



West Virginia Housing  
Development Fund

# Affirmative Fair Housing Marketing Plan

Applicants Guide

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2016

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## Understanding Affirmative Marketing

What is Affirmative Fair Housing Marketing and why do we have to do it? To answer that question we first must understand the word affirmative. In this context it means to **promote fair housing** and to **empower** and **give special assistance** to groups that have historically been disadvantaged. It is simply not enough to not discriminate; we must also take assertive steps aimed at reversing historical trends and discriminatory patterns. The West Virginia Housing Development Fund (the Fund) is committed to affirmatively furthering fair housing in all aspects of its operations. The AFHM plans are one part of that effort. The purpose of the AFHM requirement is to promote a condition in which individuals of similar income levels in the same housing market area have available to them a like range of choices in housing regardless of their race, religion, color, national origin, sex, disability or familial status.

Historically, traditional residential marketing practices have conditioned people to view certain neighborhoods or groups as undesirable or that certain locations are not available to them due to past discrimination or other factors. Through an affirmative marketing plan, a developer indicates what special efforts they will make to reach out to potential tenants who might not normally seek housing in their project due to this mindset. This means studying your market area, learning about your target population and designing methods to reach out to them instead of waiting for them to come to you. Affirmative marketing does not limit choices; it expands choices by actively seeking to reverse the patterns of the past and truly provide for an open and fair housing market where the individual is free to live where they choose.

Affirmative marketing does not include specific goals or quotas. However, quantitative data and analysis are essential to planning and monitoring affirmative marketing program effectiveness. The Fund is committed to partnering with all project owners to develop, implement and annually review and assess the AFHM plans.

This manual serves as a guide to assist those who are recipients and sub-recipients of program funds. It is not a substitute for obtaining legal advice. It summarizes AFHM plans and affirmative marketing procedures as required by the Fund and provides step by step instructions on how to effectively develop the marketing plan to ensure it has the greatest possible impact.

## **AFFIRMATIVE MARKETING POLICY**

In furtherance of the West Virginia Housing Development Fund's (the Fund) commitment to non-discrimination and equal opportunity in housing and the Fund's commitment to affirmatively further fair housing, the following procedures are hereby established. These procedures are intended to further the objectives of Title VIII of the Civil Rights Act of 1968 and Executive Order 11063.

The Fund believes that individuals of similar economic levels in the same housing market area should have available to them a like range of housing choices regardless of their race, religion, color, national origin, sex, disability or familial status.

The Fund is committed to the goals of Affirmative Marketing which will be implemented through the following procedures:

### **1. HOUSING DEVELOPMENT FUND DUTIES**

The Fund requires recipients of HOME funds and Low Income Housing Tax Credits to follow these procedures and will inform the public, potential tenants and owners about this policy through:

- a. Placement of a link to this policy on the Fund's website and Facebook page.
- b. Providing technical assistance through training and written information to owners or developers of housing assisted through the Fund's programs.
- c. Annually reviewing the marketing activities of recipients of Fund assistance to ensure compliance with the previously approved marketing plan.

### **2. PROJECT OWNER RESPONSIBILITIES**

The following requirements apply to:

1. Any owner/developer of multi-family housing projects consisting of 5 or more units.
2. To owners/developers of single family homes regardless of the number of units being developed as well as other HOME funded programs such as homebuyer, TBRA and down payment assistance.

The Fund requires the utilization of affirmative fair housing marketing practices in soliciting renters or buyers, determining their eligibility, and completing all transactions. All owners must comply with the following requirements for the duration of the applicable compliance period.

**a. Advertising:**

The Equal Housing Opportunity logo or slogan must be used in all signs, ads, brochures, and written communications. Advertising media may include, but is not limited to, any local newspaper, radio or television station, brochures, leaflets, bulletin boards, project signs or other housing organizations.

**b. Fair Housing Poster:**

Owners must display the HUD fair housing poster in all rental offices and locations where potential tenants may likely come to apply for housing.

**c. Project Sign:**

Owners must post in a conspicuous position on all project sites a sign displaying prominently either the HUD approved Equal Housing Opportunity logo or slogan or statement.

**d. Submission of an Affirmative Fair Housing Marketing Plan:**

Owners shall submit a HUD form 935.2a for multifamily projects or 935.2b for single family projects or other HOME funded program activities being performed in the housing market area. Refer to the Affirmative Fair Housing Marketing Plan Applicants Guide for detailed instructions regarding the submission of the plan.

**e. Training:**

Owners must maintain a nondiscriminatory hiring policy and must at least annually instruct all employees and agents in writing and orally of this policy and in fair housing.

**3. RECORD KEEPING:**

- Owners must maintain records of all marketing efforts (copies of newspaper ads, memos of phone calls, copies of letters, brochures, flyers etc). The property must also post and have available the approved form 935.2a or b and the letter from the Fund that specified approval of the plan. These records must be available for inspection by the Fund upon request.

- Owners must maintain a listing of all tenants residing in each unit.

#### **4. ASSESSMENT OF MARKETING ACTIVITIES & CORRECTIVE ACTIONS:**

##### **a. Timing of assessment:**

- The Fund will annually review the marketing activities of each recipient to determine compliance with the previously approved plan.

##### **b. Assessment Procedure:**

- The marketing activities will be assessed by reviewing the records of advertising activity and determining that they meet the requirements. The assessment will also include a comparison between the projects tenant/waiting list and the housing market area to determine if the marketing is adequately reaching those groups that were previously identified in Box#3b of the plan.
- Owners are required to make good faith efforts to design and implement an AFHM plan, to retain marketing documents, maintain accurate files, to participate in the annual review, and to implement changes in plans when corrections are required. Owners must keep the signed approval letter with the AFHM plan at all times. Failure to comply with any of the requirements in this policy may lead to corrective actions up to and including being prohibited from further participation in Housing Development Fund programs.

## OVERVIEW OF THE AFHM PLAN

The AFHMP is a marketing strategy designed to attract buyers and renters of all majority and minority groups regardless of race, religion, color, national origin, sex, disability and familial status to assisted rental units and single family dwellings which are being marketed for sale.

The creation of an Affirmative Fair Housing Marketing Plan can be broken down into the following four (4) areas:

1. **Targeting:** Identify the segments of the eligible population which are least likely to apply for housing without special outreach efforts. This is done by first establishing a housing market area. This is the area where you will reasonably expect to find tenants who wish to apply for units at the property. This can be a census tract, multiple tracts, a county or more than one county. Once the area is defined then review the demographic information in the census and other available data and determine what groups of people living in your area are the least likely to apply to live in your project without you actively seeking them out with this marketing plan.
2. **Outreach:** Once you have identified the groups you need to target then you must develop an outreach program which includes special measures designed to attract those groups and other efforts designed to attract persons from the total population. This is where you can be creative. Devise ways to reach the population you identified in step 1 that are unique to your area. What groups can you partner with who have contact with the people you are trying to reach? Are there any minority or disability groups in your area that can help you spread the word about your available units? Do the units you have available meet specific needs of the people in your area i.e. transportation, accessibility, proximity to services etc.? If so, how can you let them know what your units offer? Think outside the box and focus on what ways you can use to reach the groups you identified.
3. **Assessment Indicators:** Develop a plan for what information you are going to track that will allow you to measure the plans effectiveness. This is another area where you have the freedom to be creative. Some examples of methods that can be used include:
  - Noting if the program effectively attracted buyers or renters who are from the majority and minority groups including persons with

disabilities and families with children as represented in the total population of the housing market area;

- Tracking how many referrals you have received from the groups you utilized.
- Logging how many walk-ins or phone inquiries are received from people who indicate they are responding to your marketing.

4. **Staff Training:** The Fund is committed to being a resource for project owners regarding fair housing training. Training is an ongoing commitment to fair housing and there is always more to learn. It is assumed that most organizations cannot send every one of their employees to training so it is imperative that those that do receive training from the Fund are able to then take that knowledge back to their organizations and train the rest of the staff. The Fund will work with owners to increase their knowledge of fair housing principles and will monitor their capacity to pass that education on to the full staff.

## **GOOD FAITH EFFORT**

The effectiveness of a plan will be measured not by quotas but by an examination of the effort utilized in the implementation of the marketing plan. During the annual review the Fund will be seeking evidence of good faith efforts on the part of owners to effectively utilize their plans. The plan cannot be developed and approved and then sit in a drawer until the next year. Owners must keep documentation of all marketing efforts during the year so that it can be reviewed annually and a determination can be made on whether owners have acted in good faith in following their plan. Good faith efforts can be documented in the following ways:

1. **Advertising** – Maintain records of any advertising in print and electronic media that was placed in publications or locations which are primarily viewed or listened to by those groups you identified in step 1 above;
2. **Marketing** – Keep records of efforts where you communicated or worked with specific community, religious or other organizations frequented by those groups identified in step 1. Work with these groups to set up a referral network and track any referrals that come from these groups.
3. **Develop a brochure or handout** – The brochure or handout should describe facilities or services that your project offers, or that are available in close proximity, which can be used by buyers or renters, e.g., transportation services, schools, hospitals, industry, and recreational facilities. The brochure should also describe how the proposed project will



be accessible to physically handicapped persons and state that reasonable accommodations will be made for persons with disabilities;

4. **Training** – This is a very important component in determining if an owner is operating in good faith. Owners should track and maintain records which indicate that the sales/rental staff has read and understood the Fair Housing Act, and the purpose and objectives of the AFHM Plan. Owners should engage in training their staff at least annually and be able to provide details as to the content of the training the staff received.

**Utilize the tip sheets on the following pages to fill out the AFHM plan forms 935.2a (Appendix A) or 935.2b (Appendix B)**



## Affirmative Fair Housing Marketing Plan Tip Sheet

Form 935.2a Multi-Family

BOX #	INSTRUCTIONS
1a.	This item is self explanatory. <b>The most frequent omission is that the county is left out.</b>
1b.	Please provide the project's Section 8/PRAC number or provide the FHA# if applicable.
1c.	Please list total number of units in the project.
1d.	Please provide Census Tract for where the project will be built. This information can be found by clicking the link below, typing in the projects address, then click "GO". <a href="http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?ref=addr&amp;refresh=t">http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?ref=addr&amp;refresh=t</a>
1e.	Please list the housing market area (town/city/county) from which the owner/agent intends to draw applicants. If the immediate housing market area is not demographically diverse enough to draw applicants which were identified as least likely to apply an expanded housing market area should be listed to increase the diversity of individuals to be reached by the marketing efforts.
1f.	Please provide the name, address, telephone number and email of the <b>management agent</b> .
1g.	Please provide the name, address, telephone number and email of the <b>owner</b>
1h.	Please check the box to identify which entity will be responsible for marketing (owner, agent, or other). Also please identify the name, address, telephone and email of the <b>person</b> within that entity who will be responsible for implementing the marketing plan.

1i.	Please provide a contact person to whom all correspondence (including approval of this plan) should be sent. Please provide name, address, telephone number and email for this contact person.
2a.	If this AFHMP is for a new project, please select “Initial Plan” and list the date the plan is being submitted. If this is an update to an existing plan, please select “Updated Plan” and list the date that the plan is being submitted. If you select “Updated Plan” please include a reason for the update, i.e. over five years old, new management agent, addition or removal of community contacts etc.
2b.	Please select the occupancy type of the project (exclusively elderly/family/elderly & disabled/ exclusively disabled). If uncertain please contact the project manager assigned to your project.
2c.	Please list the date of initial occupancy (existing projects will have a past date; new projects will list an anticipated date).
2d.	Please list the date that you plan to begin advertising. This date should be at least 90 days prior to initial occupancy for new projects. For existing projects please indicate the date advertising will begin and also indicate the purpose of the advertising i.e. to fill vacancies, add applicants to a waiting list or reopen an existing waiting list. Also, please provide the number of applicants currently on any waiting list.
3a.	<p>Applicants must utilize <b>Worksheet 1</b> to complete this box. Worksheet 1 is designed to assist you in identifying which groups of applicants might need additional outreach to apply for housing at your project. <b>Omitting this data will result in the plan being returned as incomplete.</b></p> <ul style="list-style-type: none"> <li>• <b>Project %:</b> List % of individuals from each demographic category that reside in the project.</li> <li>• <b>Waiting list %:</b> list % of individuals from each demographic category that are on the project’s waiting list.</li> <li>• <b>Census Tract %:</b> List % of individuals from each demographic category that reside in the project’s census tract. <b>Important Note:</b> to obtain the most meaningful information, use demographic data for those who would be eligible for housing in your designated area. For example, if your facility is for seniors, the census information should be limited to seniors in your area. Subsets of demographic information can be obtained by various categories, i.e., age, income, etc. Information can be obtained by using the American Fact Finder tool at the census website. You can reach this tool by going to this link: <a href="http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml">http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml</a></li> <li>• <b>Housing Market Area %:</b> List % of individuals from each demographic category that reside in the project’s housing market area (where the applicants are expected to be drawn from). Demographic data for this area should be obtained by reviewing the census data.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Expanded Housing Market Area %:</b> (if applicable) List % of individuals from each demographic category that reside in the projects Expanded Housing Market Area (larger region from which to pull applicants). <b>Note:</b> Expanded Housing Market Areas should be utilized if the standard housing market area is not diverse enough to attract demographic groups who may be underrepresented as tenants at the project or underrepresented on the waiting list. If the current occupancy AND waiting list AND Housing Market Area are not demographically diverse, applicants <b>MUST</b> utilize an Expanded Housing Market Area.</li> </ul>
<p><b>3b.</b></p>	<p>Based on the data listed in Worksheet 1, indicate which groups are in need of additional outreach to apply for housing at the project. <b>Please Note:</b> This determination can be made by Comparing the Project and Waiting list % against the Census and Housing Market Area %. Is <b>EACH</b> group in the community appropriately represented in the project or on the waiting list? If so, then that particular group <b>does not</b> need extra outreach to apply. However, if the Project and Waiting List % is less than the % in the general community, that particular group <b>does</b> need additional outreach and should be checked in box #3b.</p>
<p><b>4a.</b></p>	<p>Please indicate if you are requesting or have been previously approved for a residency preference.</p>
<p><b>4b.</b></p>	<p>Applicants must utilize <b>Worksheet 3</b> to complete this box. Please list a Specific community contact for EACH group identified in box#3b as needing extra outreach. <b>Please Note:</b> If generic phrases such as “All/Mixed” are used under “target population” or this data is omitted, the AFHMP will be returned as incomplete.</p> <ul style="list-style-type: none"> <li>• <b>Targeted Population:</b> Please list EACH group listed under Box#3b as needing extra outreach to apply for housing.</li> <li>• <b>Community Contacts:</b> Please list specific community contacts for EACH group listed under Box#3b. <b>Please Note:</b> Generic community contacts (housing authorities, DHHR etc.) are NOT generally acceptable community contacts but they may be used in addition to listed acceptable community contacts. <ul style="list-style-type: none"> <li>○ List the Agency name.</li> <li>○ List the contact person and their position at the agency.</li> <li>○ List their address, phone and email.</li> <li>○ Explain the agencies experience with the targeted population.</li> <li>○ Explain how they will assist you in informing the targeted population about the project’s housing availability.</li> <li>○ Provide the anticipated date on which they will begin to contact the targeted population.</li> </ul> </li> </ul>
<p><b>4c.</b></p>	<p>Applicants must utilize <b>Worksheet 4</b> to complete this box. Please list <b>SPECIFIC</b> methods of advertising that will be used to reach <b>EACH</b> group identified in Box#3b as needing extra outreach. <b>Applicants must attach examples of the advertising with this plan.</b></p>

	<ul style="list-style-type: none"> <li>• <b>Method of Advertising:</b> List names of newspaper, radio stations, TV stations, electronic media, bulletin boards, brochures/notices/flyers, as applicable, which will be utilized in marketing efforts.</li> <li>• <b>Targeted Population:</b> For each method of advertising, please list the targeted audience, state any language(s) other than English that the information will be provided, and identify any alternative format(s) used, i.e. Braille, large print. <b>Please note:</b> Though there can be a variety of populations in the audience of a given medium, generic words such as “All/Mixed” should not be used. Please be specific. If generic words are used or this information is omitted the AFHMP will be returned as incomplete.</li> </ul>
5a.	Please check off each location where the Fair Housing Poster will be displayed.
5b.	Please check off each location where the AFHMP will be made available for public inspection.
5c.	Please check off each location where the project sign will be displayed, as well as list the size of the Equal Housing Opportunity logo, slogan, or statement on the sign.
6.	Explain the process for evaluating the marketing efforts noted in this plan. How often will the effectiveness of the plan be evaluated? (minimum annually) If it is determined that the plan is not successful, describe steps that will be taken to modify the plan as needed.
7a.	Please list the name and position of the staff that will be responsible for marketing efforts.
7b & 7c	Please fill in the required information regarding staff training on the AFHMP, Fair Housing and on overall tenant selection. <b>Please note:</b> While one person may be the responsible party for marketing efforts all staff must be trained and be familiar with the AFHMP and Fair Housing Act requirements. This training component will play a major role in the assessment of whether you are making good faith efforts to educate your staff and implement your plan.
7d.	Please provide samples of training materials and provide dates when the training was or will be conducted. This is not limited to training received by the West Virginia Housing Development Fund. Owners are required to train their staff as well and this box is seeking examples of what training you provided to your staff who did not attend a HDF training session.
8.	Please list any additional considerations that should be noted regarding the project’s marketing activities.
9.	Please sign and date the form. This indicates that the owner/agent agrees to participate in an annual review of the plan and will maintain records of all marketing activities in a file at the project office.

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## Affirmative Fair Housing Marketing Plan Tip Sheet

Form 935.2b Single Family

BO X #	INSTRUCTIONS
1a.	This item is self explanatory.
1b.	Please provide the name of the development and its location including City, State and Zip Code. This is the location where you plan to build the proposed project. (For construction projects only)
1c.	Please provide the development number if applicable. (For construction projects only)
1d.	Please indicate how many housing units will be included. (For construction projects only)
1e.	Specify the minimum and maximum prices of the housing units.
1f.	Indicate whether this project is a housing development or a scattered site. (For construction projects only)
1g.	Indicate the approximate dates that advertising will begin and when the units will begin to be occupied. <b>Note:</b> Advertising should begin 90 days prior to the anticipated occupancy date.
1h.	Please list the housing market area (town/city/county) from which the developer intends to draw applicants. Usually the housing market area will be a county. If the immediate housing market area is not demographically diverse enough to draw applicants which are identified as least likely to apply then an expanded housing market area consisting of more than one county should be listed to increase the diversity of individuals to be reached by the marketing efforts.
1i.	Please provide Census Tract(s) for where the units will be built or where services will be provided. This information can be found by navigating to the URL link listed below, typing in the address, then click "GO". <a href="http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?ref=addr&amp;refresh">http://factfinder2.census.gov/faces/nav/jsf/pages/searchresults.xhtml?ref=addr&amp;refresh</a> <u>≡</u>

1j.	Please provide the name, telephone number and address (city, state and zip code) of the Sales Agent if applicable.
2.	The AFHM plan should indicate the approximate racial composition of the whole housing market area. Single family scattered site builders should submit an AFHM plan that reflects the approximate racial composition of each housing market area in which the housing will be located. Almost all areas will include a mix of some percentage. Select mixed area and provide the approximate minority percentage in this box.
3.	Identify, based in part on a review of the census data for the previously identified housing market area which racial/ethnic groups likely need special outreach to be made aware of the availability of this housing. Also be sure to consider the disability, familial status or religious affiliation of the eligible population as well as public transportation routes etc. The racial demographic data for your county housing market area can be found by navigating to the URL used in box 1i, click on the “List” tab, select “County – 050” from the “select a geographic type” drop down menu, select WV from the “select a state” drop down menu, select your county from the county menu and click add to your selections then close the “select geographies” window. Then select DP-05 ACS Demographic and Housing Estimates.
4a.	Provide <b>SPECIFIC</b> details regarding the type of marketing that will be conducted to advertise the units/services. Check the types of media you will incorporate and provide the name and/or call letters of newspapers/publications or radio and TV stations. For each media listed indicate which specific group you are trying to reach. Generic words such as “All/Mixed” should not be used. Please be specific and try to pick publications or stations that target the specific groups you are trying to reach. Also, provide details as to the size and duration of the advertising.
4b.	If brochures, letters and handouts will be used please indicate so by checking the box in this section and submit a copy with the plan. Also indicate the size of the develop sign(if applicable) and the size of the Fair Housing Logo and submit a picture of the dev. sign with the plan. Finally, indicate where the HUD Fair Housing Poster will be displayed. <b>Note:</b> The poster must be placed in any location where sales/rentals take place.
4c.	Please identify a group or organization in the community which is connected with each of the groups you previously identified in Box 3. For example, if you selected Black or African American as a group that is underrepresented and which needs special outreach then identify a group such as the NAACP who you can use to spread the word about the availability of your housing units. Please provide approximate dates that you contacted the group and who you contacted there. Provide the address and phone number of the contact as well as indicate specific what that contact is going to do to assist you in contacting this group.
5.	Leave blank



6.	Does your staff have experience in applying affirmative marketing principals? On a separate sheet please provide details on what training your staff has received in fair housing and affirmative marketing. Also, attach a copy of the instructions that are given to employees regarding fair housing.
7.	Any additional considerations that should be noted with this project?
8.	Please sign and date the form.

# APPENDIX A

## 935.2a Multifamily

# **APPENDIX B**

## **935.2b Single Family and other services**