



# NEIGHBORHOOD AND COMMUNITY SERVICES CALENDAR YEAR 2024 EQUITY IMPACT PLAN

**Leadership Sponsor:** Lloyd Tucker, Director

**Equity Lead(s):** Ramona Carroll, Equity Manager

**Departmental Equity Guiding Statement:** We commit to transforming systems and mobilizing resources to enable equitable access to opportunities, experiences and services for all to succeed. We strive to address the complexity and intersection of racial equity, wellbeing, opportunity, and capacity of people to alter their quality of life and educational/economic advancement throughout their lifespan by providing access to recreational, educational, health, social, civic, or cultural opportunities.

**Context:** NCS was specifically created to address needs and provide equitable access to opportunities directly in communities that have been historically marginalized. What has evolved is NCS operating within a county framework wherein opportunities such as recreation, childcare, transportation, athletic services, community engagement, and services to meet basic needs have often been separate and inequitable. While the work of NCS is to address these inequities and coordinate resources to prevent ongoing harm, doing so within a biased framework perpetuates inequitable outcomes, reinforcing implied bias about populations and neighborhoods and not addressing the systems that produce disparities for residents of color and other marginalized populations.

The 2022 NCS agency realignment was designed to further equity goals. Functional alignment and narrower spans of responsibility allow staff to manage the work of transforming systems and mobilizing resources to enable equitable access to opportunities, experiences, and services for all. The Engagement and Targeted Interventions division supports the principles of engagement in Fairfax County: Prioritize Equity, Establish and Maintain Trust, Develop Data Driven Processes, Establish Clear Expectations, Enable Engaged Communications and Promote and Create Accessible Government throughout the agency and county.

**System-Level Infrastructure:** Agency work often includes building capacity (in areas including, but not limited to, community engagement) for other agencies and CBOs, including Black-led and immigrant-led organizations and White-led organizations serving communities of color. NCS's effectiveness relies on the commitment of partners' leadership and their capacity to effect change.

Countywide HR policies (e.g., only allowing "professional" experience to substitute for formal education) can limit the extent to which the community is fully represented among agency staff.

Successful Children and Youth Policy Team (SCYPT) cross system equity plan is also being submitted.

# NEIGHBORHOOD AND COMMUNITY SERVICES CALENDAR YEAR 2024 EQUITY IMPACT PLAN

## DEPARTMENT GOALS

**Goal 1:** Increase the knowledge, skills, and abilities of staff to operationalize equity principles internally and externally to support the development and implementation of programs, services, and policies, and the development and allocation of budgets.

**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):**

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 12. Initiate a regular, countywide process for conducting organizational assessments and employee surveys and then implementing identified changes that will lead to improved employee engagement.

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

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>1a.</b> Reconstitute the NCS Equity Core Team and develop an NCS Equity resource page. Operationalize the consistent use of equity tools and practices agency wide.	All NCS Staff	NCS management Team/ One Fairfax	Equity Manager/ NCS Core Team/ NCS IT	Nov 2024	NCS Core Team Charter and membership NCS Equity Resource page
<b>1b.</b> Identify and create a training curriculum for all staff based on their position and function.	All NCS Staff	ODT / One Fairfax/ Outside Vendors	OD&T / Equity Manager	Nov 2024	Establishment of training plan based on position and function  # staff trained
<b>1c.</b> Examine data for participation in service.	All NCS Staff	Management Team, GARE, One Fairfax	Strategic and Data Analytics Team, Management Team, Finance Dept	Nov 2024	Establishment of baseline disaggregated data from agency internal and external surveys  Review of number of small women owned and minority owned business (SWaM) partners and vendors

# NEIGHBORHOOD AND COMMUNITY SERVICES

## CALENDAR YEAR 2024 EQUITY IMPACT PLAN

**Goal 2:** Create space for those with lived experiences and marginalized communities to have voice in county decision making utilizing collective power to promote the understanding of historic inequities.

**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.

**Countywide Strategic Plan Community Outcome Area(s):** Cultural and Recreational Opportunities (CRO); Effective and Efficient Government (EEG)

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

CR0 8. Provide varied modes and forums (including virtual platforms) to engage and involve diverse community voices to determine the types of offerings, programming and supports the community is seeking. Utilize feedback to modify programs to ensure greater participation.

EEG 6. Expand capacity to meaningfully engage the community in places that are accessible and in ways that considers traditions, and values of diverse ethnic, racial and cultural groups.

EEG 15. Establish a Community Advisory body, with representation from Black, Indigenous, and People of Color (BIPOC) and low-income individuals, to monitor the degree to which each county agency has prioritized and addressed the needs of BIPOC and lower income communities.

EEG 16. Ensure diverse representation and inclusiveness in power and decision-making opportunities.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>2a.</b> Develop a network of key community leaders who serve as collaborators and partners	Community members	One Fairfax, GARE, Community members	NCS Staff, One Fairfax	June 2024	Network developed; protocols established for engagement  Development of 'People with Lived Experience' Framework  # county agencies involved # of organizations engaged
<b>2b.</b> Develop the capacity and build the competency around equity of NCS supported Boards, Authorities, and Commissions as well community and civic groups connected to NCS	NCS business units	One Fairfax, GARE, other vendors	OD&T, NCS Equity Manager	Nov 2024	% of organizations that have created and or adopted an equity statement
<b>2c.</b> Conservation and preservation of historically vulnerable and marginalized communities and locations	Community and HHS System	Fairfax History Commission, NCS Staff, Community Leaders, George Mason University	NCS staff, community members	Nov 2024	Inventory of existing efforts  Development of plan for future efforts

## NEIGHBORHOOD AND COMMUNITY SERVICES CALENDAR YEAR 2024 EQUITY IMPACT PLAN

<p><b>2d.</b> Deliver training to county agencies on the Inclusive Community Engagement Framework (Engage Fairfax)</p>	<p>HHS System</p>	<p>Engage Fairfax Steering Committee,</p>	<p>Inclusive Engagement and Targeted Interventions Division/ Finance Department</p>	<p>Nov 2024</p>	<p># staff and agencies trained</p> <p>Development tracking and measurement tools</p> <p>Identified physical resources that need to be managed for engagement (Purchase Orders, translation equipment, Etc.)</p>
--	-------------------	---	---	-----------------	--

## NEIGHBORHOOD AND COMMUNITY SERVICES

### CALENDAR YEAR 2024 EQUITY IMPACT PLAN

**Goal 3:** Engage in cross system collaborations that establish communities of practice and/or initiatives along the life span with shared goals to improve outcomes for vulnerable populations and communities.

**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):** Empowerment and Supports for Residents Facing Vulnerability (ESRFV)

**Relationship to Countywide Strategic Plan Strategies/Metric(s):** ESRV 10. Build on the existing framework and county agency cross-collaboration efforts in order to ensure a comprehensive system that connects residents facing vulnerability to the information and services they are seeking regardless of which organizational door they enter.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>3a.</b> Establish a community of practice and a framework for sharing progress among participants	HHS System	Management Team	NCS Staff	Nov 24	Community of practice established
<b>3b.</b> Fairfax County Economic Mobility Pilot: NCS supports post post-pilot program development, leading workgroups on customer services & coaching, communications and messaging and economic mobility network	Community members HHS System	One Fairfax, DFS, NCS, George Mason, vendors	United Way (NCA), FEC (South County), NCS, DFS	Nov 24	# of CSP that have been trained as Economic Mobility Partners  # of workgroups led by NCS Staff  # of Social Capital Gatherings  Gap analysis and asset map completed  Establishment of communication tools
<b>3c.</b> Pilot a cross system planning team that looks at how to incorporate equity considerations into request for proposals (RFPs) with pilot agencies (NCS/HCD/CSB)	HHS System, Nonprofits	DPMM, One Fairfax	NCS, CSB, HCD, DPMM	Nov 24	Planning team convened  Development of equity considerations to be used in the RFP process  Presentation to the One Fairfax Office

# NEIGHBORHOOD AND COMMUNITY SERVICES CALENDAR YEAR 2024 EQUITY IMPACT PLAN

Department Director's Signature:  DocuSigned by:  
*Lloyd Tucker*  
7E1D7946BB9E4A1...