



DEPARTMENT OF PROCUREMENT & MATERIAL MANAGEMENT CALENDAR YEAR 2025 EQUITY IMPACT PLAN

Leadership Sponsor: Lee Ann Pender, DPMM Director

Equity Lead(s): Audrey Ampomah, Supplier Diversity & Sustainability Project Manager
Nathalie Owen, Sustainable Procurement Team Lead
Chris McGough, Business & Technical Solutions Division Director

Departmental Equity Guiding Statement: Aligned with the County's One Fairfax Policy on racial and social equity, the Department of Procurement and Material Management (DPMM) seeks to identify and address instances or risks of institutional discrimination within its contracting, procurement, and material management practices. The Virginia Public Procurement Act (VPPA) establishes a policy ensuring that all qualified vendors have fair access to public contracts, with no offeror being excluded without just cause. DPMM has consistently aimed to enhance competition and guarantee that all purchasing activities are conducted with fairness and impartiality. Through its Equity Impact Plan (EIP), DPMM reaffirms its commitment to creating racially and socially equitable opportunities in contracting, procurement, and material management. The department also remains dedicated to fostering a deep understanding of equity among staff, emphasizing the importance of continuous learning to nurture a workplace culture where equity and a sense of belonging is at the core of all actions.

Context: DPMM oversees the contracting and procurement processes for all Fairfax County departments within the guidelines established by the VPPA and the Fairfax County Purchasing Resolution. While the process is overseen by DPMM, departments determine requirements, initiate purchases, and play a significant role in awarding contracts. When viewed from an equity lens, contracting and procurement can be leveraged to create opportunities for equitable outcomes. However, the complexity of the procurement process, its many requirements, its application by diverse collaborators, etc., creates unique challenges which may lead to inequitable outcomes, affecting some businesses more than others. Examples include department-led procurement strategies such as bundling contracts which can limit opportunities for small businesses or overly tighten requirements or specifications. Data has long shown that nearly 30% Fairfax County's annual spending has been with small, women-owned and minority owned (SWaM) vendors. However, when the data is disaggregated, the spend with women-owned and minority-owned vendors is much lower. As a result, DPMM is taking the initiative to identify and address the barriers to competitive, fair, and equitable contracting, procurement, and material management processes.

System-Level Infrastructure:

- Of the \$900+ million the County spends annually, much is determined and executed at the department level. The decisions made by department purchasing staff can have major impacts on the equity of the County's contracting and procurement outcomes. DPMM has a unique role in facilitating these purchases by prescribing policy and procedure, conducting oversight, and providing customer service and value-added consulting. DPMM will continue to deliver impactful changes, as indicated in the following section, and is also keen to help departments develop their own equity goals in the procurement process.
- DPMM recognizes that spend inequities pursuant to the procurement process often stem from issues like business development and access to capital for entrepreneurs. Addressing these issues requires collaboration with other County efforts, such as the Department of Economic Initiatives, the Economic Development Authority, and the Economic Advisory Commission. DPMM is committed to establishing such partnerships to design programs that enhance equity in procurement and improve economic inclusivity for all.
- DPMM also requires assistance from the County Executive's Office as it identifies legal barriers and pursues legislative initiatives.

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DEPARTMENT GOALS

Goal 1: Continue progress on the comprehensive Procurement Disparity Study (PDS) to determine if inequities exist that adversely affect SWaM businesses and identify opportunities to establish enhancements in procurement practices.

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.
- 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): Economic Opportunity (EO), Effective & Efficient Government (EEG)

Countywide Strategic Plan Strategies/Metric(s):

- EO 11: Promote the equitable and transparent distribution of county resources through the county's contracting and procurement systems and policies.
- EO 12: Identify, and work to remove at the state level, obstacles to targeted economic opportunity enhancement and sustainability in areas such as local procurement.
- EEG 21: Strengthen the use of data-informed decision making through regular data collection, evaluation and distribution

Actions	Collaborators	Resources/Supports	Responsible	Timeline	Performance Measures
1a. Launch the project (i.e., establish the project team, host a kick-off meeting, define PDS scope)	DPMM, One Fairfax, Economic Initiatives, Capital Facilities	Time & Staff	DPMM PDS Core Team & Executive Sponsors	1/2025 – 3/2025 (Q1 2025)	Project team convened PDS scope developed
1b. Conduct the RFP or contract riding process & select a consultant	DPMM	Time & Staff	See above	3/2025 – 9/2025 (Q2 – Q3 2025)	Y/N Consultant Selected
1c. Contingent on 1b, initiate the PDS	DPMM	Time & Staff	DPMM & Consultant	1/2025 – 12/2025	Y/N PDS Initiated

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Goal 2: Promote an equitable and inclusive team culture where team members have a sense of belonging and are empowered to take ownership of equity initiatives.

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

Actions	Collaborators	Resources/Supports	Responsible	Timeline	Performance Measures
2a. Establish and host a series of cultural programs (i.e., Cultural Potluck)	Equity Leads, DPMM Equity Team, Senior Management	Venue, Time, Staff & Funding	DPMM Equity Leads	1/2025 – 12/2025	# of programs hosted % of positive staff feedback # of participants/attendees
2b. Build value and belonging through various equity communications (i.e., Equity Bulletin Board)	Equity Leads, DPMM Equity Team	Time, Staff & Funding	See above	1/2025 – 12/2025	% of positive staff feedback
2c. Provide training opportunities that promote an equitable and inclusive culture	Equity Leads, DPMM Equity Team, external collaborators (i.e. GARE)	Time, Staff, One Fairfax support	See above	1/2025 – 12/2025	# of trainings offered # of participants % of positive staff feedback

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Goal 3: Provide County departments with education to promote economic opportunities for Small, Women and Minority-owned (SWaM) businesses.

One Fairfax Area(s) of Focus:

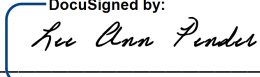
- 1. Community and economic development policies and programs that promote wealth creation and ensure fair access for all people.
- 17. Policies that prohibit all forms of discrimination under Federal and State law in county and school system activities and ensure that all practices provide fair treatment 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): Economic Opportunity (EO)

Countywide Strategic Plan Strategies/Metric(s):

- EO 4. Contribute to the closing of the racial wealth gap by supporting the development of ecosystems that facilitate locally owned investment and economic opportunities for Black, Indigenous, and People of Color (BIPOC).
- EO 10. Promote the equitable and transparent distribution of county resources through the county's contracting and procurement systems and policies.
- EO 11. Identify and remove obstacles to target economic opportunity enhancement and sustainability in areas such as local procurement.

Actions	Collaborators	Resources/Supports	Responsible	Timeline	Performance Measures
3a. Facilitate training to educate on SWaM business identification & utilization	Supplier Diversity Team, Various County Departments	Time, Staff, Cross-departmental supports	Supplier Diversity Team, Applicable Departments	1/2025 – 12/2025	# of participants #/% of SWaM vendors used
3b. Host a series of Lunch & Learns that cover various topics pertaining to SWaM businesses & procurement access	See above	See above	Supplier Diversity Team	1/2025 – 12/2025	# of sessions offered # of participants

Department Director's Signature:  4/24/2025
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