

# FACILITIES MANAGEMENT DEPARTMENT

## CALENDAR YEAR 2024 EQUITY IMPACT PLAN



**Leadership Sponsor:** Jose A. Comayagua, Jr., Director

**Equity Lead(s):** Lauren Perkins, Human Resources Manager

**Departmental Equity Guiding Statement:** The mission of the Facilities Management Department is to provide safe and well-maintained facilities that fulfill the needs of our customers. FMD's commitment to equity in the workplace ensures that the agency is able to field staff possessing a wide array of racial and socio-economic backgrounds to interact with an increasingly diverse County population. FMD recognizes that diversity in the workplace is a source of strength for the organization, providing a greater variety of skill sets and life experiences on which to draw that will help guide FMD initiatives as it fulfills its mission.

**Context:** With few barriers to entry, the maintenance trades are often the first port of entry for immigrant populations seeking to enter the workforce. Consequently, it should not be surprising that many FMD employees speak English as a second language. Being multilingual is often an advantage when dealing with contractors who also employ many nonnative English speakers, but the lack of proficiency in English can be an obstacle to clear communication within FMD and with staff in other County agencies. In addition, because jobs in the building trades are predominantly occupied by men, the agency struggles to recruit female technicians and project managers into the ranks of its Operations and Maintenance staff. Eighty-five percent of the FMD workforce is male; only one of the managers in the Operations Division is female. In addition, all positions at FMD are designated as "critical positions," meaning the employees must be willing to show up for work during such emergency events as snowstorms or equipment failures at public safety facilities. This open-ended commitment to facility functionality may conflict with the time constraints staff often confront when carrying out family-related responsibilities.

Even excluding schools, parks, housing and other residential facilities, Fairfax County will have a projected FY 2024 facility inventory of 252 buildings containing over 12 million square feet of space. This inventory continues to expand with the addition of newly constructed facilities, the renovation and expansion of existing facilities and the acquisition of additional property. The age of a major portion of this inventory, particularly in the eastern portions of the County that were the first to suburbanize in the 1960's and 1970's, is reaching a point where major reinvestments are required just to keep the building subsystems operational. Currently, FMD is responsible for Infrastructure Replacement at 214 buildings; approximately 72% of those buildings are greater than 20 years old.

Ensuring that all County residents have access to facilities of comparable condition means that decision makers may need to target the revitalization of some of these long-developed areas with a disproportionate share of the available capital funding. Currently the County has programs in place such as Commercial Revitalization Districts to encourage the strategic redevelopment of privately-owned properties. Substantial funding toward the renovation of public buildings in areas where it is needed is an equity strategy for decision makers to discuss.

### **System-Level Infrastructure:**

The Facilities Management Department is an internal support agency for facilities maintenance. FMD has no direct communication with Fairfax's community. The Facilities Management Department works directly with other agencies or departments to support the needs and goals of their programs. For example, FMD partnered with NCS to provide information to the community regarding a project involving bathroom renovations in one of their facilities to become ADA-compliant. FMD supported NCS by providing them with all relevant information

and details of the project. NCS then provided that information directly to the community and provided feedback to FMD on how to proceed with the renovation while minimizing the impact on the community.

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### DEPARTMENT GOALS

**Goal 1:** Recruit and hire diverse staff.

**One Fairfax Area(s) of Focus:** 16. Intentional, focused recruitment efforts that bolster a diverse applicant pool; hiring and evaluation practices, and processes for employee feedback, to achieve and preserve a culture of equity and fairness for all employees.

**Countywide Strategic Plan Community Outcome Area(s):** Efficient and Effective Government (EEG)

**Relationship to Countywide Strategic Plan Strategies/Metric(s):**

Strategy EEG 8. Improve the county's competitiveness as an employer to recruit, hire and retain a diverse, highly qualified workforce utilizing data to determine barriers and target strategies for marginalized group.

EEG Metric: Difference between the demographics of the county government workforce and the demographics of the community

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>1a.</b> Remove names from resumes/applications.	FMD Employees	FMD HR Staff would redact names from each group of applicants given to the agency. FMD HR would then forward nameless resumes to the hiring managers for a SME review to determine who will be interviewed.	FMD HR Staff	CY2024	% of names removed from resumes vs. total resumes received. Can be reviewed based on hiring manager and/or position to highlight efforts of equality.
<b>1b.</b> Outside Hiring Sources that can strategically bolster a diverse applicant pool of well-qualified applicants.	FMD Employees	FMD HR Staff DHR Staff	FMD HR Staff DHR Staff	CY2024	A running list of outside advertising platforms and positions and anyone hired from those platforms.
<b>1c.</b>					
<b>1d.</b>					

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**Goal 2:** Provide opportunities for training to facilitate career growth for staff.

**One Fairfax Area(s) of Focus:** 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 their families.

**Countywide Strategic Plan Community Outcome Area(s):** Efficient and Effective Government (EEG)

**Relationship to Countywide Strategic Plan Strategies/Metric(s):**

Strategy EEG 11. Expand employee learning opportunities to increase staff competencies and experience in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.

EEG Metric: % of employees who report high levels of engagement at work.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
2a. Help enroll employees in certification, apprenticeship and tuition assistance programs and fund ongoing costs of job required certifications.	FMD Employees	FMD HR Staff	FMD Director, HR Staff, Supervisors	CY2024	Number of enrollees, success rates, 100% compliance with funding
2b.					
2c.					
2d.					

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**Goal 3:** Provide data and information to contribute to equitable decision making.

**One Fairfax Area(s) of Focus:** 18. Other

**Countywide Strategic Plan Community Outcome Area(s):** Effective and Efficient Government (EEG)

**Relationship to Countywide Strategic Plan Strategies/Metric(s):**

Strategy EEG 31. Equitably assess and perform ongoing maintenance, upgrades and replacement of county facilities, infrastructure and equipment so that they can meet future demands and provide a safe and healthy environment for residents and staff

EEG Metric: % of county facilities, technology, infrastructure and assets with a rating of “good” or better

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>3a.</b> Maintain inventory of leases and licenses by district for analysis of nonprofit resource distribution. Inventories are shared with human services agencies, as well as senior decision makers. Helps to document resources that are applied to the delivery of services in facility-poor areas of the County.	DMB Human Services agencies such as NCS and CSB Non-Profits		FMD Real Estate Division	CY2024	Update and maintain database of agreements with third parties and associated expenditures
<b>3b.</b> Supply maps of locations owned, leased, and licensed facilities for spatial analysis of resource distribution. Highlights and orients senior decision makers to the spatial distribution of County facilities and gaps in service delivery areas.	DMB Human Services such as NCS and CSB. Non-Profits			CY2024	Update and maintain maps of all owned facilities in each district and leased and licensed facilities in targeted areas.
<b>3c.</b>					
<b>3d.</b>					

Department Director's Signature: \_\_\_\_\_