



Park Authority CY 2023 Equity Impact Plan

Leadership Sponsor: Jai Cole, Executive Director

Equity Lead(s): Sara Baldwin, Deputy Director/COO & Matthew Peters, Human Resources Director

Departmental Equity Guiding Statement:

The Park Authority (FCPA) serves an integral role in sustaining and improving the quality of life, health, and well-being of our community and workforce by providing opportunities including parks, recreation, education, and a vibrant natural environment.

FCPA's mission, vision, and values demonstrate our longstanding commitment to ensuring our community and workforce have access and are involved in the planning, development, and use of park and recreation programs and facilities. Additionally, the FCPA Board passed a resolution on September 28, 2016, confirming FCPA's commitment to One Fairfax.

FCPA's Great Parks, Great Communities Master Plan further defines FCPA'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 FCPA creates more equitable parks and recreational opportunities for our community.

Ultimately, FCPA's goal is to ensure our community regardless of race and/or income has access to high quality, parks, programs, and services.

Context:

FCPA continues to work to advance the One Fairfax effort. FCPA'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 2022 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, FCPA incorporated inclusivity in the selection process by adding equity ambassadors on interview panels and by raising the awareness of the importance of having diverse perspectives in the workplace. FCPA reached out to connect and develop relationships with Historically Black Colleges and Universities (HBCUs) to increase awareness of FCPA employment opportunities. This continues to diversify the workforce at all levels of the organization.

FCPA 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 that requires FCPA's programs and services be self-sustaining has led to a poor system accessible exclusively to those with financial means to pay for our programs and services; those without have limited to no access. FCPA's limited scholarship program provides

some access to classes. As an organization that relies on over sixty percent 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 result has been participation in FCPA programs and facilities that don't reflect the demographics of Fairfax County.

Through joint efforts of the FCPA Board and the County Board of Supervisors, we have partnered with consultants to help determine what the fee-based programs should look like with an eye towards equity. We see that scholarships are not the only answer, and we see that a completely self-sustaining-based model is not realistic to both recover all costs and offer programs available to all our community regardless of ability to pay.

In addition, FCPA 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 FCPA's acquisitions and capital improvements over the next decade.

Long-term Outcome(s):

- Cultural and Recreational Opportunities
- Economic Opportunity
- Efficient and Effective Government
- Empowerment and Support for Residents Facing Vulnerability
- Environment
- Health
- Housing and Neighborhood Livability
- Lifelong Education and Learning
- Mobility and Transportation
- Safety and Security

System-Level Infrastructure:

System-Level Infrastructure: Some actions to advance equity may require action outside of your department's control, the leadership and involvement of central service agencies (e.g., Human Resources, Department of Management and Budget, Department of Information Technology, Department of Procurement and Material Management, etc.), or represent a shared interest across multiple departments. We will look across all plans to identify commonalities and to address these cross-cutting needs. Note: Actions that can be taken within the control of your department are part of the next section.

FAIRFAX COUNTY PARK AUTHORITY CALENDAR YEAR 2023 EQUITY IMPACT PLAN

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Increase the diversity in FCPA staff at all levels of the organization.	#1 #13 #16	1a. Connect with county academic institutions, social groups, and professional minority groups, to increase the visibility of FCPA job and career opportunities. <ul style="list-style-type: none"> Continue advertising on social media, creating ads in additional languages, and posting merit roles on diverse websites. Partner with NCS Community Developers. Leverage new Corporate Brand Manager position to form community connections. Utilize One Fairfax Community Group lists for outreach. 	FCPA / Community	January – December 2023	Staff (requires additional HR recruiting position).	FCPA HR	Track number of new community contacts per month % of new merit hires (both internal and external) at each level in the organization are people of color (target is 45%) Subordinate targets: <ul style="list-style-type: none"> Internal BIPOC: 35% (FY 2022 actual: 29%) External BIPOC: 50% (FY 2022 actual: 42)
		1b. Continue to build relationships with Historically Black Colleges and Universities (HBCUs) to expand	FCPA / Community	January – December 2023	Staff	FCPA HR, Hiring Managers	# of new partnerships

		<p>diverse merit applicant pool.</p> <ul style="list-style-type: none"> • Attend HBCU job fairs. • Reach out to contacts at local HBCU's to inquire about sponsorship opportunities for job ads. • Implement expanded internship program. 					
		<p>1c. Enhance the relationship with FCPS to expand the non-merit applicant pool of diverse candidates.</p> <ul style="list-style-type: none"> • Continue to attend job fairs. • Non-merit job pushes directly to contacts at FCPS for distribution of FCPA job opportunities (merit). 	<p>FCPA / Community / Students</p>	<p>January – December 2023</p>	<p>Staff</p>	<p>FCPA HR, Division Staff</p>	<p>Attend at least 15 FCPS Job Fairs</p>
		<p>1d. Provide aggregate demographic information for applicants for 100% of CERT list and track outcomes for analysis on merit hires.</p> <ul style="list-style-type: none"> • HR will continue to coordinate with OHREP to provide demographic info for all merit CertLists. 	<p>FCPA / Community</p>	<p>January – December 2023</p>	<p>Staff</p>	<p>FCPA HR, Division Staff</p>	<p>% of new hires for which demographic information is collected</p>

		<p>1e. Create an FCPA organizational performance job-aide to assist Hiring Managers in their applicant review process.</p> <ul style="list-style-type: none"> • Key factors to include the value of diversity in creating an agile, creative, flexible team. • Merit hiring training has been provided to supervisors and recorded for reference. • HR will conduct an additional briefing to 100% of merit hiring panels prior to interviews. 	FCPA / Community	January – December 2023	Staff	FCPA HR, FMB, BO	Job aide created
		<p>1f. Identify a funding source for paid internship positions.</p> <ul style="list-style-type: none"> • Funding requested and denied in FY2023; resubmit in FY2024. • Implement a phased in approach, using existing G-status positions. • Use existing funding (Friends Groups, etc.) to the highest degree possible. • Currently planning to reclassify existing FCPA Status G positions 	FCPA / Community	January – December 2023	DO, HR, ADD, BO	FCPA HR, FMB, BO	Funding source identified

		(Work Student II/III– Range: \$15.04 - \$27.48) for paid intern positions and employ volunteer architecture for unpaid interns.					
		1g. Expand FCPA internship opportunities. <ul style="list-style-type: none"> • HR has completed preliminary coordination and will recommend an Agency-wide intern footprint (currently 40 positions) distributed across all Divisions. • Continue to offer unpaid internship positions. 	FCPA / Community	January – December 2023	HR, Divisions	HR, Divisions	% of FCPA interns that are people of color (target is 50%) (CY 22 actual: 23%)
		1h. Include questions related to racial and social equity as part of the interview process. Develop a racial and social equity question bank for use in all merit hiring panels. <ul style="list-style-type: none"> • Reach out to other agencies as starting point. • Develop policy on how question(s) bank is employed. 	FCPA / Community	January – December 2023	HR, Divisions	HR, Divisions	Question bank created
2. Create a culture within FCPA that considers One Fairfax in all decision making and	#1 #13	2a. Deliver trainings related to One Fairfax (foundational and operationalization) and strive for 85% attendance by the FCPA merit	FCPA	January – December 2023	HR, Divisions	HR, One Fairfax	Employee satisfaction at measured in employee surveys. Target: 75% (FY2022 score: 65%)

foster opportunities that advance racial and social equity.	workforce. <ul style="list-style-type: none"> The inaugural FCPA FY2022 Annual Training Plan identifies and funds Equity training as a top corporate training program. Maximize availability of One Fairfax RTPI and ARETRG courses. Introduce new trainings – inclusion and cultural competency. Program Goal: 200-300 students. Unconscious Bias. Program Goal: 150 students.					
	2b. Include One Fairfax training in FCPA new employee orientation. <ul style="list-style-type: none"> Effective January 2023, new hires will be required to view the One Fairfax 32-minute One Fairfax Equity Training within 30 days. New hires will also be scheduled One Fairfax training. 	FCPA / Community	January – December 2023	HR, Divisions	HR	% of new employees who have watched the One Fairfax overview video
	2c. Hire an Equity Officer to champion the One Fairfax work for the Park Authority. <ul style="list-style-type: none"> Position closed; interviews February 2023. 	DO, HR	February 2023 Director's 2023	Director's Office	HR/DO	Equity Officer position filled
	2d. Assess FCPA's workforce engagement with	FCPA/ Community	January – December 2023	FCPA HR, Divisions	HR/One Fairfax Office	Future Measure: Employee engagement

		<p>One Fairfax through the GARE employee survey.</p> <ul style="list-style-type: none"> The One Fairfax GARE equity survey was delayed due to One Fairfax/DMB/OCA contractual issues. The survey is currently projected to launch Q1 CY 2023. 					
		<p>2e. Conduct small group equity discussions to improve cultural awareness within the FCPA workforce.</p> <ul style="list-style-type: none"> Normalizing and operationalizing One Fairfax concepts within existing FCPA programs will benefit from open discussion about a wide range of issues, concerns, and perspectives. These small group discussions are designed to allow employees to express and discuss those concerns in a confidential environment. 	FCPA	January – December 2023	FCPA HR, Divisions	HR	# small group discussions
3. To provide accessible, high quality, complete parks within a 10-minute walk of all Fairfax County	#1 #8 #10 #12 #13 #14	<p>3a. A review of the Park Authority's Mastenbrook Grant program was done in CY22. The analysis was presented to the Park Board in December 2022. Based on the Park</p>	FCPA/ Community/ Board	July 2023	Staff	Park Operations Division	52% of residents within a 10-minute walk to a park

residents.	Board feedback next steps will be determined to address equity.					
	3b. Identify distribution of parkland and recreational facilities in opportunity areas (high and very high Park Authority Racial Equity Index (PAREI) areas). Compare to the distribution of parkland and recreational facilities to the countywide average.	FCPA/ Community/ Other County Agencies	Summer 2023	Staff	FCPA Planning and FCPA Business Office	Analysis of parkland and recreational facilities completed
	3c. Review FCPA Park Planning Branch procedures (master planning and development review) and update to include an emphasis on racial and social equity.	FCPA/ Community	September 2022 – Dec 2023	Staff	FCPA Planning	
	3d. 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 – Summer 2023	Staff	FCPA Planning	
	3e. Conduct a Supervisory and Planning District/ Sector level analysis based on equity	FCPA/ Community	On-going – Summer 2023	Staff	FCPA Planning and FCPA Business Office	Analysis completed

		data and provide recommendations for each planning district based on current community need and equity data.					
		3f. Begin to identify approach for updating Comprehensive Plan.	FCPA/Community/Park Board/Dept of Planning & Development	November 2023	Staff	FCPA Planning & Dept of Planning & Development	
		3g. Determine locations for new or repurposed facilities or amenities	FCPA/Community/Park Board	December 2023	Staff	FCPA Planning	
		3h. Review and revise the FCPA Land Acquisition criteria and procedures to incorporate equity-based metrics into decision making and a proactive approach.	FCPA/Community/Park Board	November 2023	Staff	FCPA Real Estate	
4. All Fairfax County residents have a safe 10- minute walk to a park via trails, sidewalks, crossings, etc.	#1 #8 #10 #12 #13 #14	4a. Continue participation in ActiveFairfax working group to ensure equitable and walkable park access is a focus area in the plan.	FCPA/Community/other county agencies	Ongoing	Staff	FCPA Planning, FCDOT, & FCPA GIS	% of residents that live within a safe 10-minute walk to a park entrance.
		4b. Identify needs for mid-block crossings.	FCPA/Community/Other County Agencies	2023	Staff	FCPA GIS, FCDOT, and FCPA Planning	
		4c. Inform the scoping of the Countywide Trails Plan/ Bike Master Plan to ensure it incorporates improvements for nonmotorized access to parks,	FCPA/Community/Other county agencies	2023	Staff	FCPA Planning, FCDOT	

		trails, and recreation facilities.					
		4d. Create an agencywide trails team to assess the availability and quality of trails countywide.	FCPA/ Community	Dec 2023	Staff	FCPA Planning & Development	
		4e. Establish an acquisition roadmap to include an equity analysis as part of PROSA.	FCPA/ Community/ Park Board	2023- 2024	Staff	FCPA Planning & Real Estate	
		4f. Begin to map, track, and assess the past and future capital investments in parks in relation.	FCPA/ Community/ Park Board	January 2022 – ongoing	Staff, Asset Management System	Park Operations Division (POD), Planning and Development (PDD), GIS, Asset	
5. Provide safe parks countywide.	#6 #8 #13 #10	5a. Develop program design for the park Ranger program. (Staff roles and responsibilities, define authority of rangers, functions, role of PD, training).	FCPA/ Community	April 2023	Staff	POD (Williams/ Plourde)	Future: Regardless of area of the county, residents report a similar level of safety within parks.
		5b. Develop PowerPoint presentation to educate the community and board on the purpose of the Ranger program.	FCPA/ Community	May 2023	Staff	POD (Williams/ Plourde)	
		5c. Begin to hire staff and implement the program (pending funding)	FCPA/DMB	July 2023 (pending funding)	Staff	POD	
6. Provide parks that are clean and litter-free in all areas of the County.	#6 #8 #13 #10	6a. When identifying parks for volunteer cleanups, prioritize parks that serve neighborhoods ranked high to very	FCPA/ Community	March 2023	Staff	POD (Admin Branch)	X% of parks in high to very high socially vulnerable/opportunity areas receive at least one park clean up in CY2023.

		high on the Social Vulnerability Index.					Future: Regardless of area of the county, residents report a similar level of cleanliness within parks.
		6b. Ensure that frequency of litter cleanups and standards for trash removal consider both usage levels of parks as well as proximity of vulnerable areas to litter originating in commercial, industrial areas and transportation corridors.	FCCA/ Community	June 2023	Staff	POD (Admin Branch)	
7. Enhance Community Engagement opportunities for people of color.	#8 #12 #13	7a. Launch open house days at Rec Centers that are promoted to communities of color in each district and utilize the events to learn more about the communities' recreational needs and interests.	FCCA/ Community	July 2023	Staff	PSD	TBD
		7b. Expand and the use of PublicInput.com's web-based tools (i.e., surveys, analytics, etc.) to reach beyond the typical attendees at public meetings to greatly expand the diversity of public engagement and	FCCA/ Community	On-going	Staff	Marketing and Communications Office	Data analysis of engagement using PublicInput by geography and population

		exposure to Park Authority initiatives, issues, and opportunities. Utilize analytical tools to determine if strategies are reaching communities of color.					
		7c. Use national and local data (FCPA community survey) to determine the social media platforms that best reach communities of color.	FCPA/ Community	July 2023	Staff	Marketing and Communications Office	
		7d. Utilize and train staff on the best practices outlined by the County’s community engagement taskforce.	FCPA/ Community	January 2023	Staff	Marketing and Communications Office	
		7e. Continue to promote and expand multi-cultural celebrations.	FCPA/ Community	On-going	Staff	Marketing and Communications Office/ PSD/ RMD/ Golf	
		7f. Develop a policy regarding language access and translation services and include prioritization of programs for translation services.	FCPA/ Community	June 2023	Staff	Marketing and Communications Office	
	8. Increase access to recreation/ wellness opportunities regardless of income.	#1 #8 #10 #12 #13 #14	8a. Train all Rec Center front desk staff to thoroughly explain the scholarship application process and the appropriate	FCPA/ Community	February 2023 – July 2023	Staff, Computer Access	PSD & Business Office

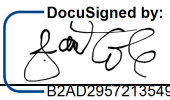
		approach for requesting race information during the registration process.					
		8b. Offer fitness programs in school buildings (Title I) in conjunction with other programs for children.	FCPA/FCPS	April 2023	Staff	PSD	
		8c. Expand Rec Center program offerings into community buildings and parks.	FCPA/Community	November 2023	Staff	PSD	
		8d. Develop a free learn to swim program to ensure all youth in Fairfax County can swim by a set age.	FCPA/Community	November 2023	Staff	PSD	
		8e. Offer specialty programming at a Rec Pac site(s).	FCPA/Community	June 2023	Staff	PSD	
		8f. Promote the free fishing gear FCPA received from DWR grant.	FCPA/Community	June 2023	Staff	RMD	
		8g. Establish Mobile Nature Center equipped with a variety of natural and cultural resources, interpretative media, and interactive supplies. The mobile center creates a park without borders that can directly engage with community members in their local unstaffed	FCPA/Community	June 2023	Staff/Funding	RMD, Park Foundation	

		parks and public spaces (schools, community centers, etc.). Seek alternative funding, where appropriate.					
		8h. All new program proposals for RMD, PSD and Golf will be reviewed with a One Fairfax lens and documented.	FCPA	January 2023	Staff	PSD	
		8i. Implement the Sully Community Center Equity Pilot sliding fee scale initiative for the 2023 camp season.	FCPA/ Community	January 2023	Staff/Funding	PSD, DO, NCS	
		8j. Continue working with HR&A to assess the equability of FCPA's revenue fund and identify an approach to ensure FCPA programs and facilities are accessible to all county residents. <i>(Additional action steps will be added once the HR & A report is complete)</i>	FCPA/ Community	March 2023	Staff	DO, Admin Division, One Fairfax Office, Park Board, BOS, DMB	
		8k. Enhance the Park Authority's ability to analyze participation in programs, facilities, and parks by adding a race question to the registration system and utilizing Placer A.I.	FCPA/ Community	March 2023	Staff	Admin Division/ Business Office	
9. Enhance the	#1 #8	9a. Create social media and web	FCPA/ Community	May - Sep	Staff	Supervisor Office,	Event hosted

engagement of the Latino community in parks and recreation.	#10 #12 #13	content to highlight Latino Conservation Week in July.Host event in September throughout Hispanic Heritage Month.				Defensores de la Cuenca, NVSWCD, FCPA, NCS, Second Story, Annadale, FCPS-Justice HS, Young FLAPPers Challenge.	
		9b. Work with community partners and non-profits to build community connections.	FCPA/Community	Jan - Dec	Staff	Supervisor Office, Defensores de la Cuenca, NVSWCD, FCPA, NCS, Second Story, Annadale, FCPS-Justice HS, Young FLAPPers Challenge.	
10. Expand and enhance programming and interpretation related to the history of black people in Fairfax County.	#5 #13	10a. Research and develop an interpretative guide and short orientation video for site staff that includes strategies for teaching about and discussion of black history (terminology, how to address feelings, how to handle uncomfortable conversations, etc.).	FCPA/Community	Jan - Aug	Staff	NCS / NAACP / Equity Ambassadors	Established baseline of programs offered in CY23. Enhance programs based on customer feedback. Improve confidence in staff delivery of programs through peer coaching based on employee surveys. Increase the number of facilities and properties related to people of color with interpretation.
		10b. Utilize the Program Planning JEDI checklist to	FCPA/Community	January 2023	Staff	RMD	

		assess if programs are welcoming for people of color and accommodating for people of all abilities.					
		10c. Continue peer coaching and Black History Month program review at Colvin Run Mill, Frying Pan Farm Park, Green Spring Gardens, Historic Huntley, and EC Lawrence Parks.	FCPA/ Community	Ongoing, concludes in February 2023	Staff	RMD	
		10d. Develop the approach and budget for updating the interpretative plan for Sully Historic Site.	FCPA/ Community	Jan - Dec	Staff	RMD	
		10e. 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	County DPD / FCPA / Community	On-going (multi-year project)	Staff	RMD	

	National Register of Historic Places.					
	10f. Provide technical assistance to the Gum Springs Historical Museum in the care of its collection.	FCPA/ Gum Springs Historical Museum	Ongoing	Staff	RMD	
	10g. Partner with Friends of Fairfax County Archaeology and Cultural Resources (FOFA) to feature presentations on African American cemeteries as a topic for the next symposium.	FCPA/ Community / Gunston Hall	March 2023	Staff	RMD	
	10h. Utilize the History Commission's African American History Inventory document and searchable database, created by GMU, and DCR's African American Resource Survey in Fairfax County, as resources for interpretation.	History Commission	Jan - Dec	Staff	RMD	

Director's Signature:  _____
B2AD29572135495...

Certificate Of Completion

Envelope Id: 6AEDE288311E46DEB5FFDCA4805F0CAA	Status: Completed
Subject: Complete with DocuSign: FCPA 2023 Equity Action Plan FINAL.pdf	
Source Envelope:	
Document Pages: 18	Signatures: 1
Certificate Pages: 1	Initials: 0
AutoNav: Enabled	Envelope Originator:
Envelope Stamping: Enabled	Heidi Rivera
Time Zone: (UTC-05:00) Eastern Time (US & Canada)	12000 Government Center Pkwy
	Department of Information Technology
	Fairfax, VA 22035-0063
	Heidi.Rivera@fairfaxcounty.gov
	IP Address: 166.94.13.120

Record Tracking

Status: Original	Holder: Heidi Rivera	Location: DocuSign
2023 March 7 11:12	Heidi.Rivera@fairfaxcounty.gov	
Security Appliance Status: Connected	Pool: StateLocal	
Storage Appliance Status: Connected	Pool: Fairfax County Government MAIN	Location: DocuSign

Signer Events

Jai Cole
 Jai.Cole@fairfaxcounty.gov
 Executive Director
 Fairfax County Park Authority
 Security Level: Email, Account Authentication (None)

Signature

DocuSigned by:

 B2AD29572135495...
 Signature Adoption: Drawn on Device
 Using IP Address: 165.225.216.103

Timestamp

Sent: 2023 March 7 | 11:13
 Viewed: 2023 March 7 | 11:18
 Signed: 2023 March 7 | 12:06

Electronic Record and Signature Disclosure:
 Not Offered via DocuSign

In Person Signer Events	Signature	Timestamp
Editor Delivery Events	Status	Timestamp
Agent Delivery Events	Status	Timestamp
Intermediary Delivery Events	Status	Timestamp
Certified Delivery Events	Status	Timestamp
Carbon Copy Events	Status	Timestamp
Witness Events	Signature	Timestamp
Notary Events	Signature	Timestamp
Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	2023 March 7 11:13
Certified Delivered	Security Checked	2023 March 7 11:18
Signing Complete	Security Checked	2023 March 7 12:06
Completed	Security Checked	2023 March 7 12:06
Payment Events	Status	Timestamps