



(Housing and Community Development) CY 2023 Equity Impact Plan

Leadership Sponsor: Amy Ginger

Equity Lead(s): Regina Coyle

Departmental Equity Guiding Statement:

As a provider, developer, and financier of affordable 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. 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 along 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 for 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

In 2020, the Joint Legislative Audit and Review Commission on behalf of the Virginia General Assembly found that, "Virginians most impacted by the lack of affordable housing are renters, have low incomes, are more likely to live in the state's populated areas, and often work in common, essential occupations." People of color are disproportionately 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):

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

System-Level Infrastructure:

The Department of Human Resources

- Comprehensive Implicit Bias Training
- Improved Standardized Recruitment Procedures
- Selection Process Best Practices
- Candidate Data Disaggregation throughout the Process

The Department of Purchasing and Materials Management

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

Land Development Services, Department of Planning and Development

- Collaboration to advance proposals for land development policy, practices & 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

- Coordinated BAC and Task Force Member Training
- Coordinated 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 AND COMMUNITY DEVELOPMENT CALENDAR YEAR 2023 EQUITY IMPACT PLAN

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	DRAFT Performance Measures
1. Use the voucher program to increase housing choice for people of color in communities of opportunity.	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 #1 Activity	HCD Rental Assistance Staff	Goal Team 1	Draft payment standards that have been locally vetted and submitted to HUD for approval and implemented
		1b. Implement local payment standards for sub-markets. Provide information to new and relocating voucher holders regarding communities of opportunity to consider	FCRHA	Ongoing Priority #1 Activity	HCD Rental Assistance Staff	Goal Team 1	Geographic distribution map of voucher use and submarket payment standard areas # of landlords or units participating in the voucher program by year by sub-market standard areas
		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, MTW Advisory Council Voucher-holders Voucher-Waitlisted	Priority #2 Activity	HCD EIT HCD public affairs unit	Goal 1 Team	Annual # of new voucher holders who lease by sub-market payment standard areas (by race/ethnicity) # of existing voucher holders who move from a lower to a higher sub-market payment standard area (by race/ethnicity)

		1d. Develop educational information for voucher holders considering recently enacted Virginia legislation that prohibits discrimination based on source of funds.	FCRHA voucher participants Existing & Potential Landlords	Priority #3 Activity	HCD EIT HCD Rental Assistance staff; HCD public affairs staff. Goal Team #3	Goal Team #1 OHREP	Draft payment standards that have been locally vetted and submitted to HUD for approval and local implementation
		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 #3 Activity	HCD Public Affairs, HCD Equity Team	HCD, OHREP	
2. Coordinate affordable housing investment with other investments to increase opportunity in newly created neighborhoods and prevent resident displacement from neighborhoods of affordability	2, 8	2a. Ensure contracting, loan and grantmaking policies and criteria are written to promote social and racial equity as permitted by funding and legal requirements	FCRHA, HCD staff, Development Partners Residents	Priority #1 (contracting policies)	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. Map areas of displacement risk to identify and incorporate preventative strategies into County housing preservation policy.	FCRHA, HCD staff, Affordable Housing Advisory Committee, development partners	Priority #1 Calendar Year 2023	HCD Affordable Housing Development Staff, HCD EIT	Goal Team #2 HCD	# of new development projects in partnership with places of worship # of affordable units lost within mapped areas of displacement risk
		2c. Continue to lead Countywide initiative to develop and implement policies, practices and programs to	Residents, AHAC, Community Partners, Community Owners	Priority #1 Calendar Year 2023	HCD Preservation & Grants Management, NCS, DPD, DCC,	Goal Team #2 HCD	# of FTE and # of place-based community development efforts with a participating HCD

		support the preservation of market affordable housing, including manufactured housing communities.					staff person advancing an affordable housing agenda
		2d. Prioritize affordable housing development on county-owned land throughout the County and pursue development opportunities in partnership with places of worship to increase the supply of housing attainable to low- and moderate-income residents.	FCHRA, HCD Staff, County Development Review Agencies, NCS, Places of Worship and other Partners	Priority #1 Ongoing	HCD Affordable Housing Development Staff, HCD EIT	Goal Team #2 HCD	\$ of budget and # of work plans proposed to insert an affordable housing agenda into cross-departmental initiatives
		2e. Integrate HCD staff into cross-departmental place-based community development efforts.	HCD NCS DPD DFS DEI	Priority #2 Ongoing	HCD EIT DPD, LDS	Goa Team #2, HCD, EIT	
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). <u>Employee Survey 2023 Initiative</u>	HCD	Priority #1	Central HR Department HCD EIT HCD Senior Leadership Team	Goal 3 Team	% of people of color (disaggregated) at every stage of hiring % of managers who receive an annual review that includes review of their equity work.

		Administer and analyze the GARE employee survey within the department.					Revised & Combined HCD/OPEH mission/vision statements
		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 strategies for reaching underrepresented demographics, including applicants of color.	HCD	Priority #1	Central HR & DIT HCD Senior Leadership	Goal 3 Team	% of job descriptions with equity skill sets included % of all-staff meetings that include an opportunity to learn more about One Fairfax # of education, discussion and/or equity training opportunities within HCD # of staff participants in education, discussion and/or equity training discussions
		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 #1	HCD EIT Central One Fairfax OPA HCD Public Affairs	Goal 3 Team	
		3d. Develop strategies to	HCD Customers,	Ongoing	HCD, NCS, One Fairfax	HCD	

	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.	FCRHA, Advisory Committees			Goal Area Teams	
	3e. Collect and report on demographic data disaggregated by race for people receiving HCD services	HCD FCRHA	Ongoing	Calendar Year 2023 and 2024	HCD Staff	HCD
	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, EIT	HCD, Partners
	3g. Provide education and training to ensure all staff partners, and stakeholders have a common understanding of equity, the County, Department, FCRHA & BOS goals,	HCD Staff	Calendar Year 2023		HCD Leadership, HCD EIT	Goal Team #3

		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.	HCD FCRHA	Calendar Year 2023	HCD Operations, HCD ADU Coordinator, Homeownership	Goal Team 4	Complete program assessment and strategy development % of policies that include language to promote racial and social equity % of procedures that include language to promote racial and social equity # of media outlets who report on the findings from housing needs analysis	
		2023 Program Review Review administrative policies associated with the magnet housing program to develop strategies to modify and potentially and increase the supply of units available for uniformed public safety personnel.						
		4b. Incorporate an equity impact analysis into the RHA Item review and approval process	HCD FCRHA	Priority #1 Calendar Year 2023	HCD Senior Staff- HCD Staff	Goal Team 4	Revised FCRHA mission/vision incorporated into FCRHA planning documents	
		4c. Continue to participate in countywide and regional efforts to advance recommendations within the Regional Fair Housing Report.	HCD, OHREP, Regional Jurisdictions, Housing Advocates, COG	Priority #1 Calendar Year 2023	HCD, OHREP COG, AHAC	HCD, OHREP	Combined HCD/OPEH mission/vision statements	
		4d. Incorporate a social and racial equity lens in the	HCD FCRHA	Ongoing Calendar Year 2023 and 2024	HCD Division Directors	HCD EIT		

		development of policy and operating procedures within each Division of HCD					
		4e. 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	Customers, Residents HCD FCRHA	Priority 1 Ongoing Calendar Year 2023 and 2024			
		4f. Incorporate a social and racial equity lens into the process of updating the HCD mission, vision and values statement that fully integrates homelessness.	HCD Staff FCRHA	Calendar Year 2023 and 2024	HCD SLT, EIT, Leadership Team	Goal Team #4	
5. 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.	1,2,8,10	5a. OPEH will create and direct a Racial Equity Action Committee (REAC) to coordinate and implement the action steps outlined in the REAC Action Plan.	People with lived experience, homeless services providers, program participants	Calendar Year 2023	Equity trainings, materials provided by C4 Innovations, HMIS data	OPEH and Committee Members	Creation of committee
		5b. Provide equity trainings to OPEH staff and staff from non-profits contracted to provide homeless services.	OPEH and homeless service providers	Calendar year 2023	Equity trainings offered by ONE Fairfax	OPEH Homelessness Workgroup members	Number of staff who attend trainings

		<p>5c. Review and revise operational forms with a racial equity and trauma-informed lens, utilized by OPEH and non-profits contracted to provide homeless services.</p>	<p>People with lived experience, homeless services providers, program participants</p>	<p>Calendar year 2023</p>	<p>Policies and Procedures Equity Review Protocol</p>	<p>OPEH and contracted partners</p>	<p>Creation and implementation of at least 5 new forms</p>
		<p>5d. Create standard racial equity performance measures and data analysis process to be able to frequently evaluate the system using a standard process; that incorporates the assistance of people with lived experience wherever/whenever possible.</p>	<p>People with lived experience, OPEH and homeless service providers</p>	<p>Calendar year 2023</p>	<p>HMIS, C4 Innovations data report</p>	<p>OPEH</p>	<p>Creation of performance measures.</p>

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Thomas Fleetwood

Director's Signature:

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