

Fairfax County Police Department CY 2023 Equity Impact Plan



Leadership Sponsor: Kevin Davis, Chief of Police

Equity Lead: Major James Krause

Departmental Equity Guiding Statement:

The Fairfax County Police Department (FCPD) is committed to promoting and ensuring racial and social equity by strengthening trust and legitimacy, fostering community engagement, community relationships, and intentionally sharing measures of equity and fairness with the diverse communities we serve. The FCPD actively seeks to solicit community input on policies, practices, and initiatives in making Fairfax County a safe place to live, work, play, visit, and grow old. FCPD strives to be fair in process, transparent in action, and will provide opportunities to be heard and ensure that the Department remains impartial and objective in its actions and decision-making processes. FCPD is fully committed to sharing its crime data, use of force data, and any police information relevant to promote both equity and fairness as part of its steadfast commitment to public safety.

Context:

FCPD recognizes that across the country, disproportionality by race/ethnicity has historically existed in police arrests, traffic citations, subject stops, searches, warnings, and use of force cases as it pertains to minority community members. These disproportionalities have contributed to an environment of distrust between police officers and the diverse communities they serve. Though policing nationwide remains challenging, the FCPD remains committed to ensuring it preserves its nationwide reputation as a department committed to the service of all community members.

In early 2021, the Chairman's Taskforce on Equity and Opportunity, comprised of community members, performed a root cause analysis to determine the root causes of inequities in Fairfax County as they pertained to safety and justice. The Taskforce developed recommendations based on the root causes they identified. FCPD staff is working with the One Fairfax team on Taskforce recommendations #6-9. These recommendations are as follows:

6. Create meaningful opportunities for the community to be involved in defining the role of law enforcement and other public safety personnel.
7. Implement policies to enable public safety personnel to live in the communities they serve.
8. Implement trainings such as implicit bias, cultural competency, and community engagement in the public safety academies and annually for first responder personnel.
9. Develop and institutionalize accountability mechanisms that monitor and evaluate occurrences of racial profiling and excessive use of force by law enforcement and other first responders.

FCPD staff continues to work with One Fairfax and Fairfax County partner agencies including the Fire and Rescue Department and the Department of Housing and Community Development. The FCPD supports this initiative and has implemented internal processes to

ensure the program goals are addressed and met. For example, mandatory implicit bias and procedural justice training curricula have been completed for FCPD sworn officers. FCPD Equity Ambassadors are being trained so that they can teach the curriculum to police officers who are hired in the future. Transparent community-based communications via the FCPD Public Affairs Bureau during all critical incidents includes timely disclosures of available facts and circumstances of the event, the release of body-worn camera footage, and all relevant details in conjunction with an ongoing criminal investigation.

The FCPD continues to improve upon its ongoing community engagement efforts to include Integrating Police and Community (iPAC) - foot patrols in the community segments where the police are called to most frequently by the public. The FCPD also seeks community feedback and input from several internal and external councils and groups to include a Faith Based Council, Community Advisory Councils, NAACP, and patrol, detective, and professional staff councils. The FCPD is also leveraging technology to gather feedback from the community including My90 and Zen City platforms. In 2022, the FCPD conducted a pilot with the My90 program, which had many successes. FCPD staff coordinate community engagement efforts with other county agencies and is aligning current community engagement efforts with the proposed Inclusive Community Engagement Framework.

The FCPD identified and started new training programs that contribute to accountability and building better skill sets for dealing with potential use of force situations. All FCPD police officers attended Active Bystandership for Law Enforcement training (ABLE). ABLE training was developed by researchers and community partners at Georgetown Law School and is designed to prepare officers to successfully intervene to prevent harm and to create a law enforcement culture that supports peer intervention.

During the Spring of 2023, all FCPD officers will receive Integrating Communications, Assessment, and Tactics (iCAT) training. This training provides officers with the tools, skills, and options they need to defuse a range of critical incidents successfully and safely. This training builds upon previous training in the areas of critical thinking, crisis intervention, communications, and tactics, and puts them together in an integrated approach.

The FCPD Office of Data Analytics and Strategic Initiatives (ODASI) works with other bureaus within the department to review data and identify disparate outcomes so that we can adjust practices as needed.

In partnership with Fairfax County Police and Fire & Rescue Department and the Sheriff's Office, the Department of Housing and Community Development (HCD) established a workgroup to develop strategies that would allow more sworn public safety personnel to live in and come from the communities they serve. The areas of focus align with current recruitment and retention efforts within these public safety agencies and could require policy changes.

The policy areas identified for consideration and in progress include:

- Alignment of local public safety recruitment and retention strategies
- Public Safety Academy High School curriculum
- Building awareness to improve existing opportunities and programs (Workforce Dwellings – Magnet Housing)
- Developing partnership opportunities and programs (Home share- Accessory Living Units – apartment rent reduction) (University and private sector opportunities)

- Evaluate county land opportunities (Capital projects & acquisitions)
- Employer-assisted homeownership and rental assistance programs (Benchmark other jurisdictions)

The BOS also adopted the Fairfax County Trust Policy in January 2021 to build community trust and transparency, and approved an Immigrant and Community Affairs position, which balances the need to protect the disclosure of personal identification information of Fairfax County community members under the provisions of the Trust Policy in accordance with the mission of the Fairfax County Government, its respective agencies and departments, and applicable Federal and State law. The FCPD abides by the County Trust Policy, has implemented its provisions in multiple agency policies to specifically include FCPD General Order 402 (Release of Information), and has further enacted General Order 604, Immigration Status, Citizenship, and National Origin. This General Order was found to be fully in compliance with the Trust Policy and was created with community input to establish the guiding principle that Department members are not to participate in the enforcement of federal civil immigration laws and statutes.

Keeping consistent with its national reputation for professionalism and commitment to diversity, the FCPD is also dedicated to being representative of the community that its members seek to serve and protect, from the most tenured ranking officers to the newest members of the Department. Incumbent in this obligation is the steadfast commitment to continue increasing diversity within the command ranks of the Department and inclusion of all officers regardless of race, gender, color, nationality, sexual orientation, or religious beliefs. As a result of these efforts, FCPD hiring practices and promotions continue to move toward statistically mirroring the demographics of Fairfax County, and in particular, female and minority representation in the Department's basic recruit classes continues to grow exponentially. These results are both positive and encouraging; however, the work has only just begun. As part of this continuing commitment, the Department will ensure that all application and promotional processes remain equitable and inclusive to ensure that diversity and all-encompassing succession planning and leadership development methodologies are equitably available for all employees serving in both sworn and non-sworn roles within the Department.

FCPD is fully committed to the [30 X 30 Initiative](#), which is a coalition of police leaders, researchers, and professional organizations who have joined together to advance the representation and experiences of women in policing agencies across the United States. FCPD also recognizes the value and need to foster and enhance a diverse leadership team and is committed to increasing diversity within its senior management and executive levels. Nationally, women make up only 12% of sworn officers and 3% of police leadership. In Fairfax County, women make up 18.9% of sworn officers and 20.5% of police leadership (Command Staff) as of February 2023. The FCPD recruiting team is actively engaged with this initiative as the FCPD focuses recruiting efforts on women as well as other diverse groups.

Long-term Outcome(s):

- 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:

Community Engagement and Equity Bureau (CEEB)

- The **Community Engagement and Equity Bureau**, headed by a Major, who participates in policy development and monitors legislative changes that indicate potential disproportionality and disparities and monitors changes in organizational practices, data collection, and data sharing. The Bureau oversees fostering coalitions and networks, convenes new groups for broader goals and greater impact, develops a workforce designed for women to support the 30X30 campaign that affects organizational practices, promotes community (internal and external) education, strengthens individual knowledge and skills to operationalize CORE through the ODASI team (people, places, problems, and patterns). The CEEB Major also serves as the Equity Lead for the FCPD.
- **FCPD Equity Ambassadors** are sworn officers and professional staff who represent the diverse employees of the FCPD and various assignments within the FCPD. FCPD Equity Ambassadors are an extension of the FCPD Equity Lead, receive additional training in equity issues, and provide training throughout the agency. FCPD Equity Ambassadors support this Equity Impact Plan and participate in community engagement, focusing on diverse, underserved communities.
- **Liaison Officers**, within the Community Engagement and Equity Bureau, there is a LGBTQ Liaison Officer and a Muslim Liaison Officer. The liaisons are sworn police officers whose primary mission is to build relationships between the police department and the communities in which they are designated. Community members have direct access to these officers and the liaisons support operations and investigations, assisting with issues that involve cultural sensitivities. The liaisons are very active in community engagement and recruiting efforts.
- **Volunteer Coordinator**, a Second Lieutenant who manages the FCPD Auxiliary Police Officer program, Volunteers in Police Services Program, Community Police Academy, and several types of teen police academy programs. Some of these programs include Police Leaders of Tomorrow, Teen Police Academy, and Future Women Leaders in Law Enforcement. The Volunteer Coordinator also serves as the FCPD Special Olympics coordinator/liaison and assists with many other community engagement and outreach efforts.
- **Crime Prevention and Community Outreach Program**, administratively managed by a supervisor and commander under the Community Engagement and Equity Bureau, the officers are operationally decentralized to each district station. Crime Prevention Officers receive specialized training in the application of crime prevention strategies and techniques to meet both Department and community needs. Community Outreach Officers facilitate the communication and enhances the relationship between the community and the Department. They work closely with worship centers, businesses, schools, and other organizations within our community. Each district station has two full-time officers, each filling one of these roles.
- **Neighborhood and Community Services (NCS)** work collaboratively through data analysis, community engagement, and strategic planning to identify needed services for communities within police districts and service areas.

- **Communities of Trust Committee** is a diverse citizen group focused on strengthening and building positive relationships between public safety agencies and the communities they serve, to advance collaboration, partnerships, and outreach. They ensure viable and sustainable partnerships continue to make Fairfax County a safe place to live, work, play, and grow old.
- **Faith Communities in Action (FCIA)** is a network of faith- and community-based organizations and government agencies that work together to increase awareness of community services and resources, identify community needs and strengthen community capacity to meet those needs. The FCPD partners with Neighborhood and Community Services, the Fairfax County Fire and Rescue Department, the Department of Emergency Management and Security, and other public safety agencies to participate in FCIA, providing support with public safety and security needs. FCIA provides an opportunity for the FCPD to participate with the faith community on a regular basis.

Hiring/Retention/Promotion

- **Administrative Support Bureau** supports diversifying recruitment and hiring sworn and professional staff. Data analytics is an important tool for ensuring a continued focus is applied to these efforts.
- **Community Engagement and Equity Major** monitors change in organizational practices and culture, fosters coalitions, networks, and relationships, promotes community education and engagement, and strengthens the workforce through training.

Oversight

- **Office of the Independent Police Auditor (OIPA)** - OIPA's mission is to bolster trust between the citizens of Fairfax County and the Fairfax County Police Department by providing accountability, fairness, transparency, and trust in the complaint system and investigative process. The Independent Police Auditor also provides an accessible, safe, impartial, and responsive intake venue for complaints against the Fairfax County Police Department and its employees. The OIPA also reviews police investigations involving the use of force.
- **Civilian Review Panel** reports to the BOS and has a mission to enhance police legitimacy and to build and maintain trust between the citizens of Fairfax County, the Board of Supervisors, and the Fairfax County Police Department (FCPD) by reviewing specific FCPD investigations to ensure the accuracy, completeness, thoroughness, objectivity, and impartiality of the investigation.
- **Community Engagement and Equity** headed by a Major (see above).
- **Office of Data Analytics and Strategic Initiatives (ODASI)** - assists in analyzing data to identify a qualitative methodology for examining disproportionality and disparity.
- **CORE** – Weekly conversation among FCPD leadership, at all levels, including detectives and professional staff to focus on the Police Department’s CORE Mission to prevent and fight crime. The key focus of CORE are People, Places, Patterns, and Problems. Enforcement operations and crime prevention strategies are discussed and fine-tuned with the assistance of peers. Open discussion and dialogue are encouraged to ensure clarity on focus and strategy related to the crime fight. All staff leave the meeting with a clear goal in mind, a plan of action, and possible strategies from which to choose and timelines for completion and follow-up. Collaboration and teamwork in CORE continue to succeed in finding new and creative ways to keep the community safe.
- **Trust Policy** - the Director of Immigrant and Community Affairs position is designed to strengthen community relations and trust.

- **Office of the County Attorney** provides legal defense and opinion to the FCPD, reviews policies and provides support on various legal matters.
- **Office of the Commonwealth's Attorney (CWA)** is the Chief Prosecutorial Officer for Fairfax County and works in partnership with FCPD in the crime fight. The CWA recently acknowledged the cumulative nature of racial disparities based on legislative changes in House Bills and Senate Bills, encouraged communication across stakeholders in all decision points in the system, acknowledged what works at one decision point may not work at another, and worked towards system change.
- **Virginia Department of Criminal Justice Services** provides oversight and leadership from the state level to provide basic training standards for law enforcement across the Commonwealth of Virginia. They also conduct research and evaluation on criminal justice issues, provide technical assistances and other support.

FAIRFAX COUNTY POLICE DEPARTMENT CALENDAR YEAR 2023 EQUITY IMPACT PLAN

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Continue the 2022 goal to diversify staff at all levels through recruitment, retention, promotions, and hiring.	3,16,17	1a. Use data to measure progress and set additional goals from the 30x30 Initiative. Utilize resources from the 30x30 Initiative program.	Chief, Command Staff, First Line Supervisors and Officers Professional Staff, and community	Continuous	Admin Support Bureau, DHR, Board of Supervisors, Community Engagement and Equity Bureau	All FCPD employees, community members, DHR, DMB, County Leadership, and BOS.	<p>% employees (sworn and professional) by race/ethnicity and gender</p> <p>% employees in specialized assignments by race/ethnicity and gender</p> <p>% employees promoted by race/ethnicity and gender</p>
		1b. Create focus groups to make recommendations for recruiting, retention, and promotion.	Employees who participate in focus groups to make recommendations in all 3 categories.	Continuous	Same as above	Same as above	
2. Maintain open communication with community members regarding FCPD's performance.	1, 2, 3, 5, 6, 7, 8, 14, 15, 16, 17	2a. Communicate through iPAC, data dashboards, post event surveys, and community surveys.	Chief, Command Staff, Front-line supervisors, BOS, and Community Members	Continuous	All FCPD employees, iPAC data, post event survey data and, community survey feedback, and CEEB.	All FCPD employees and community members	<p># of community members that are engaged with FCPD</p> <p># of community organizations coordinated with FCPD</p>
		2b. Solicit feedback from all community groups that the FCPD engages with including historically marginalized communities.	Community Members	Continuous	Survey tools	Same as above	
3. Expand engagement and continue to build	6, 7, 8, 15,	3a. Station Commanders will hold regular	Station Commanders,	Minimum of quarterly meetings at	Station personnel,	All FCPD employees and	# of engaged faith communities / houses of worship

relationships with the faith community.		meetings with leaders from the faith communities in their district.	Community Faith Leaders	the station level	CEEB, and Chief's Office	community members	# of police and faith community meetings
		3b. FCPD participation in Faith Communities in Action	NCS	CPO/COO attend and contribute to discussions	Crime Prevention & Community Outreach Officers		
		3c. Faith and Blue events that are hosted by faith communities and houses of worship; this is a national program to bring law enforcement and communities of faith together	Houses of worship, FCPD and the community	October 2023	CEEB, Station Commanders and personnel	CEEB, Station Commanders and personnel	
		3d. Diversify Chaplain Program to be more representative of more faith groups	Police Chaplains	Continuous	Chaplain volunteers	ASB, ISS, CEEB	
		3e. Work with Public Safety partners on engagement opportunities	NCS, FRD, DEMS	Continuous	FRD, DEMS, NCS and other PS agencies	CEEB, Station Commanders and personnel	
4. Continue PJ/IB training for new hires in the FCPD; follow up training with supervisors and commanders.	3, 5, 6, 7, 8, 15, 16, 17	4a. Train the training class provided to a team of Equity Ambassadors.	Equity Ambassador Trainers	December 2022	One Fairfax team, Chief and Command Staff	CEEB	# of people trained % of people trained who increased knowledge
		4b. Continue to train police recruits and lateral transfers.	Equity Ambassador Trainers	Continuous	Equity Ambassadors	CEEB	
		4c. Continue training with supervisors and commanders to have PJ/IB concepts	FCPD Supervisors and Commanders	2023	CEEB	CEEB	

normalized in everyday practice.

4d. Conduct ICAT Training for all sworn staff	CJA Staff and sworn officers	Spring 2023	CJA Staff	CEEB
4e. Annual ABLE recertification	CJA Staff and sworn officers	Ongoing	CJA Staff	

5a. ODASI will set up a process to collect data that can be analyzed, including crime data, demographic data, police activity, and victimization data.	ODASI, Chief, Command Staff, Front-line supervisors, BOS, and community members	2023	Office of Data Analytics and Strategic Initiatives (ODASI), One Fairfax, Community Engagement	ODASI Director and Community Engagement and Equity Bureau Commander	Determine that FCPD data is being analyzed correctly. Data collection practices improved. Data report completed and published.
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5b. Arrest, citation, warnings, and field contact data will be reviewed and monitored.	ODASI, Chief, Command Staff	Continuous	And Equity Bureau (CEEB)	Same as above	
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5c. During this process, data collection practices will be reviewed as well as the actual practices to ensure that they are consistent and make changes as needed.	ODASI, Chief, Command Staff	Continuous	Same as above	ODASI, CEEB, Admin Staff	This process ensures the FCPD General Orders are reviewed and updated on a regular basis.
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5. ODASI to continue the process of collecting data that can be analyzed to be used to identify policing practices that have patterns of disparities and what factors may be contributing to those disparities.

Chief's Signature: _____

