



Neighborhood and Community Services CY 2023 Equity Impact Plan

Leadership Sponsor: Lloyd Tucker

Equity Lead(s): Ramona Carroll

Departmental Equity Guiding Statement: Neighborhood and Community Services is committed to providing county residents, staff, and community organizations with racially and socially equitable access to opportunities through programs, services, partnerships, capacity building efforts, and workplace initiatives. NCS strives to ensure all residents can benefit from a vibrant and resourceful community.

Context: NCS was specifically created to address needs and provide equitable access to opportunities directly in communities that have been historically marginalized. What has evolved is NCS operating within a county framework wherein opportunities such as recreation, childcare, transportation, athletic services, community engagement, and services to meet basic needs have often been separate and inequitable. While the work of NCS is to address these inequities and coordinate resources to prevent ongoing harm, doing so within this biased framework creates unnecessary headwinds. The resulting outcomes often reinforce implied bias about populations and communities of color, thus perpetuating a system that produces disparities for residents of color and residents of diverse gender identity, sexual orientation, age, and ability.

NCS serves as a key organization for departments across the county connect to community partners and engage with underrepresented communities and populations. NCS was key to the development of Engage Fairfax, the countywide inclusive community engagement framework. NCS will serve in a lead design and implementation role, providing support, resources, and technical assistance to county agencies regarding community engagement.

The NCS agency realignment was designed to further equity goals. In particular, functional alignment and narrower spans of responsibility allow staff to manage the work of transforming systems and mobilizing resources to enable equitable access to opportunities, experiences, and services for all. The creation of an Inclusive Engagement and Targeted Interventions division will support community engagement and targeted universalism efforts throughout the agency and county.

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 |

System-Level Infrastructure:

Agency work often includes building capacity (in areas including, but not limited to, community engagement) for other agencies and CBOs, including Black-led and immigrant-led organizations and White-led organizations serving communities of color. NCS's effectiveness relies on the commitment of partners' leadership and their capacity to effect change.

Countywide HR policies (e.g., only allowing "professional" experience to substitute for formal education) can limit the extent to which the community is fully represented among agency staff.

Separate equity impact plans for faith-based and prevention coordination are critical to moving many of these efforts forward.

NCS provides support to departments to conduct more equitable community engagement through the Community of Practice Committee, convening partners, connecting county staff with community organizations, developing shared equity goals and providing technical assistance as needed on projects.

DEPARTMENT OF NEIGHBORHOOD AND COMMUNITY SERVICES CALENDAR YEAR 2023 EQUITY IMPACT PLAN

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. COMMUNITY AWARENESS: Increase the community's awareness of equity-related issues and their capacity to address them, to include work with formal Boards Authorities, and Commissions, as well as informal groups such as center advisory councils, the TR Advisory Council, youth councils, and others.	8, 10, 17	1a. Establish goals for implementation by NCS program area.	NCS business units	March – April 2023		Community Awareness Committee	# of staff trained
		1b. Train identified agency staff to implement the presentations.	NCS business units, NCS OD&T	April – May 2023	NCS OD&T	Community Awareness Committee	# of community presentations delivered
		1c. Implement presentations through agency programs and services.	NCS business units	June – December 2022		NCS Program Staff	# of individuals attending presentations
							% of attendees reporting an improved understanding of equity
							% of attendees identifying one thing they can do to improve equity
2. POLICIES AND PRACTICES: Enhance NCS's organizational commitment to racial and social equity by developing new agency practices and policies, and improving existing practices and policies, to identify, address,	1, 3, 4, 5, 8, 9, 10, 11, 13, 14, 15, 16, 17	2a. Complete pilot testing of policies/procedures rubric and agency-wide practices tool, and make final changes as needed.	Identified NCS units and staff	Jan – May 2023		Agency-Wide Practices Committee	Recommendations for each internal group, best practices for agency
		2b. Develop best practices and utilization guides for tool implementation.	IT, Budget, HR, Facilities, NCS Senior Management, Direct Service staff, Program Managers	Jan – Sep 2023		Agency-Wide Practices Committee	Test rubric to ensure validity Establish procedures and best practices for use
						Policies and Procedures Committee	
						Policies and Procedures Committee	

<p>and promote racial and social equity.</p>		<p>2c. Recommend initial policies and practices to be assessed, supporting agency staff in initial use.</p>	<p>Program Managers, NCS Senior Management</p>	<p>Jul – Dec 2023</p>		<p>Agency-Wide Practices Committee Policies and Procedures Committee</p>	
<p>3. TRAINING: Increase NCS’s staff capacity to understand and address racial and social equity principles.</p>	<p>1, 3, 4, 5, 8, 9, 10, 11, 13, 14, 15, 16, 17</p>	<p>3a. Train NCS Management Team on the Groundwater Approach and on LatinX Challenges Workshop.</p>	<p>NCS Management Team</p>	<p>Feb – Nov 2023</p>	<p>Race Forward, NCS OD&T, NCS Equity Training Team</p>	<p>NCS Management Team</p>	<p>Number of NCS staff trained as trainers/ facilitators</p>
		<p>3b. Continue to train NCS staff at all levels on basic equity concepts through facilitated screenings of Race: The Power of an Illusion.</p>		<p>Jan – Dec 2023</p>	<p>NCS OD&T, NCS Equity Training Team, One Fairfax</p>	<p>NCS OD&T, NCS Equity Training Team</p>	<p>Number of staff trained % of trainees reporting increased knowledge as a result of training % of trainees identifying actions they can take to promote equity as a result of training</p>
		<p>3c. Implement a new series of trainings for middle managers on key DEI concepts and One Fairfax operationalization.</p>	<p>NCS Management Team</p>	<p>Mar – Dec 2023</p>	<p>Race Forward, NCS OD&T, NCS Equity Training Team, trainer</p>	<p>NCS OD&T, NCS Equity Training Team</p>	
<p>4. STAFF SURVEY: Assess staff knowledge and attitudes regarding equity to inform ongoing and future efforts.</p>	<p>10</p>	<p>4a. Implement the GARE Employee survey with all active NCS staff.</p>	<p>GARE, NCS HR, NCS Equity Core Team</p>	<p>Jan-Mar 2023</p>	<p>GARE</p>	<p>NCS HR</p>	<p>Response rate among merit staff</p>
		<p>4b. Present findings, to include baseline measures for future surveys, to NCS Management and Equity Core teams. Share report findings and key actions with workforce.</p>	<p>GARE, NCS Management Team, NCS Equity Core Team</p>	<p>Mar-May 2023</p>	<p>GARE</p>	<p>NCS Management Team, NCS Equity Core Team</p>	<p>Distribution of report with baseline measures and key recommendations Number of new or revised strategies based on findings</p>

		4c. Develop new strategies and/or adapt existing strategies in the Equity Action Plan based on the results of the survey.	NCS Management Team, NCS Equity Core Team	May-Aug 2023		NCS Management Team, NCS Equity Core Team	
5. SCHOOL READINESS: As a key element of Communities of Opportunity, build a whole community commitment to supporting all children’s school readiness and expanding the County’s equitable early childhood system.	4	5a. Implement family partnership and community awareness actions from the Equitable School Readiness Strategic Plan (ESRSP).	ESRSP Implementation Team, OFC	Jan 2022-June 2023		OFC, FCPS, ESRSP Implementation Planning Team	Number of actions implemented Increased public awareness Early Childhood Facilities Workgroup established
		5b. Identify capital projects for future bond referenda and other funding opportunities.	OFC, SCYPT	ongoing	FCPS data, County data, DPD data, DMB	OFC, DMB	Early Childhood Facilities GIS Supply Map created and available
		5c. Develop a public awareness campaign focused on the value and importance of high-quality early childhood education, to build public will for investing in children’s school readiness and support for future bond referenda and other funding opportunities for early childhood facilities.	SCYPT, BOS, School Board, advocacy groups, Fairfax Futures	June 2023-July 2024	Elected officials, advocacy groups, Fairfax Futures	OFC, ESRSP Implementation Planning Team, Fairfax Futures	
6. INCLUSIVE COMMUNITY ENGAGEMENT: Operationalize the countywide	18 – community engagement	6a. Develop and implement trainings and technical assistance and tools to build staff and	BACs, agency staff, Engage Fairfax steering committee	Jan – Sep 2023	NCS & County OD&T, OPA, One Fairfax	IETI	Training deliverables/outcomes identified

Inclusive Community Engagement Framework (Engage Fairfax) by implementing the framework within NCS and supporting other county agencies in their implementation of it.	community capacity to jointly develop equitable engagement processes, practices, and policies.					Training curriculum developed
	6b. Create standardized practices for communicating with the public about community engagement efforts, including how to participate and report back to stakeholders on the engagement results.	BACs, residents	Mar – Oct 2023	OPA, One Fairfax	IETI	Communications standards developed and shared countywide Performance plan finalized
	6c. Develop mechanisms to measure, monitor, and improve progress towards achieving engagement goals and outcomes.	Engage Fairfax steering committee	Jun – Dec 2023	OPA, One Fairfax, Countywide Data Analytics	IETI	

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