



# HOUSING AND COMMUNITY DEVELOPMENT CALENDAR YEAR 2025 EQUITY IMPACT PLAN

**Leadership Sponsor:** Amy Ginger

**Equity Lead(s):** Steven Swann

## **Departmental Equity Guiding Statement:**

As a provider, developer, and financier of affordable housing, HCD sets policies and establishes practices to eliminate social and racial disparities in access to safe, stable, and affordable housing options throughout Fairfax County. HCD implements and adopts equitable organizational practices in partnership with those most impacted by social, racial and economic disparities in housing and community development. As an employer, HCD provides an inclusive, respectful workplace that provides equitable opportunity in all aspects of hiring, career development, retention, and succession planning.

**Our Mission:** We serve the people of Fairfax County by creating housing opportunities to promote inclusive and thriving communities.

**Our Vision:** A community everyone can afford to call home.

**Our Values:** At Housing and Community Development, we are an effective organization where we treat each other and our community in alignment with these values:

- **Equity:** We remove barriers and provide access to opportunities
- **Trust:** We communicate openly and deliver on our commitments
- **Innovation:** We are creative and develop groundbreaking solutions
- **Flexibility:** We adapt and evolve to meet new challenges

## **Context:**

The Fairfax Countywide Strategic Plan envisions Fairfax County as a place where all people live in communities that foster safe, enjoyable, and affordable living experiences. Increasing the supply of affordable housing opportunities is the critical foundation to support stability and success of all residents, businesses, and places within Fairfax County. The existing need for affordable housing units for renters earning 80% of Area Median

Income and below is estimated to be 31,630 units. Through 2032, the need for affordable housing options will grow as the county is projected to add 62,184 households of which 18,622 are expected to earn 80% of AMI or below.

Community engagement efforts by County staff, along with the work of the Affordable Housing Resources Panel, the Affordable Housing Preservation Task Force, the

Chairman’s Task Force on Equity and Opportunity, and the Virginia Chamber of Commerce among others, have identified an acute affordable housing need for the following populations:

- Individuals and families experiencing homelessness
- Households with low to extremely low incomes
- Special needs populations to include seniors and people with disabilities
- Workforce essential to economic health and growth
- Residents of manufactured housing communities
- Public safety personnel

In 2020, the Joint Legislative Audit and Review Commission on behalf of the Virginia General Assembly found that, “Virginians most impacted by the lack of affordable housing are renters, have low incomes, are more likely to live in the state’s populated areas, and often work in common, essential occupations.” People of color are disproportionately impacted by the lack of available affordable housing within Fairfax County. Improving our affordable housing policies, support programs and administrative practices with innovation that support the needs of our customers through the preservation of existing affordable housing and the aggressive production of new affordable housing is critical to ensure equitable access to a range of affordable rental and ownership opportunities for all residents, including people experiencing homelessness.

**System-Level Infrastructure:**

The Department of Human Resources

- Improved standardized recruitment procedures
- Selection process best practices

The Department of Purchasing and Materials Management

- Procurement best practices
- Coordinated contract partner education & training
- Collaboration on legislative change proposals

Land Development Services, Department of Planning and Development

- Collaboration to advance proposals for land development policy, practices & regulatory changes that promote more affordable housing development
- Collaboration to advance proposals for administrative process incentives for affordable housing developments

### One Fairfax Team – Office of the County Executive

- Continued training support resources for large departments
- Coordinated/best practice approach to align county contract partners with the One Fairfax Policy
- Support with root cause analysis

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## DEPARTMENT GOALS

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

*Group: Central Services Division*

**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.
- 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.
- 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)

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

- 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 groups.
- 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 13. 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	Timeline	Performance Measures
1a. Develop and implement training best practices to improve diversity, equity and inclusion in HCD’s workplace.	HCD employees	DHR HCD	Lead: Central Services Division Support, Senior Management and Equity Integration Team (EIT)	Ongoing	% of new hires auto enrolled into core Equity Training classes offered in 2025  At least one new class offered to all staff in an area of need
1b. Develop a resource for hiring managers on “do's and don't” of equitable hiring process; expand resources for	HCD employees	DHR HCD	Lead: Central Services Division Support: Senior Management and Equity Integration Team (EIT)	Ongoing	Equitable hiring resource developed

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hiring managers on how to apply equity lens in the recruitment process.					
1c. Create tools for and fund training and development for staff.	HCD employees	HCD	Lead: Central Services Division Support, Senior Management and Equity Integration Team (EIT)	December 31, 2025	# of tools developed to monitor participation in development opportunities for staff  Distinct budget allocations by divisions for training and development to allow for equitable distribution of funding  Number of staff participating in development opportunities, such as cohort programs, etc.
1d. Establish electronic document management (EDM) tools for divisions to support equitable telework access	HCD employees	HCD	Lead: Central Services Division Support, Senior Management and Equity Integration Team (EIT)	December 31, 2025	EDM tools for divisions to support telework and remote work opportunities.
1e. Continue integration and development of the Equity Dashboard and HCD Equity SharePoint site	HCD Employees	HCD	Lead: Central Services Division Support: Senior Management and Equity Manager	Ongoing	Action plan or response communications for Equity Dashboard initiatives.

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1f. Research necessary technology needs of the agency and draft technology plan recommendations	HCD employees	HCD DIT Software vendors	Lead: Central Services Division	Ongoing	Three-year technology plan.
1g. Expand communication and access to SWaM and DBE contractors for HCD solicitations through eVA, general advertisements, and other electronic communications.	SWaM and DBE contractors	DPMM HCD	Lead: Central Services Division Support, Senior Management and Equity Integration Team (EIT)	December 31, 2025	# and % of HCD solicitations as applicable to program or service goals and initiatives, that reach SWaM and DBE potential contractors
1h. Create a tool or methodology for review of new and existing funding distribution equitably to programs and services	Program participants	HCD	Lead: Central Services Division Support: Senior Management and Equity that Integration Team (EIT)	December 31, 2025	Tool/methodology created to review funding

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

*Group: Rental Assistance and Rental Housing*

**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.
2. Housing policies that encourage all who want to live in Fairfax to be able to do so, and the provision of a full spectrum of housing opportunities across the county, most notably those in mixed-use areas that are accessible to multiple modes of transport.
8. Neighborhoods that support all communities and individuals through strong social networks, trust among neighbors, and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.
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.

**Countywide Strategic Plan Community Outcome Area(s):** Empowerment and Support for Residents facing Vulnerability (ESRFV), Economic Opportunity (EO)

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

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ESRFV 1. Develop targeted marketing and outreach strategies, in coordination with community-based partners, to proactively engage residents facing vulnerability.

ESRFV 3. Identify the root causes of vulnerabilities affecting residents and use those insights to inform policy and practice and target interventions to prevent vulnerability.

ESRFV 4. Use all available sources of data to identify and understand emerging and existing vulnerabilities, in order to proactively engage impacted residents, identify service gaps and efficiently allocate resources.

EO 2. Focus efforts on removing barriers such as lack of affordable housing, childcare and transportation that limit participation in workforce and employment-related programs.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
2a. Evaluate the concentration of housing choice voucher participants in Fairfax County and determine possible policy changes to address inequities.	Program participants. Existing and potential landlords	HCD Staff Program Participants Senior Leadership	Lead: Rental Assistance and Rental Housing Divisions. Support: OPEH, EIT, Senior Management	Ongoing	# of policy changes that address inequities  Completion of one year evaluation of Real Market Payment Standards
2b. Collect disaggregated data on voucher holders to identify disparities and system gaps.	Program participants	HCD staff Existing dashboards and measurement tools	Lead: Rental Assistance and Rental Housing Support: Information System and Services Policy and Communications	Ongoing	Payment equity analysis implemented and reviewed semi-annually
2c. Develop communication and decision-making protocol with current voucher holders and those on the waiting list. Use focused outreach methods for voucher holders of color and ensure they are represented in advisory or decision-making structure.	Program participants. Move-to-Work Advisory Council FCRHA	Equity Integration Team HCD Public Affairs	Lead: Rental Assistance and Rental Housing Divisions Support: EIT, Public Affairs, Policy and Communications	CY25	Draft protocol developed that incorporates input of MTW Advisory council and other data sources  Develop additional methods to obtain input from voucher holders (surveys, focus groups, etc.)

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<p>2d. Develop educational information and consider incentives to encourage more potential landlords to participate in the voucher program.</p>	<p>Program participants Landlords Referring providers and housing locators</p>	<p>HCD Public Affairs HCD Staff</p>	<p>Lead: Rental Assistance Support: Central Services EIT, Public Affairs, Policy and Communications</p>	<p>CY25</p>	<p># of landlords participating in the voucher program</p> <p># of Landlord Recruitment and Training sessions throughout the year</p> <p>Updated website with landlord information</p> <p>Conversion rates of landlords after training</p>
<p>2e. Increase awareness of all available housing opportunities to eligible county staff.</p>	<p>Program participants</p>		<p>Lead: Rental Housing, Senior Leadership</p>	<p>CY25</p>	<p># of advertisements showing available affordable housing to county staff</p> <p>Addition of Affordable Housing information to onboarding materials</p>

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

*Group: Real Estate Finance and Development*

**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.
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8. Neighborhoods that support all communities and individuals through strong social networks, trust among neighbors, and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.
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.

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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):** Housing and Neighborhood Livability (HNL)

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

HNL2. 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

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
3a. Review contracting, loan and grantmaking policies and criteria to identify opportunities to promote social and racial equity as permitted by funding and legal requirements.	FCRHA, Development Partners and Residents	DPMM OCA	Lead: Real Estate Finance and Development	Ongoing	# of strategies identified to promote racial and social equity in solicitations. Coordinate with DPMM and OCA.
3b. Evaluate the data produced on displacement by the One Fairfax team to determine how the data informs housing investments.	FCRHA, AHAC, Development partners	One Fairfax DPD	Lead: Real Estate Finance and Development	CY25	Recommendations on how to use displacement data developed

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

*Group: Policy and Communications*

**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.
- 2. Housing policies that encourage all who want to live in Fairfax to be able to do so, and the provision of a full spectrum of housing opportunities across the county, most notably those in mixed-use areas that are accessible to multiple modes of transport.
- 8. Neighborhoods that support all communities and individuals through strong social networks, trust among neighbors, and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.
- 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.
- 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)

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

- EEG 7. Review and improve the structure, operations and impact of county boards, authorities and commissions to better reflect current needs and demographics of the community.
- EEG 3. Enhance communication and outreach to the community by using all available communication methods and tailoring messaging to individual needs.
- EEG 4. 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	Timeline	Performance Measures
4a. Research best practices on conducting equity analyses on affordable housing policies. Benchmark other public housing authorities to determine how equity analyses are conducted from a policy perspective.	FCRHA HCD Consumers	HCD staff	Lead: Policy and Communications	December 31, 2025	Equity analysis protocol
4b. Conduct extensive research and analyses on	FCRHA Consumers	Equity Impact Analysis	Lead: Policy and Communications	December 31, 2025	

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exits from rental housing assistance programs to determine any potential inequities and develop solutions to address findings.	HCD				#/% of non-White FCRHA clients who exit rental assistance programs successfully  #/% of White FCRHA clients who exit rental assistance programs successfully
4c. Strengthen community engagement practices for residents of RHA owned and operated property and participants of rent subsidy programs, particularly those from communities that have been historically marginalized.	HCD Communities	HCD Staff	Lead: Policy and Communications	Ongoing	Tools and protocols to enhance community engagement efforts
4d. Initiate a community awareness campaign, aimed at HCV households, on available county resources to prevent evictions.	FCRHA Consumers HCD	HCD Staff	Lead: Policy and Communications	December 31, 2025	# of website/social media posts and other messages highlighting resources to prevent evictions  # of landlords who contact HCD regarding eviction prevention programs and other resources

**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.

*Group: Office to Prevent and End Homelessness*

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

2. Housing policies that encourage all who want to live in Fairfax to be able to do so, and the provision of a full spectrum of housing opportunities across the county, most notably those in mixed-use areas that are accessible to multiple modes of transport.

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8. Neighborhoods that support all communities and individuals through strong social networks, trust among neighbors, and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.

10. A health and human services system where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high quality, affordable and culturally appropriate services.

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

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

HNL 20. Expand the availability of permanent supportive housing units and services for people experiencing homelessness, including both individuals and families.

HNL 21. Provide incentives so that nonprofit and for-profit housing developers and landlords will set aside units for people experiencing homelessness.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
5a. Provide equity trainings to OPEH staff and staff from non-profits contracted to provide homeless services.	Program Participants Service providers	OPEH staff Existing training resources	Lead: OPEH Support: Administration Division	Ongoing	Number of attendees participating in equity training
5b. Conducting root cause analysis (RCA) to identify systemic barriers and underlying factors impacting the disproportionality of Black and Brown communities for homeless services.	Program Participants Service Providers OPEH	People with lived experience OPEH HMIS team Service providers Existing measures from other jurisdictions/experts	Lead: OPEH Support: Policy and Compliance. Rental Assistance	December 31, 2025	Creation of the standard racial equity performance measure tool
5c. In collaboration with people with lived experience, as well as our community partners, we will assess processes, policies and procedures on a continuous basis, by analyzing data and benchmarking research to allow for consistent evaluation of the homeless service system.	Continuum of Care Program Participants	One Fairfax Root Cause Analysis facilitator	Lead: OPEH	December 31, 2025	Implementation of the recommendations derived from the root cause analysis

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<p>5d. Continue collaborative efforts with internal HCD partners to decrease barriers to accessing/maintaining subsidies for people at risk of or experiencing homelessness.</p>	<p>Service Providers Program Participants HCD</p>	<p>HUD resources NAEH resources</p>	<p>Lead: OPEH Support: Rental Assistance and Rental Housing</p>	<p>December 31, 2025</p>	<p>Number of households at-risk of losing housing or a subsidy</p>
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## COUNTYWIDE GOALS – REGIONAL FAIR HOUSING PLAN \* LOCAL STRATEGIES

<p><b>Goal 2:</b> Facilitate delivery of affordable housing by encouraging co-location with other County facilities on County-owned sites, through partnerships with faith-based organizations and by encouraging private development on undeveloped/ underutilized commercial land. This is anticipated to be achieved both in County-administered development and via public-private partnerships. (Regional Goal 1, Local Strategy A)</p>			
<p><b>Key Equity Driver(s):</b> Equitable Community Development, Inclusive Prosperity</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>                      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 4. Leverage county/school/park/private business land and facilities (existing and new) and develop non-traditional partnerships to achieve efficiencies to produce more units.</p>			
Department Actions	Stakeholders	Timeline	Performance Measures
2a. Actively pursue co-location opportunities.	HCD, DPWES, User Agencies	Ongoing	# of co-location projects under construction and in active pre-development/planning
2b. Work with faith communities to provide information about affordable housing development and the process of pursuing projects on their land.	HCD, Faith communities, DPD	Ongoing	# Meetings with faith communities and their representatives on the housing development process/#Meetings requested-
2c. Evaluate opportunities to financially support partnerships to develop affordable units on faith-based community land.	HCD, Development partners	Ongoing	# Applications submitted / # applications evaluated for financial support of affordable housing development on faith-based community land.

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**Goal 4:** Increase awareness of existing and upcoming affordable homeownership and rental opportunities in communities of color and other vulnerable communities. (Regional Goal 5, Local Strategy B)

**Key Equity Driver(s):** Equitable Community Development, Inclusive Prosperity

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

**Countywide Strategic Plan Community Outcome Area(s):** Empowerment and Support for Residents Facing Vulnerability (ESRFV) ,Housing and Neighborhood Livability (HNL)

**Countywide Strategic Plan Strategies/Metric(s):** ESRFV 1. Develop targeted marketing and outreach strategies, in coordination with community-based partners, to proactively engage residents facing vulnerability.

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.

Department Actions	Stakeholders	Timeline	Performance Measures
4a. Develop strategies with developer/builder to market affordable housing units to communities of color and other vulnerable communities using Vulnerability Index data.	Developers; property managers; individuals/communities of color; vulnerable communities: HCD	Ongoing	# of strategies developed and % implemented
4b. Develop new outreach and marketing methods for homeownership units available through programs administered by the FCRHA.	Developers; individuals/communities of color; vulnerable communities: HCD		# of new outreach and marketing methods developed and % implemented
4c. Monitor numbers of applicants from identified communities to RHA-owned rental housing and RHA-administered homeownership programs.	HCD		

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## COUNTYWIDE GOALS – REGIONAL FAIR HOUSING PLAN \* REGIONAL STRATEGIES

**Goal 5:** 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)

- 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. (Regional Strategy A)

**Key Equity Driver(s):** Equitable Community Development, Inclusive Prosperity

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

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

**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.

Department Actions	Stakeholders	Timeline	Performance Measures
5a. Increase the supply of affordable housing using housing bonds and subordinate debt.	HCD, DPWES, User Agencies	Ongoing	# New affordable units developed or acquired using FCRHA bonds and/or subordinate debt.

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**Goal 6:** Implement policies designed to preserve affordable housing and prevent displacement with a goal of no net loss of existing affordable rental units. (Regional Goal 3)

- Preserve affordable subsidized and market-rate housing, including manufactured housing, by tracking and supporting existing affordable housing and establishing an acquisition loan fund for tenants, nonprofit organizations, and local governments to purchase for-sale apartments and manufactured home parks. (Regional Goal 3, Regional Strategy A)

**Key Equity Driver(s):** Equitable Community Development, Inclusive Prosperity

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

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

**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 12. Protect current residents from displacement where neighborhoods are changing rapidly by addressing impacts such as higher housing costs and higher costs of living.

Department Actions	Stakeholders	Timeline	Performance Measures
6a. Require a Right of First Refusal or First Offer on properties that receive financing from the County or the FCRHA.	HCD, OCA	Ongoing	Number of properties closed that include a ROFR for the benefit of the FCRHA
6b. Track and support existing affordable housing to identify opportunities to preserve market affordable units.	HCD, Development partners	December 31, 2025	Complete biannual market affordable survey. # of market-affordable units (at or below 60% AMI) preserved.
6c. Continue to evaluate and implement, as feasible, the recommendations of the Affordable Housing Preservation and Manufactured Housing Task Force.		Ongoing	Status of implementation of recommendations

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**Goal 7:** Increase the number of homeowners in the region and reduce inequities and discriminatory practices that limit homeownership opportunities for members of protected classes. (Regional Goal 4)  
 - Increase homeownership opportunities for low- and moderate-income members of protected classes through the following strategies (Regional Goal 4, Regional Strategy A)

**Key Equity Driver(s):** Equitable Community Development, Inclusive Prosperity

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

**Countywide Strategic Plan Community Outcome Area(s):** Effective and Efficient Government, Empowerment and Support for Residents Facing Vulnerability, Health Communities, Housing and Neighborhood Livability (HNL)

**Countywide Strategic Plan Strategies/Metric(s):**  
 Strategy HNL 2. Identify and create opportunities for additional affordable rental and homeownership units, including modifying housing policies, guidance and communications 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.

Department Actions	Stakeholders	Timeline	Performance Measures
7a. Support first-time homebuyers by expanding financial literacy programs, homeownership counseling, and homebuyer education.	HCD	Ongoing	Number of households that complete passport to homeownership for homebuyer education

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**Goal 8:** Protect the housing rights of individuals with protected characteristics. (Regional Goal 5)

- Reduce barriers to accessing rental housing by encouraging landlords to reduce, eliminate, or offset application fees for voucher users and follow HUD’s guidance on the use of criminal backgrounds in screening tenants (Regional Goal 5, Regional Strategy B)

**Key Equity Driver(s):** Equitable Community Development, Inclusive Prosperity

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

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

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

Strategy 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) to order to make a variety of housing programs options accessible to all residents.

Department Actions	Stakeholders	Timeline	Performance Measures
8a. Encourage landlords to reduce, eliminate, or offset application fees for voucher users.	Private sector landlords including non-profit landlords	December 31, 2025	Landlord briefing materials reference application and other fees

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**Goal 9:** Increase community integration and reduce housing barriers for persons with disabilities. (Regional Goal 6)  
 - Increase the supply of permanent supportive housing units by utilizing innovative funding streams, like affordable housing bonds, affordable housing trust funds, commercial linkage fees, and real estate transfer taxes. (Regional Goal 6, Regional Strategy A)

**Key Equity Driver(s):** Equitable Community Development, Inclusive Prosperity

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

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

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

Strategy 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 20. Expand the availability of permanent supportive housing units and services for people experiencing homelessness, including both individuals and families.

Department Actions	Stakeholders	Timeline	Performance Measures
9a. Identify financing and other tools to increase housing opportunities for households who require permanent supportive housing.	HCD	Ongoing	# of financing tools identified for permanent supportive housing  Permanent supportive housing units in the pipeline and under construction

## HOUSING AND COMMUNITY DEVELOPMENT CALENDAR YEAR 2025 EQUITY IMPACT PLAN

### Future Actions – Fair Housing

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.

*Regional Strategy A.* 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.

- Examine potential of leveraging real estate fees (recordation tax) for additional affordable housing funding.
- Understand regional community land trust models and examine potential of implementing a CLT in Fairfax County.

*Regional Strategy B.* Lower the income targeting of new rental housing affordable to people with incomes of 80 percent of the area median income (AMI) to 60 percent and below, with specific targeting of units affordable at 50 percent of the AMI or below in order to address the chronic housing shortage for low-income individuals and families.

- Lower income requirements for new rental affordable housing to 60% or below.
- **Completed:** Increase inclusionary zoning incentives and lower the number of set-aside units to make deeper affordability financially feasible.

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.

*Regional Strategy A.* Preserve affordable subsidized and market-rate housing, including manufactured housing, by tracking and supporting existing affordable housing and establishing an acquisition loan fund for tenants, nonprofit organizations, and local governments to purchase for-sale apartments and manufactured home parks.

- Continue to evaluate and implement, as feasible, the recommendations of the Affordable Housing Preservation and Manufactured Housing Task Force.

## HOUSING AND COMMUNITY DEVELOPMENT CALENDAR YEAR 2025 EQUITY IMPACT PLAN

Regional Goal 4: Increase the number of homeowners in the region and reduce inequities and discriminatory practices that limit homeownership opportunities for members of protected classes.

*Regional Strategy A:* Increase homeownership opportunities for low- and moderate-income members of protected classes through the following strategies

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- Examine policies and incentives that could increase the supply of affordable homeownership.
- Increase housing affordability through mortgage write-downs, down payment and closing cost assistance, special purpose credit programs, and other affordable homeownership subsidies
- Continue to implement the Home Repair for the Elderly Program and launch a pilot to fund manufactured home improvements at Harmony Place
- Examine the potential of creating programs that help finance energy efficiency improvements

Regional Goal 5: Protect the housing rights of individuals with protected characteristics.

*Regional Strategy A:* Expand locally funded housing voucher programs, increase the scale and scope of housing mobility programs, and improve the portability of vouchers across jurisdictions in the region

- Expand locally funded housing voucher programs
- Increase the scale and scope of housing mobility programs
- Start a local working group to figure out how to improve portability
- Completed: Local Strategy A: Adopt tiered payment standards to align with market rents in order to increase access to higher opportunity areas for voucher holders.

Regional Goal 6: 6. Increase community integration and reduce housing barriers for persons with disabilities.

*Regional Strategy C:* Increase support for rental assistance programs for persons with disabilities and advocate for additional resources.

- Increase support for rental assistance programs for persons with disabilities

# HOUSING AND COMMUNITY DEVELOPMENT CALENDAR YEAR 2025 EQUITY IMPACT PLAN

## COUNTYWIDE GOALS – DIGITAL EQUITY ACTION PLAN

<p><b>Goal 10: Access:</b> Increase and improve all aspects of broadband infrastructure to the home, from coverage to wiring.  <i>Access:</i> Increase availability of adequate, accessible, and free Wi-Fi throughout the county.  <i>Affordability:</i> Encourage enrollment in existing low cost or subsidized plans broadband subscription.  <i>Advancement:</i> Increase the County’s ability to advocate for, coordinate, and sustain digital equity activities</p>			
<p><b>Key Equity Driver(s):</b> Equitable Community Development</p>			
<p><b>Countywide Initiative:</b> Digital Equity Action Plan</p>			
<p><b>Countywide Strategic Plan Community Outcome Area(s):</b> Lifelong Education and Learning (LEL)</p>			
<p><b>Countywide Strategic Plan Strategies/Metric(s):</b>                  LEL6: Identify and eliminate barriers to digital access through partnerships with local businesses and digital service providers</p>			
Department Actions	Stakeholders	Timeline	Performance Measures
10a. Coordinate with internet service providers on areas without coverage including investigating wiring at multi-dwelling units and other locations identified as having limited broadband availability.	HCD	Ongoing	Additional properties identified for connectivity testing
10b. Share the Digital Equity Action Plan with Fairfax County department staff, community, and other stakeholders to develop buy-in and support for implementation of initiatives.	HCD	Ongoing	Article on HCDaily staff blog with link to plan  HCD website updated with link to plan
10c. Promote existing affordable subscription plans to residents.	All Departments	Ongoing	Information about affordable options available at front desk and in move in packets at residential properties

## Future Actions – Digital Equity Action Plan

## HOUSING AND COMMUNITY DEVELOPMENT CALENDAR YEAR 2025 EQUITY IMPACT PLAN

- Work with agency partners to embed evidence-based practices such as digital navigation services and sign-ups for affordability programs into existing agency operations and initiatives

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

DocuSigned by:  
*Tom Fleetwood*  
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