

FAIRFAX COUNTY POLICE DEPARTMENT CALENDAR YEAR 2024 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 and fostering community engagement and relationships. The FCPD seeks community input and feedback on policies, practices, and initiatives through community engagement meetings and digital survey tools. The FCPD strives to be fair in process and transparent in action in its pursuit of procedural justice. It 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:

The FCPD is dedicated to keeping Fairfax County the safest jurisdiction of its size among the top 50 major cities in the United States. Keeping Fairfax County a safe jurisdiction is the FCPD Mission and aligns with the Countywide Strategic Plan and the One Fairfax Policy.

The Mission of the Fairfax County Police Department is to prevent and fight crime.

The Countywide Strategic Plan Community Outcome Area, Safety and Security, states:

Fairfax County is a place where all people feel safe at home, school, work and in the community.

The One Fairfax policy, key equity driver, Community Safety and Justice, states:

All people in Fairfax County are entitled to expect that their law enforcement and other public safety departments provide service consistent with the roles defined for them through community involvement and input, and that they should do so in a manner that is fully transparent and accountable to the public, ensures through implicit bias and cultural competency training that all persons are treated equally and that racial, cultural or other profiling does not occur, and prevents the excessive and unnecessary use of force.

The One Fairfax policy, areas of focus to promote equity (#6&7) state:

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.

7. A criminal justice system that provides equitable access and fair treatment for all people.

FCPD officers must be equipped with the necessary means and training to handle critical incidents safely and effectively. FCPD officers completed department-wide training on Integrating Communications, Assessment, and Tactics (ICAT), which is recognized as a best practice approach to policing across the US. Officers have also completed mandatory Active Bystandership for Law Enforcement (ABLE) training, which provides officers with the necessary tools and skills to intervene safely and effectively with a person, including their fellow officers, to prevent harm and misconduct, avoid mistakes, and promote officer health and wellness.

The FCPD is taking proactive measures to address the growing trend of gun-related violent crimes across the country. They are intensifying their efforts to prevent firearms from ending up in the wrong hands. Virginia's Emergency Substantial Risk Order (ESRO) law, also known as the "Red Flag" law, is designed to prevent individuals who pose a risk to themselves or others from acquiring, possessing, or transporting firearms. These orders provide necessary procedural safeguards to ensure due process and prevent tragedies related to guns.

FCPD strives to ensure an equity lens is applied to all administrative and operational decision-making through community input. The department believes all communities deserve law enforcement services that value and preserve human life equally.

FCPD is a national leader in de-escalation and duty-to-intervene policies and training based on the Critical Decision-Making Model. The department is committed to increasing the number of operational crisis intervention team-trained officers and implementing the co-responder program.

The Fairfax County Criminal Justice Academy incorporates Procedural Justice and Implicit Bias training as a core component of its curriculum for recruits. Supervisors and Commanders receive additional training on enhancing their perspective and community relations skills aligned with the One Fairfax policy. The Department of Criminal Justice Services also requires incumbent officers to complete at least two hours of cultural diversity training, including Procedural Justice and Implicit Bias topics.

The Fairfax County Police Department (FCPD) is committed to providing transparent and timely communication with the community, particularly during critical incidents. This includes disclosing available facts and circumstances of the event, releasing body-worn camera footage, and sharing all relevant details in conjunction with an ongoing criminal investigation.

To further promote transparency, FCPD has established an open data portal that continuously provides real-time data statistics and enforcement information to the community. The portal includes easily understandable charts, figures, and documents updated quarterly to reflect the department's demographics. This data provides an honest

look at the crime picture in the community and allows visitors to review the latest reforms, department outreach initiatives, and public reports.

FCPD recognizes that a successful partnership between the police and the community must be based on reliable, transparent information.

The FCPD continues to improve its ongoing community engagement efforts, including Integrating Police and Community (iPAC) - foot patrols in the community segments where the police are called most frequently by the public. The FCPD also seeks community feedback and input from several internal and external councils and groups, including faith-based groups, Community Advisory Councils, NAACP, patrol, detective, and professional staff councils. The FCPD is also leveraging technology, including My90 and Blockwise platforms, to gather feedback from the community. FCPD staff coordinates community engagement efforts with other county agencies and aligns current community engagement efforts with the proposed Inclusive Community Engagement Framework.

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.

The Fairfax County Trust Policy aims to maintain community trust and transparency while protecting personal identification information. FCPD follows the Trust Policy and has implemented it in multiple agency policies, including General Order 402 and General Order 604. The latter prohibits Department members from participating in the enforcement of federal civil immigration laws and statutes.

The FCPD is committed to diversity, inclusion, and representation within their command ranks. They strive to increase diversity in hiring and promotions to mirror the demographics of Fairfax County. The Department will continue to ensure equitable and inclusive application and promotional processes for all employees serving in both sworn and non-sworn roles. Officers can participate with FCPD support in professional development organizations such as the National Organization of Black Law Enforcement Executives (NOBLE) and the National Asian Peace Officers' Association (NAPOA). In 2024, officers will be able to join the National Latino Peace Officers Association (NLPOA), and a new chapter will be created in Fairfax County.

FCPD is fully committed to the [30 X 30 Initiative](#), 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.

The FCPD has continued to further embrace and collaborate with County-based social programs predicated upon the betterment of all its community members along with stakeholders to participate in the following justice system programs actively:

- [Diversion First](#)
- [Merrifield Crisis Response Center](#)
- [Crisis Intervention Team Training Program](#)
- [Alternative Accountability Program](#)

- [Veterans Treatment Docket](#)
- [Co-Responder Unit](#)
- [Drug Court](#)
- [Opioid Task Force](#)

All these partnership programs are strategically designed to divert persons from the criminal justice system whenever possible and provide co-responder services to reduce recidivism and produce positive outcomes for all community members.

System-Level Infrastructure:

Community Engagement and Equity Bureau (CEEB)

- The **Community Engagement and Equity Bureau** oversees all community engagement efforts of the FCPD, the department's Equity Impact Plan, and all efforts related to the One Fairfax policy. The CEEB administratively oversees the following programs: Crime Prevention / Community Outreach, Community Police Academy, summer youth leadership education, Auxiliary Police and Volunteers in Police Service, Special Olympics / Law Enforcement Torch Run, Police and Faith Community groups, Community Advisor Councils, LGBTQ and Muslim Liaison Officers, Women's Self Defense classes, Public Safety Cadets (3 units), as well as the Honor Guard Team. Equity programs include the 30x30 Initiative, National Organization of Black Law Enforcement Executives, National Asian Peace Officers/ Association, National Latino Peace Officers' Association, Equity Ambassadors, and liaison with the One Fairfax Core Team and Agency Equity Leads.
- The **Community Engagement and Equity Bureau Commander** is a Major who participates in policy development, monitors legislative changes that indicate potential disproportionality and disparities, and monitors changes in organizational practices, data collection, and data sharing. The Major also participates and interacts with the Chairman's Taskforce on Equity and Opportunity, the County-wide Inclusive Engagement Steering Team, the Successful Children and Youth Policy Team, the Alternative Accountability Program Executive Committee, and the Public Safety Community Engagement Committee. The Major monitors organizational practices and culture change, fosters coalitions, networks, and relationships, promotes community education and engagement, and strengthens the workforce through training.
- The **Community Engagement Commander** is a Lieutenant whose primary task is to oversee all volunteer positions and adult outreach and education programs offered by the FCPD. This is accomplished through continually recruiting and managing the sworn and civilian volunteers assigned to the FCPD Auxiliary Police program and Volunteers in Police Services program. The Lieutenant is responsible for scheduling the Community Police Academy, a ten-week immersive experience that is offered twice a year. The Lieutenant also serves as the liaison for organizing all events in a coordinated partnership with the Special Olympics of Virginia.
- The **Youth Outreach Sergeant** directly oversees units 1742, 505, and 2252 of the Fairfax County Police Department Public Safety Cadets program, which is offered to young adults ages 14-20. Additionally, the Sergeant is responsible for recruiting and scheduling three week-long youth summer education programs: Police Leaders of Tomorrow, the Teen Police Academy, and Future Women Leaders in Law Enforcement.

To maintain the status of being a Certified Crime Prevention Community through the Virginia Department of Criminal Justice Services, the Sergeant ensures the Crime Prevention / Community Outreach teams assigned to each station meet the goals outlined in the triennial certification. The Sergeant is a liaison between the CEEB and the CPO/COO team, ensuring department outreach resources are best allocated based on need and urgency.

- The **Crime Prevention and Community Outreach Program** is 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 (CPOs) receive specialized training in the application of crime prevention strategies and techniques to meet both Department and community needs. CPOs are responsible for providing localized communications to the neighborhoods in their districts to educate them on relevant crime trends and the applicable crime prevention awareness education. CPOs work closely with neighborhood leaders to facilitate Neighborhood Watch training for forming and continuing Neighborhood Watch communities. CPOs also conduct security assessments for requests from residents, businesses, organizations, and private schools within their districts to address safety and security vulnerabilities and deficiencies.
The Community Outreach Officers (COOs) build trust between the community and the Department through communication, education, and interaction. They manage countless community events, including National Night Out, Faith & Blue Weekend, Trunk or Treat, Coffee with a Cop, car safety seat inspections, and toy, clothing, and food drives. The COO organizes station tours, visits to schools for lunch, book readings or show & tell, and the monthly Community Advisory Committee.
The CPO and COO work collaboratively to offer numerous educational presentations to the community on topics such as the civilian response to active shooter events, stop the bleed, risky behaviors in teens, bullying, senior scams, personal/internet safety, and mock traffic stops. 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.
- **Liaison Officers** within the Community Engagement and Equity Bureau include the LGTBQ 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 and assist with issues involving cultural sensitivities. The liaisons are very active in community engagement and recruiting efforts.
- **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.

County Partners

- **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 (COTC)** 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. The COTC hosts a public safety day quarterly within a vulnerable community in Fairfax County.
- **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, supporting public safety and security needs. FCIA allows the FCPD to regularly participate with the faith community.

Hiring/Retention/Promotion

- **Administrative Support Bureau (ASB)** supports diversifying recruitment and hiring sworn and professional staff. Data analytics ensures a continued focus is applied to these efforts. The CEEB supports these efforts through youth leadership education programs, public safety cadets, and professional organizations and initiatives, including NOBLE, NAPOA, NLPOA, and the 30x30 initiative.

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.
- **The Civilian Review Panel** reports to the BOS. Its mission is to enhance police legitimacy and 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 their accuracy, completeness, thoroughness, objectivity, and impartiality.
- **Office of Data Analytics and Strategic Initiatives (ODASI)** - assists in analyzing data to identify a qualitative methodology for examining disproportionality and disparity. ODASI implements data-driven crime solutions focusing on Crime, Operations, Reduction, and Engagement (CORE). ODASI also supports the FCPD mission using the real-time crime center.
- **CORE** – The FCPD uses Crime, Operations, Reduction, and Engagement (CORE) meetings to discuss crime-fighting initiatives. These meetings occur weekly with command-level officers, district commanders, subject matter experts, and data teams. They provide accurate and timely intelligence to promote rapid deployment of resources, ensure effective crime solution tactics are utilized, and ensure proper

assessment and follow-up are conducted. These efforts have substantially disrupted or quelled many criminal activities, and the Department continues to expand the parameters and functionality of CORE to enhance crime prevention in Fairfax County.

- **Trust Policy** - the Director of Immigrant and Community Affairs position in the Office of the County Executive 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 research and evaluate criminal justice issues and provide technical assistance and other support.

FAIRFAX COUNTY POLICE DEPARTMENT

CALENDAR YEAR 2024 EQUITY IMPACT PLAN

DEPARTMENT GOALS

Goal 1: Diversify staff at all levels through recruitment, retention, promotions, and hiring.

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); Safety and Security (SS)

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.

SS Metric: Timeliness and Quality of Emergency Response

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
1a. Focus recruiting efforts on diverse populations and showcasing the current diversity of the police department and Fairfax County population. Use data to measure progress.	Admin Support Bureau (ASB), CEEB, Executive Staff	ASB Analyst	ASB Major / CEEB Major	Continuous	% 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
1b. Use professional organizations to develop officers for career advancement. These organizations provide mentoring and networking opportunities.	NOBLE, NAPOA, NLPOA, NAWLEE, FCPD Officers	CEEB Major supports with budget and guidance	Group leaders, CEEB Major	Continuous	Increase in participation by FCPD employees
1c. Focus on 30x30 Initiative goals and resources. This includes creating mentoring and networking opportunities and addressing retention issues for women.	30x30 Focus Group, CEEB, FCPD Sworn Women	CEEB Major supports with budget and guidance	Focus group leaders and facilitators, CEEB Major	Continuous	Completion of goals set by the focus group

FAIRFAX COUNTY POLICE DEPARTMENT

CALENDAR YEAR 2024 EQUITY IMPACT PLAN

Goal 2: Maintain open communication with community members to ensure transparency in FCPD's performance.

One Fairfax Area(s) of Focus: All

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG); Safety and Security (SS)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

Strategy EEG 2. Implement a comprehensive approach to consistently solicit customer feedback on their service experience and share results regarding the quality of the county's programs and services.

SS Metric: Effective and Equitable Administration of Justice

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
2a. Focus on delivering services while taking language and geographic access into consideration.	Operations, CEEB, CPO/COO Team, Public Affairs Bureau (PAB)	outreach and engagement data	Operations, Patrol, CPO/COO, CEEB	Continuous	# of community events taken out into the community # of community events delivered in different languages
2b. Use survey tools to solicit feedback from community members	PAB, Administrative Staff, CEEB, Zencity, Axon	Blockwise and My90 Platforms	CEEB, PAB	Continuous	Sharing data quarterly Maintaining good scores
2c. Engage with community groups across the county, including historically marginalized communities	All FCPD, CEEB, CPO/COO, PAB, NCS, FRD, DEMS, BOS, Community Members	CPO/COO officers, CEEB	CEEB, Station Commanders	Continuous	# of new community engagement events

FAIRFAX COUNTY POLICE DEPARTMENT

CALENDAR YEAR 2024 EQUITY IMPACT PLAN

Goal 3: Build stronger relationships with faith communities by providing increased support for their diverse cultural and security needs.

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.
- 7. A criminal justice system that provides equitable access and fair treatment for all people.
- 8. Neighborhoods that support all communities and individuals through strong social networks, trust among neighbors, and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG); Safety and Security (SS)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

Strategy EEG 6. Expand capacity to meaningfully engage the community in places that are accessible and in ways that consider needs, traditions, and values of diverse ethnic, racial, and cultural groups.
 SS Metric: Safety-Related Prevention and Preparedness

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
3a. Quarterly station-level police and faith community group meetings. Additional meeting with specific groups that have unique cultural and security needs.	Station Commanders, Community Faith Leaders	Communication, host locations	Station Commanders	Quarterly	Complete quarterly meetings
3b. FCPD participation in Faith Communities in Action	NCS, FCPD, Community Faith Leaders	CPO/COO Officers	NCS	8-10 times per year	FCPD representation at all FCIA meetings as they are scheduled
3c. Faith and blue events that are hosted by the faith community and houses of worship – national program	Houses of worship, FCPD, and the community	FCPD resources to support each event	FCPD, CEEB, Station Commanders	October 2024	One event per station during the Faith and Blue Weekend
3d. Work with Public Safety partners on engagement opportunities	FCPD, NCS, FRD, DEMS	Planning meetings and partnerships with the faith communities	Public Safety Community Engagement Steering Committee	Continuous	One annual event and ongoing engagement

Department Director's Signature: _____

