



DEPARTMENT OF FAMILY SERVICES CALENDAR YEAR 2025 EQUITY IMPACT PLAN

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Departmental Equity Guiding Statement:

Consistent with the principles of the county's One Fairfax Policy, the Department of Family Services (DFS) recognizes systemic oppression and institutional racism have contributed to disparities in opportunities for county residents. In recognition of race as a defining social construct in the United States that gives birth to all the other "-isms", we are committed to addressing institutional racism as a component of our charge to support the safety, health, and wellbeing of residents of our community. Our team intentionally creates, implements, and revises existing policies, practices, and procedures to alleviate disparities in service delivery and to promote equitable outcomes for those receiving our services.

We unequivocally reject racism, violence, and bigotry in all its forms, including the systemic oppression directed at people of color and other marginalized identities that have been woven into the fabric of policies, procedures, and practices. While we have specifically called out some forms of bigotry such as racism and xenophobia, we intentionally and collectively advocate for each person's right to physical and psychological safety, justice, and access to opportunity.

The goal of our equity focused work is to improve outcomes for all people, regardless of singular or intersecting identities. Addressing racial equity, social equity, and rejection of bigotry in all its forms allows DFS to develop goals and outcomes that will result in improvements for all people, and centers strategies based on equitable practices. DFS is committed to advancing beyond its oppressive, systemic underpinnings to critical self-examination and reflexive practice.

Context:

Our mission centers on the community we serve. Recognizing race as a defining social construct in the United States that gives birth to all the other "-isms", we are committed to addressing institutional and systemic racism as a component of our charge to support the safety, health, and well-being of residents of our community by protecting and improving the lives of all children, adults, and families through assistance, partnership, advocacy, outreach, and quality services. We interact with and assist clients across all life domains with innumerable intersections of identity. We strive to create a just and equitable environment where all individuals, regardless of their background, feel valued and supported.

A review of DFS client demographics shows that many clients belong to multiple underserved or under-represented groups. To address these disparities, the DFS Equity team will focus on identifying the intersections of special populations and improving the delivery of supportive services by increasing staff understanding of bias in the provision of services.

DFS expresses our understanding of intersectionality using the ADDRESSING framework (Hays, 2011;2016) to move beyond one-dimensional conceptualizations of identity to an understanding of the complex, overlapping cultural influences of each of us. The ADDRESSING framework enables us to better recognize and understand the multiple, intersecting cultural influences as a multidimensional combination of **A**ge, **D**evelopmental and acquired **D**isabilities, **R**eligion, **E**thnicity and Racial Identity, **S**ocioeconomic status, **S**exual orientation, **I**ndigenous heritage, **N**ational origin, and **G**ender.

Age and Generational Influences – Fairfax County is a diverse community with a wide range of ages and generational experiences. This diversity is reflected in the county's population, with residents under 20 making up 25% and those aged 65 and older comprising 15.6%. By 2035, the older adult population is projected to grow to 17.7%.

Generational roles and experiences play a significant role in shaping individuals' lives and perspectives. In many cultures, specific responsibilities and meanings are associated with different age groups, such as being an eldest son, parent, grandparent, or aunt. Additionally, experiences during childhood and early adulthood (formative years) can have a lasting impact on individuals.

However, children, adolescents, and older adults in Fairfax County may face limited opportunities and access compared to adults between the ages of 18 and 65. This disparity highlights the importance of considering age and generational factors when addressing the needs and well-being of all residents.

Developmental or other Disability – DFS engages with a diverse population, including individuals with disabilities. These disabilities can range from developmental conditions that impact development from birth or childhood to those acquired later in life due to illness, accidents, or other factors.

Many individuals with disabilities face challenges accessing services that are readily available to others. As DFS reviews its policies, practices, procedures, and programs, it is essential to focus on ensuring equitable access for all residents, especially those with disabilities.

According to the 2023 American Community Survey, 8.3% of the Fairfax County population reported having a disability. This statistic underscores the importance of addressing the needs and challenges faced by individuals with disabilities within the community.

Religion and Spiritual Orientation – There is a wide range of religious and spiritual beliefs represented in the community. While Christianity is the dominant religion, there are significant populations of other faiths, including Islam, Judaism, Hinduism, and Buddhism. Additionally, there are numerous smaller religious groups and individuals with atheistic beliefs.

Historically, services and societal norms have been more accommodating to Christian community members. Non-Christian holidays are often not observed by the county, potentially causing inconvenience for clients who adhere to those traditions. Governmental facilities may also not be fully equipped to accommodate the needs of non-Christian clients who observe their religious beliefs.

According to the 2020 US Religious Census, Fairfax County had 710 congregations representing 90 different religious groups, with a total of 552,038 adherents. While 90% of the congregations and 84% of the adherents were Christian, the presence of diverse religious groups highlights the importance of addressing the needs and ensuring inclusivity for all residents, regardless of their religious or spiritual beliefs.

Ethnicity and Racial Identity - In the United States, the largest groupings of ethnic and racial minority cultures are Asian, South Asian, Pacific Islander, Latino, and African American. Also included are people who identify as biracial or multiracial and people of Middle Eastern heritage who may face discrimination and prejudice. Within each of these broad cultural groupings, there is a wide range of specific ethnic and racial identities. The definition of these cultures as minority groups is specific to the United States; what constitutes a minority group depends on the country and its dominant culture.

In Fairfax County, less than half of the population identifies as White alone (49%). A significant portion of the population is Asian (20%), followed by Black or African American (9.6%), individuals who identify as more than one race (11.3%), and Hispanic individuals of any race (17.3%). This diversity underscores the importance of recognizing and addressing the unique needs and experiences of various ethnic and racial groups within the community.

Socioeconomic Status - usually defined by education, occupation, and income. Includes people who have lower status because of limited formal education and occupations and lower income that usually go along with less education. Despite being one of the wealthiest counties in the nation, Fairfax County still faces socioeconomic disparities. Many residents struggle to meet basic needs like food, healthcare, and housing.

In 2023, 67,994 people in Fairfax County lived below the poverty level, and 47,432 of them were people of color. This data highlights the disproportionate impact of poverty on marginalized communities. Additionally, 19% of individuals living in poverty lacked health insurance, further emphasizing the challenges they face in accessing essential services.

Understanding the socioeconomic disparities within Fairfax County is crucial for addressing the needs of vulnerable populations and promoting social equity.

Sexual Orientation - includes people who identify as lesbian, gay, and bisexual. In the United States, sexual minority groups often use an acronym that includes additional groups, such as LGBTQIA (lesbian, gay, bisexual, transgender, queer, intersex, ally or asexual), but because some of these groups are more related to gender, they are grouped under the influence of gender identity.

Indigenous heritage - people of Indigenous, Aboriginal, and Native heritage. As of 2023, Virginia has seven federally recognized Native American tribes. Native American residents make up the population. In our community, non-natives have more access and opportunity than their native counterparts. 6,500 (0.6%) residents of Fairfax County identify as American Indian or Alaska Native.

National Origin - includes immigrants, refugees, and international students. Language is often a strong cultural influence related to national origin, but it may also be related to the identity domains of ethnic and racial identity, Indigenous heritage, and disability. In 2023, 31.4% of Fairfax County's total population (360,000 people) was foreign-born, with 61% of them being naturalized citizens. The distribution of immigrants varies across age groups and ethnicities.

Language is a key factor affecting service delivery in the county. Approximately 40% of the population speaks a language other than English at home, and 14% of adults have limited English proficiency. The diversity of languages is evident in Fairfax County's schools, with over 200 different languages or dialects spoken in the homes of elementary school students.

Recognizing the linguistic diversity and the experiences of individuals from various national origins is essential for providing culturally responsive and inclusive services in Fairfax County.

This highlights the importance of culturally responsive and linguistically accessible services to support the needs of all residents.

Gender - includes women and people of transgender, transsexual, intersex, gender questioning, androgynous, and other gender-nonconforming identities. In the 2023 American Community Survey, people identifying as female comprised 50.1% of the population, although this differs by age. Among the population 65 and older, 54% are female. This data highlights the importance of considering gender-based disparities and ensuring that the needs of all individuals are met.

Using this intersectional approach to understand the complexity of individuals, our team intentionally creates, implements, and revises policies and practices to reduce disparities and to promote equitable outcomes for all those we serve and engage with.

Within the context of DFS's Equity Plan, it is critical that the value and strengths of the communities being served are a key factor when moving to the implementation of any equity-related strategy. Our communities are resilient and have unique strengths. As an agency, we are committed to working in partnership with communities across the county to achieve positive outcomes of economic opportunity, safety, health, and wellness.

DFS leaders at every level are committed to our collective values, inclusion, and amplifying diverse voices in the workplace and community. Equity is embedded in everything we do. Through ongoing dialogue, introspection, and analysis, we will work to reduce racial inequities and promote equitable outcomes for both the community and our workforce. Key areas of equity-focused work include:

Economic Mobility Project to Support Low Income Families with Pathways to Economic Opportunity

Despite Fairfax County's wealth, many residents struggle to meet basic needs. In 2020, 72,584 people lived below the poverty level, with 43,475 being people of color¹. While median income in the county has risen, inflation has outpaced income growth, and poverty rates have increased. The "Benefits Cliff" is a well-documented phenomenon where low-income families lose eligibility for public assistance as their earned income increases. To address this, the Fairfax County Economic Mobility Pilot (FCEMP), an evidence-based, equity-focused intervention, provides monthly cash payments to eligible households, along with financial wellness support, to promote economic mobility and reduce inequality. In collaboration with Neighborhood and Community Services, the Chief Equity Office, the Financial Empowerment Center at South County, and the United Way of the National Capital Area, the program, which was launched in 2023, will continue through 2025.

SHAPE the Future of Aging

The older adult population in Fairfax County is growing rapidly, with residents aged 65 and older expected to increase by 54% by 2035. Aging adults face unique challenges, including health issues, disabilities, and social isolation. However, with proper support, older adults can remain active and engaged in the community. The SHAPE plan (**S**ervices for Older Adults & Family Caregivers, **H**ousing & Neighborhood Supports, **A**ccess to Mobility, **P**ersonal Well-Being, and **E**conomic Stability) will guide resource allocation to improve services for this growing population, ensuring equitable access to services.

Engaging Men of Color

Data on men and boys served by the Department of Family Services (DFS) reveals two key disproportionalities that affect male engagement, particularly among men of color. First, the proportion of male clients varies significantly across different programs. Second, the DFS workforce itself is disproportionately female, with men making up only 13%

(1,021) of the staff. Representation matters, particularly when men seeking services are required to participate. This lack of male representation is critical because clients seeking services may struggle to find staff with whom they can relate, particularly when those clients are men with specific needs or circumstances.

For example, African American or Black males make up 10% of all males in Fairfax County but represent 16% of those served by Adult and Aging services and 28% of those involved in Employment Services. Asian males account for 19% of all males in the county but make up 36% of those served by Employment Services. Hispanic males, who represent 16% of all males in Fairfax County, account for 36% of males served by Child Protective Services and 43% of those served by the ADAPT program (Anger & Domestic Abuse Prevention & Treatment). In contrast, white males, who make up 60% of all males in the county, represent just 26% of those served by Employment Services and only 16% of those served by ADAPT.

This data highlights a clear trend: males of color are disproportionately represented in DFS services, underscoring the need for greater cultural competence, targeted outreach, and male representation within the workforce to better serve this population.

¹ U.S. Census Bureau, 2020, One-Year American Community Survey, PUMS (Public Use Microdata Sample) data, Retrieved From: <https://data.census.gov/>.

Digital Equity

To support the county's strategic priorities related to Digital Access and Opportunity, DFS's digital equity goals and strategies focus on improving digital access for clients that interface with our services. DFS provides safety-net economic and protective services to vulnerable populations under four main divisions which include Adult and Aging Services, Children, Youth and Families, Domestic and Sexual Violence Services, and Public Assistance and Employment Services.

DFS is committed to improving digital equity outcomes by increasing access to digital literacy and technology and recognizing that digital tools are essential for many tasks in modern life including applying for services, achieving economic mobility, supporting personal safety and wellbeing, and staying informed and connected with government and community services. This commitment is exemplified via a recent application to the Commonwealth's Digital Opportunity Grant to provide training and access to digital devices to Fairfax County residents. The decision pertaining to the grant application is pending, and notification is expected in late Spring 2025.

System-Level Infrastructure:

- Support from the Countywide Data Analytics Unit of the Department of Management and Budget to disaggregate and analyze population-specific data.
- Support from DFS Divisional Business Analysts to collect and analyze population-specific data.
- Support from the Fairfax County Department of Human Resources regarding recruitment, hiring, and retention.

- Collaboration with the Department of Neighborhood and Community Services, the One Fairfax Central Team in the Office of the County Executive, Department of Finance, the Financial Empowerment Center at South County, and the United Way National Capital Area to evaluate the Fairfax County Economic Mobility Pilot project which aims to lift eligible families out of poverty cycles.
- Collaboration with the Commission on Aging, Community-Based Organizations, and County agencies to implement the SHAPE The Future of Aging Plan which aims to meet the unique needs of older and disabled adults across the county.
- Collaboration with Neighborhood and Community Services, the Department of Housing and Community Development, the Fairfax-Falls Church Community Services Board, Juvenile and Domestic Relations Court, and the Health Department to identify barriers to accessing health services for residents in need and align county and community resources to address the underlying factors contributing to underutilization, and to eliminate gaps in services. Additional information can be found in Goal 3 of the chart below.

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DEPARTMENT GOALS

Goal 1: Foster a culture of equity and belonging through effective communication and engagement.

One Fairfax Area(s) of Focus:

10. A health and human services system where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high-quality, affordable, and culturally appropriate services.

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 experiences in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.

EEG 13. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability, and trustworthiness.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
1a. Leverage existing communication tools like Debi's Corner (Diversity, Equity, Belonging, and Inclusion) blog and DFS Connections virtual, weekly newsletter to share stories, resources, and best practices related to equity and belonging	All Staff	DFS SMT DFS Communications DFS PDT DHR ODT Chief Equity Office	DFS Equity Team DFS Equity Lead	1/2025 – 12/2025	% of staff who Strongly Agree/Agree on "my workplace encourages self-awareness and reflection" question on next DFS Employee Engagement Survey
1b. Organize a variety of interactive learning experiences, such as workshops and discussion groups, to engage staff and deepen their understanding of equity concepts	All Staff	DFS SMT DFS Communications Chief Equity Office	DFS PDT DFS Equity Lead	6/2025 – 12/2025	% of staff who Strongly Agree/Agree on "Leadership in my division participates in and supports conversations about racial equity" on next GARE Equity Survey

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Goal 2: Build internal capacity to consider equity in decision-making and planning.

One Fairfax Area(s) of Focus:
 10. A health and human services system where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high quality, affordable and culturally appropriate services.
 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.
 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 13. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability, and trustworthiness.
 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
2a. Each of the four divisions will identify and analyze at least one policy, practice, or business change with the Equity Analysis Tool	All staff	DFS Equity Team, DFS Equity Leads, DFS SMT, DFS Policy Team, and Chief Equity Office	DFS SMT DFS Managers	1/2025 – 12/2025	Number of policies, practices, or changes analyzed and implemented in each division
2b. Improve the collection of client level race, ethnicity, gender, and language data for all programs to ensure that demographic data is consistent and meets the policy requirements of Fairfax County Procedural Memorandum 20-01	DFS SMT DFS Equity Team	DFS Equity Team DFS SMT DFS Program Managers DFS Equity Leads DFS Business Analysts	DFS SMT Data Analytics Unit		Percentage of DFS programs with data collection practices that align with Memorandum 20-01
2c. Use consultant services to develop a roadmap to guide the department’s long-term equity work and to integrate the Courageous Conversation model	DFS SMT DFS Equity Team	DFS SMT DFS Equity Team Finance	DFS Director DFS Equity Lead	1/2025 – 12/2025	Roadmap developed

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2d. Train additional staff on the Courageous Conversation model	All staff	DFS SMT DFS Equity Team Finance	DFS Director DFS Equity Lead	6/2025 – 12/2025	Percentage of additional staff trained on model
2e. Continue implementation and maintain fidelity of the Safe and Connected practice model in child welfare services to enhance critical thinking and guide group decision – making, ensuring that families and their well-being remain at the center of our work to achieve positive child welfare outcomes	DFS SMT DFS Equity Team	CYF Management Team CYF Equity Team DFS SMT	CYF Management Team	1/2025 – 12/2025	Percentage of staff trained in the Safe and Connected model
2f. Develop an intentional approach to non-traditional outreach and recruitment outlets and promote Human Service careers to men and men of color to continue developing an employee community that is representative of the broader community	All staff DHR	DHR, DFS Equity Team, DFS SMT, and Chief Equity Office	DFS HR Director DFS Intern Coordinator	1/2024 – 12/2026	Number of interns choosing DFS as an employer after graduation Increase in the number of men in Human Service-related DFS jobs
2g. Use the departments equity analysis tool to evaluate the departments language access protocols to ensure equitable access to DFS programs and services for community members with limited English proficiency	All staff	DFS Equity Team, DFS Equity Leads, DFS SMT, DFS Policy Team, and Chief Equity Office	DFS Communications Director DFS SMT	1/2025 – 3/2025	Language Access Plan developed

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Goal 3: Engage with human service and community stakeholders and partners to identify and improve access to the continuum of services

One Fairfax Area(s) of Focus:
 10. A health and human services system where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high quality, affordable and culturally appropriate services.

Countywide Strategic Plan Community Outcome Area(s): Healthy Communities (HC)

Countywide Strategic Plan Strategies/Metric(s):
 HC 3. Identify barriers to accessing health services for residents in need and align county and community resources to address the underlying factors contributing to underutilization, and to eliminate gaps in services.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
3a. Strengthen partnerships with key stakeholders, including other government agencies, non-profit organizations, and community-based groups to share resources, expertise, and best practices	HHHS Leadership HHHS Equity Leads Community Partners DFS SMT	Chief Equity Officer HHHS Leadership DFS SMT DFS Equity Team Data Analytics Unit	DFS SMT	1/2024 – 12/2026	Number of joint activities
3b. Facilitate cross-sector collaboration to foster communication, and shared problem-solving among diverse stakeholders, to address systemic barriers, and improve service delivery outcomes for people facing vulnerability	HHHS Leadership HHHS Equity Leads Community Partners DFS SMT	Chief Equity Officer HHHS Leadership DFS SMT DFS Equity Team Data Analytics Unit	DFS SMT	1/2024 – 12/2026	Number of cross sector meetings held and attended by stakeholder groups Number of systemic barriers identified through collaborative action
3d. Assess the impact of collaborative efforts and adjust strategies as needed to ensure continued progress towards equitable outcomes	HHHS Leadership HHHS Equity Leads Community Partners DFS SMT	Chief Equity Officer HHHS Leadership DFS SMT DFS Equity Team Data Analytics Unit	DFS SMT	1/2024 – 12/2026	Progress monitored and evaluated

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Goal 4: Implement the economic mobility pilot project to support low-income families with pathways to economic opportunity.

One Fairfax Area(s) of Focus:

1. Community and economic development policies and programs that promote wealth creation and ensure fair access for all people.

Countywide Strategic Plan Community Outcome Area(s): Economic Opportunity (EO)

Countywide Strategic Plan Strategies/Metric(s):

EO 3. Integrate evidence-based interventions in the areas of wealth building and personal finance coaching into existing county and community programs that are designed to promote economic self-sufficiency.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
4a. Manage the payment process for monthly cash assistance and research engagement with participants	DFS, NCS, GMU, Chief Equity Officer	FCEMP Team	DFS Deputy Director for Operations, the vendor BEAM	10/2023 – 8/2025	Percentage of monthly payments issued on time
4b. Respond to participant inquiries about the impact to public assistance benefits, taxes, child support, etc.	DFS, NCS, GMU, Chief Equity Officer	DFS FCEMP Team	DFS FCEMP Team	10/2023 – 8/2025	Accurate information provided to participants
4c. Partner with stakeholders to evaluate results of pilot	DFS, NCS, GMU, Chief Equity Officer	FCEMP Team, GMU, DFS Business Analysts, the vendor BEAM	DFS Business Analysts, the vendor BEAM	1/2025 – 12/2025	Final report to stakeholders

Goal 5: Partner with the Commission on Aging, community-based organizations, and county agencies to implement the SHAPE the Future of Aging Plan to provide equitable access and opportunities for older adults.

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One Fairfax Area(s) of Focus:

8. Neighborhoods that support all communities and individuals through strong social networks, trust among neighbors, and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.

10. A health and human services system where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high quality, affordable and culturally appropriate services.

Countywide Strategic Plan Community Outcome Area(s): Healthy Communities (HC)

Countywide Strategic Plan Strategies/Metric(s):

HC 13. Implement a comprehensive, coordinated, evidence-based healthy living campaign that is tailored to reach, inform, educate, and motivate people to increase health-promoting behavior across all communities.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
5a. Monitor the progress of initiative development committees to implement SHAPE the Future of Aging Plan	Commission on Aging (COA) NCS Community-Based Organizations	COA NCS DFS Data Analytic Partners	Area Agency on Aging	2023 - 2028	Number of initiatives implemented
5b. Expand community capacity to recognize and address ageism	Commission on Aging (COA) NCS Community-Based Organizations	COA NCS DFS Data Analytic Partners National Council on Aging	Area Agency on Aging	1/2025 – 12/2028	Number of technical assistance and resources provided, number of people and organizations assisted
5c. Provide an annual report to the Board of Supervisors	BOS COA Community-Based Organizations	COA NCS DFS Data Analytic Partners	Area Agency on Aging	6/2025	Annual update to the Older Adults Committee of the BOS
5d. Develop plans for a community survey to evaluate changes in access and opportunities for older adults across five domains: Services for Older Adults and Family Caregivers, Housing and Neighborhood Supports, Access to Mobility Options, Personal Well-being, and Economic Stability and Planning	COA NCS Community-Based Organizations	COA NCS DFS Data Analytic Partners	Area Agency on Aging	2023-2028	Plan developed to measure the % of older adults agreeing that Fairfax County is a good or excellent plan to live, retire, and remain based on the five domains of the SHAPE plan

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COUNTYWIDE GOALS

Goal 1: Increase County residents' awareness of and/or access to free digital access, affordable internet plans and technology devices to enable access to online services, safety resources, training, and participation in virtual engagement opportunities.

Key Equity Driver(s): Inclusive Prosperity, Cradle to Career Success

Countywide Initiative: Digital Equity Action Plan

Countywide Strategic Plan Community Outcome Area(s): Empowerment and Support of Residents Facing Vulnerability (ESRFV), Lifelong Education and Learning (LEL)

Countywide Strategic Plan Strategies/Metric(s):

ESRFV 7. Facilitate better access and utilization of services frequently needed by those facing vulnerability through greater co-location of county departments and community-based organizations and through the use of access points in community locations such as schools and libraries, as well as recreation, shopping and community centers.

LEL 5. Expand and enhance the technology skills of learners of all ages.

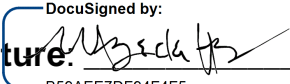
LEL 6. Identify and eliminate barriers to digital access through partnerships with local businesses and digital service providers.

Department Actions	Stakeholders	Timeline	Performance Measures
1a. Elevate departmental awareness of programs that fund/support digital equity	All Staff	6/2025 – 12/2025	Number of internal communications delivered on digital equity programs
1b. Ensure information about free community-based digital access is provided to residents served by DFS programs	All Staff	6/2025 – 12/2025	Number of DFS programs integrating digital access information into their intake or case management process
1c. Build upon existing efforts to provide digital devices to underserved populations coupled with supportive instruction	All Staff DFS Employment Services Children, Youth, and Families Adult and Aging Services Domestic and Sexual Violence Services	1/2025 – 12/2025	Number of digital devices distributed to underserved populations

Goal 2: Ensure County residents have the essential skills to fully engage online, stay connected to the community, and compete for in-demand tech jobs

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Key Equity Driver(s): Inclusive Prosperity, Cradle to Career Success			
Countywide Initiative: Digital Equity Action Plan			
Countywide Strategic Plan Community Outcome Area(s): Economic Opportunity (EO), Empowerment and Support of Residents Facing Vulnerability (ESRFV), Lifelong Education and Learning (LEL)			
Countywide Strategic Plan Strategies/Metric(s): ESRFV 7. Facilitate better access and utilization of services frequently needed by those facing vulnerability through greater co-location of county departments and community-based organizations and through the use of access points in community locations such as schools and libraries, as well as recreation, shopping and community centers. EO 8. Collaborate with the business community on innovative approaches to attract, retain, support, and expand businesses, particularly in target industries and across various business types and sizes LEL 5. Expand and enhance the technology skills of learners of all ages. LEL 6. Identify and eliminate barriers to digital access through partnerships with local businesses and digital service providers.			
Department Actions	Stakeholders	Timeline	Performance Measures
2a. Engage with workforce development providers to enhance digital literacy training for learners of all ages, and specific populations, such as underemployed individuals, and non-English speakers.	All Staff DFS Employment Services	1/2025 – 12/2025	Number of partnerships with skills training providers Number of people referred to providers or trained
2b. Strengthen the awareness and preparedness of job seekers for in-demand technology jobs by expanding access to digital skills training, career navigation support, and information about technology-related job opportunities.	DFS Employment Services	1/2025 – 12/2025	Number of job seekers connected to training for technology-related jobs

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