



# LAND DEVELOPMENT SERVICES CALENDAR YEAR 2025 EQUITY IMPACT PLAN

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

**Equity Lead(s):** Director of Operations, Helman Castro  
Public Information Officer, Danielle Badra  
Project Management Program Branch Chief, Jennifer Josiah

**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 three major focus areas to address inequities: Outreach, Access to Services, and Policies and Practices.

- 1) Outreach – LDS will identify appropriate avenues to reach a more diverse audience to provide information about LDS services and contractor licensing and educate the public about building safety. Historically, LDS reached out to involved parties but not necessarily with an equity-focused approach. LDS will also commit to staff equity training in order to promote an equity mindset as an approach to problem solving and customer service.
- 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. Previously, LDS was fully open to in-person services which decreased the reliance on digital literacy and fostered good communication skills among our staff. Since going entirely online, we've had to strengthen our online accessibility training, language access tools, and staff communication skills. Although LDS is committed to an online permitting approach, it is recognized that in-person services are necessary for the more vulnerable populations in the county. Additionally, it has been recognized that small tenant fitouts take longer than desired to get through the permitting process. A pilot program has been approved to move forward to address this sector of our customers.
- 3) Policies and Practices – The Board directed inclusion of Equity Impact Statements in all Board Items, lending an equity lens to other internal policies and practices. Historically, equity was not considered in the development of policies and practices in LDS. Furthermore, an employee engagement survey was conducted in 2023, which outlined opportunities for improvement. There is a deliberate focus on equity now in the crafting and implementation of policies and practices both internally and externally.

**System-Level Infrastructure:**

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 Code Compliance

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

Department of Housing and Community Development

- 1) Develop a consistent, predictable framework for attainable housing projects that can meet the milestones related to the unique funding demands of such projects

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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. Train staff to use an equity lens in all problem solving and customer service activities.

**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)

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

Strategy EO 5. Implement transparent and flexible land development policies, regulations and processes that keep pace with market conditions and technological innovations and reduce time to market.

EO 6. Use data, disaggregated by population and place, to guide land development and investment in communities with the greatest need to improve economic opportunity.

EEG 3. Enhance communication and outreach to the community by using all available communication methods and tailoring messaging to individual needs.

EEG 6. 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	Timeline	Performance Measures
1a. Train LDS staff on racial and social equity on a regular basis, including the application of the equity lens toolkit.	LDS Staff agency-wide	LDS Equity Core Team, LDS leadership, external consultants, OD&T, One Fairfax	LDS Executive Team, LDS equity core team	01/2025-12/2026	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
1b. Provide Root Cause Analysis training to LDS employees.	LDS staff agency-wide	One Fairfax, LDS Equity Core Team, External Consultants, OD&T	LDS Executive Team	01/2025-12/2026	1) Number of root cause analysis training sessions offered per calendar year

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					2) Percent of equity team employees participating in root cause analysis trainings each calendar year
1c. Promote community education by reaching out to customers from underrepresented populations.	LDS outreach team, LDS PIO, Fairfax County residents	Staff/ Community/ Consultant / OPA, Language Access Services/DIT/ Print Services/Cable & Consumer Services/Outreach Framework/NCS/DCC/DPD/DPWES/Office of the Fire Marshal/Health Department/OEEC/County Exec/BOS Offices (newsletters & social media)/nonprofits & faith-based groups (for information distribution)	LDS Executive Team, LDS PIO	01/2025-12/2026	1) Identify areas of high vulnerability and low permit activity 2) Number of targeted educational programs scheduled for each identified community. 3) Number of community participants in each targeted educational program
1d. Develop and maintain co-op programs with educational institutions.	Historically Black Colleges and Universities (HBCUs), trade schools, local colleges, FCPS adult community education	FCPS Adult Community Education, local colleges, and universities, DMB	LDS Executive Team, LDS Human Resources	01/2025-12/2030	1) Established number of collaborative educational co-op programs 2) Number of co-op students per calendar year, per type of co-op

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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)

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

Strategy EO 5. Implement transparent and flexible land development policies, regulations and processes that keep pace with market conditions and technological innovations and reduce time to market.

EO 6. Use data, disaggregated by population and place, to guide land development and investment in communities with the greatest need to improve economic opportunity.

EEG 2. 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.

EEG 6. 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	Timeline	Performance Measures
2a. Continue to enhance customer in-person and online access to the Permitting & Customer Support Center to better serve our customers.	Customers, Permitting & Customer Support Center Staff	Language Access Services, DIT, Additional LDS Staff in Permitting & Customer Support, LDS IT Team, DMB, CEX Office, BOS	LDS Executive Team, LDS Process Improvement Coordinator	01/2025-12/2026	1) Number of satisfied customers per the Permitting & Customer Support Center customer survey results 2) Average wait time for customers
2b. Provide language interpretation services training to all frontline staff.	Customers, Permitting & Customer Support Center staff	OPA Language Access Office	LDS Executive Team, LDS Learning & Development Branch	01/2025-12/2026	1) Number of training sessions provided 2) % of employees participating in training
2c. Evaluate providing in-person permitting services outside of regular business hours.	Customers, CTSC staff, Building Division, SDID, Exec Team, DPD, Fire Marshal, Health Department,	Additional LDS staff, Language Access Services, DIT, LDS IT Team, BOS, County Exec Office, DMB	LDS Executive Team	01/2025 – 12/2027	Completed evaluation of need and feasibility

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	DPWES - Wastewater				
2d. Evaluate ability to establish mobile permitting services across the county.	Customers, CTSC staff, Building Division, SDID, Exec Team, DPD, Office of the Fire Marshal, Health Department, DPWES - Wastewater	Additional LDS staff, Language Access Services, DIT, LDS IT Team, BOS, County Exec Office, DMB, DVS, FMD	LDS Executive Team	01/2025 – 12/2027	Completed evaluation of need and feasibility
2e. Evaluate the current workload and capabilities of existing staff to determine if reallocation, reclassification or expansion of roles can address the proposed small business/small tenant fitout program needs.	LDS staff, LDS Human Resources, LDS Finance, DPD, Health Department, DPWES – Wastewater, Fire Marshal, BOS, County Exec Office	Department of Economic Initiatives, FCEDA, other jurisdictions, small business community	LDS Executive Team, LDS Human Resources, LDS Finance, Building Division	01/2025 – 12/2025	Completed evaluation of need and feasibility

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**Goal 3: Policies and Practices – Ensure 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 & Efficient Government (EEG)

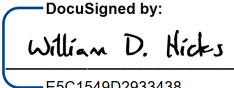
**Countywide Strategic Plan Strategies/Metric(s):**  
Strategy EEG 25. Develop, pilot, and institute Fairfax County equity-based decision-making tools for planning, projects, decision making and resource allocation.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
3a. Continue to train staff on how to include Equity Impact Statements in Board Agenda Items.	BOS, LDS Director’s Office	Clerk’s Office, One Fairfax Office, County Exec Office, BOS, LDS Equity Core Team	LDS Executive Team, LDS Director’s Office	01/2025-12/2026	1) Number of equity impact statements included in agenda items 2) Number of LDS staff within individual divisions trained to provide equity impact assessments
3b. Conduct a follow-up employee engagement survey to collect staff’s perspective on their job.	LDS staff, LDS Human Resources	Consultants, LDS Executive Team	LDS Executive Team, LDS Human Resources	01/2025-12/2025	1) Percent completed employee surveys

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## COUNTYWIDE GOALS

<p><b>Goal 1:</b> 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)</p> <p><b>Strategy A:</b> 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.</p>			
<p><b>Key Equity Driver(s):</b> Equitable Community Development</p>			
<p><b>Countywide Initiative:</b> Metropolitan Washington Regional Fair Housing Plan</p>			
<p><b>Countywide Strategic Plan Community Outcome Area(s):</b> Housing and Neighborhood Livability (HNL)</p>			
<p><b>Countywide Strategic Plan Strategies/Metric(s):</b>                      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 16. Update codes, regulations, policies and procedures related to land and housing development to reduce administrative costs for affordable housing providers, keep pace with national and regional trends, and improve review quality and efficiency.</p>			
Department Actions	Stakeholders	Timeline	Performance Measures
1a. 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
1b. Increase the supply of affordable housing by reviewing overall county parking requirements that benefit developments including affordable housing (Parking Reimagined).	LDS, DPD	Completed – monitor	Adoption of Parking Reimagined

Department Director's Signature:  E5C1549D2933438...

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