



Housing and Community Development CY 2022 Equity Impact Plan

Leadership Sponsor: Amy Ginger, Deputy Director

Equity Lead(s): Regina Coyle, Special Projects

Departmental Equity Guiding Statement:

As a provider, developer, and financier of housing, HCD will set policies and establish practices to eliminate social and racial disparities in access to safe, stable, and affordable housing options throughout Fairfax County. HCD will implement/adopt equitable organizational practices in partnership with those most impacted by social, racial and economic disparities in housing and community development. As an employer, HCD will provide an inclusive, respectful workplace that provides equitable opportunity in all aspects of hiring, career development, retention, and succession planning.

Context:

The Fairfax Countywide Strategic Plan envisions Fairfax County as a place where all people live in communities that foster safe, enjoyable, and affordable living experiences. It has been recognized locally and regionally that to achieve this important community outcome increasing the supply of affordable housing opportunities is the critical foundation to support stability and success of all residents, businesses, and places within Fairfax County. The existing need for affordable housing units for renters earning 80% of Area Median Income and below is estimated to be 31,630 units. Through 2032, the need for affordable housing options will grow as the county is projected to add 62,184 households, of which 18,622 are expected to earn 80% of AMI or below.

Community engagement efforts by County staff and associated with the work of the Affordable Housing Resources Panel, the Affordable Housing Preservation Task Force, the Chairman's Task Force on Equity and Opportunity, and the Virginia Chamber among others, have identified an acute affordable housing need affecting one or more of the following populations:

- Individuals and Families Experiencing Homelessness
- Households with Low to Extremely Low Incomes
- Special Needs Populations to include Seniors and People with Disabilities
- Workforce Essential to Economic Health and Growth
- Residents of Manufactured Housing Communities
- Public Safety Personnel

People of color are disproportionately negatively impacted by the lack of available affordable housing within Fairfax County. Improving our affordable housing policies, support programs and administrative practices with innovations that support the needs of our customers through the preservation of existing affordable housing and the aggressive production of new affordable housing is critical to ensure equitable access to a range of affordable rental and ownership opportunities for all residents, including people experiencing homelessness.

Long-Term Outcome(s):

- | | |
|--|---|
| <input type="checkbox"/> Cultural and Recreational Opportunities | <input 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 type="checkbox"/> Environment | <input type="checkbox"/> Safety and Security |

System-Level Infrastructure: Actions Outside Departmental Control

The Department of Human Resources

- Improved Standardized Recruitment Procedures
- Selection Process Best Practices
- Candidate Data Disaggregation throughout the Process

The Civil Service Commission

- Comprehensive Implicit Bias Training

The Department of Purchasing and Materials Management

- Procurement Best Practices
- Contract Partner Education & Training
- Collaboration on Legislative Change Proposals

The Land Development Agencies

- Collaboration to advance proposals for land development policy & regulatory changes that promote more affordable housing development
- Collaboration to advance proposals for administrative process incentives for affordable housing developments

Office of the Clerk to the Board of Supervisors

- BAC and Task Force Member Training
- Member Surveys and Data Gathering

One Fairfax Team – Office of the County Executive

- Continued Training Support Resources for Large Departments
- Coordinated/Best Practice Approach to Customer Surveys
- Coordinated/Best Practice Approach to Align County Contract Partners with the One Fairfax Policy

DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT (DHCD) - 2022 EQUITY IMPACT PLAN

Short-Term Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Use vouchers to increase and disperse affordable housing choices for people of color in communities where opportunity exists.	2, 6, 8	1a. Evaluate the concentration of housing choice voucher participants in Fairfax County and determine possible policy changes to address or remediate, as applicable	FCRHA voucher participants. Existing & Potential Landlords	Ongoing Priority Activity Calendar Year 2022	HCD Rental Assistance Staff	Goal Team 1	Geographic distribution map of voucher use # of landlords or units participating in the voucher program by year in higher sub-market standard areas
		1b. Create local fair market payment standards for sub-markets. Provide information to new and relocating voucher holders regarding communities of opportunity to consider	FCRHA MTW Advisory Committee	Ongoing Priority Activity Calendar Year 2022	HCD Rental Assistance Staff	Goal Team 1	# of new voucher holders who lease in higher sub-market payment standard areas (by race/ethnicity) # of existing voucher holders who move from a lower to a higher sub-market payment

		1c. Develop communications and decision-making protocol with current voucher holders and those on the waiting list. Use focused outreach methods for voucher holders of color and ensure they are represented in any advisory or decision-making structure.	FCRHA, Resident Advisory Council Voucher-holders Voucher-Waitlisted	Priority Activity Calendar Year 2022	HCD EIT HCD public affairs unit;	Goal Team 1	standard area (by race/ethnicity) Draft payment standards that have been locally vetted and submitted to HUD for approval and implemented.
		1d. Develop educational information for voucher holders considering recently enacted Virginia legislation that prohibits discrimination based on source of funds.	FCRHA, voucher participants	Priority Activity Calendar Year 2022	HCD EIT HCD Rental Assistance staff; HCD public affairs staff; Goal Team #3	Goal Team 1 OHREP	
		1e. Develop educational information and consider incentives to encourage more potential landlords to participate in the voucher program	FCRHA voucher participants. Existing & Potential Landlords	Priority Activity Calendar Year 2022	HCD Public Affairs, HCD Equity Team	HCD, OHREP	
2. Coordinate affordable housing investment with other county investments to increase opportunity in newly created neighborhoods and prevent displacement from neighborhoods of affordability.	1,2,4,6, 8,10,11,12,13 & 14	2a. Ensure contracting, loan and grant-making policies and criteria are written to promote racial and social equity as permitted by funding and legal requirements.	FCRHA, HCD staff, Development Partners Residents	Priority Activity Calendar Year 2022	HCD EIT HCD Grants Management Division, DPMM	Goal Team 2	Evaluation matrix for opportunities in use by HCD # of new development projects on County land transferred to the RHA by calendar year by geographic area
		2b. Prioritize affordable housing development on county owned land in diverse neighborhoods throughout the County using an equity lens.	FCHRA, HCD Staff, County Development Review Agencies, and other Partners	Priority Ongoing Calendar Year 2022	HCD Affordable Housing Development Staff, HCD EIT, FMD		

		2c. Map areas of displacement risk and incorporate into affordable housing preservation policy.	FCRHA, HCD staff, Affordable Housing Advisory Committee, development partners	Priority Calendar Year 2023	HCD Affordable Housing Development Staff, HCD EIT	Goal Team 2 HCD	# of affordable units lost within mapped areas of displacement risk. # of FTE and # of place-based community development efforts with a participating HCD staff person advancing an affordable housing agenda
		2d. Conduct a review of current and future opportunities for HCD to participate in cross-departmental place-based community development efforts. Integrate HCD staff where appropriate	HCD OSM DPD DEI	Ongoing	HCD EIT DPD, LDS	HCD Affordable Housing Development Division Staff	
		2e. Continue to integrate HCD participation in countywide and regional efforts to develop and advance recommendations within the Analysis of Impediments to Fair Housing Study.	HCD, OHREP, Regional Jurisdictions, Housing Advocates	Ongoing		HCD, OHREP COG	\$ of budget and # of work plans proposed to insert an affordable housing agenda into cross-departmental initiatives.
3. Strengthen HCD's organizational commitment to racial and social equity	3, 16, 17	3a. Develop and implement equitable policies, competencies, and best practices into all HR work (hiring, promoting, training, succession planning, and changes to organizational culture).	HCD	Priority Calendar Year 2022	Central HR Department HCD EIT HCD Senior Leadership Team	Goal Team 3	Annual/Periodic Assessment of Candidate demographics disaggregated at every stage of hiring process
		3b. Collect disaggregated data of interviewees at each stage of hiring, from initial application through interviews and hiring. This information is then used to develop a recruitment strategy for every recruitment with specific	HCD	Priority Calendar Year 2022	Central HR & DIT HCD Senior Leadership	Goal Team 3	% of managers who receive an annual review that includes review of their equity work.

		strategies for reaching underrepresented demographics, including applicants of color.				% of job descriptions with equity skill sets included	
		3c. Develop a communications protocol for informing staff and external stakeholders of HCD's approach to implementing this Equity Impact Plan. Engage staff at all levels in the development of this protocol	HCD	Priority Calendar Year 2022	HCD EIT Central One Fairfax OPA HCD Public Affairs	Goal Team 3	% of managers who receive an annual review that includes review of their equity work. % of all-staff meeting agendas and external email updates from HCD (ex. HCD newsletter) include an opportunity to learn about One Fairfax
		3d. Develop strategies to improve customer feedback and community engagement with an emphasis on obtaining input from communities of color, people with disabilities, people experiencing housing instability and people of varying income levels.	HCD Customers RHA Advisory Committees	Priority Calendar Year 2022	OPEH	HCD	
		3e. Collect and report on demographic data disaggregated by race for people receiving HCD services	HCD FCRHA	Priority	OPEH EIT Policy/Analysis DIT		Advisory Body Membership Demographics
		3f. Incorporate a policy to consider racial and social equity when recruiting new members for housing related advisory boards, task forces and committees	HCD Housing Advisory Committees Residents	Ongoing	HCD Leadership	HCD, Partners	# of education, discussion and/or equity training opportunities within HCD
		3g. Provide education and training to ensure all staff partners, and stakeholders have a common understanding of equity, the	HCD staff	Ongoing	HCD Leadership HCD EIT	Goal Team 3	# of staff participants

		County, Department, FCRHA & BOS goals, expectations, and desired outcomes, to help advance racial and social equity					
4. Ensure HCD/FCRHA policy, planning and/or program documents consider racial and social equity	1, 2, 17, Chairman's Task Force on Equity and Opportunity	4a. Prioritize the application of a racial equity lens to one of HCD's major funding programs each year (ex. HOME/CDBG/Moving to Work)	HCD FCRHA	Ongoing	HCD Operations HCD ADU Coordinator HCD Homeowners hip Division	Goal Team 4	Completion of program assessment and strategy development
		2022 Program- Review administrative policies associated with the magnet housing program to develop strategies to expand the program and increase the supply of units available for public safety.					
		4b. Incorporate an equity impact analysis into the RHA Item review and approval process	HCD FCRHA	Priority	HCD Senior Staff- HCD Staff	HCD EIT Goal Team 4	% of policies that include language to promote racial and social equity
		4c. Incorporate a social and racial equity lens in the development of policy and operating procedures within each Division of HCD.	HCD FCRHA	Priority (Policy Emphasis)	HCD Division Directors	HCD EIT	% of procedures that include language to promote racial and social equity
		4d. Analyze and report on county-wide housing needs for different populations. This report becomes the basis for future applications of the racial equity lens on other HCD funding programs and policy initiatives (Formerly 4c.)	Customers Residents HCD FCRHA	Ongoing Calendar Year 2022			# of media outlets who report on the findings from housing needs analysis
4e. Incorporate a social and racial equity lens into the process of updating the HCD mission, vision, and values	HCD Staff FCRHA	Ongoing 12 months	HCD EIT HCD SLT HCD Leadership Team	Goal Team 4	Revised FCRHA mission/vision incorporated into FCRHA planning documents		

		statements that fully integrates homelessness.			Policy & Procedures Division		Revised & Combined HCD/OPEH mission/vision statements
<p>5. Homelessness. Eliminate the disproportionality of people at-risk of or experiencing homelessness from communities of color and other marginalized populations by providing equitable paths to safe, stable, affordable housing.</p>	<p>1, 2, 8, 10</p>	<p>5a. Participate in the Racial Equity Systems Analysis in collaboration with the nine neighboring jurisdictions that participate in the Metropolitan Washington Council of Governments (COG) and C4 Innovations.</p>	<p>Program Participants COC MWCOG C4I</p>	<p>Ongoing Priority Calendar Year 2022</p>		<p>OPEH CoC Homeless Services</p>	<p>Use research findings to identify policies that need to change.</p>
		<p>5b. Engage with leadership of partner organizations to understand how they train and support staff.</p>	<p>Homeless Service Providers</p>	<p>Ongoing Priority Calendar Year 2022 Activity</p>		<p>OPEH CoC Homeless Services</p>	<p>Number of staff who attended Equity trainings</p>
		<p>5c. Gather qualitative and quantitative data from various sources to help understand the experience of people of color and other marginalized populations without housing stability.</p>	<p>Program Participants CoC Homeless Services</p>	<p>Ongoing Priority Calendar Year 2022</p>		<p>Program Participants OPEH Homeless Services</p>	<p>Survey results Data Analysis</p>
		<p>5d. Review and revise operational forms provided by OPEH.</p>	<p>Program Participants CoC Homeless Services</p>	<p>Calendar Year 2022</p>		<p>OPEH contracted partners</p>	<p>Add new forms to Standard Operating Manual, implement use of forms</p>
		<p>5e. Analyze OPEH specific assessment tools for questions and scoring for implicit or explicit racial bias.</p>	<p>OPEH, partners, Households at risk of or experiencing homelessness</p>	<p>Calendar Year 2022</p>		<p>OPEH contracted partners</p>	

	5f. Review and provide recommendations for operational forms created by partners for equity and trauma lens.	OPEH, partners, Households at risk of or experiencing homelessness	Calendar Year 2022		OPEH contracted partners	Use of new forms
	5g. Provide trainings on how to conduct assessments to ensure provider is tuned-in to implicit bias	OPEH, partners, Households at risk of or experiencing homelessness	Calendar Year 2022		OPEH contracted partners	

Director's Signature:  BB2D60ADCCF344D...