

# FAIRFAX COUNTY SHERIFF'S OFFICE CALENDAR YEAR 2024 EQUITY IMPACT PLAN



**Leadership Sponsor:** Lieutenant Colonel Jabar Shabazz

**Equity Lead(s):** Captain Sommer Grasty

## **Departmental Equity Guiding Statement:**

The Fairfax County Sheriff's Office is committed to building trust within our community and serving all those we encounter equitably. We will accomplish this by maintaining the highest level of professionalism, while striving to continually review and improve practices to ensure that all members of the Fairfax County community feel safe and valued.

Context:

Inequities have been observed in the community for individuals with behavioral health issues, disabilities, and substance use disorders. While we do not control who comes into our facilities, many times, individuals dealing with these issues find themselves interacting with the Criminal Justice System and the Sheriff's Office through the Civil Enforcement process, the court system or in a confinement setting.

The Sheriff's Office has spearheaded numerous efforts to expand services and treatments offered to these marginalized community members. The demand for these services continues to increase and we are committed to growing with the demand.

The Sheriff's Office recognizes that addiction recovery is a lifelong process. With clinical and peer supports – including trauma informed care – and wraparound reentry supports, people can and do recover from addiction. Through the Striving to Achieve Recovery program (STAR), Participants live together in a housing unit and must assume responsibility for their own recovery and that of their peers. The program includes three phases that help each participant develop knowledge, set goals with measurable outcomes, maintain regular contact with an external recovery support person, determine what solution will work best for themselves, and then create a sustainable recovery plan to achieve it.

The Sheriff's Office adopted a voluntary Medication Assisted Treatment (MAT) program for opioid use disorders (OUD), prescribing and administering Suboxone, an oral form of buprenorphine, and Sublocade an extended-release buprenorphine that is injected subcutaneously once a month, an alternative to the daily dose needed for Suboxone. The agency offers evidence-based treatment for individuals with OUD while incarcerated and ensures wraparound reentry recovery supports at release. Transformative changes include screening for OUD at booking, starting people on withdrawal protocols once identified, providing peer support, offering medications for OUD, delivering workforce training, changing standard operating procedures and protocols, incorporating harm reduction approaches and enhancing release plans.

**Disability Awareness Training:** Education that helps agency leaders, and members understand the challenges faced by people with disabilities in order to improve accessibility and inclusion in the workplace.

MAT Program Training: Adequate and ongoing training for both facility staff and community-based providers is critical to the safe implementation of MAT and the reduction of medication diversion. An overview of the facility's MAT program, basic information about what MAT is and its benefits, potential side effects of medications, and things to watch for related to medication diversion. This should be considered for inclusion in in-service trainings.

**System-Level Infrastructure:**

The Sheriff's Office will make a concerted effort to work with the other key stakeholders in the county with whom most of our services overlap. This would include the Fairfax County Police Department, the Community Services Board, and all divisions of Fairfax County Court Services. The goal of this involvement will be to ensure that all partner agencies are following industry best practices in recognizing and mitigating social inequities throughout the criminal justice system in Fairfax County. Additionally, the Sheriff's Office will continue to partner with agencies outside of Fairfax County such as the Department of Justice, the Department of Criminal Justice Services, and the Virginia Department of Behavioral Health & Developmental Services. Through these partnerships, the Sheriff's Office will continue to offer training and development opportunities for its staff and provide them with the tools needed to best serve marginalized members of the Fairfax County community.

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## DEPARTMENT GOALS

**Goal 1:** Communicate with county stakeholders whose services are intertwined with the Sheriff's Office to collaborate and to identify support needs.

**One Fairfax Area(s) of Focus:** 7. A criminal justice system that provides equitable access and fair treatment for all people.

**Countywide Strategic Plan Community Outcome Area(s):** Safety and Security (SS)

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

Strategy SS 14. Work collaboratively to increase access to services and identify alternatives to adjudication and incarceration (e.g., diversion programs, specialty dockets) while protecting victims' and witnesses' rights.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<p><b>1a.</b> Routine meetings with stakeholders to ensure industry best practices are being followed and continuity achieved.</p>	Police Department CSB Court Services Health Department Code Compliance DEMS	Commitment from partner agencies to communicate and collaborate.	Equity Leads Agency Leadership General Staff	Continuous	# of meetings held  # of practices/policies have been reviewed or changed by each partner agency because of collaborative meetings and joint efforts
<p><b>1b.</b> Review of treatment plans, treatment access, and ways the Sheriff's Office can adjust policies and practices to meet the needs of participants in care.</p>	Police Department CSB Court Services Health Department	Treatment Teams CSB Court Services	Equity Leads Agency Leadership Court Staff	Continuous	# of individuals impacted by programs  # of policies and practices changed

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**Goal 2:** Diversify staff at all levels through recruitment, retention, hiring, 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):** Economic Opportunity (EO); Effective and Efficient Government (EEG)

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

Strategy EO 16. Facilitate improved connections between employers and qualified talent by increasing awareness of work force services and incentives.  
 Strategy EO 17. Develop and execute a compelling marketing strategy to support efforts by Fairfax County businesses to recruit and retain talented employees, highlighting and promoting the competitive advantages of the county and the region.  
 Strategy EEG 8: Improve the county's competitiveness as an employer to recruit, hire and retain a diverse, highly qualified workforce utilizing data to determine barriers and target strategies for marginalized groups.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<p><b>2a.</b> Review recruitment efforts and use of marketing platforms targeted to reach the less frequented areas of the county.</p>	<p>Sheriff, Command Staff, Command Group, Supervisors, Line Staff, Employees.</p>	<p>Recruitment Section Background Investigations Human Resources</p>	<p>Equity Leads Agency Leadership General Staff</p>	<p>Continuous</p>	<p>% of applications, sworn and civilian by race, ethnicity, and gender.</p>
<p><b>2b.</b> Concentrated effort to encourage more women to pursue leadership positions. Use data to measure the progress and set future programs and course goals.</p>	<p>Sheriff, Command Staff, Command Group, Supervisors, Line Staff, Employees.</p>	<p>Recruitment Section Human Resources EAC/Morale Committee Community</p>	<p>Equity Leads Agency Leadership General Staff</p>	<p>Continuous</p>	<p>% of female employees, sworn and civilian participating in specialized programs and classes. % of female employees promoted.</p>
<p><b>2c.</b> Encourage staff to participate in Law Enforcement associations and affiliations. (i.e., Noble, NAWLEE etc.)</p>	<p>Sheriff, Command Staff, Command Group, Supervisors, Line Staff, Employees.</p>	<p>Recruitment Section Human Resources EAC/Morale Committee Employees</p>	<p>Equity Leads Agency Leadership General Staff</p>	<p>Continuous</p>	<p>% of membership increase.</p>

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**Goal 3:** Educate staff on industry best practices in recognizing and taking corrective actions to lessen social inequities through training and treatment programs.

**One Fairfax Area(s) of Focus:** 6. Community and public safety that includes services such as fire, emergency medical services, police, health, emergency management and code enforcement that are responsive to all residents so that everyone feels safe to live, work, learn, and play in any neighborhood of Fairfax County.

**Countywide Strategic Plan Community Outcome Area(s):** Safety and Security (SS)

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

SS 17. Implement training such as implicit bias, cultural competency, and community engagement in the public safety academies and annually for first responder personnel.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>3a.</b> Create/adopt/review training to ensure up-to-date, relevant information is available.	-Sheriff's Office employees Professional Services Policy Planning	-Staff required to both launch and continue training initiatives. Public Safety Academy	- Sheriff's Office Equity Lead and Equity Team. - Agency subject matter experts in related fields	Continuous	-Continue with 100% staff Training for the year. (ABLE, ICAT, PREA etc.) - Adoption of new procedures and success of implementation. Medication Assisted Treatment (MAT) program
<b>3b.</b> Require continued employee participation/enrollment and education. MAT and S.T.A.R programs.	-Virginia Dept. of Behavioral Health & Developmental Services (Disability Awareness) -U.S. Department of Justice (MAT Program)	-New positions created/funded/ supported for medical staff to facilitate MAT program.	- Sheriff's Office Support Services Division (Medical Services Branch) Professional Services Policy and Planning	Continuous	Success measured with successful treatment and reduction of individuals in custody suffering from substance use.

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

