



DEPT. OF PROCUREMENT & MATERIAL MANAGEMENT

CALENDAR YEAR 2024 EQUITY IMPACT PLAN

Leadership Sponsor: Lee Ann Pender, DPMM Director

Equity Lead(s): Audrey Ampomah, Supplier Diversity & Sustainability Project Manager
Chris McGough, Business & Technical Solutions Division Director

Departmental Equity Guiding Statement: Guided by the County's One Fairfax Policy on racial and social equity, the Dept. of Procurement and Material Management aims to identify and address the potential for or instances of institutionalized discrimination in its contracting, procurement, and material management functions. The Virginia Public Procurement Act (VPPA) enunciates a policy that all qualified vendors have access to public business and that no offeror be arbitrarily or capriciously excluded. DPMM has long strived to maximize competition and ensure that all purchasing actions are conducted fairly and impartially. DPMM reiterates its commitment to equity by maintaining this Equity Impact Plan and pursuing actions that create racially and socially equitable outcomes. We remain dedicated to promoting a comprehensive understanding of equity among our colleagues, emphasizing the significance of ongoing education to cultivate a workplace culture that fosters equity in everything we do.

Context: DPMM oversees the contracting and procurement processes for all Fairfax County departments within the guidelines established by the VPPA and the Fairfax County Purchasing Resolution. While the process is overseen by DPMM, departments determine requirements, initiate purchases, and play a significant role in awarding contracts. When viewed from an equity lens, contracting and procurement can be leveraged to create opportunities for equitable outcomes. However, the complexity of the procurement process, its many requirements, its application by diverse stakeholders, etc., creates unique challenges which may lead to inequitable outcomes, affecting some businesses more than others. Examples include department-led procurement strategies such as bundling contracts which can limit opportunities of small businesses or overly tightening requirements or specifications which give incumbent businesses an advantage. Data has long shown that nearly 30% Fairfax County's annual spending has been with small, women-owned and minority owned (SWaM) vendors. However, when the data is disaggregated, the spend with women-owned and minority-owned vendors is much lower.

System-Level Infrastructure:

- Of the \$900+ million the County spends annually, much is determined and executed at the department level. The decisions made by department purchasing staff can have major impacts on the equity of the County's contracting and procurement process. DPMM has a unique role to facilitate these purchases – prescribing policy/procedure and conducting oversight while also providing customer service and value-added consulting. DPMM will continue to deliver impactful changes, as indicated in the following section, but is also interested in helping departments develop their own goals related to equity in the procurement process.
- DPMM recognizes that the root causes of inequities which manifest in the procurement process may originate in issues of business development, access to capital for entrepreneurs, etc. Addressing such issues requires partnerships with other County efforts in this space – the Dept. of Economic Initiatives, the Economic

Development Authority, the Economic Advisory Commission, etc. DPMM is interested in establishing such partnerships to design programs that enhance equity within the procurement process as well as improve economic inclusivity for all.

- DPMM also requires assistance from the County Executive's Office as it identifies legal barriers and pursues legislative initiatives.

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DEPARTMENT GOALS

Goal 1: Normalize & promote equity objectives among DPMM staff in order to develop a shared understanding of equity and of our collective and individual roles to advance it.

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.
3. Workforce development pathways that provide all residents with opportunity to develop knowledge and skills to participate in a diverse economy and earn sufficient income to support themselves and their families.
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 & Efficient Government (EEG)

Relationship to 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, innovation, customer service, transparency, accountability, and trustworthiness.

EEG 14: Provide more flexibility in the areas of workplace environment, benefits, career progression and nontraditional employment arrangements to compete more effectively with surrounding private and public sector employers for the next generation of employees.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
1a. As the equity team evolves, redefine its role, encourage participation from all divisions, and re-establish regular meetings	Equity Leads, DPMM Staff and Leadership	Time, Staff, One Fairfax Support	Equity Leads	1/2024-12/1024	# of equity team members # of members from each division # of team meetings
1b. Conduct consistent trainings & department equity engagements (ex. Book Club Meetings, Cultural Gatherings & Events, etc.)	See above.	Time & Staff	Equity Leads, Equity Team, DPMM Leadership	1/2024-12/1024	# of engagements % of positive staff feedback # of people attended

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Goal 2: Conduct a Procurement Disparity Study to assess whether there is a **gender and/or racial disparity between County business partners and the businesses available in the community to perform work for the County. If disparities are found, the report would provide recommendations on how to close this gap.**

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.
- 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): Economic Opportunity (EO), Effective & Efficient Government (EEG)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

EO 2: Focus efforts on removing barriers such as lack of affordable housing, childcare and transportation that limit participation in the workforce and employment related programs.

EO 11: Promote the equitable and transparent distribution of county resources through the county's contracting and procurement systems and policies.

EO 12: Identify, and work to remove at the state level, obstacles to targeted economic opportunity enhancement and sustainability in areas such as local procurement.

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

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
2a. Identify budget options and secure funding	DPMM, One Fairfax, DMB, DEI	Time, Staff, Funding	DPMM	1/2024-12/2024	Y/N Funding Secured
2b. Contingent on 2a, partner with stakeholder departments to identify requirements and initiate the procurement process	See above.	Time & Staff	DPMM	1/2024-12/2024	Y/N Vendor selected

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Goal 3: Review, update, and/or create policies with an equity lens to maximize fairness and equity in existing County processes.

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.
- 3. Workforce development pathways that provide all residents with opportunity to develop knowledge and skills to participate in a diverse economy and earn sufficient income to support themselves and their families.
- 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): Economic Opportunity (EO), Effective & Efficient Government (EEG)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

- EO 11:** Promote the equitable and transparent distribution of county resources through the county's contracting and procurement systems and policies.
- EEG 18:** Using lessons learned during COVID-19, re-engineer county practices and procedures to improve performance, reduce cost and eliminate redundancies.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
3a. Propose a Micro-business Preference Ordinance in order to enhance VA-certified micro business participation in county procurement practices	Sustainable Procurement Team, DPMM Staff & Leadership	Time & Staff	DPMM	1/2024-12/1024	Y/N Submit ordinance to County leadership
3b. Create a Sustainable Purchasing Policy & related Buyer's Guide to align all departments' purchasing with the County's social, racial, and environmental goals	Sustainable Procurement Team, DPMM Staff & Leadership	See above.	See above.	1/2024-12/1024	Y/N policy & guide submitted to County leadership
3c. Assess the effectiveness of the Equity Policy Review Committee and adjust as needed	Sustainable Procurement Team. DPMM Leadership	See above.	See above.	1/2024-12/1024	# of staff from each division on EPRC # of policies by EPRC

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Goal 4: Provide impactful, engaging and new opportunities for supplier outreach

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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): Economic Opportunity (EO)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

EO 9: Collaborate with the business community to explore innovative approaches to enhance efforts to attract, retain, support, and expand businesses, particularly in target industries and across various types and sizes.

EO 10: Advance the skills of new business owners by assessing currently available county and community services and building a more coordinated and impactful network of expertise and support.

EO 11: Promote the equitable and transparent distribution of county resources through the county's contracting and procurement systems and policies.

EO 12: Identify, and work to remove at the state level, obstacles to targeted economic opportunity enhancement and sustainability in areas such as local procurement.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
4a. Continue to plan and host supplier outreach events such as a County Contracting & Networking Expo, etc.	Supplier Diversity Team, DPMM Leadership, County Purchasers, SBC	Time, Staff, Other Departments Participation	Supplier Diversity Team & DPMM Leadership	1/2024-12/1024	# of departments participating # of prospective vendors participating % of positive feedback from participating businesses
4b. Create a third "How-to Do Business with Fairfax County" video covering additional topics to help prospective vendors find and understand County procurement opportunities	Supplier Diversity Team, Contracts Division, DPMM Leadership	Time	Supplier Diversity Team	1/2024-12/1024	# of video views
4c. Continued collaboration with other departments & external agencies on workshop events and outreach efforts	Supplier Diversity Team, DPMM Leadership, Partnering Entities	Time, Staff, Collaboration from Partnering Entities	See above.	1/2024-12/1024	% of positive feedback from participating businesses

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Goal 5: Assist departments with their equity goals in procurement

One Fairfax Area(s) of Focus:

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): Economic Opportunity (EO)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

EO 4: Contribute to the closing of the racial wealth gap by supporting the development of ecosystems that facilitate locally owned investment and economic opportunities for Black, indigenous, and People of Color (BIPOC).

EO 10: Advance the skills of new business owners by assessing currently available county and community services and building a more coordinated and impactful network of expertise and support.

EO 11: Promote the equitable and transparent distribution of county resources through the county's contracting and procurement systems and policies.

EO 12: Identify, and work to remove at the state level, obstacles to targeted economic opportunity enhancement and sustainability in areas such as local procurement.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
5a. Expand touchpoints to discuss equity in procurement (ex. business planning meetings)	DPMM Staff & Leadership	Time	DPMM	1/2024-12/1024	# of meetings #of meetings discussing equity in procurement practices
5b. Assist various departments in initiatives to improve equity in solicitation language	DPMM Staff, Various County Departments	Time, Cross-departmental supports	DPMM, Applicable Departments	1/2024-12/1024	# of solicitations impacted
5c. Include equity considerations in procurement trainings	Supplier Diversity Team, Business & Technical Solutions Division, DPMM Staff & Leadership	Time & Staff	DPMM	1/2024-12/1024	# of trainings that include equity # of staff in trainings

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Kee Ann Pender

Department Director's Signature: _____

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