



# LAND DEVELOPMENT SERVICES CALENDAR YEAR 2024 EQUITY IMPACT PLAN

**Leadership Sponsor:** Director, William D. Hicks and LDS Executive Team

**Equity Lead(s):** Director of Operations, Helman Castro and Learning/Program Manager, Ellen Gray

**Departmental Equity Guiding Statement:** Land Development Services (LDS) 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 inspection services within Fairfax County.

**Context:** LDS has identified four major focus areas to address inequities; Outreach, Access to Services, Workforce Development and Policies and Practices.

- 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 - LDS has implemented a new fully online service platform; it has become apparent that a lack of digital access, low digital literacy and language barriers cause exclusion of specific groups from accessing our services.
- 3) Workforce Development - Recruiting, hiring, and retaining a diverse workforce remains a challenge; there continues to be a lack of diverse applicant pools in male-dominated fields and a lack of clear competency models for promotional and training opportunities.
- 4) Policies and Practices – The board directed inclusion of Equity Impact Statements in all board items lends an equity lens to other internal policies and practices; a review of standards of procedure (SOPs) for handling customer complaints is needed to ensure equitable review and response.

## **System-Level Infrastructure:**

### Department of Human Resources

- 1) Provide summary data of applicants to see demographic data.
- 2) Review current agency competency models and develop updated county-wide models.

### 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 LDS and Plan2Build websites.
- 4) Allow more flexibility for updates and changes to the Planning and Land Use System (PLUS).

*Department of Procurement and Material Management*

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

*Department of Code Compliance*

- 1) Develop an outreach educational program for the building and site permitting process.

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### DEPARTMENT GOALS

**Goal 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.

**One Fairfax Area(s) of Focus: #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.

**#1 – Community and economic development** policies and programs that promote wealth creation and ensure fair access for all people.

**Countywide Strategic Plan Community Outcome Area(s):** Economic Opportunity (EO); Effective & Efficient Government (EEG)

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

Strategy EO6 – Streamline the land development process to reduce time to market.

Strategy EO7 – Use data, disaggregated by population and place, to guide land development and investment in communities with the greatest need to improve economic opportunity.

Strategy EEG2 – Implement a comprehensive approach to consistently solicit customer feedback on their service experience and share results regarding the quality of the county’s programs and services.

Strategy EEG3 – Enhance communication and outreach to the community by using all available communication methods and tailoring messaging to individual needs.

Strategy EEG6 – Expand capacity to meaningfully engage the community in places that are accessible and in ways that consider needs, traditions, and values of diverse ethnic, racial and cultural groups.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<p><b>1a.</b> Training our staff on racial and social equity including the application of the equity lens toolkit.</p>	<p>LDS Staff agency-wide</p>	<p>Equity ambassadors, LDS leadership, external consultants, OD&amp;T, One Fairfax</p>	<p>LDS executive team, LDS equity core team</p>	<p>01/2024-12/2025</p>	<p>1) Number of racial and social equity training sessions offered per calendar year. 2) Percent of employees participating in racial and social equity training each calendar year.</p>

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<p><b>1b.</b> Promote community education by reaching out to customers from underrepresented populations.</p>	<p>LDS outreach team, LDS PIO, Fairfax County residents</p>	<p>Staff/ Community/ Consultant / OPA, Language services/DIT/ print services/Cable &amp; Consumer Services/Outreach Framework/NCS/DCC/DPD/ DPWES/Office of Fire Marshal/Health Department/OEEC/County Exec/BOS Offices (newsletters &amp; social media)/nonprofits &amp; faith-based groups (for information distribution)</p>	<p>LDS Executive Team, LDS PIO</p>	<p>01/2024-12/2025</p>	<ol style="list-style-type: none"> <li>1) Identify areas of high vulnerability and low permit activity.</li> <li>2) Number of targeted educational programs scheduled for each identified community.</li> <li>3) Number of community participants in each targeted educational program.</li> </ol>
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**Goal 2: Access to Services** – Provide access to permitting services in a fair and equitable manner to accomplish safe and sustainable development in Fairfax County for all community members.

**One Fairfax Area(s) of Focus: #1 Community and economic development** policies and programs that promote wealth creation and ensure fair access for all people.

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

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

Strategy EO6 – Streamline the land development process to reduce time to market.

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Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>2a.</b> Continue to enhance customer in-person and online access to the Customer Information Center (CIC) and Customer Experience Team (CET) to better serve our customers.	Customers, CIC staff, CET staff	Language Access Services, DIT, Additional LDS Staff in CIC, LDS IT Team, DMB, CEX Office, BOS	LDS Executive Team, LDS Process Improvement Coordinator	01/2024-12/2025	1) Increased number of satisfied customers per the CIC/CET customer survey results. 2) Decrease in average wait time for customers.
<b>2b.</b> Evaluate fee study recommendations for income-based fee rates.	Fairfax County Residents, LDS Finance, DMB	DMB, DTA, CEX, BOS, Health and Human Service agencies, Consultant, DHCD, County Attorney	LDS Executive Team, LDS Finance	01/2024-12/2025	1) Completed evaluation of need and feasibility.
<b>2c.</b> Provide language interpretation services training to all frontline staff.	Customers, CIC staff, CET staff	OPA Language Access Office	LDS Executive Team, LDS Learning & Development Branch	01/2024-12/2024	1) Number of training sessions provided. 2) % of employees participating in training.

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**Goal 3: Workforce Development** – Increase staff diversity through recruitment and promotion.

**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):** Effective & Efficient Government (EEG)

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

Strategy EEG9 – Make onboarding process for all new employees streamlined, consistent and compelling so that staff have the information, tools and technology they need to begin their county careers effectively.

Strategy EEG11 – 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.

Strategy EEG12 – Initiate a regular, countywide process for conducting organizational assessments and employee surveys and then implementing identified changes that will lead to improved employee engagement.

Strategy EEG13 – Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability and trustworthiness.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>3a.</b> Conduct trend analysis of underrepresented populations recruitment and hiring.	LDS staff	LDS HR, Dept. of Human Resources, Office of Human Rights and Equity Programs	LDS executive team, LDS human resources	01/2024-12/2025	1) Provide annual demographics report to Exec team.
<b>3b.</b> Develop internship programs with educational institutions.	HBCUs, trade schools, local colleges, FCPS adult community education	FCPS Adult Community Education, local colleges, and universities, DMB	LDS executive team, LDS human resources	01/2024-12/2025	1) Established number of collaborative educational internship programs. 2) Number of interns per calendar year, per type of internship.
<b>3c.</b> Establish career maps.	DHR, applicants, LDS staff	DHR, LDS HR, LDS Leadership Team, LDS IT	LDS executive team, LDS human resources	01/2024-12/2026	1) Number of career maps created.

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<b>3d.</b> Conduct a follow-up workforce survey to collect staff's perspective on the recruitment process and satisfaction assessment (employee engagement survey).	LDS staff, LDS human resources	Consultants, LDS Executive Team	LDS executive team, LDS human resources	01/2024-12/2025 Preferably fall 2024	<ol style="list-style-type: none"><li>1) Percent completed employee surveys.</li><li>2) Percent satisfied employees.</li><li>3) Percent dissatisfied employees.</li></ol>
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**Goal 4: Policies and Practices** –Internal business operations policies and practices are equitable.

**One Fairfax Area(s) of Focus: #17 Policies that prohibit all forms of discrimination** under Federal and State law in county and school system activities, and ensure that all practices provide fair treatment for all employees, contractors, clients, community partners, residents, and other sectors who interact with Fairfax County including higher education, business, nonprofit, faith, philanthropy and civic.

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

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

Strategy EEG2 – Implement a comprehensive approach to consistently solicit customer feedback on their service experience and share results regarding the quality of the county’s programs and services.

Strategy EEG4 – Improve public participation and engagement opportunities to ensure all facets of the community are represented and have the physical, technological, and language access necessary to engage and participate in community discussions and decisions.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>4a.</b> Continue to train staff on how to include Equity Impact Assessments in BOS Agenda Items.	BOS, LDS Director’s Office	Clerk’s Office, One Fairfax Office, CEX, BOS, LDS Equity Core Team	LDS Executive Team, LDS Director’s Office	01/2024-12/2024	1) Number of equity impact assessments included in agenda items. 2) Number of LDS staff within individual divisions trained to provide equity impact assessments.
<b>4b.</b> Review standard operating procedures on handling complaints to establish consistency and identify inequities in current complaint process.	LDS Staff, customers	LDS Process Improvement Coordinator, LDS Equity Core Team	LDS Process Improvement Coordinator and SOP Manager for LDS Knowledge Management System	01/2024-12/2025	1) Established review framework. 2) Percent of SOPs reviewed.



# LAND DEVELOPMENT SERVICES

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### COUNTYWIDE GOALS

**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. (Regional Goal 1)

*Strategy 1a: Use best practices from other jurisdictions and explore policies and programs that increase the supply of housing affordable to lower- and moderate-income households, such as housing bonds, real estate transfer taxes, mandatory inclusionary housing where permitted, as-of-right accessory dwelling units (ADUs), public land set aside for affordable housing, community land trusts, expedited permitting and review, and relaxation of parking requirements for affordable housing developments.*

**Key Equity Driver(s):** Equitable Community Development

**Countywide Initiative:** Metropolitan Washington Regional Fair Housing Plan

**Countywide Strategic Plan Community Outcome Area(s):** Housing and Neighborhood Livability (HNL)

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

**Strategy HNL 1.** Produce, preserve and improve affordable housing units through partnerships with traditional and innovative housing developers consistent with the recommendations in county policies and plans, but also exploring new approaches. Track new units, lost units and total units as well as risk of displacement as a means of measuring the preservation of and access to affordable units in the county.

**HNL 2.** Identify and create opportunities for additional affordable rental and homeownership units, including modifying housing policies, guidance and communication strategies for people facing barriers (low to moderate incomes, credit problems, past criminal history or prior evictions) in order to make a variety of housing program options accessible to all residents.


**HNL 3.** Identify and execute creative opportunities to develop affordable housing throughout the county and especially in revitalization areas, including flexible criteria for accessory dwelling units, building reuse, and repurposing and establishing community land trusts in communities that feature mobility options and walkable neighborhood amenities.

**HNL 6.** Encourage mixed-income and diverse types of housing developments near transit hubs, transit routes and revitalization areas that meet affordability requirements for a range of income levels, especially units large enough to accommodate families.

**HNL 7.** Expand innovative land development solutions, such as by-right accessory dwelling units, home sharing, co-housing and smaller lot sizes, while incentivizing first floor or entry floor living, universal design and energy efficiency.

Department Actions	Stakeholders	Timeline	Performance Measures
<b>1a.</b> Increase the supply of affordable housing by continuing to exercise effective and efficient permitting and review.	LDS, HCD, DPWES, HD, NCS, DPD, FMO, FCDOT, VDOT, FCWA, FCPA,	2024 to 2026	Review timeframes for site and building reviews for affordable housing projects
<b>1b.</b> Increase the supply of affordable housing by reviewing overall County parking requirements that benefit developments including affordable housing (Parking Reimagined).	LDS, DPD	completed	Adoption of Parking Reimagined

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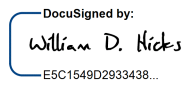
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