



FEDERAL FACILITIES
PARTNERSHIP

9/9/2021



NORTHERN VIRGINIA DIVERSITY, EQUITY & INCLUSION ROADMAP

*Helping Create More Equitable and
Inclusive Communities for All Service
Members and Their Families to Call Home*

Working Draft for
Comment

Compiled by the Northern Virginia
Regional Commission

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Preface

In September of 2020, in response to the multiple national events that highlighted the issue of racial inequality in America, the *Community, Military, and Federal Facility Partnership of Northern Virginia* added the topic of diversity, equity, and inclusion to its agenda for its bi-monthly meetings.

On November 5, 2020, after a six-week planning effort, the Partnership held a two-hour session to: (1) listen and learn about respective community and military efforts and initiatives around DEI in the region; (2) further military and community conversations and collaboration in these areas to ensure our communities are equitable and welcoming places for all service members and their families to call home; and (3) identify ways to further partner with each other to address the challenges of racial inequity.

Since November, these conversations have continued through meetings, listening sessions, and other venues resulting in learning and areas for action. This Roadmap, a framework for coordinating our efforts, describes four initial focus areas and associated actions that have emerged from regional collaboration. It is a living document and will be updated regularly to reflect new inputs and priorities.

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INTRODUCTION.

This Roadmap describes four initial focus areas that have emerged from recent meetings of the *Community, Military and Federal Facility Partnership of Northern Virginia (hereinafter “Community-Military Partnership”)* specific to diversity, equity, and inclusion (DEI) in defense communities. It also summarizes actions and activities associated with each focus area that have been identified through ongoing conversations involving community and military members of the Northern Virginia region.

The overall purpose of the Roadmap is to provide a framework for coordinating efforts in the Northern Virginia region to create more equitable and welcoming environments for all service members and their families to call home. It supports *One Military, One Community* initiative, a national effort launched by the Association of Defense Communities (ADC) on October 1, 2020 focused on addressing DEI in defense communities. The Roadmap is a living document developed by the Community-Military Partnership, and it is supported by an expanding group of partners and stakeholders.

The focus areas for the Roadmap, described in more detail in the sections that follow, include:

- **Listening Sessions.** Planning and hosting Community Partnership Listening Sessions to understand what we don’t know and to ground our efforts in the experience of the military and their families who live in our communities
- **Policy.** Engaging in efforts to review, develop, and/or change policies that address findings from listening sessions specific to racial inequity and DEI
- **Information Sharing.** Sharing information and resources among all parties engaged in DEI efforts in the region to help build understanding and collaboration
- **Projects and Events.** Maintaining an integrated list of projects and events within the Northern Virginia region that provide opportunities to advance DEI and create more equitable and welcoming environments for all service members and their families to call home.

BACKGROUND

Multiple events in the past year have highlighted the issue of racial inequity in America and shaped an ongoing national discussion. This conversation has been embraced by our military leadership – both uniform and civilian – who have made it clear that the military needs to do more to foster DEI.

As a defense community, and home to many installations as well as military members and their families, the Northern Virginia region works to reflect the values of the military and fully supports their mission -- and this includes taking strong efforts to address racial inequities.

The Northern Virginia region, depicted in Exhibit 1, encompasses the City of Alexandria, Arlington Co, Fairfax Co, City of Fairfax, City of Falls Church, Loudoun Co, Prince William Co, City of Manassas, City of Manassas Park, and Stafford County. The region is home to tens of thousands of military members & their families who live in our communities and report to installations including Ft. Belvoir, Marine Corps Base Quantico, Joint Base Myer Henderson Hall, Defense Health HQ, the Pentagon, Naval Support Facility Arlington, and Joint Base Anacostia Bolling (close proximity in DC).

In September of 2020, in response to the multiple national events that highlighted the issue of racial inequality in America, the Community-Military Partnership put DEI on its agenda for its bi-monthly meetings. On November 5, 2020, after a six-week planning effort, the Community-Military Partnership held a two-hour session to accomplish three objectives:

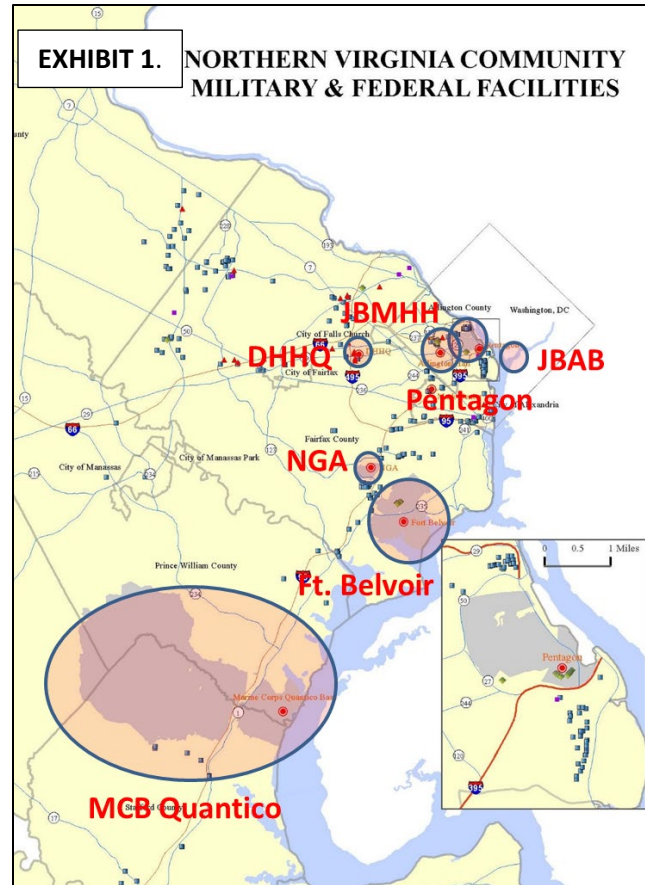
- Listen and learn about respective community and military efforts and initiatives around DEI in the region;
- Further military and community conversations and collaboration in these areas to ensure our communities are equitable and welcoming places for all service members and their families to call home; and
- Identify ways to further partner with each other to address the challenges of racial inequity.

The session brought together leadership from local military installations; local, regional, and state-level government; non-government organizations supporting the military; the private sector; and academic institutions. The agenda, summarized in Exhibit 2, began with an overview of Department of Defense efforts and initiatives in diversity and inclusion starting with Executive Orders addressing racial discrimination and desegregation in the 1940s and the President's Committee of Civil Rights in 1946 through the present to include Secretary of Defense actions.

Matt Borron, Executive Director of the Association of Defense Communities, then described the *One Military, One Community* initiative which is focused on helping create an environment to ensure that every military family arriving at their new duty station and living in a defense community will not have to face racism or inequality.

Dr. Janice Underwood, Chief Diversity, Equity, and Inclusion Officer for the Commonwealth of Virginia, then made the following points:

- Equality and equity are different, and institutional barriers must be eliminated to create a fairer and more inclusive Commonwealth of VA
- The ONE Virginia Plan is a statewide effort to increase DEI across more than 100 state institutions, starting with state governments, higher education, and museums. Learn more about the One Virginia Plan [here](#) and [here](#).
- To understand where an organization lies on the spectrum of inclusivity, it is important to conduct a climate assessment. Based on the assessment results, communities should



establish benchmarks and create internal plans to operationalize DEI statements, in addition to listening to lived experiences and offering training.

Dr. Underwood invited participants to attend ONE Virginia town hall meetings and sign up for the Governor's newsletters. She also encouraged individuals to serve on state boards or commissions and consider applying for 2020 appointment openings including for the Virginia Military Advisory Council.

The agenda provided an opportunity for military and community leaders to respond to framing questions sent to each organization in advance.

EXHIBIT 2: NOVEMBER 5, 2020 COMMUNITY-MILITARY PARTNERSHIP AGENDA

Welcome, Introductions, and Background

-Ms. Penelope A. Gross, Community-Military Partnership Chair, Fairfax County Board of Supervisors

DoD Efforts and Initiatives in Diversity & Inclusion

-Carlton Reid, Booz Allen Hamilton

Overview of One Military, One Community Initiative

-Mr. Matt Borron, Chief Operating Officer, Association of Defense Communities

Commonwealth of Virginia

-Dr. Janice Underwood, Chief Equity Officer, Commonwealth of Virginia

Military Installation Summaries

-LTC Fleming Garrison Commander, Fort Belvoir

-COL. Kimberly A. Peeples, Base Commander, Joint Base Myer-Henderson Hall

-Col Wright, Base Commander, Marine Corps Base Quantico

Community Leader Briefings

-Ms. Karla Bruce, Chief Equity Officer/Head of One Fairfax, Fairfax County

-Ms. SamiaByrd, Chief Equity Officer, Arlington County

-Ms. Jacqueline Tucker, City of Alexandria

-Ms. ValmarieTurner, Chief Equity Officer, Loudoun County

Next Steps

-Dr. Will Rowe, Booz Allen Hamilton

Action Items and Schedule for FY21

-Ms. Penny Gross, Chairwoman and Fairfax County Supervisor

Questions sent to and addressed by the military members included the following:

- What are the demographics associated with your installation population? How does your installation reflect the demographics of the surrounding community?
- What programs are in place at your installation for addressing diversity, inclusion and racial issues?
- How has the national discussion on racial injustice affected conversations within your community? What kinds of conversations are occurring?
- Have any efforts been made to integrate community members off base into the conversations you are having addressing racial and social equity?
- What are key concerns that you are addressing and where do you need help from the surrounding communities?

- Are there any aspects of the relationship between your installation and the surrounding community that you feel encourage or discourage feelings of inclusion and equity among military and civilian members?

Questions sent to and addressed by community (local government) organizations included the following:

- What are the demographics associated with your jurisdiction? Please include information on the overall population and the number of military and civilians living in your jurisdiction.
- What programs are in place in your jurisdiction for addressing diversity, inclusion and racial issues?
- How has the national discussion on racial injustice affected conversations within your jurisdiction? What kinds of conversations are occurring?
- Cities and counties are home to military installations, military and civilian members, and their families. Are you aware of how military and civilian members of your community have encountered racial and social injustice, or not experienced inclusion? If so, can you provide examples and how these might be addressed or have been addressed in the past?
- Can you give examples of how your community could further partner with the military to address issues of racial injustice and equity?

At the end of all presentations, Penny Gross, Chair of the Community-Military Partnership, and member of the Fairfax County Board of Supervisors, emphasized the importance of defining actions to keep the discussion alive and advance DEI efforts in the region. The following areas for action were defined:

- Share information and tools between military and community partners to strengthen joint DEI efforts
- Participate in community partnership listening sessions
- Get involved in state, regional, and local efforts to include virtual town hall meetings, commissions, military advisory councils, and working groups and establish mechanisms to enable participation
- Conduct assessments or surveys and share data for learning and change management purposes
- Establish a Roadmap to continue the dialogue, increase collaboration, and coordinate actions specific to DEI for military members and their families
- Develop a sustainable pipeline to attract, grow, and retain talent
- Conduct research to understand (1) integration and self-segregation, (2) aging housing, and (3) local policing to determine if Black, Indigenous, and People of Color (BIPOC) citizens are treated differently and experiencing disproportionately negative outcomes in district attorney offices, courts, and jails/prisons.

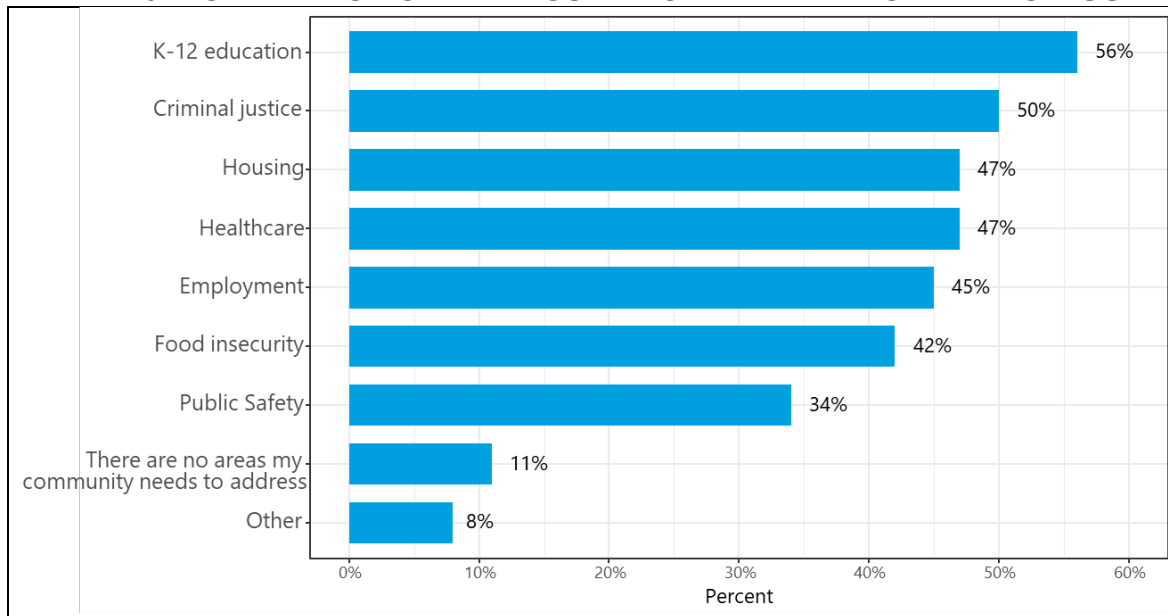
Building on the momentum associated with the November 5, 2020 session, the Community-Military Partnership formed a DEI working group that met in early January 2021 to plan the agenda for a two-hour meeting held on January 14, 2021. During this meeting the Association of Defense Communities, with technical pro bono support from Booz Allen Hamilton, presented the results of a **national DEI survey** (part of their *One Military, One Community* initiative) focused capturing the sentiment of military members and their families living in communities outside the installation. ADC shared that nearly 2,000 people from 46 states took the survey from December 3, 2020 to January 8, 2021.

For the Northern Virginia region, 157 individuals took the survey with results highlighted in exhibits 3 through 6 (Note: the national survey was distributed using a convenient sample method, so the survey results in the Northern Virginia are not generalizable to the general population). Based on these results, the following observations can be made:

- The majority of respondents were 41-60 years old and lived in their community for more than two years
- Over half of the respondents were Veterans, and the most represented branch of the military was the Army
- Half of the respondents were white, and the other half were Black, Hispanic, Asian, and multiracial
- Respondents thought that the top five areas that need to be addressed to eliminate inequality are **K-12 education, criminal justice, housing, healthcare, and employment.**
- More Black, Indigenous, and People of Color respondents agreed or strongly agreed that there are structural barriers preventing equity in **housing, youth education, law enforcement, employment, and healthcare.**
- A third of respondents would be more involved in diversity, equity, and inclusion efforts if they had more information or there were more opportunities to get involved.

Exhibit 3 summarizes the top areas to be addressed in the Northern Virginia region based on one of the multi-select questions in the national DEI survey.

EXHIBIT 3: TOP AREAS TO ADDRESS IN NORTHERN VIRGINIA FROM SURVEY



Exhibits 4 provides additional survey results from the national survey for the Northern Virginia region. This exhibit shows that more Black, Indigenous, and People of Color respondents agreed or strongly agreed that there are **structural barriers** in housing, education, and law enforcement than white respondents. Note that the definition of structure barriers used here is taken from the Government Alliance on Race and Equity (GARE) publication *Advancing Racial Equity and Transforming Government: A Resource Guide to Put Ideas into Action*

<https://www.racialequityalliance.org/2015/10/22/resource-guide/>. Also note that the “other POC” or People of Color category shown in Exhibit 4 represents respondents from minority racial groups including Asian, American Indian/Alaska Native, Native Hawaiian or other Pacific Islander, and/or Multiracial.

EXHIBIT 4: STRUCTURAL BARRIERS IN HOUSING, YOUTH EDUCATION, & LAW ENFORCEMENT

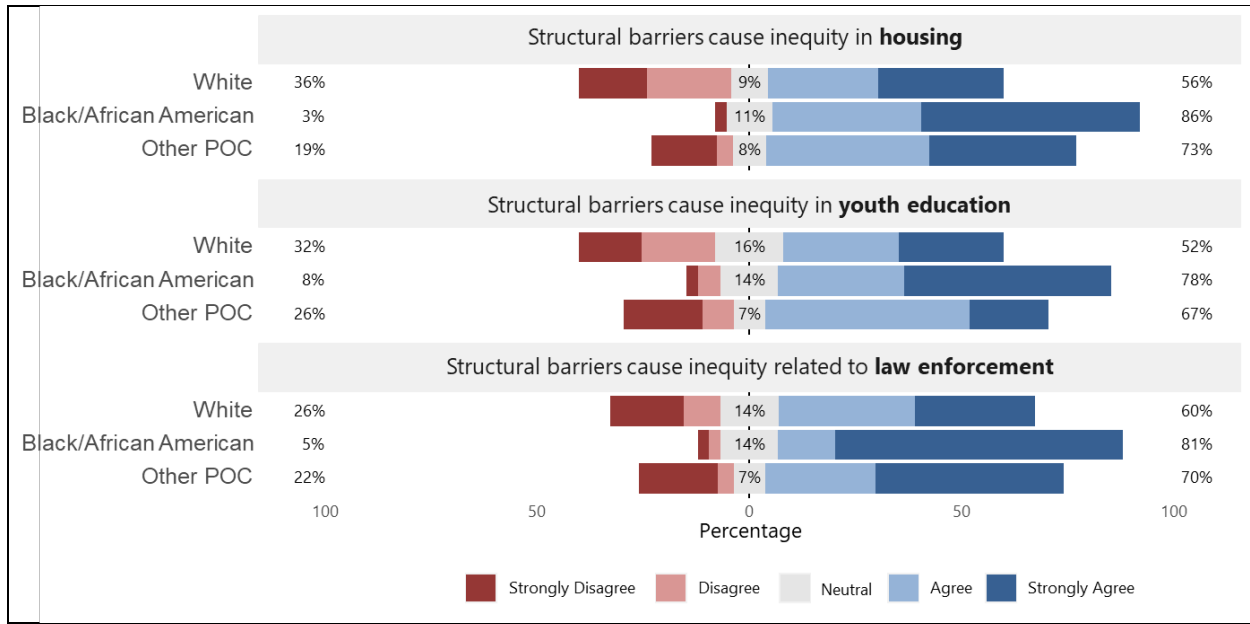
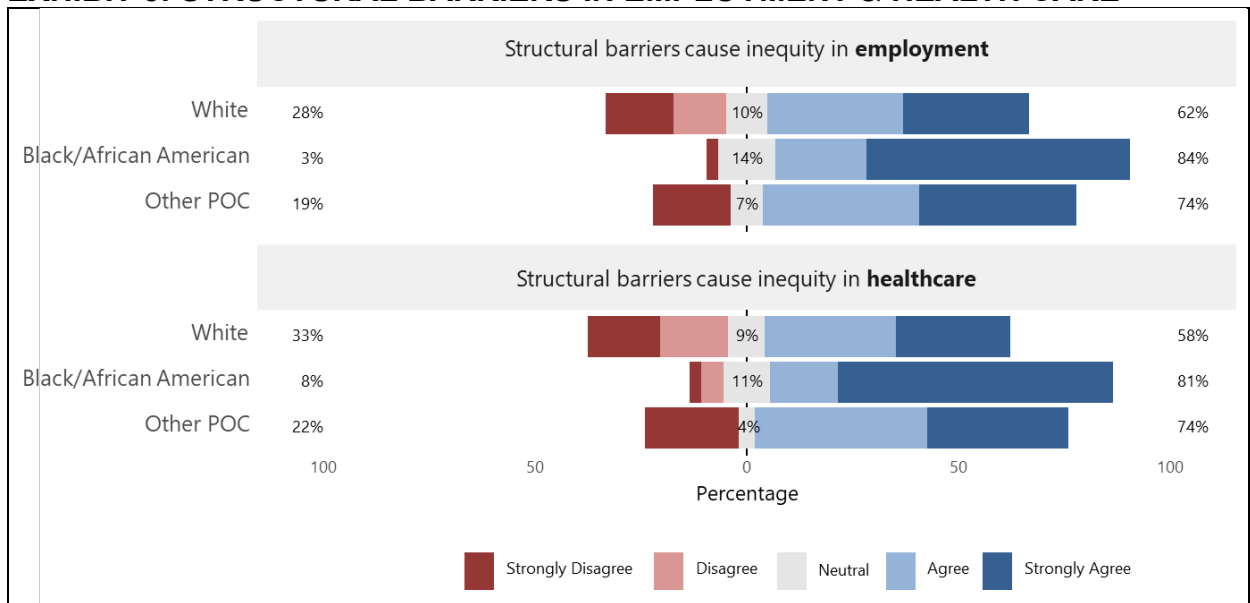


Exhibit 5 provides survey results for the Northern Virginia region showing that more Black, Indigenous, and People of Color respondents agreed or strongly agreed that there are structural barriers in employment and healthcare than white respondents.

EXHIBIT 5: STRUCTURAL BARRIERS IN EMPLOYMENT & HEALTH CARE

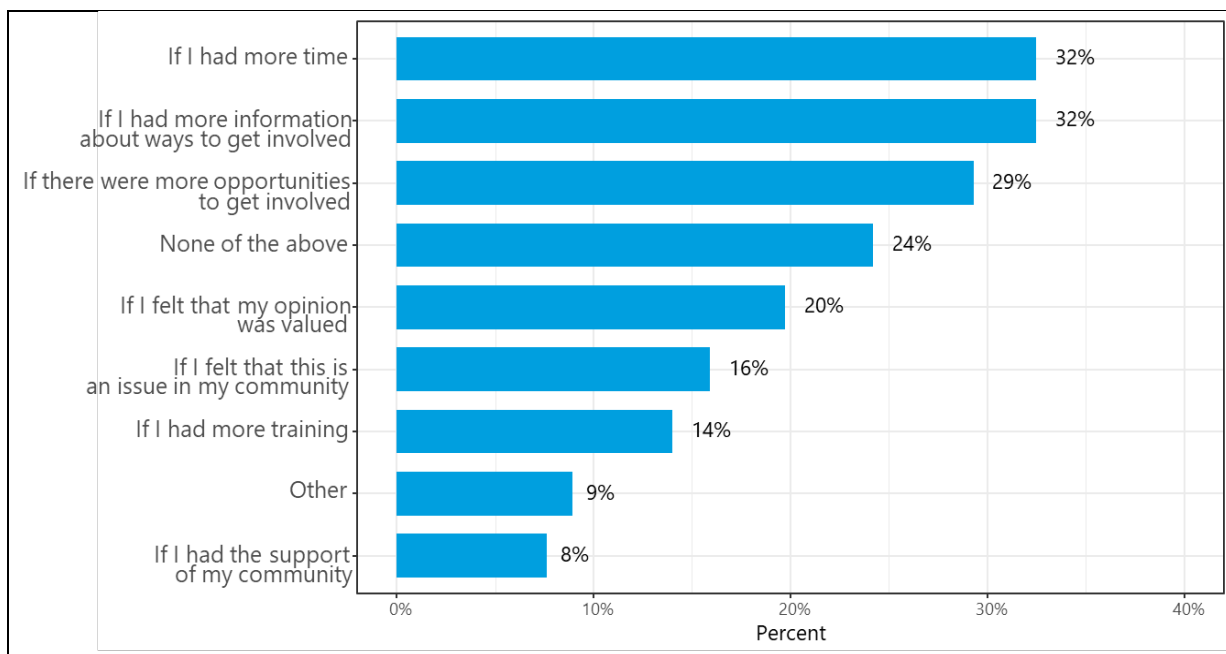


As with exhibit 4, the definition of structural barriers used here is taken from the GARE publication *Advancing Racial Equity and Transforming Government: A Resource Guide to Put Ideas into Action*

<https://www.racialequityalliance.org/2015/10/22/resource-guide/>. The “other POC” category shown in exhibit 5 represents respondents from minority racial groups including Asian, American Indian/Alaska Native, Native Hawaiian or other Pacific Islander, and/or Multiracial.

When asked whether individuals in Northern Virginia want to be more involved in DEI efforts in the community, approximately a third of respondents wanted more information and wished there were more opportunities. These responses, along with other responses specific to the multi-select question on community involvement opportunities are shown in exhibit 6.

EXHIBIT 6: COMMUNITY MEMBER INVOLVEMENT IN DEI EFFORTS



When asked in an opened ended question on what actions the community should take to be more equitable and inclusive, respondents most frequently cited the following themes:

- Local leadership, policies, and legislation are important to address social inequality
- High cost of living and lack of **affordable housing contribute to food insecurity and educational disparities**
- Improve quality of education (K-12 and public college)
- Need more communication and community education on these topics
- Assess allocation of resources to address critical issues
- Diversity and inclusion are not problems in the community

The observations discussed above from the DEI survey were distributed to the Community-Military Partnership after the January 14, 2021 meeting with an after action report that encouraged all parties to continue to promote awareness of DEI efforts especially where there are opportunities to learn together, work as one people, and plan together. As a result, the

following additional actions were subsequently taken to move the community-military DEI conversation forward in the region:

- Held a two-hour meeting of the Community-Military Partnership on March 11, 2021, to further DEI discussions and sharing organizational updates
- Held a small group Community Partnership Listening Session on March 18, 2021 with the support of EveryMind
- Participated in a video developed by the Association of Defense Communities highlighting DEI discussions in Northern Virginia region
- Planned additional small and large group listening sessions for May 2021 and beyond

These meetings, corresponding after action reports, intermittent working group meetings, and increased knowledge sharing gave rise to the four focus areas and associated actions and activities describe below.

FOCUS AREAS FOR DEI COLLABORATION

There are four DEI-related *focus areas* for community and military collaboration across the Northern Virginia region stemming from the efforts summarized above. The overarching goal of these focus areas is to create more equitable and welcoming communities for all service members and their families to call home. These focus areas are listed in exhibit 7 along with desired outcomes.

EXHIBIT 7: DEI FOCUS AREAS AND DESIRED OUTCOMES

FOCUS AREA	DESIRED OUTCOME
Listening Sessions. Planning and hosting Community Partnership Listening Sessions to understand what we don't know and to ground our efforts in the experience of the military and their families who live in our communities	Increased community understanding of resident experience, identification of areas to be addressed & actions
Policy. Engaging in efforts to review, develop, and/or change policies that address findings from listening sessions specific to racial inequity and DEI	Structural changes that address challenges and barriers to DEI
Information Sharing. Sharing resources among all parties engaged in DEI efforts in the region to help build understanding and collaboration	Enhanced regional collaboration on DEI issues
Projects and Events. Maintaining an integrated list of projects, events, workshops, leadership meetings within the Northern Virginia region that provide opportunities to advance DEI and create more equitable and inclusive environments for all service members and their families to call home.	Community-military engagement and actions that build positive relationships and result in transformative change

Each focus area is briefly described below along with status information and future actions and activities.

Focus Area 1. Listening Sessions. Planning and hosting Community Partnership Listening Sessions to understand what we don't know and to ground our efforts in the experience of the military and their families who live in our communities

Community Partnership Listening Sessions provide a safe environment to have relevant, candid, and effective discussions that enable military and community leaders to gather information to understand nuanced issues related to DEI in defense communities. They allow participants to exchange information, share personal experiences, and express perspectives. They provide an opportunity to identify and discuss issues and solutions that are unique to a community. They can also:

- Foster the development of collaborative partnerships between the military and community to collectively address racial and social equity challenges
- Build relational trust between participants and community leaders
- Provide actionable steps to enhance military and community efforts to create strong defense communities that support America's military

Listening Sessions: Military Installations

- **Fort Belvoir** has several ongoing programs to address DEI, including project inclusion listening sessions. The installation completed dozens of internal listening sessions and feedback centered on generational differences within the workforce; cultural differences between the military, former military, and civilians with no military experience; and hiring practices. Listening sessions were held weekly in 2020 and are currently held biweekly on MS Teams. Sessions are facilitated by DGC, EEO and a Chaplain. Fort Belvoir isn't currently engaging with local communities about DEI and is open to collaborating in the future.
- **Joint Base Myer Henderson Hall** has a variety of programs in place to address DEI. Project Inclusion consists of a series of "Listening Sessions" which allow individuals to discuss how they are affected by recent events. The sessions allow for open dialogue and include first-hand stories and accounts that provide social and emotional insight. The emphasis is on listening without judging to maximize the impact. The sessions have been hugely valuable and have fostered learning.
- **Marine Corps Base Quantico** has a variety of programs in place to address DEI and these include conducting small group discussions to allow individuals to share personal experiences. The sessions provide opportunities for discussions, cover what makes Marines and Civilian individuals, and address how our differences contribute to mission. The installation is looking forward to engaging further in discussion related to Community Events, K-12 Education, Post-Secondary Education, Transition, and Police/Fire/EMS. The installation also distributed a survey and opened a system for individuals to file complaints about discrimination and harassment.

Listening Sessions: Communities

- **City of Alexandria** organized public engagement sessions in November 2020 to receive feedback directly from the community on key values they would like to see included in the City's ALL Alexandria resolution. More than 150 participated in the engagement sessions that were held via Zoom. The City is also conducting town hall events that are

community/Citywide opportunities for City officials and/or the Race & Social Equity Officer to update the community on racial equity efforts throughout the City and engage in open discussions about racial equity.

- **Arlington County** has been implementing an effort called Dialogues on Race and Equity (DRE), part of the County's broader commitment to racial equity following the County Board's 2019 equity resolution. Through small interactive virtual conversations, individual residents, community groups, and leaders participated in facilitated dialogue with each other to share perspectives and learn about and directly address racial equity issues in Arlington County. Findings from the Dialogues on Race and Equity were presented at the County Board Recessed Meeting in January 2021.
- **City of Fairfax** is working with the George Mason University Jimmy and Rosalynn Carter School for Peace and Conflict Resolution to implement a process to listen to community voices, engage the community in learning sessions and structured, facilitated discussions. A diverse stakeholder group is reviewing community input and making recommendations to City Council for action in 2021
- **Fairfax County** is convening the Chairman's Task Force on Equity and Opportunity. This Task Force is leveraging insights, experiences, and networks within the community to generate big ideas to support One Fairfax. The Task Force includes residents, community leaders, and subject matter experts who bring a diverse range of experiences and perspectives. They have captured recommendations in four major areas -- Cradle to Career, Community Health, Community Safety and Justice, and Equitable Communities -- and are currently developing an implementation plan.
- **Loudoun County's** Multicultural Advisory Committee provides advice on multicultural issues and is focused on creating an increased understanding and awareness of cultural diversity. Input from listening sessions included hosting more discussions in the workplace and in schools; sharing real stories from community members; creating safe spaces to have conversations; hosting activities that draw people together; encouraging individual initiatives; training youth to dissolve misunderstanding; reaching out to communities that are not here; and having staff of our schools and government reflect our community.
- **Prince William County** stood up a Racial Justice Commission has hosted several listening sessions.
- **EveryMind** hosted two small group listening sessions with veterans, military members, and military spouses on March 18, 2021, and May 28, 2021. These sessions were valuable opportunities to gather experience and input from People of Color on DEI. Listening participants included representatives from Fairfax County, Prince William County, the Northern Virginia Regional Commission, Fort Belvoir, and other community and State representatives. Session summaries were developed with findings and recommended actions to include the following as examples:
 - In our DEI discussions, we need to recognize that each military department is different, and each has challenges that need to be addressed
 - The military and the community need to have these conversations and not be afraid of these conversations
 - We need to acknowledge the legacy of racism and that problems exist in housing, public safety, equity in school funding, etc.
 - The military needs to be more purposeful and intentional regarding the minority young soldiers, the disabled, and female soldiers

- We are concerned that things have gotten worse over the period of participant careers, even with those in very senior leadership positions
- We need to ensure concerns get to senior military leaders who can shape policy and take measures to mitigate, reverse trends
- We encourage Garrison Commanders and local community leaders to hold quarterly meetings to continue learning
- Ensure messages get to community leaders
- Ensure fair housing laws are enforced in communities to decrease discrimination
- Continue to reach out to active duty and retired military for small group sessions

Future Listening Session Actions and Activities

- **September 9, 2021** meeting of the *Community, Military, and Federal Facility Partnership of Northern Virginia* the runs from 10:00 AM to 12:00 PM ET. The second half of this session will feature 3 presentation on DEI starting with Bishop Garrison in DoD, followed by Joe Driskill with ADC, and an update of this Roadmap. For more information, contact Cristin Shiffer at cshiffer@novaregion.org
- **September 16, 2021 Community Partnership Listening Session.** EveryMind will host a third small group listening session from 7:00 PM to 8:30 PM ET with active military, veterans, and military spouses. For more information, contact Aimee Stoddard at astoddard@every-mind.org.
- Findings and recommendations from EveryMind small group listening sessions, including the examples listed above, have been shared with listening participants that included representatives from Fairfax County, Prince William County, the Northern Virginia Regional Commission, Fort Belvoir, and other community and State representatives.

Focus Area 2. Policy. Engaging in efforts to review, develop, and/or change policies that address findings from listening sessions specific to racial inequity and DEI

Policy Efforts: Military Installations

- **Fort Belvoir.** Policy efforts include mandatory annual EEO *No Fear Training*; a monthly Awards Board which includes an EEO representative; new employee orientation which includes a presentation by the EEO Office; exit interviews; workforce data analysis conducted by the EEO Office; weekly Project Inclusion listening sessions; and hiring panels that include resume scoring criteria and interview questions for senior positions with the participation of the EEO office.
- **Joint Base Myer Henderson Hall.** Equal Opportunity Office policies and procedures.
- **Marine Corps Base Quantico.** The Marine Corps published guidance in 2018 to establish responsibilities to prevent discrimination, harassment, and unequal opportunity. The Marine Corps has equal opportunity advisors to train and advise subordinate commanders

Policy Efforts: Communities

- **City of Alexandria.** On January 23, 2021, the Alexandria City Council issued the *ALL Alexandria resolution* acknowledging Alexandria's horrific history; recognizing the need and

importance of community involvement to identify, develop and implement policies in the pursuit of equitable outcomes; and resolving to adopt practices and policies centered on creating and ensuring racial and social equity.

<https://www.alexandriava.gov/manager/default.aspx?id=120013>. Part of this resolution calls for ensuring that race and social equity is incorporated and centered in all planning, including:

- Center race and equity throughout the forthcoming FY 2022-FY 2027 Strategic Plan and departmental strategic planning processes;
- Establish specific, measurable, attainable, relevant time-based (SMART) goals race and social equity action plans for City departments;
- Incorporate race and social equity into all staff and leadership talent management programs;
- Establish, strengthen, and maintain key partnerships with the Alexandria City Public Schools, other public entities serving our community, community-based, non-profit, and faith-based organizations, and businesses in Alexandria to advance racial equity

The City's Race and Social Equity Officer is Jacqueline Tucker.

- **Arlington County.** The county is developing a Racial Equity Action Plan with the community and organization. The vision is an equitable Arlington is one where all are valued, educated, healthy and safe regardless of race. The mission is to advance racial equity as a county-wide priority to eliminate, reduce, and prevent disparities in our policies, procedures practices, engagement, and interaction with and service to the community. See <https://topics.arlingtonva.us/equity/>. The following policy elements have been identified:
 - [Draft Policy for Renaming County Parks, Facilities, Streets \(Share Feedback\)](#)
[Police Practices Group](#)
[Housing Arlington](#)
[Restorative Arlington](#)
[Digital Equity](#)
[Health Equity: Destination 2027](#)
[Logo Review Panel/New County Logo](#)
[APS Equity Policy](#)

Samia Byrd is the Chief Race and Equity Officer for Arlington County.

- **City of Fairfax.** A diverse stakeholder group is reviewing community input and making recommendations to City Council for action in 2021.
- **Fairfax County.** *One Fairfax* is a joint racial and social equity policy of the Fairfax County Board of Supervisors and School Board. It commits the county and schools to intentionally consider equity when making policies or delivering programs and services. The policy identifies 17 areas of focus to promote equity as follows (see <https://www.fairfaxcounty.gov/topics/sites/topics/files/assets/documents/pdf/one-fairfax-policy.pdf>):
 1. **Community and economic development policies** and programs that promote wealth creation and ensure fair access for all people.
 2. **Housing policies** that encourage all who want to live in Fairfax to be able to do so, and the provision of a full spectrum of housing opportunities across the county, most notably those in mixed-use areas that are accessible to multiple modes of transport

3. **Workforce development** pathways that provide all residents with opportunity to develop knowledge and skills to participate in a diverse economy and earn sufficient income to support themselves and their families.
4. **An early childhood education system** that ensures all children enter kindergarten at their optimal developmental level with equitable opportunity for success.
5. **Education** that promotes a responsive, caring, and inclusive culture where all feel valued, supported, and hopeful, and that every child is reached, challenged, and prepared for success in school and life.
6. **Community and public safety** that includes services such as fire, emergency medical services, police, health, emergency management and code enforcement that are responsive to all residents so that everyone feels safe to live, work, learn, and play in any neighborhood of Fairfax County.
7. A **criminal justice system** that provides equitable access and fair treatment for all people.
8. **Neighborhoods that support all communities and individuals** through strong social networks, trust among neighbors, and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.
9. **A vibrant food system** where healthy, accessible, and affordable food is valued as a basic human necessity.
10. **A health and human services system** where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high quality, affordable and culturally appropriate services.
11. **A quality built and natural environment** that accommodates anticipated growth and change in an economically, socially, and environmentally sustainable and equitable manner that includes mixes of land use that protects existing stable neighborhoods and green spaces, supports sustainability, supports a high quality of life, and promotes employment opportunities, housing, amenities and services for all people.
12. **A healthy and quality environment to live and work** in that acknowledges the need to breathe clean air, to drink clean water now and for future generations.
13. **A parks and recreation system** that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs and facilities; and providing accessible and affordable facilities and programs.
14. **A multi-modal transportation system** that supports the economic growth, health, congestion mitigation, and prosperity goals of Fairfax County and provides accessible mobility solutions that are based on the principles associated with sustainability, diversity, and community health.
15. **Digital access and literacy** for all residents.
16. **Intentional, focused recruitment efforts** that bolster a diverse applicant pool; hiring and evaluation practices, and processes for employee feedback, to achieve and preserve a culture of equity and fairness for all employees.
17. **Policies that prohibit all forms of discrimination** under Federal and State law in county and school system activities, and ensure that all practices provide fair treatment for all employees, contractors, clients, community partners, residents, and other sectors who interact

To operationalize the county's commitment to becoming One Fairfax, equity has been a key consideration in the countywide strategic planning process. The countywide

strategic planning process has provided a forward-focused mechanism for exploring the range of factors that have led to the situations and conditions we see in the county today through the lens of equity and the intentional pursuit of approaches to mitigate inequity and shape the structure of opportunity across Fairfax County. Karla Bruce is the Fairfax County Chief Equity Officer.

- **Loudoun County.** A Multicultural Advisory Committee provides advice on multicultural issues in Loudoun County. It identifies issues, recommends strategies, and creates greater awareness and understanding of diversity. The Committee held sessions within the community on race, and Loudoun County received positive feedback from community members who expressed that they want more communication about these issues. Carl Rush is the Loudoun County Chief Equity Officer.

Valmarie H. Turner is the Assistant County Administrator for Loudoun County. She oversees the departments of Planning and Zoning Building and Development Economic Development and the Office of Housing. She also serves as the lead in the County's Equity workgroup.

- **Prince William County.** The Equity and Inclusion office is developing and Equity and Inclusion Plan. Maria Burgos is the Equity and Inclusion officer for Prince William County.

Policy Efforts Related to Executive Orders 13985 and 14035

- **Executive Order 13985, *Advancing Racial Equity and Support for Underserved Communities Through the Federal Government.*** Underscores a policy that the Federal Government should pursue a comprehensive approach to advancing equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality. Requires the Director of OMB to deliver a report to the President describing methods for accessing equity and recommending approaches to expand use of those methods across the Federal Government. Also requires a report to the Assistant to the President for Domestic Policy (APDP) reflecting findings in many areas including potential barriers that underserved communities and individuals may face to enrollment in and access to benefits and services in Federal programs; potential barriers that underserved communities and individuals may face in taking advantage of agency procurement and contracting opportunities; and whether new policies, regulations, or guidance documents may be necessary to advance equity in agency actions and programs. Also establishes and Interagency Working Group on Equitable Data (Data Working Group). See link to EO 13985 here <https://www.federalregister.gov/documents/2021/01/25/2021-01753/advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government>
- **Executive Order 14035, *Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce.*** Underscores a policy to cultivate a workforce that draws from the full diversity of the Nation. Requires a multi-agency group to develop and issue a Government-wide Diversity, Equity, Inclusion, and Accessibility Strategic Plan (Government-wide DEIA Plan) and implement the plan. Also requires a government-wide initiative to strengthen partnerships (Partnerships Initiative) to facilitate recruitment for Federal employment opportunities of individuals who are members of underserved communities. Many other sections of the Executive Order can be found here <https://www.federalregister.gov/documents/2021/06/30/2021-14127/diversity-equity-inclusion-and-accessibility-in-the-federal-workforce>

Future Policy Actions and Activities

- Work with local government equity and inclusion officers to identify county/city offices with jurisdiction over top issues from the survey that need to be addressed to eliminate inequality: **K-12 education, criminal justice, housing, healthcare, and employment, law enforcement, and healthcare.**
- Schedule meetings with appropriate local government offices with military participation to begin a dialogue on supportive responses (e.g., training, policy revision, townhalls)
- Track development or revision of agency policies and Executive Order implementation actions for applicability at the local installation and community level,

Focus Area 3. Sharing resources among all parties engaged in DEI efforts in the region to help build understanding and collaboration

Resource Sharing: Military and Installations

- **Office for Diversity, Equity, and Inclusion (ODEI)** within in the Department of Defense (DoD). ODEI focuses efforts on emerging talent to ensure the DoD successfully attracts, recruits, develops, and retains a highly skilled Total Force capable of meeting current and future mission requirements. Important initiatives include [Actions for Improving Diversity and Inclusion in the Department of Defense – June 19, 2020](#) and [Immediate Actions to Address Diversity, Inclusion, and Equal Opportunity in the Military Services – July 14, 2020](#). These can be found at <https://diversity.defense.gov/DoD-Diversity-and-Inclusion-Initiatives/>. Additional reports include the [Diversity and Inclusion Board Report](#) and the [Diversity and Inclusion Implementation Memo](#). Other DEI-related documents can be found at <https://diversity.defense.gov/Documents/>
- **Army Diversity Office (ADO)** at <https://www.armydiversity.army.mil/adoAbout/index.html>. Note that many initiatives were codified in September 2020 through a new Diversity, Equity, and Inclusion Annex to the year-old Army People Strategy here https://www.army.mil/e2/downloads/rv7/the_army_people_strategy_diversity_equity_and_inclusion_annex_2020_09_01_signed_final.pdf
- **Navy Diversity** at <https://www.navy.com/who-we-are/diversity>. Task Force One Navy report can be found here <https://media.defense.gov/2021/Jan/26/2002570959/-1/-1/1/TASK%20FORCE%20ONE%20NAVY%20FINAL%20REPORT.PDF>. Memo announcing a Navy Strategic Planning Team and development of an action plan to promote DEI in Department-wide policies, programs and operations can be found here <https://media.defense.gov/2021/May/17/2002645340/-1/-1/0/DON%20DIVERSITY%20EQUITY%20AND%20INCLUSION%20PLANNING%20ACTION%20S.PDF/DON%20DIVERSITY%20EQUITY%20AND%20INCLUSION%20PLANNING%20ACTIONS.PDF>
- **U.S. Marine Corps Opportunity, Diversity, and Inclusion (MPE) Branch** at <https://www.manpower.usmc.mil/webcenter/portal/MPE>. This Branch implements and integrates its Equal Opportunity & Diversity Management programs and tracks all related incident reports and talent management and outreach activities in compliance with existing law and policy.
- **Air Force Diversity** at <https://www.af.mil/Diversity.aspx>. A list of resources available for Airmen and Guardians intending to learn about how diversity and inclusion supports the Air

Force mission can be found here https://www.af.mil/Portals/1/images/diversity/D-I_Resource_Handout_Aug2021_v2.pdf. These resources can help provide leaders with social context as well as tools for facilitating an inclusive environment.

- **Fort Belvoir equal employment opportunity (EEO) program** at <https://home.army.mil/belvoir/index.php/about/Garrison/equal-employment-opportunity>. The EEO program manages workforce diversity and focuses on maintaining a discrimination-free workplace
- **Joint Base Myer Henderson Hall equal employment opportunity (EEO) program** at <https://home.army.mil/jbmhh/index.php/my-fort/all-services/equal-employment-opportunity-program>. The primary goal of the EEO program is to manage workforce diversity and to maintain a discrimination-free workplace
- **Marine Corps Base Quantico equal opportunity advisor (EOA)** at <https://www.quantico.marines.mil/Offices-Staff/Equal-Opportunity-Advisor/>

Resource Sharing: Communities

- **City of Alexandria** website *ALL Alexandria - Achieving Racial and Social Equity* <https://www.alexandriava.gov/Equity>
- **Arlington County** website *Realizing Arlington's Commitment to Equity* <https://topics.arlingtonva.us/equity/>
- **City of Fairfax** connecting Fairfax for All here <https://www.fairfaxva.gov/government/mayor-city-council/connectingforall> and Racial Equity and Social Justice Committee <https://www.townoffairfax.org/racial-equity-and-social-justice-committee-2/>
- **Fairfax County** website One Fairfax <https://www.fairfaxcounty.gov/topics/one-fairfax>. There are many past milestones, studies, and initiatives in the journey to develop the One Fairfax. The primary resource for this is [Racial Inequities in Fairfax County 2011-2015](#)
- **Loudoun County Multicultural Advisory Committee** website <https://www.loudoun.gov/3913/Multicultural-Advisory-Committee>
- **Prince William County Office of Equity and Inclusion** website <https://www.pwcva.gov/department/office-equity-and-inclusion>
- **Northern Virginia Regional Resources** including the following:
 - [Mileposts in the Fairfax Journey to Achieve Equity](#)
 - [One Fairfax Resolution](#)
 - [Strategic Plan to Facilitate the Economic Success of Fairfax County](#)
 - [Equitable Growth Profile](#)
 - [Institutional Analysis on Disproportionality in Juvenile Justice System](#)
 - [Getting Ahead: The Uneven Opportunity Landscape in Northern Virginia](#)
 - [Uneven Opportunities: How Conditions for Wellness Vary Across the Metropolitan Washington Region](#)
 - [Healthy Places Index: A New Resource for Measuring Opportunity in Northern Virginia](#)
- **Blue Star Families Racial Equity Initiative** website <https://bluestarfam.org/racial-equity-initiative/>
- **Association of Defense Communities One Military, One Community** website <https://defensecommunities.org/onecommunity/>
- **EveryMind** <https://www.every-mind.org/services/military/>

Resource Sharing: Commonwealth of Virginia

- ONE Virginia Plan and associated toolkit at <https://www.governor.virginia.gov/diversity/one-virginia/>. Provides access to statewide strategy to advance DE&I in services, systems, and operations. Also provides access to the online toolkit, a resource for agencies and organizations in facilitating the implementation of individualized strategic plans.

Future Resource Sharing Actions and Activities

- Provide links to the above-mentioned military and community websites and associated resources on the Northern Virginia Regional Commission website at <https://www.novaregion.org/1104/CommunityMilitary-Partnerships>. Add updates to these links as other relevant DEI resources are developed and/or identified over time.

Focus Area 4. Maintaining an integrated list of projects, events, workshops, leadership meetings within the Northern Virginia region that provide opportunities to advance DEI and create more equitable and inclusive environments for all service members and their families to call home.

Exhibit 8 below provides links to projects, events, workshops, leadership meetings, and other venues for community-military engagement on DEI. This table will be expanded and updated to serve as summary of opportunities and projects for participation on the Northern Virginia Regional Commission website at <https://www.novaregion.org/1104/CommunityMilitary-Partnerships>.

EXHIBIT 8: LINKS TO PROJECTS & EVENTS

City of Alexandria	Opportunities and events calendar provided here https://alexlibraryva.org/events?t=Equity%2C+Diversity%2C+%26+Inclusion Examples: Storytime with Young Historians; Diversity Book Club opportunities; Race & Higher Education - A conversation with Dr. Peter Wallenstein; Celebrating Hispanic Heritage Month; Native American Heritage Month - featuring Maria Martinez
Arlington County	Equity Initiatives include Police Practices Group Housing Arlington Restorative Arlington Digital Equity Health Equity: Destination 2027
City of Fairfax	Connecting Fairfax City's Past and Present to Build a More Equitable and Inclusive Future at https://engage.fairfaxva.gov/connecting-fairfax-city-s-past-and-present-to-build-a-more-equitable-and-inclusive-future . Examples include Nomenclature in the City of Fairfax; partnership with the George Mason University Jimmy and Rosalynn Carter School for Peace and Conflict Resolution; Preservation Project at Jermantown Cemetery with trustees, historians, Office of Historic Resources, faith-based racial reconciliation group, churches, Fairfax County Cemetery Preservation Association
Fairfax County	Many opportunities summarized in the Fairfax County

	Strategic Plan, Proposed to Board of Supervisors February 2021 https://www.fairfaxcounty.gov/strategicplan/sites/strategicplan/files/assets/documents/pdf/final%20proposed-strategic%20plan%20february%202021.pdf
Loudoun County	More information can be found through the diversity, equity, and inclusion committee https://www.loudounchamber.org/diversity-equity-and-inclusion-committee/
Prince William County	Events will be posted at https://www.pwcva.gov/department/office-equity-and-inclusion
Northern Virginia Chamber	Committee on Inclusivity at https://novachamber.org/northern-virginia-chamber-inclusivity/
Northern Virginia Community College	Office of Diversity, Equity, and Inclusion at https://www.nvcc.edu/diversity/index.html
ARTS FAIRFAX	Workshops and webinars are learning opportunities for artists, arts administrators, and arts organizations https://artsfairfax.org/project/diversity-and-equity-in-the-arts/
The Community Foundation of Northern Virginia	The Racial Justice and Equity Fund for Northern Virginia is a component fund of The Permanent Fund for Northern Virginia, an unrestricted endowment at the Community Foundation that makes grants to help build a community that works for everyone. The Community Foundation has awarded \$440,000 to 22 local organizations in June 2020 to both strengthen and empower communities of color in our region who are fighting on the front lines of not one, but two crises - COVID-19 and racial injustice. https://www.cfnova.org/donate/racial-justice-and-equity-fund

PARTICIPATING ORGANIZATIONS

Military

COL David Bowling, Base Commander, JBM-HH
 COL Joshua P. SeGraves, USARMY ID-SUSTAINMENT – Fort Belvoir, Speaker
 Col Michael Brooks, Commanding Officer, MCBQ
 Darryl Griffin, MQBC
 John Kiersma, MCBQ
 Tammy Smith, MCBQ

DoD

Cyrus Salazar, ODEI, Speaker

Army

Ivan Bolden, CIV USARMY HQDA DCS G-9 (USA)
 Gigail (Gail) Helen Cureton, CIV USARMY ID-SUSTAINMENT
 Michael Duncan, CIV USARMY ID-SUSTAINMENT

Northern Virginia DEI Roadmap

Charles Freeman, CIV USARMY ID-SUSTAINMENT
Clara Griff, CIV USARMY ID-SUSTAINMENT
Charlotte Hurd, DA DCS G-9 (USA)
David Leinberger, CIV USARMY HQ
Kristen Moses, CIV USARMY ID-SUSTAINMENT
Bertha (Michelle) Ortega, CIV USARMY ID-SUSTAINMENT
Thomas Sivak, Jr CIV USARMY ID-SUSTAINMENT

National Guard Bureau

Karen January, CIV NG NGB (USA)

NGA

Tom Roberts

State Government

Dr. Janice Underwood
Matt Rogers (Sen. Marsden)
Thomas Crabbs, Military Liaison, Office of Veterans and Defense Affairs

Local Government

Supervisor Victor Angry, PWC, Speaker
Mike Batt - Director, Talent Initiative; Fairfax County Economic Development Authority
Maria Burgos, DEI PWC, Speaker
Supervisor Libby Garvey, Arlington County
Supervisor Penny Gross, Community-Military Partnership Chair, Fairfax County
Shyamali Hauth – Fairfax County
Stacie Henn, Prince William County
Trevor Henry - Director, Facilities and Environmental Services Department, County of Albemarle
Supervisor Patrick Herrity
Rebecca Horner, Prince William County
Dawn Hyman, Fairfax County, Speaker
Robert Lazaro, NVRC
Lindsey Martin – Fairfax County Government
David Meyer, Fairfax City
Christine Morin, Chief of Staff to Supervisor Dan Storck, Mount Vernon District
Cydny A. Neville, Mayor Town of Dumfries
Theresa Rhodes - Fairfax County Economic Development Authority
Abigail Rivas (Supervisor Sylvia Glass)
Cristin Shiffer, NVRC
Peggy Tadej, NVRC
Vance Zavela, Fairfax County

NGOs

Debra Balestreri, Workhouse Art Center

Northern Virginia DEI Roadmap

Matt Borron, Association of Defense Communities, Speaker
Alyssa Goggan – Workhouse Arts Center
Christy Kenady, EveryMind
Ken Lyles V3 NOVA Program Manager
Vonzell Mattocks, NVTC
David Muir, Easterseals SVP
Julie Riggs, Blue Star Families
Mary Santini, Red Cross
Aimee Stoddard, EveryMind, Speaker

Private Sector

Kathleen Dippold, Booz Allen Qualitative Data Analyst
Beth Lachman, Rand
Larry Massey, President & CEO, Kinaras Solutions, Inc.
Rochelle Rayos, Booz Allen
Carl Reid, Booz Allen Speaker and Facilitator
Will Rowe, Booz Allen Speaker and Facilitator
Lisa Sales, Booz Allen and Fairfax County community leader
Conner Sexton, Booz Allen Data Scientist

Academia

Liza Wilson Durant, GMU

Other Support

Frank Anderson
Daniel S. Flores, Vice President, Regional Government Relations, Greater Washington Board of Trade
Holly Hicks Dougherty - President, Mount Vernon Lee Chamber of Commerce
Clayton Medford, Fairfax County Chamber of Commerce
Scott Pedwitz, Arlington Chamber of Commerce
Karen Smaw - Diversity Business Investment and Entrepreneurship at the FCEDA
Tony Zipfel – Racial Reconciliation Group