



DEPARTMENT OF INFORMATION TECHNOLOGY CALENDAR YEAR 2025 EQUITY IMPACT PLAN

Leadership Sponsor:

Gregory Scott, Chief Technology Officer and Director, DIT

Equity Lead(s):

Michelle Breckenridge, Fiscal Manager, Policy Planning and Administration (PP&A) Division

Departmental Equity Guiding Statement:

As the agency that designs, manages, and implements all aspects of information technology solutions and supports infrastructure, enabling County agencies to deliver information and services. DIT will equitably deliver and support an innovative, secure IT environment that identifies and eliminates barriers to at-risk and historically underrepresented communities.

DIT will provide infrastructure and services that maximize public access, broadband capacity, digital education and innovative opportunities to racially and socially marginalized communities, creating shared prosperity.

DIT is committed to the integration of racial and social equity in its policies, practices, recruitment and retention decisions in alignment with the [Countywide Strategic Plan](#) and [One Fairfax Policy](#).

Context:

DIT faces many challenges when addressing issues related to racial and social equity. The persistent digital divide and unequal access to technology contribute to disparities, creating obstacles to fostering inclusive connectivity in underserved communities. Additionally, the IT workforce's lack of diversity and underrepresentation accentuates broader societal imbalances, demanding strategic efforts to widen participation in the industry and unlock untapped talent pools. The presence of systemic racial and social bias in professional development opportunities further compounds these challenges, necessitating a deliberate focus on equitable access to certifications and continuous learning programs to DIT staff. Within the industry, a lack of awareness regarding equity issues and the reluctance to engage in discussions about race hinder our progress. Finally, potential biases in DIT's procurement process highlight the need for a comprehensive approach to ensure fair and inclusive access to technology, creating shared prosperity.

DIT's CY2025 Equity Impact Plan includes the following goals to bridge the technological gaps, build a diverse and skilled workforce, ensure fairness in staff development, improve awareness, cultivating an inclusive organizational culture, fostering open

dialogues about race, and ensuring fair and inclusive access to IT resources, and addressing disparities in technology procurement.

Our commitment to equity in Information Technology (IT) is foundational to our mission of fostering an inclusive and diverse environment where all individuals can succeed. To achieve this, we will implement a comprehensive system-level infrastructure that ensures equitable access, participation, and outcomes in all IT-related initiatives.

We will establish and support a dedicated Equity Team, DIT Equity Partners, within the agency, comprised of diverse stakeholders, including representatives from underrepresented groups, to oversee the development, implementation, and evaluation of the IT equity impact plan. This task force will be responsible for:

- Setting clear, measurable equity goals and objectives.
- Developing policies and procedures that promote inclusivity and prevent discrimination.
- Regularly reviewing and updating the Equity Impact Plan to address emerging challenges and opportunities.

To ensure equitable access to technology, we will:

- Provide all individuals with access to the necessary hardware, software, and internet connectivity, regardless of their socio-economic status.
- Implement training programs to enhance digital literacy and ensure that all users can effectively utilize IT resources.
- Develop and maintain accessible IT infrastructure that accommodates the needs of individuals with disabilities, including compliance with WCAG (Web Content Accessibility Guidelines) and other relevant standards.

We will create opportunities for equitable participation in IT programs and initiatives by:

- Actively recruiting and supporting individuals from underrepresented groups in IT education and career development programs.
- Offering mentorship and sponsorship programs to help underrepresented individuals navigate and succeed in IT fields.
- Ensuring that all IT-related events, workshops, and programs are inclusive and welcoming to diverse participants.

To monitor progress and inform decision-making, we will:

- Collect, analyze, and report data on IT access, participation, and outcomes, disaggregated by demographics such as race, gender, socio-economic status, and disability.
- Use this data to identify and address disparities, track the effectiveness of equity initiatives, and make evidence-based adjustments to the equity impact plan.

- Ensure transparency by regularly sharing progress reports with stakeholders and the community.

We will allocate resources strategically to support equity initiatives by:

- Investing in ongoing professional development for IT staff to build their capacity to implement and sustain equitable practices.
- Partnering with other county agencies, as well as external organizations, including educational institutions, non-profits, and industry leaders, to leverage additional resources and expertise.

To foster a culture of continuous improvement and accountability, we will:

- Establish regular feedback mechanisms, such as surveys and focus groups, to gather input from stakeholders, particularly those from underrepresented groups.
- Create a system for tracking and addressing complaints and concerns related to IT equity.
- Recognize and reward departments and individuals who demonstrate a strong commitment to advancing IT equity.

By building a robust system-level infrastructure that prioritizes equity, we aim to create an IT environment where all individuals can thrive, innovate, and contribute to Fairfax County's collective success.

System-Level Infrastructure:

DIT is a member of the Countywide Digital Equity Coordination (DEC) team of county agencies, that work to collectively address the digital divide in Fairfax County by ensuring all Fairfax County residents have access to affordable and reliable high speed (broadband) internet services, devices, software, training, and tools. The scope of work of the DEC includes:

- Establishing connections with and coordinate efforts of existing digital services.
- Leveraging best practices and identify gaps to enhance existing digital services.
- Providing cross-department collaboration and support to operationalize the Digital Equity Action Plan.
- Creating engagement opportunities to inform, connect and educate internal/external stakeholders and the community.

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DEPARTMENT GOALS

Goal 1: Create pathways to IT careers for students from historically marginalized or underrepresented groups

One Fairfax Area(s) of Focus:

3. 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.

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG)

Countywide Strategic Plan Strategies/Metric(s):

EEG 8. Improve the county’s competitiveness as an employer to recruit, hire and retain a diverse, highly qualified workforce utilizing data to determine barriers and target strategies for marginalized groups.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
1a. Modify the structure/ framework and selection process for the internship program and objectives to reach more students from historically marginalized and/or underrepresented populations.	DIT / Youth of racially/socially marginalized communities / Partner agencies and organizations	Funding for internship pay. Will require support from DIT Leadership, DIT HR team, as well as staff in participating divisions who will be mentoring and teaching the interns	DIT Equity Partners / DIT Leadership / DIT-HR	1/2025 – 12/2028	<p>Quantitative Increased participation rates, graduation rates, and career outcomes of historically marginalized/ underrepresented students</p> <p>Qualitative Through annual surveys administered to relevant stakeholders, determine if there’s an increase in IT career options promoted to students from racially/ socially disadvantaged populations</p>
1b. Build and establish partnerships with schools and community organizations to build interest in IT careers, including county high schools targeting racially/socially marginalized	DIT / Youth of racially/socially disadvantaged communities /	Will require substantial staff time for building partnerships with	DIT Equity Partners / DIT-HR / DIT Leadership	1/2025 – 12/2028	<p>Quantitative Number of partnerships established, particularly those serving</p>

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<p>populations. Concentrate efforts to expand outreach by working with Fairfax/Falls Church Community Services Board, Family Services, Housing and Community Development, Neighborhood and Community Services, Park Authority and county Libraries, who have existing relationships with underserved populations to support efforts to identify candidates for the Program.</p>	<p>Partner agencies and organizations</p>	<p>other county and community resources.</p>			<p>underrepresented communities</p> <p><u>Qualitative</u> Increased knowledge of and/or participation in IT careers by people of color, determined through online survey for interns</p>
<p>1c. Establish a governance structure to manage DIT's Equity Impact Internship Program for Students to ensure the program operates efficiently, aligns program goals, and assists in oversight for key elements such as recruitment, mentoring, training, compliance, and program evaluation.</p>	<p>DIT Equity Partners/ DIT Sr. Leadership/ Interns/ DIT HR</p>	<p>Staff, Time</p>	<p>DIT Equity Partners, DIT Sr. Leadership</p>	<p>1/2025- 12/2028</p>	<p><u>Quantitative</u> Established governance policy; training is well defined; program evaluation tools and processes are created.</p> <p><u>Qualitative</u> Survey student interns on the impact of the internship program on students, such as improvements in skills, career knowledge, and future IT job opportunities</p>

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Goal 2: Increase awareness and completion of professional/technical certifications, specialized training, degreed programs, and other continuous learning opportunities by diverse population of DIT staff

One Fairfax Area(s) of Focus:

16. Intentional, focused recruitment efforts that bolster a diverse applicant pool; hiring and evaluation practices, and processes for employee feedback, to achieve and preserve a culture of equity and fairness for all employees.

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG)

Countywide Strategic Plan Strategies/Metric(s):

EEG 11. Expand employee learning opportunities to increase staff competencies and experience in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
2a. Expand continuous learning opportunities and marketing strategies agency-wide, ensuring all DIT staff are encouraged and empowered to apply; identifying and removing barriers to robust participation (e.g., employee in good standing, ability to manage current workload, etc.)	DIT Employees, HR, OD&T	Staff, Time, Funding (DIT could consider providing fiscal support for those opportunities not fully funded.) Fairfax County Public Library and OD&T resources are critical	DIT Employees, DIT Senior Management, DIT Managers, Denise Perkins (DIT Equity Partners)	1/2022 – 12/2028	<p><u>Qualitative</u> Increased overall job satisfaction, performance, and morale through survey of users</p> <p><u>Quantitative</u> Percentage of staff aware of specialized training opportunities</p> <p>Percentage of BIPOC staff enrolling and completing specialized/certification programs</p> <p>Tracking data on attrition and promotion within the agency based on new/emerging skill sets</p>
2b. Create engagement points between OD&T, DIT-HR, and DIT leadership	See above	Human Resources/OD&T,	DIT Equity Partners	See above	<u>Qualitative</u>

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staff to increase awareness of opportunities					Increased knowledge of and/or interest in utilizing the Professional matrix to access POC and descriptive information on various county-vetted training opportunities for staff.
2c. Include multiple layers of review and/or approvals and create an appeals process for county-sponsored programs	See above	NA	DIT Senior Management, DIT Managers	See above	Quantitative: Number of approved applications verses rejected applications; number of requests for appeals
2d. Ensure agency leadership is provided data concerning training/development participation	See above	Fairfax County Public Library and OD&T resources are critical	DIT Equity Partners	See above	Quantitative – count of how many DIT staff are enrolled in programs; Qualitative: Is the enrollment for specific training/certification (i.e., Network or AWS certification) or general education (i.e., complete a degree)

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Goal 3: Apply an equity lens in DIT’s purchasing and contractual review processes

One Fairfax Area(s) of Focus:

17. Policies that prohibit all forms of discrimination under Federal and State law in county and school system activities and ensure that all practices provide fair treatment for all employees, contractors, clients, community partners, residents, and other sectors who interact with Fairfax County including higher education, business, nonprofit, faith, philanthropy, and civic.

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG)

Countywide Strategic Plan Strategies/Metric(s):

EEG 25. Develop, pilot, and institute Fairfax County equity-based decision-making tools for planning, projects, decision making and resource allocation.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
3a. Partner with DPMM to incorporate Supplier Diversity and Corporate Social Responsibility checks and balances within DIT’s procurement processes	DIT agency partners, project managers, leadership, Fiscal Management Services Procurement Team, DPMM and vendors	Staff, time	DIT Equity Partners workgroup; DIT Leadership; DIT Program Managers; DIT Procurement Team	1/2025 – 12/2028	<p>Qualitative Regular engagement with DPMM’s Corporate Social Responsibility team to identify specific goals; Increase percentage of contracts awarded to BIPOC-owned companies/resellers and other SWAM suppliers</p> <p>Quantitative Percentage increase in BIPOC-owned IT contractual relationships</p>
3b. Secure agreement from potential and existing vendors to participate in the County’s Supply Chain CSR Initiative (DPMM’s equity program).	All of the above, plus new vendors	Staff, time	DIT Equity Partners workgroup; DIT Leadership; DIT Program Managers; DIT	1/2023 – 12/2028	<p>Qualitative Survey vendors and track businesses designated as SWAM and BIPOC.</p>

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			Procurement Team		<p><u>Quantitative</u> Track number of DIT contracted vendors participating in Supply Chain CSR Initiative</p>
3c. Collect disaggregated data to better identify disparities within the contracting and procurement processes for DIT vendors	FBSG, DIT agency partners, project managers, leadership, Fiscal Management Services Procurement Team, DPMM and vendors	Staff, time	DIT Equity Partners workgroup; DIT Leadership; DIT Program Managers; DIT Procurement Team	1/2025 – 12/2028	<p><u>Qualitative</u> Improved policies developed and implemented to support equitable procurement goals</p> <p><u>Quantitative</u> Collect trend data to assess whether DIT’s contracting process is attracting a diverse range of potential contractors, as identified through DPMM’s new EcoVadis application.</p>

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COUNTYWIDE GOALS

Goal 1: Increase availability of adequate, accessible, and free Wi-Fi throughout the County			
Key Equity Driver(s): Cradle to Career Success, Equitable Community Development			
Countywide Initiative: Digital Equity Action Plan			
Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG)			
Countywide Strategic Plan Strategies/Metric(s): EEG 1. Implement a human-centered, highly responsive design approach across county and school programs and services to improve. EEG 27. Implement a consolidated county and school technology plan to enable innovative solutions, reduce operational costs and deliver exceptional outcomes. EEG 29. When building new county facilities and infrastructure, incorporate design that results in multi-use spaces, promotes efficient use of sites and maximizes return on investment. EEG 31. Equitably assess and perform ongoing maintenance, upgrades and replacement of county facilities, infrastructure and equipment so that they can meet future demands and provide a safe and healthy environment for residents and staff.			
Department Actions	Stakeholders	Timeline	Performance Measures
1a. Identify County capacity to expand broadband access, including funding to create more public Wi-Fi locations, expanding hours at existing public Wi-Fi locations, and/or partnering with nonprofits to create new public Wi-Fi locations	DIT Leadership (Directors and Branch Managers), Internet Service Providers, Key county agency stakeholders, i.e., Libraries, NCS, FMD, Capital Projects	5/1 – 12/31/25	Quantitative: Number of expansion opportunities identified within the county; number of funding opportunities identified to create more public Wi-Fi locations; number of new partnering opportunities with nonprofits to create new public Wi-Fi locations Qualitative: Assess the level of engagement and support from key stakeholders, including local government officials, community leaders, and residents.
1b. Work within county facilities to analyze options for additional Wi-Fi external Hotspots, especially in areas with the lowest percentage of household internet usage	DIT GIS team, DIT Network team, DIT Leadership, Internet Service Providers, Key County agency stakeholders, i.e., Libraries, NCS, FMD, Housing and Community Development	Same as above	Quantitative: Number of comprehensive analyses conducted to identify areas with the lowest household internet usage Number of viable options for Wi-Fi hotspot locations identified Number of new Wi-Fi hotspots installed and operational in target areas.

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			<p>Percentage increase in internet access in areas with newly deployed Wi-Fi hotspots.</p> <p>Number of users connected to the newly installed Wi-Fi hotspots</p> <p>Increase in internet usage rates in targeted areas post-implementation</p>
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Goal 2: Ensure that digital equity principles are incorporated while making county information available

Key Equity Driver(s): Equitable Community Development

Countywide Initiative: Digital Equity Action Plan

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG)

Countywide Strategic Plan Strategies/Metric(s):

EEG 1. Implement a human-centered, highly responsive design approach across county and school programs and services to improve.

EEG 27. Implement a consolidated county and school technology plan to enable innovative solutions, reduce operational costs and deliver exceptional outcomes.

Department Actions	Stakeholders	Timeline	Performance Measures
2a. Monitor digital equity programs and innovative tech including artificial intelligence, new devices, and other tools to understand the benefits and impacts to communities with high vulnerability	DIT Leadership, various DIT Business areas, ITPAC	5/1 – 12/31/2025	<p>Qualitative: Collect qualitative data from beneficiaries, community leaders, educators, and policymakers regarding their experiences and satisfaction with the program</p> <p>Identify case studies of specific communities or groups that have implemented digital equity programs to understand their unique contexts and outcomes.</p> <p>Quantitative: Number of reported data breaches and security incidents.</p> <p>Percentage of programs reportedly in compliance with state, federal, and/or local privacy regulations and standards.</p>

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			<p>Scores from surveys measuring trust in the program, service providers, and data handling practices.</p> <p>Measure of participants' likelihood to recommend the program to others, i.e. Net Promoter Score (NPS).</p>
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Goal 3: Analyze population-level data to identify communities of opportunity for collective digital access actions

Key Equity Driver(s): Equitable Community Development

Countywide Initiative: Digital Equity Action Plan

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG)

Countywide Strategic Plan Strategies/Metric(s):

EEG 1. Implement a human-centered, highly responsive design approach across county and school programs and services to improve.

EEG 21. Strengthen the use of data-informed decision making through regular data collection, evaluation and distribution.

Department Actions	Stakeholders	Timeline	Performance Measures
3a. Leverage the County's GIS experts and ALICE (Asset Limited, Income Constrained, Employed) data to understand characteristics of areas without Broadband in Fairfax County (density, demographics, socio-economic status)	Public / Digital Access and Learning Workgroup / Private Sector Partners, Digital Equity Coordination Team, DIT GIS Analyst, and One Fairfax Central Team	5/1 – 12/31/2025	<p>Qualitative: Organize focus groups with residents from areas identified as lacking broadband to understand their experiences, challenges, and needs regarding internet access. Conduct in-depth interviews with local community leaders, school administrators, and business owners to gather qualitative data on the impact of the broadband gap on various aspects of community life. Distribute open-ended surveys to residents in underserved areas to collect personal stories and detailed feedback on how the lack of broadband affects their daily lives.</p> <p>Quantitative: The percentage of households in areas without broadband that fall under the ALICE threshold.</p>

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			Average household income in areas without broadband compared to areas with broadband access.
3b. Continue a deep dive of neighborhoods with high vulnerability data to understand specific barriers to affordability of broadband access and device ownership and usage	Same as above	1/2026 – 12/31/2026	Same as above

Goal 4: Expand and optimize county device loan and giving programs by assessing current device procurement avenues

Key Equity Driver(s): N/A

Countywide Initiative: Digital Equity Action Plan

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG)

Countywide Strategic Plan Strategies/Metric(s):

EEG 27. Implement a consolidated county and school technology plan to enable innovative solutions, reduce operational costs and deliver exceptional outcomes

Department Actions	Stakeholders	Timeline	Performance Measures
4a. Evaluate current IT hardware/device procurement RFP process	DIT Directors/Branch Managers, DIT Fiscal Management Services' Procurement Team, Central DPMM staff	6/1/2025 – 12/31/2026	<p>Qualitative: Measure the total cost associated with the procurement, including purchase price, maintenance, and operational costs over the device's lifecycle. Collect and analyze feedback from internal stakeholders (e.g., IT department, end-users) regarding their satisfaction with the procurement process and the performance of the procured hardware/devices.</p>
4b. Identify existing IT hardware/device loaner programs in the County	DIT Directors/Branch Managers, Central DPMM staff, County Library staff,	6/1/2025 – 12/31/2026	<p>Qualitative: Total count of IT hardware/devices available for loan.</p>

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	Neighborhood and Community Services staff		Percentage of devices actively loaned out compared to the total inventory. Average number of times each device is loaned out over a specific period (e.g., monthly, quarterly). Total count of individuals who have utilized the loaner program. Distribution of users by age, income level, geographic location, or other relevant demographics.
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Department Director's Signature: Signed by:
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