

# DEPARTMENT OF TAX ADMINISTRATION

## CALENDAR YEAR 2025 EQUITY IMPACT PLAN



**Leadership Sponsor:** Jay Doshi, Director

**Equity Lead(s):** Catherine Tran, Fiscal Administrator & HR Manager  
Arlen Roberts, Assistant Fiscal Administrator & HR Manager

**Departmental Equity Guiding Statement:** The Department of Tax Administration (DTA) is committed to diversity and equity in the workplace and in service to the public by generating revenue fairly and enabling the County to protect and enrich the quality of life for all the people, neighborhoods, and diverse communities of Fairfax County.

**Context:** DTA is committed to improving access to tax information payment systems and infrastructure with a focus on equity. Due to the complexity of these efforts, many of these initiatives are multi-year efforts. DTA has experienced the loss of key individuals who were leading equity projects. The organization is also going through transitions, resulting in many vacant positions that directly serve the public and vulnerable populations.

In collaboration with the Department of Information Technology (DIT), DTA has engaged with relevant vendors to enhance and stabilize the existing business tax systems utilized for both tax filing and payment processing. This initiative aims to ensure a more efficient and reliable system that meets the demands of our users for the Business Professional and Occupational License (BPOL). In addition, DTA persists in the development and deployment of bill payment kiosk machines designed to facilitate the collection of taxes. These kiosks will provide a convenient option for taxpayers, improving accessibility and efficiency in the payment process. Furthermore, we are committed to modernizing our infrastructure. This will involve a systematic rollout of enhancements in phases, carefully aligned with the business' priorities and specific needs. By taking a phased approach, we have effectively listed all personal property and real property bills and real estate notice of assessments on the tax portal on the county public website. This allocation of resources has ensured shorter lines for those that utilize our in-person services and yielded maximum benefit to our operations by increasing online payment and self-service. Taxpayers who own their properties without a mortgage can view PDF copies of their real estate tax bills, through the portal. Other property owners can still view the assessment and payment history in the portal.

DTA has identified areas for improvement, specifically in standard pay options. It has been approved to pilot several kiosks that will offer additional languages and payment services. In recent years, DTA has faced issues with its current technology during peak collection periods. Moving forward, DTA will continue collaborating with its stakeholders to assess the value of the piloted kiosks and identify ways to enhance them, ultimately providing better services to county residents.

In partnership with the Office of Public Affairs, DTA has improved its communication strategy by creating essential tax informational videos and flyers in both English and Spanish to support the diverse business community in Fairfax County. The Fairfax County Economic Development Authority has found these publications helpful when working with new and small businesses in

the community. DTA plans to keep annually distributing translated information in Arabic, Chinese, Korean, Vietnamese, Urdu, Farsi, and Spanish on real estate, tax relief, and property tax publications. Additionally, DTA considers the various languages spoken in Fairfax County during its hiring process and actively maintains a list of department employees who can interpret over 15 languages. DTA is aware that it must continue to find new ways to enhance the customer experience for people of various ages and backgrounds.

DTA has conducted multiple walk-throughs at the South County Gerry Hyland Government Center to explore potential office space and its layout, in collaboration with the Department of Neighborhood and Community Services. Discussions are ongoing with various stakeholders, including the county's Senior Management Team, the Department of Human Resources, the Department of Management and Budget, the Board of Supervisors, the Facilities Management Department, and the Department of Information Technology to determine the specifications for a DTA satellite office in South County. DTA is actively working on this multi-department initiative to identify the most suitable space within the building for residents, while evaluating plans to minimize any impact on other departments currently using the space, as well as those planning to relocate there. This initiative would be particularly beneficial for the underbanked and unbanked populations. The option for individuals without bank accounts to make in-person payments helps reduce the logistical costs of making a payment at Government Center. This option also allows them to meet their tax obligations without needing to engage with financial institutions directly and the associated costs, given the financial burdens of the underbanked population.

**System-Level Infrastructure:**

Under the guidance of the Board of Supervisors and the County Executive's Office, the following agencies at minimum will be involved in various aspects of the DTA Equity Impact Plan:

- Department of Information Technology (DIT)
- Department of Management & Budget (DMB)
- Department of Procurement & Material Management (DPMM)
- Office of Public Affairs (OPA)
- Department of Neighborhood & Community Services (NCS)
- Department of Finance (DOF)
- Department of Human Resources (DHR)

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### DEPARTMENT GOALS

#### Goal 1: Enhance recruitment processes to eliminate potential bias

##### 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.

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 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.

EEG Indicator: Number of new exempt limited term (ELT) hires under the new initiative and increase in ELT to merit turnover

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
1a. Consolidate administrative position descriptions to allow for a more effective hiring process for ELT job ads.	DTA hiring managers, DTA HR, DHR	DTA Directors, DTA HR, DHR	All DTA Divisions, DTA HR	July 2025	Completion of a unified ad
1b. Create and consolidate job ads and manage division hiring practices to ensure a more diverse process that match the educational and technical needs of the organization while ensuring the new candidates are representative of Fairfax County diverse population.	DTA hiring managers, DTA HR, DHR	DTA Directors, DTA HR, DHR	All DTA Divisions, DTA HR	July 2025	Create an online form that supports online applications and the new hiring practice.
1c. Participate in job fairs with nearby universities to support a diverse workforce and limit potential bias in recruitment.	DTA hiring managers, DTA HR, DHR	DTA Directors, DTA HR, DHR	All DTA Divisions, DTA HR	On going	Number of job fairs attended, and applications received

#### Goal 2: Expand access to tax information

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<b>One Fairfax Area(s) of Focus:</b> 18. Other					
<b>Countywide Strategic Plan Community Outcome Area(s):</b> Effective and Efficient Government (EEG)					
<b>Countywide Strategic Plan Strategies/Metric(s):</b> EEG 3. Enhance communication and outreach to the community by using all available communication methods and tailoring messaging to individual needs.					
Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
2a. DTA Revenue Collection Division to revamp real estate, personal property, and business tax billings for uniformity, ADA, and information sharing.	DTA, OPA	Communication Specialist will lead review of publications update with support from DTA employees.  OPA and DTA	All DTA Division publication reviewers  Communication Specialist	October 2026	Number/percent of publications updated
2b. Distribute and continuously build on new publications to be translated review on a yearly basis.	OPA, Mail Room, Print Shop, and County Residents.	Communication Specialist and DTA staff to perform yearly review. DTA IT to conduct upload of information.	All DTA Division publication reviewers  Communication Specialist	Ongoing	Number of calls in languages other than English

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**Goal 3:** Provide better access of services to residents by creating a South County Satellite Office

**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):** Empowerment and Support for Residents Facing Vulnerability (ESRFV); Effective and Efficient Government (EEG)

**Countywide Strategic Plan Strategies/Metric(s):**

ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated and comprehensive approach to meeting the needs of residents facing vulnerability.

EEG 28. Increase utilization and shared use of county facilities so that residents are better able to access needed services within their neighborhoods and facilities can support community use and satellite service delivery.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
3a. Continue to work with NCS, FMD and County leadership to obtain the best space available to serve the community at South County Gov't Office.	DTA SMT, NCS, DMB, BOS	DTA SMT, DHR, DMB, BOS, FMD, DIT	DTA SMT, DIT, FMD, DMB, NCS, BOS	Anticipated Go Live Date TBD (ongoing)	Approval of funds by DMB  Official commitment from DIT on IT infrastructure resources
3b. Perform analysis to determine costs associated with establishing satellite office based on the space agreed on in the South County building. Costs include personnel, IT-infrastructure, and physical resources.	DMB, DIT, FMD, DTA SMT, BOS, JDRDC	NCS, FMD, DIT, DMB, DTA, SMT, BOS	DTA SMT, DMB, FMD, DIT	Ongoing TBD	Approval of funds by DMB  Official commitment from DIT on IT infrastructure resources

Department Director's Signature: \_\_\_\_\_



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## Electronic Record and Signature Disclosure:

Accepted: 10/09/2023 | 17:35

ID: 75e7d36f-fd1a-4f8a-810f-2d68bd610fc3

## 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

04/07/2025 | 11:54

Certified Delivered

Security Checked

04/07/2025 | 11:59

Signing Complete

Security Checked

04/07/2025 | 11:59

Completed

Security Checked

04/07/2025 | 11:59

## Payment Events

### Status

### Timestamps

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