



# DEPARTMENT OF MANAGEMENT AND BUDGET CALENDAR YEAR 2024 EQUITY IMPACT PLAN

**Leadership Sponsor:** Phil Hagen, Director

**Equity Lead(s):** Jesse Ellis, Budget and Policy Analyst

**Departmental Equity Guiding Statement:** The Department of Management and Budget is committed to the furtherance of racial and social equity in the workplace, in access to data and information, and through the creation of more equitable outcomes through resource allocation and community engagement.

## **Context:**

In many ways, the Department of Management and Budget (DMB) is the key agency supporting decision-making in Fairfax County, and each of the agency's four main functions plays an important part. While the Board of Supervisors is ultimately responsible for what is in the County budget, DMB's *budget management* team plays an outsized role in the process; the team organizes and presents the budget, elevates agency requests, and makes key recommendations for funding. The *FOCUS Business Support Group* manages the FOCUS system, which the County uses to conduct finance, budget, procurement, and human resources business functions. This team supports County agencies in business process design, reporting, and much more, allowing FOCUS to be an essential tool in decision-making. Implementation of the County's *strategic plan* is coordinated by DMB; the plan focuses and prioritizes efforts and provides an important lens for resource allocation. DMB's *data analytics* team supports decision-making throughout the County by making data accessible and providing key analysis, forecasts, and reports.

Historically, many of the decisions that perpetuated inequity in Fairfax were driven in large part by budget considerations. Examples include Park Authority programs and services that are designed to be self-sustaining and transportation resource allocation that is complaint-based as opposed to need-based – programs that are also in receipt of significant annual County funding.

Given its role, it is critical that DMB not have a "but that's how we've always done it" mentality if the County is to truly advance racial and social equity. Through its own direct actions; the leverage it has through policy and process oversight and management; and its ability to guide, support, and influence decision makers; DMB can help to ensure effective implementation of One Fairfax. DMB aims to promote equity in four key domains:

- *Awareness Equity:* The County budget is its ultimate statement of policy and priorities. If the County desires engaged residents, information about the budget and the budget process, data relevant to the County, and information on the strategic plan and its implementation must be accessible (in all the ways in which accessibility matters).
- *Outcome Equity:* Simply put, County resources should be allocated in as equitable a manner as possible. Equity is an important consideration when making resource allocation and service delivery decisions and needs to be incorporated consistently by

promoting the collection and review of equity related data when determining recommendations and collaborating with One Fairfax staff. Support for the communities who have been burdened the most by negative impacts of the global COVID-19 pandemic and other factors that have created inequities should be considered when making resource recommendations.

- *Quality and Process Equity*: DMB should be proactively encouraging agencies to identify where interventions and funding changes are needed to address disparities and promote equity. All DMB employees should continue to have opportunities for work-based skill development, project involvement and substantive input regardless of racial or social background. Diversity should be an important consideration in the department's recruiting and hiring process. Open jobs should be consistently advertised in publications or at universities that have a broader and more diverse audience.
- *Citizen Engagement Equity*: DMB-managed and DMB-supported community engagement related to the budget should be consistently promoted and conducted at times, locations and in formats that are accessible to all members of the community.

#### **System-Level Infrastructure:**

- To better incorporate the consideration of equity impacts on decision-making (actions 1a, 1b, and 3a), DMB will need to collaborate with the *Board of Supervisors* and the *County Executive's Office* to ensure the information resonates; and with the *One Fairfax office*, the *Office of Public Affairs*, and *agency budget staff* to develop and implement trainings and communications strategies.
- Enhancing community engagement, awareness, and access (actions 1c, 1d, and 1f) will require partnering with the *Office of Public Affairs*, the *Department of Clerk Services*, and the *Department of Cable and Consumer Services* to obtain information and develop materials. Relevant *Boards, Authorities, and Commissions; agencies; and Strategic Plan committees* will help ensure the information resonates.
- *Strategic Plan committees* will be responsible for implementing equity- and root cause-based criteria for prioritizing actions (action 1e).
- The Countywide *Data Advisory Group* and *agency staff* will be key partners in the development and publication of data dashboards and disaggregated data (actions 2a, 2b, and 2c).
- Implementing new training and professional development opportunities (actions 3b and 3c) will benefit from collaboration with the *One Fairfax office*, and the countywide networks of *equity leads* and *equity ambassadors*.

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## DEPARTMENT GOALS

**Goal 1:** Allocate County resources in a racially and socially equitable manner, and apply an equity lens to community engagement on the budget.

**One Fairfax Area(s) of Focus:** All

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

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

Strategy EEG 3. Enhance communication and outreach to the community by using all available communication methods and tailoring messaging to individual needs.  
 EEG 4. Improve public participation and engagement opportunities to ensure all facets of the community are represented and have the physical, technological, and language access necessary to engage and participate in community discussions and decisions.  
 EEG 21. Strengthen the use of data-informed decision making through regular data collection, evaluation, and distribution.  
 EEG 22. Evolve the budgeting process to align resource allocation to those programs and activities that will most effectively advance the outcomes outlined in the strategic plan.  
 EEG 23. Provide greater access to information, engage with our community in an inclusive way, and receive wide and diversified community input regarding spending priorities.  
 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   |
|---|---|--|---|--------------|--|
| <b>1a.</b> Expand the consideration of equity impact in budgetary decision-making by standardizing the equity impact questions asked of agencies in budget requests and developing a methodology for assessing and scoring the impacts. | County residents, workers, and visitors; One Fairfax, Board of Supervisors, County Executive's Office | GARE tools, past questions we've used, other jurisdictions' tools                | DMB Equity Team, Budget Management, Strategic Plan, Data Analytics, One Fairfax | 1/24 – 6/24  | % of requests that indicate an equity impact<br><br>% of requests rated by DMB for an equity impact<br><br>% of DMB assessments that align with agency assessments |
| <b>1b.</b> Develop and implement a process for communicating equity impact to County leadership, the Board of Supervisors, and the public.  | County residents, workers, and visitors; One Fairfax, Board of Supervisors, County                    | Countywide Strategic Plan Annual Report; strategic plan data dashboards and data | DMB Equity Team, Budget Process Redesign, DMB Communications Team               | 3/24 – 12/24 | Feedback from County leadership on the helpfulness of the equity data  |

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|   |  |  |   |              |   |
|---|--|--|---|--------------|---|
|   | Executive's Office,<br>Office of Public Affairs  | stories; GARE resources, other jurisdictions' examples   |   |              |   |
| <b>1c.</b> Inventory "touchpoints" where the agency is engaging with the public on the budget (e.g., Supervisor town halls); identify communities with disproportionately fewer touchpoints and opportunities to better incorporate community input into budget development through these touchpoints.  | County residents, workers, and visitors; Office of Public Affairs, Department of Clerk Services        | Public meeting calendar, OPA lists, Clerk's lists  | DMB Equity Team, DMB Communications Team            | 1/24 – 9/24  | Compiled list<br><br># of new opportunities identified                          |
| <b>1d.</b> Publish plain-language issue papers that explain key initiatives, topics, and budget issues and how they are budgeted (e.g., compensation, youth mental health, environment), in addition to updated presentations outlining the County budget process.  | Relevant BACs and agencies, Office of Public Affairs   | Countywide Strategic Plan Annual Report; County reports, BOS committee presentations   | Issue Papers Team, DMB and agency staff             | 1/24 – 3/24  | # of issue papers published   |
| <b>1e.</b> Establish criteria for prioritizing Strategic Plan actions for implementation that emphasize equity and addressing root causes.  | Implementation team members, Strategic Plan Steering Committee   | Scoring tools and processes developed by pilot teams   | Strategic Plan, Strategic plan implementation teams | 1/24 – 12/24 | % of prioritized strategies with high root cause ratings                        |
| <b>1f.</b> Collaborate with multi-agency team to produce and launch engagement videos highlighting connections to the Countywide Strategic Plan key drivers and Community Outcomes Areas; translate into languages such as Arabic, Amharic, Chinese, Korean, Spanish, Urdu, and Vietnamese, taking into consideration cultural complexity of content. | Strategic Plan Steering Committee; Strategic Plan Pilot Team (Communications and Inclusive Engagement) | Countywide Strategic Plan Communications Toolkit; Countywide Strategic Plan Annual Report; Office of Public Affairs, Department of Cable and Consumer Services | Strategic Plan                                      | 1/24 – 12/24 | # of videos produced<br><br># of video views<br><br># of translations completed |

# DEPARTMENT OF MANAGEMENT AND BUDGET

## CALENDAR YEAR 2024 EQUITY IMPACT PLAN

**Goal 2:** Support countywide efforts for data-driven decision making in pursuit of greater racial and social equity.

**One Fairfax Area(s) of Focus:** All

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

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

Strategy EEG 21. Strengthen the use of data-informed decision making through regular data collection, evaluation, and distribution.  
 EEG 23. Provide greater access to information, engage with our community in an inclusive way, and receive wide and diversified community input regarding spending priorities.  
 EEG 26. Implement a data governance policy that standardizes and strengthens how the county collects, analyzes, warehouses, and shares data across departments and with the community.

| Actions   | Stakeholders                           | Resources/ Supports  | Responsible Parties                            | Timeline     | Performance Measures   |
|---|--|--|--|--------------|--|
| <b>2a.</b> Develop and publish Strategic Plan dashboards, which assess for equity, for Safety and Security, Housing and Neighborhood Livability, Environment and Energy, and Lifelong Education and Learning. | Data Advisory Group                    | National, state, and local data sources; Vulnerability Index; Communities of Opportunity Index | DMB Data Analytics Team                        | 1/24 – 12/24 | # of dashboards published<br><br>% of dashboard measures with disaggregation |
| <b>2b.</b> Further integrate disaggregated data into Fairfax County budget materials through the <i>Strategic Linkages and Trends and Demographics</i> publications.  | Data Advisory Group; agencies          | Agency data  | DMB Data Analytics Team; DMB budget management | 1/24 – 12/24 | % of publication measures with disaggregation                                |
| <b>2c.</b> Provide resources to support consistent survey research, to complement and enhance implementation of the data policy and diverse representation in public input efforts.                           | Data Advisory Group; agency data staff | Agency data staff, national best practices   | DMB Data Analytics Team                        | 1/24 – 12/24 | # of resources shared  |

# DEPARTMENT OF MANAGEMENT AND BUDGET CALENDAR YEAR 2024 EQUITY IMPACT PLAN

**Goal 3:** Enhance DMB staff capacity to implement One Fairfax and make equity-informed decisions.

**One Fairfax Area(s) of Focus:** All

**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 experience in the areas of leadership, equity, cultural proficiency, use of technology, and innovation to meet the needs of a changing environment.  
 EEG 13. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability, and trustworthiness.  
 EEG 17. Ensure local leaders, public and private, have the knowledge and capacity to understand the drivers of racial inequity and their contribution to structural racism, and use their power to build more equitable communities.

| Actions  | Stakeholders                     | Resources/ Supports   | Responsible Parties   | Timeline     | Performance Measures  |
|--|----------------------------------|---|---|--------------|---|
| <b>3a.</b> Train and provide technical assistance to DMB staff and County agencies on assessing equity impacts (particularly as noted in Goal 1).  | One Fairfax, agency budget staff | GARE resources, other One Fairfax trainings, resources from other jurisdictions | DMB Equity Team, DMB Skill Enhancement Team, DMB Data Analytics, Countywide Strategic Plan, One Fairfax | 6/24 – 12/24 | # of DMB staff trained<br><br># of agency staff accessing TA<br><br>% of staff reporting training/TA is helpful |
| <b>3b.</b> Implement regular informal learning sessions for DMB staff on various equity-related topics. Sessions can include guest speakers, facilitated or informal discussion, trainings, “tips and tricks” for incorporating equity into daily work, presentations, and more. | DMB staff                        | One Fairfax, Equity Leads network, GARE resources                               | DMB Equity Team   | 2/24 – 12/24 | # of sessions<br><br># of staff participating<br><br>% of participants reporting the sessions are helpful       |
| <b>3c.</b> Implement a monthly email to all DMB staff with “tips and tricks,” resources, and other news and information that will help them better understand equity and incorporate it into their daily work.   | DMB staff                        | One Fairfax, Equity Leads network, GARE resources                               | DMB Equity Team   | 1/24 – 12/24 | # of emails sent<br><br>% of DMB staff reporting the emails are helpful   |

Department Director’s Signature: \_\_\_\_\_

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