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# CALENDAR YEAR 2022 EQUITY IMPACT PLAN ANNUAL REPORT

## BACKGROUND INFORMATION

Department Name: Fairfax County Fire and Rescue Department

Equity Lead(s): Captain Clarence Dickens

Policy Advisor: Marlon Murphy

Date: 11/14/2022

## EQUITY IMPACT PLAN REPORT

Review your department's Equity Impact Plan for CY 2022 at [Equity Impact Plans | Topics \(fairfaxcounty.gov\)](#). Using that plan, add each goal below and describe: 1) what was done to make progress toward the goal, 2) with whom (partners), and 3) how to work toward this goal was measured/evaluated and the results. If you have data for the performance measures in your CY 2022 Equity Impact Plan, report them. Add more goals as needed.

### **Goal 1: Develop and implement a plan to reduce the risk(s) experienced by residents which lead to emergency calls for FRD.**

**Goal 1a:** Progress: Community Risk Reduction is a holistic approach to improve the outcomes for the citizens and the firefighter's expected life outcomes. FRD's data analytics team is still diligently analyzing and interpreting various data sets to allow the organization to report. FRD's data analytics group is projected to finish FRD's **Community Risk Assessment (CRA)** by January 2023. Our data analytics team is a small team of three individuals responsible for tracking and collecting data for the entire department.

**Stakeholders:** FRD, Community Members

**Measured-Upon completion of CRA**

### **Goal 1b: Identify the vulnerabilities experienced by residents that contribute to the risks(s) which result in FRD service calls.**

Goal 1b Progress: The report on this section will require the completion of FRD's Community Risk Assessment. The completion will allow the data to drive what FRD targets as vulnerabilities throughout the County. CRA will be completed in January 2023.

**Stakeholders:** FRD, CSB, INOVA, Kaiser Permanente, Community Members

**Measured-Upon completion of CRA**

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### **Goal 1c: Develop a Community Risk Reduction Plan to address the risk(s) identified in the CRA.**

Goal 1c Progress: The report on this section will require the completion of FRD's CRA. The projected completion of FRD's CRA is January 2023. The Community Risk Reduction Plan projected completion date is September 2023.

**Stakeholders:** FRD, CSB, INOVA, Kaiser Permanente, FCPS, DOT, Health Department, Community Members

**Measured-**Upon completion of CRA

### **Goal 1d: Present the CRR Plan, CRA, and recommendations to essential parties within the County government, collaborative partners, and County residents.**

Goal 1d Progress: The report on this section will require the completion of FRD's CRA. The projected completion of FRD's CRA is January 2023.

**Stakeholders:** FRD, CSB, INOVA, Kaiser Permanente, NCS, DOT, Community Members

**Measured-**Upon completion of CRA

### **Goal 1e: Operate CRR programming and collaborative efforts to address risks identified in the County.**

Goal 1e Progress: The report on this section will require the completion of FRD's CRA. The projected completion of FRD's CRA is January 2023.

**Stakeholders:** FRD, CSB, INOVA, Kaiser Permanente, Community Members

**Measured-**Upon completion of CRA

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**Goal 2: Increase FRD's dissemination of educational and safety information to residents who call for service or engage with FRD personnel in the community, focusing on non-English speakers and readers.**

**Goal 2a: Implement the use of a mobile app (v-pamphlet) to disseminate materials electronically to clients and/or their identified contact person**

Goal 2a Progress: The V-Pamphlet application has been developed, tested, and placed on every iPad in each of FRD's apparatus in the field. FRD is receiving an iPad upgrade, which shall be completed in December 2022.

**Stakeholders:** FRD, Community Members

**Measured-Completed** ([See Appendix](#))

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**Goal 3: Increase the use of disaggregated data by race, gender, age, and ethnicity at all data points for FRD.**

**Goal 3a: Establish standardized data categories for race, gender, age, and ethnicity at all FRD data sources**

Goal 3a Progress: FRD is required to comply with race and ethnicity categorization established by the United States Office of Management and Budget. The categories are as follows:

American Indian or Alaska Native  
Asian  
Black or African American  
Hispanic or Latino  
Native Hawaiian or Other Pacific Islander  
White

**Stakeholders:** FRD

**Measured-Completed**

**Goal 3b: Apply disaggregated data categories to all FRD data points.**

Goal 3b Progress: FRD has begun to implement data disaggregation in all its data collection and reporting when the data includes human outcomes, both internal to its workforce and external to residents who receive a service. Completing the CRA will enhance the application of disaggregated data to target interventions intentionally. The projected completion of FRD's CRA is January 2023.

**Stakeholders:** FRD, Community Members

**Measured- Ongoing (see Appendix)**

**Goal 4: Increase impactful community engagement opportunities with an emphasis on interactions with traditionally "hard to reach" community members.**

**Goal 4a: Expand the safety education of residents in the communities most vulnerable to the risk that require an FRD service call, emphasizing seniors and low-income populations.**

Goal 4a Progress: The Fire Department has started to develop and form relationships with other agencies and community-based organizations to expand efforts regarding safety education in the communities

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most vulnerable. FRD is working closely with the Department of Neighborhood and Community Services (NCS) Community Impact Unit and Interfaith Coordinators. FRD has started utilizing NCS's quarterly newsletter to increase our education efforts.

Children and older adults receive fire prevention and safety workshops weekly. Specifically, FRDs Life Safety Educators provide teacher training and weekly student presentations. Presentations are focused on prevention (lighters & matches) and emergency preparation (escape planning & smoke alarms). In FY2023, life safety will work with the equity officer to implement a measure to track race and ethnicity demographical data.

**Stakeholders:** FRD, Community Members

**Measured-** Ongoing (see Appendix)

### **Goal 4b: Expand the recognition of residents involved in successful emergency calls.**

Goal 4b Progress: Thus far this year, FRD recognized three citizens for their participation in life-saving recoveries via CPR or the application of an AED. This is an increase of one person from 2021 numbers overall. It must be noted that "X" number of people are eligible for a reunion. In several instances, the survivors or their parents declined to participate in a reunion when the patient is under 18 years of age or for privacy reasons based on the root cause of the emergency need. FRD personnel created a public relations campaign, including a video for public release, to increase awareness and public participation in using Hands-Only CPR and AED.

**Stakeholders:** FRD, Community Members

**Measured-** Ongoing; Three reunions and recognitions have been completed as of this reporting period.

### **Goal 4c: Create a list of community organizations that represent or impact outcomes in the areas of the County where FRD prioritized risk reduction.**

Goal 4c Progress: In 2022, FRD has established a relationship with the following entities but will be looking to expand this list in FY2023. The targeting of specific areas of the County is pending the completion of the CRA.

1. Neighborhood Community Services
  - a. Interfaith Community Unit

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- b. Community Impact Unit
  - c. Community Developers Unit
  - d. Prevention Unit
  - e. Fairfax Families 4Kids Unit
  - f. Communities of Trust
  - g. Council to End Domestic Violence
  - h. African American Heritage Society of Mt. Vernon
2. Housing and Community Development
  3. Community Services Board
  4. INOVA Trauma Services
  5. McLean Civic Association

**Stakeholders:** FRD Equity Officer

**Measured-**Established relationships with five organizations in FY2022; Ongoing as deemed necessary

### **Goal 4d: Establish a consistent communication schedule with organizations within the various community to influence the types and location of services delivered by FRD.**

Goal 4d Progress: FRD is still establishing relationships in targeted areas to increase interaction with traditionally hard-to-reach community members. To form these relationships, FRD established partnerships with various agencies in the County to foster new communications mechanisms with their identified trusted community partners, which will increase access to targeted populations.

**Stakeholders:** FRD, NCS, Communities of Trust, Council to End Domestic Violence, African American Heritage Society of Mt. Vernon

**Measured-Ongoing**

### **Goal 5: Implementation of equity and implicit bias training for all FRD personnel**

#### **Goal 5a: Identify a creditable vendor to give formal training to the FRD workforce on the importance of implicit bias.**

Goal 5a Progress: FRD wanted to ensure a vendor would relate to the Fire Department personnel and deliver training that would be well received and get the buy-in from the entire organization. Implicit bias is something that everyone should be educated on because FRD is in a unique situation where we need to be more aware of these biases due to living in close quarters for 24

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hours at a time. It is also vital because we all come from different walks of life, so we need to be aware of these biases due to the various communities we serve.

The implicit bias training for FRD was delayed due to other fiscal demands. FRD is moving forward to implement this training in early 2023, considering the agency's master calendar. Mr. Scott Meadors is the selected vendor because he is a subject matter expert in this field and has the credentials to support the training, as well as his familiarity with the Fairfax County Police Department as its Implicit Bias and Procedural Justice Trainer. Contract writing is currently underway. Training is estimated to begin in FY 2023 and will be completed in FY 2024.

**Stakeholders:** FRD

**Measured-**This training has been placed on hold and Senior Leadership will determine the future of this training depending on the budget.

### **Goal 5b: Collaboration in the development of the training by all vested parties in FRD**

Goal 5b: The collaboration, including FRD's Union, employee groups, and FRD leadership, will take place one month before the implicit bias training rollout to ensure complete buy-in by the entire organization. The projected timeline is to have the development start at the beginning of January 2023. This statistical data will be collected from a small, diverse population that will give the vendor information to tailor the training specifically to the Fairfax County Fire and Rescue Department.

**Stakeholders:** FRD-Union, FRD-Employee Groups, FCEIC

**Measured-**This training had been placed on hold and Senior Leadership will determine the future training depending on the budget.

### **Goal 5c: Incorporate the Implicit Bias and Equity training into the FRD Master Training Calendar.**

Goal 5c Progress: All Equity Breakfast conversations are placed on the Master Training Calendar for all personnel's awareness. The FCEIC is working with FRD-Operations Deputy Aides to schedule all Implicit Bias training sessions for 2023. This scheduling also includes securing offsite training facilities.

**Stakeholders:** FRD,FCEIC

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**Measured-** Equity Breakfast Conversations will continue in FY2023. Implicit Bias training has been put on hold due to budget constraints.

**Goal 5d. Develop an annual survey surrounding training to track its effectiveness and address any findings.**

Goal 5d Progress: The development of this survey is underway and will be finalized once the FRD Implicit Bias training is finalized and scheduled in January 2023.

**Stakeholders:** FRD, FCEIC

**Measured-** Annual survey was going to be attached to the department led Implicit Bias training. Survey questions will only be attached to FRD's Equity Breakfast Conversations until the implicit bias trainings begin.



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**Goal 6: Create an inclusive culture in our various work environments that ensure all employees, volunteers, and guests feel welcomed and empowered to serve.**

**Goal 6a. Facilitate station-level equity conversations to allow for a safe space for learning**

Goal 6a Progress: FRD has started to facilitate station-level talks. FRD titled these conversations 'FRD's Equity Breakfasts.' The equity breakfast conversation is a structured, yet informal equity-focused informational session. The conversations occur at a firehouse during breakfast at the kitchen table. The conversation provides FRD personnel with an open dialogue regarding equity and inclusion. Meeting topics include basic equity terms, an overview of One Fairfax and how it plays a part in FRD equity efforts, and how to consider equity during service calls.

**Stakeholders:** FRD, FCEIC

**Measured-** Ongoing; Eight Equity Breakfast Conversations have taken place.

- *38 uniformed sat through FRD's Equity Breakfast*

[See Appendix](#)

**Goal 6b. All Battalion Chiefs will complete train the trainer training on how to lead and facilitate equity-focused conversation.**

Goal 6b Progress: This goal's implementation requires completing Goal 5a FRD Implicit Bias Training and the approval of Goal 7b Equity Competencies for every rank in the organization. Thus, the implementation of this goal in FY 2023. These talks will be tracked and be a part of the yearly evaluation.

**Stakeholders:** FRD

**Measured-** 6b was not completed due to FRD not able to secure a vendor who would have provided a train-the-trainer segment.

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**Goal #7 Develop a plan to increase the diversity of FRD staff through the 3Rs, Recruitment, Retention, and Rising through the Ranks.**

**Goal 7a. Develop a comprehensive strategic plan that outlines specific steps on how FRD will increase diversity in 3-5 years.**

Goal 7a Progress: Increasing FRD diversity was adopted as part of FRD's most recent 2023-2025 Strategic Plan, specifically Goal 3, Objective 3a, and will be consistently monitored over the indicated time. The successful completion of this goal requires a coordinated effort with FRD-Human Resources, Recruitment Section, Professional Development, and Fire Academy staff. New data collection methods and processes will be developed to erect and sustain an infrastructure for this goal. Goals 7b, 7c, 7d, 7e, and 7f, below will support the successful completion of this goal.

**Stakeholders:** FRD

**Measured-Completed and is supported in FRD's Strategic Plan**

**7b. Develop Equity Competencies at all levels of personnel (frontline, supervisor, section leader, administrator) within FRD to ensure the implementation of an equity lens into service delivery.**

Goal 7b Progress: FRD recognized all employees needed to have an operational level understanding of "equity" regarding their respective roles and responsibilities. The consistent display of core competencies is commonplace for the fire service and FRD. Thus, FRD has developed equity competencies for each class of employees which, when applied, will have an impact at the following levels according to their duties: Individual, Interpersonal, Operational, Leadership, and Organizational.

**Stakeholders:** FRD

**Measured-Goal 7b is being re-evaluated because the equity competencies were going to be developed along with the department wide implicit bias training. A discussion of ensuring that all members have a certain level of awareness is in discussion to replace the initial goal.**

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**Goal 7c. Develop recruitment strategies to increase accessibility and outreach at Historically Black Colleges and Universities and cultural community events (i.e., recruitment events in diverse communities).**

**Goal 7c Progress:** The Recruitment Section and the data analytics team developed a platform that communicates with NeoGov to analyze real-time data on all applicants (zip codes, EEO, process components, status through process, etc.). Through data collection and analysis, FRD-Recruitment will identify areas of interest to recruit minority populations and build community and stakeholder relationships.

This data analysis includes identifying the following minority recruitment population areas:

1. Areas with a high number of applications and a high number of hires:  
Action to take - continue recruitment, continue relationships
2. Areas with a high number of applications with low numbers of hires:  
Action to take - continue recruitment, build relationships, and increase the frequency of presence. This includes empowering employment feasibility and providing information on minimum requirements to increase eligibility at younger ages
3. Areas with no applications in areas where we would expect applications:  
Action to take - establish recruitment, build relationships, develop community trust/ rapport

**Stakeholders:** FRD

**Measured-completed**

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### **7d. Expand the Explorer program targeting schools and institutions with majority populations made up of persons of color.**

Goal 7d Progress: The Explorer Program has not been advertised or actively recruited for by the Fairfax County Public Schools (FCPS). FRD allowed the program to grow organically and planned to utilize the Boy Scouts of America Capital Region program office to assist with social media advertising/recruitment through geofencing and other avenues. The program is based at the Fire Rescue Academy and not in FCPS or affiliated with any schools, so there is no need to have programs directly there. Logistically it would be challenging to have the program operate at schools due to FRD staffing limitations because the Explorer Program requires direct service instruction. This year's analysis of this program and the pending retirement of the current personnel who coordinate the program will require data analysis, community involvement, and vested personnel assignment to direct the program in 2023

**Stakeholders:** FRD, FCPS, Boy Scouts, Girls Scouts

**Measured-** Ongoing (see Appendix)

### **Goal 7e. Increase the awareness, number of applicants, and attendees at Girls Camp, focusing on girls of color.**

Goal 7e Progress: The Girls Fire and Rescue Academy became a reality in the summer of 2017 with six girls. The following year, 2018, saw the number increase to 18 girls. The number increased in 2019 to 24 girls. During COVID, Girls Fire and Rescue Academy could not be held. In 2022, there were 53 applications for 24 spots. Word of mouth was used to increase the numbers each year, along with the increased use of social media.

FRD's Public Information Officer (PIO) also used outreach strategies to engage community-based organizations and schools. FRD successfully integrated previous participants to serve as Camp Counselors in Training, totaling 2022 27 female participants. Girls Camp applications only asked for the age and addresses of the girls and omitted race and ethnicity, which will change for 2023. The use of disaggregated data will occur once the County Attorney's Office approves it. The target age for applicants is 12 to 17 years of age.

**Stakeholders:** FRD, FCPS

**Measured-Completed**

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***Goal 7f. Explore the expanded use of the Community Fire and Rescue Academy for women and persons of color to include nontraditional hours.***

The citizens we serve are the reason we have a world-renowned fire department. A more diverse community academy can have multiple outcomes, such as giving a wider group of individuals a greater understanding of what the fire department does. The increase in diversity at the Community Fire and Rescue Academy could potentially increase with diversity recruitment and raise awareness regarding FRD in under-recruited communities. FRD established collaborative relationships with NCS, FCPS, and the Communities of Trust to increase this academy's exposure to various individuals, especially women and persons of color.

***Stakeholders:*** FRD

**Measured-**Community Fire Academy had an average of 14-16 members of the community attend the class.

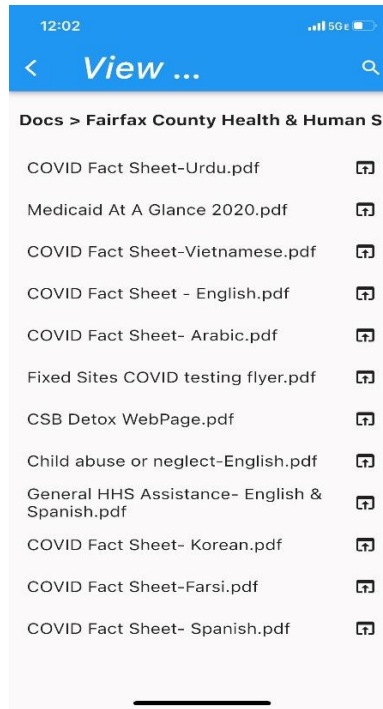
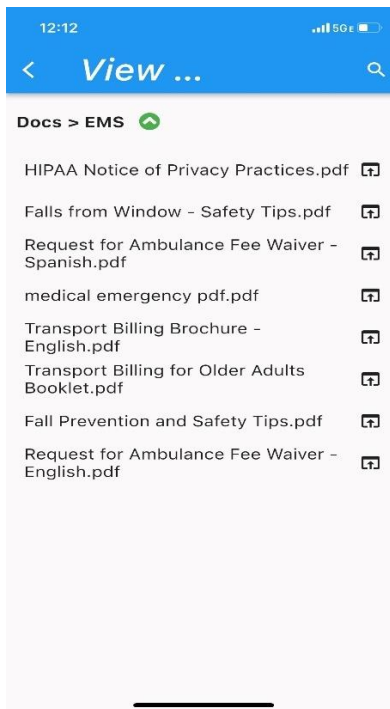
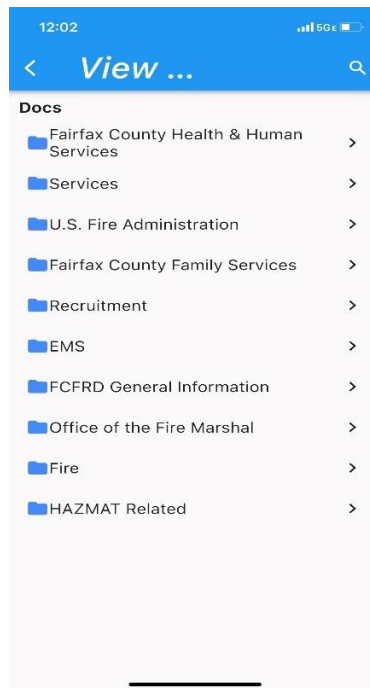
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## **APPENDIX**

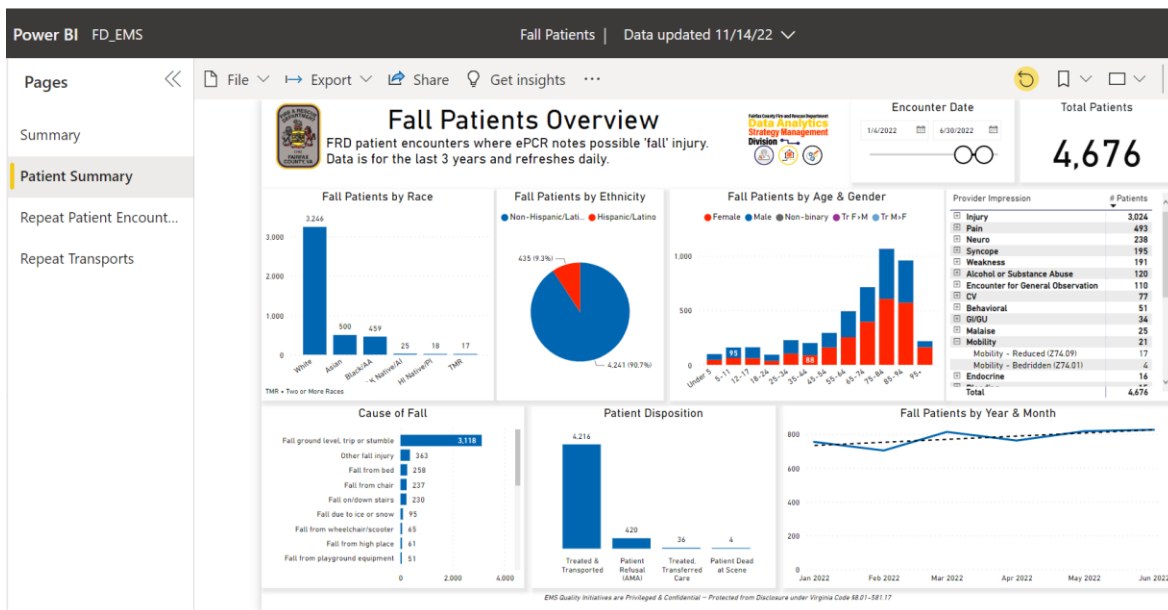
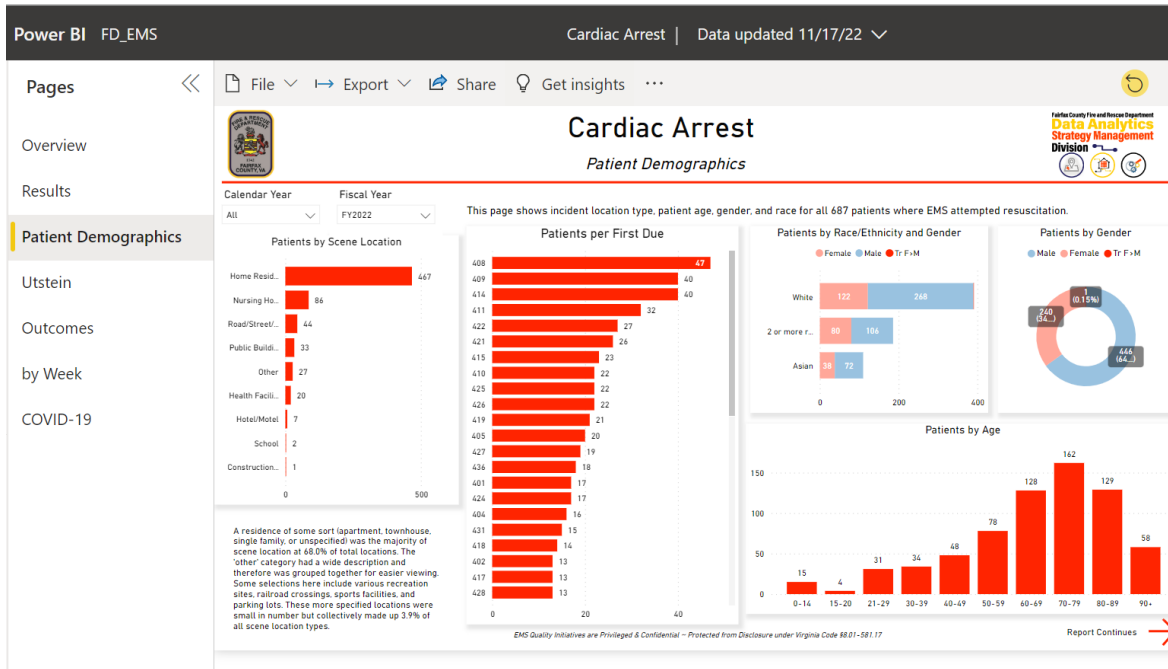
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## GOAL 2A:



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## GOAL 3A & 3B:





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### Goal 4A:FRD Life Safety Education Program Recipients

Month	Students Preschool/ Kindergarten	SACC	Seniors
January 2022	114	0	57
February 2022	414	0	402
March 2022	613	336	188
April 2022	168	200	69
May 2022	133	188	127
June2022	164	184	92
<b>Total</b>	<b>1,606</b>	<b>908</b>	<b>935</b>

### Goal 4D:

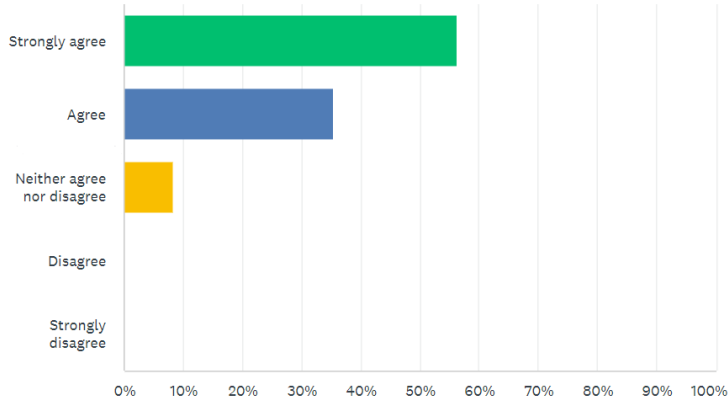
Organizations	Number of Meeting with FRD-Equity Personnel
Communities of Trust-	10
Council to End Domestic Violence	14
African American Heritage Society	4

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## Goal 6A: Equity Breakfast Data

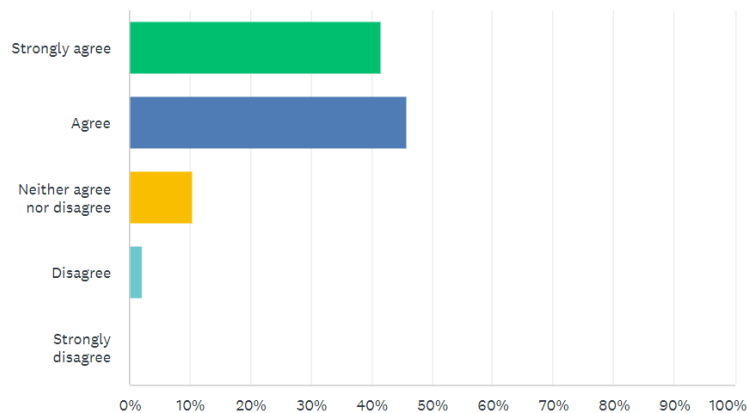
The Equity Breakfast/Lunch was a comfortable environment to begin to discuss equity in FRD.

Answered: 48 Skipped: 0



The Equity Breakfast/Lunch gave me a better understanding of the equity efforts in FRD.

Answered: 48 Skipped: 0



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Goal 7d:

**Demographic breakdown based on the respondents reported:**

**Current full Roster - 18**

**Male 14**

**Female 4**

**Ethnicity**

**Caucasian 5**

**Hispanic 1**

**Middle Eastern 1**

**African American 1**

**Asian 1**

**School Attended**

**Homeschool 4**

**Annandale 1**

**Centerville 1**

**Madison 1**

**South Lakes 2**

**Out of County 2**

**Graduated 1**