



# FAIRFAX COUNTY PARK AUTHORITY CALENDAR YEAR 2025 EQUITY IMPACT PLAN

**Leadership Sponsor:** Jai Cole, Executive Director

**Equity Lead(s):** Sara Baldwin, Deputy Director/Chief Operating Officer and Matt Peters, Human Resources Manager

## **Departmental Equity Guiding Statement:**

The Fairfax County Park Authority (FCPA) serves an integral role in sustaining and improving the quality of life, health, and well-being of our community and workforce by providing opportunities including parks, recreation, education, and a vibrant natural environment.

FCPA's mission, vision, and values demonstrate our longstanding commitment to ensuring our community and workforce have access to and are involved in the planning, development, and use of park and recreation programs and facilities. Additionally, the FCPA Board passed a resolution on September 28, 2016, confirming FCPA's commitment to One Fairfax.

FCPA's Great Parks, Great Communities Master Plan further defines FCPA's commitment through the Guiding Principle, *Be Equitable and Inclusive – provide quality facilities, programs, and services to all communities; balance the distribution of parks, programs, and facilities, ensure these are accessible and affordable*. The goals and action steps outlined in the Master Plan will guide how FCPA creates more equitable parks and recreational opportunities for our community.

Ultimately, FCPA's goal is to ensure our community regardless of race and/or income has access to high quality, parks, programs, and services.

**Context:** The Park Authority has made progress on several large-scale initiatives to address equity in the park system and further the One Fairfax initiative.

In order to provide access to facilities, programs and services, the Park Authority began working with an outside consultant, HR&A, to review the agency's fee-based revenue structure and to develop strategies for equitable access. The 2024 Fairfax County Parks Equity Study [Recreation | Funding for Equity Executive Summary \(fairfaxcounty.gov\)](#) highlights disparities in access to recreation services due to fee structures which disproportionately affect lower-income and diverse communities. The study recommends aligning cost recovery targets with community benefits, adopting sliding-scale fees, and introducing vouchers to enhance accessibility to programs, services and facilities. Funding these recommendations will require an investment from the County.

Since the study, FCPA has made several presentations to the Park Authority Board and the Board of Supervisors on the findings and progress made, continued a pilot camp program with sliding scale fees and began outreach to the public. In a recent presentation to the Park Authority Board, staff shared the findings of a pilot program in which a sliding fee scale was implemented in partnership with Neighborhood and Community Services. The camp program hosted at the Sully Community Center achieved the desired result in that the sliding fee scale served more diverse children (92% of campers were non-white). There was also been significant outreach efforts to identify barriers to accessing services. A survey confirmed that costs are the biggest barrier to participation. There is an opportunity to grow awareness of FCPA programs and services, and Black and Hispanic/Latino households are the most under-represented in programs. This survey helped to formulate next steps such as building an IT infrastructure that supports the use of data and systems for access; understanding needs and growing marketing and outreach efforts; ensuring operational access while managing capacity and quality assurance; and implementing a sliding fee scale program.

In order to ensure physical access using a data driven approach to facilities, programs and services, the Park Authority developed PROSA (Park, Recreation, Open Space and Access) Strategy, with one of its main objectives being “Analyze and Prioritize Needs and Projects With an Equity Lens.” Another strategy is focusing on a 10 minute walk from home which will encourage greater physical activity. Walkable park access is an important factor in measuring how parks are serving their community. Although over half of Fairfax County residents have access within a 10-minute walk from their home, 48% do not. PROSA builds a foundation for FCPA’s planning and development endeavors as well as organizational plans that aim to increase equity and access the services and facilities offered by the Park Authority. PROSA is being applied to planning for capital improvement projects, park acquisitions, park and trail system development and park condition assessments. This systems approach to parks and recreation access was recently used, along with the Park Authority Racial Equity Index (PAREI), as one of the means for ensuring equity in the distribution/use of the Park Authority’s Mastenbrook grants. These grants provide matching funds for eligible community-driven projects in County parks and facilities. The PAREI combines the eight indicators in the One Fairfax Vulnerability Index and the population of color from the 2020 US Census. It is used to highlight disparities within a geographical area and allow FCPA leadership and staff the ability to make data informed decisions.

Over the past few years, FCPA has created an initiative to increase the representation of all people, include underrepresented perspectives, and ensure that we are telling complete stories when interpreting the history of Fairfax County. The re-imagining Sully project team will focus on interpretation, programming and archaeology to ensure that all stories are told and that underrepresented communities are reflected in programming and interpretation of the site.

As an agency that serves over 16 million visitors per year, the Park Authority continues to commit to a focus on hiring and training a workforce that represents the diversity of the community. Much work has been done to not only improve its hiring practices for staff, but also for encouraging a diverse future workforce in improving our efforts in the intern program. The coming year will include a recruitment ambassador program that will match diverse staff (to include representation from historically Black colleges and universities (HBCU's) with interns. Staff will also continue to attend job fairs to include HBCUs and ensure diverse representation of FCPA staff who attend. Continued staff training increased targeted outreach efforts. Use of new social media platforms and translation of recruiting materials are also initiatives to increase recruitment efforts of a diverse pool of interns and staff.

**System-Level Infrastructure:**

Joint efforts with the Board of Supervisors and the Park Authority Board for the equity study has helped build the foundation for understanding the needs and developing a plan to move forward that provides equitable and affordable access to parks for the community. FCPA collaborates with Department of Neighborhood and Community Services and Department of Management and Budget to develop an implementation plan that meets equity goals and is affordable for the community.

FCPA also serves on the Countywide Digital Equity Coordination Team of county agencies working 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 DEC works to:

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

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### DEPARTMENT GOALS

**Goal 1: Increase the diversity in FCPA staff at all levels of the organization.**

**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.

13. A parks and recreation system that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs and facilities; and providing accessible and affordable facilities and programs.

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 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: Effective and Representative County and School Workforce

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
1. Create a more inclusive workforce of FCPA staff at all levels of the organization.	FCPA/Community	HR	FCPA Staff Divisions	January – December 2025	<ul style="list-style-type: none"> <li>• % diverse representation on FCPA non-merit workforce (increase to 40%)</li> <li>• % diverse representation on FCPA merit workforce (increase to 40%)</li> <li>• % diverse of each Division (increase each by 5%)</li> </ul>
<b>1b. Establish a baseline for internal diversity participation in job fairs to ensure representation and engagement</b>	FCPA/Community	FCPA Staff Divisions	HR	January – December 2025	<ul style="list-style-type: none"> <li>• Baseline created to ensure representation</li> </ul>

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<b>1a. Require all divisions to participate in a minimum of one internship session each year, and host at least one intern</b>	FCPA/Colleges/Community	FCPA Staff Divisions	HR	January – December 2025	<ul style="list-style-type: none"> <li>• % diverse of Intern Program (increase to 50%)</li> </ul>
<b>1d. Strengthen community connections by partnering with local churches and tradeshow to promote non-merit opportunities</b>	FCPA/Community	FCPA Staff Divisions	HR	January – December 2025	# of new connections
<b>1e. Translate recruiting materials into Spanish, piloting this effort within the Resource Management &amp; Interpretation and Park Services divisions to increase representation</b>	FCPA/Community	Resource Management & Park Services Divisions	HR	January – December 2025	# of materials translated into Spanish
<b>1f. Formalize the implementation of the recruiting Ambassador Program</b>	FCPA/Colleges	FCPA Staff Divisions	HR	January – December 2025	<p>Metrics developed to measure the diversity of students recruited</p> <p># of ambassadors that are from HBCUs (goal: 2 or more)</p>

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**Goal 2: Create a culture within FCPA that considers One Fairfax in all decision making and foster opportunities that advance racial and social equity.**

**One Fairfax Area(s) of Focus:**  
 13. A parks and recreation system that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs and facilities; and providing accessible and affordable facilities and programs.

**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 25. Develop, pilot, and institute Fairfax County equity-based decision-making tools for planning, projects, decision making and resource allocation.  
 EEG Indicator: Effective and Representative County and School Workforce

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
2a. Deliver racial and social equity trainings to normalize One Fairfax to include increasing new employee compliance with completing One Fairfax video as a part of the on-boarding process.	FCPA/ Community	HR Staff	FCPA Staff	January – December 2025	Increase the % of staff participation completing equity training for merit employees (increase 50%) and non-merit (increase 27%)
2b. Deliver inclusion-focused training for Park Authority staff and contract partners.	FCPA/Contract Partners/Volunteers/Community	Staff	Park Services Division	January- December 2025	# staff trained # of trainings held
2c. Review and update (as needed) the Cultural and Natural Resources Management Plan with an equity lens.	FCPA/Community	Staff	Stewardship & Planning Division	January – December 2025	Added reference and focus on equity

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**Goal 3: Provide accessible, high quality, complete parks within a 10-minute walk of all Fairfax County residents.**

**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.
- 12. A healthy and quality environment to live and work in that acknowledges the need to breathe clean air, to drink clean water now and for future generations.
- 13. A parks and recreation system that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs and facilities; and providing accessible and affordable facilities and programs.

**Countywide Strategic Plan Community Outcome Area(s):** Effective and Efficient Government (EEG); Empowerment and Support for Residents Facing Vulnerability (ESRFV); Mobility and Transportation (MT)

**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 25. Develop, pilot, and institute Fairfax County equity-based decision-making tools for planning, projects, decision making and resource allocation.
- 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.
- MT 5. Facilitate more active transportation (walking and biking) by adding, improving and maintaining sidewalks and shared-use paths; enhancing bike facilities throughout the county; addressing “first/last mile” challenges; and educating the community on how to increase their use of active transportation modes safely.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
3a. Conduct the yearly review of Mastenbrook Grant using agency equity data/information.	FCPA/Community/Board	PAREI/PROSA	Park Operations Division	January-December 2025	# of grant projects in high/very high opportunity areas
3b. Apply Capital Improvement Plan (CIP) Mapping Analysis & PROSA/PAREI to park project investment decisions	FCPA/Community	CIP Mapping/ PAREI/PROSA	Park Operations Division Administration Division	January-December 2025	# & type of park projects completed & amount of funds invested in high/very high opportunity areas
3c. Implement and document condition and functional assessments to gain a full understanding of maintenance	FCPA/Community	AIMS/ Open Gov Asset and Work	Administration Division	12/1/2025	% of assets mapped into system with

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spending and to determine opportunities to improve equity.		Order Management System			appropriate total cost of ownership
3d. Implement ADA Transition Plan to create an actionable, trackable method for addressing barriers to participation in parks for individuals with disabilities.	FCPA/Community	Consultant Work, AIMS	Park Services Division, Park Development Division	12/1/2025	Complete Park wide ADA assessments of existing park facilities Database with prioritized ADA projects and an overall financial estimate for future planning  # of ADA projects completed
3e. Review and prioritize all 2026 Bond projects utilizing PROSA.	FCPA/Community/Board	PROSA	Stewardship & Planning Division	January – December 2025	PROSA prioritized bond projects listing
3f. Develop an implementation plan/strategy and a training for PROSA with the goal to embed it in planning and operations for all divisions.	FCPA/Community/Board	PROSA	Stewardship & Planning Division	June 2025	# of FCPA staff who have received PROSA training from each division
3g. Identify distribution of playground, parks and recreational facilities in opportunity areas. Develop the playground study with an equity lens (PROSA), focus on complete parks planning, identify playground deserts around the county.	FCPA/Community/Board/Other County Agencies	PAREI/PROSA	Stewardship & Planning Division	December 2025	# of playgrounds needed in PAREI areas
3h. Continue participation in ActiveFairfax working group to ensure equitable and walkable park access is a focus area in the plan. (Identify needs for mid-block	FCPA/Community/Other County Agencies	Staff	Stewardship & Planning Division, FCDOT, & FCPA GIS	Ongoing	Attendance at regular FCDOT Active Fairfax team meetings

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crossings, connections through parks, safer park access)					
3i. Continue to inform the scoping of the Countywide Trails Plan/ Bike Master Plan to ensure it incorporates improvements for nonmotorized access to parks, trails, and recreation facilities.	FCPA/Community/Other County Agencies	Staff	Stewardship & Planning Division, FCDOT, & FCPA GIS	Ongoing	Updated FCPA Trail inventory and infrastructure data
3j. Work on assessing the availability and quality of trails in parks countywide. Develop 2026 park bond and other funding opportunities for equitable trail access, trail development.	FCPA/Community/Other County Agencies	PROSA	Stewardship & Planning Division, FCPA division staff	January-December 2025	Review of existing infrastructure for improvement and new projects
3k. Develop implementation strategies for Invasive species management, Bamboo management, and Helping our Lands Heal with a focus on equity. Develop list of new sites using PROSA analysis, (FY26 bond contingent) to map natural communities, resource-based parks, in equity areas.	FCPA/Community/Other County Agencies	Staff/PROSA	Stewardship & Planning Division	Ongoing	# new sites in opportunity areas
3l. Create and distribute maps of walking routes to parks activated by the Wonder Wagon (FCPA's Mobile Nature Center) to increase community participation.	FCPA/Community	Staff/PROSA/PAREI	RMI	Ongoing	# of maps produced # of attendees at activations

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### Goal 4: Provide safe, clean and litter-free parks countywide.

**One Fairfax Area(s) of Focus:**

6. Community and public safety that includes services such as fire, emergency medical services, police, health, emergency management and code enforcement that are responsive to all residents so that everyone feels safe to live, work, learn, and play in any neighborhood of Fairfax County.

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.

13. A parks and recreation system that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs and facilities; and providing accessible and affordable facilities and programs.

**Countywide Strategic Plan Community Outcome Area(s):** Environment and Energy (EE); Safety and Security (SS)

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

EE 7. Promote county policies, practices and regulatory programs to protect, conserve, establish and rehabilitate natural resources (e.g., tree cover, open green spaces, parkland) that provide ecological and health benefits.

SS 8. Develop and implement risk-reduction programs to prevent or mitigate the loss of life, property and resources associated with emergencies and other disasters within the community.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
4a. When identifying parks for volunteer cleanups, prioritize parks that serve neighborhoods ranked high to very high on the PAREI.	FCPA/Community	PAREI	Park Operations Division	Ongoing	# of cleanups in opportunity areas
4b. Continue to request Park Ranger program funding support.	FCPA/Community/Board		Park Operations Division	Ongoing	Future: Regardless of area of the county, residents report a similar level of safety within parks (based on analysis of crime statistics) Amount spent on county security for events/holidays/operations in lieu of having park rangers available

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**Goal 5: Enhance the engagement with diverse communities in parks and recreation.**

**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.  
 13. A parks and recreation system that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs and facilities; and providing accessible and affordable facilities and programs.

**Countywide Strategic Plan Community Outcome Area(s):** Cultural and Recreational Opportunities (CRO)

**Countywide Strategic Plan Strategies/Metric(s):**  
 CRO 8. Provide varied modes and forums (including virtual platforms) to engage and involve diverse community voices to determine the types of offerings, programming and supports the community is seeking. Utilize the feedback to modify programs to ensure greater participation.  
 CRO Indicators: Awareness and appreciation of diverse cultures and representation of diverse cultures; Access to local arts, sports, and cultural opportunities

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
5a. Expand existing relationships with diverse communities across the county through events and programs that share their heritage and engage the community in planning.	FCPA/Community	Staff	RMI, MarComm	January – December 2025	<ul style="list-style-type: none"> <li>• # of attendees at events</li> <li>• # of new community partnerships brokered and activated over calendar year</li> <li>• # of community programs/events hosted</li> </ul>

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### Goal 6: Increase access to recreation/ wellness opportunities regardless of income.

#### 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.
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.
12. A healthy and quality environment to live and work in that acknowledges the need to breathe clean air, to drink clean water now and for future generations.
13. A parks and recreation system that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs and facilities; and providing accessible and affordable facilities and programs.
14. A multi-modal transportation system that supports the economic growth, health, congestion mitigation, and prosperity goals of Fairfax County and provides accessible mobility solutions that are based on the principles associated with sustainability, diversity, and community health.

#### Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG); Cultural and Recreational Opportunities (CRO)

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

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

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

CRO 3. Evaluate the existing business models for agencies and organizations that support cultural and recreational opportunities, with the goal of devising a consolidated funding methodology that ensures more affordable and equitable access.

CRO Indicators: Access to local arts, sports, and cultural opportunities; Awareness and appreciation of diverse cultures and representation of diverse cultures

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
6a. Analyze customer base (programs, camps, rec center memberships, and park visitors) against the PAREI to determine how many of our customers reside in Opportunity Areas and where opportunities for outreach are needed.	FCPA/Community	PAREI	Administration Division	Ongoing	% of customers from Opportunity Areas
6b. Implement systems and processes to provide efficient fee reductions and sliding fee scale options for Fairfax County residents and customers.	FCPA/Community	<ul style="list-style-type: none"> <li>• General Fund Support and additional staff</li> <li>• New Registration System</li> </ul>	Director's Office/ Park Services Division/ RMI Division/ Administration Division	Ongoing	<ul style="list-style-type: none"> <li>• Have requested staff in place</li> <li>• Complete RFP for new registration system</li> <li>• Develop fiscal processes</li> </ul>

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					<p>and coding to enable appropriate processing of fee reductions and scholarships</p> <ul style="list-style-type: none"> <li>Detailed plan for next phases of implementation</li> </ul>
6c. Enhance the Park Authority’s ability to analyze participation in programs, facilities, and parks by utilizing Placer.AI for more in-depth demographic analysis for all parks and facilities.	FCPA/Community	FCPA Staff	Administration Division	Ongoing	Creation of usable data and dashboards to delve further into demographic analysis of participants
6d. Provide the low cost opportunities for youth to play golf Oakmont and Burke Lake Golf Centers for \$5/round.	Fairfax County Residents/Community	<a href="#">Youth on Course</a>	FCPA/Golf Division/ Virginia State Golf Association	Year round	Rounds of golf played year over year
6e. Team up with The First Tee program to provide a positive youth development, leadership and golf education program. Provide access to Laurel Hill, Twin Lakes and Oakmont to teach young people life lessons and leadership skills. Classes include a fun, group setting for youth ages 7 to 18 regardless of financial resources or previous experience.	Fairfax County Residents/Community	<a href="#">First Tee of Washington DC</a>	FCPA/Golf Division & First Tee of Washington DC	Spring, Summer, Fall	Number of participants per session at Laurel Hill, Twin Lakes, Oakmont
6f. Develop plan and required budget to support evergreen outreach efforts targeting underserved and underrepresented communities for sliding fee scale rollout.	Fairfax County Residents/Community	FCPA Staff	MarComm, Park Services	Spring, Summer, Fall	County Coverage

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**Goal 7: Enhance the engagement of all community members in parks and recreation, ensuring opportunities for equitable and inclusive participation.**

**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.

13. A parks and recreation system that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs and facilities; and providing accessible and affordable facilities and programs.

**Countywide Strategic Plan Community Outcome Area(s):** Effective and Efficient Government (EEG); Cultural and Recreational Opportunities (CRO)

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

EEG 6. Expand capacity to meaningfully engage the community in places that are accessible and in ways that consider needs, traditions, and values of diverse ethnic, racial, and cultural groups.

CRO 2. Evaluate and address barriers (including transportation, language, virtual access and technology gaps) to cultural and recreational opportunities.

CRO 8. Provide varied modes and forums (including virtual platforms) to engage and involve diverse community voices to determine the types of offerings, programming and supports the community is seeking. Utilize the feedback to modify programs to ensure greater participation.

CRO Indicators: Awareness and appreciation of diverse cultures and representation of diverse cultures; Access to local arts, sports, and cultural opportunities

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
7a. Develop a plan to standardize the use of interpreters and language for public meetings related to park development, marketing and communication materials, and site support.	Fairfax County Residents/Community	PIO/Interpreters	MARCOM/Park Development/Resource Management & Interpretation Division/Park Services	Ongoing	% of public meetings where interpreters are provided
7b. Enhance and expand community partnerships to assist with promoting the role and relevance of FCPA sites and programs across all cultural segments and diverse interest groups and engage in the planning and stewardship of the Park Authority.	Fairfax County Residents/Community	FCPA Staff	MarCom, Park Services, Stewardship and Planning, Resource Management & Interpretation Division, Golf	Ongoing	# of new community partnerships brokered and activated over calendar year
7c. Develop outreach efforts for FCPA's Needs Assessment and Strategic planning studies to include historically underrepresented communities. Weigh survey responses to reflect county demographics.	FCPA/ Community/Board	FCPA Staff	Stewardship & Planning Division, Resource Management & Interpretation Division	Ongoing	# of focus groups in opportunity areas

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7d. Evaluate current programs and field trips related to Native Peoples of North America to identify and develop best practices.	FCPA	Staff	Resource Management & Interpretation Division	Ongoing	# of programs and field trips evaluated
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**Goal 8: Expand and enhance programming and interpretation related to the history of Black people in Fairfax County.**

**One Fairfax Area(s) of Focus:**  
 13. A parks and recreation system that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs and facilities; and providing accessible and affordable facilities and programs.

**Countywide Strategic Plan Community Outcome Area(s):** Effective and Efficient Government (EEG); Cultural and Recreational Opportunities (CRO)

**Countywide Strategic Plan Strategies/Metric(s):**  
 EEG 6. Expand capacity to meaningfully engage the community in places that are accessible and in ways that consider needs, traditions, and values of diverse ethnic, racial, and cultural groups.  
 CRO 9. Provide comprehensive, up-to-date, accessible information to the public about local artists, creative cultural industries, places of cultural and natural heritage, events and spaces and facilities.  
 CRO Indicator: Awareness and appreciation of diverse cultures and representation of diverse cultures

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
8a. Partner with key civic and community organizations in the commemoration and interpretation of Black heritage within FCPA sites. Organizations may include the National Park Service, Black Greek Letter Organizations, civic and recreational interest groups, and historical organizations and institutions.	Fairfax County Residents/Community	FCPA Staff	MarComm/Resource Management & Interpretation Division	Ongoing	# of partnerships brokered and activated
8b. Develop documentation, arrange clean up and create restoration plans for Peake Family Cemetery and Carter Family Cemetery.	FCPA/Community	FCPA Staff	Stewardship & Planning Division	Ongoing	Community partnerships developed and engagement planned
8c. Engage advisory team in the implementation of the Re-imagining Sully project.	FCPA/Community	FCPA Staff	Resource Management Division/Stewardship & Planning Division	Ongoing	Scope of work for interpretive services
8d. Rotate genealogy exhibit and materials at four historic sites throughout CY2025. Develop programming materials and train staff in delivery.	FCPA/Community	Staff	MarComm/Resource Management & Interpretation Division/Stewardship & Planning Division	Ongoing	# of visitors engaged # of staff trained

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## COUNTYWIDE GOALS

<p><b>Goal 1: Contribute to and further Fairfax County’s Digital Equity Action Plan by increasing public Wi-Fi access, providing affordable STEM programs and promoting awareness of digital resources provided by FCPA to residents.</b></p>			
<p><b>Key Equity Driver(s):</b> Community Health and Wellbeing; Cradle to Career Success; Equitable Community Development</p>			
<p><b>Countywide Initiative:</b> Digital Equity Action Plan</p>			
<p><b>Countywide Strategic Plan Community Outcome Area(s):</b> Cultural and Recreational Opportunities (CRO), Economic Opportunity (EO), Effective and Efficient Government (EEG), Empowerment and Support for Residents Facing Vulnerability (ESFRV), Lifelong Education and Learning (LEL)</p>			
<p><b>Countywide Strategic Plan Strategies/Metric(s):</b>                  LEL 5. Expand and enhance the technology skills of learners of all ages.                  CRO Indicator: Access to Local Arts, Sports and Cultural Opportunities                  EO Indicator: Preparing People for the Workforce                  EEG Indicator: Effective Technology and Quality Facilities                  ESFRV Indicators: Services Are Easy to Access and Use; Services Are High Quality and Coordinated                  LEL Indicators: Access to Quality Technology; Participation in Learning Opportunities</p>			
Department Actions	Stakeholders	Timeline	Performance Measures
1a. Investigate potential funding sources (grants) for Wi-Fi installations, continue to map installations, and explore more opportunity for outdoor connectivity.	FCPA, Community	Jan-Jun	# of new sites # of enhanced sites \$ spent on installations
1b. Research funding opportunities for STEAM and other digital programs.	FCPA, Community	Jan-Dec	# of opportunities identified # of opportunities applied for \$ from successful campaigns
1c. Promote awareness of digital resources and services offered throughout Fairfax County by the Park Authority for residents	FCPA, Community	Jan-Dec	# of house ads promoting STEM opportunities # engaged through social platforms # of impressions
1d. Promote awareness of Fairfax County's Digital Equity Action Plan as appropriate to Park Authority audiences and customers	FCPA, Community	Jan-Dec	# of communications pieces shared

Department Director’s Signature:  Signed by: Jai Cole  
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