

SHERIFF'S OFFICE

CALENDAR YEAR 2025 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, often, 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), 19 participants live together in a housing unit and must assume responsibility for their 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.

In 2021 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 support 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. In 2024, 2,158 inmates received OUD.

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 related to medication diversion. This should be considered for inclusion in in-service training.

In addition, annual mandatory Disability Awareness Training helps agency leaders and members understand the challenges faced by people with disabilities to improve accessibility and inclusion in the workplace.

Recruiting and retention efforts remain a strong focus for the Sheriff's Office. An unwavering commitment to strategize and find innovative ways to attract qualified applicants and to ensure current staff know how much the agency values their commitment, teamwork, adaptability, and resourcefulness is vital to the success of the organization. Supporting career development, advanced training opportunities and new promotional processes demonstrate a commitment to employee growth.

To provide consistent access and opportunities for career advancement, the development of a formalized career and leadership advancement program is needed. Focused primarily on providing all sworn staff with general, investigative, tactical, supervisory, and leadership training opportunities by way of a career path guide. This guide and course vetting is maintained by the Professional Development Center.

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 includes 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 the industry's 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: 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): Effective and Efficient Government (EEG)

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.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
1a. Review recruitment efforts and use of marketing platforms targeted at reaching the less frequented areas of the county.	Sheriff, Command Staff, Command Group, Supervisors, Line Staff, Employees	Recruitment Section Background Investigations Human Resources	Equity Leads Agency Leadership General Staff	Continuous	% of job applications, sworn and civilian by race, ethnicity, and gender
1b. Employee mentorship, staff roundtable, and leadership discussions to encourage more women to pursue leadership positions. Use data to measure the progress and set future programs and course goals.	Sheriff, Command Staff, Command Group, Supervisors, Line Staff, Employees	Recruitment Section Human Resources EAC/Morale Committee Community	Equity Leads Agency Leadership General Staff	Continuous	% of female employees, sworn and civilian participating in specialized programs and classes % of female employees promoted
1c. Advise staff of the opportunity to participate in law enforcement associations and affiliations. (i.e., National Organization of Black Law Enforcement and National Association of Women in Law Enforcement)	Sheriff, Command Staff, Command Group, Supervisors, Line Staff, Employees	Recruitment Section Human Resources EAC/Morale Committee Employees	Equity Leads Agency Leadership General Staff	Continuous	% of membership increase

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Goal 2: 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)

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	Timeline	Performance Measures
2a. Create/adopt/review training to ensure 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	- % staff trained for the year (ABLE, ICAT, PREA, etc.) - Adoption of new procedures and success of implementation of Medication Assisted Treatment (MAT) program
2b. 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 the MAT program.	- Sheriff's Office Support Services Division (Medical Services Branch) Professional Services Policy and Planning	Continuous	Success is measured with successful treatment and the reduction of individuals in custody suffering from substance use
2c. Formalized on-the-job training, and career and leadership development. Available to all employees.	-Sheriff's Office employees Professional Services Professional Development Center	-Command Staff, Public Safety Academy, Services Policy Planning	- Sheriff's Office Equity Team, Agency SME matter expert-related fields	Continuous	Enrollment in training and career development OJT documentation.

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Department Director's Signature:  _____