either support existing businesses in Opportunity Zones or target businesses looking to expand and grow to locate in Opportunity Zones. However, the complexity and design constraints of the program would make this very challenging and there has been little success nation-wide.
- The Fairfax RISE (Relief Initiative to Support Employers) grant program was an investment program created to provide immediate relief to small businesses and non-profits impacted by the COVID-19 pandemic. The grant program established a goal of a minimum allocation of 30% of total funding towards awards for women-owned, minority-owned, and/or veteran-owned businesses. It was funded through an allocation of the Coronavirus Relief Funds provided through the federal CARES Act.
 - A total of 4,809 grants were awarded totaling \$52,570,000.
 - 72% of RISE grants were awarded to women-owned, minority-owned, and/or veteran-owned businesses.
- In 2017, the General Assembly passed legislation that permitted financial and other incentives for redevelopment in revitalization areas under certain criteria. In September 2020, the Board adopted an [Economic Incentive Program \(EIP\)](#) which provides a real estate tax abatement to developers if they meet a set of criteria in revitalization areas. This is a strategy to jump start the market and to make redevelopment projects more attractive.

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	<p>The Department of Economic Initiatives launched the PIVOT business recovery grant program to provide support to the businesses most negatively impacted by the COVID-19 pandemic. These businesses employ higher than average numbers of women, minority, and low-income workers.</p>
RELATED COMMUNITY INITIATIVES	<ul style="list-style-type: none"> • The Fairfax County Economic Development Authority (EDA) provides supports for small businesses including technical assistance, educational workshops, mentoring programs and access to resources. • The Fairfax County Economic Development Authority (FCEDA) conducted a market assessment study of the Richmond Highway corridor. The 2021 study reviewed and analyzed the pipeline for retail, office, hotel and residential development and long-term land-use plans for the busy and populous corridor, including the effects of the Embark Richmond Highway initiative and major employment announcements on residential and commercial development.
WHAT DO WE KNOW ABOUT THIS ISSUE?	<ul style="list-style-type: none"> • We need to better define what we mean by “investment”. This could take a lot of different forms, depending on how the capital is going to be used. The investment opportunities could vary from project to project. There would also likely be different strategies for raising the capital for each different project. • Redevelopment often has a side effect of displacement. There are eight Revitalization Districts/Areas identified in the Comprehensive Plan. They are mostly historically commercial locations, but some have residential areas especially in Seven Corners and Richmond Highway. <ul style="list-style-type: none"> ○ In some instances, there are low-income neighborhoods abutting the commercial areas. This program is intended to promote development in accordance with the Comprehensive Plan which encourages residential or mixed-use development. These developments include the requirement to include affordable housing and the EIP program specially emphasizes that eligible projects need to accommodate affordable housing. When determining whether projects are eligible for inclusion in the program, consideration should be given to protecting households from being displaced. <p>The following items are related to this recommendation. Since the county invests tax revenue in communities through the Capital Improvement Program (CIP) this money could be considered</p>

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	<p>investment opportunities in the built environment of black, indigenous, people of color (BIPOC) communities.</p> <ul style="list-style-type: none"> • The CIP does not track projects by zip codes or census tracts. The Park Authority does not automatically track investments by zip code on a regular basis, though they have tracked some projects in the past. This may be a way to track infrastructure investment (roads, trails) in BIPOC communities. The value of the CIP is \$11.3 billion over 10 years. • Department of Planning and Development is currently updating public facilities section of comprehensive plan and working to align it more closely with the CIP. • When determining CIP priorities, criteria could be changed so that vulnerable communities would have different criteria based on social determinants of health. • Maintenance and Stormwater Management does not track their projects by zip code or census tract. Much of their maintenance work is prioritized based on objective criteria and established levels of service. This process could also be reviewed through an equity lens with vulnerable communities being added as a criterion. This could affect the social determinants of health in these areas with things like tree cover, sidewalk repair, etc. • Nationally, businesses owned by BIPOC people often have less access to capital to start and grow their business.¹ New black-owned businesses start with almost three times less in terms of overall capital compared with new white-owned businesses. According to a 2019 report from the federal reserve, black-owned businesses are 20 percent less likely than white-owned businesses to obtain a loan from a large bank.²
<p>HOW DO WE KNOW WE ARE MAKING PROGRESS?</p>	<ul style="list-style-type: none"> • # of Black, Indigenous, People of Color (BIPOC) companies created • Amount of venture capital and capital raised in BIPOC companies • Investments in Low Income Census districts <ul style="list-style-type: none"> ○ The dollars invested in County CIP and other Capital projects in vulnerable communities and communities of color

¹ "Investing in Underrepresented Founder", August 4, 2020. <https://www.sec.gov/spotlight/sbcfac/sbcfac-learn-from-data.pdf>

² [The Fed - Access to Financial Services Matters to Small Businesses \(federalreserve.gov\)](https://www.federalreserve.gov/monetarypolicy/openmarketoperations/20190801/)

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	<ul style="list-style-type: none"> • Creation/loss of market rate affordable units • Measures of community (residential or commercial) displacement • The County has established a social impact fund program <p>From the Countywide Strategic Plan:</p> <ul style="list-style-type: none"> • % of residents living within a half-mile walk of a park entrance • % of residents who are satisfied with their proximity to a park • % of residents living within a half-mile walk of a cultural/recreational center • % of residents who feel the county is acknowledging, protecting, and preserving their historical and cultural heritage • # of dollars of new capital investment in Fairfax County-based businesses • Return on county investment in innovation-related activities (e.g., Economic Opportunity Reserve projects, etc.) • # of dollars invested by Fairfax County in partnerships that advance innovative initiatives • # of dollars of Fairfax County investment in targeted activity areas and centers • % of county residents who live within a mile of a transit stop and a fresh food option • % of residents living within a half-mile walk to a park entrance or a recreational facility • # of linear feet of dedicated sidewalks and multi-use paths
RESOURCE/STAFF NEEDS	<ul style="list-style-type: none"> • Staff who can implement all the administrative functions needed to attract investors • Resources to incentivize companies to participate
TIME FRAME	Long-term

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RECOMMENDATION 13: Require agency operations – systems, processes, and programs – align with the needs and priorities of clients following the principles of human centered (client centered/culturally competent) design.

LEAD ROLE	County-led with partner involvement
COUNTY CHAMPION(S)	Chief Equity Officer, Neighborhood and Community Services, Office of Public Affairs
COMMUNITY CHAMPION(S)	Northern Virginia Health Foundation, Kaiser Permanente Community Health
COUNTY & COMMUNITY STAKEHOLDERS	County agencies, community stakeholders and residents engaged in community and service planning processes.
RELATED BACS	TBD
RELATED COUNTY INITIATIVES	<p>This recommendation closely ties to the Inclusive Community Engagement Framework project. Fairfax County's challenges cannot 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 to achieve continued success and overcome the challenges that face our county. A cross-departmental team has been formed to develop a framework for supporting inclusive, accessible, and authentic community engagement and public participation. The work of this team will be shared with the Board at the September 21 Health and Human Services Committee meeting.</p> <p>Many agencies already use a form of human centered approach when designing systems, processes, and programs. Some examples:</p> <ul style="list-style-type: none"> • Neighborhood and Community Services surveys patrons at community centers every three months for programming ideas • Residents living in Opportunity Neighborhoods bring forward concerns at monthly Neighborhood Ambassador or Resident Engagement meetings • The Department of Procurement and Materials Management revised how they conduct their seminar "Doing Business with Fairfax" after receiving feedback from a focus group comprised of small, minority owned businesses

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	<ul style="list-style-type: none"> In the Department of Family Services (DFS) Public Assistance and Employment Services, staff are now offering Customer Centric Division Services. Clients can apply online, send documents via fax, request a virtual meeting with staff or attend a virtual information session, apply in person in a DFS lobby, apply at a career center or work with a system navigator. The DFS Adult and Aging meals program made changes to how meals are delivered after receiving survey feedback from clients. An analysis showed the unintended consequences of waiting for food deliveries every day. Recipients were forced to make choices between a doctor's appointment, visiting family or socializing with friends versus having food for that day. The program was changed to weekly deliveries of larger amounts of food instead of daily deliveries.
RELATED COMMUNITY INITIATIVES	<p>Many community-based organizations (CBOs) use human centered design methods to inform their programming and processes. This became especially important as these organizations faced the challenges associated with COVID-19. One example: A local nonprofit closed its onsite food pantry as staff worked remotely but continued to support clients by providing grocery store gift cards. This had the unintended but added benefit of allowing families to choose food items that were culturally appropriate and addressed individual health conditions.</p>
WHAT DO WE KNOW ABOUT THIS ISSUE?	<p>Reports from the Northern Virginia Health Foundation, PolicyLink, and Urban Institute and the county's own analysis document variances in opportunity and vulnerability within Fairfax County and across the Northern Virginia and Metropolitan Washington regions. These reports suggest that the most effective solutions must be place-based and system-focused and address the spatial inequities that constrain opportunity and ensure equitable access to services and resources that promote economic mobility.</p> <p>Equity-centered community design has not been a widely adopted practice but the county is currently engaged with United Community, the lead social services nonprofit organization serving residents in the southern area of the county, with support from the Northern Virginia Health Foundation, around a shared commitment to transform the area from an "Island of Disadvantage" into a "Community of Opportunity," through the collective consideration and action to address quality of life factors, including housing, transportation, healthcare, childcare, jobs, and safe spaces to live and recreate. The effort is placing community voice at the center through a collectively developed common agenda and process framework that embeds equity into the outcomes, policies, and practices to support our shared commitment to reduce or</p>

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	eliminate structural inequities. A similar effort is being planned for the Bailey's Crossroads/Culmore area in partnership with Kaiser Permanente Community Health.
HOW DO WE KNOW WE ARE MAKING PROGRESS?	<ul style="list-style-type: none"> • Staff have been trained on use of human-centered design and equity-centered community design methods • County agencies report use of customer-centered design and equity-centered community design methods in their program design <p>From Countywide Strategic Plan</p> <ul style="list-style-type: none"> • # of residents who accessed and utilized Fairfax County Government services and programs as a direct result of targeted outreach initiatives • % of residents utilizing services who report feeling respected and supported when receiving county- and community-based services • % of residents who report feeling a stronger connection to their community through their participation in Fairfax County Government services and programs • % of residents utilizing services who feel that their input is strongly considered as part of designing the services they receive • % of residents who rate the overall quality and accessibility of Fairfax County Government services as excellent or good • % of customers of individual Fairfax County Government services (internal and external) who report they were satisfied with the service they received • % of transactions that meet a specified service or performance standard (for those that have a standard)
RESOURCE/STAFF NEEDS	Resources for consultation support
TIME FRAME	Long-term

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RECOMMENDATION 14: Evaluate Fairfax County systems, including the development process/proffers and the contracting and procurement systems, to promote equitable and transparent asset, investment, and resource distribution county-wide.	
LEAD ROLE	County-led
COUNTY CHAMPION(S)	Department of Procurement and Material Management, Land Development Services, Department of Planning and Development
COMMUNITY CHAMPION(S)	Chambers of Commerce; local land use committees, Northern Virginia Building Industry Association (NVBIA); National Association for Industrial and Office Parks (NAIOP)
COUNTY & COMMUNITY STAKEHOLDERS	Department of Economic Initiatives (DEI); Office of the County Attorney; Department of Planning and Development; Department of Management and Budget, Park Authority; Department of Transportation, Neighborhood and Community Services
RELATED BACS	Advisory Plans Examiner Board, Audit Committee, Economic Advisory Commission, Economic Development Authority, Planning Commission, Small Business Commission, Environmental Quality Advisory Council (EQAC), Human Services Council
RELATED COUNTY INITIATIVES	<ul style="list-style-type: none"> In response to the COVID-19 pandemic, the Small Business Administration launched the Paycheck Protection Program (PPP) which offered forgivable loans designed to incentivize small businesses to keep their employees on payroll. In Fairfax County, more than 17,000 PPP* loans were distributed by August 2020, retaining more than 197,000 jobs. In July 2020, there was General Assembly legislation that allowed the county to start including businesses that employ adults with differing abilities as a preference in RFPs. Subsequently, there was a new Attorney General's opinion that will allow the county to include other areas related to equity. DPMM is currently working on what this could look like and is consulting with county attorneys to see how widely this can be applied. Teams are exploring options for the new CCFP (Consolidated Community Funding Pool) cycle so that funding allocations will be targeted to vulnerable communities. Information can be found in this CCFAC NIP A Procurement Technical Bulletin was recently updated to say that solicitation of quotes from small, women owned, minority owned and services-disabled veteran owned (SWAM)

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	<p>is encouraged and in some cases required. This is being introduced to county agencies during ongoing meetings.</p> <ul style="list-style-type: none"> • Based on feedback from small businesses, DPMM is changing how they conduct “Doing Business with Fairfax” events. For example, they moved the events from daytime to evenings to accommodate more people. • The DPMM Equity Team is working to identify a structure to use an equity lens when technical bulletins need to be updated. • Capital Improvement Program Comprehensive Plan
RELATED COMMUNITY INITIATIVES	Unknown
WHAT DO WE KNOW ABOUT THIS ISSUE?	<p>Regarding procurement:</p> <p>Because Virginia is a Dillon Rule state, the county cannot put something into local policy that state law doesn't allow. DPMM is regulated by the Virginia Public Procurement Act.</p> <p>Legislatively, we can consider pursuing legislation that allows a preference or consideration from minority-owned businesses.</p> <p>Regarding the development process/proffers:</p> <p>If the goal is equitable distribution of resources accruing from the development process, we need to carefully analyze interactions – i.e., requiring more from developers in underserved areas to offset existing inequities might disincentivize development in those areas which exacerbates the problem. Also, some development proposals could put pressure on and undermine the stability of undeserved communities. When doing planning and when reviewing development proposals, we should understand and consider the broader implications and impacts of a specific plan recommendation or development proposal on the larger community.</p> <p>To change ‘systems’, we need to start at the roots. The overall discussion is about who influences development, where development occurs, the impacts of such development and beneficiaries of any proffers that are offered to offset development impacts. To effect</p>

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	<p>equitable distribution of resources, an equitable representation in decision-making is required at the comprehensive planning level to ensure input into conditions in the Comprehensive Plan.</p>
HOW DO WE KNOW WE ARE MAKING PROGRESS?	<ul style="list-style-type: none"> • Increased number of Single, Women-owned and minority owned businesses (SWAM) contracts • % of purchase orders spent by SWAM • % of discretionary spending (e.g., building materials) that goes to SWAM businesses • increased amount of Consolidated Community Funding Pool funding going directly to vulnerable communities • Increased number of proffers that directly benefit communities of color • When knowledge of and commitment to diversity, equity, and inclusion (DEI) initiatives is included as a formal evaluation criterion in all formal and informal solicitations for goods or services • When higher percentage of vendors indicate meaningful commitments to DEI work in their submissions to formal and informal solicitations <p>From the Strategic Plan:</p> <ul style="list-style-type: none"> • % of residents who report they understand the budget process and how the county spends money • % of businesses participating in Fairfax County business support programs or services that report high satisfaction with those programs or services • # of dollars invested by Fairfax County in partnerships that advance innovative initiatives • % of county-supported initiatives aimed at assisting high-growth start-up businesses that achieve their specified permanence targets • # of dollars of Fairfax County investments in targeted activity areas and centers • % of land development projects that exceed benchmark review time goals, broken down by project types in the land development process and benchmarked against industry norms • % of administrative review requests/applications related to land development completed within 30 calendar days • % of acreage in Fairfax County zoned to a mixed-use district

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RESOURCE/STAFF NEEDS	TBD
TIME FRAME	Long-term

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RECOMMENDATION 15: Help close the racial wealth gap by building ecosystems that facilitate locally owned investment and economic opportunities for BIPOC.	
LEAD ROLE	County-led
COUNTY CHAMPION(S)	Department of Economic Initiatives, Neighborhood and Community Services, Department of Family Services, Department of Planning and Development, Department of Transportation
COMMUNITY CHAMPION(S)	Britepaths (Financial Empowerment Center), Community Business Partnership, Economic Development Authority, Latino Economic Development Center, Community Foundation of Northern Virginia, Greater Washington Community Foundation, Greater Washington Partnership, Inclusive Innovation Incubator, Minority Tech Foundation
COUNTY & COMMUNITY STAKEHOLDERS	Virginia Career Works Center, Education & Academic Institutions: Fairfax County Public Schools, Northern Virginia Community College, George Mason University, Small Business Administration,
RELATED BACS	Economic Advisory Commission, Small Business Commission
RELATED COUNTY INITIATIVES	<ul style="list-style-type: none"> • Financial Empowerment Center • Fairfax Founders Fund (proposed program) • Innovation District – Lee District BOS • Original Mount Vernon High School – Pathways to Economic Mobility • Thrive Business & Worker Recovery Programs (proposed programs/in development)
RELATED COMMUNITY INITIATIVES	CV NOVA - build back, Dream Forward initiatives
WHAT DO WE KNOW ABOUT THIS ISSUE?	There is a lack of capital and private sector investment to support some communities of color. We lack the legislative authority to target procurement to minority-owned firms. We are not fully

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	<p>utilizing our capacity to target our investment in communities in the geographies that need it most to stimulate business activity.</p> <p>Broadband <u>infrastructure</u> is not a significant issue for Fairfax County overall with almost all locations in the County have access to service from two providers (Verizon, and Cox or Comcast). Cellular service is robust throughout most of the County and will continue to improve.</p> <p>Broadband <u>access</u> is a challenge for households in certain areas of the County and in certain living situations. The issues are generally related to access (affordability, hardware and connections, digital literacy, and technical support) and lack of awareness of available resources (eligibility and trust). There are issues across the county with bandwidth usage and associated costs and existing digital inequities have been accentuated by COVID-19.</p> <p>Digital Access and Literacy needs vary by population:</p> <ul style="list-style-type: none"> • Students, families, and adults (including seniors) • Education, Employment, Service Access, Telehealth, Maintaining Social Networks
<p>HOW DO WE KNOW WE ARE MAKING PROGRESS?</p>	<p>From the Strategic Plan:</p> <ul style="list-style-type: none"> • # of jobs created by businesses in Fairfax County • # of jobs created by Fairfax County as a result of county contracts • % of individuals/families whose hourly wages meet or exceed the MIT living wage definition for their family size • % of Census Designated Places in Fairfax County that have a median income equal to or greater than the countywide median income • # and % of participants in Fairfax County-supported personal financial capability programs who achieve a positive financial capability-related outcome • % of participants in Fairfax County-supported economic opportunity services who report that those services meet expectations • # of individuals participating in Fairfax County-supported internships • # and % of participants in Fairfax County-supported employment programs who achieve a positive employment-related outcome

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	<ul style="list-style-type: none"> • % of working-age residents who both work and live in Fairfax County • # of dollars of Fairfax County investment in targeted activity areas and center • # of households who do not have internet access at home
RESOURCE/STAFF NEEDS	TBD
TIME FRAME	Long-term

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RECOMMENDATION 16: Develop, pilot, and institute Fairfax County equity-based decision-making tools for planning, projects, decision making and resource allocation.

LEAD ROLE	County-led
COUNTY CHAMPION(S)	Chief Equity Officer, All county agencies
COMMUNITY CHAMPION(S)	Metropolitan Washington Council of Governments
COUNTY & COMMUNITY STAKEHOLDERS	Department of Management and Budget, Department of Procurement and Materials Management, Department of Clerk Services Consolidated Community Funding Pool Advisory Committee
RELATED BACS	All Boards, Authorities, and Commissions
RELATED COUNTY INITIATIVES	All county agencies have Equity Impact Action Plans and staff are being trained in the use of the Government Alliance on Race and Equity's Racial Equity Tool. Plans are underway to include equity considerations into key processes such as the budget and comprehensive planning.
RELATED COMMUNITY INITIATIVES	Other jurisdictions, locally and nationally, are expanding their use of equity based decision-making tools and the MWCOG is facilitating the integration of equity considerations into policy areas such as regional transportation planning, fair housing, and food insecurity.
WHAT DO WE KNOW ABOUT THIS ISSUE?	Establishing equity driven decision-making processes that are clear, transparent, and accessible. Inherent in the tool should be a process informed by communities that are disproportionately impacted leading with race, and the specific issues any given decision seeks to address. As an integral part of the processes, data will assess the impact of the policies or decisions and all analysis will identify the benefits and burdens to the impacted communities.

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	An accountability and evaluation component as well as a communication plan are also integral part of the tool.
HOW DO WE KNOW WE ARE MAKING PROGRESS?	TBD
RESOURCE/STAFF NEEDS	Continued training and technical assistance for staff and BAC members and resources to support identified strategies
TIME FRAME	Immediate

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RECOMMENDATION 17: Develop and operationalize policies and procedures – to include stated goals and quantitative targets – to equitably recruit, hire, mentor, and promote women and people of color, recognizing that representation is different in various systems, professions, and job classes.

LEAD ROLE	County-led
COUNTY CHAMPION(S)	Department of Human Resources, Office of Human Rights and Equity Programs, Chief Equity Officer
COMMUNITY CHAMPION(S)	Military, George Mason University and Northern Virginia Community College, Department for Aging & Rehabilitative Services
COUNTY & COMMUNITY STAKEHOLDERS	All County agencies, Fairfax County Public Schools, Northern Virginia Chamber of Commerce, Jobs for the Future, Works, Greater Washington Partnership, Minority Tech Foundation
RELATED BACS	Fairfax Area Disability Services Board, Civil Service Commission, Commission for Women, Human Rights Commission
RELATED COUNTY INITIATIVES	<ul style="list-style-type: none"> • Mentoring Program • Recruitment Fairs / Best practices to recruit (LinkedIn, NeoGov practices) • Succession planning efforts • New Human Resources Policy
RELATED COMMUNITY INITIATIVES	Unknown
WHAT DO WE KNOW ABOUT THIS ISSUE?	Lack of county data to assess scope and scale of issue.
HOW DO WE KNOW WE ARE MAKING PROGRESS?	From the Strategic Plan:

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	<ul style="list-style-type: none"> • # of individuals participating in Fairfax County-supported internships • # and % of participants in Fairfax County-supported employment programs who achieve a positive employment-related outcome • % of working-age residents who both work and live in Fairfax County • Difference between the demographics of the county government workforce and the demographics of the community • % of hiring managers who are satisfied with the applicant pool they were provided when filling a position • % of county government and school district employees who live in Fairfax County
RESOURCE/STAFF NEEDS	TBD
TIME FRAME	Short-term

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RECOMMENDATION 18: Establish a Community Advisory Board, with representation by BIPOC and low-income individuals, to monitor the degree to which each county agency has prioritized the needs of BIPOC and lower income communities.	
LEAD ROLE	County-led with partner support
COUNTY CHAMPION(S)	One Fairfax, Neighborhood and Community Services, Office of Public Affairs, Department of Cable and Consumer Services, Office of the County Attorney, Clerk's Office
COMMUNITY CHAMPION(S)	Nonprofits involved in Opportunity Neighborhood/Communities of Opportunity: United Communities, Cornerstones, Second Story, Facets
COUNTY & COMMUNITY STAKEHOLDERS	BIPOC-led and focused Advocacy, Civic, and Interfaith Groups
RELATED BACS	Human Services Council, Advisory Social Services Board, Community Action Advisory Board
RELATED COUNTY INITIATIVES	Inclusive Community Engagement Project, Opportunity Neighborhoods, Communities of Opportunity
RELATED COMMUNITY INITIATIVES	Ventures in Community (VIC), South County Task Force (topics focused on community development / equity / inclusive community representation),
WHAT DO WE KNOW ABOUT THIS ISSUE?	The county has a number of Boards, Authorities, and Commissions as well as advisory groups and committees, but none specifically focused on the intersecting interests on the BIPOC population.
HOW DO WE KNOW WE ARE MAKING PROGRESS?	<p>From the Strategic Plan:</p> <ul style="list-style-type: none"> % of residents who feel they have authentic opportunities to participate in Fairfax County Government decision-making

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	<ul style="list-style-type: none"> • Difference between the demographics of appointed officials and the demographics of the population • # of residents who accessed and utilized Fairfax County Government services and programs as a direct result of targeted outreach initiatives • % of residents who report feeling a stronger connection to their community through their participation in Fairfax County Government services and programs • % of residents utilizing services who feel that their input is strongly considered as part of designing the services they receive • % of residents who feel needed services are easy to access • % of residents who feel they experience barriers in accessing and utilizing Fairfax County Government services to the point that it limits their ability to live their life to its fullest potential.
RESOURCE/STAFF NEEDS	TBD
TIME FRAME	Immediate

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RECOMMENDATION 19: Demonstrate intentionality in ensuring diverse representation and inclusiveness in power and decision-making opportunities.	
LEAD ROLE	County-led
COUNTY CHAMPION(S)	Board of Supervisors, Chief Equity Officer
COMMUNITY CHAMPION(S)	Community Advisory Board (developed in Recommendation 18)
COUNTY & COMMUNITY STAKEHOLDERS	County Agencies leading public participation and community engagement processes
RELATED BACS	All BACs
RELATED COUNTY INITIATIVES	Fairfax County Inclusive Community Engagement Framework
RELATED COMMUNITY INITIATIVES	Support and incentivize the private sector to ensure diverse representation and inclusiveness in power and decisions.
WHAT DO WE KNOW ABOUT THIS ISSUE?	The county does not currently collect data that would inform a regular review of who is represented in power and decision-making opportunities.
HOW DO WE KNOW WE ARE MAKING PROGRESS?	<ul style="list-style-type: none"> Establish baseline metrics for each BAC to ensure that representation is reflective of the community and particularly impacted groups. Measurable outcomes that minimized adverse effects and maximized benefits for low-wealth communities and communities of color
RESOURCE/STAFF NEEDS	TBD
TIME FRAME	Immediate

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RECOMMENDATION 20: Ensure our local leaders, public and private, have the knowledge and capacity to understand the drivers of racial inequity and their contribution to structural racism, and use their power to build more equitable communities.	
LEAD ROLE	County-led
COUNTY CHAMPION(S)	Chief Equity Officer
COMMUNITY CHAMPION(S)	Metropolitan Washington Council of Governments, ICMA, NACO
COUNTY & COMMUNITY STAKEHOLDERS	All county agencies
RELATED BACS	All BACs
RELATED COUNTY INITIATIVES	One Fairfax Policy Acknowledgement Process
RELATED COMMUNITY INITIATIVES	Proposed MWCOC Elected Leader Equity Learning Cohort
WHAT DO WE KNOW ABOUT THIS ISSUE?	There is an opportunity for our local leaders to learn more about the drivers of racial inequity and their role in addressing them.
HOW DO WE KNOW WE ARE MAKING PROGRESS?	<ul style="list-style-type: none"> • Reported increase in knowledge • Consideration of equity in decision-making processes • Policy changes
RESOURCE/STAFF NEEDS	TBD
TIME FRAME	Short-term