

# Fire & Rescue CY 2022 Equity Impact Plan



## **Leadership Sponsor:**

Fire Chief John Butler

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**Equity Lead(s):** Captain Clarence Dickens, Equity Officer

## **Departmental Equity Guiding Statement:**

The Fairfax County Fire and Rescue Department (FRD) is committed to supporting 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 centers 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:**

Equity and Inclusion in the fire service have slowly started to gain traction, with the FRD moving in the same direction as other fire departments. Across the nation, the fire service has become a less reactionary service and has shifted more towards a prevention-oriented service model. FRD has joined in this movement through several initiatives. Specifically, the implementation of Community Risk Reduction (the account for the loss of life and loss of property) serves as FRD's framework to account for equity in addressing risk and vulnerabilities experienced by residents in Fairfax, which are largely caused by obstacles to access and opportunity. FRD understands the obstacles to access and opportunity for the recipients of their service, which can be fatal and as such makes addressing inequities a moral and economic priority.

FRD recognizes that its personnel currently have minimal knowledge of formal equity and the efforts underway by the County. The topics of inequities, race, and social differences were primarily viewed as "taboo" topics in all our work environments. Also, FRD understands that its work environments are unique, as they require personnel to live together when working for extended periods. Considering these factors, FRD has been strategically cautious in developing and implementing equity training for its workforce of just under 2000 individuals, while maintaining operational readiness.

Increasingly data is used in the fire service to predict risks and emergencies. Specifically, this data influences FRD's distributions of resources while evaluating our effectiveness by tracking response time data points, patient outcomes, service call outcomes monetarily, and life years added. When reporting data, we recognize an increasing requirement to have all data points disaggregated by age, gender, race, and ethnicity.

Our communities are diverse and call for prescriptive interventions to address the various risks, as risk differs per community. FRD recognizes the need to intentionally target community-level

populations with specific interventions and collaborative efforts to address risk variation effectively. The recently created FRD data analytics section enables FRD to collect, process, and apply data with an equity lens that the department was previously incapable of envisioning. Historically, the fire service workforce has been predominantly male and specifically White males. FRD recognizes the need to increase its diversity throughout its ranks, from the recruiting class into the command staff level. The public increasingly calls for their public servants to reflect them in the constitution of their workforce. Considering the diversity in Fairfax County, FRD realizes its' need to increase efforts to recruit, retain, and promote from within to increase the diversity of its workforce at all levels.

**Long-term Outcome(s):**

FRD is committed to providing emergency and non-emergency services to protect our community's lives, property, and environment while considering variables that expose them to risk(s). FRD will require equity training for all department members to ensure equity in delivering its service, including maintaining a diverse and inclusive workforce. There are some critical items that the FRD will have to put in place to sustain Equity and Inclusion efforts in our organization:

- We must continue to utilize all the resources made available by One Fairfax to assist in the sustained education of our members regarding equity and inclusion.
- Providing highly skilled professionals to facilitate equity learning to our workforce will reinforce its importance to our department.
- Normalize equity and the application of an equity lens into the FRD culture.
- Continuous establishment and completion of Equity Impact Plan goals.
- Maintaining a diverse workforce that reflects the population of Fairfax County through successful efforts in Recruitment, Retention, and Rise in Ranks.

- 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:**

FRD Collaborate with the following to deliver services:

- Community Services Board
- Police Department
- Sheriff’s Office
- Office of Emergency Management
- Housing and Community Development
- INOVA
- Kaiser Permanente
- George Mason University

## FIRE & RESCUE DEPARTMENT CALENDAR YEAR 2022 EQUITY IMPACT PLAN

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Develop and implement a plan to reduce the risk(s) experienced by residents which lead to emergency calls for FRD	6, 10	1a. Complete a Community Risk Assessment (CRA) to identify leading risks within the different communities in Fairfax County to establish a baseline measurement for the loss of life and property.	FRD – CRR FRD – Data Analytics FRD - Operations	July 2022	FRD-Staff	FRD-CRR	CRA Completed.
		1b. Identify the vulnerabilities experienced by residents that contribute to the risk(s) which result in an FRD service call.	FRD – CRR FRD – Data Analytics, CSB, INOVA, Kaiser Permanente	July 2022	FRD-Staff	FRD-CRR Team	List of vulnerabilities directly linked to each risk identified for each first-due area of Fairfax County.
		1c. Develop a Community Risk Reduction plan to address the risk(s) identify in the CRA.	FRD, HD, NCS, CSB, DPSC, FCPS, INOVA, Kaiser Permanente, EDA, DOT, HCD	Dec 2022	FRD-Staff	FRD-CRR Team	CRR Plan Completed.

		1d. Present the CRR Plan, CRA, and recommendations to essential parties within the County government, collaborative partners, and County residents.	FRD, HD, NCS, CSB, DPSC, FCPS, INOVA, Kaiser Permanente, EDA, DOT, HCD	Jan 2023	FRD-Staff	FRD – CRR Team  FRD - PIO	CRR Plan Presented.
		1e. Operate CRR programming and collaborative efforts to address risks identified in the County.	FRD, HD, NCS, CSB, DPSC, FCPS, INOVA, Kaiser Permanente, EDA, DOT, HCD	Ongoing	Staff  Social Media presence  Data analytics	FRD-CRR	# Of risks identified and prioritized for each identified first-due area of Fairfax County. # Of smoke alarms installed/distributed in by home type.  # Of persons educated to pedestrian safety. #Of person trained in Hand-Only CPR. # pedestrian & bicycle injuries (disaggregated).
<b>2. Increase FRD’s dissemination of educational and safety information to residents who call for service or engage with FRD personnel in the community with a focus on non-English speakers and readers.</b>	6, 10	2a. Implement the use of a mobile app (v-pamphlet) to disseminate materials electronically to clients and/or their identified contact person.	FRD-CRR FRD-IT FRD-Operations		FRD-CRR, FRD Operations FRD-Data Analytics	FRD-CRR	# Of types of information disseminated.  # Of persons receiving information (disaggregated).  # Of information types available for dissemination (disaggregated).

3. Increase the use of disaggregated data by race, gender, age, and ethnicity at all data points for FRD	6	3a. Establish standardized data categories for race, gender, age, ethnicity, all FRD data sources.	FRD-CRR FRD-Data Analytics	July 2022	FRD-Staff	FRD-Data Analytics	Categories defined and selected.
		3b. Apply disaggregated data categories to all FRD data points.	FRD-CRR FRD-Data Analytics	December 2022	FRD-Staff	FRD-Data Analytics	The ability to disaggregate data by sex, age, race, ethnicity.
4. Increase impactful community engagement opportunities with an emphasis on interactions with traditionally "hard to reach" community members	6, 8	4a. Expand the safety education of residents in the communities most vulnerable to the risk that require an FRD service call with emphasis placed on seniors, children, and low-income populations.	FRD-EO FRD-CRR FRD-LSE	September 2022	FRD-Staff	FRD-CRR	# Of people to attend and complete safety classes offered by FRD Life Safety Educators (LSE) and the Communities Academy.
		4b. Expand the recognition of residents who choose to involve themselves in successful emergency calls.	FRD-CRR FRD-PIO	March 2022	FRD-Staff	FRD-CRR FRD-PIO	# Of reunions and recognitions completed by FRD-CRR each year.
		4c. Create a list of community organizations that represent or impact outcomes in the areas of the County where FRD prioritized risk reduction.	FRD - EO	March 2022	FRD-Staff	FRD-EO	# Of organizations added to list.

		4d. Establish a consistent communication schedule with organizations within the various community to influence the types and location of services delivered by FRD.	FRD, NCS, Communities of Trust, Women of Domestic Violence, African American Heritage Society of Mt. Vernon	June 2022	FRD-Staff	FRD-EO	# Of meetings held with community- level organizations.  # Of collaborative opportunities, suggestions, and feedback implemented into FRD operations, policies, and procedures.
5. Implementation of equity and implicit bias training for all FRD personnel	6, 16, 17	5a. Identification of a credible vendor to give formal training to the entire FRD workforce in the importance of implicit bias.	FRD-EO FRD-Command Staff FRD-DC/BC FRD-Employee Groups FCEIC One Fairfax Staff	October 2022	One Fairfax Team, Approved Vendor to lead FRD training, FRD Ambassadors	FRD-FCEIC	# Of FRD personnel who attend the training.
		5b. Collaboration of the development of the training by all vested parties in FRD.	FRD-Staff Union Leadership	April 2022	FRD-Staff	OFC, Professional Development, FCEIC	Statistical data collected through a survey.
		5c. Incorporate the training on the yearly training schedule to all for sustainability.	FRD-Staff	January 2023	FRD-Staff	OFC, Professional Development, FCEIC	# Of FRD personnel who attend the training.
		5d. Develop an annual survey surrounding training to track its effectiveness and address any findings.	FRD-Staff	October 2022	FRD-Staff	FCEIC, Employee Groups	Evaluation of statistical data.

6. Create an inclusive culture in our various work environments that ensure all employees, volunteers, and guests feel welcomed and empowered to serve.	6, 16, 17	6a. Facilitate station- level equity conversations to allow for a safe space for learning.	FRD-Staff FC FRD – Senior Staff FRD – Command Staff	October 2022	FRD-Staff	FRD-OFC, Operations DFC and BC	# OF Conversations held at the stations & section level.  # Of Conversation attendees who completed evaluations.
		6b. All Battalion Chief's will complete train the trainer training on how to lead and facilitate equity-focused conversation.	FRD-Staff	October 2022	FRD-Staff	FRD-OFC, Operations DFC, and BC	# Of BC conducting station level training.
7. Develop a plan to increase the diversity of FRD staff through the 3Rs, Recruitment, Retention, and Rising through the Ranks	6, 16, 17	7a. Develop a comprehensive strategic plan that outlines specific steps on how FRD will accomplish in 3-5yrs.	OFC, HR, Recruitment, Professional Development, Academy Staff	October 2022	FRD-Staff, PIO, Safety Health and Wellness Staff, Recruitment	FRD-Staff, PIO, Safety Health and Wellness Staff, Recruitment	Keeping vital data involving the 3Rs, to see if there is a shift in women and persons of color in these areas.
		7b. Develop Equity Competencies at all levels of personnel (frontline, supervisor, section leader, administrator), within FRD to ensure the implementation of an equity lens into service delivery.	FRD-EO  FRD-Command Staff	December 2022	FRD-Staff	FRD-EO	Competencies completed.

	<p>7c. Developing recruitment strategies to increase accessibility and outreach at HBCU's and cultural community events (i.e., recruitment events in diverse communities).</p>	FRD	December 2022	<p>Recruitment Materials Social Media OT Budget for Adjunct Recruiters Mobile Recruitment Collaboration with Operation for a community presence</p>	FRD-EO FRD-Recruitment	<p># Of female applicants. # Of applicants of color. #OF recruiting events targeting female and persons of color populations (i.e., HBCU/cultural community events and media).</p>
	<p>7d. Expand the Explorer program targeting schools and institutions with majority populations that are made up of persons of color.</p>	FRD, FCPS, NOVA	September 2022	<p>Personnel and materials to operate the program at each location</p>	FRD-EO	<p># Of new locations to implement an Explorer Programs.  #Of students to enter and compete Explorer program disaggregated by sex, race, and ethnicity.</p>
	<p>7e. Increase the awareness, number of applicants, and attendees at Girls Camp with a focus on girls of color.</p>	FRD, PA, FCPS,	December 2022	<p>FRD-Staff Social Media Printed Materials</p>	FRD-Staff	<p># Of applicants for Girls Camp disaggregated by race and ethnicity.</p>



	7f. Explore the expanded use of the Community Fire and Rescue Academy to women and persons of color to include non- traditional hours.	FRD, NCS, PA, Communities of Trust	December 2022	FRD-Staff Social Media Printed Material s	FRD- Health, Safety, and Wellness	# Of attendees disaggregated by sex, age, race, and ethnicity.
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Director's Signature: John B. Butler