Fairfax County Strategic Plan

Preliminary Strategies

Fall 2019

Shaping the Future
Together
Fairfax County Strategic Plan

Cultural and Recreational Opportunities

Outcome: Fairfax County is a place where all residents, businesses and visitors are able to participate in world class arts, sports, recreation and culturally relevant activities.

Quantity of Cultural and Recreational Opportunities that Represent/Promote Historically Under-Represented Cultures and Heritages

- **CRO 1**. Provide varied modes (survey, social media, etc.) and forums (town halls, listening sessions, meet-ups, etc.) to engage historically under-represented communities around what cultural and recreational opportunities they're seeking.

- **CRO 2**. Develop guidance related to incorporating best practices in inclusivity and cultural proficiency and disseminate it widely among organizations the county partners with to provide programs and services.

- **CRO 3**. Provide ongoing training to all levels of county staff aimed at improving practices related to equity, inclusivity and cultural proficiency.

- **CRO 4.** Collaborate with sports leagues and arts clubs to increase participation of people from under-represented populations.

- **CRO 5.** Provide information that is easily accessible by the public and includes information about artists, creative cultural industries, places of cultural and natural heritage, festivals and events and spaces and facilities.

Accessibility to the County's Cultural and Recreational Opportunities

- **CRO 6.** Collaborate with the business community to determine best practices to cross-promote programs/events at shared spaces.

- **CRO 7.** Evaluate the convenience and cost of transportation to and from cultural and recreational opportunities and address gaps that limit residents' ability to access these opportunities.

- **CRO 8**. Update existing scholarship and fee policies and create policies that increase equitable access to cultural and recreational opportunities for all county residents.

- **CRO 9**. Recruit and involve diverse community voices to provide insight on the type of support the county could provide that would benefit the arts, sports, tourism, parks, leisure, lifelong learning, etc. in their community.

- **CRO 10**. Ensure land development practices align with equitable and affordable housing goals and integrate the needs of the community into more equitable development of cultural and recreation facilities, areas and venues.

Satisfaction with Cultural and Recreational Opportunities

- **CRO 11.** Create consistent method for residents to rate and comment on programs, events and facilities to inform decisions about programming and infrastructure.

Growth in Awareness, Appreciation and Connectedness to the Diverse Cultures in Our Communities

- **CRO 12.** Increase opportunities for and availability of cultural and recreational experiences that incorporate placemaking at centers and parks in targeted high-density areas by leveraging county space at FCPS, Fairfax County Public Library and other internal and external partners.

- **CRO 13.** Annually inventory and evaluate cultural and recreation programs provided by the county and its partners based on how they address identified service gaps and how well they positively impact equity.

- **CRO 14.** Create and promote the use of a countywide brand/identity for all county cultural and recreational locations, programs and events.

- **CRO 15.** Consolidate volunteer management systems to include Fairfax County Public Schools, Volunteer Fairfax and others to promote community service and volunteer opportunities collaboratively.

- **CRO 16**. Partner with businesses/organizations that preserve and/or celebrate unique cultures so that more residents can be enriched by various cultures.

- **CRO 17.** Develop a deeper understanding of the cultural and recreational programming desired by residents from a wider variety of cultures and social identities and incorporate those insights into providing a more equitable set of county offerings.

Economic Opportunity

Outcome: Fairfax County is a community where all people, businesses and places are thriving economically.

Improving Access to Employment Supports

- **EO 1.** Provide residents with a comprehensive, easy-to-access inventory of the variety of resources and services that are available to promote their individual and family economic opportunity.

- **EO 2.** Focus collective efforts on removing barriers (such as lack of transportation and affordable child care), which limit participation in workforce programs, including education, skills training and sustained employment.

Increasing Affordability

- **EO 3.** Integrate evidence-based interventions in the areas of personal financial coaching, asset and wealth building and managing and rebuilding credit into existing county programs designed to promote economic self-sufficiency.

Promoting an Agile Policy and Regulatory Environment

- **EO 4.** Implement transparent land development policies and regulations to streamline the review process and reduce the time to market, in order to create vibrant business locations and neighborhoods throughout the county.

- **EO 5.** Enhance the county's capacity to develop and/or utilize high-quality socioeconomic data, making it available and consumable for improved data-driven decision-making, particularly as it relates to investments in communities with the greatest need for economic opportunity.

Prioritizing Business Attraction and Support

- **EO 6.** Focus on the attraction, retention, support and expansion of high-growth businesses, particularly in key target industries and across various types and sizes.

- **EO 7.** Advance business ownership skills of entrepreneurs by assessing currently available county and community services and developing a more coordinated and effective network.

- **EO 8.** Leverage the county's position as a significant purchaser of goods and services to engage and support local businesses, especially small businesses owned by people who are low-income, disabled or live in historically underserved communities.

Leveraging Partnerships, Collaboration and Competition

- **EO 9.** Integrate workforce development services into existing county business support programs, by building awareness about employer incentives (on-the-job training, federal bonding, incumbent worker training, etc.) and education and training programs that can connect employers to a continuous pipeline of new talent.

- **EO 10.** Partner with businesses, universities, research institutions and incubators to foster innovation that supports high-impact entrepreneurship, attracts venture capital, creates jobs and stimulates economic growth.

Prioritizing Placemaking

- **EO 11.** Focus planning and development efforts on creating a variety of pedestrian-friendly, transit-connected, mixed-use environments throughout the county that meet the needs of residents, employers and the workforce.

- **EO 12.** Develop a compelling marketing strategy to recruit workers and businesses to Fairfax County, highlighting and promoting our existing competitive advantages (diversity, support of innovation and high-tech sectors, educated and skilled workforce, commitment to "green" initiatives, etc.)

- **EO 13.** Prioritize the use of the county's regulatory and financial incentives to transform communities most in need of economic opportunity into thriving places to live and work.

- **EO 14.** Develop and implement an equity-informed roadmap that enables our most economically disadvantaged residents to build key workforce competencies (technology acumen, English proficiency, etc.) that are aligned with employer requirements, leverage existing county services and put people on clear, compelling and financially rewarding career pathways.

- **EO 15.** Leverage the county's position as a large employer to build a future-focused workforce by using an equity lens to recruit and hire new talent; continually upskill county employees; increase internships and work-based learning opportunities for youths; and provide access to key employment supports such as affordable housing and child care.

Education and Lifelong Learning

Outcome: **Fairfax County fosters education that promotes a responsive, caring and inclusive culture where all feel valued and that all are reached, challenged and prepared for success in school and life.**

Support the Success of a Diverse Student Population

- **ELL 1.** Support pathways that encourage and prepare young people and people of color to teach in their home communities.

- **ELL 2.** Strengthen cultural competency through professional development opportunities that address relationship-building; curricula that honors each student's culture and life experience; instructional strategies to meet the diverse learning needs of students; and family and community engagement.

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

- **ELL 3.** Leverage Fairfax County's full complement of social service agencies, community nonprofits, faith groups, HOAs and business leaders to promote awareness of the positive impact early childhood education has on the individual, their family and community.

- **ELL 4.** Partner with Fairfax County Public Schools to create a plan and funding model to sustain universal access to early childhood education, including the potential for enrollment of 4-year-olds into FCPS programs.

- **ELL 5.** Ensure early childhood educators receive effective professional learning and development informed by evidence and best practices.

Technology and Innovative Programming – Prepare All Residents to Become Digitally Savvy Learners

- **ELL 6.** Expand and enhance the technology skills of learners of all ages, particularly those who are economically disadvantaged.

- **ELL 7.** Improve digital access for economically disadvantaged learners through partnerships with local businesses and digital service providers.

- **ELL 8.** Significantly expand the use of digitally enhanced and distance learning in our schools and other learning programs and the capability of teachers to be successful instructors in that environment.

- **ELL 9.** Expand year-round literacy and STEM programs, with a focus on widening the interest of underrepresented students in physical sciences, technology, math and engineering through community awareness campaigns that promote these careers to those students and the development and delivery of culturally relevant curriculum.

Community Outreach and Public Engagement – Strengthen the Connection Between Our Schools and Our Community

- **ELL 10.** Champion initiatives that encourage family engagement in educational activities within and beyond the classroom.

- **ELL 11.** Engage with our active retiree population to serve as volunteer mentors, educators, childcare providers and career coaches — tapping into their experience as executives, innovators, educators, etc.

Career and Technical Education – Expand Opportunities for All County Residents to Acquire the Skills They Need to Succeed in a Modern Economy

- **ELL 12.** Leverage community partnerships to expand the delivery of career and technical training across schools, workforce development organizations and postsecondary institutions.

- **ELL 13.** Address common barriers that prevent many residents from accessing career and technical education such as child care and transportation.

- **ELL 14**. Expand comprehensive public-private coalitions to increase and improve Fairfax County residents' opportunities for nontraditional, post-secondary education and career training, including apprenticeship and internship programs.

- **ELL 15.** Support small- to mid-size companies in building apprenticeship and internship programs with curriculum development, as well as benchmarking and assessment tools.

Communication/Language Proficiency, Inclusiveness — Strengthen Our Portfolio of Lifelong Learning Programs, Technology and Events that Support English Proficiency

- **ELL 16.** Provide incentives for businesses, nonprofit service groups, faith-based organizations and social services agencies to expand their English-learning class offerings.

- **ELL 17.** Expand language-access provisions, including increased translation and interpretation capacity, across early childhood education, FCPS and post-secondary education tracks.

Education Infrastructure

- **ELL 18.** Analyze the condition of education facilities and the technology used in them and ensure that they can effectively support the delivery of high-quality learning for our students, focusing particularly on those facilities serving our most economically disadvantaged student populations.

Effective and Efficient Government

Outcome: Fairfax County is a place where all residents trust that their government responsibly manages resources, provides exceptional services and equitably represents the community.

Use of Assets

- **EEG 1.** Employ customer-friendly, resident-centric design approaches to dramatically improve the user experience when interacting with county government whether online or in person.

- **EEG 2.** Collect and analyze information regarding how the county acquires and uses key assets, such as equipment and technology systems, to identify ways that they can be managed more effectively.

- **EEG 3.** Increase shared use of existing county and school facilities and ensure new capital projects are designed for flexible use to meet the evolving needs of the community.

Workforce Competencies

- **EEG 4.** Make the onboarding process for all new employees streamlined, consistent and compelling so staff has the information, tools and technology they need to begin their county careers effectively.

- **EEG 5.** Develop and implement a succession planning process focused on employees in key positions and those providing critical functions, which also addresses effective knowledge transfer and smooth workforce transition.

- **EEG 6.** Create a countywide leadership training program that builds competencies that county staff and management need in order to achieve the results that residents expect.

Workplace Culture

- **EEG 7.** Initiate a regular, countywide process for conducting organizational assessments and employee engagement surveys to then implement corresponding changes based on what is learned.

- **EEG 8.** Foster a culture where leadership actively promotes innovation, effectiveness, efficiency and accountability and where employees are engaged and motivated to deliver a positive customer/client experience.

- **EEG 9.** Provide more flexibility in areas of workplace environment, benefits, career progression and nontraditional employment arrangements to compete more effectively with surrounding private and public sector employers for the next generation of employees.

Decision-Making and Governance

- **EEG 10.** Implement a data governance policy that facilitates more data-driven decision-making, enhances transparency and ensures appropriate data security and privacy standards are met.

Soundness of Spending

- **EEG 11.** Evolve the budgeting process to align resource allocation to those programs and activities that will most effectively advance the strategic outcomes and equity objectives outlined in the strategic plan.

- **EEG 12.** Increase the transparency and understandability of the county budget to provide residents greater access to information on county revenues and spending.

- **EEG 13.** Regularly evaluate county taxes and fees in the context of the total financial burden experienced by the community balanced with service delivery expectations.

Community Engagement

- **EEG 14.** Employ an equity lens to public participation and engagement opportunities to ensure all facets of the community are represented and

have physical or technological access to engage in and be informed about community discussions and issues.

- **EEG 15.** Create and deliver a consistent and cohesive county identity that builds trust and communicates shared countywide values and principles.

- **EEG 16.** Implement a consistent approach to providing user-friendly customer surveys to gauge how well the county meets the service expectations of its external and internal customers.

Process Effectiveness

- **EEG 17.** Pursue relevant external accreditations/certifications for county programs, transparently share results of those efforts and implement recommendations as appropriate.

- **EEG 18.** Review and update county policies and procedures to simplify business processes, reduce duplication and improve the user experience.

- **EEG 19.** Create and foster "communities of practice" around areas of functional expertise (such as human resources, financial management, data analytics or performance measurement) so staff can share best practices, respond flexibly to a changing environment and learn from colleagues across the county.

Health and Environment

Outcome: Fairfax County responsibly stewards environmental resources, advances sustainability and promotes optimal health and well-being for all.

Built and Natural Environment

- **HE 1.** Promote county polices, practices and regulatory programs to protect, conserve and rehabilitate natural resources such as tree cover and open green space.

- **HE 2.** Evaluate programs and policies to enhance infrastructure enhancements that support development and redevelopment of transit-oriented, mixed-use, pedestrian-friendly developments and developments in commercial revitalization districts and business activity centers.

- **HE 3.** Increase county stream restoration projects and upgrade retention/detention facilities to more adequately control 100-year storm events, to lessen adverse community impacts and meet Chesapeake Bay clean water requirements.

- **HE 4.** Develop a climate action plan to improve community resilience and prepare for anticipated changes in weather patterns, rainfall intensities, riverine flooding and tidal impacts.

- **HE 5.** Improve the health of the county waterways through implementing, monitoring and maintaining effective stormwater controls, regulating development and redevelopment and protecting environmentally sensitive areas.

Greenhouse Gas Reduction

- **HE 6.** Reduce the county's contribution to greenhouse gases through better coordination of energy and climate best management practices throughout all county agencies, including items such as vehicle selections, building design, utilities and energy consumption.

- **HE 7.** Reduce greenhouse gas emissions by reducing automobile vehicle miles traveled through the creation of more walkable, bikeable and transit-oriented development and the addition of more mass transit and on-demand transit options.

- **HE 8.** Implement innovative reuse and recycling approaches that reduce waste volumes and maximize reuse and recycling.

- **HE 9.** Develop incentives and resources to encourage homeowners and commercial building owners to construct or renovate for maximum energy efficiency.

- **HE 10.** Develop and manage county facilities in an environmentally, socially and fiscally responsible manner that values environmental stewardship, biodiversity, energy and resource conservation. Operate buildings in a manner that reduces waste, conserves resources and provides a healthy indoor environment.

Health Access

- **HE 11**. Promote healthy eating by screening individuals for food insecurity and improving the accessibility to affordable nutritious food options and nutrition education to under-served communities.

- **HE 12**. Increase access to fresh and healthful foods for all by implementing policies and coordinating land use priorities.

- **HE 13.** Integrate considerations of health, well-being and equity into the development, implementation and evaluation of land use, transportation and housing policies and ordinances.

- **HE 14.** Create walkable, bikeable, transit-oriented, dense, mixed-use and connected places that are inviting and vibrant communities to promote active living for individuals of all ages and abilities.

Health Services and Education

- **HE 15.** Leverage strategic partnerships and collaborations to more effectively reach and engage residents at higher risk of adverse health conditions and unhealthy behaviors.

- **HE 16.** Integrate physical, behavioral and oral health services delivery in locations, practices and business processes across Health and Human Services programs.

- **HE 17.** Identify barriers to care for residents in at-risk communities and align county and community resources to eliminate gaps in services.

- **HE 18.** Implement a multi-faceted, data-informed approach to address poly-substance abuse through coordinated prevention, treatment and harm reduction actions.

- **HE 19.** Implement a comprehensive healthy living campaign to inform, educate and empower people to increase health-promoting behavior across all communities.

- **HE 20.** Explore changes in policies and legislation to incentivize the provision of physical, behavioral and oral health services in Fairfax County that are accessible, high quality, affordable and culturally appropriate.

- **HE 21.** Invest in enhanced data collection and analysis of health indicators to enable disaggregation by population characteristics and geography to better understand and address disparities.

Resiliency

- **HE 22.** Build resilient county systems and infrastructure through planning and development to maintain viability during natural or man-made disturbances.

- **HE 23.** Foster individual and family resiliency to withstand, adapt to and recover from stress and adverse experiences through early intervention, prevention and the integration of trauma-informed practices into service delivery.

- **HE 24.** Establish plans that foster individual and community efforts to increase health and well-being among at-risk populations.

Housing and Neighborhood Livability

Outcome: Fairfax County is a place that fosters an enjoyable, affordable living experience for all people.

Housing – Expand Opportunities

- **HNL 1.** Identify opportunities to expand the number of people who can be served by housing programs (e.g., ex-offenders, people with prior evictions, etc.) through modified housing policies, guidance and communication strategies.

- **HNL 2.** Partner with private nonprofit, faith-based or for-profit affordable housing providers in acquiring and/or rehabilitating existing market affordable units to increase the number of publicly assisted, privately owned rental housing affordable to low-, moderate- and middle-income households.

- **HNL 3.** Require mixed-income housing development near transit hubs or routes and tie affordability requirements to increased density by changing zoning district regulations to allow for "missing middle" housing. This might include setting maximum unit size and providing units affordable for a broader range of incomes.

- **HNL 4.** Identify creative opportunities to allow for (urban) infill housing, including the development of criteria for establishing accessory dwelling units in targeted areas around the county that feature mobility options and walkable neighborhood amenities.

- **HNL 5.** Leverage county/school/park/private business land and facilities (existing and new) and develop creative partnerships to achieve efficiencies to produce more units.

- **HNL 6.** Expand innovative planning and zoning solutions to house older adults (such as accessory dwelling units, home sharing co-housing and smaller lot sizes) while expanding the home repair program (and tax assistance programs keep pace) for older adults to help maintain quality, affordable housing for the aging population.

- **HNL 7.** Consider expansion of the Fairfax County Public Schools Trade and Industrial Education High School programs to advance skills in residential construction (carpentry, construction tech, electrical construction and engineering, HVAC/refrigeration).

Housing – Policy

- **HNL 8.** Evaluate a countywide proffer policy to include contributions from commercial and other nonresidential developments for use in affordable housing production.

- **HNL 9.** Evaluate a change in state policy to enable transfer of development rights to increase affordable housing development.

- **HNL 10.** Update codes, regulations, policies and processes to improve review efficiency, speed and quality.

- **HNL 11.** Conduct regular updates to the Affordable Dwelling Unit and Workforce Dwelling Unit policies based on the dynamic market conditions in the county.

- **HNL 12.** Develop a proactive rental inspection program to ensure quality of all rental properties in the county, including landlord licensing or registration.

Housing and Neighborhood Livability – Funding

- **HNL 13.** Explore a funding source (public and private funds) to develop a rental grant program to assist working households between 50% and 80% of annual median income.

- **HNL 14.** Seek out ways to monetize development in nontraditional ways, such as venture capital investments.

Neighborhood Livability – Placemaking

- **HNL 15.** Identify areas of the county with the greatest presence of community amenities, including transportation, retail, recreation and public or private human service providers and revise zoning (and other policy) to allow for an

increase in the number of housing units affordable to low/moderate income households and senior households.

- **HNL 16.** Encourage placemaking by analyzing where people are underserved by community and business amenities/services and provide information and support to businesses to locate within those areas.

- **HNL 17.** Link the county's public health and equity agenda to a public space agenda by updating the Comprehensive Plan to create healthier environments where access to basic needs, affordable housing and healthy food is available.

Neighborhood Livability – Mobility

- **HNL 18.** Increase walkable access (within half-mile or 10-minute walk countywide) to parks, facility entrances or trailheads to connect people to nature and recreational experiences, prioritizing implementation in areas with disparate health outcomes and other equity measures.

- **HNL 19.** Focus the Fairfax County Pedestrian Plan on the prioritization of neighborhood connectivity (e.g., sidewalks and multi-use paths) and identifying implementation areas based on equity and health measures.

- **HNL 20.** Advance cross-agency collaboration to better integrate transit and active transportation linkages from neighborhoods to necessary amenities such as groceries, reducing reliance on personal vehicles.

Mobility and Transportation

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

Provide an Efficient Transportation Network

- **MT 1.** Embrace a "smart growth" approach to land use planning by encouraging more compact, mixed-use development within existing urban areas, transit-orientated development and discouraging dispersed, automobile-dependent development at the urban fringe.

- **MT 2.** Accelerate the development of additional active transportation facilities (e.g., bike paths) throughout the county.

- **MT 3.** Offer improved transit services by increasing the number of routes and frequency of service, especially targeting cross-county routes that are currently underserved.

- **MT 4.** Educate drivers, cyclists, pedestrians, etc., on the transportation alternatives available and the benefits of active transportation and how to do it safely.

- **MT 5.** Advocate for policies (including tax policies) that incentivize people to get out of single-occupancy vehicles and raise revenue for transportation-related investments.

- **MT 6.** Improve travel efficiency through more progressive approaches to road engineering and traffic design.

- **MT 7.** Make investments in information technology to make it easier for public transit riders to plan trips (apps, fare media, signage, etc.).

- **MT 8.** Shift the design of selected roadways away from a sole focus on automobile traffic to a multi-modal focus by incorporating sidewalks, bike lanes, high-occupancy vehicle and bus lanes and rail lines.

- **MT 9.** Prioritize and incentivize the use of high-occupancy vs. single-occupant vehicles; this includes transit buses, vanpools and carpools.

Improve the Condition and Cost of Infrastructure

- **MT 10.** Evaluate current vehicle limitations (weight and size) on certain types of vehicles using specific roadways.

- **MT 11.** Explore a transfer of road maintenance responsibilities from the Virginia Department of Transportation to the county, with a corresponding transfer of revenue to accommodate the increased cost to the county.

- **MT 12.** Streamline county-imposed permitting and approvals processes on road construction.

Enhance Safety and Security

- **MT 13.** Change roadway designs and land use development patterns to limit the number of driveways and intersections on arterials and highways; construct medians to control turning movements; encourage clustered development; and create more pedestrian-oriented streetscapes.

- **MT 14.** Emphasize traffic calming designs to reduce vehicle traffic speeds and volume on specific roadways.

- **MT 15.** Develop and implement a multi-faceted plan to reduce and ultimately eliminate traffic-related deaths and injuries.

- **MT 16.** Continue to prioritize law enforcement presence in areas with high transit and pedestrian use.

Provide Affordable, Accessible and Equitable Mobility Options

- **MT 17.** Expand creation of livable, walkable communities that are aligned with transportation infrastructure.

- **MT 18.** Reclaim public streets to encourage residents' interaction and involvement in their community through streetscaping, reallocating road space and creating more attractive street environments.

- **MT 19.** Enhance and implement universal design to design transportation facilities and services that accommodate the widest range of potential users, including people with mobility, auditory and visual impairments and other special needs.

Enhance Sustainability and Reduce Environmental Impact of the Transportation Network

- **MT 20.** Promote green infrastructure in design standards (e.g., LEED certification) and capital projects to facilitate sustainable stormwater systems and improve air quality.

- **MT 21.** Provide resources and incentives to existing and prospective commuters to encourage them to take fewer automobile trips.

- **MT 22.** Explore ways to apply distance-based pricing to automobile-related fees to incentivize drivers to drive fewer miles.

Safety and Security

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

Provide Timely Quality Services

- **SS 1.** Develop service delivery standards for public safety and emergency services that define quality and timeliness. Ensure public safety agencies utilize the best training, equipment and technology to most effectively meet those standards.

- **SS 2.** Improve community relations through actively recruiting and hiring qualified personnel that reflects the community they serve.

- **SS 3.** Evaluate the deployment of coordinated safety, security and law enforcement resources deployed in schools from elementary through high school to ensure a proactive and engaged presence.

- **SS 4.** Bolster programs and resources that reduce recidivism and support successful offender re-entry programs into the community.

Improve Community Compliance

- **SS 5.** Partner with community and business organizations to strengthen code compliance education in order to increase voluntary compliance.

- **SS 6.** Identify areas with the highest number of code violations and create targeted outreach programs to increase compliance in those areas.

Improve Community Resilience Through Better Prevention, Preparedness and Recovery

- **SS 7.** Strengthen individual, family, employee, schools and neighborhood preparedness for emergencies to ensure effective response and recovery.

- **SS 8.** Leverage state, business and community partnerships to enhance preparedness, response and recovery to disasters.

- **SS 9.** Enhance Continuity of Operations Plan to ensure capability and continuity of essential government services in the event of an emergency.

- **SS 10**. Ensure coordinated post-incident human services and recovery assistance including case management, emergency housing, behavioral health, spiritual care and family reunification.

Administration of Justice

- **SS 11.** Integrate existing data systems to allow public safety agencies, courts, human service agencies and other partnering agencies to share information and work collaboratively to increase access to services and identify alternatives to adjudication.

- **SS 12.** 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 or victims of crime.

Infrastructure

- **SS 13.** Conduct a comprehensive risk analysis of critical infrastructure including a review of the critical systems upon which they depend for the purpose of enhancing resiliency.

- **SS 14.** Implement an ongoing IT replacement plan for the county's legacy systems and proactively test and assess IT systems to identify weaknesses and prevent cyber-attacks.

- **SS 15.** Improve the efficiency, resilience of county facilities through leveraging proven building technologies that improve performance and reduce the risk of operational outages.

Self-Sufficiency for People with Vulnerabilities

Outcome: **Fairfax County is a place where all residents with vulnerabilities are supported and empowered to live independent lives to their fullest potential.**

Respect, Identification and Proactive Engagement

- **SSPV 1.** Recruit and involve underserved communities in the development of targeted marketing, outreach strategies and other policies to ensure that the county proactively engages residents with vulnerabilities and enables them to provide input regarding the services for which they are potentially eligible.

- **SSPV 2.** Foster a county workforce culture that emphasizes a person-centered, comprehensive approach to meeting the needs of residents — particularly those with vulnerabilities — rather than a more limited, single-issue problem-solving approach.

- **SSPV 3.** Utilize all available sources of data to identify emerging and existing vulnerabilities in order to proactively engage with impacted populations.

Mitigation of Barriers

- **SSPV 4.** Ensure that information on county services is readily available, understandable and accessible to residents.

- **SSPV 5.** Re-evaluate existing county policies, regulations and legal interpretations that result in unintended barriers to the provision of programs and services to people with vulnerabilities.

- **SSPV 6.** Develop and implement a standardized approach to the collection and more coordinated sharing of data among county agencies and their contracted service providers.

Access to Services

- **SSPV 7.** Develop self-sufficiency plans for residents with vulnerabilities served by county programs and services, doing so in a way that is collaborative with

the resident and tailored to their unique needs and circumstances.

- **SSPV 8.** Facilitate greater colocation of in-person county and contracted services to maximize accessibility, particularly for those residents with vulnerabilities.

- **SSPV 9.** Implement a universal intake interview and screening process that offers residents — particularly those with vulnerabilities — enrollment in and/or referral to all programs and services for which they are potentially eligible. Intake services should be designed so residents only need to tell their story one time.

- **SSPV 10.** Evaluate all county programs and services for residents with vulnerabilities that have waiting lists and determine if capacity can be expanded through system redesigns, public-private partnerships and/or resource leveraging.

Integration of Services

- **SSPV 11.** Implement a comprehensive solution that enables residents with vulnerabilities to be efficiently connected to the information or services that they are seeking, regardless of which "door" they enter. All points of intake and intake systems across the county government should be effectively integrated.

- **SSPV 12.** Establish and build a "System Navigator" team and network that performs comprehensive evaluations of individuals seeking assistance to develop individualized self-sufficiency plans — in coordination with agencies providing services. This team assists residents in navigating the multitude of services and programs offered by all county agencies and community partners so that they can more efficiently and appropriately refer residents with vulnerabilities.

- **SSPV 13.** Coordinate county safety-net efforts with the state, municipalities and nonprofits to ensure that services for vulnerable residents are as integrated, efficient and nonduplicative as possible to close critical service gaps.

Sustained Self-Sufficiency

- **SSPV 14.** Evaluate and revise county program eligibility requirements to ensure that residents with vulnerabilities who make initial progress on their path to self-sufficiency do not experience setbacks as a result of becoming ineligible for other needed services or benefits.

- **SSPV 15.** Develop a process to follow up with residents who have achieved self-sufficiency for a set period of time, allowing for prompt intervention with potential setbacks, in order to maximize their chance of long-term success — consistent with their self-sufficiency plan.

- **SSPV 16.** Evaluate and pursue innovative and effective practices to compassionately address the needs of people experiencing homelessness. Build upon the efforts implemented through the county's 10-Year Plan to Prevent and End Homelessness to evaluate new, evidence-based approaches that are being piloted across the country.

For more information and to subscribe
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