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# EQUITY IMPACT PLAN ANNUAL REPORT

## CALENDAR YEAR 2024

### BACKGROUND INFORMATION

Department Name: Housing and Community Development (HCD)

Equity Lead(s): Amy Ginger

Date: December 13, 2024

### EQUITY IMPACT PLAN REPORT

#### DEPARTMENTAL GOALS

Review your department's Equity Impact Plan for CY 2024 at [Equity Impact Plans | Topics \(fairfaxcounty.gov\)](https://www.fairfaxcounty.gov/equity-impact-plans). Add each departmental 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 listed in your CY 2024 Equity Impact Plan, report them. Add more goals as needed.

**Goal 1:** Strengthen HCD's organizational commitments to racial and social equity.

Goal 1 Progress:

- HCD added an Equity Impact Plan section to the Office to Prevent and End Homelessness Standard Operating Guidance Homeless Services and Housing Guide, which provides homeless services providers guidance and direction in the delivery of homeless services and is also used as a resource for vendors to practice equity in their service delivery.
- References to HCD's Equity Impact Plan were added to select Requests for Proposal (RFP) and programs agreements to outline HCD's equity goals and expectations of partnering entities to adopt similar standards. For example, HCD's RFP to contract for the main services of the Office to Prevent and End Homelessness (OPEH) included several references to One Fairfax policy on social and racial equity.
- The HCD Procurement team ensures equity in solicitations such as guaranteeing all solicitations meet equity and diversity goals through practice or funding requirements including notification for potential Small, Women-owned, and Minority-owned Business (SWaM) or Disadvantaged Business Enterprise (DBE) vendors. In 2024, OPEH completed a comprehensive solicitation process for an update of all service provider contracts and including One Fairfax policy provisions throughout the request for the proposal language, requirements, and responses.
- HCD's IT staff collaborated with HCD Equity Leads to create the HCD Equity Dashboard to outline and track progress in addressing equity issues and concerns raised by staff.
- Streamlined rental assistance enrollment for elderly and disabled by providing access to a mobile computer cart in the Pender Drive reception area to bridge the gap between access, capability and need by providing one-on-one support.

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- HCD sponsored the second annual FCRHA Scholarship Program awarding applicants tuition assistance and ensured advancement opportunities for residents to pursue postsecondary education and technical training. Further, HCD improved the scholarship application process by digitizing the application with translation-capable browsers to reduce language barriers and promoting inclusivity. Digitizing the application forms enhanced accessibility for residents in under-served or remote areas and accommodated individuals with disabilities by offering accessible formats.
- HCD revised and implemented new mission, vision and values (MVV) statements. The work was accomplished with the assistance of an external facilitator and involved feedback from all staff. Equity was chosen as one of the organizational values and one of the guiding principles in mission and vision statements. The language from the new MVV was embedded in HCD's recruitment materials, such as job advertisements, offer letters and interview process. Hiring managers are directed to incorporate at least one interview question related to MVV and one related specifically to equity, with sample interview questions provided.
- The HCD Awards Program was also redesigned to match with the new MVV. Staff will be recognized for actions advancing HCD's mission and vision, as well as behavior exemplifying HCD's values, to include Equity.
- HCD continued to offer equity-related trainings in 2024 to include: Advancing Racial Equity – The Role of Government, Implicit Bias and Structural Racism, Race – The Power of Illusion, Episodes 1, 2 and 3. The trainings were promoted through the HCDaily blog and all HCD new hires are auto-enrolled.
- HCD Senior Leadership Team (SLT) reviewed the findings of the GARE Survey conducted in 2023. Results were shared with all staff and additional feedback sessions were conducted with staff and concluded in the spring of 2024. The HCD Director held a town hall/ listening session in June, September and December with the ability for attendees to provide anonymous feedback.
- The Communication Toolkit developed in 2023 was promoted to HCD staff in spring of 2024 on internal blog HCDaily, as well as the One Fairfax HCD SharePoint website.
- HCD established a new position for Equity Manager to lead the department's equity efforts. The recruitment for this position is currently ongoing.
- HCD offered placements for intern program through various countywide programs such as Educating Youth through Employment (EYE) and Virginia Career Works. The program provides a paid summer work experience to youth and adults from the community, who may have challenges entering the workforce due to disability, unstable housing, foster care or other factors.
- HCD jobs are automatically posted on Mitrtech Circa (formerly DiversityJobs.com). Circa pushes Fairfax County positions to additional job networks as part of our subscription for possible further exposure. Circa also helps Fairfax County's diversity outreach efforts by

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mirroring our open, merit positions on: VirginiaDiversity.com, AlexandriaDiversity.com, WashingtonDCDiversity.com, VirginiaJobNetwork.com, DCJobs.com, JobsInAlexandria.com, JobsInFairfax.com, RosslynJobs.com, ArlingtonJobNetwork.com, RestonJobs.com, AfricanAmericanHires.com, ALLGBTJobs.com, AsianHires.com, VeteranJobs.net, DisabilityJobs.net, DiversityJobs.com, Latpro.com, OverFiftyJobs.com, NativeJobs.com, WeHireWomen.com. In addition, they “push” our jobs to numerous colleges, universities, community groups, community centers and associations.

**Goal 2:** Use the voucher program to increase housing choice for people of color in communities of opportunity.

Goal 2 Progress:

- Collected preliminary data on RealMarket payment standards for the Housing Choice Voucher program which suggest that the payment standards are having some impact on where families move. The number of participants paying over their maximum income percentage decreased from 30% to 17% after implementation of the payment standards.
- Designed and implemented a payment standard equity analysis wthat will be reevaluated semi-annually.
- Focused outreach efforts have been successful to ensure representation on the Resident Advisory Council is reflective of the community served. Review of the council’s demographics revealed that 80% of the council members are people of color.
- Completed review of Magnet Housing supply and policies and recommend amending goal to increase awareness of all available affordable housing opportunities to eligible staff.

**Goal 3:** Coordinate affordable housing investment with other investments to increase opportunity in newly created neighborhoods and prevent resident displacements from neighborhoods of affordability.

Goal 3 Progress:

- Continued to serve as a resource to the One Fairfax team in developing an interactive mapping tool of areas of displacement risk across Fairfax County in support of HCD’s preservation strategies.
- Completed revisions of the For-Sale Workforce Dwelling Unit (WDU) Policy. The Workforce Dwelling Unit Homebuyer Program provides a means for qualified homebuyers earning between 70 and 120 percent of the Area Median Income (AMI) to purchase a home at below-market prices near employment centers and transportation options. The Board of

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Supervisors adopted the Comprehensive Plan revised policy on September 10, 2024.

Follow-up revisions to the associated WDU Administrative Policy Guidelines are underway.

- Continued to explore co-location opportunities. HCD is coordinating with Neighborhood and Community Services' (NCS) Interfaith Coordinator to identify opportunities for faith-based affordable housing opportunities. HCD has presented at interfaith and faith-based community events. HCD is also working with the VA Interfaith Center and the VA Episcopal Real Estate Partners to host a workshop to bring together interfaith leaders.
- Continued to explore strategies to market affordable housing units to communities of color and other vulnerable communities. Additional analysis is in process with HCD's Homeownership, Asset Management, and Communications Divisions to identify opportunities to connect with, and market to, communities of color and other vulnerable communities to share affordable housing opportunities and to monitor implementation challenges.

**Goal 4:** Ensure HCD/FCRHA policy, planning and/or program documents consider racial and social equity.

Goal 4: Progress:

- Institutionalized a quarterly Equity Newsletter for HCD staff through a joint effort between the Equity Impact Team (EIT) and the Policy and Communications Division (P&C).
- Highlighted equity work and commitments in new Mission, Vision and Values communications.
- Highlighted efforts to increase equity in FCRHA Annual Report and numerous videos showcasing those served by the FCRHA.
- Featured the voices of those with lived experiences at the 2024 Housing Symposium.

**Goal 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.

Goal 5: Progress:

- Continued trainings offered to Homeless Service Providers on the topics of OPEH best practices (Trauma Informed Care, Equity, Mental Health First Aid, Housing First Model, etc.).
- Facilitated and offered a two-day training session-Trauma Informed Care and Equity, "Examining the Heart of the Helper: Confronting Bias & Fostering Belonging," by expert, Dr. Janay Garret, for Homeless Service Providers and County partners.
- Collaborated with the One Fairfax Central Team to do a root cause analysis for homeless services.

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- Created new business process practices that included the introduction of the usage of a FCRHA Consent Form.
- OPEH initiated and implemented collaborative efforts to meet with the Rental Assistance and Rental Housing Division team members monthly to discuss recent trend in uptick of Homeless Services referrals to CSP that included people reporting to be program participants in a Fairfax County subsidy program.

### COUNTYWIDE GOALS

*Report progress on Countywide goals related to the Regional Fair Housing Plan, if relevant to your department. As above, copy in each Countywide goal from your CY 2024 Equity Impact Plan, and describe progress made in CY 2024. If none, write “Not applicable.”*

#### Regional Fair Housing Plan

Countywide Goal 1 (Regional Goal 1): Increase the supply of housing that is affordable to low- and moderate-income families in the region, particularly in areas that have historically lacked such housing.

#### Countywide Goal 1 (Regional Goal 1) Progress:

- Completed construction on North Hill multi-family and senior units (279 units); Ilda’s Overlook senior units (80 units); and One University multi-family and senior units (240 units)
- Started construction on Somos (450 units); Residences at the Government Center II (Fairfax Crest) (279 units); and Little River Glen IV (60 units)
- Started renovation of of Little River Glen I (120 units)
- Continued to advance ongoing co-location projects and explore future opportunities with other County agencies.
- Coordinated with NCS Faith Communities in Action to develop impactful community outreach strategies, identify new opportunities, and help advance existing opportunities.
- Met with various faith communities to explain the development process and support their exploration of opportunities on their sites.
- Advised on advancing proposed faith-based land development opportunities.
- Approximately 240 for-sale and rental ADU and WDU units were committed in 2024 in areas such as Reston, McLean, Tysons, Falls Church, Herndon, and Chantilly.
- Completed construction on North Hill multi-family and senior units (279 units); Ilda’s Overlook senior units (80 units); and One University multi-family and senior units (240 units)
- Started construction on Somos (450 units); Residences at the Government Center II (Fairfax Crest) (279 units); and Little River Glen IV (60 units)

Countywide Goal 2 (Regional Goal 3): Implement policies designed to preserve affordable housing and prevent displacement with a goal of no net loss of existing affordable rental units.

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Countywide Goal 2 (Regional Goal 3) Progress:

- Started renovation of Little River Glen I senior housing (120 units)
- The Fairfax County Redevelopment and Housing Authority continues to require a Right of First Refusal or First Offer on all properties it finances, including four projects in CY24.
- HCD is actively implementing the recommendations of the Preservation Task Force and the Manufactured Housing Task Force, including creating tools to support and incentivize preservation.
- Engaged real estate and investment management firm to conduct a comprehensive, point-in-time survey of market affordable, multifamily apartments and manufactured home pad rents; continuing to gather monthly rent data of multifamily apartments.
- Tracking expiration dates of affordability commitments as part of early warning system.
- HCD acted on its right to purchase to support the third-party acquisition of an affordable property to extend affordability and make capital improvements.
- Ongoing manufactured housing efforts included making initial repairs at Harmony Place to fix and install air conditioning during the summer.
- Issued a Request for Proposals for a contractor to complete manufactured housing repairs.
- Established monthly roundtable for manufactured housing communities and conducted Resident Survey of all manufactured housing.
- Conduct stakeholder engagement regarding manufactured housing policy and regulatory reforms.

### OTHER EQUITY-RELATED WORK

*Was other equity-related work completed in addition to the goals above? If so, please describe.*

Not applicable