



NEIGHBORHOOD AND COMMUNITY SERVICES CALENDAR YEAR 2025 EQUITY IMPACT PLAN

Leadership Sponsor: Lloyd Tucker

Equity Lead(s): Ramona S. Carroll, MSW

Departmental Equity Guiding Principle: We commit to transforming systems and mobilizing resources to enable equitable access to opportunities, experiences, and services for all to succeed. We strive to address the complexity and intersection of racial equity, wellbeing, opportunity, and the capacity of people to alter their quality of life and educational/economic advancement throughout their lifespan by providing access to recreational, educational, health, social, civic, or cultural opportunities.

Context: NCS was specifically created to address needs and provide equitable access to opportunities directly in communities that have been historically marginalized. What has evolved is NCS operating within a county framework wherein opportunities such as recreation, childcare, transportation, athletic services, community engagement, and services to meet foundational needs have often been separate and inequitable. While the work of NCS is to address these inequities and coordinate resources to prevent ongoing harm, doing so within a biased framework perpetuates inequitable outcomes, reinforcing implied bias about populations and neighborhoods and not addressing the systems that produce disparities for community members of color and other marginalized populations.

The 2022 NCS agency realignment was designed to further equity goals. Functional alignment and narrower spans of responsibility allow staff to manage the work of transforming systems and mobilizing resources to enable equitable access to opportunities, experiences, and services for all. The Inclusive Engagement and Targeted Interventions division supports the principles of engagement in Fairfax County: Prioritize Equity, Establish and Maintain Trust, Develop Data Driven Processes, Establish Clear Expectations, Enable Engaged Communications, and Promote and Create Accessible Government throughout the agency and county.

Our plan has three focus areas to disrupt the perpetuation of systemic and institutional barriers that marginalize communities and populations.

Internal:

Staff Development – Equipping NCS staff with the competencies needed to address the complexities and impact of systemic inequity.

Policies and Practices – Ensuring that our policies and practices are being reviewed and developed with an equity lens. This includes contracts, hiring, and finance.

Data Collection – Systematizing data collection using an equity lens, ensuring that data collected is reflective of the diversity of the community (internally and externally), and that this data is used to inform our programs, practices, and services.

External:

Community Voice – Creating opportunities and holding space for community voice to be heard, valued, and implemented in partnership.

Partner Capacity Building – Supporting our partners in their development to address systemic inequities.

Historical Acknowledgement and Preservation – Archiving history and making it accessible to all and working with community members on ongoing visioning and development.

Cross Systems Collaborations:

Framework Development – Developing in collaboration with partner agencies to address systemic inequities.

Cross System Networks – Managing networks to build capacity across the Health and Human Services System as it relates to community voice, power, autonomy, and inclusive prosperity.

Shared Outcomes for Populations and Geographic Locations – Measuring systemwide collective impact on identified communities and populations that have been marginalized.

Countywide Goal: Countywide Digital Equity Coordination (DEC) Team

NCS serves on this team of county agencies working to collectively address the digital divide in Fairfax County by ensuring all Fairfax County community members 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.

In addition to NCS, the DEC team includes:

- Office of the County Executive - One Fairfax Central Team
- Public Libraries
- Department of Information Technology
- Housing & Community Development
- Department of Family Services
- Office of Public Affairs
- Park Authority
- Cable & Consumer Services

System-Level Infrastructure: Agency work often includes building capacity (in areas including, but not limited to, community engagement) for other agencies and CBOs, including Black-led, immigrant-led, minority-led organizations and White-led organizations serving communities of color. NCS’s effectiveness relies on the commitment of partners’ leadership, resources, and their capacity to effect change.

Countywide HR policies (e.g., only allowing “professional” experience to substitute for formal education) can limit the extent to which the community is fully represented among agency staff.

The Successful Children and Youth Policy Team (SCYPT) cross-system equity plan is also being submitted. For updates on our work in Early Childhood review [Early Childhood Year in Review -FY24](#).

DEPARTMENT OF NEIGHBORHOOD AND COMMUNITY SERVICES

CALENDAR YEAR 2025 EQUITY IMPACT PLAN

DEPARTMENT GOALS

Goal 1: Increase the knowledge, skills, and abilities of staff to operationalize equity principles internally and externally to support the development and implementation of policies, programs, services and the development of contracts and allocation of budgets.

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

EEG 12. Initiate a regular, countywide process for conducting organizational assessments and employee surveys and then implementing identified changes that will lead to improved employee engagement.

EEG 13. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, 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
1a. Establishment of a training plan based on position and function.	All NCS Staff	NCS Organization Development and Training (OD&T)/ One Fairfax /Outside Vendors/	Equity Manager/ NCS HR Manager / NCS OD&T Supervisor	Nov. 2025	Review positions Identify key competencies
1b. Roll out equity tool agencywide in planning and decision making.	All NCS Staff	Management Team/ One Fairfax	Equity Manager/ Strategic Planning Data Analysis Unit (SPDA) / NCS Communications	Nov. 2025	Tools created implementation date July 1 Process for feedback developed
1c. Develop a process to make equity considerations a part of all NCS Requests for Proposal,	All NCS Staff	Finance/ Policy Service Integration Manager / Contracts Staff/ SPDA/GARE	Equity Manager/ Finance/ Policy Service Integration Manager / NCS Contracts Staff/ Department of	Nov. 2025	Development of process

DEPARTMENT OF NEIGHBORHOOD AND COMMUNITY SERVICES

CALENDAR YEAR 2025 EQUITY IMPACT PLAN

contracts, budget and policy development.			Procurement and Material Management (DPMM) / SPDA	Approval by Management Team
---	--	--	---	-----------------------------

DEPARTMENT OF NEIGHBORHOOD AND COMMUNITY SERVICES

CALENDAR YEAR 2025 EQUITY IMPACT PLAN

Goal 2: Create space for those with lived experiences and marginalized communities to have voice in county decision making utilizing collective power to promote the understanding of historic inequities.

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.

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

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 feedback to modify programs to ensure greater participation.

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

EEG 15. Establish a Community Advisory body, with representation from Black, Indigenous, and People of Color (BIPOC) and low-income individuals, to monitor the degree to which each county agency has prioritized and addressed the needs of BIPOC and lower income communities.

EEG 16. Ensure diverse representation and inclusiveness in power and decision-making opportunities.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
2a. Establish workgroups with HHS partners to operationalize the 'People with Lived Experience' Framework.	HHS partners	Management Team/ One Fairfax / NCS Equity Manager	NCS Inclusive Engagement and Targeted Interventions (IETI) Division	Nov. 2025	Workgroups and protocols established Implementation plan developed Identify key community leaders who serve as collaborators and partners
2b. Create onboarding and training materials for NCS-supported Boards, Authorities, and Commissions (BACs), community, civic groups and advisory groups to identify and address systemic inequities.	NCS Business Units BAC and Civic Groups and Advisory Councils	Senior Leadership Team and One Fairfax	NCS Staff/ Equity Manager / OD&T	Nov. 2025	Convene staff Develop onboarding plans
2c. Memorialize history of NCS Community Centers.	Community and HHS System	Community Leaders/NCS Staff/Department of	NCS and DPD Staff/ channel 16/ Vendor	Nov. 2025	Scope of work developed

DEPARTMENT OF NEIGHBORHOOD AND COMMUNITY SERVICES CALENDAR YEAR 2025 EQUITY IMPACT PLAN

		Planning and Development (DPD)/Fairfax County Libraries and Fairfax County Public Schools			Partnerships with DPD established Timeline created
2d. Development of anti-displacement policy and implementation tools with DPD staff.	Community and HHS System	Community Leaders/NCS Staff/One Fairfax/ Department of Planning and Development (DPD)/Fairfax County History Commission	Community Leaders/ NCS Staff/ DPD staff/ NCS Service Integration Manager / HHS Planning and Capital Facilities Manager	Nov. 2025	Inventory developed of existing efforts to Conserve and preserve historically vulnerable and marginalized communities, populations and locations

DEPARTMENT OF NEIGHBORHOOD AND COMMUNITY SERVICES

CALENDAR YEAR 2025 EQUITY IMPACT PLAN

Goal 3: Engage in cross system collaborations that establish communities of practice and/or initiatives along the life span with shared goals to improve outcomes for vulnerable populations and communities.

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): Empowerment and Supports for Residents Facing Vulnerability (ESRFV)

Countywide Strategic Plan Strategies/Metric(s):

ESRV 10. Build on the existing framework and county agency cross-collaboration efforts in order to ensure a comprehensive system that connects residents facing vulnerability to the information and services they are seeking regardless of which door they enter.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
3a. Train partner agencies on operationalizing the Inclusive Community Engagement (Engage Fairfax) framework.	Fairfax County	Equity Manager/ NCS Senior Leadership Team/ Engage Fairfax Steering Committee	NCS Inclusive Engagement and Targeted Interventions (IETI) Division/ Equity Manager/ SPDA / NCS Communications	Nov. 2025	Standard Operating Procedures (SOP) developed for engagement across the system Training plan for agencies Development of tracking and measurement tools
3b. Include countywide guidance for inclusive digital engagement as part of an effort to operationalize the County's Inclusive Community Engagement Framework.	Fairfax County residents	Equity Manager/ NCS Senior Leadership Team/ Engage Fairfax Steering Committee	NCS Inclusive Engagement and Targeted Interventions (IETI) Division/ Equity Manager/ SPDA / NCS Communications	Nov. 2025	Review survey data that identify resources needed for in-person and virtual engagement
3c. Scale the Economic Mobility Partner (EMP) Program within NCS to support Countywide Inclusive Prosperity Efforts.	HHS System	NCS Senior Leadership Team/ Equity Manager/	IETI / CSP Think Tank	Nov. 2025	Creation of a scaling plan including structure, onboarding, and sustainability

DEPARTMENT OF NEIGHBORHOOD AND COMMUNITY SERVICES CALENDAR YEAR 2025 EQUITY IMPACT PLAN

COUNTYWIDE GOALS

Goal 1: Increase and improve physical access to broadband infrastructure and devices			
Key Equity Driver(s): Equitable Community Development			
Countywide Initiative: Digital Equity Action Plan			
Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG)			
Countywide Strategic Plan Strategies/Metric(s): EEG 1. Implement a human-centered, highly responsive design approach across the county and school programs and services to improve the customer service experience. EEG 27. Implement a consolidated county and school technology plan to enable innovative solutions, reduce operational costs and deliver exceptional outcomes. EEG 29. When building new county facilities and infrastructure, incorporate design that results in multi-use spaces, promotes efficient use of sites and maximizes return on investment. EEG 31. Equitably assess and perform ongoing maintenance, upgrades and replacement of county facilities, infrastructure and equipment so that they can meet future demands and provide a safe and healthy environment for residents and staff.			
Department Actions	Stakeholders	Timeline	Performance Measures
1a. Investigate opportunities to expand public Wi-Fi throughout the county, including more public Wi-Fi locations, expanding hours at existing public Wi-Fi locations, and/or partnering with nonprofits to create new public Wi-Fi locations.	Community members / HHS system/ NCS Staff/ nonprofit partners/ Countywide Digital Equity Coordination (DEC) Team	Nov. 2025	Inventory of existing efforts within NCS Share efforts with DEC
1b. Conduct an audit of existing device loan programs offered to understand usage trends and fleet replenishment needs.	NCS staff/ Countywide Digital Equity Coordination Team	Nov. 2025	Share with DEC audit of NCS device loan programs
1c. Conduct customer journey mapping to identify processes and potential barriers for accessing existing device lending programs.	NCS staff/Countywide Digital Equity Coordination Team	Nov. 2025	Conduct survey of participants using NCS device loaner programs
1d. Streamline agencywide digital equity efforts and initiatives.	NCS staff	Nov. 2025	NCS Digital Equity workgroup created

DEPARTMENT OF NEIGHBORHOOD AND COMMUNITY SERVICES

CALENDAR YEAR 2025 EQUITY IMPACT PLAN

Goal 2: Increase County residents’ digital skills and awareness of broadband affordability programs, digital equity resources, programs, and initiatives

Key Equity Driver(s): Equitable Community Development

Countywide Initiative: Digital Equity Action Plan

Countywide Strategic Plan Community Outcome Area(s): Economic Opportunity (EO), Lifelong Education and Learning (LEL)

Countywide Strategic Plan Strategies/Metric(s):
 EO 1. Provide residents with a comprehensive menu of available services and resources to promote individual and family economic opportunity and facilitate access to services through proactive community engagement.
 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. Promote or co-host events which highlight affordable subscription plans to community members	Internet Service Providers (ISPs)/nonprofits/NCS staff/department of the Countywide Digital Equity Coordination Team	Nov. 2025	Number of NCS outreach efforts (events, meetings, tabling, etc.)
2b. Conduct digital literacy assessment to identify and assess gaps in critical digital skills of community members	Community members/ NCS staff / nonprofit partners/ Countywide Digital Equity Coordination Team	Nov. 2025	With DEC, develop countywide digital literacy assessment
2c. Share the Digital Equity Action Plan with Fairfax County department staff, community, and other stakeholders to develop buy-in and support for implementation of initiatives	Community members/ NCS Staff/ Countywide Digital Equity Coordination Team	Nov. 2025	With the DEC develop a countywide communication plan

Department Director’s Signature: _____

DocuSigned by:

 7E1D7946BB9E4A1...

Certificate Of Completion

Envelope Id: 35ED0721-A719-474C-9C49-3FCEFC897830	Status: Completed
Subject: Complete with Docusign: NCS CY 25 Equity Plan 4.22.25 (002).docx	
Source Envelope:	
Document Pages: 10	Signatures: 1
Certificate Pages: 5	Initials: 0
AutoNav: Enabled	Envelope Originator:
Envelopeld Stamping: Enabled	Suzanne Ritchie
Time Zone: (UTC-05:00) Eastern Time (US & Canada)	12000 Government Center Pkwy
	Fairfax, VA 22035-0063
	Suzanne.Ritchie@fairfaxcounty.gov
	IP Address: 166.94.13.76

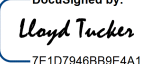
Record Tracking

Status: Original	Holder: Suzanne Ritchie	Location: DocuSign
5/13/2025 8:22:20 AM	Suzanne.Ritchie@fairfaxcounty.gov	
Security Appliance Status: Connected	Pool: StateLocal	
Storage Appliance Status: Connected	Pool: FFX - Neighborhood and Community Services	Location: Docusign
	(NCS MAIN)	

Signer Events

Lloyd Tucker
 Lloyd.Tucker@fairfaxcounty.gov
 Director
 NCS
 Security Level: Email, Account Authentication (None)

Signature

DocuSigned by:

 7E1D7946BB9E4A1...
 Signature Adoption: Pre-selected Style
 Using IP Address: 166.94.13.76

Timestamp

Sent: 5/13/2025 8:25:14 AM
 Viewed: 5/13/2025 8:55:18 AM
 Signed: 5/13/2025 8:55:28 AM

Electronic Record and Signature Disclosure:

Accepted: 10/6/2021 12:36:28 PM
 ID: fcc53d9b-f600-42bc-8a65-f986507360cc

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

Ramona Carroll
 Ramona.Carroll@fairfaxcounty.gov
 Equity Program Manager
 Neighborhood and Community Services
 Security Level: Email, Account Authentication (None)

COPIED

Sent: 5/13/2025 8:25:15 AM

Electronic Record and Signature Disclosure:

Not Offered via Docusign

Witness Events

Signature

Timestamp

Notary Events

Signature

Timestamp

Envelope Summary Events

Status

Timestamps

Envelope Sent	Hashed/Encrypted	5/13/2025 8:25:15 AM
---------------	------------------	----------------------

Envelope Summary Events	Status	Timestamps
Certified Delivered	Security Checked	5/13/2025 8:55:18 AM
Signing Complete	Security Checked	5/13/2025 8:55:28 AM
Completed	Security Checked	5/13/2025 8:55:28 AM

Payment Events	Status	Timestamps
-----------------------	---------------	-------------------

Electronic Record and Signature Disclosure

ELECTRONIC RECORD AND SIGNATURE DISCLOSURE

From time to time, Neighborhood and Community Services (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to this Electronic Record and Signature Disclosure (ERSD), please confirm your agreement by selecting the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

Getting paper copies

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after the signing session and, if you elect to create a DocuSign account, you may access the documents for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a \$0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

Withdrawing your consent

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

Consequences of changing your mind

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

All notices and disclosures will be sent to you electronically

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

How to contact Neighborhood and Community Services:

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: alex.mounkhaty@fairfaxcounty.gov

To advise Neighborhood and Community Services of your new email address

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at alex.mounkhaty@fairfaxcounty.gov and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

If you created a DocuSign account, you may update it with your new email address through your account preferences.

To request paper copies from Neighborhood and Community Services

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to alex.mounkhaty@fairfaxcounty.gov and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

To withdraw your consent with Neighborhood and Community Services

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

- i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an email to alex.mounkhaty@fairfaxcounty.gov and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

Required hardware and software

The minimum system requirements for using the DocuSign system may change over time. The current system requirements are found here: <https://support.docusign.com/guides/signer-guide-signing-system-requirements>.

Acknowledging your access and consent to receive and sign documents electronically

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to ‘I agree to use electronic records and signatures’ before clicking ‘CONTINUE’ within the DocuSign system.

By selecting the check-box next to ‘I agree to use electronic records and signatures’, you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify Neighborhood and Community Services as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by Neighborhood and Community Services during the course of your relationship with Neighborhood and Community Services.