

DEPARTMENT OF TAX ADMINISTRATION CALENDAR YEAR 2024 EQUITY IMPACT PLAN



Leadership Sponsor: Jay Doshi, Director

Equity Lead(s): Justin Nejad, Assistant Director, Personal Property Division
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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. However, due to the complexity of these efforts, many of these topics still need to be completed. Additionally, 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.

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)

DEPARTMENT OF TAX ADMINISTRATION CALENDAR YEAR 2024 EQUITY IMPACT PLAN



DEPARTMENT GOALS

Goal 1: Modernize agency infrastructure to promote access of services and enhance customer experience.

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): Effective and Efficient Government (EEG)

Relationship to Countywide Strategic Plan Strategies/Metric(s): EEG 23. Provide greater access to information, engage with our community in an inclusive way and receive wide and diversified community input regarding spending priorities.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
1a. Obtain preliminary budgetary approval from DMB to enhance existing and new online payment and filing systems.	BOS, DHR, DMB, DIT, DOF, DPMM	DIT, DMB, DPMM, DOF	All DTA Divisions, DIT	Completed	Approval of funds by DMB
1b. Partner with DIT and vendors as needed, to stabilize current systems Business Tax Systems for filling and payment. Continue to work on bill payment kiosk machines for collection of taxes.	DMB, DTA	Provide DMB funding requirements	All DTA Divisions, DIT	On going	Number of incidents of systems breakdown and downtime, during peak tax season.
1c. Upon completion of this step, begin to identify priority infrastructure for improvements.	DIT, DPMM, & DMB	DTA all Divisions, DIT, DPMM, DMB, DOF	All DTA Divisions, DIT	On going	Customer service delivery/completion time (systems needed to track metric)
1d. Continue modernization of infrastructure by rolling out improvements in phases based on business priority and need.	BOS, DTA, DIT, DPMM DOF, OPA, Residents	DTA all Divisions, DIT, DPMM, DMB DOF	All DTA Divisions, DIT	On going	Feedback from County residents

**DEPARTMENT OF TAX ADMINISTRATION
CALENDAR YEAR 2024 EQUITY IMPACT PLAN**



Goal 2: Expand access to tax information.

One Fairfax Area(s) of Focus: 18. Other

Countywide Strategic Plan Community Outcome Area(s): Empowerment and Support for Residents Facing Vulnerability (ESRFV)

Relationship to Countywide Strategic Plan Strategies/Metric(s): ESRFV 15. Evaluate ongoing engagement with residents who have faced vulnerability and been served by the county in order to proactively mitigate potential setbacks.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
2a. DTA Communication Specialist to survey surrounding localities to update existing tax bills for uniformity and simplicity of information.	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	On-going	Number/percent of publications updated
2b. Offer important tax information in video and social media production through partnership with OPA in English and Spanish.	DTA	OPA and DTA all Divisions	Communication Specialist	On-going	Number of views and direct engagement
2c. Distribute translated publications and 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.
2d. Survey DTA employees in order to create an updated interpreter list.	DTA Employees	Survey for staff to complete	DTA Admins	Ongoing	Survey results will lead to an updated interpreter list.

DEPARTMENT OF TAX ADMINISTRATION

CALENDAR YEAR 2024 EQUITY IMPACT PLAN



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)

Relationship to 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.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	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	December 2024 – Anticipated Go Live Date (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: _____ 