

# FIRE AND RESCUE DEPARTMENT CALENDAR YEAR 2025 EQUITY IMPACT PLAN



**Leadership Sponsor:** John S Butler, Fire Chief

**Equity Lead(s):** Marlon Murphy

## **Departmental Equity Guiding Statement:**

The Fairfax County Fire and Rescue Department (FRD) supports efforts to achieve equitable outcomes in the community and workplace while providing the highest quality services to protect our community's lives, property, and environment. The FRD is committed to accounting for fairness and the resulting outcomes in its service to the residents of Fairfax County and all its uniformed, civilian, and volunteer workforce.

The outward-facing equity efforts of FRD center 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 being equitable and inclusive because we understand that being intentional in these efforts will lead to a more effective and responsive workforce.

## **Context:**

As the fire service continues to evolve in its comprehension of achieving equitable outcomes for populations with complex compositions, it simultaneously fosters an internal environment of "belonging". A "balancing act" exists as the fire services maintain operational readiness with increasing demands, reduced resources, and a need to invest in methods to analyze the outcomes of its service delivery strategically. FRD is strengthening its organizational readiness to ensure the department maximizes the potential outcomes for all it serves, including protected class populations. This organizational growth includes increased use of data analytics, cultural competency, and collaborative partnerships. Moving from a reactive response model to a proactive, prevention-oriented approach, we recognize that true belonging extends beyond our workforce and into the communities we serve, as the first response in any emergency resides in the awareness and applicable resources at the community level.

In a profession where culture and performance are deeply connected, our equity efforts take a dual-focused outcome-based approach, enhancing internal cohesion, professional development, and effective external service delivery. The camaraderie and teamwork instilled through training and operational experiences reinforce our collective mission while embedding principles rooted in the achievement of equitable outcomes, recognizing our personnel's sense of belonging and our ability to effectively meet our community's diverse needs, as we recognize that not all community members are situated similarly. The Fairfax County community is a complex composition of people; for example, with over 140 languages spoken in our community, per FCPS, and a rapidly growing population over 65. The fire service has always looked at the root causes of emergencies and has furnished various interventions to mitigate subsequent emergencies. Historically, this was related to where the firefighting apparatus was located. For example, "tankers" are stationed where communities lack a water supply, and "ladder trucks" are stationed strategically to provide elevated

firefighting and rescue capability. This was done to provide essential resources within five to ten minutes to ensure an all-hazards approach to achieve life-saving outcomes.

By aligning our organizational culture with equity-driven strategies, we are further increasing readiness and performance and ensuring that every resident and responder benefits from a fire service that is inclusive, proactive, and prepared to serve equitably.

#### **Equity Focus Areas:**

The FRD leverages data analytics extensively through the FRD Data Analytics section and emerging best practices to inform its equity efforts. Key points include:

- **Community Risk Reduction (CRR):** As an external framework, CRR systematically addresses equity in response to risks and vulnerabilities faced by Fairfax County residents. FRD views tackling these obstacles as a moral and economic imperative, as they can lead to fatalities, injuries, and property loss.
- **Collaboration and Engagement:** FRD actively collaborates with community-based organizations, non-governmental entities, anchor institutions, and county agencies to address identified equity issues effectively.
- **Fire Chief's Equity and Inclusion Council and Internal Equity:** The Fire Chief's Equity and Inclusion Council meetings focus on the equitable outcomes and the policies and environments within the department that produce them. Council Members proactively identify potential inequities in FRD's operations, research DEI&B topics across various sectors, foster continuous learning, and apply lessons to enhance FRD's work environment.
- **Recruit, hire, retain, and promote a highly qualified, diverse workforce:** FRD has actively reviewed current strategies for recruiting new hires to identify areas of improvement with a focus on equitable recruitment, hiring, and promotion using data analysis.

FRD's efforts continue to align with the One Fairfax policy, raising awareness of community needs both internally and externally, and focusing on providing equitable services. This ensures that individuals across the county receive the necessary support, regardless of their location. The commitment to the intentional deployment of resources, guided by data analytics, aims to tailor emergency service responses to specific needs. This approach mitigates responses and promotes alternative assistance, resulting in a more efficient and effective use of resources. FRD's holistic commitment to equity, diversity, and inclusion underscores its dedication to creating a safer and more inclusive community for all.

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## System-Level Infrastructure:

FRD Collaborates with the following to deliver services:

- Fairfax County Neighborhood and Community Services (NCS)
- Fairfax County Interfaith Counsel
- Fairfax County Community Services Board (CSB)
- Fairfax County Police Department (PD)
- Fairfax County Department of Emergency Management and Security (DEMS)
- Fairfax County Health Department
- Housing and Community Development (HCD)
- INOVA Health Systems
- The American Red Cross
- United Community
- Fairfax County Department of Public Safety Communications (DPSC)
- Fairfax County Department of Code Compliance
- Fairfax County Public Schools (FCPS)
- Fairfax County Department of Risk Management
- Fairfax County Board of Supervisors
- PulsePoint Foundation
- Virginia Fire Programs
- Northern Virginia Falls Institute
- Northern Virginia Opioid Task Force
- National Fire Academy
- Fairfax County Juvenile and Domestic Relations General District Court

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### DEPARTMENT GOALS

**Goal 1: Implement the Community Risk Reduction plan and its goals to reduce the risk(s) experienced by residents that lead to emergency calls for FRD.**

**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, Empowerment and Support for Residents Facing Vulnerability

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

- SS 4. Provide timely, quality protective services to mitigate the risk of harm and ensure the safety of children and vulnerable adults.
- SS 7. Implement proactive outreach programs in areas of the county identified as having the highest volume of calls and code violations.
- SS 8. Develop and implement risk-reduction programs to prevent or mitigate the loss of life, property, and resources associated with emergencies and other disasters within the community.
- ESRFV 1. Develop targeted marketing and outreach strategies, in coordination with community-based partners, to proactively engage residents facing vulnerability.
- ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated, and comprehensive approach to meeting the needs of 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.
- ESRFV 7. Facilitate better access and utilization of services frequently needed by those facing vulnerability through greater co-location of county departments and community-based organizations and through the use of access points in community locations such as schools and libraries, as well as recreation, shopping, and community centers.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
1a. Establish a sustainable Community Risk Reduction infrastructure within FRD	FRD-Command Staff	FRD-CRR Personnel FRD-	FRD-Office of the Fire Chief	1/2025 to 9/2025	Appointment of CRR Program Manager Implement a comprehensive organizational structure for all CRR programs and assigned personnel. Update all CRR operational processes for department-wide awareness.

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<p>1b. Communicate vulnerabilities and risk recommendations identified in the Community Risk Assessment and Community Risk Reduction Plan to residents to residents and collaborative entities within the county, with an increased effort to reach communities that historically have not been connected to public safety resources..</p>	<p>PD DEMS NCS Community members</p>	<p>FRD-Data Analytics FRD-Command Staff FRD-Equity Programs</p>	<p>FRD-CRR</p>	<p>1/2025 to 12/2025</p>	<p># of community members educated on CRA data and CRR Plan % of community members who identify as "feeling safer" because of information learned and applied</p>
<p>1c. Communicate vulnerabilities and recommendations identified in the Community Risk Assessment and Community Risk Reduction Plan to Battalion and Station level FRD personnel to identify community-level responses to reduce risk.</p>	<p>FRD-Command Staff</p>	<p>FRD-Operations FRD-Data Analytics FRD-Equity Programs</p>	<p>FRD-Equity Programs FRD-CRR</p>	<p>1/2025 to 12/2025</p>	<p># of FRD Personnel educated % of personnel who feel the information received applies to their service mission % of personnel who will utilize information in the execution of their service mission</p>
<p>1d. Increase the number of smoke alarms and carbon monoxide detectors in English as a second language and low-income residences, including trailer homes.</p>	<p>American Red Cross Board of Supervisors DHS-FEMA</p>	<p>FRD-CERT NCS DEMS</p>	<p>FRD-CRR</p>	<p>1/2025 to 11/2025</p>	<p># of homes made safer # of smoke alarms placed # of households that develop and practice fire escape plans following educational sessions. # of people who received safety information; received non-English safety information</p>
<p>1e. Increase awareness and education concerning fall prevention measures among vulnerable populations and their caregivers.</p>	<p>INOVA Northern Virginia Falls Institute</p>	<p>FRD-Data Analytics</p>	<p>FRD-CRR FRD-CRT</p>	<p>3/2025 to 12/2025</p>	<p># of persons educated on fall prevention % of persons who report feeling more confident in implementing fall prevention measures. Reduction in emergency medical responses (EMS calls) for falls among vulnerable populations in targeted outreach areas. Reduction in repeat fall incidents among individuals previously identified as high risk. # of community partners (health departments, senior centers, home care agencies) engaged in fall prevention efforts.</p>
<p>1f. Provide Life Safety Education to communities experiencing vulnerability as indicated by the CRA, Vulnerability Index, and FRD Call data, with an increased effort to reach communities that historically have not been connected to public safety resources.</p>	<p>FCPS FC-NCS Northern Virginia Hard of Hearing</p>	<p>FRD Data Analytics</p>	<p>FRD – CRR Personnel</p>	<p>1/2025 to 12/2025</p>	<p># of residents engaged through Life Safety Education programs in vulnerable communities. Survey results showing an improved understanding of fire prevention, home safety, and emergency response measures before and after educational outreach. Reduction in medical emergencies related to preventable safety risks, such as carbon monoxide poisoning, falls, or burns.</p>

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<p>1g. Expand Hands-Only CPR classes to various communities identified through data analytics, ensuring broader access to life-saving skills.</p>	<p>FRD Volunteer Stations FRD-CERTS Community-Based NGOs US Government Community Members</p>	<p>FRD-Data Analytics FRD-LSE</p>	<p>FRD-CRR</p>	<p>4/2025 to 11/2025</p>	<p># of residents enrolled and completed Hands-Only CPR classes # of new class offering sites % of class attendees who successfully acquired the skill to respond to a Cardiac emergency # of successful survival outcomes.</p>
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**Goal 2: Implement Equitable Outcome training for all FRD personnel.**

**One Fairfax Area(s) of Focus:** Other – anything not listed in the 17 areas

**Countywide Strategic Plan Community Outcome Area(s):** Efficient and Effective Government, Empowerment, and Support for Residents Facing Vulnerability

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

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.

ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated, and comprehensive approach to meeting the needs of residents facing vulnerability.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
2a. Implement Procedural Justice/Cultural Intelligence training for all FRD personnel to improve psychological and operational effectiveness, fire service culture, and traditions.	FRD-Command Staff	FRD-FCEIC FRD- Equity Programs Contracted Vendor	FRD-Equity Programs	3/2025 to 12/2025	# of training classes # of personnel trained % of personnel who gained actionable knowledge applicable to their duties. % of personnel who can identify and articulate strategies for mitigating bias in their roles.
2b. Complete department-led Equitable Outcomes & Belonging breakfasts/conversations for sections, recruit, and officer developmental classes.	FRD-Command Staff	FRD-FCEIC FRD-Equity Programs FRD-Operations	FRD-Equity Programs	4/2025 to 12/2025	# of station visits (goal vs actual) % of personnel who identified as better off having learned something new applicable to their duties % of personnel/stations/shifts reached Increase in awareness of department policies and resources related to equity and belonging.
2c. Produce and make available to FRD personnel via available mediums, equitable outcome content via FCEIC Newsletter & Podcasts	FRD-Command Staff	FRD-FCEIC FRD-PIO	FRD-FCEIC	1/2025 to 12/2025	# of productions (goal vs actual) # clicks/reads Survey results showing improved awareness of how equity and belonging impact fire service culture and service delivery.
2d. Identify FRD equity outcomes measures and report measures to personnel, accreditation bodies, and the public.	FRD-Command Staff DEMS NCS PD HD	FRD-Data Analytics FRD-PIO FRD-IT	FRD-Equity Programs FRD-FCEIC	3/2025 to 7/2025	# of measures identified # of measures reported Frequency of measures reported. # of recommendations proposed following outcome reported.

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### Goal 3: Recruit, Develop, and Retain a diverse workforce.

**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): Efficient and Effective Government

#### 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 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
3a. Track and report recruitment, promotion, and retention outcomes by gender and other protected classes	FRD-Command Staff FRD-Recruitment	FRD-Data Analytics FRD-Strategic Planning FRD-HR	FRD-Equity Programs FRD-FCEIC	1/2025 to 12/2025	# of applicants received by protected classes disaggregated # of hires by protected classes disaggregated # of promotions by protected classes disaggregated
3b. Implement identified recruitment interventions to track the number of persons in protected classes in each recruiting class.	FRD-Command Staff FRD-Recruitment	FRD-Fiscal FRD-HR	FRD-Equity Programs FRD-FCEIC	1/2025 to 10/2025	# of recruitment interventions targeting protected classes disaggregated
3c. Develop and implement a mentorship initiative for all personnel that considers the inclusion of protected classes.	FRD-Command Staff	FRD-Professional Development FRD-HR	FRD-FCEIC	3/2025 to 10/2025	Number of identified pairings. Reported satisfaction? Pairings across demographics

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## COUNTYWIDE GOALS

<b>Goal 1:</b>			
<b>Key Equity Driver(s):</b> N/A for FRD			
<b>Countywide Initiative:</b>			
<b>Countywide Strategic Plan Community Outcome Area(s):</b>			
<b>Countywide Strategic Plan Strategies/Metric(s):</b>			
Department Actions	Stakeholders	Timeline	Performance Measures
1b.			
1c.			
1d.			

Department Director's Signature:

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*John S. Butler*  
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