



Land Development Services (LDS) CY 2022 Equity Impact Plan

Leadership Sponsor: William Hicks, Director and LDS Executive Team

Equity Lead(s): Helman Castro & Ellen Gray

Departmental Equity Guiding Statement: Land Development Services is committed to racial and social equity in the facilitation of the safe and sustainable building of our communities. We promote a diverse workforce and foster inclusive and accessible permitting, plan review and inspections services in Fairfax County.

Context: LDS is the agency within Fairfax County that processes the majority of the land development permits for commercial and residential construction. Although LDS had planned to implement a fully digital permitting process through PLUS in late 2022, the pandemic caused LDS to pivot quickly to a fully online permitting system in March 2020. In order to meet the goals of our guiding statement, LDS has identified three major focus areas to address inequities: Outreach, Access to Services, and Hiring (Attracting, Recruiting and Retaining a Diverse Workforce).

- 1) Outreach: Identification of appropriate avenues to reach a more diverse audience to provide information about LDS services, contractor licensing and to address complaint-based inquiries.
- 2) Access to Services: As LDS pivoted to fully online services, it became apparent that a lack of digital access, low digital literacy, and language barriers could cause exclusion of specific groups from accessing our services. Actions continue to be taken to address these inequities.
- 3) Recruiting and Retaining a Diverse Workforce: lack of diverse applicant pools in male-dominated fields, lack of consistent entry-level requirements, lack of parity in grades between inspector classes intra-agency and inter-agency, disparity of salary models and compensation between agencies and other local jurisdictions, lack of clear competency models for promotional and training opportunities.

Long-term Outcome(s):

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| <input 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 type="checkbox"/> Lifelong Education and Learning |
| <input type="checkbox"/> Empowerment and Support for Residents Facing Vulnerability | <input type="checkbox"/> Mobility and Transportation |
| <input checked="" type="checkbox"/> Environment | <input type="checkbox"/> Safety and Security |

System-Level Infrastructure:

Department of Human Resources:

- 1) Review job classes for parity.
- 2) Allow more autonomy over resume reviews/cert. list
- 3) Provide summary data of applicants to see demographic data
- 4) Review current agency competency models and develop updated county-wide models; OD&T provides updated competency model training

Department of Information Technology

- 1) More flexibility in the approval and procurement process for new equipment and software
- 2) Equipment available for public use at self-serve kiosks and mobile units
- 3) Allow more flexibility for updates and changes to Plan2Build/LDS websites

Department of Management and Budget

- 1) Increased flexibility in the adjustment of our budget appropriations
- 2) Support funding to achieve pay equity

Department of Procurement and Material Management

- 1) Develop a process to be more inclusive of minority and women-owned small businesses

LAND DEVELOPMENT SERVICES (LDS) CALENDAR YEAR 2022 EQUITY IMPACT PLAN

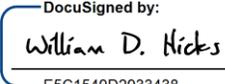
Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Outreach - Provide outreach and education on permitting, plan review and inspections that reach all communities within Fairfax and consider race when developing communication channels.	#11 A quality built and natural environment that accommodates anticipated growth and change in an economically, socially, and environmentally sustainable and equitable manner that includes mixes of land use that protects existing stable neighborhoods and green spaces, supports sustainability, supports a high quality of life, and promotes employment opportunities, housing, amenities and services for all people.	1a. Training our staff on racial and social equity to effectively educate customers with language barriers, literacy and digital literacy deficiencies, and technological barriers about the Land Development Process	LDS staff, LDS outreach staff e.g.: Community Liaisons, Non-Profits/Places of Worship Coordinator; as well as agency-wide equity trainers	2020-2023	Staff / Consultant / OD&T, OPA, Translation services, CEX (Equity Team)	LDS Executive Team	Survey staff after training to determine fluency in equity concepts
		1b. Promote community education by reaching out to customers from underrepresented populations (residents and contractors with language barriers; people living in non-traditional homes, i.e., mobile homes; elderly residents; etc.): <ul style="list-style-type: none"> Gather data on what communities we are currently reaching and who we may be missing 	Staff/Community	2021-2023	Staff/ Community/ Consultant / OPA, Translation services/DIT/ print services/Cable & Consumer Services/Outreach Framework/NCS/DCC/DPD/ DPWES/Office of Fire Marshal/OEEC/County Exec/BOS Offices (newsletters & social media)/nonprofits & faith-based groups (for information distribution)	LDS Executive Team	Measure number of Notice of Violations (NOVs) and number of newly licensed contractors

		<ul style="list-style-type: none"> • Translate “How to Become a Contractor” brochure, all LDS publications and web pages into several languages • Utilize the newly created Outreach Framework <p>Collaborate with other land use and outreach- based agencies to better reach our customers</p>					
		<p>1c. Conduct a scan of LDS’s current complaint system to determine if inequities exist in how complaints are received and addressed. The goal is to ensure that no particular group receives priority for complaint resolution. Once research is complete, we will have determined who we are regularly hearing from and who we are not and is therefore not</p>	<p>Disadvantaged socioeconomic communities</p>	<p>2020-2023</p>	<p>Staff/BOS/Community/DIT</p>	<p>LDS Executive Team</p>	<p>Measure number of complaints and time to resolution</p>

		represented. LDS can reach out to the board members from that district with groups that we are not hearing from for support in education					
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.	#1 Community and economic development policies and programs that promote wealth creation and ensure fair access for all people. #15 Digital access and literacy for all residents.	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.	Staff/Community	2021-2023	DIT, OPA, Community engagement groups/ CEX (Equity Team)	Staff/ DIT/ OPA/ LDS Executive Team	Metrics of online services and phone calls
		2b. Develop LDS Customer Equity Plan. Implement a plan that instills an equity lens on this new all electronic process.	Staff/Community	2020-2023	Staff, OCA, CEX (Equity Team)	Staff/LDS Executive Team	Measure number of customers asking for and receiving special assistance (language translation services, technological assistance, etc.)

<p>3. Hiring - Attract and retain a diverse workforce; offer opportunities for growth while providing competitive pay and benefits.</p>	<p>#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</p>	<p>3a. Conduct trend analysis of underrepresented populations recruitment and hiring.</p>	Staff/Community	2021-2022	DHR	LDS Executive Team	<p>Number of advertising sources. Number of candidates from underrepresented population interviewed and hired.</p>
		<p>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.</p>	Staff/Community	2021-2022	DHR	LDS Executive Team	<p>Measure number in partnerships and collaboration that widen the candidate pipeline. Additional candidate sources have been obtained in 2021, and moving forward HR will review, obtain and assess the success of the additional candidate resources.</p> <p>Metrics/milestone to be developed when program is established.</p>
		<p>3c. Provide training to hiring managers on alternative sourcing and to develop collaborative outreach partnerships with educational institutions.</p>	Hiring Managers	2021-2023	Staff/Consultant	LDS Executive Team	

		3d. Develop and establish registered apprenticeship programs to attract underrepresented populations to the traditionally male-dominated construction field.	Staff	2022-2023	DHR, DMB, FCPS, DFS, US DOL	LDS Executive Team	Measure demographics to determine diversity in management and the workforce.
		3e. Evaluate if assigning coaches to underrepresented populations would encourage movement into management. Coaches should stay with the manager upon hire to set up success.	Staff	2021-2023	DHR/OD&T, DMB	LDS Executive Team	Measure number of management positions filled by underrepresented populations
		3f. Conduct a salary study and look at lack of parity in pay	Staff	2021-2022	DHR, DMB	LDS Executive Team	Identify the number of impacted employees experiencing pay inequity and review hiring practices to ensure new hires are compensated equitably

Director's Signature:  2022 February 1 | 10:44:13 EST
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