

Fairfax County Fire and Rescue Department CY 2023 Equity Impact Plan



Leadership Sponsor:

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Departmental Equity Guiding Statement:

The Fairfax County Fire and Rescue Department (FRD) is committed to supporting racial and social equity and diversity in the community and workplace while providing the highest quality services to protect our community's lives, property, and environment. FRD is committed to accounting for equity in its service to the residents of Fairfax County and all its uniformed, civilian, and volunteer workforce.

The outward-facing equity efforts of FRD centers on our response to risk, which is influenced by the vulnerabilities experienced by Fairfax County residents. The inward-facing equity efforts of FRD are committed to having an equitable and inclusive workforce because we understand that being intentional in these efforts will lead to a more effective and responsive workforce.

Context:

The concepts of Equity and Inclusion in the fire service has slowly started to gain traction, with departments becoming less reactionary and moving toward a more prevention-oriented model. FRD has joined in this movement with dual efforts for the department and the community:

- Implementation of Community Risk Reduction (the accounting for the loss of life and property) serves as FRD's **external** framework to account for Equity in addressing risk and vulnerabilities experienced by residents in Fairfax, which are largely caused by obstacles to access and Opportunity. Because the obstacles can lead to fatalities, the FRD maintains that addressing inequities is a moral and economic priority.
- **Internally**, the Fire Chief's Equity and Inclusion Council meets monthly to address diversity, Equity, inclusion, and belonging (DEI&B) in the FRD.
- Council members invest their time researching DEI&B topics and efforts in other sectors (business, military, higher education, and other central fire departments) and reading books and articles on social differences. Council members are committed to a better understanding of DEI&B and how to apply it to their work environments. Meeting time dedicated to team-teaching content, applying lessons to FRD, and personally reflecting on what we are learning together. The result allows members to freely think, question, pause, or internalize sensitive topics and difficult conversations in a safe space.

With the goal of replicating the Council's model at the office and individual station level, FRD will focus on the following activities in 2023 as it continues to build an equity infrastructure within the department:

1. Developing and implementing equity training for its workforce of nearly 2,000 employees who work together and live together for extended periods while maintaining operational readiness. The Council will also work with volunteer leadership to create and deploy equity training for nearly 700 active operational and administrative members.
2. Recruiting, retaining, and promoting from within to increase workforce diversity at all levels and reflect the community we serve.
3. Targeting community-level populations with specific interventions and collaborative efforts to address Community Risk Reduction.
4. The sustained application of disaggregated data to enhance decision-making and community impact, especially with targeted populations.

Long-term Outcome(s):

To meet these three goals in 2023, FRD must continue to strive forward toward the following long-term outcomes:

- Continue to utilize all the resources made available by One Fairfax to assist in the sustained education of our members regarding Equity and inclusion.
- Provide highly skilled professionals to facilitate equity learning to our workforce, reinforcing its importance to our department.
- Normalize Equity and the application of an equity lens into the FRD culture.
- Continuous establishment and completion of Equity Impact Plan goals.

- Cultural and Recreational Opportunities
- Economic Opportunity
- Efficient and Effective Government
- Empowerment and Support for Residents Facing Vulnerability
- Environment

- Health
- Housing and Neighborhood Livability
- Lifelong Education and Learning
- Mobility and Transportation
- Safety and Security

System-Level Infrastructure:

FRD Collaborate with the following to deliver services:

- Neighborhood and Community Services (NCS)
- Community Services Board (CSB)
- Sheriff's Office
- Department of Emergency Management and Security (DEMS)
- Housing and Community Development (HCD)
- INOVA
- Kaiser Permanente
- George Mason University
- Communities of Trust
- Department of Public Safety Communications (DPSC)
- Fairfax County Public Schools (FCPS)

FIRE AND RESCUE DEPARTMENT CALENDAR YEAR 2023 EQUITY IMPACT PLAN

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Develop and implement a plan to reduce the risk(s) experienced by residents which lead to emergency calls for FRD.	6,10	1a. Complete a Community Risk Assessment (CRA) to identify leading risks within the different communities in Fairfax County to establish a baseline measurement for the loss of life and property.	FRD-Community Risk Reduction (CRR) FRD-Data Analytics FRD-Operations	February 2023	FRD-Staff	FRD-CRR	The # and type of risks identified by location in the County and the population(s) impacted
		1b. Analyze the Community Risk Assessment (CRA) data to identify the vulnerabilities experienced by residents, disaggregated by demographic categories that contribute to the risk(s) resulting in FRD service calls.	FRD-CRR FRD-Data Analytics, Community Service Board, INOVA	April 2023	FRD-Staff	FRD-CRR	Track # of vulnerabilities identified Track # FRD service calls that have a direct correlation to the vulnerabilities inside of the County
		1c. Develop a Community Risk Reduction plan to address the risk(s) identified in the CRA.	FRD-CRR, Department of Neighborhood and Community Services (NCS), Department of Public Safety (DPSC), Fairfax County Public Schools (FCPS), INOVA, Economic Development Authority (EDA),	July 2023	FRD-Staff	FRD-CRR	# of risks identified and prioritized for each Fire House's first due and battalion area # of persons trained in hands-only CPR in targeted areas identified in CRA # of persons educated about pedestrian safety in targeted areas identified in CRA # of persons involved in pedestrian and bicycle injuries (disaggregated) in targeted areas identified in CRA

			Department of Transportation (DOT), Department of Housing and Community Development (HCD)				
		1d. Present the CRA, CRR Plan, and recommendations to collaborative parties within the County . Ensure the CRR plan is available to be shared with community leaders in diverse languages and printed and electronic forms.	FRD, HD, NCS, CSB, DPSC, FCPS, INOVA, EDA, DOT, HCD	December 2023	FRD-Staff	FRD-CRR FRD-PIO	# of presentations to partnering agencies and NGOs focused on sharing, promoting, and disseminating FRD's findings from the CRA
		1e. Implement approved CRR Plan with collaborative efforts to address risks	FRD-CRR, HD, NCS, CSB, DPSC, FCPS, INOVA, EDA, DOT, HCD	December 2023	FRD-Staff FRD-Data Analytics	FRD-CRR FRD-PIO FRD-LSE	Completed CRR Plan for Fairfax County Receive the CRR Plan draft for each Fire Station/First Due area (TBD)
2. Distribute educational and safety information to residents who call for service or engage with FRD personnel in the community with a focus on languages other than English.	6,10	2a. Ensure all personnel is educated on the v-pamphlet application during Emergency Medical Services Community Education Program (EMSCEP) and understand the importance of using the mobile app.	FRD-CRR FRD-IT FRD-Staff	Start June 2023 Then Ongoing per Master Training Calendar	FRD-CRR FRD-Operations	FRD-CRR	# of community members receiving information (disaggregated) # of information types disseminated # of information types by various languages available for dissemination
3. Expand the use of disaggregated data throughout the entire department and make sure we account for race, gender, age, and ethnicity.	6	3a. Collect, review, and interpret all data	FRD-CRR FRD-LSE FRD-EO NCS	Start January 2023 Then Ongoing per creation of new data sources	FRD-CRR	FRD-EO FRD-LSE	# of data sources reviewed by FCEIC and Data Analytics to determine its ability to produce disaggregated data # of recommendations for disaggregated data additions to FRD data sources or reports

		3b. Create FRD department-wide equity measures	FCEIC FRD-EO FRD-Command Staff	July 2023	FRD- Personnel Data Analytics	FCEIC	Approved list of FRD department-wide equity measures
		3c. Develop a process to report the equity measures to the department	FCEIC FRD-EO FRD-Command Staff	December 2023	FRD- Personnel FRD-PIO	FCEIC	Reporting of equity measures to FRD personnel
		3d. Continue to educate FRD personnel on the importance of recording demographic information on our service calls. FRD's Academy Staff will help with the messaging during EMSCEP/OARS FRD's Equity Breakfast Conversations will stress the importance of disaggregated data.	FRD-CRR FRD-Academy Staff FRD-Data Analytics	March 2023	FRD-Staff	FRD-Data Analytics	# of personnel made aware of the importance of accurate data collection # of data sources reporting disaggregated data
		3e. Create a data analysis reporting process that will be easy to interpret for all department members.		November 2023	FRD Data Sources	FCEIC	% of data analysis reports shared with FRD personnel that included identified equity data points
4. Broaden FRD's community engagement opportunities by emphasizing interactions with traditionally marginalized communities.	5,6,10, 17	4a. Educate County residents, with special attention to communities most vulnerable to risks that require FRD service calls, with emphasis placed on seniors	FRD-CRR FRD-LSE FRD-EO NCS	December 2023	FRD-CRR	FRD-EO FRD-LSE	# of people to attend and complete safety classes offered by FRD's Life Safety Educators (LSE) and the Communities Academy

		4c. Expand the list of community organizations that will collaborate with FRD to reduce the risk to vulnerable populations in Fairfax County. Track the number of collaborative relationships established.	FRD-EO	December 2023	NCS	FRD-EO	# of meetings held or attended with community organizations # of collaborative opportunities created # of FRD policy or procedure changes listed which were a direct result of collaborative relationships
		4d. Track FRD's engagement with organizations in various communities that will help FRD improve its service delivery.	FRD, NCS, COT, CEDV, AAHS	December 2023	FRD-Staff	FRD-EO	# of organizations added to the list # of meetings held with community organizations # of collaborative opportunities
		4e. Develop a collaborative effort with FCPD and NCS to increase effective outcomes for jointly targeted community populations.	FRD-Staff FCPD NCS Community Impact Unit	February 2023	FRD-Staff FCPD NCS	FRD-EO	# of new partnerships formed with the collaborations of other county government agencies
5. Implement equity/implicit bias training for all FRD personnel.	3,6	5a. Ensure Senior Leadership, Local 2068, and Affinity Groups have assisted with developing the equity/implicit bias training during 3 (Listening Sessions) that will provide a tailor-made product relevant for all personnel.	FRD-EO FRD-Command Staff FRD-Staff FRD-Affinity Groups FCEI	Pending Funding	One Fairfax Team FCEIC	FRD-EO FRD-FCEIC	# of completed listening sessions # or % of attendees who felt the listening sessions would positively impact the equity training for FRD personnel
		5b. Finalize Master Calendar Training for all personnel for FY2023	FRD-EO FRD-Deputy Aids	Pending Funding	FRD-Staff	FRD-EO FRD-Deputy Aids	Master Calendar Training entries will be visible for all personnel to identify when

							they will be attending the training in FY 2023
		5c. Incorporate post-survey questions at the end of every training session to track accurate input from FRD personnel	FCEIC Contracted Trainer	Pending Funding	One Fairfax Team FCEIC	FCEIC	# of surveys completed by personnel Analyze statistical data on how valuable personnel felt regarding the training.
		5d. Schedule Equity / Implicit Bias Training for FRD Personnel.	FRD-EO FRD-Operations Contracted Trainer	Pending Funding	FRD-Deputy Aids FRD- Personnel Identified Training Sites	FRD-EO	# of FRD classes available for FRD personnel to attend
6. Continue to educate and expand the messaging on why an inclusive work environment is essential for all employees, volunteers, and guests to feel welcomed and empowered to serve.	6,17	6a. Expand our station-level visits to incorporate a variety of topics to be discussed along with training other members of FCEIC to conduct station visits in FY2023	FRD-EO FCEIC FRD-Command Staff	February 2023	FRD-Staff FRD- Stations	FRD-EO FCEIC	# of conversations held at the station level
7. Implement the plan to increase the diversity of FRD staff through the 3Rs, Recruitment, Retention and Rising through the Ranks.	16	7a. Establish quarterly meetings with recruitment and FRD's Human Resources to evaluate the strategy's effectiveness.	FRD-Recruitment FRD-HR FRD- Professional Development	December 2023	FRD-Staff	FRD- Recruitment	# of female applicants # of applicants of color # of recruiting events targeting female and persons of color populations (i.e., cultural community events and media)
		7b. Implement recruitment strategies to increase accessibility and outreach at cultural community events (i.e., recruitment	Office of the Fire Chief (OFC), FRD- Human Resources, FRD- Recruitment, FRD-	March 2023	FCEIC PIO FRD- Operations	FRD- Recruitment	# of new and cultural events attended by FRD-recruitment personnel # of applicants received from cultural events

		events in diverse communities).	Professional Development		Adjunct Recruiters		# of recruits who came to FRD via Cultural community events
		7c. Develop a pilot plan that targets FCPS high school students of color and females to raise their awareness and understanding of a career in the fire service.	FCEIC FCPS FRD-Recruitment	June 2023	FRD-Staff FCPS Community Organizations	FCEIC	Completed plan to present to targeted schools
		7d. Increase the awareness, and the number of applicants and attendees at Girls Camp, focusing on girls of color.	FRD, FCPS	June 2023	FRD-Staff Social Media PIO's	FRD-Staff	# of applicants for Girls Camp disaggregated by race and ethnicity.
		7e. Explore the expanded use of the Community Fire and Rescue Academy for women and persons of color to include non-traditional hours.	FRD, NCS Communities of Trust	April 2023	FRD-Staff Social Media	FRD-Staff	# of attendees disaggregated by sex, age, race, and ethnicity
	16	7f. Ensure all promotional processes contain an equity component through the Equity Officer or his/her designee's review before the start of the process.	FRD-EO FRD- Promotional Committees FRD-HR	December 2023	FRD-HR One Fairfax	FRD-EO	# of completed processes with an approved equity component
8. Develop a communication plan to ensure organizational awareness of all equity goals and visibility surrounding equity and inclusion topics both internally and externally.	6	8a. Work with FRD's Public Information Office to enlist their expertise on applying best practices in delivering equity-focused information to the organization	FCEIC FRD-PIO	March 2023	FRD-Intranet Email	FRD-EO	List of "Communication Best Practices" to apply to FRD's equity effort # of personnel who received information about FRD's equity efforts
		8b. Obtain leadership's approval of equity-based	FRD-Command Staff	June 2023	FRD-PIO Print Shop	FCEIC	# of equity communications approved by Command Staff

		communications intended for the organization or its constituents. (i.e., General Order, Informational Bulletin, Newsletter, Public Service Announcements, etc.)	FRD-EO					
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Director's Signature: _____

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