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COUNTY OF LOS ANGELES

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CHIEF EXECUTIVE OFFICER

Joseph M. Nicchitta

"To Enrich Lives Through Effective and Caring Service"

September 01, 2026

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

**APPROVAL OF PROPOSED BOARD POLICY CHAPTER 11 – LOS ANGELES
COUNTY FOR ALL AND THREE NEW POLICIES - LOS ANGELES COUNTY FOR ALL, ANTI-
RACISM, AND ADVANCING EQUITY IN DEPARTMENTAL OPERATIONS
(ALL DISTRICTS AFFECTED) (3-VOTES)**

SUBJECT

Approval of the County of Los Angeles (County) Board Policy Chapter, titled "Los Angeles County for All" (Chapter), and three newly written policies: Los Angeles County for All; Anti-Racism; and Advancing Equity in Departmental Operations (Policies). The adoption of the Chapter and Policies will implement the Board of Supervisors' (Board) direction to establish an anti-racism policy agenda across all County departments and articulate the County's approach to advance anti-racism, equity, inclusion, belonging, diversity, and civil rights across all public programs and operations. The Policies also provide clarity and clear direction to County departments on long-term priorities and responsibilities to administer equitable service delivery and achieve the County's vision of Los Angeles County: a place where all residents are healthy, experience justice, and thrive.

IT IS RECOMMENDED THAT THE BOARD:

Adopt the Chapter and Policies. Your Board's adoption of the Chapter and Policies will make clear the County's continued commitment to combatting discrimination and advancing equity by setting expectations for County departments and entities on their role and responsibilities to advance the well-being of all communities in Los Angeles County. This includes the development and implementation of programmatic and operational procedures, practices, and service delivery aligned with the Chapter and Policies' intent.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

On July 21, 2020, the Board adopted a motion to establish an anti-racism policy agenda, recognizing, affirming, and declaring that "racism is a matter of public health in Los Angeles County... and that racism against Black people has reached crisis proportions that result in large disparities in family stability, health and mental wellness, education, employment, economic development, public safety, criminal justice, and housing." The motion also directed the creation of a strategic plan and underlying policy platform to address the elimination of racism and bias in the County.

Furthermore, on July 11, 2023, the Board adopted the Racial Equity Strategic Plan and directed the creation of a draft Board policy setting forth the County Policy on Anti-Racism, Diversity, Equity, and Inclusion, to "apply to all County departments and entities," and will also "include language designating the Chief Executive Office's (CEO) Anti-Racism, Diversity, and Inclusion (ARDI) Initiative as the entity responsible for leadership and accountability under the policy and the Countywide Racial Equity Strategic Plan."

ARDI proposes to establish a new Chapter relating to anti-racism, equity, inclusion, belonging, diversity, and civil rights to enable departments to more clearly implement the Board's direction. The Chapter will convey the County's commitment to advance a Los Angeles County where all residents are healthy, experience justice, and thrive. In furtherance of the anti-racism policy agenda, there will be opportunity to develop additional Countywide policies in this Chapter, informed by equity best practices and ongoing multi-departmental efforts to advance equity for all residents. When deemed appropriate, the Chapter will also facilitate the relocation of existing County policies to promote better visibility of the equity-related policies and their organization within the Board's Policy Manual.

In furtherance of this recommendation and in response to the above motions, ARDI drafted three new policies for approval and adoption: (1) Los Angeles County for All; (2) Anti-Racism; and (3) Advancing Equity in Departmental Operations. The Policies were developed in consultation with County Counsel for the Board's consideration and are provided in the Enclosure. If the Chapter and Policies are adopted, ARDI plans to develop and implement departmental guidance that will assist leadership, ARDI Executive Team Leads, Equity Action Teams, and County staff in implementation.

Implementation of Strategic Plan Goals

The recommended action advances all three County's Strategic Plan North Stars — making investments that transform lives, fostering vibrant and resilient communities, and realizing tomorrow's government today.

Adopting the policy chapter and three new policies will embed anti-racism, equity, inclusion, and belonging for all into departmental planning, decision making, and service delivery, as well as direct resources and address barriers for communities experiencing adverse life outcomes. Policy implementation will further strengthen the County's ability to provide fair access to services, reduce disparities, and foster community trust in County institutions. Together, these efforts advance responsive and community-centered governance, positioning the County to deliver more effective, inclusive, and sustainable solutions that benefit all residents while addressing longstanding inequities.

Additionally, setting an anti-racism policy agenda is identified in the Los Angeles County Racial Equity Strategic Plan as a key strategy necessary to achieve the Plan's goals. This strategy supports the County's commitment to advocating for legislation that improves outcomes, reduces

racial disparities, and supports local, regional, State, and federal initiatives aimed at dismantling systemic racism.

FISCAL IMPACT/FINANCING

There is no fiscal impact.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

On June 17, 2026, staff representatives from CEO's ARDI Initiative presented the proposed Chapter and Policies to the Audit Committee for their review. The Audit Committee approved the draft Chapter and Policies pending final adoption by the Board.

On August 5, 2026, ARDI staff presented the Chapter and Policies to the Operations Cluster for their review. Operations Cluster approved the Chapter and Policies pending final adoption by the Board.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

The adoption of the Chapter and Policies are intended to clarify the County's continued commitment to combatting discrimination and advancing equity and well-being for all communities in Los Angeles County. Beyond the three new Policies enclosed, the Chapter will also include existing and newly written policies to strengthen the impact of County procedures and practices to ensure better life outcomes for all Los Angeles County residents through analyses, decision making, and actions rooted in an equity lens. Together, this consolidated Chapter will assist leadership, ARDI Executive Team Leads, Equity Action Teams, and County staff in implementing the Board's anti-racism policy agenda.

The Chapter will be codified in the Board's Policy Manual as follows:

11.010 – Los Angeles County for All. Codifies the County's commitment to advancing equity, promoting equality, and ensuring the thriving and wellbeing of all residents through a unifying framework. The policy directs County departments and entities responsible for implementing this policy with defined roles and responsibilities. These include how the standards, requirements, and expectations set forth by the policy framework must be applied across all aspects of County operations.

11.020 – Anti-Racism. Affirms the County's commitment to proactively eliminating racism and discrimination in all its forms. The policy includes how County departments must implement and embed anti-racism practices to combat dimensions of interpersonal, institutional, systemic, and structural racism, while ensuring County policies, programs, and services comply with federal, State, and local laws prohibiting discrimination.

11.030 – Advancing Equity in Departmental Operations. Affirms the County's commitment to equity, including taking proactive measures to promote wellbeing and thriving for all people in the County. The policy provides direction to County departments to address disproportionality and disparate life outcomes via practices within their zone of authority, control, and influence that proactively advance procedural equity, distributional equity, and structural equity. Please note that the current County Policy on Equity is undergoing revisions and is intended to be renamed to reflect the County's processes relating to workplace discrimination and inappropriate conduct toward others.

Adoption of the Chapter and Policies will establish standard definitions and practices for use by County departments. The Policies also establish the CEO, through ARDI, as the coordinating body for adherence to each of these three policies and providing further direction and guidance for their implementation.

Respectfully submitted,



Joseph M. Nicchitta
Chief Executive Officer

JMN: JG:MC
CM:HJN:MML:es

Enclosures

c: Executive Office, Board of Supervisors
County Counsel

Los Angeles County for All

Policy #:	Title:	Effective Date:
11.010	Los Angeles County for All	MM/DD/YY

PURPOSE

This policy communicates the County's enduring commitment to advancing a Los Angeles County for All, where all residents are healthy, experience justice, and thrive. It provides a unifying framework and foundation for embedding the principles of equity, anti-racism, inclusion, belonging, and diversity throughout all County operations.

The policy establishes the Chief Executive Office (CEO), through the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative, as the central coordinating body to ensure compliance with this policy.

REFERENCE

July 21, 2020: Board Motion, "Establishing an Antiracist Los Angeles County Policy Agenda." <https://file.lacounty.gov/SDSInter/bos/supdocs/147332.pdf>.

July 11, 2023: Board Motion, "Further Advancing Anti-Racism, Diversity, Equity, and Inclusion in Los Angeles County: Adopt the Countywide Racial Equity Strategic Plan and Creation of Board Policy." <https://file.lacounty.gov/SDSInter/bos/supdocs/0e6715e1-4461-4d8d-adfd-0cf9f14f583c.pdf>.

County of Los Angeles Racial Equity Strategic Plan (RESP). <https://ceo.lacounty.gov/ardi/racial-equity-strategic-plan/>.

Los Angeles County Code Chapter 5.09, Policy of Equity. http://library.municode.com/HTML/16274/level2/TIT5PE_CH5.09POEQ.html.

Los Angeles County Code Chapter 5.10, Policy on Diversity. https://library.municode.com/ca/los_angeles_county/codes/code_of_ordinances?nodeId=TIT5PE_CH5.10PODI.

County of Los Angeles Countywide Cultural Policy. https://library.municode.com/ca/la_county_-_bos/codes/board_policy?nodeId=CH3ADGEGO_3.180COCUPO.

County of Los Angeles Policy of Equity. http://file.lacounty.gov/bos/supdocs/070111_Equity.pdf.

December 3, 2024: Board Order No. 15 – County Policy of Equity Revision. <https://file.lacounty.gov/SDSInter/bos/supdocs/197959.pdf>.

County of Los Angeles Equal Employment Opportunity Non-Discrimination Policy Statement And Poster. https://library.municode.com/ca/la_county_-_bos/codes/board_policy?nodeId=CH9PE_9.010EQEMOPNSCPOSTPO.

California Government Code §§ 11135–11139, Non-Discrimination. https://california.public.law/codes/government_code_section_11135.

Fair Housing Act. 42 U.S.C. Chapter 45 (§§ 3601–3631). <https://uscode.house.gov/view.xhtml?path=/prelim@title42/chapter45&edition=prelim>.

Civil Rights Act of 1964: 42 U.S.C. § 2000a et seq. <https://www.archives.gov/milestone-documents/civil-rights-act>.

California Fair Employment and Housing Act. Cal. Gov. Code § 12900 et seq. <https://calcivilrights.ca.gov/legalrecords>.

Equal Employment Opportunity Non-Discrimination Policy. California Government Code §§ 11135–11139, Non-Discrimination. https://california.public.law/codes/government_code_section_11135.

DEFINITIONS

Anti-Racism: The process of actively identifying and eliminating racism by disrupting and transforming systems, institutions, policies, practices, and interpersonal interactions that perpetuate racist ideas, impacts, and actions.

Belonging: Ensuring that everyone has the right to contribute to the political, social, and cultural systems that shape their world.

Disparities: Measurable differences in outcomes, access, treatment, or resource allocation between groups, as identified through quantitative or qualitative analysis. Racial disparities are those that are observed across multiple racial or ethnic groups.

Disproportionalities: When specific subpopulations are overrepresented or underrepresented in a life outcome, program, or system compared to their proportions in the general population. Racial disproportionalities are those that are observed across multiple racial or ethnic groups relative to their proportions of the total population.

Diversity: The full range of human differences, including, but not limited to, personal experiences, backgrounds, race, ethnicity, gender, gender identity, gender expression, sexual orientation, age, disability, religion, language, socioeconomic status, beliefs, values, perspectives, geographic region, and lived experience.

Equal Opportunity: The principle that individuals are provided the same access to opportunities, benefits, services, and employment without regard to protected characteristics.

Equality: The principle that all individuals should have the same rights, treatment, and opportunities, regardless of a person's background or protected characteristics.

Equity: When all individuals, institutions, systems, and society treat everyone fairly in light of their individual circumstances, resulting in just outcomes across all populations. This approach is based on the belief that society is better off when everyone receives the resources and support they need to thrive and live well, and that just outcomes are possible only when a society eliminates racism and other forms of discrimination that lead to harm, violence, and disparities across populations.

Inclusion: The intentional and ongoing effort to ensure that all individuals and groups can fully participate, contribute, and be recognized within a given space.

Inequities: Unfair and avoidable differences in health, opportunities, and outcomes that arise from social conditions like racism, poverty, or unequal access to resources.

Racism: An overarching set of beliefs, policies, and practices designed to impose and reinforce a social hierarchy based on race or ethnicity. Racism can occur at any level of society, including interpersonal relationships, institutional decisions, and interactions across systems that can lead to race-based barriers to opportunity.

POLICY

The County of Los Angeles ("County") shall advance a Los Angeles County for All, where all residents are healthy, experience justice, and thrive. This policy serves as the County's foundation for embedding the principles of equity, anti-racism, inclusion, belonging, and diversity within and across all County policies, programs, and services. Los Angeles County for All embodies the County's vision of a thriving region where public institutions promote opportunity, belonging, and shared prosperity.

County departments shall serve all residents fairly, including by eliminating systemic barriers, providing equal opportunity and access, and preventing and responding to discrimination and bias. This policy applies to all County operations, including, but not limited to, the areas of public service delivery and infrastructure, community and stakeholder engagement, decision-making, budgeting, procurement and contracting, and employment opportunities.

In collaboration with CEO-ARDI, departments will develop action plans, collect and analyze data, engage with local communities, and report to the Board of Supervisors to ensure that the County continues to improve the well-being of all residents and advances a Los Angeles County for All.

CEO-ARDI Responsibilities

The Chief Executive Office (CEO), through the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative will act as the lead department for maintaining and advancing this policy, including coordinating implementation of all related policies across departments and reporting on progress to the Board, as follows:

- Develop, align, and update equity, anti-racism, belonging, inclusion, diversity, and other relevant policies for the County and its departments.
- Issue implementation guidance, toolkits, and frameworks to assist departments with adherence to this policy.

- Provide training, tools, and technical assistance to departments as necessary and appropriate to ensure compliance with this policy.
- Establish and monitor Countywide equity indicators, analyze data to identify disparities, disproportionalities, inequities, and key life outcomes, and report regularly to the Board and public on progress and outcomes.
- Engage communities and partners to inform County policies, advance equitable participation in decision making, and promote belonging and inclusion throughout County programs and services.
- Develop and enforce policies, procedures, and/or guidelines that ensure all County departments adhere to the standards established by this policy.
- Review and report every two years to the Board on departments' progress on advancing a Los Angeles County for All.
- Consult with County Counsel as appropriate to ensure compliance with federal, state, and local laws and regulations, in connection with this policy.

Departmental Responsibilities

1. Where relevant, engage stakeholders when designing and evaluating policies to inform decisions that affect access to services and programs, including, but not limited to, policies that govern service delivery, program eligibility, and operations.
2. Consult with CEO-ARDI when developing or revising policies related to anti-racism, equity, inclusion, belonging, and diversity.
3. Designate Departmental Executive Team Lead(s) to coordinate implementation of this policy and related ARDI policies.
4. Create Equity Action Teams to participate in Countywide workgroups and implement multi-departmental initiatives.
5. Assess departmental programs, policies, and practices to identify opportunities to eliminate structural and systemic barriers causing disparities, disproportionalities, and inequities among Los Angeles County residents and communities, so everyone has access to opportunities, resources, and programs that improve their quality of life.
6. Participate in CEO-ARDI sponsored training, data collection, reporting, and other activities to increase capacity to carry out departmental responsibilities pursuant to this policy.

Accountability and Reporting

Departments shall identify measurable goals and report progress annually to CEO-ARDI. CEO-ARDI shall develop implementation guidance, technical assistance, toolkits, and data tools to support departmental efforts.

Legal Compliance

This policy shall be construed so that it is consistent with any applicable federal, state, or local law, regulation, or binding legal requirement, including but not limited to, laws governing civil rights, equal protection, nondiscrimination, and merit-based employment. This includes any legal obligations to which the County is subject as a recipient of state or federal funding. This policy shall also be construed so that it is consistent with the County Policy of Equity.

RESPONSIBLE DEPARTMENT

Chief Executive Office

DATE ISSUED/SUNSET DATE

Issue Date: MM/DD/YY

Sunset Date: MM/DD/YY

DRAFT

Anti-Racism

Policy #:	Title:	Effective Date:
11.020	Anti-Racism	MM/DD/YY

PURPOSE

This policy affirms the County's enduring commitment to proactively eliminating racism and discrimination in all its forms. This policy provides direction for how County departments shall implement and embed anti-racism practices throughout all aspects of County operations to eliminate racism and promote racial equity.

The policy establishes the Chief Executive Office (CEO), through the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative, as the central coordinating body for adherence to this policy.

REFERENCE

July 21, 2020: Board Motion, "Establishing an Antiracist Los Angeles County Policy Agenda." <https://file.lacounty.gov/SDSInter/bos/supdocs/147332.pdf>.

July 11, 2023: Board Motion, "Further Advancing Anti-Racism, Diversity, Equity, and Inclusion in Los Angeles County: Adopt the Countywide Racial Equity Strategic Plan and Creation of Board Policy." <https://file.lacounty.gov/SDSInter/bos/supdocs/0e6715e1-4461-4d8d-adfd-0cf9f14f583c.pdf>.

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December 3, 2024: Board Order No. 15 – County Policy of Equity Revision. <https://file.lacounty.gov/SDSInter/bos/supdocs/197959.pdf>.

County of Los Angeles Equal Employment Opportunity Non-Discrimination Policy Statement And Poster. https://library.municode.com/ca/la_county_-_bos/codes/board_policy?nodeId=CH9PE_9.010EQEMOPNSCPOSTPO.

California Government Code §§ 11135–11139, Non-Discrimination.
https://california.public.law/codes/government_code_section_11135.

Fair Housing Act. 42 U.S.C. Chapter 45 (§§ 3601–3631).
<https://uscode.house.gov/view.xhtml?path=/prelim@title42/chapter45&edition=prelim>.

Civil Rights Act of 1964: 42 U.S.C. § 2000a et seq. <https://www.archives.gov/milestone-documents/civil-rights-act>.

California Fair Employment and Housing Act. Cal. Gov. Code § 12900 et seq.
<https://civillibertyrights.ca.gov/legalrecords>.

Equal Employment Opportunity Non-Discrimination Policy. California Government Code §§ 11135–11139, Non-Discrimination.
https://california.public.law/codes/government_code_section_11135.

DEFINITIONS

Anti-Racism: The process of actively identifying and eliminating racism by disrupting and transforming systems, institutions, policies, practices, and interpersonal interactions that perpetuate racist ideas, impacts and actions.

Racism: An overarching set of beliefs, policies, and practices designed to impose and reinforce a social hierarchy based on race or ethnicity. Racism can occur at any level of society, including interpersonal relationships, institutional decisions, and interactions across systems that can lead to race-based barriers to opportunity.

Interpersonal Racism: Racism that occurs between individuals, including when people act on beliefs that enforce a racial hierarchy. Examples include the use of racial slurs, disparaging remarks, bullying, physical violence, threats, and microaggressions.

Institutional Racism: Racism that occurs at the organizational or institutional level, including through decisions, policies, and practices that benefit or disadvantage certain racial or ethnic groups.

Systemic Racism: Racism that occurs across multiple institutions, resulting in entire systems (e.g., political, economic, educational, justice) that reinforce a racial hierarchy. In the United States, systemic racism reflects centuries of cumulative policies and practices perpetrated or permitted by organizations and institutions across society. Systemic racism is often self-perpetuating and mutually reinforcing, meaning that it does not depend on the beliefs or actions of a single individual but rather is maintained through the routine operation of institutions or systems.

Structural Racism: The combined impact of all forms of racism throughout society, including persistent disparities in life outcomes, barriers to opportunity across racial and ethnic groups, and the way racial hierarchies are reinforced via laws, systems, institutional practices, social norms, and everyday interactions.

Disparities: Measurable differences in outcomes, access, treatment, or resource allocation between groups, as identified through quantitative or qualitative analysis. Racial disparities are those that are observed across multiple racial or ethnic groups.

Disproportionalities: When specific subpopulations are overrepresented or underrepresented in a life outcome, program, or system compared to their proportions in the general population. Racial disproportionalities are those that are observed across multiple racial or ethnic groups relative to their proportions of the total population.

Inequities: Unfair and avoidable differences in health, opportunities, and outcomes that arise from social conditions like racism, poverty, or unequal access to resources.

Equity: When all individuals, institutions, systems, and society treat everyone fairly in light of their individual circumstances, resulting in just outcomes across all populations. This approach is based on the belief that society is better off when everyone receives the resources and support they need to thrive and live well, and that just outcomes are possible only when a society eliminates racism and other forms of discrimination that lead to harm, violence, and disparities across populations.

Racial Equity: A reality in which people are no more or less likely to experience society's benefits or burdens based on their race or ethnicity, and racial disparities, disproportionalities, and inequities in life outcomes and opportunities are eliminated.

POLICY

The County of Los Angeles ("County") strives to be an organization that takes proactive steps to eliminate and dismantle all forms of racism and advance racial equity.

County departments shall take proactive steps to identify and address structural, systemic, institutional, and interpersonal factors that may contribute to disparities, disproportionalities, and inequities. This includes reviewing and, where appropriate, addressing programs, policies, practices, services, or budgets to promote fair, consistent, and inclusive service delivery for all residents, consistent with applicable federal, state, and local laws.

CEO-ARDI Responsibilities

The Chief Executive Office (CEO), through the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative, is responsible for coordinating Countywide efforts to advance this policy, including leading the implementation of the Countywide Racial Equity Strategic Plan (RESP)

CEO-ARDI is responsible for developing and enforcing implementation guidelines for this policy and providing departments with technical assistance to facilitate and support adherence to this policy.

CEO-ARDI shall engage impacted communities and partners to inform policies, procedures, and practices relating to the advancement of anti-racism within the County.

Departmental Responsibilities and Implementation Measures

Departments shall:

- A. Address interpersonal racism by promoting respectful and inclusive interactions:
1. Implement training, guidance, and other appropriate measures to support a professional, respectful, and inclusive workplace and service environment and to reduce the likelihood of biased, discriminatory, harassing, or otherwise prejudicial behavior.
 2. Ensure proper support and resources are provided to individuals, including members of the public and County workforce, who have been subjected to racism, prejudice or bias.
 3. Continue to ensure that County employees and contractors are held accountable for biased or discriminatory behavior in a timely, fair, and legally compliant manner.
- B. Address institutional, systemic, and structural racism by identifying, addressing, and remedying factors contributing to disparities, disproportionalities, and inequities:
1. Support and actively participate in Countywide and multi-department initiatives to advance anti-racism values, including the implementation of the County's Racial Equity Strategic Plan and its associated strategies.
 2. Regularly collect and review data to analyze impacts on different groups of existing programs, policies, practices, services, processes, or budgets, and develop strategies and undertake any necessary corrective actions and interventions to eliminate systemic and structural barriers underlying disparities in opportunity, resources and access for Los Angeles County residents.
 3. Collect and review data to analyze impacts on different groups of proposed programs, policies, practices, services, processes, or budgets, or any proposed modifications or changes, as well as reviewing and considering how different communities or parts of communities may be disproportionately affected. Determine how adverse impacts can be prevented or minimized, and implement any alternatives, redesigns, or improvements as appropriate.
 4. Assess whether existing and longstanding collaboration, coordination, or interactions among institutions and systems have resulted in systemic racism that has led to disparities, disproportionalities, and inequities in influence, access, service delivery, or opportunities for Los Angeles County residents. If identified, undertake any necessary corrective actions and interventions.
 5. Develop and incorporate strategies, where appropriate, to promote fair and consistent access to all programs, services, and opportunities, and to mitigate potential unintended impacts.
 6. Provide opportunities, where feasible, for community input regarding departmental actions, including perspectives on potential benefits, burdens, or barriers affecting different populations.
 7. Authentically engage and collaborate with residents. Where possible, include communities in the decision-making process to advance anti-racism by seeking input and feedback from impacted residents regarding potential solutions to address institutional and systemic racism.
 8. Communicate about changes, improvements, or commitments related to County programs or services and engage with community representatives to inform ongoing implementation of this policy and related departmental activities, as appropriate and consistent with applicable law and available resources.
 9. Partner and collaborate with other relevant institutions to develop, advocate for, and implement solutions to systemic racism, including legislative advocacy at local, state, and federal levels via CEO - Legislative Affairs and Intergovernmental Relations (LAIR) or the adoption of County ordinances.

- C. Apply an intersectional approach and engage in the activities above to address other forms of interpersonal, institutional, systemic, and structural bias and discrimination including, but not limited to, ageism, sexism, ableism, transphobia, homophobia, xenophobia, and the like.

Legal Compliance

This policy shall be implemented consistent with all applicable federal, state, and local laws, regulations, and ordinances, including any legal obligations to which the County is subject as a recipient of state or federal funding. This policy shall also be construed to be consistent with the County Policy of Equity. It does not authorize preferential treatment, racial quotas, or discrimination on the basis of race, ethnicity, color, or any other protected characteristics.

Departmental actions under this policy must focus on eliminating access barriers to advance racial equity while improving fairness in outcomes and advancing wellbeing for all residents, consistent with federal, state, and local laws and regulations.

Accountability and Reporting

- Departments shall submit annual progress reports to CEO-ARDI detailing key findings, actions taken, and measurable outcomes.
- CEO-ARDI shall compile a Countywide Anti-Racism Report for the Board of Supervisors, highlighting progress and recommending systemic improvements.
- CEO-ARDI is responsible for ensuring compliance with this policy, which may include accountability measures and follow-up reporting to the Board.

RESPONSIBLE DEPARTMENTS

Chief Executive Office

DATE ISSUED/SUNSET DATE

Issue Date: MM/DD/YY

Sunset Date: MM/DD/YY

Advancing Equity in Departmental Operations

Policy #:	Title:	Effective Date:
11.030	Advancing Equity in Departmental Operations	MM/DD/YY

PURPOSE

This policy affirms the County's enduring commitment to advancing equity, including taking proactive measures to promote wellbeing and thriving for all residents of Los Angeles County.

This policy provides direction for how County departments shall implement and embed equitable practices throughout all aspects of County operations.

The policy establishes the Chief Executive Office (CEO), through the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative, as the central coordinating body for adherence to this policy.

REFERENCE

July 21, 2020: Board Motion, "Establishing an Antiracist Los Angeles County Policy Agenda." <https://file.lacounty.gov/SDSInter/bos/supdocs/147332.pdf>.

July 11, 2023: Board Motion, "Further Advancing Anti-Racism, Diversity, Equity, and Inclusion in Los Angeles County: Adopt the Countywide Racial Equity Strategic Plan and Creation of Board Policy." <https://file.lacounty.gov/SDSInter/bos/supdocs/0e6715e1-4461-4d8d-adfd-0cf9f14f583c.pdf>.

2024-2030 Los Angeles County Strategic Plan. <https://ceo.lacounty.gov/lacplan/>.

County of Los Angeles Racial Equity Strategic Plan (RESP). <https://ceo.lacounty.gov/ardi/racial-equity-strategic-plan/>.

Los Angeles County Code Chapter 5.09, Policy of Equity. http://library.municode.com/HTML/16274/level2/TIT5PE_CH5.09POEQ.html.

Los Angeles County Code Chapter 5.10, Policy on Diversity. https://library.municode.com/ca/los_angeles_county/codes/code_of_ordinances?nodeId=TIT5PE_CH5.10PODI.

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California Government Code §§ 11135–11139, Non-Discrimination.
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DEFINITIONS

Social Conditions: Social conditions are the result of human factors that influence the likelihood of individuals experiencing positive and negative life outcomes. These conditions can be positive (e.g., quality public education, access to housing for all) or negative (e.g., racism, ableism, concentrated poverty), and governments and institutions can shape, reinforce, and/or change them through policies, programs, and services.

Equality: The principle that all individuals should have the same rights, treatment, and opportunities, regardless of a person's background or protected characteristics.

Equity: When all individuals, institutions, systems, and society treat everyone fairly in light of their individual circumstances, resulting in just outcomes across all populations. This approach is based on the belief that society is better off when everyone receives the resources and support they need to thrive and live well, and that just outcomes are possible only when a society eliminates racism and other forms of discrimination that lead to harm, violence, and disparities across populations.

Procedural Equity: When decision-making processes are fair, transparent, and inclusive to promote participation, access, and equitable outcomes for all populations. Public institutions can advance procedural equity by implementing processes that acknowledge power imbalances across stakeholders, recognize diverse forms of expertise, and strengthen trust and collaboration with communities.

Distributional Equity: When resources are fairly accessed and available across all populations, resulting in wellbeing and thriving for all. Public institutions can advance distributional equity by addressing gaps in services and delivering resources based on need, including in ways that maximize societal benefits and minimize adverse impacts for all communities.

Structural Equity: When the underlying structures, systems, norms, and practices in a society advance wellbeing and thriving for all. Public institutions can advance structural equity by implementing policies that address the root causes of disparities and disproportionality and promote positive outcomes for all populations.

Racial Equity: A reality in which people are no more or less likely to experience society's benefits or burdens based on their race or ethnicity, and racial disparities, disproportionalities, and inequities in life outcomes and opportunities are eliminated.

Disparities: Measurable differences in outcomes, access, treatment, or resource allocation between groups, as identified through quantitative or qualitative analysis. Racial disparities are those that are observed across multiple racial or ethnic groups.

Disproportionalities: When specific subpopulations are overrepresented or underrepresented in a life outcome, program, or system compared to their proportions in the general population. Racial disproportionalities are those that are observed across multiple racial or ethnic groups relative to their proportions of the total population.

Inequities: Unfair and avoidable differences in health, opportunities, and outcomes that arise from social conditions like racism, poverty, or unequal access to resources.

Social Determinants of Health: The conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. The Social Determinants of Health can be grouped into five domains: economic stability; education access and quality; health care access and quality; neighborhood and built environment; and social and community context.

Targeted Universalism: A method to achieve and advance equity by setting a universal goal that benefits all groups in society; assessing how different groups of people are situated with regard to reaching the universal goal, including by identifying any specific procedural or structural barriers; and then applying targeted means or strategies so that all populations can reach the universal goal.

POLICY

As part of the Los Angeles County for All framework, it is the policy of the County to advance equity in all aspects of County operations to promote wellbeing and thriving for all residents of Los Angeles County.

The County recognizes that disparities, disproportionalities, and inequities observed across local populations have been shaped by social conditions, the result of human factors that influence the likelihood of individuals experiencing positive and/or negative outcomes. These conditions can be positive (e.g., access to housing, stable employment, quality public education for all) or negative (e.g., racism, ableism, inadequate healthcare, concentrated poverty), and governments and institutions can shape, reinforce, and/or change them through policies, programs, and services.

All County departments play an important role in promoting or improving social conditions to positively impact the quality of life outcomes for all Los Angeles County residents, including, but not limited to, affordable housing, fair wages and job opportunities, quality education and training, healthcare access, food security, increased community and public safety, community

and economic development, creation of open spaces and parks, reduced pollution and environmental hazards, safe and affordable public transportation, and safe and inclusive neighborhoods and communities.

To address disparities, disproportionalities, and inequities, County departments shall proactively advance procedural equity, distributional equity, and structural equity across all areas of operations within their zone of authority, control, and influence.

This policy applies to all County departments and entities that administer programs or deliver services under County authority, to the extent permitted by applicable law and the terms of any governing agreements.

CEO-ARDI Responsibilities

The Chief Executive Office (CEO), through the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative, is responsible for coordinating Countywide efforts to advance this policy.

CEO-ARDI is responsible for developing and enforcing implementation guidelines for this policy and providing departments with technical assistance to assist with adherence to this policy.

CEO-ARDI shall engage impacted communities and partners to inform policies, procedures, and practices relating to the advancement of equity within the County.

Departmental Responsibilities and Implementation Measures

Equity must be embedded in departmental operations, including with regard to public service delivery and infrastructure, community and stakeholder engagement, decision-making, budgeting, procurement and contracting, and employment opportunities, in order to improve the quality of life for all Los Angeles County residents. Departments shall advance procedural, distributional, and structural equity by committing to the following actions aligned with the Countywide Guiding Equity Principles of the [Racial Equity Strategic Plan](#) in order to create opportunities and access for all residents:

A. Analyze and assess social conditions:

1. Incorporate knowledge, information, and data relating to social conditions relevant to the Department's areas of authority or influence into decision making on departmental operations, programs, policies, practices, services, or budgets. This shall include (but is not limited to):
 - a. Provide training for staff and conduct public education to teach how social conditions affect residents' ability to access, receive, and interact with County services.
 - b. Apply research-based models and frameworks that seek to analyze, measure, and address the impacts of social conditions, including (but not limited to) the Social Determinants of Health and Los Angeles County's Model for Prevention and Promotion, in departmental operations, decision-making, and service-delivery.

B. Advance procedural equity:

1. Increase the fairness, transparency, and inclusivity of Departmental decision-making processes, especially those involving the design and delivery of public services. This shall include (but is not limited to):

- a. Increase public awareness of the Department's mission and public services across all County communities, regardless of educational level and language fluency, including how the Department advances equity, wellbeing, and thriving.
- b. Increase public access to information relating to Departmental strategic planning, budget, and priorities, including by describing how major Departmental decisions and goalsetting are aligned with the overall Los Angeles County Strategic Plan and County priorities.
- c. Implement consultation and review processes to receive feedback from relevant stakeholders and inform potential changes to programs, policies, practices, services, processes, or budgets. These stakeholders can include, but are not limited to, community members with lived expertise, community leaders, academic experts, community and business partners, and service providers.
- d. Communicate about changes, improvements, or commitments related to County programs or services and engage with community representatives to inform ongoing implementation of this policy and related departmental activities, as appropriate.
- e. Implement policies that promote participation and fair access to Departmental commissions, collaborative working groups, and other feedback and input mechanisms, including, but are not limited to, via stakeholder incentives, language access, and intentional outreach across geographies, communities, working schedules, and communication modes.

C. Advance distributional equity:

- 1. When undertaking departmental actions, including the development or modification of programs, policies, practices, services, or budgets, departments should take steps to strengthen fair opportunities and access to resources and service delivery throughout all populations in Los Angeles County, including:
 - a. Gather and review relevant data, including both quantitative and qualitative information, to identify and analyze gaps in County service delivery, access, and allocation across all populations. This may include demographic, geographic, and service delivery data, as available.
 - b. Apply the Targeted Universalism Framework to advance positive outcomes:
 - i. Establish a universal goal that benefits all residents of Los Angeles County (e.g., an outcome relating to resident wellbeing, service delivery, or access relevant to the Department's areas of authority or influence).
 - ii. Assess general population performance relative to this universal goal.
 - iii. Identify populations (e.g., across geography, demography, lived experiences, status, ability) that are performing differently with respect to the goal, including through the review of quantitative and qualitative data.
 - iv. Assess and understand what barriers (e.g., restrictive policies, access to capital, language barriers) or positive factors (e.g., safety net systems, economic opportunity, safe neighborhoods, quality healthcare) exist that may support or impede certain populations from achieving the universal goal.
 - v. In consultation with relevant stakeholders, develop and implement strategies to address these negative barriers and/or strengthen positive factors so that all populations throughout Los Angeles County

are more likely to reach the universal goal, in alignment with applicable federal and state law.

D. Address structural equity:

1. Take active steps to address the root causes of disparities, disproportionalities, and inequities across populations and promote positive outcomes for all populations.

This shall include, but is not limited to:

- a. Conduct and strengthen data collection and analysis capabilities to identify population-level outcomes, indicators, disparities, disproportionalities, and inequities in areas relevant to the Department's authority and zone of influence. This process shall incorporate both quantitative and qualitative data sources, including, but is not limited to statistical data, public records, news reporting, and community-informed perspectives relating to life outcomes and barriers to access and opportunity.
- b. Publicly establish Department- and/or program-specific outcomes, goals, and principles that support equity and wellbeing for all residents within the Department's areas of authority or influence. This can also include the development of associated metrics and indicators.
- c. Incorporate population-level outcomes; the reduction of disparities, disproportionalities, and inequities; and the strengthening of positive outcomes when conducting departmental strategic planning, goal setting, and program development, consistent with applicable state and federal laws.
- d. Review, revise, and strengthen programs, policies, practices, services, or budgets as appropriate to better align them with the advancement of equity, wellbeing, and thriving for all residents.

E. Foster departmental collaboration:

1. Departments should work collaboratively and intentionally across departments, as well as across leadership levels and decision-makers, to advance equitable goals.

F. Promote County employment opportunities:

1. Departments should ensure that County employees have equal opportunity and access to job opportunities and advancement, and that they foster a culture of inclusivity and belonging for all County employees, regardless of background or protected characteristics.
2. Departments should engage in broad-based recruitment strategies designed to expand the applicant pool to reach the widest reasonably possible range of qualified candidates.

Accountability and Reporting

- Departments shall submit annual progress reports to CEO-ARDI detailing key findings, actions taken, and measurable outcomes.
- CEO-ARDI shall compile a Countywide Equity Report for the Board of Supervisors, highlighting progress and recommending improvements.

Legal Compliance

This policy shall be implemented consistent with all applicable federal, state, and local laws and regulations, including requirements applicable to the County as a recipient of state or federal

funding. It does not authorize preferential treatment or discrimination on the basis of race, ethnicity, gender, or any other protected characteristics.

County actions under this policy must focus on eliminating structural barriers while improving fairness in outcomes and advancing wellbeing for all residents, consistent with the federal and state constitutions, and all other applicable laws, including anti-discrimination laws.

RESPONSIBLE DEPARTMENTS

Chief Executive Office

DATE ISSUED/SUNSET DATE

Issue Date: MM/DD/YY

Sunset Date: MM/DD/YY