



Neighborhood and Community Services CY 2022 Equity Impact Plan

Leadership Sponsor: Lloyd Tucker

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Departmental Equity Guiding Statement: Neighborhood and Community Services is committed to providing county residents, staff, and community organizations with racially and socially equitable access to opportunities through programs, services, partnerships, capacity building efforts, and workplace initiatives. NCS strives to ensure all residents can benefit from a vibrant and resourceful community.

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 basic 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 this biased framework creates unnecessary headwinds. The resulting outcomes often reinforce implied bias about populations and communities of color, thus perpetuating a system that produces disparities for residents of color and residents of diverse gender identity, sexual orientation, age, and ability.

Long-term Outcome(s):

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| <input checked="" type="checkbox"/> Cultural and Recreational Opportunities | <input checked="" type="checkbox"/> Health |
| <input checked="" type="checkbox"/> Economic Opportunity | <input checked="" type="checkbox"/> Housing and Neighborhood Livability |
| <input checked="" type="checkbox"/> Efficient and Effective Government | <input checked="" type="checkbox"/> Lifelong Education and Learning |
| <input checked="" type="checkbox"/> Empowerment and Support for Residents Facing Vulnerability | <input checked="" type="checkbox"/> Mobility and Transportation |
| <input checked="" type="checkbox"/> Environment | <input checked="" type="checkbox"/> Safety and Security |

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 and immigrant-led organizations and White-led organizations serving communities of color. NCS's effectiveness relies on the commitment of partners' leadership 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.

Separate equity impact plans for faith-based and prevention coordination are critical to moving many of these efforts forward.

NEIGHBORHOOD AND COMMUNITY SERVICES CALENDAR YEAR 2022 EQUITY IMPACT PLAN

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Increase the community's awareness of equity-related issues and their capacity to address them, to include work with formal Boards Authorities, and Commissions, as well as informal groups such as center advisory councils, the TR Advisory Council, youth councils, and others.	8, 10, 17	1a. Finalize content for a standard community equity presentation. Include content that builds capacity for groups to then share information with the broader community.	BACs, community partners	January – March 2022	One Fairfax	Community Awareness Committee	# of staff trained # of community presentations delivered # of individuals attending presentations % of attendees reporting an improved understanding of equity
		1b. Establish goals for implementation by NCS program area.	NCS business units	March – April 2022		Community Awareness Committee	% of attendees identifying one thing they can do to improve equity
		1c. Train identified agency staff to implement the presentations.	NCS business units, NCS OD&T	April – May 2022	NCS OD&T	Community Awareness Committee	
		1d. Implement presentations through agency programs and services.	NCS business units	June – December 2022		NCS Program Staff	

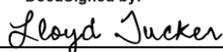
2. Enhance NCS’s organizational commitment to racial and social equity by developing new agency practices and policies, and improving existing practices and policies, to identify, address, and promote racial and social equity.	1, 3, 4, 5, 8, 9, 10, 11, 13, 14, 15, 16, 17	2a. Complete review of existing policies, procedures, and practices.	Residents, employees of NCS, NCS senior management	January - February 2022	Surveys, Focus Groups, Facilitators, Training Materials	Agency-Wide Practices Committee Policies and Procedures Committee	# of staff trained in recommended agency-wide practices #of staff trained to use policy analysis rubric
		2b. Benchmark equity practices to other jurisdictions that have adopted and enacted equity policies and practices.	NCS employees, units and divisions	January - March 2022	Equity plans from other jurisdictions	Agency-Wide Practices Committee	# of policies/ procedures revised as a result of analysis # of new policies/procedures developed as a result of analysis
		2c. Share recommended practices and policy analysis rubric with NCS business areas for feedback.	IT, Budget, HR, Facilities, NCS Senior Management, Direct Service staff, Program Managers	January – April 2022	Accountability structure, implementation timetable	Agency-Wide Practices Committee Policies and Procedures Committee	
		2d. Based on feedback, revise and finalize recommended practices and policy analysis rubric. Develop and implement accountability procedures and staff training.	Program Managers, NCS Senior Management	April – August 2022	Accountability structure, implementation timetable	Agency-Wide Practices Committee Policies and Procedures Committee	
		2e. Monitor implementation of practices and policy analysis rubric.	Program Managers, NCS Senior Management	July – December 2022	Accountability structure, implementation timetable	NCS Business Units Agency-Wide Practices & Policies and Procedures Committees	

3. Increase NCS's staff capacity to understand and address racial and social equity principles.	1, 3, 4, 5, 8, 9, 10, 11, 13, 14, 15, 16, 17	3a. Finalize a recommended set of mandatory and optional trainings for NCS staff.	NCS business units, NCS Management Team	January 2022	NCS OD&T	NCS Equity Training Team	# of staff completing mandatory training
		3b. Gain NCS Management Team approval for recommendations.	NCS Management Team	February 2022	NCS OD&T, NCS Management Team	NCS Equity Training Team	# of staff completing recommended training
		3c. Develop an implementation plan that addresses capacity to deliver trainings and onboarding of new staff.		March – April 2022	NCS OD&T	NCS Equity Training Team	% of trainees reporting increased knowledge as a result of training
		3d. Implement trainings.	NCS business units	April – December 2022	NCS OD&T	NCS OD&T	% of trainees identifying actions they can take to promote equity as a result of training

4. Increase agency and staff capacity to use data to identify disparities and root causes and assess agency efforts to promote equity.	1, 3, 4, 5, 8, 9, 10, 11, 13, 14, 15, 16, 17	4a. Migrate recommendations of the Data Equity Committee to the NCS Data Team		January 2022		NCS Equity Data Team NCS Data Team	% of NCS business units in compliance with new data standards
		4b. Engage program management and NCS Senior Leadership in implementation of recommendations	NCS Senior Leadership NCS Program Managers	February 2022		NCS Data Team	
		4c. Work with program managers and data analysts to update data collection tools to new, standardized categories.	NCS Program Managers NCS Data Analysts Staff involved in collecting data/information from participants/customers/partners	February – October 2022	NCS IT	NCS Data Team NCS Business Units	
5. Assess staff knowledge and attitudes regarding equity to inform ongoing and future efforts.	10	5a. Implement the GARE Employee survey with all active NCS staff.	GARE, NCS HR, NCS Equity Core Team	Jan-Mar 2022	GARE	NCS HR	Response rate among merit staff
		5b. Present findings, to include baseline measures for future surveys, to NCS Management and Equity Core teams. Share report findings and key actions with workforce.	GARE, NCS Management Team, NCS Equity Core Team	Mar-May 2022	GARE	NCS Management Team, NCS Equity Core Team	Distribution of report with baseline measures and key recommendations Number of new or revised strategies based on findings
		5c. Develop new strategies and/or adapt existing strategies in the Equity Action Plan based on the results of the survey.	NCS Management Team, NCS Equity Core Team	May-Aug 2022		NCS Management Team, NCS Equity Core Team	

6. As a key element of Communities of Opportunity, build a whole community commitment to supporting all children’s school readiness and expanding the County’s equitable early childhood system.	4	6a. Implement family partnership and community awareness actions from the Equitable School Readiness Strategic Plan (ESRSP).	ESRSP Implementation Team, OFC	Jan-Aug 2022	OFC, FCPS, ESRSP Implementation Planning Team	Number of actions implemented Increased public awareness	
		6b. Identify capital projects for future bond referenda and other funding opportunities.	OFC, SCYPT	Jan-Dec 2022	FCPS data, County data, DPD data, DMB		OFC, DMB
		6c. Develop a public awareness campaign focused on the value and importance of high-quality early childhood education, to build public will for investing in children’s school readiness and support for future bond referenda and other funding opportunities for early childhood facilities.	SCYPT, BOS, School Board, advocacy groups, Fairfax Futures	May-November 2022	Elected officials, advocacy groups, Fairfax Futures		OFC, ESRSP Implementation Planning Team, Fairfax Futures

Director’s Signature: _____

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