

Department of Family Services, Domestic and Sexual Violence Services (DSVS) Cross-Systems Initiative 2024 Equity Impact Plan



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Brief Description of the Initiative: The Fairfax County Department of Family Services Domestic and Sexual Violence Services (DSVS) works across systems for many of its services as issues of domestic violence, sexual violence, human trafficking and stalking require a coordinated community response to effectively respond, reduce and prevent incidents of interpersonal violence in Fairfax County. The key milestones to date are:

- 1) Fairfax County was an early adopter of the Lethality Assessment Program (LAP) and was one the first jurisdictions in Virginia to implement this partnership between law enforcement and domestic violence services. The LAP prioritizes victims that are at highest risk and connects them in real time with victim services (FY23 - 357).
- 2) The Domestic Violence Action Center (DVAC)- a partnership among 16 government and community-based organizations to provide holistic and easily accessible services to victims of interpersonal crime (FY23 - 992).
- 3) The Council to End Domestic Violence (CEDV)- a Board approved governing body that unites senior-level public officials and community leaders to advise the Board of Supervisors on a range of domestic violence policy, legislative, and program issues; and to guide the development of a coordinated and collaborative community response to domestic violence. In FY 2023, the CEDV Accountability workgroup was formed to focus on examining how to promote accountability, including service provision to those who cause harm. Additionally, the CEDV Equity subcommittee was tasked with researching a new leadership structure, which includes equitable practices, and presenting recommendations to the full CEDV team.
- 4) Community education, technical assistance, and prevention to government agencies, community-based organizations and community members (FY23 - 2,218 individuals) to advance the mission of reducing and preventing interpersonal violence.
- 5) Equity is one of the pillars of the DSVS strategic plan for the next 2-4 years.
- 7) DSVS is an active member on several boards, commissions, and workgroups that address interpersonal violence and intersectional issues (a link to the list of workgroups, committees, etc. in which DSVS is actively involved is provided below).

Context: There is value in domestic violence service providers engaging in a reevaluation of its philosophical approach and assessing whether its approach has applicability to a diverse population of victims/survivors and using new information (best practices) to make appropriate changes in practice to be more responsive to the diverse needs of victims from differing backgrounds, ages, and gender identities. Key areas to address are:

- 1) True victim choice and self-determination,
- 2) Access to meaningful services, the systems' ability to build in natural and community supports and resiliency into the Coordinated Community Response (CCR), and

- 3) Alternative, community-based responses (co-responder and restorative justice) to traditional resources and services for victims of domestic and sexual violence, stalking, and human trafficking.

In gathering data, there is no common language or understanding of the difference between race and ethnicity in defining demographics across databases. There are also limitations in demographic choices to capture gender identity and gender expression. As a result of these inconsistencies, it is difficult to code data accurately to reflect the various populations we serve. In reviewing the highest usage of DSVS services, Black and Latinx (of any race) persons are over-represented in the Anger & Domestic Abuse Prevention and Treatment (ADAPT) program when compared to the population in Fairfax County. Between FY22-23, nearly twice as many Black and Latinx people were represented among ADAPT clients as compared to the respective proportions among county residents. Approximately 16% of ADAPT clients were Black/African American and 37% were Latinx compared to 10.9% of the Black/African American population in Fairfax County in 2022 and 16.8% of the Latinx population.

Since most ADAPT clients are court-ordered, it requires more research and comparing DSVS data with the other Domestic Abuse Intervention programs in the County. It is also notable that in FY23, 90% of ADAPT clients were court involved or court-ordered into treatment at the time of intake. These data provide opportunities to explore correlations between race and ethnicity, court-involved and the over-representation of black and Latinx (any race) persons who participate in ADAPT services.

Since we know that incidents of domestic violence are not more prevalent in one race, ethnicity or socio-economic group, it is important to understand who is accessing emergency shelter services and why and what intersectional issues make it more or less likely for someone to seek emergency shelter.

Internally, DSVS must lead efforts to:

- 1) Crisp messaging about interpersonal violence and bring awareness to the harmful societal norms that fuel it.
- 2) Use more user-friendly language and models that have relevance to a broader, more diverse audience.
- 3) Provide community education of how historical oppression is foundational and has provided the gateway to all forms of interpersonal and power-based violence and inequities.
- 4) Begin to provide services that are tailored to diverse communities.

Immigrant clients, regardless of status, are concerned about how accessing services may impact them. Our ability to respectfully bridge language barriers is important to our success in providing quality services to immigrants in our communities. Generally, language interpretation services have not integrated quality control protocols into their service array to ensure that interpretative services are delivered with trauma-informed lens and cultural humility to attend to the socio-cultural context of the client and the services requested.

Finally, interpersonal violence in all communities is historically underreported and more so in immigrant communities and communities of color. DSVS has expanded services to

community-based locations and continues to consider the need for alternative, community-based responses (co-responder and restorative justice) to support victims of domestic and sexual violence, stalking, and human trafficking who want alternative methods of support and accountability. There is momentum across the country to explore coordinated community responses to crises that give victims of interpersonal violence true choice in how they want to restore safety and hold accountable those who do harm. When survivors have choices, it can have a positive impact on helping them heal and restore personal safety. Without alternatives to traditional crisis responses, many Fairfax County residents (particularly persons of color and immigrants) will continue to be a greater risk of further abuse, and possibly even death, due to interpersonal violence.

Key Stakeholders:

- [Fairfax County Health and Human Services System](#) - network of county agencies and community partners that supports the well-being of all who live, work and play in Fairfax County
- Fairfax County courts
 - [Juvenile and Domestic Relations District Court](#) - hears cases involving juveniles, crimes against juveniles, and family matters (except divorce) in Fairfax County, the City of Fairfax, and the towns of Herndon, Vienna, and Clifton
 - [General District Court](#) - hears traffic violation cases, minor criminal cases known as misdemeanors, and civil cases such as landlord and tenant disputes, contract disputes, and personal injury actions
 - [Circuit Court](#) - the trial court of general jurisdiction that has authority to try a full range of cases, both civil and criminal, jury and non-jury
- Fairfax County public safety organizations
 - [Police Department](#) - provides ethical leadership through engagement with the community to prevent and fight crime, improve the culture of safety at work and within the community to preserve the sanctity of all human life, and to keep pace with urbanization
 - [Fire and Rescue](#) - provides fire suppression, emergency medical, technical rescue, hazardous materials, water rescue, life safety education, fire prevention and arson investigation services
 - [Sheriff's Office](#) - ensures the safety of, and provides the highest quality of service to, the residents of Fairfax County, Fairfax City and towns of Herndon and Vienna by operating a secure and humane Adult Detention Center; providing security for the Courthouse, courtrooms and surrounding complex; and serving/executing civil law process on behalf of the courts
- [Fairfax County Public Schools](#) - one of the largest school divisions in the U.S. with 199 schools and centers
- Nonprofit organizations (e.g., [Korean Social Services Center](#), [United Community](#), Ashiyanaa, etc.) - organization that qualifies for tax-exempt status by the IRS because its mission and purpose are to further a social cause and provide a public benefit.
- Civic organizations (e.g., [Phi Beta Sigma fraternity](#) and [Zeta Phi Beta sorority](#), etc.) - non-profit entities that are separate from the State and the market¹ and are composed of voluntary members²³
- [Inova Fairfax Hospital](#) - Leading nonprofit healthcare provider in Northern Virginia, delivering world-class healthcare to every community

- [Virginia Sexual and Domestic Violence Action Alliance](#) - Virginia's leading voice on sexual and domestic violence
- [Council to End Domestic Violence](#) - senior level public officials and community leaders to take action against and guide the development of a coordinated and collaborative community response to domestic violence
- [Domestic Violence Network](#) - a multi-disciplinary group of service providers and justice professionals coordinating a consistent and comprehensive direct response to domestic violence in Fairfax County
- [Fairfax County Domestic Violence Action Center](#) - a comprehensive, co-located service center, staffed by DSVS. Comprised of government and community non-profit partners, DVAC was created to provide culturally responsive information and support services for victims of domestic and sexual violence, stalking, and human sex trafficking, and their families
- [Commission for Women](#) - advises the Fairfax County Board of Supervisors on policies and initiatives to promote gender equality, eliminate violence against women, and honor women and girls in Fairfax County
- Colleges and Universities
 - [George Mason University](#) - Virginia's largest public research university that offers more than 200 undergraduate and graduate degrees and numerous minors and certificate programs to customize your education and meet your career and personal goals
 - [Northern Virginia Community College](#) - provides equitable access to affordable and exceptional higher education and workforce programs, transforming the lives of our students and advancing opportunity in our community

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Goal 1: Identify and implement a partnership framework which enables DSVS to strategically identify, develop, and sustain partnerships with service providers, marginalized and diverse populations, and stakeholders to ensure that services are responsive to community needs.

Key Equity Driver(s): Community Health and Wellbeing, Community Safety and Justice, Equitable Community Development, Inclusive Prosperity

One Fairfax Area(s) of Focus:

- 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.
- 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): Empowerment and Support for Residents Facing Vulnerability (ESRFV), Safety and Security (SS)

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

- Strategy ESRFV 1. Develop targeted marketing and outreach strategies, in coordination with community-based partners, to proactively engage residents facing vulnerability.
- ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated and comprehensive approach to meeting the needs of residents facing vulnerability.
- ESRFV 4. Use all available sources of data to identify and understand emerging and existing vulnerabilities, in order to proactively engage impacted residents, identify service gaps and efficiently allocate resources.
- SS 2. Strengthen community relations and trust through outreach, community engagement, partnerships, and active recruiting and hiring of qualified personnel who reflect the communities they serve.
- SS 4. Provide timely, quality protective services to mitigate the risk of harm and ensure the safety of children and vulnerable adults.

Actions	Stakeholders	Responsible Parties	Timeline	Performance Measures
<p>1a. DSVS will retain Stephens Collaborative Strategies, LLC, to work with DSVS to assess DSVS' existing partnership practices, explore partnership frameworks, and help adopt a partnership framework.</p>	<p>Stephens Collaborative Strategies, LLC; current DSVS partners</p>	<p>DSVS Partnership Priority Team</p>	<p>June 2024</p>	<p>Training of DSVS staff on collaborative models</p> <p>Identification and/or development of a partnership framework</p> <p>Training on partnership opportunities utilizing the partnership framework</p>

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				Implementation of bi-monthly coaching sessions with DSVS leadership to integrate the collaborative model and processes
1b. DSVS will utilize the adopted partnership framework to develop and sustain partnerships with service providers and stakeholders who serve marginalized populations.	County and community-based service providers that serve marginalized and diverse populations	DSVS Partnership Priority Team	June 2024	<p>Identification of at least 2 distinct partnership archetypes, that serve marginalized and diverse populations, to collaborate with and strengthen community response to domestic and sexual violence, stalking, and human trafficking</p> <p>Development of an MOU with each partner outlining the expectations and commitment for the next 2 years</p>

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Goal 2: Strengthen the provision of domestic and sexual violence services to marginalized and diverse communities.

Key Equity Driver(s): Community Health and Wellbeing, Community Safety and Justice, Cradle to Career Success, Equitable Community Development, Inclusive Prosperity

One Fairfax Area(s) of Focus:
 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.
 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): Empowerment and Support for Residents Facing Vulnerability (ESRFV), Lifelong Education and Learning (LEL), Safety and Security (SS)

Relationship to Countywide Strategic Plan Strategies/Metric(s):
 Strategy ESRFV 1. Develop targeted marketing and outreach strategies, in coordination with community-based partners, to proactively engage residents facing vulnerability.
 ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated and comprehensive approach to meeting the needs of residents facing vulnerability.
 ESRFV 4. Use all available sources of data to identify and understand emerging and existing vulnerabilities, in order to proactively engage impacted residents, identify service gaps and efficiently allocate resources.
 ESRFV 15. Maintain ongoing engagement with residents who have faced vulnerability and been served by the county in order to proactively mitigate potential setbacks.
 LEL 9. Champion initiatives that encourage family engagement in educational activities within and beyond the classroom.
 SS 2. Strengthen community relations and trust through outreach, community engagement, partnerships, and active recruiting and hiring of qualified personnel who reflect the communities they serve.
 SS 4. Provide timely, quality protective services to mitigate the risk of harm and ensure the safety of children and vulnerable adults.

Actions	Stakeholders	Responsible Parties	Timeline	Performance Measures
<p>2a. In partnership with George Mason University’s School of Social Work, DSVS will conduct asset mapping of resources that marginalized populations in southern Fairfax utilize to address domestic and sexual violence.</p>	<p>GMU School of Social Work, Department of Neighborhood and Community Services, county and non-profit providers in southern Fairfax that serve marginalized populations; marginalized populations in southern Fairfax</p>	<p>Abby Picard, DSVS</p>	<p>2023-2025</p>	<p>Number of resources identified in southern Fairfax that support marginalized populations with regards to domestic and sexual violence</p> <p>Number of new and/or strengthened domestic and sexual violence resources</p>

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				in southern Fairfax that marginalized populations identify
2b. DSVS will develop, implement, and evaluate the linguistically and culturally adapted HYPE (Healthy Youth, Prevention, and Education) curriculum to high school aged Latinx youth who speak Spanish.	Spanish-speaking youth, Caretakers of Spanish-speaking youth, Youth in general and their caretakers, Department of Neighborhood and Community Services, Fairfax County Public Schools	Debra Miller, DSVS	CY 2024	<p>Number of focus groups held with Latinx youth to help adapt the HYPE curriculum</p> <p>Number of Latinx youth participants in focus groups to help adapt the HYPE curriculum</p> <p>Development of linguistically and culturally adapted HYPE for Latinx youth</p> <p>Number of facilitated Spanish HYPE sessions</p> <p>% of participants reporting an enhanced understanding of domestic and sexual violence</p>
2c. DSVS, the County Executive’s Office, and the Department of Management & Budgeting (DMB) will coordinate a population specific status research and report on Women and Girls in Fairfax County.	Fairfax County Government, Commission for Women, non-profit organizations, and program leaders	<p>Toni Zollicoffer, DSVS</p> <p>Karla Bruce, County Executive’s Office</p> <p>Michelle Greogry, DMB Data Analytics</p>	CY 2024	<p>Disaggregated and correlated data on various key indicators related to women and girls in Fairfax County</p> <p>List of bright spots and recommendations for improvement as aligned with county’s strategic plan</p>

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Goal 3: Infuse racial equity into DSVS policies and practices.

Key Equity Driver(s): Community Health and Wellbeing, Community Safety and Justice, Equitable Community Development, Inclusive Prosperity

One Fairfax Area(s) of Focus:

- 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.
- 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.
- 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): Empowerment and Support for Residents Facing Vulnerability (ESRFV), Safety and Security (SS)

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

- ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated and comprehensive approach to meeting the needs of residents facing vulnerability.
- ESRFV 4. Use all available sources of data to identify and understand emerging and existing vulnerabilities, in order to proactively engage impacted residents, identify service gaps and efficiently allocate resources.
- SS 2. Strengthen community relations and trust through outreach, community engagement, partnerships, and active recruiting and hiring of qualified personnel who reflect the communities they serve.
- SS 4. Provide timely, quality protective services to mitigate the risk of harm and ensure the safety of children and vulnerable adults.

Actions	Stakeholders	Responsible Parties	Timeline	Performance Measures
3a. DSVS will infuse racial equity into at least one policy or practice per DSVS service area utilizing the DFS equity tool, <i>DFS Equity Analysis for Proposed Business and Process Change</i> .	DSVS Teams – Advocacy Services; Clinical Services; Crisis Response Services; and Prevention, Education; and Coordination; DSVS Equity Impact Team	DSVS Equity and Social Justice Priority Team	CY 2024	% of DSVS service areas that include racial equity in at least one policy or practice
3b. DFS will include in all new MOUs a statement regarding consideration of equity as a deliverable for all parties.	All DSVS partners, DSVS Equity Impact Team	Toni Zollicoffer, DSVS Keesha Coke, DSVS	CY 2024	% of new MOUs that contain an equity consideration statement
3c. DSVS will explore and determine how to better capture race, ethnicity, and gender of	Department of Management and Budgeting, Data Analytics; Community	Kelly Jackson, DSVS	CY 2024	Development of a guide to help staff better capture race, ethnicity, and gender

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its customers and clients to help staff provide identity-specific service delivery.	Services Board; FORGE; DSVS Equity Impact Team; DSVS customers and clients	DSVS Equity and Social Justice Priority Team	25% overall increase of recorded race, ethnicity, and gender by DSVS staff
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Goal 4: Coordinate the County’s efforts to address disparities in access to systems and services through the work of the Council to End Domestic Violence (CEDV).

Key Equity Driver(s): Community Health and Wellbeing, Community Safety and Justice, Cradle to Career to Success, Equitable Community Development, Inclusive Prosperity

One Fairfax Area(s) of Focus:

- 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.
- 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): Empowerment and Support for Residents Facing Vulnerability (ESRFV), Lifelong Education and Learning (LEL), Safety and Security (SS)

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

- Strategy ESRFV 1. Develop targeted marketing and outreach strategies, in coordination with community-based partners, to proactively engage residents facing vulnerability.
- ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated and comprehensive approach to meeting the needs of residents facing vulnerability.
- ESRFV 4. Use all available sources of data to identify and understand emerging and existing vulnerabilities, in order to proactively engage impacted residents, identify service gaps and efficiently allocate resources.
- ESRFV 15. Maintain ongoing engagement with residents who have faced vulnerability and been served by the county in order to proactively mitigate potential setbacks.
- LEL 9. Champion initiatives that encourage family engagement in educational activities within and beyond the classroom.
- SS 2. Strengthen community relations and trust through outreach, community engagement, partnerships, and active recruiting and hiring of qualified personnel who reflect the communities they serve.
- SS 4. Provide timely, quality protective services to mitigate the risk of harm and ensure the safety of children and vulnerable adults.

Actions	Stakeholders	Responsible Parties	Timeline	Performance Measures
<p>4a. In collaboration with the CEDV Equity Committee and CEDV leaders (as of Jan 2024), DSVS will revise the CEDV bylaws to reflect greater community influence in</p>	<p>CEDV, communities impacted by interpersonal violence</p>	<p>CEDV Equity Subcommittee</p>	<p>CY 2024</p>	<p>Updated CEDV Bylaws to reflect more community engagement and greater collaboration and partnership between government and non-government agencies</p>

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determining the annual goals and objectives of the CEDV.				
4b. In collaboration with the CEDV Equity Committee and Fairfax County GIS & Mapping Services, DSVS will map services and service providers around the County that support persons impacted by interpersonal violence, which will be used as a baseline to identify new and existing service providers, gaps in services, and underserved communities.	CEDV, communities impacted by interpersonal violence	CEDV Equity Subcommittee	CY 2024	<p>Completion of an initial iteration of GIS mapping and analysis</p> <p>Written plan to overlay other existing maps - such as health needs assessment, digital divide, etc. - to provide further analysis of the services and needs landscape</p>
4c. In collaboration with the CEDV, the Institute for Court Innovation, and the Virginia Sexual and Domestic Violence Action Alliance, DSVS will facilitate efforts in the County to improve systems' response to persons that cause harm to improve victim/survivor safety and be more responsive to the unique cultural, individual, and geographical needs of families experiencing violence.	CEDV, communities impacted by interpersonal violence	CEDV Accountability Workgroup	CY 2024	<p>Written recommendations to the CEDV for implementation of specific actions that improve the systems' response to those that cause harm.</p> <p>Development of a SMART (specific, measurable, achievable, relevant, and time-bound) action plan based on approved recommendations</p>
4d. In collaboration with the CEDV, the StepUp4Kids Coalition, Second Story, and other community providers, DSVS will facilitate greater awareness of and access to community and governmental resources for children impacted by interpersonal violence in the Culmore community through a series of community conversations.	CEDV, communities impacted by interpersonal violence, children exposed to interpersonal violence	CEDV, the StepUp4Kids Coalition	CY 2024	<p>Development and distribution of an accessible guide for the community on how to access community-based and government resources for children impacted by interpersonal violence</p> <p>Written guidance on how to replicate in other communities of need</p>