

planning process to inform the final plan's development. Channels for input from external stakeholders included:

- The ARDI Community Input Advisory Board (CIAB), a diverse, cross-sector group of community leaders, who provided consultation and input on the recommendations developed during each strategic planning phase;
- A series of key stakeholder interviews and community listening sessions to prioritize, vet, and recommend strategic and enabling initiatives;
- Partnerships with community-based organizations to host conversations with their networks as community ambassadors to gather feedback on the draft plan and its strategies;
- Targeted outreach to civic leaders in education, housing, government, and other domains; and
- A 30-day public comment period inviting written comment on the draft plan once it was released for public review through our website (link).

While ARDI's stakeholder engagement activities focused on the strategic planning process and the final plan's development, ARDI will continue to engage, seek consultation from, and partner with, internal and external stakeholders as the County embarks on implementing the plan and other ARDI initiatives.

Los Angeles County's Racial Equity 10-Year Strategic Goals

Through a process of research, analysis, and deliberative decision-making, the County identified five strategic goals to be pursued over the next decade. "Strategic Goals" are defined as changes in population outcomes that are to be achieved through multiple strategic initiatives.

Strategic Goal No. 1: Increase the Attainment of Postsecondary Credentials with Significant Labor Market Value

What does it mean and how is it measured? This strategic goal entails increasing the attainment of bachelor's degrees from four-year nonprofit or public universities as well as the attainment of associates degrees or vocational certificates from nonprofit or public colleges in high-earning subject fields that include Health Sciences, Business, Computers/IT, and Engineering/Drafting.

Why is this goal important? It is well-established that a postsecondary education is an essential pathway to higher incomes, especially among low-income youth. The existing evidence shows that while attaining a bachelor's degree is the most common and often the most rewarding pathway for increasing income over one's lifetime, attaining associates degrees or vocational certificates in key subjects can be just as rewarding, and in some cases, more rewarding than bachelor's degrees.

What are the trends for postsecondary completion in Los Angeles County? In Los Angeles County, the completion of bachelor's degrees increased from 2010-2019 for Asians (+10%), Whites (+18%), Blacks (+22%) and Latinos (+40%). The data for American Indians and Pacific Islanders are not statistically reliable due to small sample sizes. Census data does not make it possible to determine field of study for Associates degrees. Trend line data for completion of any associates degree from 2010-2019 showed that rates of associate degree completion remained the same for Blacks and Whites. It increased for Latinos (+20%) and decreased for Asians (-13%). Again, the data for American Indians and Pacific Islanders is not statistically reliable due to small sample sizes.

What is the target for this strategic goal in 10 years?

A goal target will be established during the implementation planning phase.

What are the contributing population outcomes that may influence this strategic goal? From an extensive research scan, several important population outcomes that contribute to postsecondary completion were identified. They include: college-readiness, high school grade point averages, juvenile delinquency or arrests, middle school grades, participation in arts education, school absences, school suspensions, externalizing behavior, and grade retention.

Strategic Goal No. 2: Reduce Adult First-Time Felony Convictions

What does it mean and how is it measured? This strategic goal entails decreasing first-time felony convictions.

Why is this goal important? Being incarcerated in prison or receiving a felony conviction have been shown to cause long-term declines in employment, earnings, and mental and physical health.

What is the trend for first-time felony convictions in Los Angeles County? In Los Angeles County, first time felony convictions fell for Blacks (-18%), Latinos (-15%) Whites (-23%), and Asians (-20%). The data for American Indians and Pacific Islanders were suppressed for privacy reasons due to small prevalence counts.

What is the target for this strategic goal in 10 years? No goal target has been established for this strategic goal at this time.

What are the contributing population outcomes that may influence this strategic goal? From an extensive research scan, several important population outcomes that contribute to first-time felony convictions were identified. They include: inability to pay bail, high school dropout, high school grade point average, juvenile detention, and onset of a substance use disorder before age 16.

Strategic Goal No. 3: Increase Stable Full-Time Employment among Individual Adults with incomes at or above 250% FPL

What does it mean and how is it measured? This strategic goal involves increasing the percentage of adults engaged in stable (i.e. working for 50-52 weeks out of the year) full-time employment (i.e. equal to or greater than 35 hours per week) with incomes equal to or greater than 250% of the Federal Poverty Level (FPL) for individuals, which in 2019 equaled \$31,225.

Why is this goal important? Stable, full-time employment is a critical factor for experiencing growth in wages and for reaching the middle class. In fact, the lack of stable employment is a major potential factor in explaining racial gaps in income mobility. Having unstable employment patterns in the first decades of adults' working lives is associated with large declines in earnings by mid-life. One study cited in the plan finds that declines in annual earnings are as high as 39% to 53%.

What is the trend for stable full-time employment at 250% FPL in Los Angeles County? In Los Angeles County, the percentage of individuals over age 16 that were both stably employed and had earnings at or above 250% of the federal poverty level changed marginally between 2010 and 2019. A small increase occurred for Asians (+3%), Whites (+3%) and a more substantial increase occurred for Latinos (+10%). Blacks saw little change over the decade. American Indians and Pacific Islanders saw a decrease and an increase respectively, but these estimates are not statistically reliable due to small sample sizes.

What is the target for this strategic goal in 10 years? Reduce the racial gap between Whites (the reference group) and Blacks, Latinos, American Indians, and Pacific Islanders by 50% in 10 years.

What are the contributing population outcomes that may influence this strategic goal? From an extensive research scan, several important population outcomes that contribute to stable full-time employment were identified. They include: work disability, college completion, enrollment in a for-profit college, child support arrears, child care arrangements, felony convictions, substance use disorders, housing instability, high school graduation rates, young age of childbearing, and juvenile delinquency.

Strategic Goal No. 4: Increase the Percentage of Families with Incomes above 250% Federal Poverty Level (FPL) for a family of four

What does it mean and how is it measured? This strategic goal entails increasing the percentage of families with incomes equal to or greater than 250% the Federal Poverty Level (FPL) (pegged to a family of 4, which is the average family size in the County). In 2019 this equaled \$64,375. Due to the high cost of living in Los Angeles County, the income-poverty is pegged to a family of four even if a family is comprised of 2, 3, 5, or more individuals.

Why is this goal important? This strategic goal is focused on helping families with children reach the middle class. A vast body of research shows that children raised in families with higher incomes have better outcomes compared to children from lower income families. Compelling causal evidence shows that higher parental incomes reduce low birth weight, infant mortality, behavioral problems, child maltreatment, teenage births, and incarceration and improve math/reading test scores, high school graduation rates, college completion, employment, earnings, and adult health. Thus, this strategic goal is focused very much on improving intergenerational outcomes, including income mobility for children of color in Los Angeles County.

What is the trend for families with incomes at 250% of the Federal Poverty Level in Los Angeles County? In Los Angeles County, the percentage of families with incomes at or above 250% of the federal poverty level (for a family of 4) changed marginally between 2010 and 2019. Small increases occurred for Blacks (+4%), Whites (+3%), and Asians (+5%). However, a more substantial increase occurred for Latinos (+10%). American Indians and Pacific Islanders saw an increase and a decrease respectively, but the data are not statistically reliable due to small sample sizes.

What is the target for this strategic goal in 10 years? Reduce the racial gap between Whites (the reference group) and Blacks, Latinos, American Indians, and Pacific Islanders by 50% in 10 years

What are the contributing population outcomes that may influence this strategic goal? From an extensive research scan, several important population outcomes that contribute to family income above 250% FPL were identified. They include: stable full-time employment, employment in high demand industries or sectors, bachelor's degree completion, associates' degree completions, enrollment in high mobility colleges, enrollment in for-profit colleges, postsecondary enrollment, and felony conviction or incarceration.

Strategic Goal No. 5: Reduce Infant Mortality

What does it mean and how is it measured? Reduce the number of infant deaths for every 1,000 live births.

Why is this goal important? Infant mortality and the size of racial gaps for this outcome are inherently unjust and deserve remedy on moral grounds, alone. Every infant in Los Angeles County should have a fair chance to live.

What is the trend infant mortality in Los Angeles County? In Los Angeles County over the last twenty years, the infant mortality rate has changed substantially for some groups and less so for others. Rates have fallen for Blacks (-29%), Asians (-40%), and Whites (-44%). Latinos, however, experienced no change. The data for American Indians and Pacific Islanders are not available because counts are too small.

What is the target for this strategic goal in 10 years? Reduce the racial gap between Whites (the reference group) and Blacks, Latinos, American Indians, and Pacific Islanders by 50% in 10 years

What are the contributing population outcomes that may influence this strategic goal? From an extensive research scan, several important population outcomes that contribute to infant mortality were identified. They include: preterm birth, low birthweight, prenatal/perinatal care, the racial concordance between physicians and patients, cesarean section delivery, inter-pregnancy interval, and chronic worry about discrimination.

Strategic Initiatives to Achieve Strategic Goals

Recognizing the limits of the County's formal authority and the need for collaborative partnerships with other governments and private institutions, 48 strategic initiatives were identified to advance the County's five racial equity strategic goals. They are listed in groups below under the strategic goal that they pertain to.

Strategic Goal No. 1: Increase the Attainment of Postsecondary Credentials with Significant Labor Market Value

Ten strategic initiatives were identified aimed at increasing the attainment of income-improving postsecondary credentials or influencing identified contributing outcomes like school suspensions, school absences, or middle school grades.

They include:

- Create an Accelerated Study in Associate's Program (ASAP) at local community colleges to boost associate degree completion. ASAP is an evidence-based model shown to substantially increase associate degree completion among students of color.
- Partner with community colleges to offer apprenticeship tracks leading to technical-vocational credentials for jobs in county government. These credentials have the potential to substantially increase long-term earnings.
- Develop a strategic plan to identify investments in Workforce Innovation and Opportunity Act programs and any needed policy changes.
- Provide stipends for attending community colleges or 4-year universities, offer programming to create interest in pursuing a postsecondary credential, provide online resources for professional development and provide free online career certificates for adults to promote college enrollment and credential completion.