



MEETING MINUTES

Strategic Plan Development Team

Meeting Date: Wednesday, July 22, 2020 (via Zoom)

Meeting Time: 2:00 – 3:45 p.m.

****This meeting was held electronically due to the state of emergency (social distance requirements imposed because of the health risks of COVID-19) declared by Governor Northam on March 12, 2020.***

Meeting Purpose: To gather information and discuss how equity can be incorporated into PWC's 2021-2024 Strategic Plan

Members Present: Bryce Barrett, Paolo Belita, Rick Berry, Joyce Connery, Corey Holeman, Andra Hoxie, Martin Jeter, Tahari Johnson, Lisa Madron, Ann Marie Maher, Mary Beth Michos, Jarad Phelps, Larriette Thompson, Courtney Tierney

Members Absent: Tomaudrie Thomas

Guests: Fairfax County Staff: Aimee Brobst, Michelle Gregory, James Patteson, Robin Wilson
Raul Torres, Director – PWC Office of Human Rights

Facilitator: Kaye Wallace, PWC Strategic Plan Coordinator

I. Welcome & Introductions

The Strategic Plan Coordinator (SPC) welcomed everyone to the meeting, and all attendees introduced themselves.

II. Equity in Strategic Planning – Presentation by Fairfax County Staff

Background: At its business meeting on June 16, 2020, the Prince William Board of County Supervisors adopted [Resolution 20-494](#). This resolution directs the county government to develop an equity and inclusion framework and policies to eliminate and/or mitigate the adverse effects of any racial or social disparities in the county's programs and services and to apply an equity lens to the development of the 2021-2024 Strategic Plan.

At today's meeting, staff from Fairfax County's Office of the County Executive and Department of Management and Budget did a presentation on the incorporation of equity into its recently developed Countywide Strategic Plan. Fairfax County completed a draft of its first ever countywide strategic plan in early 2020, and pursuant to its *One Fairfax* policy, used equity as a guiding principle in development of the plan. *One Fairfax* is a joint social and racial equity policy of the Fairfax County Board of Supervisors and the School Board. It commits the county and schools to intentionally consider equity when making policies or delivering programs and services.

The *One Fairfax* policy defines equity as:

“the commitment to promote fairness and justice in the formation of public policy that results in all residents—regardless of age, race, color, sex, sexual orientation, gender identity, religion, national origin, marital status, disability, socio-economic status or neighborhood of residence or other characteristics—having opportunity to fully participate in the region’s economic vitality, contribute to its readiness for the future, and connect to its assets and resources.”

The presentation from Fairfax County is attached.

IV. Check-in/Wrap-up

The SPC informed the team that about half of the PWC Board of Supervisors have scheduled virtual community conversations to solicit resident input for the strategic plan. She will contact strategic plan team members to check availability to assist with the sessions as future dates are scheduled.

The next Strategic Plan Development Team meeting will be on **Wednesday, August 5, 2020 at 2:00 p.m. (via Zoom).**

Minutes prepared by Kaye Wallace (SPC) on July 27, 2020.

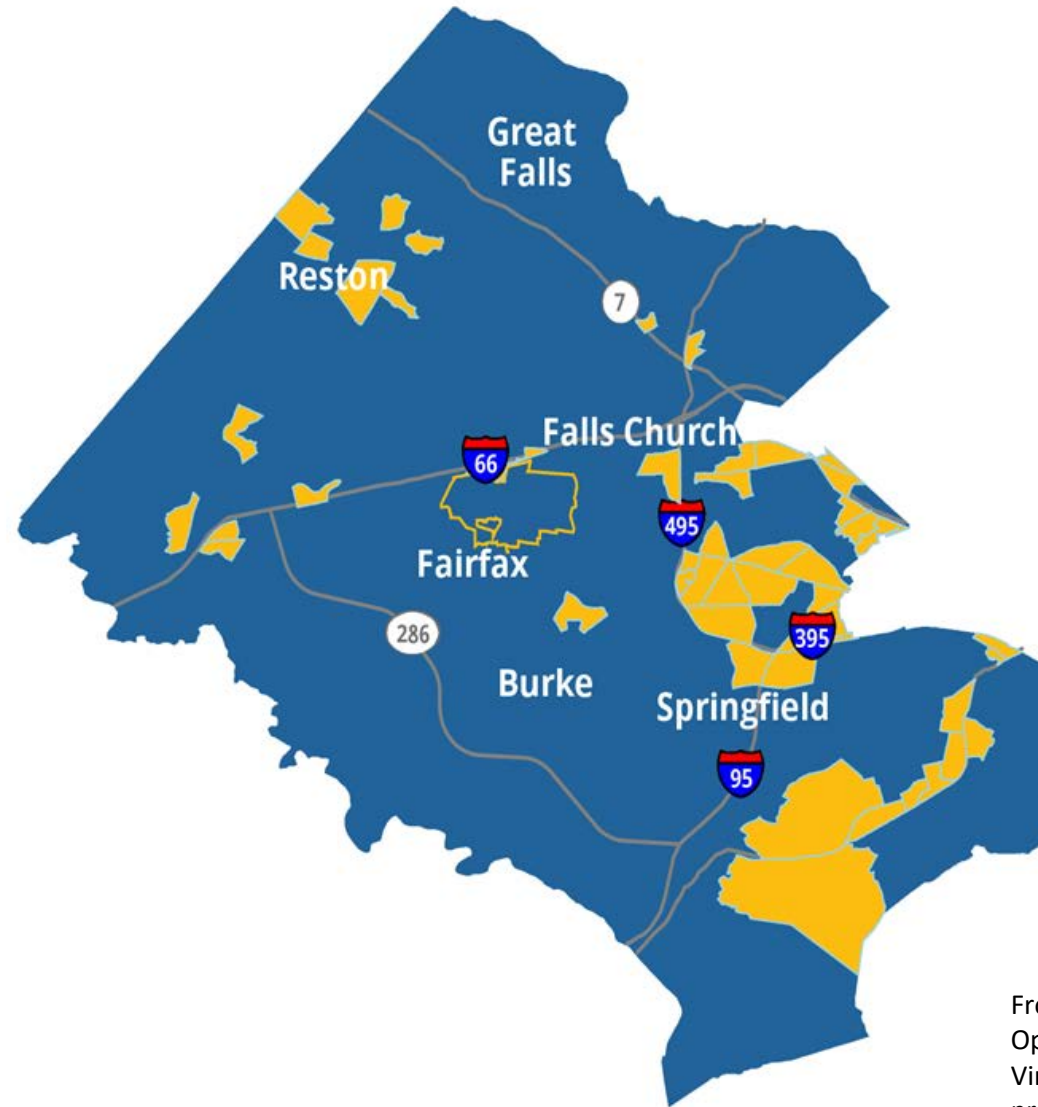


PRINCE WILLIAM COUNTY STRATEGIC PLAN TEAM MEETING
ROBIN WILSON, POLICY ADVISOR FOR ONE FAIRFAX
JULY 22, 2020

One Fairfax Overview

There is an “uneven opportunity landscape” in Fairfax County

- Reports from the *Northern Virginia Health Foundation*, *PolicyLink*, and *Urban Institute* and our own analysis document **variances in opportunity and vulnerability** within Fairfax County and across the Northern Virginia and Metropolitan Washington regions.
- 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**.



From Getting Ahead: The Uneven Opportunity Landscape in Northern Virginia
produced by The Center on Society and Health with the support of The Northern Virginia Health Foundation
<https://novahealthfdn.org/getting-ahead-report/>

- A **Racial and Social Equity** Resolution and Policy
- Commits the county and FCPS to **intentionally consider equity** when making policies, planning and delivering programs and services
- Involves **community and stakeholder engagement, training and organizational capacity building, data analysis, collective planning and action, and shared accountability mechanisms**
- Poses these core questions:
 - Who **benefits** and who is **burdened** by **past and current** actions?
 - How can **burdens be mitigated** and **benefits more broadly shared**?



Individual racism:

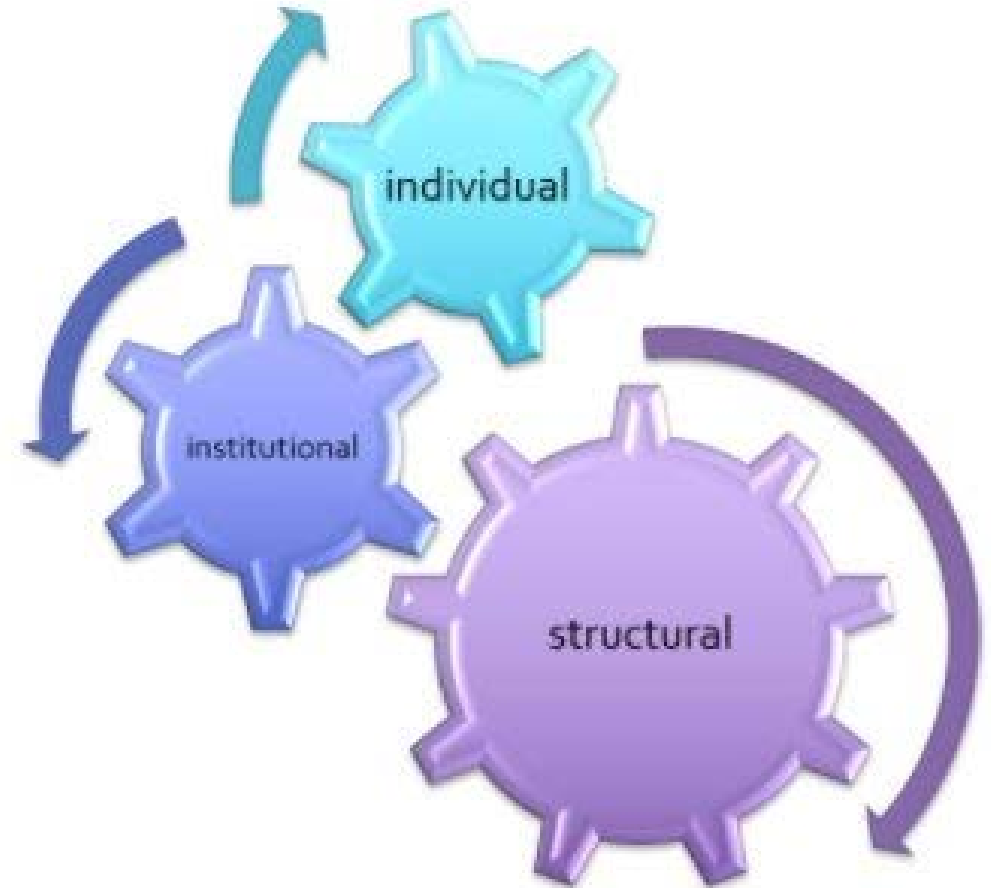
- Pre-judgment, bias, or discrimination by an individual based on race.

Institutional racism:

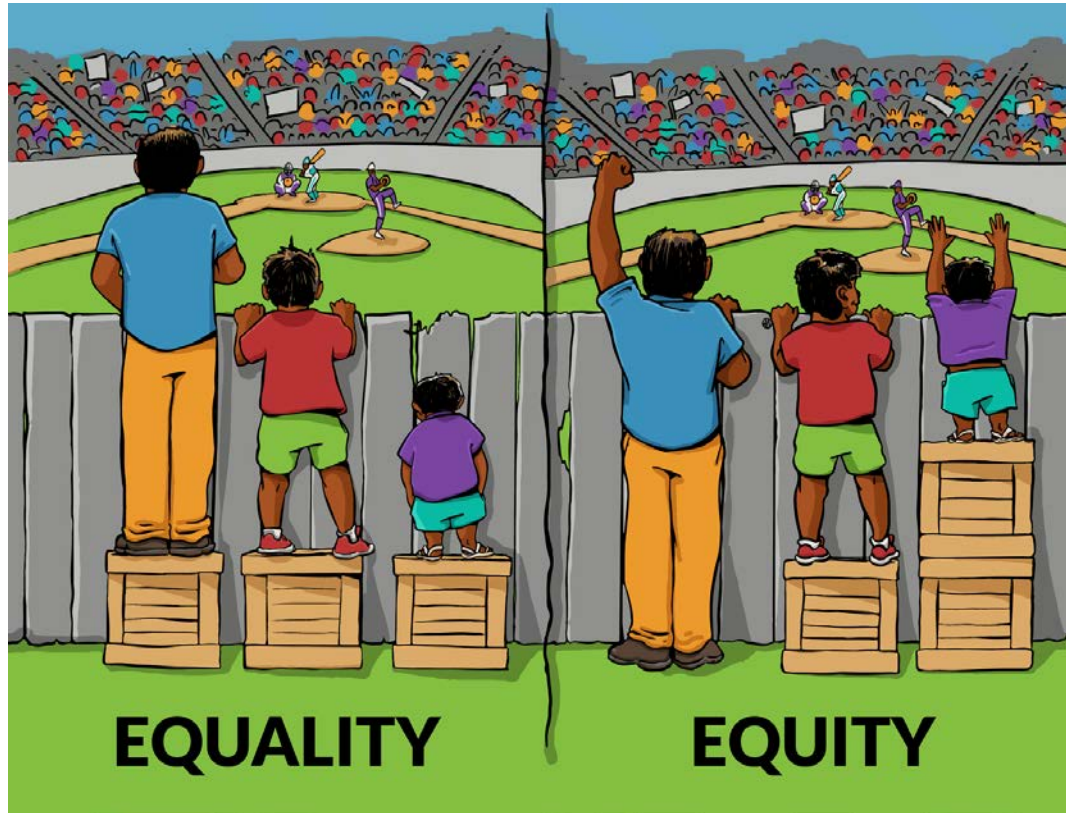
- Policies, practices and procedures that work better for white people than for people of color, often unintentionally or inadvertently.

Structural racism:

- A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.



Equity is Fairness not Sameness



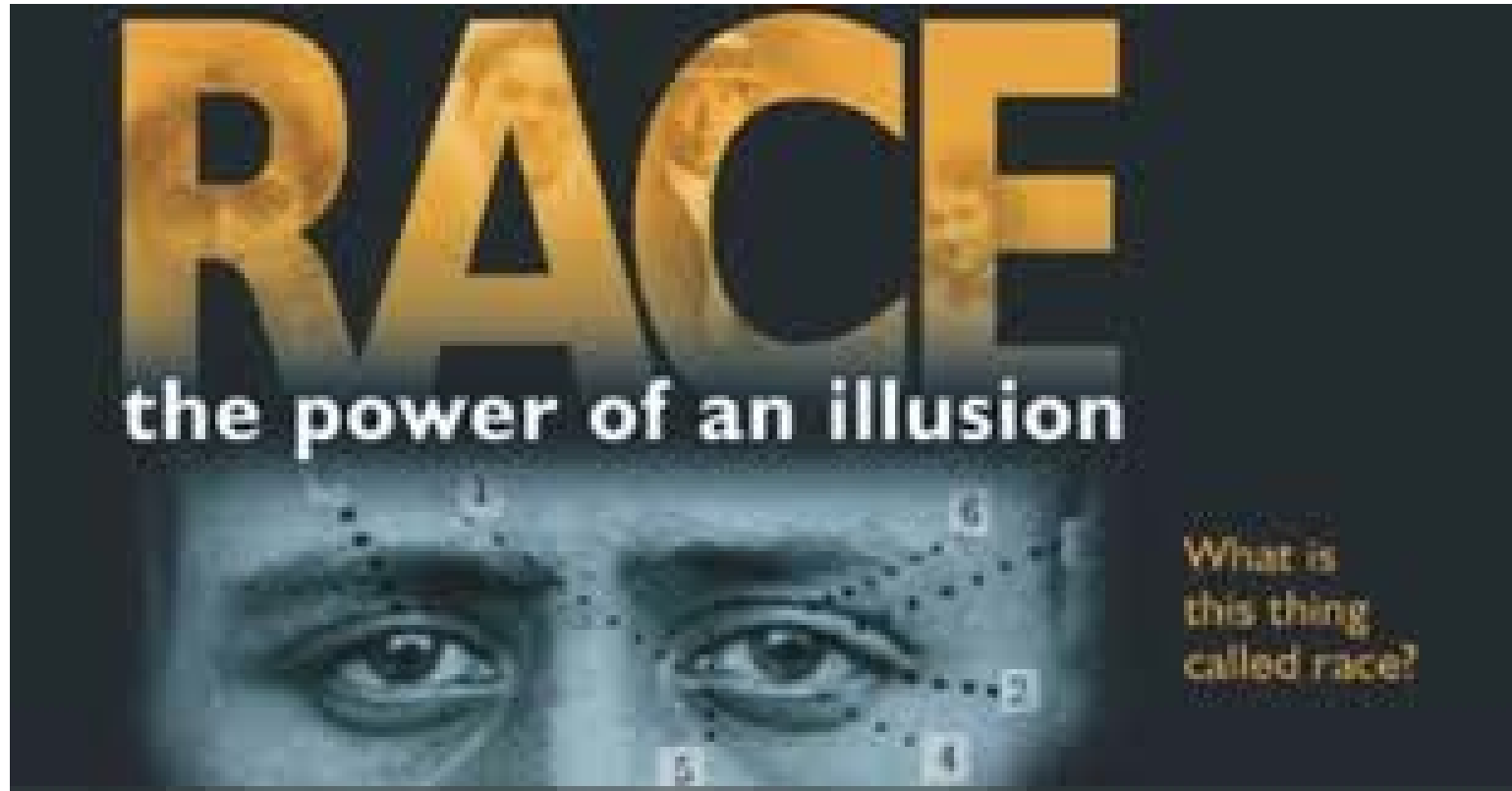


EQUALITY



EQUITY

Why must we center **RACE**?



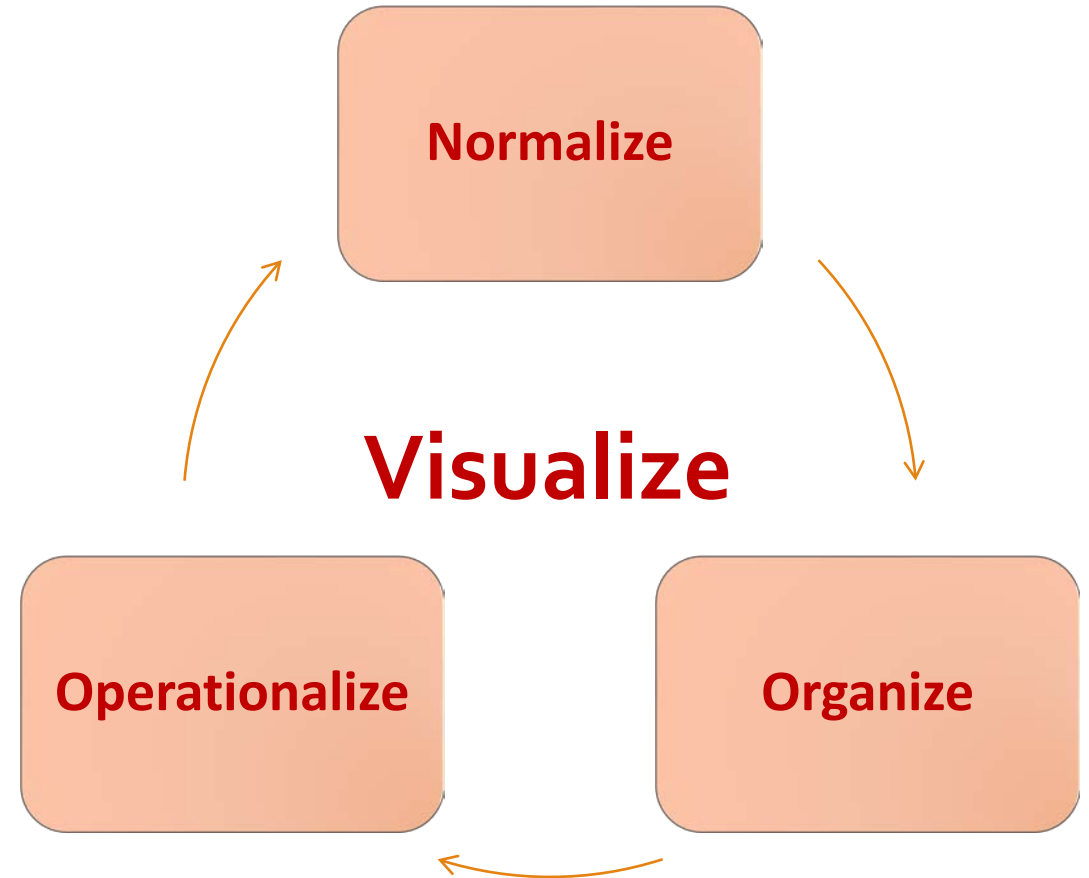
<https://vimeo.com/133506632>

Governing & Managing to Advance Equity

One Fairfax is a way to think about and approach the governance and management of the county:

One Fairfax involves:

- Facing our history and our current reality
- Understanding where we are and what we want for the future
- Establishing clear priorities and making explicit choices
- Committing to bold and innovative approaches
- Meaningfully engaging community and key stakeholders



There is an organization-wide focus on *Becoming One Fairfax*



Equity in Strategic Planning



Community

- Targeted community engagement
- Tours of human services regions

Information and Resources

- Guidance for strategy teams – reports with data about inequities; resources for best practices and metrics
- Strategic plan team reps attended equity metrics training

Plan Alignment

- 9 strategy areas align with the 17 One Fairfax Policy Areas of Focus
- Strategy Area Outcome Statements are departmental equity impact plan long-term goals
- Strategic plan strategies tie to actions in departmental equity impact plans

Examples of Equity-Focused Strategies in the Strategic Plan

Economic Opportunity Strategy 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.

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

Since our strategies are high-level (global), equity will be a consideration in determining where and for whom we target strategies in plan implementation.



Placing a strategic
focus on turning
*Islands of
Disadvantage* into
*Communities of
Opportunity*

KEY CONCEPTS FOR
PROMOTING THE SUCCESS OF
ALL NEIGHBORHOODS &
POPULATIONS IN FAIRFAX
COUNTY

Communities of Opportunity Framework: Key Elements



EDUCATION



EMPLOYMENT



MOBILITY



FOOD



RECREATION/CULTURE



HOUSING



JUSTICE



HEALTHCARE



DIGITAL ACCESS



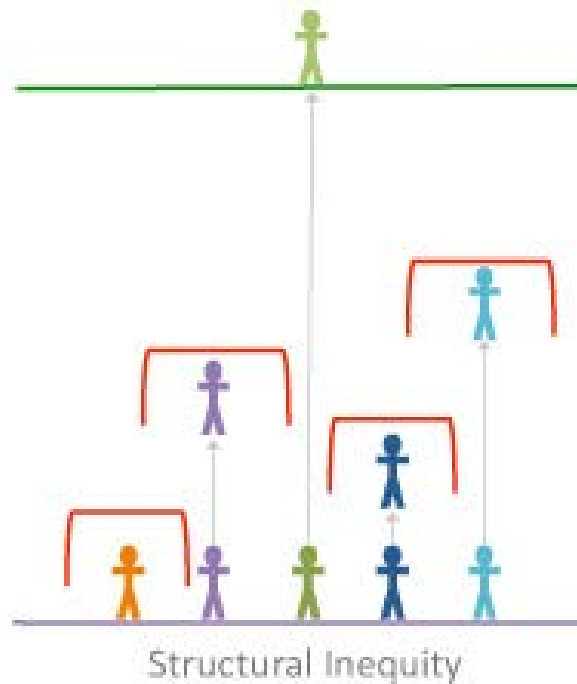
QUALITY CHILDCARE

The Principle of Targeted Universalism:

Abandoning a *one-size-fits-all* policy development formula in favor of an approach that is more inclusive and outcome-oriented

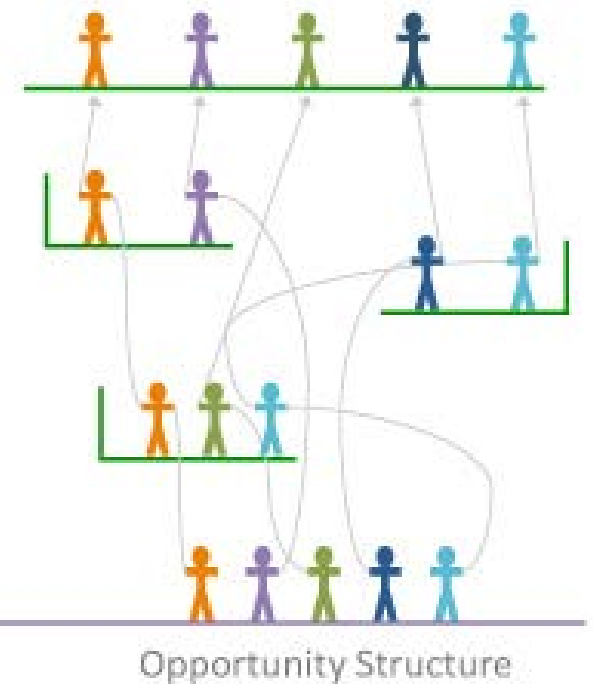
Universal Goal with Targeted Solutions

Structural Inequity produces consistently different outcomes for different communities.



vs.

Opportunity Structures respond with necessary resources and multiple paths needed for different communities & individuals to thrive.





Understanding
Vulnerability &
Opportunity



Targeting
Interventions to
Build Opportunity



Targeting
Interventions to
Connect to
Opportunity



Encouraging the
Development of
and Participation
in an Inclusive
Economy

Equity in Strategic Planning: Lessons Learned

- ❖ Provide foundational training on equity for everyone involved in the strategic planning process
- ❖ Focus on geographies and populations at each step of the process – no issue is the same everywhere and for everyone
- ❖ Use disaggregated data to inform plan development, implementation, and evaluation
- ❖ Incorporate equity-focused best practices from around the country (All-In Cities, PolicyLink) and tailor based on local needs
- ❖ If you are using a consultant, talk with them about their plan to incorporate equity into the process

Questions & Discussion