



County of Fairfax, Virginia

MEMORANDUM

DATE: March 9, 2018

TO: Board of Supervisors

FROM: Bryan J. Hill
County Executive *B. Hill*

SUBJECT: Update Regarding Battalion Chief Kathleen Stanley's Email of January 29th

The cultural concerns in the Fire and Rescue Department (FRD) stem from varied issues. Our goal now is to understand these concerns as we move our great department forward. As I have begun my tenure in Fairfax County, our ultimate goal is to understand the past to effectuate the needed change for our future as our community deserves our best.

It is quite evident from the groups that have presented that a sense of pride exists, however, leadership and communication are a significant challenge. The executive review team has addressed all of the complaints submitted by Battalion Chief Kathleen Stanley per her January 29th email in which she resigned as the FRD's Women's Programs Officer. Upon receipt of BC Stanley's email, I requested that Dave Rohrer, Deputy County Executive for Public Safety, review and detail each allegation. The complaints focused on numerous issues that have transpired during her tenure with FRD. BC Stanley provided insight as well as information that I believe will ultimately help our organization under new leadership. The complaints focused on these primary areas:

- Leadership
- Communication
- Internal Policy Changes
- Harassment
- Hostile Workplace
- Promotional Opportunities
- Grievance Process

In an attempt to define our process going forward, the executive review team and I established an aggressive timeline, which began on February 22, 2018. Below are details on the various groups we have met with over the past two weeks. Each group provided invaluable insight as to the internal operations of the Fire and Rescue Department.

- 2/22 – Volunteer Initiatives

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- 2/22 – Dedication and Service Delivery
- 2/26 – Behavioral Health
- 2/26 – Human Relations and Conflict Resolution
- 2/27 – Women's Initiatives (Dave Rohrer/Bryan Hill only)
- 2/28 – Emergency Medical Services
- 2/28 – Women's Initiatives
- 3/02 – Promotional Initiatives
- 3/02 – Investigative Policies & Procedures
- Leadership and Hiring Retention
(Kirk Kincannon led this effort in December)

Per the Gallagher report, these work groups were formulated to develop a change in culture and provide insight on the varying operations. Based on my interactions with the groups, I firmly believe change can be implemented with open and consistent communication as well as action. I was encouraged by the tone of the presenters, but also recognized we must work toward open dialogue and understanding. I took the liberty to discuss women's issues in two separate settings and I was told in each setting "We do not have women's issues, we have concerns relating to communication, promotion and leadership". The concerns stemmed from difficulty in understanding the direction of the department, and effectively demonstrating an objective process for communication. The Women's Initiatives group spoke directly to 161 of the 171 female officers (7 officers were at the academy, 2 officers did not want to participate, 1 officer is on alternative placement). In summary 10% of that total believe there are issues of concern to some women in the department and I have sought to speak with each of them directly to further understand their concerns. The leadership of Fairfax County and I are committed to a workplace free of harassment, bullying and any action that violates our policies. Our new Fire Chief will understand the tenets of a healthy work environment and develop policies to ensure all are welcome.

During the Emergency Medical Services (EMS) presentation, it became evident that this critical function is overlooked. Paramedics' total 534 employees in total, 71 or 13% of those employees are female. Our paramedics run 74% of the calls for FRD and there is a strong indication that these employees feel under appreciated. Communication and trust are concerns, as well as the lack of promotional opportunities. Adding the position for Professional Standards, reporting directly to the chief, will help to ensure we are treating each member of our team appropriately. The focus should be on workload and effectiveness while developing benchmarks aligned with best practices and with an eye toward increasing training opportunities.

My goal as your County Executive is to guide our FRD leadership to promote and develop policies of inclusion and open communication. During work group sessions, staff expressed the need for additional staff to address behavioral health concerns, peer mentoring, professional standards and potential daycare facilities. As I consider numerous approaches to ensure an accommodating workplace for all, this group has brought to my attention the challenges of a 24-hour-a-day operation.

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Subsequent to BC Stanley’s January 29th email, additional potential issues within FRD have been identified and I have tasked Dave Rohrer with investigating. I will present to the Board our findings once the issues have been vetted.

In closing, each allegation has been researched with regard to BC Stanley’s email dated January 29th. As we proactively address all areas we will provide a summarized version to the Board as well as the County Attorney, to ensure we are cognizant of potential legal concerns.

The Fire Chief search will commence this month. Fairfax County has engaged a consultant to assist with the recruitment process. The consultant will conduct interviews with numerous focus and community groups, and work with the Board of Supervisors to develop a candidate profile detailing the pre-requisite skill set and education desired by the Board. Once a profile is developed, I will appoint five members of my team to interview the selected candidates. We will schedule interviews with the top three candidates and Board of Supervisors to make a final determination on who will be the next Fairfax County Fire Chief.

Proposed Timeline

This is proposed and may be modified at any time based on feedback we receive from the Board of Supervisors and the community.

TASK	TECHNICAL APPROACH	TIMELINE
TASK A. Review and Identify Organizational Requirements and Challenges of the Position	<ul style="list-style-type: none"> • Facilitating Discussions with Client on Desired Candidate Qualifications 	By March 23, 2018 Met with Cathy Spage, Dave Rohrer & Bryan Hill (3/5/18)
TASK B. Review and Proposed Changes to the Position Qualification Requirements	<ul style="list-style-type: none"> • Preparation of the Recruitment Profile 	By March 23, 2018
TASK C. Identify Appropriate Target Organizations	<ul style="list-style-type: none"> • Candidate Identification • Development of an Advertising Plan • Use of Personal Solicitations for Diverse Pool 	March 12 – May 25, 2018

TASK D. Interview Candidates and Report Progress	<ul style="list-style-type: none">• Processing and Analysis of Applications (ongoing throughout the search)• Screening of Candidates• Candidate Interviewing, Assessment and Background Investigations (Internal)• Reference Checking	Interviews June 11, 12, 2018
TASK E. Candidate Selection	<ul style="list-style-type: none">• Second round of interviews	During week of June 19, 2018
TASK F. Hiring the Selected Candidate	<ul style="list-style-type: none">• Announcement	July 10, 2018

As always, I am available to answer any of your questions, I believe it is time to move forward as the past must shape our future.

cc: David M. Rohrer, Deputy County Executive
Richard Bowers, Fire Chief, Fire and Rescue Department
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