



# Fairfax County Park Authority CY 2022 Equity Impact Plan

**Leadership Sponsor:** Jai Cole, FCPA Executive Director

**Equity Lead(s):** Sara Baldwin, Deputy Director/COO & Matt Peters, FCPA HR Director

## **Departmental Equity Guiding Statement:**

The Park Authority serves an integral role in sustaining and improving the quality of life, health, and well-being of all residents and connects all people to opportunities including parks, recreation, education, and a vibrant natural environment.

The Park Authority's Mission, Vision, and Values demonstrate the Park Authority's longstanding commitment to ensuring all people have access and are involved in the planning, development, and use of park and recreation programs and facilities. Additionally, the Park Authority Board passed a resolution on September 28, 2016, confirming the Park Authority's commitment to One Fairfax.

The Park Authority's Great Parks, Great Communities Master Plan further defines the Park Authority's commitment through the Guiding Principle, *Be Equitable and Inclusive – provide quality facilities, programs, and services to all communities; balance the distribution of parks, programs, and facilities, ensure these are accessible and affordable*. The goals and action steps outlined in the Master Plan will guide how the Park Authority creates more equitable parks and recreation opportunities for all residents.

Ultimately, the Park Authority's goal is to ensure that all residents regardless of race and/or income has access to high quality, parks, programs, and services.

## **Context:**

The Park Authority (PA) continues to work to advance the One Fairfax effort. The PA's plan includes multiple theme areas including access to quality and safe parks and facilities, access to programs, diversifying the workforce, community engagement, and telling untold stories.

Considerable progress was made in 2021 to educate the FCPA workforce on the work of One Fairfax and how all employees have a role in advancing the work. Hundreds of FCPA staff participated in the One Fairfax training and subsequent trainings provided by a consultant related to unconscious bias and self-awareness. Additionally, the PA enhanced the selection process to include equity ambassadors on interview panels and by raising the awareness of the importance of having diverse perspectives in the workplace. The PA reached out to connect and develop relationships with historically black universities and colleges to increase their awareness of FCPA employment opportunities. The work continues to diversify the workforce at all levels of the organization.

Historically, the Park Authority has seen limited diversity in our public engagement for planning initiatives or other public engagement. Participants may offer views on everything from access to affordability but are not reflective of the diversity of our community, and therefore, decision-making may be driven by a limited set of values, societal expectations, and perspectives about community parks and what they should offer. The PA employed several strategies in 2021 to ensure we were hearing multiple perspectives during our park planning efforts. Publicinput.com has proven to be an effective tool to connect with a diverse audience virtually. Virtual meetings, site-based surveys, small meetings with local communities and the development of relationships in opportunity areas helped to form our new approach for community engagement.

The Park Authority continues to advocate for changes in our operating model to address the inequity that exists in access to FCPA programs, camps and Rec Centers. The county mandate requiring that the Park Authority's programs and services be self-sustaining has led to a system where only

residents with the financial means to pay have access and those residents without the financial means have limited or no access. The Park Authority's limited scholarship program provides some access to classes but demand for class scholarships is high and ever increasing despite no targeted promotions of the program. As an organization that relies on over 60% of its budget through fees and charges while providing access to important programs and services, addressing the inherent inequity of our current revenue model will be critical.

The Park Authority continues to assess the park system with an equity lens. The development of the Parks, Recreation, Open Space and Access Plan (PROSA) is well underway. The Plan will assess the quality, quantity, and access to parks throughout the county, with a particular focus on the opportunity areas in the county. Once complete, the Plan will guide the Park Authority's acquisitions and capital improvements over the next decade.

**Long-term Outcome(s):**

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|--|---|
| <input checked="" type="checkbox"/> Cultural and Recreational Opportunities                    | <input checked="" type="checkbox"/> Health                              |
| <input checked="" type="checkbox"/> Economic Opportunity                                       | <input checked="" type="checkbox"/> Housing and Neighborhood Livability |
| <input checked="" type="checkbox"/> Efficient and Effective Government                         | <input checked="" type="checkbox"/> Lifelong Education and Learning     |
| <input checked="" type="checkbox"/> Empowerment and Support for Residents Facing Vulnerability | <input checked="" type="checkbox"/> Mobility and Transportation         |
| <input checked="" type="checkbox"/> Environment  | <input checked="" type="checkbox"/> Safety and Security                 |

## FAIRFAX COUNTY PARK AUTHORITY - CALENDAR YEAR 2022 EQUITY IMPACT PLAN

Goals	One Fairfa x Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Increase access to recreation/wellness opportunities regardless of income.	#13 #10	1a. Present findings of the evaluation of the existing FCPA scholarship program.	FCPA/Human Services/Community/DMB	March 2022	Staff	FCPA Business Office	# of underserved individuals participating in PA programs and services. (Baseline in FY 2022)
		1b. Work with the County/DMB to expand funding for the <i>FCPA Equitable Access program</i> through the FY23 budget process.	FCPA/DMB/Community/NCS/DFS	On-going (included in FY23 budget request)	Funding, Staff	FCPA Director's Office & Business Administration Division	Future (when the program is funded): % Of customers who report an improvement in a skill or wellbeing because of their involvement in PA programs or services.
		1c. Based on the General Fund support provided by the County and in coordination with DFS and NCS, create a program framework and implementation plan/process for expanding access to FCPA fee-based services.	FCPA/Community/NCS/DFS	January – September 2022	Funding, Staff	FCPA Director's Office and Business Office	
		1d. Continue to analyze the profile of the existing users of PA programs and services to determine gaps, barriers, underserved communities, and the current baseline.	FCPA/Community/NCS/DFS	September 2022-Ongoing	Staff	FCPA Business Office	
		1e. Develop a process to reach out to communities in underserved areas of the county. Pilot approach in a specific community.	FCPA/Community/NCS/DFS	December 2022 – March 2023	Staff	PIO/Marketing	

2. Increase the diversity in FCPA staff at all levels	#1	2a. Connect with county academic institutions, social groups, and professional minority groups, to increase the visibility of PA job and career opportunities.	FCPA/Community	December 2022 - ongoing	Staff	FCPA Community Engagement Specialist/HR	% of new merit hires (both internal and external)
	#13	2b. Continue to build on the relationships with Historically Black Colleges and Universities to expand diverse applicant pool.	FCPA/Community	January 2022 – ongoing	Staff	FCPA HR and hiring managers	% of FCPA interns that are people of color
	#16	2c. Continue to enhance the relationship with FCPS to expand the applicant pool of diverse candidates. (ex. Provide practical work experiences with Planning and Development)	FCPA/Community/Students	January 2022 - ongoing	Staff	FCPA HR and Division Staff	
		2d. Continue to provide aggregate demographic information for applicants on CERT list and track outcomes for analysis on merit hires.	FCPA/Community	Ongoing	Staff	FCPA HR	
		2e. Create a PA organizational performance job-aide to assist Hiring Managers in their applicant review process. Key factors to include the value of diversity in creating an agile, creative, flexible team.	FCPA/Community	April 2022 – July 2022	Staff	FCPA HR	
		2f. Identify an internal management structure that supports the expansion of FCPA’s internship program.	FCPA/Community	February 2022	Staff	FCPA Director’s Office and HR	
		2g. Identify a funding source and fund paid internships.	FCPA/Community	March 2022	Staff	FCPA Director’s Office, Business Administration and HR	
		2h. Work with FCPA divisions to expand internship opportunities.	FCPA/Community	February 2022 – November 2022	Staff	FCPA HR and Divisions	

		2i. Analyze where entry level jobs exist within the PA and where gaps exist.	FCPA/Community	November 2022	Staff	FCPA HR and Divisions	
		2j. Include questions related to racial and social equity as part of the interview process.	FCPA/Community	June 2022	Staff	FCPA HR and Divisions	
3. Create FCPA culture that considers One Fairfax in all decision making and foster opportunities that advance racial and social equity.	#1 & #13	3a. Create a “One Fairfax Fund” for sites to propose programs/initiatives that will advance racial and social equity.	Community	June 2022	Staff	Business Administration Division/ Director’s Office	# of staff trained in One Fairfax Content
		3b. Create a process to track lost revenue at the center/agency level and promote metrics that encourage an increase in scholarship recipients.	FCPA/Community	June 2022	Staff	Business Administration Division - Budget	<i>An additional metric will be added related to the employee survey to be initiated in summer 2022</i>
		3c. Continue offering trainings related to One Fairfax, Unconscious Bias, and Self Awareness related to race. Additionally, FCPA will offer training to help employees apply knowledge in the workplace.	FCPA/Community	January 2022 – ongoing	Staff	FCPA HR	
		3d. Include the One Fairfax training in the FCPA new employee orientation.	FCPA/Community	February 2022 – ongoing	Staff	Director’s Office and FCPA HR	
		3e. Hire an Equity Officer to champion the One Fairfax work for the Park Authority	FCPA/Community	July 2022- October 2022 (Pending funding)	Staff & Funding	Director’s Office	
		3f. Recommend to the PAB Elly Doyle committee a new award that recognizes services that advance One Fairfax.	FCPA/Community	March 2022	Staff	PIO	
		3g. Host a focus group with the County’s Equity Ambassadors that participated in FCPA interviews to seek their feedback on the hiring panels.	FCPA/Community	April 2022	Staff	FCPA HR	
		3h. Assess the FCPA’s workforce engagement with One Fairfax through the GARE employee survey.	FCPA	Summer 2022	Staff/Funding	FCPA Director’s Office and HR	

4. To provide accessible, high quality, complete parks within a 10-minute walk of all Fairfax County residents.	#11	4a. Provide a baseline of the agency's countywide distribution of parkland and recreational facilities through the lens of the vulnerability index.	FCPA/Community/Other County Agencies	January 2022	Staff	FCPA Planning and GIS	% of residents within a 10 minute walk to a park. # of planning procedures updated to include equity
	#12	4b. Review FCPA Park Planning Branch procedures and update to include an emphasis on racial and social equity.	FCPA/Community	September 2022 – March 2023	Staff	FCPA Planning	
	#13	4c. Adopt a reliable and reproduceable methodology for evaluation by planning district. Methodology will be applied countywide in future years and will ultimately inform FCPA's CIP and updates to the County's Comprehensive Plan.	FCPA/Community/Board	January 2022	Staff	FCPA Planning	
		4d. Perform initial analysis between equity health needs and current park system for the remaining 12 planning districts (Annandale is complete).	FCPA/Community	On-going – December 2022	Staff	FCPA Planning	
		4e. Conduct a Planning District/Sector level analysis based on equity data AND provide recommendations for each planning district based on current community need and equity data.	FCPA/Community	On-going – December 2022	Staff	FCPA Planning	
		4f. Determine locations for new or repurposed facilities or amenities	FCPA/Community/ Park Board	2023	Staff	FCPA Planning	
		4g. Review and revise the FCPA Land Acquisition criteria to incorporate equity-based metrics into decision making and a proactive approach.	FCPA/Community/ Park Board	March 2022	Staff	FCPA Real Estate	
		4h. Begin to map, track, and assess the capital investments in parks in relation to the opportunity areas.	FCPA/Community/ Park Board	January 2022 – ongoing	Staff, Asset Management System	Park Operations Division (POD), Planning and	

						Development (PDD), GIS	
		4i. Review the Park Authority's Mastenbrook Grant program to determine if changes should be made to promote equity	FCPA/Community/Board	June 2022	Staff	POD	
5. All Fairfax County residents have a safe 10-minute walk to a park via trails, sidewalks, crossings, etc.	#11 #13 #14	5a. Continue participation in ActiveFairfax working group to ensure equitable and walkable park access is a focus area in the plan. For 2023 consider mid-block crossings.	FCPA/Community/other county agencies	On-going	Staff	FCPA Planning	% of residents that live within a safe 10-minute walk to a park entrance.
		5b. Inform the scoping of the Countywide Trails Plan/Bike Master Plan to ensure it incorporates improvements for nonmotorized access to parks, trails, and recreation facilities.	FCPA/Community/other county agencies	On-going	Staff	FCPA Planning	
		5c. Create an agencywide trails team to assess the availability and quality of trails countywide.	FCPA/Community	March 2022 – March 2023	Staff	Director's Office	
6. Provide safe parks countywide.	#13 #10	6a. Partner with FCPD to research and recommend an approach for a Park Ranger program.	FCPA/Community	March 2022 – August 2022	Staff	POD/FCPD	Future: Regardless of area of the county, residents report a similar level of safety within parks (Based on crime stats from FCPD).
		6b. Develop a program that will utilize park rangers to prevent criminal activity at parks.	FCPA/Community	August 2022	Staff/ Funding to implement the program	POD	
7. Enhance Community Engagement	#8 #13	7a. Revise the Park Authority's Communications Policy to include an emphasis on racial and social equity.	FCPA/Community	February 2022 –	Staff	PIO	Future: Report data related to

## opportunities for people of color.

		October 2022			specific outreach efforts.
7b. Increase access to community meetings using virtual platforms	FCPA/Community	On-going	Staff	PIO/Planning/Director's Office	
7c. Expand the use of PublicInput.com's web-based tools (i.e., surveys, analytics, etc.) to reach beyond the typical attendees at public meetings, and to greatly expand the diversity of public engagement and exposure to Park Authority initiatives, issues, and opportunities.	FCPA/Community	On-going	Staff	PIO	
7d. Utilize the analytics tools in PublicInput to determine if FCPA is reaching communities of color.	FCPA/Community	On-going	Staff	PIO	
7e. Use national and local data (FCPA community survey) to determine the social media platforms that best reach communities of color.	FCPA/Community	March 2022 – July 2022	Staff	PIO	
7f. Use a combination of strategies to grow our ability to reach underserved members of the community. Actions include: <ul style="list-style-type: none"> <li>• Outreach to faith-based organizations and groups.</li> <li>• Multilingual materials for use on all platforms.</li> <li>• Work with Park Authority staff to identify other approaches for reaching the community.</li> </ul>	FCPA/Community	On-going	Staff	PIO/Community-cator's group	
7g. Begin developing a Park Board and other park stakeholders outreach program to connect with communities	FCPA/Community	April 2022	Staff/Board	Director's Office/PIO	



	7h. Begin investigating the resources needed to live stream the Park Authority Board meetings.	FCPA/Community	March 2022	Staff/ Funding	FCPA IT/PIO	
	7i. Realign FCPA marketing, communications, and other staff resources to support enhanced community engagement and recruitments goals.	FCPA/Community	January 2022	Staff	FCPA PIO, HR, Marketing and Director's Office	
<b>8. Expand and enhance programming and interpretation related to the history black people in Fairfax County.</b>	8a. Develop a checklist for evaluating programs that will help staff consider and include Equity strategies into existing programs and while planning new ones.	FCPA/Community	Draft started 2021 complete by Feb 2022	Staff	RMD Program Branch	TBD
	8b. Train Merit and Non-Merit Interpreters on using the checklist to evaluate their programs for equity components and teach them how to find and use the collected resources.	FCPA/Community	February 2022	Staff	RMD Program Branch	
	8c. Partner with History Commissioners and staff from the Virginia Room of the Fairfax Regional Library to produce a resource folder with links to sources for research that will help Park Authority staff find the histories of local people of color to highlight in their programs and other interpretive media.	FCPA/Community	Feb. 2022	Staff/ History Commis- sion	RMD	
	8d. Continue work with community groups and staff research to tell the histories of the black community in Fairfax County especially as it relates to park land. i. Sites for sign projects that will start in Feb 2022. Each project will take between 9-18 mos. depending on the amount of	FCPA/Community	January 2022 – December 2022	Staff & Funding	RMD	

		<p>public involvement and staff support.</p> <p>ii. Sully Historic Site (Has interpretive plan draft and funding) - Signs being drafted now, may be installed by June 2022.</p> <p>iii. Historic Centreville Park (Has interpretive plan draft and funding) - Drafting of signs will likely start March 2022.</p> <p>iv. Quander property (No interpretive plan, question on funding)</p> <p>v. Oak Hill property interpretive program proposed (No interpretive plan, question on funding) - project begin late Jan. 2022 for expected fall program.</p> <p>vi. Patriot Park/LLV – African American presence and cemetery (No interpretive plan, source of funding is currently unknown.)</p>					
		<p>8e. Support the Cultural Resource Survey (architectural and other CR) at Gum Springs in coordination with County Department of Planning and Development. The goal is to have the Gum Springs community listed in the County Inventory of Historic Sites; and ultimately, the Virginia Landmarks Register and the National Register of Historic Places.</p>	<p>County DPD/FCPA/Community</p>	<p>On-going (multi-year project)</p>	<p>Staff</p>	<p>RMD Archaeology and Collections Branch</p>	
		<p>8f. Support the Pride of Fairfax Lodge Listing in the National Register of Historic Places. It is listed in the Virginia Landmarks Register, as of December 9, 2021, and has been</p>	<p>Community</p>	<p>January 2022</p>	<p>Staff</p>	<p>RMD Archaeology and</p>	

		forwarded to the National Park Service for National Register review.				Collections Branch	
		8g. Partner with Friends of Fairfax County Archaeology and Cultural Resources (FOFA) to recommend that we have African American archaeology as a topic for the next symposium.	FCPA/Community	January 2022	Staff	RMD Archaeology and Collections Branch	
9. Increase the representation of people of color in nature-based programming (environmental education).		9a. Produce a resource folder that will include representative examples of people of color who are leaders in the field and highlight them in Natural Resources programs.	FCPA/Community	February 2022 - on-going	Staff	RMD Program Branch	TBD
		9b. Identify barriers to accessing programs.					
		9b. Use PublicInput community engagement software to survey BIPOC community about nature and history programs and interpretive media. FCPA will use Mason District pilot (public input.) <ul style="list-style-type: none"> <li>a. May require funding for staff or advertisement to collect responses from target groups</li> <li>b. Work begun October 2021 <a href="#">Untold Stories - Q're Topic Guide Draft 8Dec2021.docx</a></li> <li>c. Survey plan is to complete data collection through summer and begin analysis in Sept. 2022</li> </ul>	FCPA/Community	October 2021 – September 2022	Staff & funding	RMD Program Branch	

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