



December 14, 2023

**Los Angeles County
Board of Supervisors**

Hilda L. Solis
First District

Holly J. Mitchell
Second District

Lindsey P. Horvath
Third District

Janice K. Hahn
Fourth District

Kathryn Barger
Fifth District

TO: Supervisor Lindsey P. Horvath, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Janice K. Hahn
Supervisor Kathryn Barger

FROM: Christina R. Ghaly, M.D. *Chaly*
Director

SUBJECT: **ADVANCING COUNTYWIDE STRATEGIC
DIVERSITY GOALS (ITEM NO. 106-A FROM THE
SEPTEMBER 12, 2023, MEETING)**

Christina R. Ghaly, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Deputy Director, Clinical Affairs

Nina J. Park, M.D.
Chief Deputy Director, Population Health

Elizabeth M. Jacobi, J.D.
Administrative Deputy

On [September 12, 2023](#), the Board of Supervisors (Board) directed the Director of the Department of Health Services (DHS), in collaboration with the Chief Executive Office's (CEO) Anti-Racism, Diversity and Inclusion (ARDI) Initiative, to report back in writing in 90 days with recommendations on how a proposed strategy could utilize ARDI tools to ensure its sole source and other contracts advance the Countywide strategic diversity, equity and inclusion goals. The recommendations should include strategies to examine how contractors can improve hiring and promotion practices, meet the federal, State and local non-discrimination standards, and promote delivery of services in a culturally appropriate manner to all residents regardless of age, cultural and ethnic background, religion, sexual orientation, and gender identity, including residents with disabilities and those with limited English proficiency.

Below is the response to the motion directives.

Background

Historically, there have been several Countywide strategies aimed at advancing Los Angeles County's (LA County's) diversity, equity, and inclusion goals in contracting. Notable strategies include, but are not limited, to:

- In July 1991, the Board adopted the LA County Minority and Women-Owned Business Enterprise. This program was adopted primarily to ensure that minority and women-owned businesses enjoyed full and equal access to all LA County's procurement and contracting activities.
- In November 1994, the Board renamed the program the "Los Angeles County Community Business Enterprise Program" (CBE).

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213) 288-8050
Fax: (213) 481-0503

www.dhs.lacounty.gov

"To advance the health of our patients and our communities by providing extraordinary care"

www.dhs.lacounty.gov



- In August 2019, the Board adopted a motion to include Lesbian, Gay, Bisexual, Transgender, Queer, and Questioning-Owned Business Enterprises (LGBTQQ) as a business designation under the CBE program. [Board Policy 5.010](#) was revised to also add the 25% annual CBE participation goal for LA County contracts.
- In April 2021, the Board adopted a [Leveraging the County's Position as a Market Participant to Promote Equity in County Contracting \(ECC\) motion](#) to promote an anti-racist, diverse, equitable, and inclusive procurement process as one strategy to achieve economic inclusion for all communities. The result of this effort is the [County of Los Angeles Best Practices for Unbundling Contracts](#).
- In August 2022, the Board adopted a motion regarding [Implementing the Priority Strategies of the Equity in County Contracting Project Team](#), which resulted in a centralized contracting and procurement office within the Internal Services Department (ISD), in collaboration with the Director of the Department of Economic Opportunity (DEO), that is both an internal resource to LA County departments and an external resource to small employers looking to contract with LA County more easily. This office also institutionalized the work of the ECC Action Teams and Workgroups; and leads the work of continuous, equitable and efficient improvements to LA County's contracting and procurement processes. This motion also directed the DEO to identify barriers to certification as LA County Local Small Business Enterprises (LSBEs), Disabled Veteran Business Enterprises (DVBES) and as Social Enterprises (SEs) that qualified businesses, collective bargaining organizations, and nonprofits experience, provide recommendations to address those barriers and an associated Implementation Plan, as well as discuss outreach efforts.

As noted in the September 12, 2023, motion, DHS has developed an Equity, Diversity, Inclusion and Anti-Racism (EDIA) initiative. Created through engaging patients, community members and workforce members, DHS' EDIA initiative seeks to advance equity through objectives for population health, quality/patient experience, workforce and fiscal sustainability. DHS' fiscal sustainability goals include advocacy for diversity vendor outreach in LA County contracting processes and prioritizing positive environmental impacts, and DHS added a position to the Contracts and Grants Division (C&G) to focus on EDIA initiatives in DHS contracting. DHS is also engaged with the Countywide Racial Equity Strategic Plan and the ARDI initiative to implement the plan in collaboration with LA County Departments.

Recommendations

In consultation with ARDI, DHS' recommendations for advancing diversity, equity and inclusion goals in sole sources and other contracts include:

- **Improvements to the Solicitation Process and Contract Language:** DHS will develop equity, diversity, inclusion, and anti-racism preamble language to include in DHS solicitations and contracts, which will highlight DHS' commitment to

contracting with diverse vendors who demonstrate positive environmental impact and equitable business practices along with meeting federal, State and local non-discrimination practices.

- **Unbundling Contracts:** In addition to improving our solicitation process, DHS will analyze service needs and utilize the [County of Los Angeles Best Practices for Unbundling Contracts](#) to identify opportunities where unbundling would be feasible, which will result in economic empowerment of marginalized communities by allowing smaller businesses to access new smaller dollar value contract opportunities. Unbundling refers to the process of dividing a large contract into multiple smaller contracts as a viable procurement strategy to encourage small, local, diverse business, and community-based organization utilization.
- **Outreach and Marketing:** DHS will develop an outreach and marketing initiative in an effort to increase awareness of contracting opportunities for diverse vendors within the local economy. The C&G EDIA staff will develop informational materials for doing business with DHS, including information on becoming a certified CBE and/or LSBE, with consultation with ARDI, DEO and ISD; attend community events; and send notifications/emails to the certified CBE and Preferred Preference Enterprise (PPE) vendors about all DHS contracting opportunities.
- **Technical Assistance and Training:** In consultation with ISD and DEO, DHS will provide technical assistance to CBE and PPE vendors on navigating the DHS contracting process and conduct informational trainings and events for the vendors on how to effectively respond to DHS solicitations. This will provide opportunities for diverse vendors who may otherwise not be familiar with the DHS contracting process, or shy away from responding to a solicitation.

If you have any questions, you may contact me, or your staff may contact Elizabeth Jacobi, Administrative Deputy by email at EJacobi@dhs.lacounty.gov.

CRG: ej

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors