



DEPARTMENT OF FAMILY SERVICES

CALENDAR YEAR 2024 EQUITY IMPACT PLAN

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Departmental Equity Guiding Statement:

Consistent with the principles of the county's One Fairfax Policy, the Department of Family Services (DFS) recognizes systemic oppression and institutional racism have contributed to disparities in opportunities for county residents. In recognition of race as a defining social construct in the United States that gives birth to all the other "-isms", we are committed to addressing institutional racism as a component of our charge to support the safety, health, and wellbeing of residents of our community. Our team intentionally creates, implements, and revises existing policies, practices, and procedures to alleviate disparities in service delivery and to promote equitable outcomes for those receiving our services.

We unequivocally reject racism, violence, and bigotry in all its forms, including the systemic oppression directed at people of color and other marginalized identities that have been woven into the fabric of policies, procedures, and practices. While we have specifically called out some forms of bigotry such as racism and xenophobia, we intentionally and collectively advocate for each person's right to physical and psychological safety, justice, and access to opportunity.

The goal of our equity focused work is to improve outcomes for all people, regardless of singular or intersecting identities. Addressing racial equity, social equity, and rejection of bigotry in all its forms allows DFS to develop goals and outcomes that will result in improvements for all people, and centers strategies based on equitable practices. DFS is committed to advancing beyond its oppressive, systemic underpinnings to critical self-examination and reflexive practice.

Context:

Our mission centers on the community we serve. Recognizing race as a defining social construct in the United States that gives birth to all the other "-isms", we are committed to addressing institutional racism as a component of our charge to support the safety, health, and wellbeing of residents of our community by protecting and improving the lives of all children, adults, and families through assistance, partnership, advocacy, outreach, and quality services. We interact with and assist clients across all life domains with innumerable intersections of identity.

A review of DFS client demographics reveals that many clients fall into multiple groups that are often underserved or under-represented. While considering the context of disparities in our work, the DFS Equity team will work to identify the intersections of special populations and improve the delivery of supportive services by increasing staff understanding of bias in the provision of services.

DFS expresses our understanding of intersectional using the ADDRESSING framework (Hays, 2011;2016) to move beyond one-dimensional conceptualizations of identity to an understanding of the complex, overlapping cultural influences each of us. The ADDRESSING framework enables us to better recognize and understand the multiple, intersecting cultural influences as a multidimensional combination of **A**ge, **D**evelopmental and acquired **D**isabilities, **R**eligion, **E**thnicity and Racial Identity, **S**ocioeconomic status, **S**exual orientation, **I**ndigenous heritage, **N**ational origin, and **G**ender.

- **Age and Generational Influences** – includes not just chronological age, but also generational roles that are important in a person's culture. For example, the role of eldest son in many cultures carries specific responsibilities, just as being a parent, grandparent, or aunt brings with

it culturally based meanings and purpose. Age and generational influences also include experiences specific to age cohorts, particularly experience that occurred during the cohort's childhood and early adulthood (i.e., the formative years).

- **Developmental or other Disability** – the broad category of disability includes disability that may occur at a time during a person's lifetime, for example, because of illness, accident, or stroke. Developmental disabilities are specifically those that affect a person's development from birth or childhood.
- **Religion and Spiritual Orientation** – In North America, the largest religious minority groups are Muslim, Jewish, Hindu, and Buddhist, and there are many small groups. Although some members of Christian religions (e.g., Mormon, Seventh-Day Adventist, Jehovah's Witness, and fundamentalist Christian) think of themselves as minority groups, they are still Christian groups and as such have privileges that non-Christian groups do not have. Similarly, some individuals with atheistic beliefs consider themselves part of a minority group; however, atheists still benefit from privileges related to the dominant sector.
- **Ethnicity and Racial Identity** – In the United States, the largest groupings of ethnic and racial minority cultures are Asian, South Asian, Pacific Islander, Latino, and African American. Also included are people who identify as biracial or multiracial and people of Middle Eastern heritage who are experiencing racism and other oppressive attitudes and behaviors from the dominant culture. Within each of these large cultural groupings, there are many specific groups. The definition of these cultures as minority groups is specific to the United States; what constitutes a minority group depends on the country and its dominant culture.
- **Socioeconomic Status** – usually defined by education, occupation, and income. Includes people who have lower status because of limited formal education and occupations and lower income that usually go along with less education. This focus is on people who are living in poverty, often in rural and inner-city areas.
- **Sexual Orientation** – includes people who identify as lesbian, gay, and bisexual. In the United States, sexual minority groups often use an acronym that includes additional groups, such as LGBTQIA (lesbian, gay, bisexual, transgender, queer, intersex, ally or asexual), but because some of these groups are more related to gender, they are grouped under the influence of gender identity.
- **Indigenous heritage** – people of Indigenous, Aboriginal, and Native heritage. As of 2018, Virginia has seven federally recognized Native Americans tribes. Native American residents make up a population. In our community, non-natives have more power and advantages over their native counterparts.
- **National Origin** – includes immigrants, refugees, and international students. Language is often a strong cultural influence related to national origin, but it may also be related to the identity domains of ethnic and racial identity, Indigenous heritage, and disability.
- **Gender** – includes women and people of transgender, transsexual, intersex, gender questioning, androgynous, and other gender-nonconforming identities.

Using this intersectional approach to understand the complexity of individuals, our team intentionally creates, implements, and revises policies, practices, and procedures to alleviate disparities in service delivery and to promote equitable outcomes for those receiving our services.

Within the context of DFS's Equity Plan, it is critical that the value and strengths of the communities being served are a key factor when moving to implementation of any equity related strategy. Our communities are resilient and have unique strengths. As an agency, we are committed to working in partnership with communities across the county to achieve positive outcomes of economic opportunity, safety, health, and wellness.

DFS leaders are driven by our collective values and focus on inclusion, making space and amplifying the voices of everyone in the workplace and community. Equity is embedded in everything we do. Through an array of capacity development methods, DFS leadership and staff will continue to engage

in dialogue, introspection, and analysis to reduce racial inequities to achieve equitable outcomes for the community and workforce. Major areas of equity-focused work in DFS include the following:

Economic Mobility Project to Support Low Income Families with Pathways to Economic Opportunity

While Fairfax County is one of the richest counties in the nation, many residents struggle with meeting basic needs such as food, healthcare, and housing. In 2020, 72,584 people lived below the poverty level. Of those, 43,475 were people of color¹.

While America long ago declared a “War on Poverty,” and billions have been invested to address these issues. Over the last five years, the median income in Fairfax County has increased by 13%², however inflation has increased at about the same rate, while poverty rates have jumped up to 7.1%³.

The current system penalizes individuals for making economic progress and does not provide strong enough outcomes. The “Benefits Cliff” is a well-documented phenomenon where low-income families lose eligibility for public assistance as their earned income increases.

Guaranteed income is a solution proven to increase economic mobility, ensure greater economic freedom, and improve health and wellbeing. A guaranteed income is a monthly cash payment given directly to individuals. It helps low-income families even out the financial ups and downs, such as an unexpected car repair or reduced work hours, that prevent them from making ends meet. It gives individuals the freedom to make the choices that are best for their families.

The Fairfax County Economic Mobility Pilot (FCEMP) is an evidence-based, equity-focused intervention to promote economic mobility and social capital. During 2023, DFS has collaborated with the Department of Finance, Neighborhood and Community Services, the Chief Equity Office, the Financial Empowerment Center at South County, and the United Way of the National Capital Area to design, implement, and support the FCEMP. The (FCEMP) provides monthly cash payments to eligible, randomly selected households—along with optional financial wellness support. Cash disbursements began in October 2023 and will continue through December 2024.

SHAPE the Future of Aging

According to the U.S. Administration on Aging, the number of adults older than 65 years of age is expected to increase to 72 million, boosting the aging population in this country to 20 percent by 2030. Fairfax County is currently home to 398,982 residents aged 50 and older. The number of County residents aged 65 and up will increase to nearly 233,000 by 2035, a gain of 54 percent.

Dramatic growth in the older adult population brings both challenges and benefits. Older adults have disabilities and health problems. Many live alone, often in houses unsafe for their occupants. Those who can no longer drive may lose connections to friends and services. Some live on reduced incomes. Some become targets of criminal activity. Community members with disabilities face challenges accessing services that others would not face.

Thanks to improvements in health care and healthier lifestyles, people in their 50s, 60s, 70s, and 80s are living longer and better. They travel, they study, they volunteer, they start businesses. They use modern technologies. They engage with the arts. They patronize local restaurants and shops. They vote. With some social and physical support, they can remain active in their communities for many years to come.

SHAPE the Future of Aging Plan, a long-term strategic plan, will guide how the county allocates resources for services and programs that benefit these populations and make the community a friendlier and more livable place for them. SHAPE stands for **S**ervices for Older Adults & Family Caregivers, **H**ousing & Neighborhood Supports, **A**ccess to Mobility Options, **P**ersonal Well-Being and **E**conomic Stability and Planning. As DFS engages in a review of policies, practices, procedures and programs, this aspect of our clients will be a focus to ensure equitable access.

Digital Access and Opportunity

Digital equity ensures opportunities for Fairfax County residents to participate and engage in a connected community. The ability to access, understand and use digital tools is essential for many tasks in modern life, including applying for jobs, paying bills, enjoying recreational activities, and staying informed and connecting with government/community services.

While Fairfax County is fortunate to be well connected to internet infrastructure such as broadband, there are still many people in our community who are not connected through hardware, software, or digital literacy skills. The digital divide disproportionately affects communities of color and lower-income areas, and the benefits of broadband should be broadly enjoyed by all.

While many adult residents are highly educated, employed in well-paying jobs with the potential for future career growth and have broad access to digital and in-person learning programs to continue to build their skills over time. Others have less access to well-paying jobs and the learning opportunities needed to successfully compete in the regional job market, which affects both individuals and families. There is also a tremendous need for quality early childhood education, which supports school readiness and is an essential component of success later in life. Finally, older residents need to be connected and engaged, especially through increased digital access and literacy, but also through in-person opportunities that teach new skills and offer a sense of inclusion and connection.

Engaging Men of Color

Data on men and boys served by the Department of Family Services highlights two distinct disproportionalities that impact male engagement, particularly engagement of males of color. First, the percentage of male clients served by DFS differs depending on the program of interest. Second, while the percentage of males served in each program can vary greatly, the percentage of males in the DFS workforce is disproportionately small. Males make up just 13% (n=1,021) of the DFS workforce. Representation matters, particularly when men seeking services are required to participate. With a small percentage of the DFS workforce being males, it can be difficult for male clients to find staff that they can relate to and who can understand male-specific needs and circumstances.

In most DFS programs analyzed, males of color are overrepresented. In all programs analyzed, white males were underrepresented. African American or Black males make up 10% of all males in Fairfax County, yet they account for 16% of males served by Adult and Aging, and 28% of males involved with Employment Services. Asian males make up 19% of all males in Fairfax County, and they account for 36% of all males served in employment services. Hispanic males make up 16% of all males in Fairfax County, and they account for 36% of all males served by Child Protective Services and 43% of all males served by the ADAPT program. On the other hand, white males make up 60% of all males in Fairfax County and make up 26% of all males served in employment services and just 16% of all males served by the ADAPT (Anger & Domestic Abuse Prevention & Treatment) program. Males in need of DFS services are disproportionately males of color.

¹ U.S. Census Bureau, 2020, One-Year American Community Survey, PUMS (Public Use Microdata Sample) data, Retrieved From: <https://data.census.gov/>.

² U.S. Census Bureau, 2017-2020, One-Year Community Surveys, Table S1901 *Income In the Past 12 Months*, Retrieved From: <https://data.census.gov/>.

³ U.S. Census Bureau, 2017-2020, One-Year Community Surveys, Table S1701 *Poverty Status In the Past 12 Months*, Retrieved From: <https://data.census.gov/>.

System-Level Infrastructure:

- Support from the Data Analytics Unit in the Department of Management and Budget to disaggregate and analyze population-specific data.
- Support from DFS Divisional Business Analysts to collect and analyze population specific data.
- Support from the Fairfax County Department of Human Resources regarding recruitment, hiring, and retention.
- Collaboration with the Department of Neighborhood and Community Services, the Chief Equity Office, the Department of Finance, the Financial Empowerment Center at South County, and the United Way National Capital Area to implement and evaluate the Fairfax County Economic Mobility Pilot (FCEMP) project.
- Collaboration with the Commission on Aging to implement the SHAPE The Future of Aging Plan.
- Collaboration with Neighborhood and Community Services, the Department of Housing and Community Development, the Fairfax-Falls Church Community Services Board, Juvenile and Domestic Relations Court, and the Health Department to improve equitable approach to interdepartmental practices and services (See Goal 3 below).

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DEPARTMENT GOALS

Goal 1: Implement a comprehensive communication and engagement strategy that supports belonging and increases knowledge and application of an equity lens throughout DFS

One Fairfax Area(s) of Focus: 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.

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

Strategy EEG 11. Expand employee learning opportunities to increase staff competencies and experiences in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.

Strategy EEG 13. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability, and trustworthiness.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
1a. Launch ADDRESSING Framework learning module to educate and inform new and existing staff on the framework supporting the foundation of DFS equity work	All Staff	DFS Equity Team, DFS Equity Leads, DFS SMT, DFS Communications Team, and Professional Training and Development Team.	DFS Equity Lead, DFS Equity Team, DFS Professional Development and Training team, all people in DFS with supervisory responsibility	1/2024 – 7/2024	<ul style="list-style-type: none"> Number of DFS staff who have completed the module by June 30, 2024.
1b. Develop, implement, and evaluate monthly learning/newsletter series focused on the increasing staff understanding of cultural humility and intersectionality in the provision of services	All Staff	DFS Equity Team, DFS Equity Leads, DFS SMT, DFS Communications Team, DFS IT, Professional Training and Development Team, and Chief Equity Office.	DFS Equity Lead, DFS Equity Team	9/2023 – 12/2024	<ul style="list-style-type: none"> Increase in Strongly Agree/Agree on “my workplace encourages self-awareness and reflection” question on next DFS Employee Engagement Survey.

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1c. Create opportunities for staff to learn about department and division-specific equity work and engage with equity teams.	All Staff	DFS Equity Team, DFS Equity Leads, DFS SMT, DFS Communications Team, DFS IT, Professional Training and Development Team, and Chief Equity Office.	DFS Equity Lead, DFS Equity Team, Divisional Equity Teams	1/2024 – 12/2024	<ul style="list-style-type: none">• Increase in Strongly Agree/Agree on “Leadership in my division participates in and supports conversations about racial equity” question on next GARE Equity Survey.
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Goal 2: Build internal capacity to consider equity in decision making and planning.

One Fairfax Area(s) of Focus:

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.

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 with Fairfax County including higher education, business, nonprofit, faith, philanthropy, and civic.

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

Strategy EEG 13. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability, and trustworthiness.

Strategy EEG 25. Develop, pilot, and institute Fairfax County equity-based decision-making tools for planning, projects, decision making and resource allocation.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<p>2a. Continue implementation of the DFS Equity Analysis Toolkits for Legislative Review and Business Process Changes in all divisions and offices of the Department to evaluate critical decision points and policy changes and assess existing policies and practices.</p>	<p>All Staff</p>	<p>DFS Equity Team, DFS Equity Leads, DFS SMT, DFS Policy Team, DFS Managers, and Chief Equity Office.</p>	<p>DFS SMT, DFS Equity Team, Divisional Equity Leads, DFS Project Managers, DFS Managers</p>	<p>1/2024 – 12/2024</p>	<ul style="list-style-type: none"> • Acknowledgement of Toolkit signed by all Managers. • # of policies or business process changes analyzed using the DFS tool • Increase in Strongly Agree/Agree on “My division seeks input and assistance on decision-making from communities of color” on next GARE Equity Survey.
<p>2b. Use consultant services to work with DFS leaders and staff connected to the strategic work of the department to refine skills and</p>	<p>DFS SMT DFS Equity Team Finance/DPMM</p>	<p>DFS Equity Team, DFS SMT, and Chief Equity Office</p>	<p>DFS Director DFS Equity Lead</p>	<p>10/2023 – 12/2024</p>	<ul style="list-style-type: none"> • Increased comfort in facilitating

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abilities as champions of equitable outcomes for our clients and the broader community.					<p>discussions about racial impact.</p> <ul style="list-style-type: none"> • Ability to identify the role of racism in disparate client outcomes
2c. Continue redesign and implementation of child welfare group decision making using the Safe and Connected model to have more parity in Child Protective Services	DFS SMT DFS Equity Team	CYF Management Team CYF Equity Team DFS SMT	CYF Management Team	1/2024 – 12/2024	<ul style="list-style-type: none"> • Pending measure
2d. Develop an intentional approach to non-traditional outreach and recruitment outlets and promote Human Services careers to men of color.	All Staff DHR	DHR, DFS Equity Team, DFS SMT, and Chief Equity Office	DFS HR Director DFS Intern Coordinator	1/2024 – 12/2024	<ul style="list-style-type: none"> • Number of interns choosing DFS as an employer after graduation. • Outreach approach developed

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Goal 3: Engage with interdepartmental stakeholders to identify and improve intersections of practices and services.

One Fairfax Area(s) of Focus: 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.

Countywide Strategic Plan Community Outcome Area(s): Healthy Communities (HC)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

HC 3. Identify barriers to accessing health services for residents in need and align county and community resources to address the underlying factors contributing to underutilization, and to eliminate gaps in services.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
3a. Join other departments with a similar customer base, in conjunction with direction from the Equity Office to map out common strategies for engaging County residents seeking supports from HHHS agencies. Identify and meet with key stakeholders.	HHHS Leadership DFS SMT	– Chief Equity Officer HHHS Leadership DFS SMT DFS Equity Team Data Analytics Unit	DFS Equity Lead DFS SMT	2/2024 – 5/2024	<ul style="list-style-type: none"> • Pending Better Off Measure
3b. Engage in a cross departmental learning process to discuss practices and assess current challenges.	HHHS Leadership DFS SMT	Chief Equity Officer HHHS Leadership DFS SMT DFS Equity Team Data Analytics Unit	DFS Equity Lead DFS SMT	6/2024 – 8/2024	<ul style="list-style-type: none"> • Cross departmental action learning process completed.
3c. Gather feedback and identify areas where practices and services can be improved or streamlined.	HHHS Leadership DFS SMT	Chief Equity Officer HHHS Leadership DFS SMT DFS Equity Team Data Analytics Unit	DFS Equity Lead DFS SMT	9/2024 – 11/2024	<ul style="list-style-type: none"> • # of practices or services identified for improvement

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Goal 4: Implement the economic mobility pilot project to support **low-income** families with pathways to economic opportunity.

One Fairfax Area(s) of Focus: 1. Community and economic development policies and programs that promote wealth creation and ensure fair access for all people.

Countywide Strategic Plan Community Outcome Area(s): Economic Opportunity (EO)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

Strategy EO3. Integrate evidence-based interventions in the areas of wealth building and personal finance coaching into existing county and community programs that are designed to promote economic self-sufficiency.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
4a. Manage the payment process for monthly cash assistance and research engagement to participants	DFS, NCS, GMU, Chief Equity Officer	FCEMP Team	DFS Deputy Director for Operations, the vendor BEAM	10/2023 – 8/2025	<ul style="list-style-type: none"> % of monthly payments issued on time
4b. Respond to participant information requests regarding requests impact to public assistance benefits, taxes, child support, and other assistance received	DFS, NCS, GMU, Chief Equity Officer	DFS FCEMP Team	DFS FCEMP Team	10/2023 – 8/2025	<ul style="list-style-type: none"> Accurate information provided to participants
4c. Analyze and share aggregate demographic data report of pilot participants and applicants to support pilot evaluation and messaging activities.	DFS, NCS, GMU, Chief Equity Officer	FCEMP Team, GMU DFS Data Analytics Unit, the vendor BEAM	DFS Data Analytics Unit, the vendor BEAM	9/2025 – 1/2026	<ul style="list-style-type: none"> Report to Stakeholders

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Goal 5: Implement the SHAPE the Future of Aging Plan to provide equitable access and opportunities for older adults.

One Fairfax Area(s) of Focus:

- 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.
- 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.

Countywide Strategic Plan Community Outcome Area(s): Healthy Communities (HC)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

HC 13. Implement a comprehensive, coordinated, evidence-based healthy living campaign that is tailored to reach, inform, educate, and motivate people to increase health-promoting behavior across all communities.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
5a. Partner with the Commission on Aging and community-based organizations to form initiative development committees to implement SHAPE the Future of Aging Plan.	COA NCS Community-Based Organizations	COA NCS DFS Data Analytics	Area Agency on Aging	2023 - 2028	<ul style="list-style-type: none"> • # of initiatives developed
5b. Partner with the Commission on Aging and community-based organizations to provide an annual report to the Board of Supervisors.	BOS COA Community-Based Organizations	COA NCS DFS Data Analytics	Area Agency on Aging	5/2024	<ul style="list-style-type: none"> • Report to the BOS
5c. Partner with the Commission on Aging and community-based organizations to evaluate changes in equitable access, opportunities, and outcomes for older adults.	COA NCS Community-Based Organizations	COA NCS DFS Data Analytics	Area Agency on Aging	2023 - 2028	<ul style="list-style-type: none"> • Pending Better Off Measure

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Goal 6: Eliminate digital discrimination in the provision of DFS services.

One Fairfax Area(s) of Focus: 15. Digital access and literacy for all residents.

Countywide Strategic Plan Community Outcome Area(s): Lifelong Education and Learning (LEL)

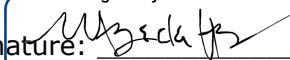
Relationship to Countywide Strategic Plan Strategies/Metric(s):

LEL 5. Expand and enhance the technology skills of learners of all ages.

LEL 6. Identify and eliminate barriers to digital access through partnerships with local businesses and digital service providers.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
6a. Assess the technology needs of DFS clients in the provision of DFS programs and services.	All staff	DMB DIT Chief Equity Office DFS SMT DFS Equity Team Digital Equity Coordination Team	DFS IT DFS Deputy Directors	3/2024	<ul style="list-style-type: none"> Completion of assessment
6b. Identify the intersections of technology needs in the provision of DFS services with disproportionately affected populations and analyze gaps.	All staff	DMB DIT Chief Equity Office DFS SMT DFS Equity Team Digital Equity Coordination Team	DFS IT DFS Deputy Directors	6/2024	<ul style="list-style-type: none"> # of key intersections and needs mapped
6c. Identify potential partnerships and opportunities to eliminate gaps and increase digital access.	All staff	DMB DIT Chief Equity Office DFS SMT DFS Equity Team Digital Equity Coordination Team	DFS IT DFS Deputy Directors	10/2024 – 12/2024	<ul style="list-style-type: none"> # of partnerships identified

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Department Director's Signature: 

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