FIRE AND RESCUE DEPARTMENT
CALENDAR YEAR 2024 EQUITY IMPACT PLAN

Leadership Sponsor: John S. Butler, Fire Chief

Equity Lead(s): Marlon Murphy, Policy Advisor

Departmental Equity Guiding Statement:
The Fairfax County Fire and Rescue Department (FRD) supports 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 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 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:
In response to the evolving landscape of Equity, Inclusion, Diversity, and now "Belonging" in the fire service, FRD continues transitioning from a reactive delivery of services to a proactive, prevention-oriented model. Recognizing the unique concept of "belonging" within our workforce, where employees live and work together, FRD's equity efforts take a dual-focused approach. The Fire Service accepts the link between "culture and performance" as a paramilitary institution. This link is reinforced in the positive team dynamics and the sense of camaraderie cultivated during training (in the academy) and while working (at the station or duty location).

FRD recognizes that promoting racial and social equity concepts can increase our personnel's sense of belonging and positively contribute to our readiness, performance, and, ultimately, our outcomes. This approach benefits the department and considers the needs of the community residents and the dedicated personnel serving them.

Equity Focus Areas:

FRD leverages data analytics extensively, mainly through the FRD Data Analytics section, 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 and property loss. Fire and medical risks vary across Fairfax and demographic categories, including race & ethnicity, age, socio-economic status, and geographic location. Thus, FRD views CRR as a prescriptive framework to target identified risks according to the strengths and needs of a specific population or community grouping.

- **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's monthly meetings focus on diversity, equity, inclusion, and belonging (DEI&B) within FRD and the service provided to the community. 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. The department focuses on equitable recruitment, hiring, and promotion using data analysis for women and other protected classes. However, considering the diversity of Fairfax County and the surrounding jurisdictions, the department's outcomes for each area have been less than desired.

FRD's efforts strategically align with the One Fairfax Policy, raising awareness of community needs internally and externally, focusing on providing equitable services. This ensures that individuals across the county receive the necessary support regardless of 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, 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.

System-Level Infrastructure:

FRD Collaborates with the following to deliver services:

- Neighborhood and Community Services (NCS)
- Community Services Board (CSB)
- Fairfax County Police Department (PD)
- Department of Emergency Management and Security (DEMS)
- Health Department
- Housing and Community Development (HCD)
- INOVA Health Systems
- The American Red Cross
- Communities of Trust
- Department of Public Safety Communications (DPSC)
- Department of Code Compliance
- Fairfax County Public Schools (FCPS)
- Department of Risk Management
- Fairfax County Board of Supervisors
- PulsePoint Foundation
- Virginia Fire Programs

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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, leading 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 (SS), Empowerment and Support for Residents Facing Vulnerability (ESRFV)

Relationship to Countywide Strategic Plan Strategies/Metric(s):
Strategy 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 Parties	Timeline	Performance Measures
1a. Communicate vulnerabilities and recommendations identified in the Community Risk Assessment and Community Risk Reduction Plan to residents who experience vulnerabilities and collaborative entities within the county.	PD DEMS NCS	FRD-Data Analytics FRD-Command Staff FRD-Equity Programs	FRD-CRR	4/2024 to 12/2024	# of community members educated on CRA data and CRR Plan % of community members who identify as "feeling safer" because of information learned and applied

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1b. 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.	FRD-Command Staff	FRD-Operations FRD-Data Analytics FRD-Equity Programs	FRD-CRR	4/2024 to 12/2024	# 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
1c. Increase the number of persons administering Hands-only CPR in a cardiac event, emphasizing communities/populations experiencing vulnerabilities.	Fairfax County Interfaith Coalition NCS FCPS United Community Cornerstones	FRD-PIO OD&T EmployeeU	FRD-CRR	2/2024 to 10/2024	# of persons trained in Hands-Only CPR; disaggregated # of 911 call with CPR rendered before FRD personnel arrival
1d. Increase the number of smoke alarms and carbon monoxide detectors in English as a second language and low-income residences, including trailer homes.	American Red Cross Board of Supervisors DHS-FEMA	FRD-CERT NCS DEMS	FRD-CRR	3/2024 to 11/2024	# of homes made safer # of smoke alarms placed # of people who received safety information; received non-English safety information

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Goal 2: Implement equity/implicit bias training for all FRD personnel.

One Fairfax Area(s) of Focus: 18. Other

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

Relationship to Countywide Strategic Plan Strategies/Metric(s):
Strategy 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 Parties	Timeline	Performance Measures
2a. Implement equity and implicit bias training for all FRD personnel.	FRD-Command Staff	FRD-FCEIC FRD- Equity Programs Contracted Vendor	FRD–Equity Programs	3/2024 to 12/2025	# of training classes # and % of personnel trained % of personnel who learned something new that can be applied to their duties
2b. Complete department-led equity & belonging breakfasts/conversations for sections, recruit, and officer developmental classes.	FRD-Command Staff	FRD-FCEIC FRD-Equity Programs FRD-Operations	FRD–Equity Programs	1/2024 to 12/2024	# 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 # shifts who requested a visit.
2c. Produce and make equity and belonging content available via FCEIC Newsletter & podcasts.	FRD-Command Staff	FRD-FCEIC FRD-PIO	FRD-FCEIC	1/2024 to 12/2024	# of productions (goal vs actual) # clicks/reads

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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	2/2024 to 6/2024	# of measures identified # of measures reported Frequency of measures reported # of recommendations proposed following outcome reported

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 (EEG)

Relationship to Countywide Strategic Plan Strategies/Metric(s):
Strategy 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 Parties	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	1/2024 to 12/2024	# 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 women and persons of color in each recruiting class.	FRD-Command Staff FRD-Recruitment	FRD-Fiscal FRD-HR	FRD-FCEIC	2/2024 to 10/2024	# of recruitment interventions targeting

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					protected classes disaggregated
3c. Review Department guidance materials and recommend pro-belonging and pro-inclusion changes.	FRD-Command Staff	FRD-HR	FRD-FCEIC	2/2024 to 12/2024	Total # documents reviewed # and % of changes approved
3d. Develop and implement a mentorship initiative for all personnel that considers the inclusion and belonging of women and persons of color to promote in rank or position sought.	FRD-Command Staff	FRD-Professional Development FRD-HR	FRD-FCEIC	3/2024 to 10/2024	# of pairings # of pairings across demographic areas Satisfaction of persons survived with mentorship pairings and outcomes # of successful certifications promotions following mentorship

Department Director's Signature: _____

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John S. Butler

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