
CALENDAR YEAR 2022 EQUITY IMPACT PLAN

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BACKGROUND INFORMATION

Department Name: Land Development Services (LDS)

Equity Lead(s): Helman Castro and Ellen Gray

Date: November 30, 2022

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Review your department's Equity Impact Plan for CY 2022 at [Equity Impact Plans | Topics \(fairfaxcounty.gov\)](#). Using that plan, add each goal below and describe: 1) what was done to make progress toward the goal, 2) with whom (partners), and 3) how work toward this goal was measured/evaluated and the results. If you have data for the performance measures in your CY 2022 Equity Impact Plan, report them. Add more goals as needed.

Goal 1: Outreach – Provide outreach and education on permitting, plan review and inspections that reach all communities within Fairfax and consider race when developing communication channels.

Action 1a – Training our staff on racial and social equity to effectively educate disadvantaged customers about the Land Development Process.

Goal 1 Action 1a Progress:

LDS provided equity training, Race: The Power of Illusion, to 190 staff. All LDS managers attended training called Advancing Racial Equity and the Role of Government. Equity awareness is now an established component of LDS employee orientation. LDS' customer equity point of contact has provided training on interpretation services to LDS admin staff and supplied interpretation services information to staff in the Customer Information Center.

Action 1b – Promote community education by reaching out to customers from underrepresented populations.

Goal 1 Action 1b Progress:

Using GIS mapping, LDS identified a number of communities with high vulnerability and low permit activity. Translated vital LDS publications on web pages into several different languages. Catalogued all documents in the process of prioritizing documents for translation. Four typical detail documents have been translated into 7 languages. PLUS introductory videos translated into 7 languages. Collaborated with other land use and outreach-based agencies to better reach LDS customers (i.e., small business webinars and Parking Reimagined project) and provided a more culturally appropriate approach to several equity related projects.

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Action 1c – Conduct a scan of LDS’ current complaint system to determine if inequities exist in how complaints are received and addressed. Using the current complaint SOPs and GIS dashboard, identify complaint “hotspots” and implement outreach.

Goal 1 Action 1c Progress:

LDS identified several complaints per categorical issue; identified complaint “hot spots” throughout the county; identified trusted community members to disseminate/collect information about community concerns. The implementation of PLUS will provide more tracking and metrics capabilities which will potentially identify other inequities to underrepresented populations.

Goal 2: Access to Services – Provide access to services in a fair and equitable manner to accomplish safe and sustainable development in Fairfax County for all community members.

Action 2a – Evaluate needs via focus group as well as research and analyze website metrics to determine if we are denying access based on lack of digital accessibility, knowledge and language barriers.

Goal 2 Action 2a Progress:

Analysis of LDS Metrics and GIS was conducted as a part of the PLUS conversion; analysis of metrics is on-going.

Action 2b – Develop LDS Customer Equity Plan. Implement a plan that instills an equity lens on this new electronic process.

Goal 2 Action 2b Progress:

Customer Equity Plan was completed. The Customer Experience Team (CET) handles customer needs related to difficulty with the permitting process. Our Equity Point of Contact handles customer needs related to access.

Goal 3: Hiring – Attract and retain a diverse workforce; offer opportunities for growth while providing competitive pay and benefits.

Action 3a – Conduct trend analysis of underrepresented populations recruitment and hiring.

Goal 3 Action 3a Progress:

LDS began tracking age, race, and gender of new hires, internal promotions, and resignations along with pay grade and supervisory vs. non-supervisory positions. A workforce report was provided to the LDS Executive team identifying diversity against pay grade and salary. LDS also received historical diversity report submissions from the Office of Human Rights and Equity Programs (OHREP). As LDS Human Resources (HR) continues to collect this information, the demographic data will be compared to the

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demographics of Fairfax County to identify any discrepancies between LDS workforce and county residents.

Action 3b – Review and obtain additional candidate sources to increase the diversity of our hiring pools, particularly with professional and trades associations targeted to underrepresented populations.

Goal 3 Action 3b Progress:

LDS compiled additional sources for advertising which will be turned into an easily accessible list for hiring managers to review as they begin the recruitment process. This list of sources includes targeted groups such as the National Black MBA Association job board, National Association of Asian American Professionals, and LGBTJobSite. Department of Human Resources (DHR) allows for a maximum of five outside sources for advertisement and LDS HR will require all five advertising slots to be used.

Action 3c – Provide training to hiring managers on alternative sourcing and to develop collaborative outreach partnerships with educational institutions.

Goal 3 Action 3c Progress:

LDS created a pilot internship program with Northern Virginia Community College (NVCC) to attract students from the NVCC trade program into LDS entry level positions. LDS HR worked with NVCC to establish an official program and process by which NVCC students can enter a paid internship position and earn experience to be eligible to compete for merit positions. LDS HR is now seeking to establish a similar program with other schools in Fairfax County and partner with Historically Black Colleges and Universities throughout Virginia.

Action 3d – Conduct an agency wide analysis to identify if there are any predictors in movement, in or out of the agency, based on race, age, and gender.

Goal 3 Action 3d Progress:

Similar to 3A, LDS began tracking age, race, and gender of new hires, internal promotions, and resignations along with pay grade and supervisory vs. non-supervisory positions. A workforce report was provided to the LDS Executive team identifying diversity against pay grade and salary. LDS HR is tracking movements in or out of the agency and is working to overlay that data with race, age, and gender. LDS HR is also tracking reasons for leaving LDS for external opportunities.

Action 3e – Conduct a salary study and look at lack of parity in pay.

Goal 3 Action 3e Progress:

This goal is complete: LDS Finance and HR Branch conducted a salary analysis to identify employees who are out of alignment with the county's compensation plan. LDS leadership submitted the results of the

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analysis and pay adjustment requests to the Deputy County Executive. The agency analysis was not reviewed due to the release of DHR's county-wide salary compression review.