

Department of Tax Administration CY 2022 Equity Impact Plan



Leadership Sponsor: Jay Doshi – Director, Department of Tax Administration

Equity Lead(s): Walter Velasquez & Justin Nejad

Departmental Equity Guiding Statement: The Department of Tax Administration (DTA) is committed to diversity and equity in the workplace and in service to the public by generating revenue fairly and enabling the County to protect and enrich the quality of life for all the people, neighborhoods, and diverse communities of Fairfax County.

Context: By virtue of the business that DTA performs, equity within the agency has naturally evolved and become part of our daily operations. DTA has identified the need to provide the various agency services in languages that best represent the community we serve. DTA has experienced an upward trend of cash payments by underbanked residents; therefore, we want to provide the opportunity for all residents to pay their taxes through conventional and standard payment methods by incorporating technology to ease access. On numerous occasions, the Board of Supervisors has requested that DTA educate residents regarding the various tax services offered. As a result, DTA has observed a need to continue outreach efforts based on the positive response from residents. In certain service areas, DTA would benefit from workforce development and bolstering of a more diverse work group. Supervisors Lusk and Storck have advocated on behalf of the need for an alternative tax office in the county's southern region for better access to services for all residents of Fairfax County.

Long-term Outcome(s):

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| <input type="checkbox"/> Cultural and Recreational Opportunities | <input 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 type="checkbox"/> Environment | <input type="checkbox"/> Safety and Security |

System-Level Infrastructure:

Under the guidance of the Board of Supervisors (BOS) and the County Executive's Office the following agencies at minimum will be involved in various aspects of the DTA Equity Impact Plan:

Department of Information Technology (DIT)

Department of Management and Budget (DMB)

Department of Procurement and Material Management (DPMM)

Fairfax County Public Library (FCPL)

Office of Public Affairs (OPA)

Department of Neighborhood and Community Services (NCS)

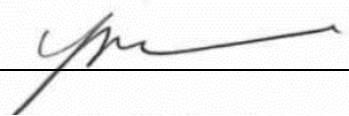
DEPARTMENT OF TAX ADMINISTRATION 2022 EQUITY IMPACT PLAN

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Provide access to other languages	15: Digital access and literacy for all residents.	1a. Work with DMB to obtain funding	DMB	January 2022 – FY 22 & FY2023	Request funding from DMB, if necessary. Estimated cost for top-three languages and 50 publications is \$25,000	Jay Doshi and Walter Velasquez	Number webpage hits by language for DTA resources
		1b. Provide vendor with existing publications for translation and set completion deadline	County Vendor	February 2022 – FY2023	DTA employees to review publications to ensure correct context	All DTA Division publication reviewers	
		1c. Distribute translated publications and review on a yearly basis	OPA, Mail Room, Print Shop, and County Residents	Ongoing	DTA employees to perform yearly review. DTA IT to conduct upload of information	All DTA Division publication reviewers	
		1d. Survey DTA employees in order to create an updated interpreter list	DTA Employees	Ongoing	Create a survey for staff to complete	DTA Admins	

2. Incorporate conventional and standard payment option methods with available technology	<p>1: Community and economic development policies and programs that promote wealth creation and ensure fair access for all people.</p> <p>transportation system that supports the economic growth, health, congestion mitigation, and prosperity goals of Fairfax County and provides accessible mobility solutions that are based on the principles associated with sustainability, diversity, and community health.</p>	2a. Discuss potential partnership with FCPL and Finance	FCPL, Finance and other municipalities	September 2022	Meet with FCPL and Finance. Survey other localities for best practices	DTA Revenue Collection Division	<p>Identify alternative types of tax collection methods for the unbanked population as potential options for budget funding request and procurement.</p>
		2b. Obtain preliminary budgetary approval from DMB	DMB	After 2a. is completed	Notify DMB of potential funding requirement, if necessary	DTA Revenue Collection Division	
		2c. Work with the DPMM and DMB to establish contract of services	DPMM and DMB	After 2a and 2b are completed	DTA RCD staff, DPMM and DMB	DTA Revenue Collection Division	
		2d. Public relations Campaign notifying residents of this new payment option	OPA, Media Outlets, BOS, DMB, and County Residents	After 2c. is completed	DTA RCD staff and OPA staff	DTA Revenue Collection Division	
		2e. Work with DMB and DPMM to setup a yearly process	DPMM and DMB	Ongoing	DTA RCD staff, DMPP and DMB	DTA Revenue Collection Division	
3. Continue to conduct educational outreach to residents on various tax services offered	18: Other – Efficient and Effective Government	4a. Work with DTA Tech Section to create listing of tax accounts based on zip code	DTA Tech Section	September 2022	Tech Section staff	RCD and Tech Section staff	Review total number of tax accounts
		4b. Evaluate calls received through the CIT Call Center	DTA CIT	September 2022	PPD Staff	PPD Staff	Establish outreach sessions by working with the Board of Supervisors Office

		4c. Work with GIS to create tax heatmaps	DTA Tech Section and DIT	September 2022	Tech Section and DIT staff	Tech Section and RCD staff	
		4d. Work with Board Supervisors to Create DTA outreach program in their districts.	DTA Revenue Collection Division	September 2022	RCD staff, print shop, Cassels	RCD staff	
		4e. Make targeted outreach to high density tax areas	DTA Revenue Collection Division, BOS, Media Outlets and County residents	September 2022	RCD staff, BOS staff, and vehicle services. Funding as may be necessary	RCD staff	
4. Target universities/colleges to promote workforce development and bolster diverse applicants and work groups	Workforce development pathways that provide all residents with opportunity to develop knowledge and skills to participate in a diverse economy and earn sufficient income to support themselves and their families.	7a. Identify University Schools that align with One-Fairfax and establish relationships to promote workforce development and bolster diversity.	DTA SMT	September 2022	DTA SMT, DHR, DMB	DTA SMT	<p>Begin to post vacancy announcements at university career centers to promote workforce development and bolster diversity.</p> <p>Attend in-person or virtual university career fairs</p>

5. Provide better access of services to residents by creating a South County Satellite Office	Other –Efficient and Effective Government.	7b. Attend in-person or virtual career fairs	DTA SMT	September 2022	DTA SMT, DHR, DMB	DTA SMT	
		8a. DTA has established a relationship with NCS to start working towards the creation of a satellite office to open in 2024.	DTA SMT, NCS, DMB, BOS	December 2024 - Anticipated Go Live Date (ongoing)	DTA SMT, DHR, DMB, BOS, FMD, DIT	DTA SMT, DIT, FMD, DMB, NCS, BOS	Perform analysis to determine costs associated with establishing satellite office. Costs include personnel, IT-infrastructure, and physical resources

Director's Signature:  _____