

Fairfax County Police Department CY 2022 Equity Impact Plan



Leadership Sponsor: Kevin Davis Chief of Police

Equity Lead(s): Chief Kevin Davis, Lieutenant Colonel Gun Lee, Dr. Noah Fritz, Fairfax County Police Department

One Fairfax defines "equity" as:

"The commitment to promote fairness and justice in the formation of public policy that results in all residents – regardless of age, race, color, sex, sexual orientation, gender identity, religion, national origin, marital status, disability, socio-economic status or neighborhood of residence or other characteristics – having opportunity to fully participate in the region's economic vitality, contribute to its readiness for the future, and connect to its assets and resources."

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 and 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 qualitative data methodology and any police information relevant to promote both equity and fairness as part of its steadfast commitment to greater public transparency.

Context:

FCPD recognizes that across the country, disproportionality has historically existed in police arrests, traffic citations, subject stops, searches, warnings, and use of force cases as it pertains to traditionally marginalized community members. Often these discrepancies are the result of socio-economic factors that exist beyond the control of the police, however, the discrepancies have potentially 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 dedicated to diversity of thought, inclusion of all, and committed to the service of all community members. In accordance with this unwavering pledge, and with a goal towards both internal and community-centric accountability, the Department recently participated in independent analyses on percentages of disproportionality conducted by independent sources, to include the Office of the Independent Police Auditor (OIPA), Ad Hoc Civilian Review Commission, Civilian Review Panel, and an accreditation survey by George Mason University. The OIPA's report noted that, at the time of the study (2015), forty percent (40%) of FCPD use of force incidents involved African Americans, who only comprised approximately 9% of the County's population. In an effort to gain better context behind this ostensibly concerning statistic, the OIPA, through the Fairfax County Board of Supervisors (BOS), partnered with the University of Texas at San Antonio (UTSA) and researchers from the University of Cincinnati to research incidents involving FCPD use of force cases. The research identified patterns and trends in uses of force by the FCPD, emphasizing racial, ethnic, gender, or similar disparities across subpopulations; and offered several recommendations for improvement. Progress has been made to address these recommendations, as well as facilitate transparency and accessibility found in the institutional analysis regarding the qualitative methodology for examining racial disproportionality and disparity, and it is recognized that more improvements over time will be

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sought, and the FCPD will remain fully committed to addressing them when they are identified. Additionally, in early 2021 the Chairman's Taskforce on Equity and Opportunity performed a root cause analysis to determine whether any potential causes of inequities existed in Fairfax County as they pertained to safety and justice. The analysis concluded that opportunities needed to be created for (1) the community to have a voice in defining the role of law enforcement within Fairfax County, (2) foster opportunities for law enforcement personnel to live within the communities that they serve, (3) implement training across the Department on the critical topics of implicit bias, cultural competency, and community engagement annually for law enforcement personnel as well as within the Fairfax County Criminal Justice Academy, and (4) develop accountability mechanisms that monitor and evaluate any occurrences of racial profiling and excessive use of force by law enforcement. The FCPD universally supports these initiatives and has habitually implemented internal processes to ensure these goals are attained and surpassed whenever possible. This includes the following measures:

- Mandatory implicit bias and procedural justice training curriculum for all FCPD sworn officers.
- Transparent community-based communications via the FCPD Public Affairs Bureau during all critical incidents to include timely disclosures of available facts and circumstances of the event, release of body-worn camera footage, and all relevant details in conjunction with an ongoing criminal investigation.
- Comprehensive review, action, and communicative processes on complaints of officer misconduct, the development of an Early Identification System (EIS) designed to track officer use of force cases and involvement in critical incidents.
- Expansion of officer and community incident support services.
- Open lines of communication between the FCPD and the Office of the Commonwealth's Attorney.
- Persistent outreach efforts to community and faith-based organizations throughout Fairfax County, culminating in multiple Public Safety Days throughout Fairfax County and the annual National Night Out event.

The BOS also adopted the Fairfax County Trust Policy 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, and has further enacted General Order 604, Immigration Status, Citizenship, and National Origin, which was created with community input and establishes that Department members are not to participate in the enforcement of federal civil statutes, to include federal immigration laws.

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. FCPD has fully committed to a "30 by 30" program where female officers are being actively sought to comprise at least a minimum of 30% of the workforce by the year 2030. New initiatives, to include "Integrating Police and Community" (IPAC), has also incorporated a proactive contact for recruitment within IPAC zones to identify and recruit more females and officers of color. If processes begin to create imbalanced inter-bureau transfers and/or inequitable assignments to specialty units (professional staff persons), these deficiencies will be addressed and rectified in accordance with the Department's commitment to internal equity and fairness for all its members. All officers, to include employees of color and female officers, will be encouraged to meet outreach and public engagement efforts in communities of color, targeted youth, and immigrant populations.

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 statistically mirror 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, and as part of this continuing commitment, the Department will ensure that all application and promotional processes remain equitable and inclusive to guarantee 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.

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:

Advancing Equity within the Department may require action outside your Department's control. For example, Supervisor Rodney Lusk chaired a Use of Force Committee to examine the Use of Force report authored by the University of San Antonio. An example might be to remove names from employment applications to decrease implicit bias in hiring. That might require support from the Department of Human Resources and/or other agencies interested in taking similar action. We will look across all plans to identify commonalities and to address these

Community Engagement

- **Neighborhood and Community Services** 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** will work with the new Community Engagement and Equity Major to streamline the process to build liaisons with the LBGTQIA, Commerce partners, Youth, Latino, Asian and Pacific Island, Senior Community, Islamic, Interfaith Community for Dialogue, NAACP, ACLU People Power, Faith Community and Community Leaders (formal and informal).
- **Faith and Equity** In collaboration with FCPD, the Faith and Equity partner will ensure that FCPD understands and recognizes racial disparities and takes deeper dives into application in worship watch, stop the bleed, environment studies training, are given equally applied attention to the over 500 places of worship in Fairfax County.
- **Community Engagement and Equity** headed by a Major who will participate in policy development and monitor legislative changes that indicate potential disproportionality and disparities, monitor changes in organizational practices, data collection, and data sharing, oversee fostering coalitions networks, convene new groups for broader goals and greater impact, develops workforce designed for women to support the 30X30 campaign that affects organizational practices, promote community (internal and external) education, strengthen individual knowledge and skills to operationalize CORE through the ODASI team (people, places, problems, and patterns).

Hiring/Retention/Promotion

- **Human Resources** to support diversifying recruitment and hiring sworn and professional staff persons.
- **Chief's Council on Diversity Recruitment** supports diversifying the police department to match the community demographics, particularly in underrepresented communities.
- **Weekly Administrative Support Bureau's** report on diversity and hiring to ensure continued focus is applied according to the consent decree and DOJ recommendations.
- **Attrition Re-Prioritization**, a dedicated Second Lieutenant, is used as a pre-alert to mentor and re-direct new and season officers on why staying in the profession is worthy. This engagement should start week one at the academy, mid academy, and a week before graduation to let the newer officers know they are valued.
- **Community Engagement and Equity Major**: monitor change in organizational practices, foster coalitions, and networks, 21st Century training, promote community education and engagement, and strengthen personal knowledge through training.

Oversight

- **Office of the Independent Police Auditor** – 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.
- **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
- **Chairman's Taskforce on Equity and Opportunity** - ask Force on Equity and Opportunity to present its recommendations to the Board of Supervisors on Police Reform
- **Community Engagement and Equity** headed by a Major see above.
- **Office of Data Analytics and Strategic Initiatives (ODASI)** – assist in analyzing data to identify a qualitative methodology for examining disproportionality and disparity.
- **CORE** (Crime Operations Resolution Engagement) CompStat focuses on crime reduction through root causes (people, places, problems, and patterns)
- **Faith and Equity-see above**
- **Trust Policy**-the Director of Immigrant and Community Affairs is designed to strengthen community relations and trust. Policy and current law deconfliction need attention to assist this process.

- Internal County Agencies
 - **Office of the County Attorney** (legal defense and opinion) The Community Engagement and Equity Major, with the recommendations from the County attorney and DOJ (recent consent decree), will be setting up a structured mentoring program that is designed, in part, to support minorities and women in seeking supervisory ranks.
 - **Office of the Commonwealth's Attorney** 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 HBs and SBs, encouraged communication across stakeholders in all decisions points in the system, managed what works at one decision point may not work at another, and worked towards system change.

- External Organizations
 - **Virginia Department of Criminal Justice Services**-The Community Engagement and Equity will work with the Fairfax County Criminal Justice Academy to ensure that hiring practices standards do not exclude women or certain minorities through state institutional practices.

FAIRFAX COUNTY POLICE DEPARTMENT CALENDAR YEAR 2022 EQUITY IMPACT PLAN

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Increase command staff understanding of procedural justice and implicit bias principles to apply them internally and externally	3, 5, 6, 7, 8, 15, 16, 17	1a. Schedule for April	Chief, Executive Deputy Chief, LTCs, Senior Staff, Administrative Staff, Commanders, Front-line supervisors	2022-2024	One Fairfax team, the Chief, Dr. Fritz, Scott Meadors and Associates LLC., Community Engagement and Equity	Chief, Executive Deputy Chief, LTCs, Senior Staff, Administrative Staff, Commanders, Directors Front-line supervisors	# of Command staff attending the training
2. Introduce PJ and IB concepts to new recruits through training at the police academy, CIT Training for sworn FCPD, ABLE, ICAT	3, 5, 6, 7, 8, 15, 16, 17	2a. Schedule time during academy training for PJ and IB course for new officers 2b. Assess content of CIT, ABLE, and ICAT to tie together PJ, IB, and other racial equity concepts	Chief, Executive Deputy Chief, LTCs, Senior Staff, Administrative Staff, Commanders, Front-line supervisors	2022-Ongoing (for new recruits) 2022 - 2023	Chief of Police, Scott Meadors and Associates LLC, DCJS, Academy staff to schedule space for training Community Engagement and Equity	Chief, Executive Deputy Chief, LTCs, Senior Staff, Administrative Staff, Commanders, Directors Front-line supervisors	# of new recruits and officers attending the training

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
3. Create and develop the Chief's Leadership Councils	3,6,7,16,17	3a. Employee groups advisory council, Detective advisory council, Patrol Advisory council, Professional staff council, Faith advisory council	Chief, LTCs, Senior Staff, Professional Staff and Directors, Commanders, First-line supervisors, Community input team members	Continuous	Chief, Executive Deputy Chief, LTCs, Senior Staff, Administrative Staff, Commanders, Front-line supervisors, Community, Directors, Stakeholders and employees	Chief, Executive Deputy Chief, LTCs, Senior Staff, Administrative Staff, Commanders, Front-line supervisors	Convening of the group # of meetings held
4. Diversify staff at all levels through recruitment, retention, promotions, and hiring	3,16,17	4a. Use data to measure progress and set future goals such as 30X30 and best 21 st Century policing models, Intentionality Promotions based on accomplishment record, assess hiring and promotion by demographics (gender diversity and ethnicity)	Chief, Executive Deputy Chief, LTCs, Senior Staff, Administrative Staff, Commanders, Front-line supervisors, BOS, and Community members	Continuous	ASB, Recruitment section, HR, Board of Supervisors, Community Engagement and Equity	All FCPD employees, community members, and BOS	% employees (sworn and professional) by race/ethnicity and gender % employees in specialized assignments by race/ethnicity and gender % employees promoted by race/ethnicity and gender
5. Maintain open communication with community members regarding	1, 2, 3, 5, 6, 7, 8, 14, 15, 16, 17	5a. Communicate through iPAC, ICAT, ABLE, Data dashboard, QR codes- (community feedback)	Chief, Executive Deputy Chief, LTCs, Senior Staff, Administrative	Continuous	All FCPD employees iPAC- QR Codes- community	All FCPD employees, community members	# of community members that are engaged with # of Community Organizations coordinated with

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
FCPD's performance		5b. Coordinate with Immigrant Community Affairs Director to connect with historically hard to reach community groups	Staff, Commanders, Front-line supervisors, BOS, and Community members		survey feedback Community Engagement and Equity		
6. Utilize qualitative and quantitative methodology for Center for Policing Equity (CPE) to identify which policing practices have patterns of racial disparities and what factors may be contributing to those disparities.		6a. Investigate data to determine if the crime data, demographic data, and police behavioral data is in the proper schema 6b. If needed, improve data collection to ensure accuracy of analyses regarding equitable practices 6c. Apply CPE's analytical framework 6d. Produce data report and/or dashboard to report findings to the public	Chief, Executive Deputy Chief, LTCs, Senior Staff, Administrative Staff, Commanders, Front-line supervisors, BOS, and Community members	2022	Office of Data Analytics and Strategic Initiatives (ODASI), One Fairfax, CPE, Use of Force Committee	Data Director, Community Engagement and Equity Commander	Determine that FCPD data is in the proper schema Data collection practices improved Data report completed and published

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Director's Signature: _____

