

# Department of Public Works and Environmental Services

## CY 2023 Equity Impact Plan



**Leadership Sponsor:** Christopher Herrington, Director, DPWES

**Equity Lead(s):** Courtney Willis-Banks, Equity Lead, DPWES

**Departmental Equity Guiding Statement:** As one department with racial and gender diversity at all levels that reflects the community we serve, DPWES will create and preserve a sustainable community by ensuring that neither race nor social vulnerability is a predictor of the quality of services realized by our customer

**Context:** DPWES provides Fairfax County residents with a wide variety of services through the development of programs and projects including management of the urban forest, stormwater, wastewater, solid waste, and capital facility construction for the County. Examples of programs include tree planting, LED streetlight retrofit, stream restoration, litter removal, and community sustainability outreach. DPWES also provides essential emergency response functions like snow removal at County facilities, flood response, and storm debris removal. Many DPWES programs are driven by regulatory obligations or are implementation of projects initiated by other County departments, and DPWES has not historically prioritized delivery of our programs to explicitly address areas of opportunity or to ensure racial equity was a primary consideration in our service delivery.

DPWES continues to move forward with establishing and initiating government sponsored equity work in the community and diversifying the department at all levels. Upward trends include an increased number of equity-trained individuals inside DPWES and the further use of the equity index as a metric to target services in areas needing attention both internally with staff and externally in the community. Downward trends continue to be focused on a lack of staff diversity especially at higher pay grades and in the outcomes of employee relations actions. Marginalization based on socio-economic standing has consistently become an issue within the department and the local community. Finally, gender-based marginalization continues to be a problem as women are underrepresented in the department and in senior level management positions.

DPWES has expanded our diversity and equity initiatives by rechartering two cross-functional teams within the department. The DPWES Diversity Team is working to enhance racial and gender diversity within the department to be more demographically representative of Fairfax County at all levels of the department by evaluating our training and recruitment practices. The rechartered DPWES Equity Team has developed a framework for more inclusive community engagement and initiated a formal process of reviewing the racial and social vulnerability outcomes of multiple key DPWES programs. These teams will continue guiding DPWES towards achieving our Equity Guiding Statement and identifying necessary improvements in the delivery of DPWES services to Fairfax County to advance the County's One Fairfax policy.

**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 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 type="checkbox"/> Mobility and Transportation                |
| <input checked="" type="checkbox"/> Environment  | <input type="checkbox"/> Safety and Security                        |

**System-Level Infrastructure:**

The DPWES Internal Diversity Team, External Equity Team, and associated sub-committees seek the assistance of various stakeholders to develop the framework for departments to utilize in addressing racial and social equity.

**Internal Diversity Team:**

- Department of Human Resources, County of Fairfax
- One Fairfax, Training Coordinator, Office of the County Executive
- Local Trade Schools and Apprenticeship Programs
- Minority Organizations such as National Society of Black Engineers (NSBE), and Society of Hispanic Engineers (SHPE)
- Historically Black Colleges and Universities (HBCU)
- DPWES LEO (Leadership Excellence Opportunity) programs
- Fairfax County Public Schools

**External Equity Team:**

- Neighborhood & Community Services, County of Fairfax
- Fairfax County Planning and Zoning, County of Fairfax
- GIS and Mapping Services, County of Fairfax
- Office of Public Affairs, County of Fairfax
- Department of Housing and Community Development, County of Fairfax
- HOA/Civic Community Organizations
- Fairfax County Public Schools

## DPWES CALENDAR YEAR 2023 EQUITY IMPACT PLAN

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Through our diversity cross-functional team, DPWES will implement departmental training, policies, and programs that further our diversity and equity goals in employee recruitment, retention, and development	1,5,16,17,18	Identify areas within DPWES where the department is not representative of the community we serve, and conduct surveys to identify the impediments to diversifying our workforce in these areas	DPWES Diversity Team, DPWES Executive Team, DPWES Leadership Team, DHR	July 2023	DPWES Diversity Team, DPWES HR staff, DHR	DPWES Director, DPWES HR Manager, DPWES Equity Coordinator	50% of DPWES employees identify as female  10% of DPWES S32 and above identify as black  16% of DPWES employees S23 and above identify as Hispanic
		Increase opportunities for more female employees at all levels of DPWES, for black employees at S32 and above, and for Hispanic employees at S23 and above	DPWES Diversity Team, DPWES Executive Team, DPWES Leadership Team, DHR	December 2023	DPWES Diversity Team, DPWES HR staff, DHR	DPWES Director, DPWES HR Manager	Hiring policies revised to specify how more diverse candidates will be recruited
		Develop and implement an approach to deliver DEI training to all DPWES employees specifically tailored to DPWES' unique cultural and logistical needs	DPWES Diversity Team, DPWES OD&T team, DPWES HR Manager	July 2023	DPWES Diversity Team, DPWES HR staff, DPWES OD&T Team, One Fairfax Office	DPWES Director, DPWES HR Manager	100% of DPWES employees have completed DPWES-specific DEI training  Complete English-language proficiency class pilot within the Solid Waste business area
		Enhance retention of existing employees especially among employees of color and for whom English is a second language, including offering	DPWES Diversity Team, DPWES OD&T team, DPWES HR Manager, DPWES	July 2023	DPWES Diversity Team, DPWES HR staff, DPWES OD&T	DPWES Director, DPWES Solid Waste Deputy Director, DPWES HR	

		English language proficiency and computer literacy training	Leadership Team, DPWES Solid Waste Deputy Director		Team, DHR	Manager	
2. Evaluate the delivery of DPWES programs and projects to determine if our services are provided equitably to Fairfax County	1,3,5,6,8,11,12,18	DPWES Equity Team will publish results of our 2022 equity assessment to the Board of Supervisors, DPWES employees, and the public	DPWES Equity Team, DPWES Executive Team, One Fairfax, County Executive's Office	March 2023	DPWES Equity Team, DPWES Executive Team, DPWES Leadership Team, One Fairfax Office	DPWES Director, DPWES PIO	DPWES 2022 Equity Assessment Results and action items are published.  DPWES completes the framework for program managers to assess the equity of their service delivery and all DPWES projects and programs will be given deadline to complete and publish their equity review
		DPWES will act on the results of the 2022 equity assessment to improve equitable delivery of studied programs	DPWES Equity Team, DPWES Executive Team, DPWES Leadership Team	December 2023	DPWES Equity Team, DPWES Executive Team, DPWES Leadership Team	DPWES Director, DPWES Assistant Director	A new Management Analyst III position to serve as DEI Coordinator will be created and filled by September 2023.
		DPWES Equity Team will develop a framework for program managers to perform an equity assessment of their programs	DPWES Executive Team, DPWES Equity Team, DPWES Leadership Team	December 2023	One Fairfax Office	DPWES Director, DPWES Equity Team	
		DPWES will hire a new DEI Coordinator to support the work of the Equity and Diversity cross-functional teams	DPWES Director, DPWES HR Manager, DPWES Assistant Director	September 2023	DPWES Executive Team, DHR, DMB	DPWES Director	
3. Develop and	1,3,5,6,8,11,12,18	Utilizing the new	Fairfax County	December	One	DPWES	Public Engagement Plan

<p>implement community outreach and public participation processes that are inclusive and equitable for all Fairfax County residents</p>		<p>DPWES Community Involvement guidance, DPWES Equity Team will develop protocols for developing and documenting inclusive Public Engagement Plans for all new projects/programs</p>	<p>residents, OPA, DPWES PIO, DPWES Equity Team, DPWES Executive Team, DPWES Leadership Team, NCS</p>	<p>2023</p>	<p>Fairfax Office, OPA, NCS</p>	<p>Director, DPWES Equity Team, DPWES PIO</p>	<p>template and guidance developed and established as DPWES policy</p> <p>All new projects complete a Public Engagement Plan at initiation</p>

Director's Signature:

