

# City of Chicago RACIAL EQUITY ACTION PLAN

## Chicago Fire Department (CFD)

Under the City of Chicago's Municipal Code (Ch. 2-4-100), all City of Chicago departments must create and maintain Racial Equity Action Plans (REAPs) "to articulate and guide strategy aimed at advancing equity and making it a permanent pillar in all departmental workstreams."

Progress on all REAPs are accounted for annually as a part of the City of Chicago's budget process. This document outlines the components of the REAP and ensures that all strategies are aligned to Chicago's citywide vision: ***All people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments, and opportunities that promote optimal health and well-being. (HC2025)***

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### THE CITY OF CHICAGO'S DEFINITION OF EQUITY

Equity is both an outcome and a process:

As an **outcome** equity results in fair and just access to opportunity and resources that provide everyone the ability to thrive. Acknowledging the present and historical inequality that persist in our society, equity is a future state we strive to create where identity and social status no longer predestine life outcomes.

As a **process**, equity requires a new way of doing business: one that

- (1) Prioritizes access and opportunities for groups who have the greatest need.
- (2) Methodically evaluates benefits and burdens produced by seemingly neutral systems and practices.
- (3) Engages those most impacted by the problems we seek to address as experts in their own experiences, strategists in co-creating solutions, and evaluators of success.

Further, our focus is on evaluating our own strategies, interventions and resources in a way that prioritizes those who are most negatively impacted by current policies, procedures & practices.

**Racial equity** focuses on the social construction of race and how it has been used (historically and presently) to unjustly distribute opportunity and resources based on a person's skin color, heritage, ethnicity, and/or national origin. Advancing racial equity requires an analysis of systemic racism inclusive of the ways harm is created at the individual, interpersonal, institutional, and structural levels. It also requires a commitment to dismantling systems that perpetuate racialized outcomes and rebuild systems that produce systemic inclusion.🔗

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The coordination of the development and implementation of City of Chicago REAPs is led by the Office of Equity and Racial Justice. For more information about REAPs and/or the work of the office visit [www.chicago.gov/equity](http://www.chicago.gov/equity).



## RACIAL EQUITY ACTION PLAN: Priority #1

**The City of Chicago's Vision:** All people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments, and opportunities that promote optimal health and well-being. (HC2025)☐



### Citywide Priority Area & Desired Result:

**WORKFORCE:** The City of Chicago's workforce reflects the demographics of the City, and all employees are connected to training and advancement opportunities.

### Indicators Examined:

#### *Community Data*

Department of Human Resources (DHR) Administration has data on hires and promotions of residents from each of the 50 wards

#### *Program/Department Data*

Workforce Equity Dashboard (breakdown of Fire department workforce), IG Data dashboard (breakdown of Fire department workforce)

### Community Feedback and Narratives

Lack of diversity in the Fire Department." There are no members from our communities that look like us or know about our cultures and customs." There is a lack of empathy from CFD members and minimal understanding of cultures, leading to a bias in treatment and a turn-off to potential applicants. There is a lack of community outreach to underrepresented groups and access to FF/PM regarding careers in CFD. The lack of digital skills required to navigate a successful application and failure to be able to track their applications ( this is a big one). Lack of transparency for the whole hiring process. Favoritism and Nepotism for CFD Families and unfair advantages for certain communities with insider knowledge of jobs and requirements. Certain communities do not have funds to prepare for the FF/EMT entrance exams, which would place them in a better position to be more desirable to be hired. EMT and Paramedic school is very expensive and generally not covered by college loans or FAFSA, which also is a burden on underrepresented groups.

### Define the Problem

Lack of connection to the CFD either by family ties or exposure in communities that are diverse for potential careers at CFD. The lack of transparency about jobs within CFD, lack of educational preparation, and lack of knowledge of CFD is an impediment to creating the workforce that looks like our city. Segregated neighborhoods also create barriers to information and career exposure. Additionally, with the exodus of certain racial and ethnic groups within the city we need to engage outside of the city proper to bring those families back to coc and CFD. The culture within CFD is a problem that some individuals just do not want to be a part of CFD( lawsuits, discrimination etc.)

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### **Identify Root Causes to the Problem**

The number one problem in creating a diverse workforce in CFD has been the lack of fair and frequent testing opportunities. Exposure and lack of engagement by CFD in communities to invite underrepresented groups to explore the possibility of becoming a CFD member. Unfair advantages by those who know how to navigate the system or those with ties to CFD and knowledge of the processes. Bias against people of color or women and the perceived notion that recruiting and hiring from these communities is lowering the standards for diversity's sake. Racism and sexism are some of the Institutional barriers that are decades old and deeply embedded in our processes. The lack of a Community Engagement Team(recruitment) that has a continuous presence in underrepresented communities encourages citizens to explore opportunities within CFD. We no longer have Fire Explorers and very few FF for day camps or community career workshops. A noticeable lack of presence in all areas of high- schools and college campuses, particularly CPS. Lastly, old stereotypes from the Jim Crow era, Immigrant stereotypes, and Stereotypes of women being unable to perform as firefighters are still the norms!

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### **Define Your Department's Opportunity**

The CFD commits to Diversity, Equity, and Inclusion with its Racial Equity Action Plan by developing opportunities for a workforce that reflects the communities we serve by creating pathways through exposure and education at all levels, from elementary school to college. Community outreach and engagement are key in areas of the city with minimal exposure to CFD programs and career opportunities. CFD is committed to becoming an active public safety community partner. Additionally, CFD will commit to developing its current workforce to reflect the communities we serve with recruitment activities.

## RACIAL EQUITY ACTION PLAN: Priority #1

### Our department will advance the following strategies:

**1. Department Strategy:** Create a permanent Community Outreach Recruitment Diversity and Inclusion (CORDI) unit within the Office of Diversity, Equity, and Inclusion (DEI). Establish a mentorship program for the workforce with a focus on women and other underrepresented groups to prepare for advancement within the CFD. Create a cadet program as a pathway to the CFD.

**Measures of Impact:** Metrics would be surveys and engagement impressions via social media, speaking with community members in person at CAPS meetings, Aldermanic Offices Neighborhood events. Publish Annual Reports on hiring, promotion, community outreach events, and additional activities with citizens.

Actions	Implementation Plan	Timeline	Status
<p>1.1. - Create CORDI Unit with personnel to function under the Office of DEI. This unit will be responsible for engagement with all citizens in communities all across the city. The CORDI Unit will expose the community to all the services offered by the Chicago Fire Department (CFD). The CORDI unit will engage with young people to explore career opportunities with CFD starting in elementary school through college level and beyond. The CORDI unit will also focus on Diversity, Equity, and Inclusion in community health plans for better patient communication and health outcomes. Create opportunities through summer camps and citizen academies throughout the year. Establish a permanent liaison to DHR for transparency</p>	<p>Create a line item for positions in FY 2024 Budget: Communicate with community organizations for partnerships with CFD for life safety plans and community health initiatives. Department Liaison with the Department DHR for better transparency and applicant tracking. Coordination between multiple divisions within CFD to ensure the success of the programs including Public Education. The CORDI unit will also establish the Employee Resource Group and coordinate with the CFD Cares Volunteers to ensure our outreach is sufficient to meet the requests from communities and schools.</p>	<p>Apr-23</p>	

<p>1.2 CORDI Unit will commence activities with Community leaders, SME, and Community organizations across the city. Participation in information sessions, community programs, and outreach to communities that have been underserved.</p>	<p>Identify needs and partnerships with key stakeholders. Develop a budget with CAO and OBM to meet the needs and initiatives identified. Connect with outside organizations in Chicago Health Equity Zones. Establish firm schedules with all Chicago schools, universities, and workforce organizations</p>	<p>FY 2023</p>	<p>ongoing</p>
<p>1.3. - Work with community leaders, community organizations, businesses, and residents to engage the CFD and DEI program. Track efforts and reassess and receive annual recruitment needs. Establish equitable access to communities that are normally never counted in for CFD job announcements and exposures to create a new workforce of EMT</p>	<p>Community engagement and recruitment by working with local organizations to be more active with inclusion and transparency within communities normally not engaged with. This comprehensive recruitment program partnered with DHR will identify the need to reach out to target audiences and ensure equitable access to those seeking to join CFD</p>	<p>FY 2024</p>	

## RACIAL EQUITY ACTION PLAN: Priority #1

### Our department will advance the following strategies:

**2. Department Strategy: Increase the presence of women and other underrepresented groups into leadership role through programs, such as officer development program (ODP), Mentorship Program and Professional Development Opportunities**

**Measures of Impact: Yearly reports created by CFD that show hiring and promotional data of groups within CFD. Develop a robust mentoring program with an emphasis on professional development. Seeking opportunities for career advancement for underrepresented groups. Additional monies set aside for professional development series.**

Actions	Implementation Plan	Timeline	Status
<p>2.1. - Mentorship program both externally and internally for groups that are not normally present in CFD and/or leadership positions within all ranks. Create awareness for ODP/mentorship training program with an emphasis on professional development.</p>	<p>Engage with the Director of Training at the Fire Academies to assist in establishing a group of Mentors who will be willing to participate in the program. Create contracts for mentors and mentees to set expectations. Begin implementation as soon as mentors and mentees are registered. Mentees are assigned a mentor, and a physical agreement is signed clearly stating what expectations are of each person based on their rank and aspirations for future advancement within CFD. External mentorships would be through community organizations across the city with structured and supervised interactions with youth seeking careers within CFD. This would be a volunteer opportunity for CFD Employees.</p>	<p>Jun-23</p>	
<p>2.2. - Develop a program to promote the growth and inclusion of women within the ranks of the CFD and increase recruitment of women and other underrepresented groups to the CFD</p>	<p>This comprehensive recruitment program will identify the need to outreach our target area. Track efforts and asses and revise annual recruitment needs. Establish equitable and legally defensible criteria. Hiring of women and unrepresented groups in the digital age. This will promote inclusion within the ranks of active female members.</p>	<p>May-23</p>	

<p>2.3. - Officer Development Program / Mentorship to train, coach, and develop current underrepresented service personnel to achieve advancements in their fire service career.</p>	<p>Many opportunities within the department are elusive to minority members. This stems from being the first on the job and needing guidance on achieving a position that might not necessarily be a firefighter. The program would allow members to explore different opportunities on the job, like Public Education, O.F.I., and/ or Instructor. In addition, it establishes transparency and accountability within pathways of promotions.</p>	<p>May-23</p>	
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## RACIAL EQUITY ACTION PLAN: Priority #1

### Our department will advance the following strategies:


**2. Department Strategy: Increase the presence of women and other underrepresented groups within the Chicago Fire Department by creating the CFD Cadet Program for local residents**

**Measures of Impact: Quarterly progress report to ensure that the program is continuing to move and funds are being secured. Coordinated metrics with CCC, CPD, CPFTA, Park District, and other entities.**

Actions	Implementation Plan	Timeline	Status
3.1. - Create a program draft using the Milwaukee Fire Department Model. Conduct meetings and create program parameters for Cadets. Establish and Develop program announcements, generate interest, and meet with different community stakeholders about the program	Establish program goals and objectives as well as a curriculum in coordination with the City of Chicago Colleges (CCC) and CFD. Establish funding needs from the Office of Budget and Management (OBM), grants, and other various sources of funding for the program. Obtain buy-in from CFD Exempts, Deputy Mayor of Public Safety, OPSA, and DHR is critical to the success of the program	FY 2023	
3.2. - Create a committee of stakeholders to establish a pathway forward and ensure that partners are committed to assisting CFD and Cadets with funding via educational grants and funding through state Map grants, tutorial staff, and mentors for the Cadets. Interview process, criteria for choosing cadets. Candidates are chosen in December of 2024	Committee work begins on curriculum and interviewing staff is assembled with metrics for selection. Advertising of the program begins and the application process is opened. Rules and Regulations are established. This is a very strict program that is highly structured and Cadets sign a contract to fulfill all requirements and commit to their own success. Selection process for the final class. The cadet program is launched in Fall of 2025	FY2024	
3.3. - Prepare list for publication of chosen cadets June 2025. Establish a timeline for admissions into the program with a target date of September 2025.	Begin training of Cadets and ensure they have the appropriate funding, support, and tools for success. Monitoring of the Cadet and the success of the program will run for a 2-year period. At the end of the training, successful candidates will have an opportunity to be hired by CFD	FY2025	



## RACIAL EQUITY ACTION PLAN: Priority #2

**The City of Chicago's Vision:** All people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments, and opportunities that promote optimal health and well-being. (HC2025) 



### Citywide Priority Area & Desired Result:

**DATA: All Chicagoans can obtain, view, or use public facing data from the City of Chicago.**

### Indicators Examined:

#### ***Community Data***

City of Chicago Data Portal, PEW Research Center, Southwest Smart Community Plan, Quality of Life Plans for South Shore, Belmont Craigin, and Roseland/Far South.

#### ***Program/Department Data***

Citywide IT Modernization Internal Polling, FF/EMT Applicant Survey

### Community Feedback and Narratives

A joint study conducted by the University of Illinois at Chicago and the University of Iowa, commissioned by the City of Chicago, revealed that Chicago has particularly low levels of Internet usage in the five Smart Communities and similar neighborhoods across the city whose residents are older, Latino, African-American, low-income or less educated. A survey of residents identified three primary barriers to regular technology use:

Cost

Not understanding how to leverage or benefit from its use

Difficulty of use

### Define the Problem

Chicago's Black and Latino residents do not have equal technology access to Chicago's data. The digital divide in Chicago's black and brown community means that many residents do not have access to the technology or internet access necessary to access and utilize the city's data. According to a 2021 report from the Chicago Urban League, over 70% of Black households in Chicago lack broadband internet access, which is significantly higher than the citywide average. This lack of access can limit opportunities for education, employment, and accessing government

services, including accessing Chicago's Fire Department public-facing data.

Furthermore, Black residents in Chicago are less likely to own a computer or a smartphone than other racial groups, making it difficult for them to participate fully in the digital economy. This lack of access and digital literacy can perpetuate inequalities and limit opportunities for upward mobility.

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### **Identify Root Causes to the Problem**

1. **Systemic racism and discrimination:** The digital divide in Chicago's Black community is perpetuated by systemic racism and discrimination that limit opportunities for upward mobility and contribute to unequal access to education, employment, and economic resources.
2. **Unequal economic opportunities:** Many residents in Chicago's black community face economic barriers that make it difficult to afford technology and internet access, such as high unemployment rates, low wages, and limited access to affordable housing.
3. **Unequal educational opportunities:** Many residents in Chicago's black community do not have access to quality education and training opportunities that can provide the digital literacy skills necessary to use technology and access digital resources effectively.
4. **CFD lack of IT Governance:** IT Governance is a process that ensures the effective use of technology to achieve CFDs strategic and civic goals and objectives. It includes setting up stakeholder groups and decision-making processes to ensure desired business outcomes are coordinated and cost-effective.
5. **CFD lack of Enterprise Resource Planning:** ERP systems tie together a multitude of business processes and enable the flow of data between them. By collecting an organization's shared transactional data from multiple sources, ERP systems eliminate data duplication and provide data integrity with a single source of authenticity.

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### **Define Your Department's Opportunity**

#### **Implement a Strategic Initiative and Data Analytics Unit:**

CFDs often encounter various medical emergencies, hazardous incidents, and manufactured disasters as first responders. The newly formed Strategic Initiative and Data Analytics Unit will lead the Chicago Fire Department to become a Data Driven Department. Our ability to leverage CFD's

rich data, and source data from other city agencies, will provide valuable insights that will allow our leadership to make knowledgeable and informed operational decisions, save lives, reduce property loss, and protect our firefighters and EMTs. Additionally, early trends and insights gained from CFDs Strategic Initiative and Data Analytics Unit will help support mission-critical efforts for CFD, the Chicago Police Department, the Buildings Department, and many other City agencies.

CFD can identify and score various risk factors, trends, and correlations using machine learning algorithms, decision trees, and regression models. Ultimately, being a data-driven department will ease workloads, simplify incredibly complex fire service tasks, and increase our fire inspection capabilities.

**CFDs IT Governance:**

IT Governance is a process that ensures the effective use of technology to achieve CFD's strategic, technology accessibility, and public education goals and objectives. This will require us to engage the highest-level decision-making department exempts that will establish and oversee CFDs technology strategy for use across the Chicago Fire Department to achieve organizational outcomes and community engagement.

**Office of Budget Management:**

Work closely with OBM to develop refreshed job titles and specifications that include data and technology needs and create new budgeted positions so that CFD is better equipped to service our members and customers.

**Create a CFD Data and Technology Playbook:**

CFD stakeholders can create a Data and Technology Playbook to promote a consistent departmentwide strategy for producing high-quality data and informational dashboards for our leadership, members, and all Chicagoans. The Playbook will provide CFD's various bureau chiefs and department leaders with guidance on how to design and deploy equitable, intuitive, and useful digital services.

**AIS-IT & OPSA -IT:**

Work closely with AIS IT & OPSA-IT to express CFDs data and technology needs and concerns. Modernize legacy systems, adopt new policies and procedures, own our data, and create data transparency throughout the department.

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## RACIAL EQUITY ACTION PLAN: Priority #2

### Our department will advance the following strategies:

#### 1. Department Strategy: Engage department leadership to establish and oversee CFD's technology strategy across the department

**Measures of Impact: Secured funding, more robust data systems infrastructure**

Actions	Implementation Plan	Timeline	Status
1.1 (a) Plan (b) Research (c) Communicate (d) Budget Development	Obtain buy-in from CFD leadership. Communicate the plan with OBM and other key Stakeholders. Research/Develop Business Case. Start budget development process.	Apr - Jun 2023	
1.2 Budgeting Continues. Unit Development. Infrastructure Buildout.	Finalizing Budget. Submit New Initiative Form to OBM.	Jun - Dec 2023	
1.3 Infrastructure Buildout. Database Design or Cloud Solutions. Data Integration. ETL. BI Models. Implement Security Protocols.	Work with AIS-IT & OPSA-IT to build- out DB infrastructure on exiting servers or cloud solutions. Identify data integration and transformation tools. Design and deployment of ETL data-processing pipelines. Test Business Intelligent Models. Conduct needs assessment and analysis for each bureau and functional unit. Work with AIS-IT and OPSA-IT to identify internal and external data sources, develop API's and ensure data security.	Jan 2024- Apr 2025	

## RACIAL EQUITY ACTION PLAN: Priority #2

**Our department will advance the following strategies:**

**2. Department Strategy: Develop job titles and specifications for new data and technology budgeted positions**

**Measures of Impact: Created, posted, and filled job positions for data analytics and management**

Actions	Implementation Plan	Timeline	Status
2.1 Talent Recruitment	Identify human resource needs and talent. Work with HR to develop job announcements. Work with HR to post job openings	Apr - May 2024	
2.2 Recruitment/Interviews	Host outreach/hiring events in underrepresented communities. Identify a diverse pool of qualified candidates. Conduct interviews of a pool of diverse candidates.	Apr - Sep 2024	
2.3 Equity Hiring/Onboarding	Selection of a diverse pool of candidates. Onboarding of selected candidates.	Oct-Dec 2024	

## RACIAL EQUITY ACTION PLAN: Priority #2


### Our department will advance the following strategies:

**3. Department Strategy: Form a Strategic Initiative and Data Analytics Unit to make informed operational decisions, save lives, reduce property loss, and protect firefighters and EMT's**

**Measures of Impact: Operations informed by new data systems and personnel**

Actions	Implementation Plan	Timeline	Status
3.1 OSEMN (Obtain, Srub, Explore, Model, Interpret) Framework and CRISP- DM (Cross Industry Standard for Data Mining).	Plan, Design, and Develop BI, regression, logistic, and ARIMA models. Test models.	Jan - Apr 2025	
3.2 Model Deployment	Deploy models to key stakeholders, community partners, functional units, and end-users.	Apr - Sep 2025	
3.3 CRUD (Create, Read, Update, Delete) Evaluation	Identify new business cases or needs. Develop new tables. Insert and update information. Remove or delete old or obsolete information.	Oct 2025- Dec 2026	

## RACIAL EQUITY ACTION PLAN: Priority #3

**The City of Chicago's Vision:** All people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments, and opportunities that promote optimal health and well-being. (HC2025) 



### Citywide Priority Area & Desired Result:

**COMMUNITY ENGAGEMENT: All Chicagoans have a meaningful opportunity to influence City of Chicago programs, policies, and initiatives.**

### Indicators Examined:

#### *Community Data*

Quality of Life Plans for South Shore, Belmont Craigin, and Roseland/Far South, resources in the neighborhoods

#### *Program/Department Data*

Neighborhoods with the highest call volume (top 3 wards 28, 27, 42),

### Community Feedback and Narratives

When communities think about assets related to public health they do not think about the Fire department. Community members are trying to address the root causes that are driving the health disparities in their communities. Communities are also thinking about how they can better address specific populations like youth, seniors, and returning residents. Communities also see how historical economic disinvestment is a main driver of disparities.

### Define the Problem

There is a lack of relationship between the Fire Department and communities. As communities are thinking about what they can do to impact health inequalities, they are not seeing the Fire Department as an asset that can help them drive toward their goals. The department also has not fully embraced its role as a part of the public health system and made its relationship with community a priority. There are ways the department could provide more dynamic public health education and connection to resources that help prevent to main issues that lead to emergency calls.

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### **Identify Root Causes to the Problem**

For some communities, there is a negative connotation with the Fire department or a lack of meaningful connection. This stems from historical inequalities and discrimination that led to the exclusion of people of color and women in the department. Over time communities of color did not see the department as one that represented them or their interests. They did not think they could become firefighters, did not think of it as an agency that helped their communities, etc. For some communities, they began associating the department with fear and trauma. This has led to people not really understanding what the department does and how it could be an asset to building community health. Additionally, the lack of connection to communities of color has led to bias and misunderstanding about communities and what the root cause of their issues are. This impacts how the department can be relevant to those communities.

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### **Define Your Department's Opportunity**

The Fire department can get more strategic in its proactive outreach to communities by targeting communities who have the highest numbers of call for service.

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## RACIAL EQUITY ACTION PLAN: Priority #3

### Our department will advance the following strategies:

**1. Department Strategy: Obtain public feedback and assist community leaders in closing gaps and improving life expectancy .**

**Measures of Impact: Community events, community Partners Qualitative, via survey gauge community members knowledge of programs by demographics and assessment and survey results**

Actions	Implementation Plan	Timeline	Status
1.1 Hire/Contract a Medical Director to assist with expanding coverage area for Mobile Integrated Health care unit	Do extensive research and conduct a market analysis for Medical Directors that aligns with the Fire Department EMS services. Follow city protocol to create approved job description/ Add position and or contractor line item to FY24 Budget. Collaborate with OPSA/Procurement to hire Medical Director. Follow diversity equity inclusion protocol for hiring and/or contracting	FY23	
1.2 Create an innovative Community Health Care Assessment/Survey for EMS	Collaborate with SME to create a survey that focuses on diversity, equity, and Inclusion in relation to CFD EMS services. Determine methods and execute a plan to distribute survey and collect results. Analyze the results and create a corrective action plan. Share equity actions. and milestones & actively engage with communities to gather public input.	Ongoing	
1.3 Explore the creation of an innovative collaborative Community Outreach Engagement Team	Explore the possibility of hiring CFD community outreach workers and/or building a team of volunteers to collaborate with other departments within the city of Chicago to assist with linking resources, collaborating with our DEI team, collaborating with our Pub Ed department to identify gaps in our community involvement based on the annual survey action plan, to put CFD more in tune with the communities that need more assistance with closing the life expectancy gaps.	FY24	

## RACIAL EQUITY ACTION PLAN: Priority #3

### Our department will advance the following strategies:

#### 2. Department Strategy: Mobile Integrated Healthcare to include DEI concepts and a community collaborative EMT training initiative

**Measures of Impact: Data** will be collected from multiple sources internally from the MIH team and surveys conducted in the communities

Actions	Implementation Plan	Timeline	Status
<p>2.1 Collaborate with SME's to develop language that will integrate diversity, equity, and inclusion methodology in all training policies and protocols for Mobile Integrated Health(MIH).</p>	<p>Review training materials with SME to ensure that the material adheres to DEI concepts and CFDs diversity goals. Conduct round table discussions and reviews by CFD key stakeholders. Allow for final review and recommendations prior to training implementation.</p>	<p>ongoing</p>	
<p>2.2 Expand Mobile Integrated Healthcare (MIH) program which focuses on patients that have chronic conditions and frequent 911 users</p>	<p>Coordinate with SME's , MHN, Region 11, Medical Director, and (local 2 if necessary) to create an expansion plan for MIH. Implement a plan that includes closing gaps and improving life expectancy. Clearly define roles and responsibilities. Explore opportunities for grants and collaborations. Amend the contract with MHN to include diversity, equity, and inclusion concepts within the scope. Expand MIH coverage areas in phases                      Include positions in the FY24 line budget                      (Community) Paramedics 10                      Administrative Assistant 11                      Staff Assistant                      Deputy District Chief                      Commander                      Project Manager</p>	<p>FY24</p>	

<p>2.3 Coordinate with Community Leaders          explore creating an EMT training initiative for community members that are interested in becoming EMT's which will be a pathway to work as boots on the ground within the communities for CARE and MIH and possibly lead to pathways to becoming a paramedic</p>	<p>Pursue partnerships with new and existing organizations. Collaborate with community leaders to strategically plan to create EMT opportunities and future pathways. Develop MOUs with community-based organizations.</p>	<p>FY25</p>	
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## RACIAL EQUITY ACTION PLAN: Priority #3

**Our department will advance the following strategies:**

**3. Department Strategy: Conduct risk assessments and identify key performance indicators to create a transparent dashboard for publishing**

**Measures of Impact: Data will be collected from multiple sources including patients that graduate from the Mobile Integrated Health program**

Actions	Implementation Plan	Timeline	Status
3.1 Explore the creation Health Risk Reduction Divison	Conduct a risk assessment of gaps and start a Risk Reduction division driven by assessment results and action plan. This division will Include our DEI team, Public Education, and MIH collaborative efforts to support the community with closing gaps and improving life expectancy.	FY25	
3.2 Research Starting a Health Access to care Initiative to address disparities and barriers	Collaborate with external SME on best ways to assist with this initiative without disruption or lag time of EMS services provided by CFD. Decide criteria person that will need this assistance. Research and collaborate with IDPA, County Care and other pathways on ways to connect the unisured with enrolling in health care coverage	Ongoing	
3.3 Evaluate all Project/Initiatives and Measure MIH patient satisfaction and outcomes	Conduct an evaluation of all projects and initiatives while identifying and implementing concrete and measurable actions to achieve diversity equity and inclusion. Measure outcomes for patients that graduate from MIH based on satisfaction survey results and report results annually.	Ongoing	