COUNTY OF LOS ANGELES CEO | ANTI-RACISM, DIVERSITY, & INCLUSION (ARDI) INITIATIVE

Los Angeles County Racial Equity Strategic Plan

September 1, 2022

County of Los Angeles
Anti-Racism, Diversity, & Inclusion

CREATING AN LA COUNTY WHERE WE ALL THRIVE

TABLE OF CONTENTS

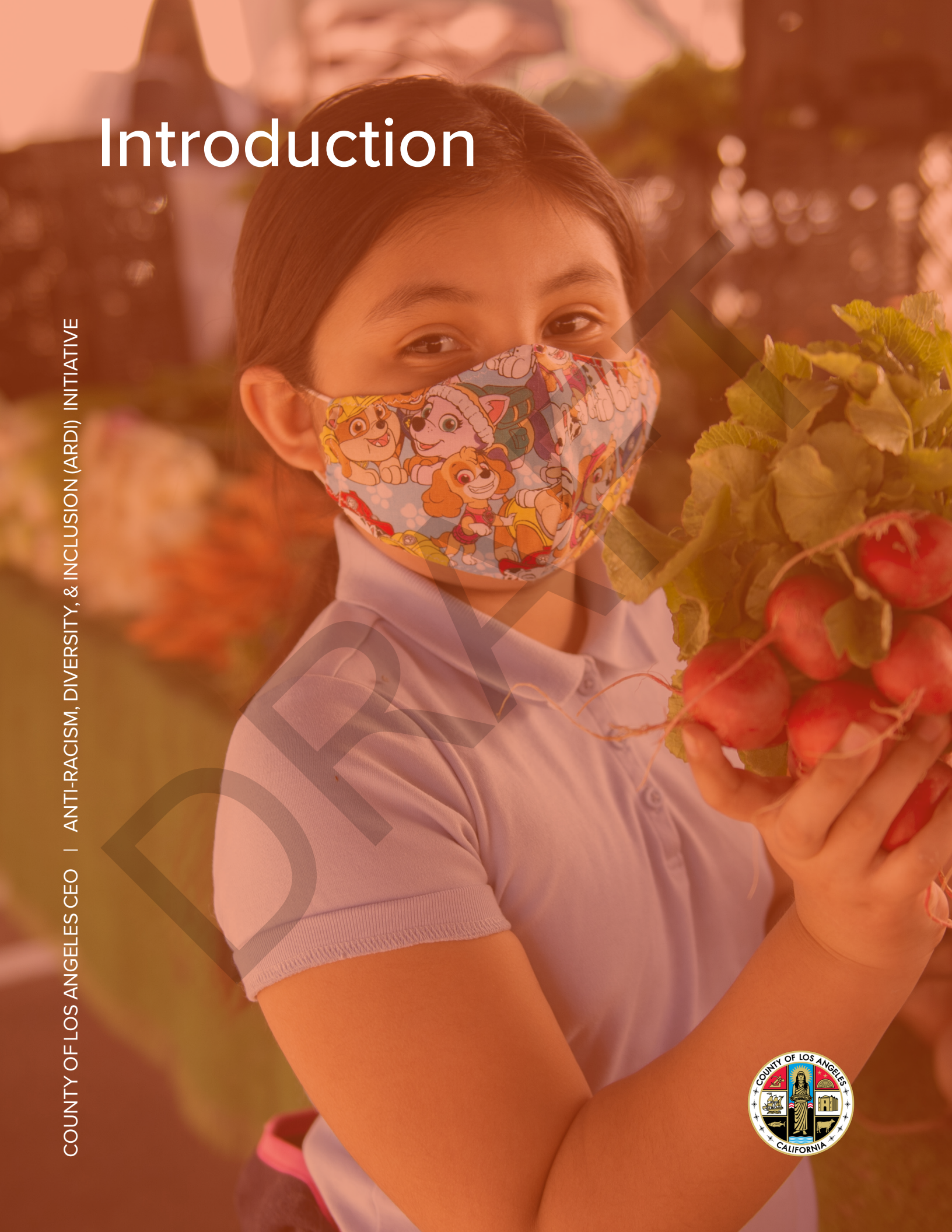
Anti-Racism, Diversity, and Inclusion (ARDI) Initiative

ceo.lacounty.gov/ardi/racial-equity-strategic-plan | race-equity@ceo.lacounty.gov

713 Kenneth Hahn Hall of Administration, Suite 726 | 500 W. Temple Street, Los Angeles, CA 90012

Accessibility is of critical importance to us.
If you have recommendations, access issues, or need assistance please contact us.

Introduction



INTRODUCTION

On July 21, 2020, the Los Angeles County (County) Board of Supervisors (Board) adopted a motion to establish an **Anti-Racist County 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 Board issued several directives, including the development of a strategic plan and underlying policy platform as well as the establishment of an organizational unit within the CEO dedicated to implementing the plan.

Building on the long legacy of racial equity efforts and in response to the murder of George Floyd and the ensuing calls for racial justice in 2020, the Board of Supervisors established the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative unit within the Chief Executive Office (CEO) to provide the leadership and vision needed to advance the County's ongoing commitment to racial equity and develop Los Angeles County as a model of equity for the entire nation. Finally, what makes Los Angeles County's racial equity story intriguing is an ever-changing landscape – culturally, socially, economically, politically, etc. – because of its greatest strength: the County's diversity. Endless opportunities can be created to leverage this incredible diversity with the goal that everyone can successfully enjoy the benefits of the County's amazing cultural assets.

Racism is a matter of public health in Los Angeles County.

The **Countywide Racial Equity Strategic Plan** will include three separate but interrelated plans to reflect: 1) a roadmap detailing how to move the County and its thirty-seven departments to be more equitable, inclusive, and just; 2) a strategy for the County to lead the State in equitable policy development and a framework for its 88 cities and 80 school districts; and 3) an approach, incorporating national best practices, articulating how ARDI can implement the strategic plan and policy agenda over time. Details of this approach were detailed in the report to the County Board of Supervisors on February 17, 2021, found here.

UNDERSTANDING LOS ANGELES COUNTY'S LANDSCAPE

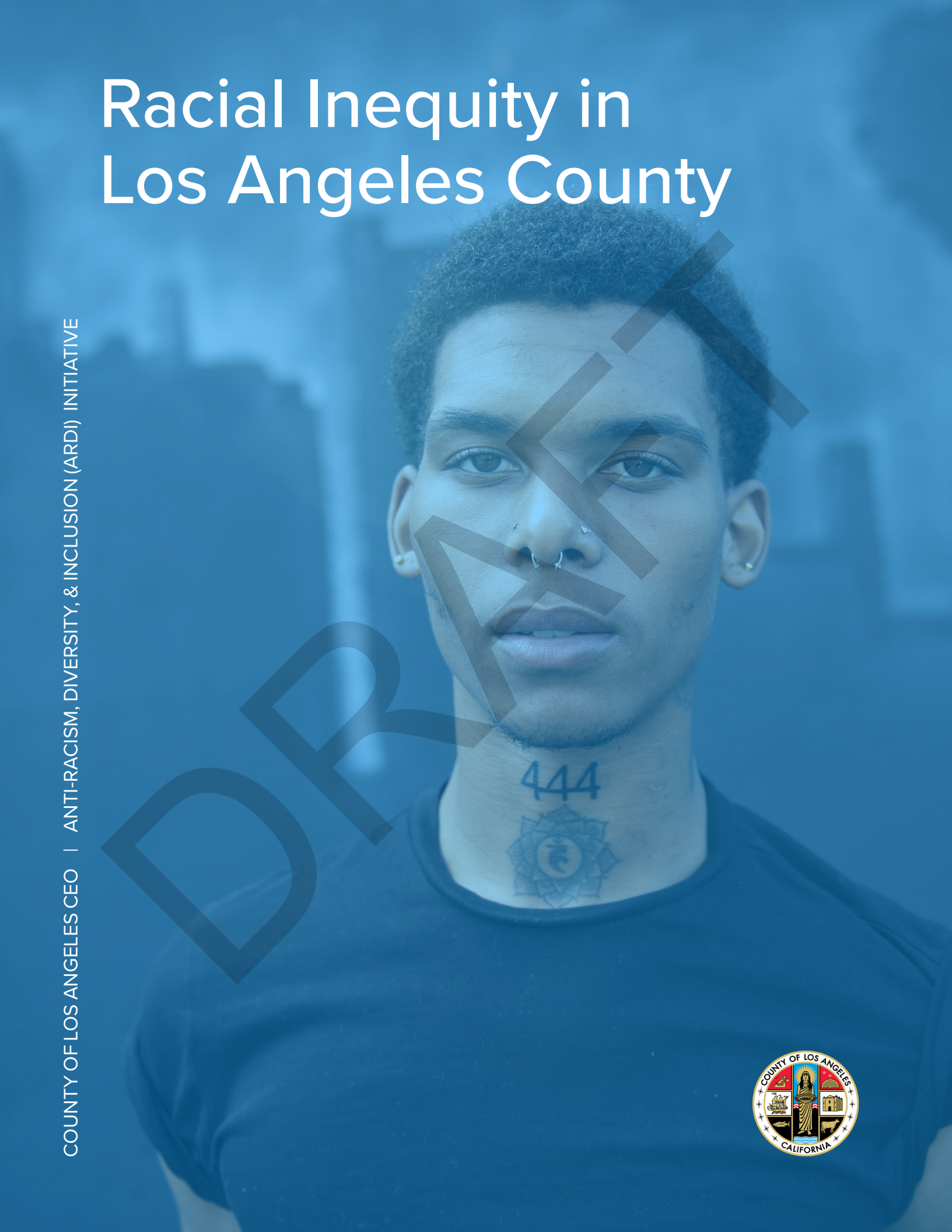
Long before Los Angeles County became a jurisdiction, a multi-ethnic group of settlers with mixed ancestry arrived in the area from Mexico to establish the City of Los Angeles on behalf of Spain in 1781. The Los Angeles region had been occupied for thousands of years by successive waves of Native Americans. The Native American population consisted of about 5,000 to 10,000 people spread across a vast geographic area of 4,000 square miles. These settlers immediately seized the land, resources, and lives of the native population. Once Mexico won its independence from Spain in 1821, Los Angeles became a part of Mexico. Following the Mexican-American War in 1848, it became part of United States territory.

Historians[1] have noted that the United States' slavery issues became more complex after the Mexican-American War as it raised questions of whether new states would become slave states. Following the war, White settlers moved to the region and took control of the land of Mexicans residing in Los Angeles while removing the civil and political rights of Mexican nationals, despite the Treaty of Guadalupe Hidalgo's promise of US citizenship. At that time, laws discriminating against African Americans also applied to Latino and Asian populations both present and arriving.

Years later when California achieved statehood, Los Angeles County was one of the 27 counties established at that time. Los Angeles County is the most populous county in the United States, home to over 10 million people who comprise 25% of the State's total population. The County encompasses over 4,000 square miles organized into 88 incorporated cities, 140 unincorporated areas, and the Santa Catalina and San Clemente islands. The County is governed by a five-member elected Board of Supervisors. The Board operates in a legislative, executive, and quasi-judicial capacity. As the economy and the national importance of Los Angeles grew, so too did the number of Latinos, Blacks, and Asians. As of 2021, the County's population is 49% Latino, 26% White, 15% Asian, 8% Black, 0.2% Native Hawaiian or Other Pacific Islander, and 0.2% American Indian and Alaska Native. This population is also 51% female and 49% male and has nearly 200 languages spoken countywide.[2]

In addition to the diversity captured through census data, the County is home to large concentrations of Armenian Americans, Iranian Americans, Mexican Americans, and Korean Americans. While Latinos currently comprise the largest minority in the County, they are projected to comprise almost 54% of the population by 2050, at which time it is projected to be 23% White, 12% Asian, and 8% Black[3]. As of 2022, the County government is comprised of 37 departments and approximately 200 committees, advisory bodies, and commissions. The County's budget for Fiscal Year 2021-22 totaled approximately $36.2 billion. Approximately 100,000 employees work for the County. Those employees are 35% Latino; 24% White; 19% Black; 13% Asian; 6% Filipino, and 3% other.

Racial Inequity in Los Angeles County

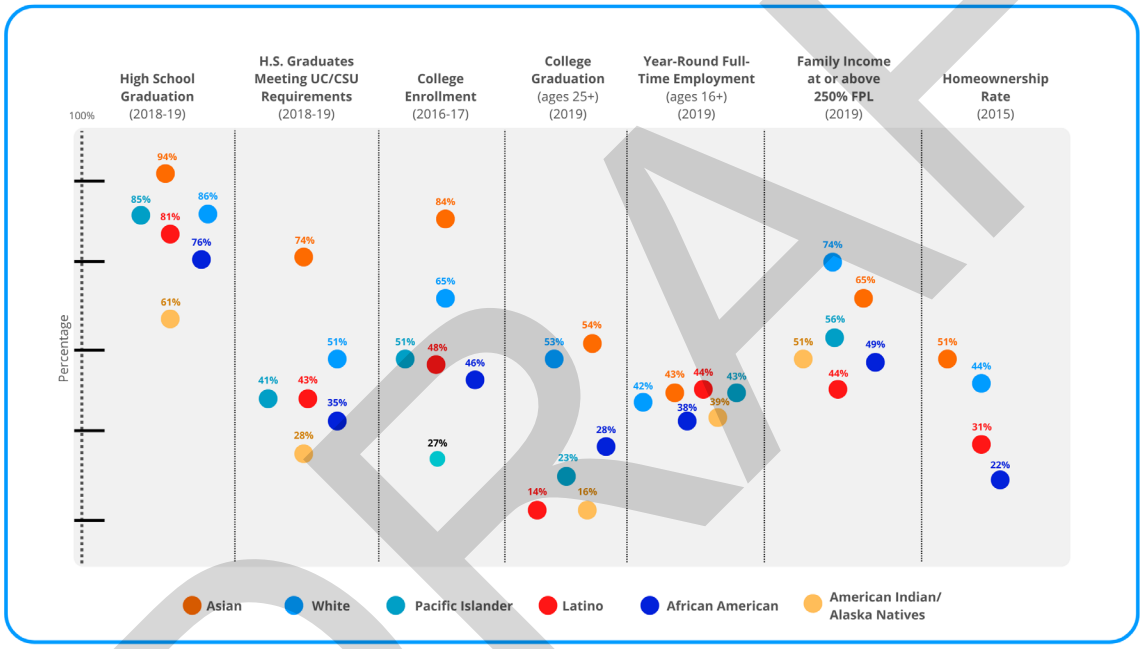


COUNTY OF LOS ANGELES CEO | ANTI-RACISM, DIVERSITY, & INCLUSION (ARDI) INITIATIVE

RACIAL INEQUITY IN LOS ANGELES COUNTY

There are significant racial disparities in key life outcomes in Los Angeles County with major gaps in outcomes ranging from high school graduation to homeownership. **Figure 1** illustrates significant racial gaps in high school graduation, small gaps in year-round full-time employment, and much larger gaps in college enrollment, college graduation, family incomes and homeownership rates. Racial gaps in outcomes are generally largest for American Indians and Blacks. The racial gap in college graduation is particularly high for Latinos due to the high share of foreign-born residents with low levels of educational attainment. This same phenomenon may apply for Pacific Islanders as well. Low incomes for the foreign-born population also contribute to why Latinos have the lowest share of families with incomes above 250% FPL.

Figure 1. Racial Disparities in Key Life Outcomes[4]



In addition to the gaps described above, there are also significant racial gaps in punishment-related outcomes, which show very large gaps for Blacks. See **Figures 2-4** below.

Figure 2. **Annual Suspension Rate by Race/Ethnicity (2018-2019)[5]**

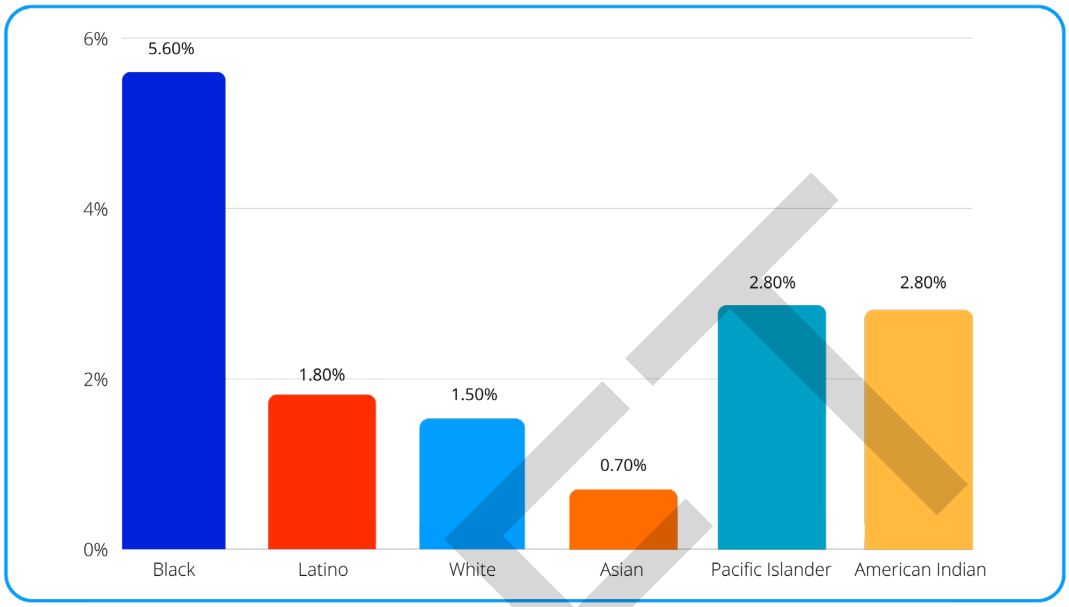


Figure 3. **Juvenile Felony Arrest Rate by Race/Ethnicity per 1,000 (2019) 8[6]**

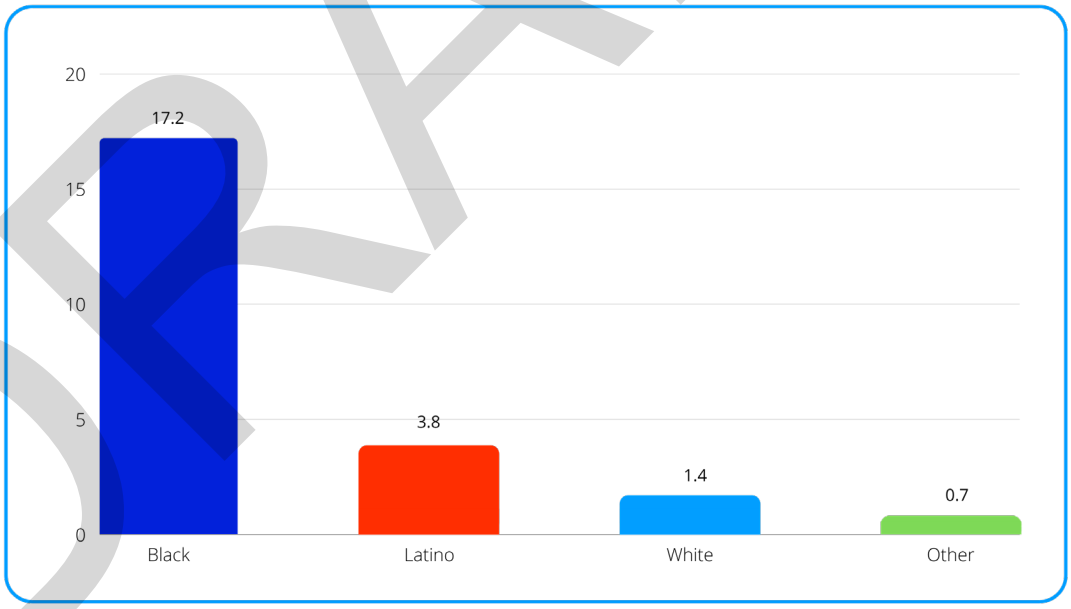
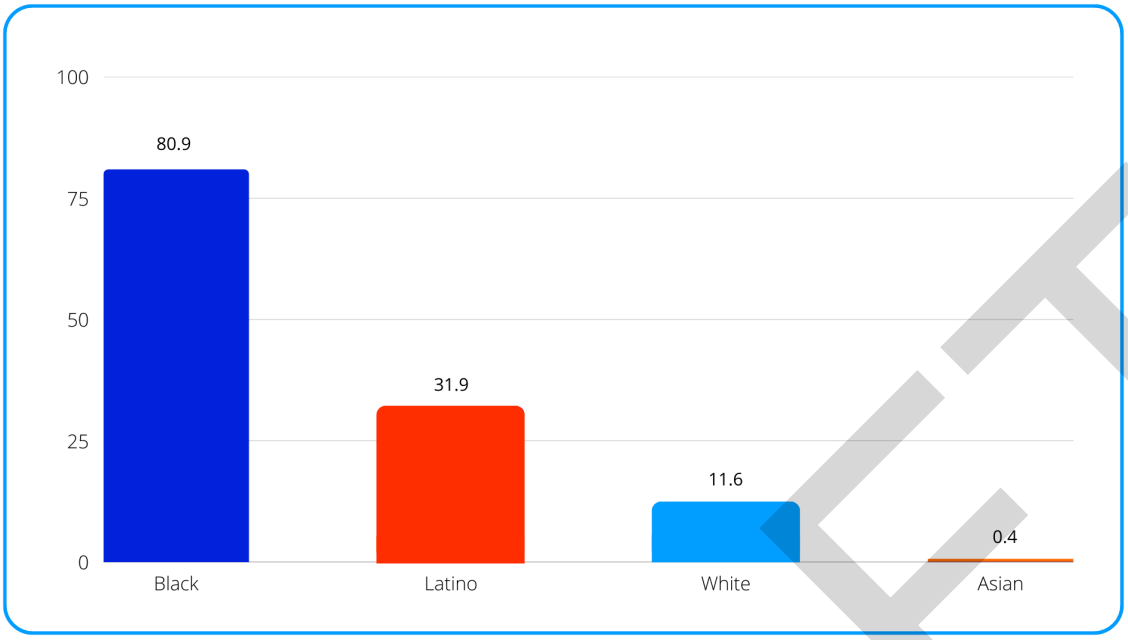


Figure 4. First-Time Adult Felony Convictions by Race/Ethnicity per 10,000 (2019)[7]

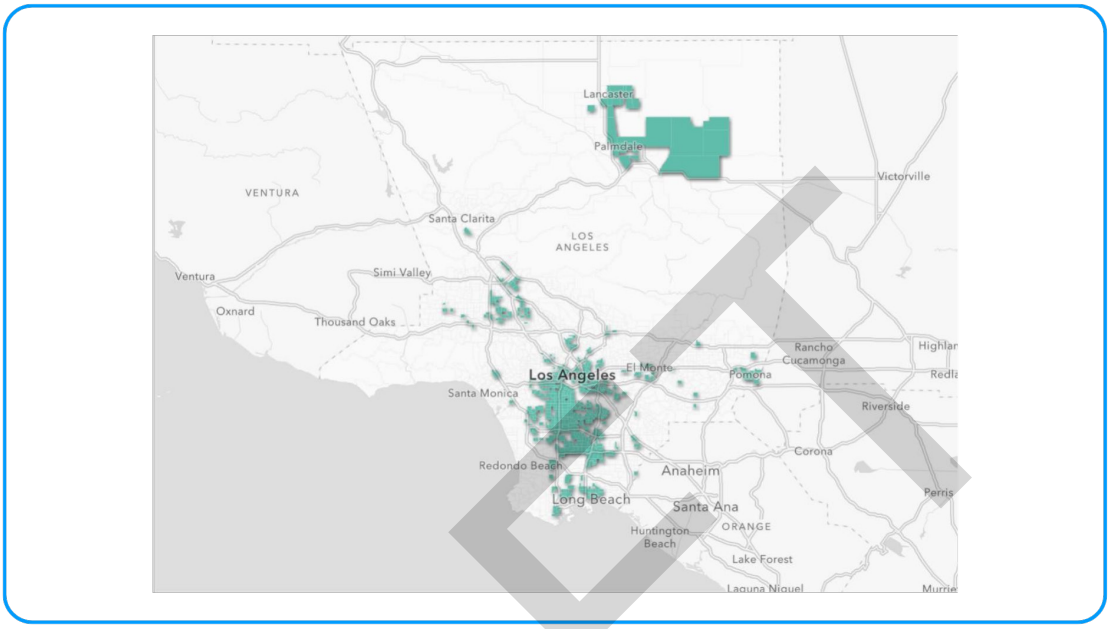


Much of these racial gaps in life outcomes are traceable to inequities in the spatial distribution of opportunity. A scientific consensus has emerged over the past few decades that where a person grows up has enormous influence over the outcomes of that person's life. The disparate geographic landscape of opportunity yields very different life outcomes for those raised in neighborhoods of affluence compared to those raised in neighborhoods of disadvantage.[8] There is powerful evidence, for example, that being raised in a neighborhood of concentrated disadvantage causes decreased high school graduation, increased teenage pregnancy, increased violent juvenile delinquency, worsened physical and mental health, increased child hospitalizations, reduced college attendance, increased joblessness, and lower income in adulthood.[9]

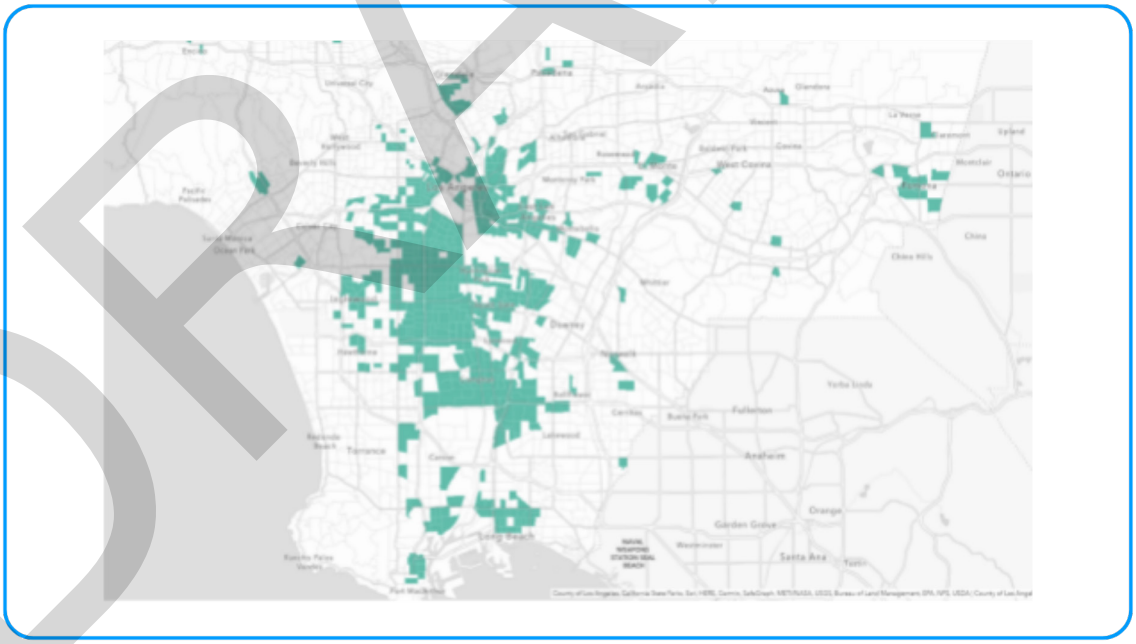
The geography of Los Angeles County is defined very much by the concentration of affluence as well as disadvantage. Moreover, race is anchored to place in the County which offers suppressed opportunities to thrive for young people of color. The index of concentrated disadvantage, an analytical tool used for mapping spatial disadvantage among families with children, shows clusters of concentrated disadvantage across the County notably in southern Los Angeles County, the Antelope Valley and the San Fernando Valley.[10]

Figure 5. Concentrated Disadvantage Neighborhoods in Los Angeles County[11]

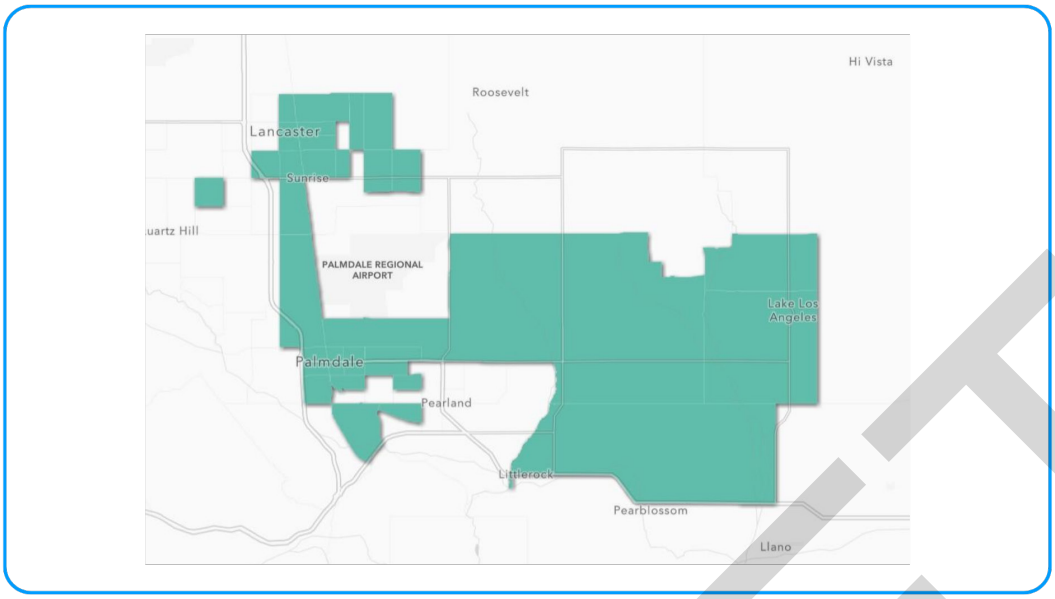
Los Angeles County



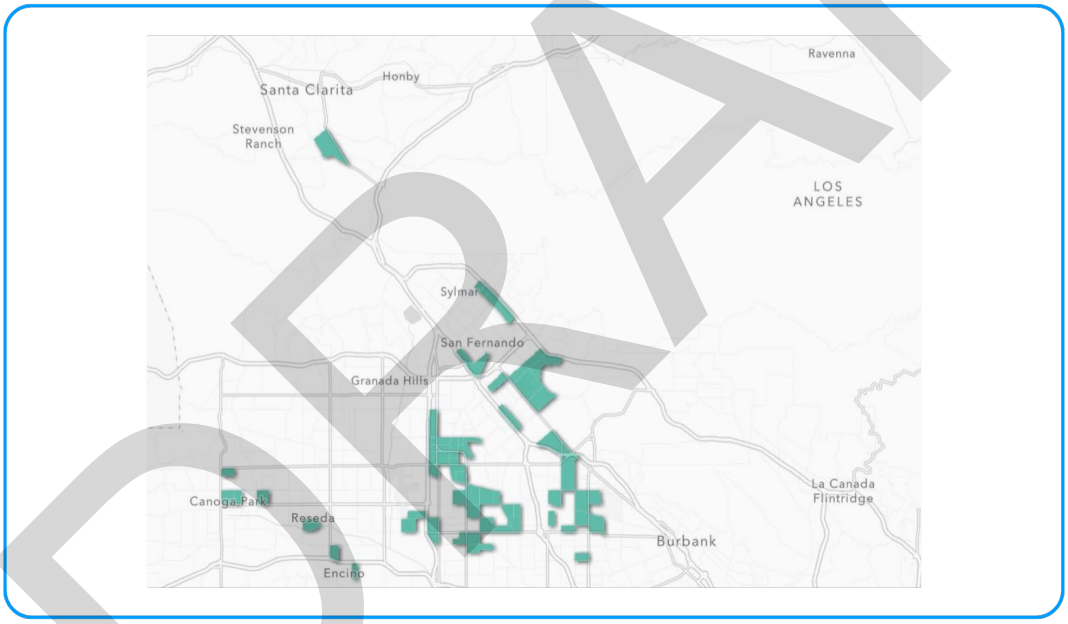
Southern Los Angeles County



Antelope Valley

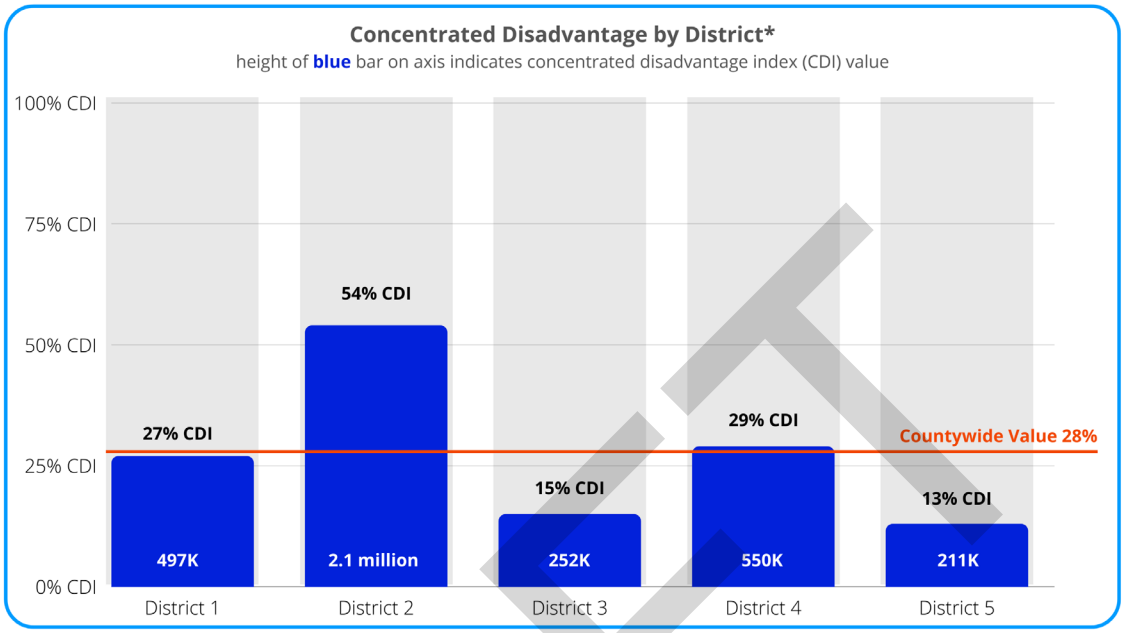


San Fernando Valley



Nearly 30% of Los Angeles County's population lives in neighborhoods of concentrated disadvantage. Each of Los Angeles County's five Board of Supervisor districts contain many residents living in such communities. District 2, the heart of historical disadvantage in the County, contains more residents living in concentrated disadvantage than all other districts combined, with more than half (54%) of the district's population residing in a neighborhood of concentrated disadvantage. Districts 1 and 4 also have sizable shares of their population living in concentrated disadvantage, at 27% and 29%, respectively. While having smaller shares of their population in neighborhoods of concentrated disadvantage, Districts 3 and 5 contain the growing San Fernando Valley and Antelope Valley clusters, which contain significant levels of disadvantage.

Figure 6. The Number and Percentage of Residents in Concentrated Disadvantage

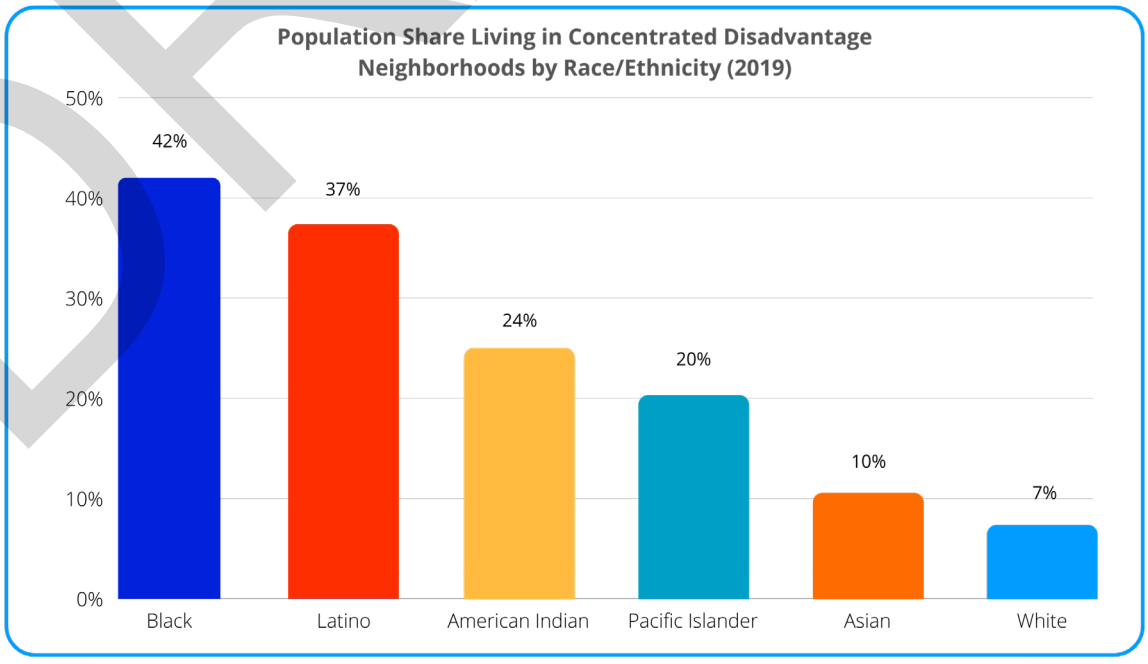


Nearly 30% of Los Angeles County's population lives in neighborhoods of concentrated disadvantage.

NEIGHBORHOODS BY SUPERVISORIAL DISTRICT

Also, as shown in **Figure 7** below, Black (42%), Latino (37%), American Indian (24%), and Pacific Islander (20%) residents of the County are much more likely to live in concentrated disadvantage neighborhoods compared to Whites (7%) and Asians (10%).

Figure 7. Percentage of Population Living in Concentrated Disadvantage Neighborhoods by Race and Ethnicity

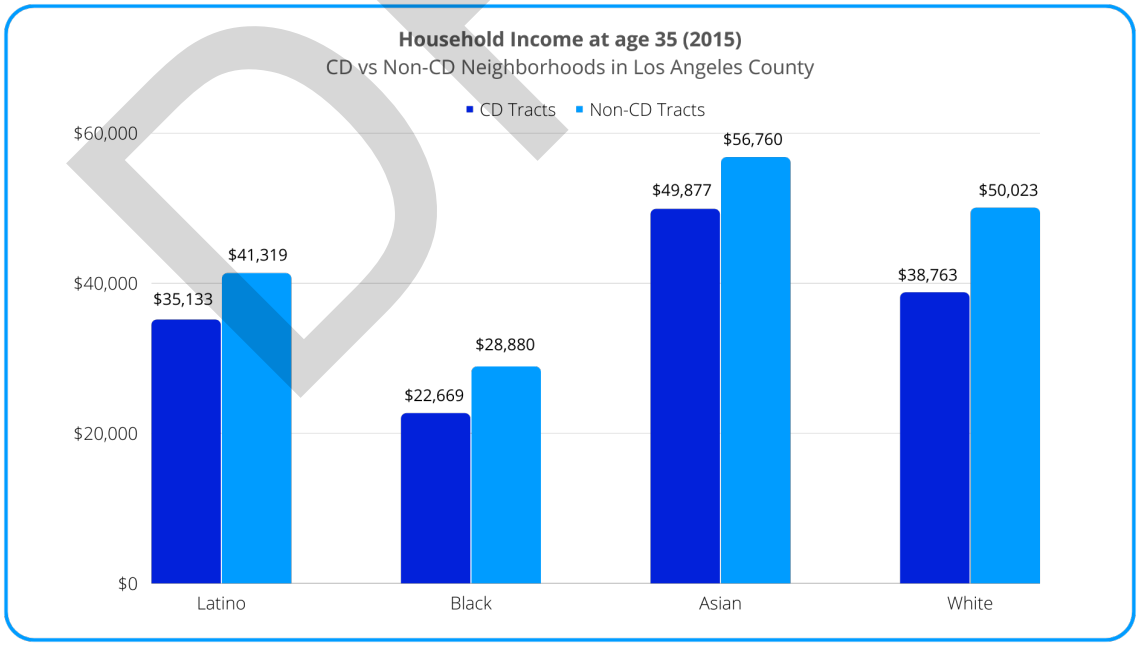


In addition, having higher incomes does not insulate Blacks and Latinos (and likely American Indians) from exposure to high levels of neighborhood disadvantage. In 2009 in Los Angeles County, Blacks and Latinos with incomes above $75,000 lived in neighborhoods where 16% and 14% of families were poor compared to just 13% for White families with incomes below $40,000 per year. In other words, affluent Blacks and Latinos in the County experience higher levels of exposure to neighborhood disadvantage than low-income Whites.[12] A recent study using data from 2014-2018 for the County shows that the average Black household must earn $150,000 a year to live in a neighborhood with the same average median income as the average White household earning just $20,000 a year.[13]

THE COUNTY'S INEQUITABLE GEOGRAPHY LEADS TO SUBSTANTIAL GAPS IN LIFE OUTCOMES

When looking at income in adulthood for children raised in Los Angeles County, there are substantial differences in outcomes between those raised in high compared to lower disadvantage neighborhoods. **Figure 8** below shows that being raised in a neighborhood of concentrated disadvantage significantly reduces the incomes of children once they reach young adulthood compared to children raised in more advantaged neighborhoods.[14] Black (-22%), Latino (-15%), and Asian (-12%) children all experienced substantial reductions in adult income because of childhood neighborhood disadvantage. White children have the largest reductions (-23%) in adult income as a result of living in disadvantaged neighborhoods, largely because the incomes in adulthood for White children raised in more affluent neighborhoods are so much higher than they are for other groups, except Asians. Notably, White children raised in neighborhoods of concentrated disadvantage have higher average incomes in adulthood than Black children not raised in such neighborhoods.

Figure 8. Average Income at Age 35 for Children Raised in Concentrated Disadvantaged Neighborhoods vs. Those Not



LOS ANGELES COUNTY'S INEQUITABLE GEOGRAPHY WAS THE RESULT OF INTENTIONAL POLICY DECISIONS

Los Angeles County's inequitable geography, in terms of both race and class, was not an accident.[15] It was a deliberate outcome that began with Spanish settlers who forcibly took land through violence from existing indigenous populations. This continued under the control of the US, through broken treaties with Native American/ American Indian tribes and perpetuated by the actions of institutional leaders from the federal government down to local municipalities. Actions that were part of a wide-ranging effort led by the real estate industry— including the California Real Estate Board and the Los Angeles Realty Board—that included actors as varied as the Courts, neighborhood homeowner's associations, white County voters, and the Ku Klux Klan led to many of the outcomes we see today. This section of the strategic plan will briefly review the history of these actions that occurred between the 1910s and the 1960s, focusing on six key tools for constructing the County's inequitable geography: racially restrictive covenants, "Redlining" and "Yellowlining," violence organized by collective groups, "urban renewal," the siting of public housing, and the siting of toxic-emitting industrial plants. All these policies and tactics combined to create a spatial distribution of advantage and disadvantage in Los Angeles County that continues to shape the life outcomes of children born here today.

CONTEXTUALIZING RACISM AND STRUCTURAL RACISM

There are many definitions of racism and its various types, but in simple terms, "racism" refers to "prejudice, discrimination, or antagonism directed against other people because of their race or ethnicity."[16] This prejudice or antagonism can arise both consciously and unconsciously (i.e., implicit bias) and influences everything from mundane social interactions to national policy. The meaning of structural racism as referenced in this strategic plan draws on the framework presented in "Structural Racism: A Concrete Primer," and describes how racism is built into the social structures of society.[17] There are three "pillars" that are used to describe how racism is made "structural," that include: institutional, spatial, and relational.

» **Institutional**: In the context of structural racism described here, the term institutional refers to "formal" institutions, particularly public organizations (i.e., governments) and private ones (e.g., businesses) as well as the markets in which they operate, including the laws and policies that govern them. These institutions structure the social environment in which individual lives evolve and acquire features that endure over long stretches of historical time.

» **Spatial**: The spatial pillar refers to how people and things are sorted into different places, how those spatial arrangements came to be, and the effects places have on the people that reside there.

» **Relational**: The relational pillar refers to social interactions and the social networks that emerge from them and are sustained by them over time and space. Social networks are largely spatialized and racialized.

Together, these three pillars form the essential structural foundations by which racism of the past and present operates to systematically produce gaps in life outcomes. They tend to operate in reinforcing ways such that institutional decisions shape the spatial environment, which, in turn, shapes the formation of social networks, which then influences role occupancy and decision-making within institutions. The processes by which these structural pillars produce gaps in life outcomes can be referred to as exclusion, exploitation, and control:

» **Exclusion:** Exclusion or "opportunity hoarding," in short, amounts to keeping certain advantages to certain groups. In the context of structural racism, it refers to the process by which a dominant group denies less powerful groups access to scarce resources like good jobs, decent housing, and good schools.

» **Exploitation:** This is the process by which one group expropriates a resource produced by another group preventing "them from realizing the full value of their effort in producing it."[18] Examples range from slavery to land theft, predatory lending, and monetary sanctions.

» **Control:** Control is a process by which coercion, force, and punishment—among other things—are used to deny less powerful groups freedoms enjoyed by the dominant group. Examples include slavery, American Indian genocide, mass incarceration, and racially-biased police violence.

The institutional, spatial, and relational pillars can enact and reinforce any of these processes in racially discriminatory ways to produce gaps in life course outcomes. Together, these six ideas form the foundation for thinking concretely about structural racism and guided how that concept was incorporated into the development of this strategic plan.

RACIAL SEGREGATION AT THE TURN OF THE 20TH CENTURY

In the first decade of the 20th century, racial segregation in Los Angeles County looked very different than it does today. Mexican Americans and Mexican immigrants tended to occupy the worst slum housing in the city of Los Angeles and were clustered in particular parts of the city along with the Chinese in Chinatown and enclaves of European immigrants in "foreign" districts. Blacks were a tiny portion of the City's population (just over 2,000 in 1900) and their presence evoked limited desire for residential exclusion among Whites. In fact, in the first decade of the 20th century, Blacks could be found residing in neighborhoods throughout Los Angeles and experienced lower levels of racial segregation than both Japanese and Chinese residents.[19]

It was in 1906 that the first black residents settled in the Central Avenue neighborhood south of downtown Los Angeles, later known as "South Central," that would become the heart of the growing black community for more than a century. Between 1900 and 1920, however, South Central would remain mostly white.[20] Importantly, due to low density and cheap housing, a large share (36%) of Black families in Los Angeles owned their own homes compared to just 2.4% in New York and 8% in Chicago.

Upon touring their housing in 1913, W.E.B. Dubois reported to readers of The Crisis magazine that Blacks in Los Angeles were "without doubt the most beautifully housed group of colored people in the United States."[21] Importantly, despite their opportunities to become homeowners, Blacks during this period were locked out of decent employment, particularly industrial jobs, due to extensive discrimination. In contrast, the region was heavily reliant on the Mexican labor force during this time.[22]

Starting in 1910 as part of the First Great Migration, a large movement of Blacks out of the South would find many headed to Los Angeles in search of opportunity and escape from Jim Crow. As a result, the city's Black population doubled during the 1910s and more than doubled again during the 1920s to reach almost 40,000 by 1930. This expansion was concentrated in South Central.[23] As the Black population swelled, Whites in South Central and elsewhere reacted by seeking to contain the expansion through whatever strategies they could. The next decade would mark the beginning of a reversal in fortune of housing opportunities for Blacks and other minority groups in Los Angeles that endures today. The most powerful tool in the arsenal used to build and maintain racial color lines in Los Angeles for the next four decades were racially restrictive covenants.

RACIALLY RESTRICTIVE COVENANTS

Racially restrictive covenants came to widespread prominence in America's cities and towns during the 1920s in large part because of a Supreme Court decision in 1917, known as Buchanan vs. Warley, that outlawed the ability of cities to designate where different racial groups could legally reside through zoning laws.[24] In response, the forces seeking to rigidly segregate racial minorities in the city of Los Angeles and elsewhere turned to the use of racially restrictive covenants.

Restrictive covenants are private contracts between a home buyer and seller that have been inserted into property deeds. These agreements typically forbade the buyer of a home from subsequently selling or renting that home to Blacks, Mexicans, Mexican Americans, or the Japanese. If a home buyer were to subsequently break this agreement, the property could be forfeited back to the original property owner without compensation.[25] However, for covenants to work to produce completely segregated neighborhoods, all homeowners in an existing neighborhood had to cooperate in adopting such agreements as well as form protective homeowners' associations that would actively seek to enforce those agreements when they were violated. For new neighborhoods built by large tract housing developers, restrictive covenants would be applied to all units in a new subdivision eliminating the need for homeowners to cooperate in this way.[26]

The Courts played a pivotal role in the movement towards and the effectiveness of restrictive covenants. The California Supreme Court ruled in Los Angeles Investments Co vs. Gary in 1919 that people of color had the right to buy property in neighborhoods covered by restrictive covenants, but not to live in that property. Furthermore, Blacks who lived in neighborhoods for several years that were covered by restrictive covenants were expelled from those neighborhoods through lawsuits filed after this decision.[27] More than one hundred such lawsuits were filed against Blacks in Los Angeles between 1937 and 1948 alone. In fact, the Westwood neighborhood bordering the UCLA campus was segregated through this strategy.[28]

The real estate industry, and especially the Los Angeles Realty Board (LARB), played

a central role in institutionalizing the segregated landscape of Los Angeles County. The LARB strongly advocated segregated neighborhoods and played a direct role in the adoption of racially restrictive covenants.[29] The California Real Estate Association (CREA) also regularly endorsed the use of restrictive covenants and helped to expand their usage in the state.[30] Realtors, both nationally and in Los Angeles, strongly promoted racial segregation and its achievement and maintenance through restrictive covenants. In 1923, the National Association of Real Estate Brokers (NAREB) promoted the use of restrictive covenants nationally and in 1924 adopted as part of its official code of ethics that, "A Realtor should never be instrumental in introducing into a neighborhood a character of property or occupancy, members of any race or nationality, or any individuals whose presence will clearly be detrimental to property values in that neighborhood."[31] Together with developers, residents, and local city officials, realtors sought to blanket entire suburban communities with restrictive covenants to prevent racial encroachment by Blacks, Mexicans, or the Japanese.[32] Restrictive covenants combined with block protective homeowner associations had the effect of narrowing the residential contexts of Blacks in Los Angeles despite a large influx of new migrants to the city.[33]

Racially restrictive covenants became one of the most powerful tools to build and maintain color lines in Los Angeles.

However, despite being increasingly constrained to living in South Central or Watts, the communities in which Blacks resided and the schools that they attended were multiethnic with no single race majorities. Large numbers of Mexicans and Whites lived in South Central and Watts, and many Blacks lived in the ethnically diverse communities of Boyle Heights and East Los Angeles.[34]

During World War II and for 30 years afterward, the Second Great Migration would help change the face of Los Angeles. During the War alone, the size of the Black population nearly doubled from 67,000 in 1940 to 125,000 in 1945. Restrictive covenants helped to contain this explosive growth limiting the Black population to residing in just five percent of the area of the city.[35] Though the Black population in South Central increased by more than 40,000 during the War, the racial boundaries of the neighborhood barely budged.[36]

As the African American population rapidly expanded in Los Angeles County after 1940, racially restrictive covenants and policies that enforced segregation continued to shape communities during this period. Historically multiethnic neighborhoods became more racially homogenous and concentrated poverty in predominately African American and Latino/x communities grew over time. Other forms of xenophobia and racism also found new ways to disadvantage communities of color. In 1942, President Roosevelt signed Executive Order 9066, which authorized the forced removal of more than 33,000 Japanese American citizens and residents from Los Angeles County into internment camps.[37] Japanese internment led to immeasurable amounts of property loss and displacement. After being detained and forced to relocate during the war, many Japanese Americans found their former homes ruined due to theft, vandalism, and acts of arson. They also faced fewer alternative options for shelter upon their return due to a competitive housing market and racial housing covenants that continued to put restrictions on where Japanese and other people of color could purchase homes.

Scan for more information:
How A Predatory Real Estate Practice Changed The Face Of Compton, NPR

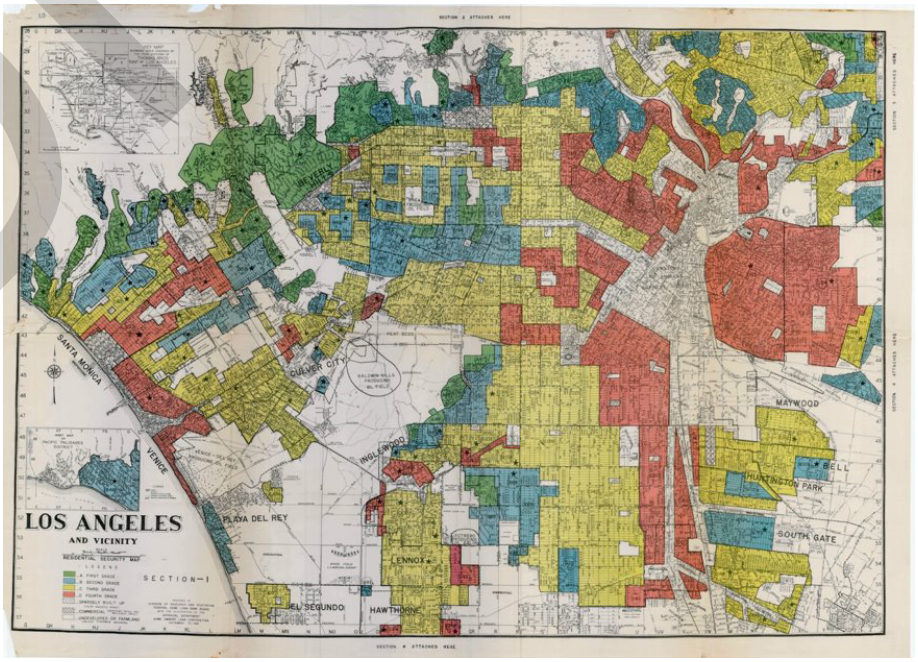
This forced some Japanese individuals and families to seek temporary shelter in hostels, hotels, and trailer installations or leave their previous hometowns entirely.[39]

Restrictive covenants were finally ruled unconstitutional by the U.S. Supreme Court in the Shelley vs. Kraemer decision in 1948, after a decade of litigation.[40] However, they had a lasting impact after the three decades during which they were heavily utilized to segregate Los Angeles County. Although restrictive covenants were unconstitutional, the Los Angeles Realty Board and the California Real Estate Board attempted to overturn the ruling or use several means other than covenants to achieve the same results.[41] One tool whose importance rose when the effectiveness of restrictive covenants came to an end was the practices of "Redlining" and "Yellowlining."

"Yellowlined" neighborhoods have experienced long-term negative effects similar to those that were redlined.

REDLINING AND "YELLOWLINING"

After restrictive covenants were outlawed by the Supreme Court in 1948, Blacks and Latinos that wanted to buy homes in non-segregated neighborhoods continued to be stymied by important changes to the marketplace for home mortgages that began in the early 1940s. During the Great Depression when the housing market was in full collapse, the federal government created the Homeowners Loan Corporation (HOLC), which was tasked with providing financial capital to refinance existing home loans and help resuscitate the market. To determine where to provide mortgage lending, HOLC in the late 1930s commissioned the appraisal of entire neighborhoods in over 200 cities and towns across the nation, including Los Angeles and its surrounding suburbs.[42] HOLC developed a color-coded rating system which it used to rate neighborhoods as being worthy of mortgage investment or not. Neighborhoods rated as Green, indicating "Best," and Blue, indicating "Still Desirable," were considered broadly acceptable for mortgage lending. Neighborhoods rated as Yellow, indicating "Definitely Declining," were considered highly risky. Neighborhoods rated as red—the origin of the term "redlining" because neighborhoods were colored in red on maps—were deemed "Hazardous" and off-limits. Notably, recent evidence shows that neighborhoods that were "yellowlined" have experienced long-term negative effects similar to those that were redlined.[43]



HOLC appraisers also produced official descriptions of neighborhoods called "Area Descriptions" that accompanied color ratings. In the descriptions for neighborhoods like South Central, Watts, or Boyle Heights, residents who were Black, Mexican, Japanese, "Oriental," or Jews were described as "subversive racial elements" and their presence in a neighborhood was characterized as "infiltration."[44] While neighborhoods with zero Black residents were often rated red, neighborhoods containing any Black residents were almost always rated red. In fact, "% Negro" was a data entry field on the Area Description form and is the only field for indicating the race for any group in a neighborhood. As a result, redlining is most closely associated with the racial segregation of Black populations. In Los Angeles County, 36 of 38 neighborhoods (95%) in which at least one Black person resided were given a red rating. For Mexicans, 63 of 84 neighborhoods (75%) were also rated red. Additionally, 34 of 42 neighborhoods (81%) in which any Japanese person resided received a red rating. In Los Angeles County, all neighborhoods that weren't rated red for any of these three groups were given a yellow rating. There were no Blacks, Latinos, or Japanese in any neighborhood that was rated Blue or Green by HOLC in the 1930s.[45]

Scan to view redlining maps for your neighborhood at Mapping Inequity

While HOLC existed only briefly (being terminated in 1954) and did make loans within red-rated neighborhoods (although in ways that reinforced segregation), its impact on the broader mortgage lending industry, racial segregation and racial disparities in wealth accumulation was driven by how its maps were used to guide The Federal Housing Administration (FHA), Veteran's Administration (VA) and private lending.[46] The Federal Housing Administration (FHA) is a government agency created in 1934 whose primary purpose was to insure mortgages made by private lenders for the purchase of homes and other properties. Federal mortgage insurance protected lenders against loan defaults, thus incentivizing them to make many more mortgage loans to homebuyers. The FHA thus spawned an enormous growth in home lending. The Veteran's Administration (VA), as part of the "GI Bill" passed in 1944, provided guarantees for mortgage loans made to veterans. This also generated a very large expansion in mortgage lending the United States. However, mortgage loans insured by the FHA or guaranteed by the VA were limited to blue or green neighborhoods, creating a housing market that "channeled real estate wealth almost exclusively to whites...[in] exclusive and restricted suburbs."[47] Thus, for example, of the "125,000 FHA housing units built in Los Angeles County from 1950 to 1954, only 3,000 (2.4 percent) were open to nonwhites."[48] In addition to being largely locked out of mortgage financing through FHA and VA lending policies, the largest real estate developers in Los Angeles County refused to sell homes to Blacks in new suburban tracts and subdivisions.[49]

Of the FHA housing built in LA County in the 1950s, only 2.4% were open to nonwhites.

THE LINGERING CONSEQUENCES OF REDLINING (AND YELLOWLINING)

A mounting body of causal evidence shows that redlining maps created over 80 years ago cause disparities in outcomes and opportunities for residents today. Looking at their effects on neighborhoods, one study showed that redlining maps caused a reduction in homeownership rates, home values, and rents when measured in 2010.[50] Another study found that the HOLC system of color-coded appraisals caused an increase in Black-White segregation by 12 percentage points in 2010.[51] In both studies, the effects of HOLC maps were measured more than 70 years after the maps were created. Additional evidence shows that redlined neighborhoods are more likely to receive subprime mortgage loans and loan denials, have lower school funding and performance, have higher air pollution, and have less tree cover and higher "heat island" effects.[52] Looking at effects of redlining on the life outcomes of residents, a recent study finds that a neighborhood being rated red or yellow in the late 1930s caused an increase in teen births as well as a reduction in credit scores, income in adulthood, and the likelihood of upward income mobility for children born between 1978 and 1982, roughly forty years after the maps were created.[53]

COLLECTIVE VIOLENCE

In addition to public policy or the tactics of private industry, White residents in Los Angeles County resorted to violence and intimidation to maintain segregated neighborhoods. Where restrictive covenants failed to contain the encroachment of nonwhite residents, violence and intimidation by the Ku Klux Klan was utilized, particularly during the 1920s and 1950s.[54] Between 1915 and 1944 it is estimated that there were about 18,000 members of the KKK in Los Angeles and Long Beach.[55] In fact, "in 1922, police recovered Klan membership lists that revealed about 10 percent of public officials and policemen in California to be Klan members. In LA alone, the 1,500 retrieved names included the chief of police and the sheriff. The city had three chapters, and the Klan was active in many suburbs, including Santa Monica, Huntington Park, Glendale, San Pedro, South Gate, and Torrance."[56]

During the period following World War II, the enormous growth in the Black population sparked virulent anti-black racism in the city of Los Angeles and the broader County.[57] In the 1940s, racist white youth gangs originating in nearby suburbs, such as the "Spook Hunters" from South Gate, inflicted violence on Black youth leading them to form several gangs of their own to defend themselves.[58] Along with Blacks, violence against Mexicans and Mexican Americans residents also erupted during the "Zoot Suit Riots" of 1943, in which White off-duty military personnel beat and stripped Mexican and Black youth across the city of Los Angeles.[59]

Scan to view How Anti-Mexican Racism in L.A. Caused the Zoot Suit Riots, History Channel

After restrictive covenants were found unconstitutional in 1948, White residents of Los Angeles County responded to Blacks moving into formerly all-White neighborhoods with violence, typically with the tacit approval of law enforcement. This violence included cross-burnings, rocks thrown into windows, dynamite bombings, vandalism, and the formation of large mobs. There were more than one-hundred incidents of "move-in bombings" and vandalism in Los Angeles from 1950 to 1965 alone, with only one leading to an arrest and prosecution.[60]

URBAN RENEWAL

Urban renewal or "slum clearance" originated as a policy tool to accompany the construction of federal public housing funded by the Housing Act of 1937. A policy known as "equivalent elimination" mandated the "demolition of one substandard housing unit for the construction of each unit of public housing."[61] This policy tool would later be expanded with the Housing Acts of 1949 and 1954 to support large-scale "slum-clearance" and "'slash-and-burn urban renewal."[62] Through the 1950s and 1960s, urban renewal would be deployed as a tool in combination with investments in highway construction to destroy Black and Latino neighborhoods.[63]

The practice of urban renewal impacted many areas of Los Angeles, including Chavez Ravine and Sugar Hill. Chavez Ravine was a neighborhood north of downtown Los Angeles that contained a largely Mexican origin community of almost 4,000 residents that were poor, tight-knit and lacked basic urban services. In the late 1940s, the neighborhood was designated by the City Planning Commission as a "blighted area" and the "Elysian Park Heights" public housing project was proposed for construction. The redevelopment project was to include 9,000 units of modern housing with the former inhabitants of Chavez Ravine to be provided relocation assistance and first choice on new low-rent housing units. The project, however, was later scrapped in favor of the construction of a new Dodger Stadium. The displaced residents were left without legal recourse.[64] The Sugar Hill neighborhood in the West Adams district of Los Angeles was settled by middle-class Black residents and was a desirable area for Blacks seeking better housing than what was available in South Central in the late 1940s. The invalidation of restrictive covenants in 1948 meant that Blacks could move into neighborhoods like Sugar Hill and elsewhere and the neighborhood's Black population increased. However, in 1954 city planners routed the Santa Monica freeway through the heart of Sugar Hill and destroyed the community.[65]

The Voluntary Relocation Program became "essentially a one-way ticket from rural to urban poverty."

Scan to view Why the Dodgers are haunted by Chavez Ravine ghosts, Los Angeles Times

Highway construction in the 1940s and 1950s is also responsible for making East Los Angeles one of the most polluted communities in California.[66] Latino homeowners of East Los Angeles had their properties seized in order to accommodate highway construction projects including: the Santa Ana freeway (opened in 1944), the Hollywood 101 (opening in 1948), the San Bernardino freeway (opened in 1953 and widened in 1972), the Golden State 5 freeway (opened in 1955), the Santa Monica freeway (connected to the East Los Angeles interchange in 1961), the Long Beach 710 freeway (opened in 1961), and the Pomona 60 freeway (opened in 1965). Freeways

cover almost 20% of the land in East Los Angeles compared to just 4% of the land area for the city of Los Angeles.[67] In East Los Angeles, 1,171 buildings were removed for constructions of the Santa Ana freeway alone. Today, the concentration of freeways in East Los Angeles produces a dense cluster of air pollution that is associated with elevated rates of low birthweight infants for mothers residing there.[68]

Homes in the 2200 block of South Harvard Boulevard, circa 1937 Los Angeles Public Libary photo collection.

Scan to view Beneath The Santa Monica Freeway Lies The Erasure Of Sugar Hill, NPR

Meanwhile, between 1940 and 1960, over 122,000 American Indians and Alaska Natives (AIAN) moved to cities, in large part due to federal government's Voluntary Relocation Program.[69] Its goal was to move Native Americans to cities and assimilate them into the white, American mainstream, thereby eventually allowing the government to make tribal land taxable and available for purchase and development. The program encouraged AIAN to move off reservations and into cities such as Chicago, Denver, and Los Angeles with promises of a better life.[70] Los Angeles was a primary destination and welcomed nearly 30,000 AIAN, alone, due to this program.[71] Unfortunately, the financial assistance provided to relocating individuals was minimal. They were provided one-way transportation and a couple hundred dollars to move to the city, which one Bureau of Indian Affairs Commissioner later called "essentially a one-way ticket from rural to urban poverty."[72] It was also compounded by the fact that many AIAN people did not qualify for public housing assistance and/or experienced housing discrimination in the form of private racial covenants excluding them from many neighborhoods.[73]

SITING OF PUBLIC HOUSING

Consistent with federal guidelines, local control of the siting of public housing projects contributed to greater segregation of African Americans in Los Angeles County after World War II. Projects initially proposed for places like Venice, Santa Monica, or Compton were met with protest by white residents and quickly scrapped in favor of their placement in Watts, which after the War became a "dumping ground" for public housing in Los Angeles County.[74]

Thus, in addition to Hacienda Village built in 1942, the Los Angeles Housing Authority built three large housing projects in Watts (Jordan Downs, Imperial Courts, and Nickerson Gardens) in the early 1950s that contained almost 2,300 housing units for just two square miles. In many ways these housing projects became "self-contained ghettos" that deepened the concentration of poverty in Los Angeles.[75]

SITING TOXIC-EMITTING INDUSTRIAL USES

In addition to policies and tactics that helped restrict Blacks to South Central during the first half of the twentieth century, city officials also rezoned sections of the South Central neighborhood to permit the siting of industrial plants that polluted the local community.[76] Zoning changes in 1922 led to the siting of hundreds of industries in South Central by 1939.[77] Further "spot" rezoning in the 1940s led to the common presence of automobile junkyards in the neighborhood.[78] In addition, the city of Los Angeles "consistently diverted municipal funds for traffic safety, sewage and street repairs" away from neighborhoods like South Central and Watts.[79] Such zoning practices and poor regulations of nearby industries have continued to disproportionately impact communities of color. A recent example includes the former Exide Battery Recycling plant in East Los Angeles. The plant was allowed to operate by the State with a temporary permit for decades before being shut down permanently after it came to light that it was responsible for polluting the surrounding Latino neighborhoods with lead and arsenic contamination.[80]

RACIAL SEGREGATION IN THE 1960S AND BEYOND

As California entered the 1960s, the California state legislature passed one of the first fair housing laws in the nation, known as the Rumford Act. This bill, signed into law by Governor Pat Brown in 1963, made racial discrimination in the sale or rental of housing illegal.[81] The new law, preceding the federal Civil Rights Act by a year, placed California at the forefront of civil rights legislation in the nation.

However, immediately after the law passed the California Real Estate Association formed the "Committee for Home Protection" that began a campaign for what would become Proposition 14. Prop 14 not only would overturn the Rumford Act, but it would also change California's constitution to make it unconstitutional for the state to restrict the right of any homeowner not to sell or rent their property to whoever they wished. The Los Angeles Times endorsed the proposition arguing that the ability to discriminate is a "basic property right."[82] In 1964, just months after the passage of the Civil Rights Act of 1964 at the federal level, Los Angeles and California voters approved Prop 14 in a landslide. Although the Fair Housing Act of 1968 would later outlaw housing discrimination throughout the nation, racial discrimination in the housing market in Los Angeles County persists today.[83]

Prop 14 protest at the City of Los Angeles' City Hall on November 4, 1964. Los Angeles Public Library.

Scan to view How Prop 14 Shaped California's Racial Covenants, KCET

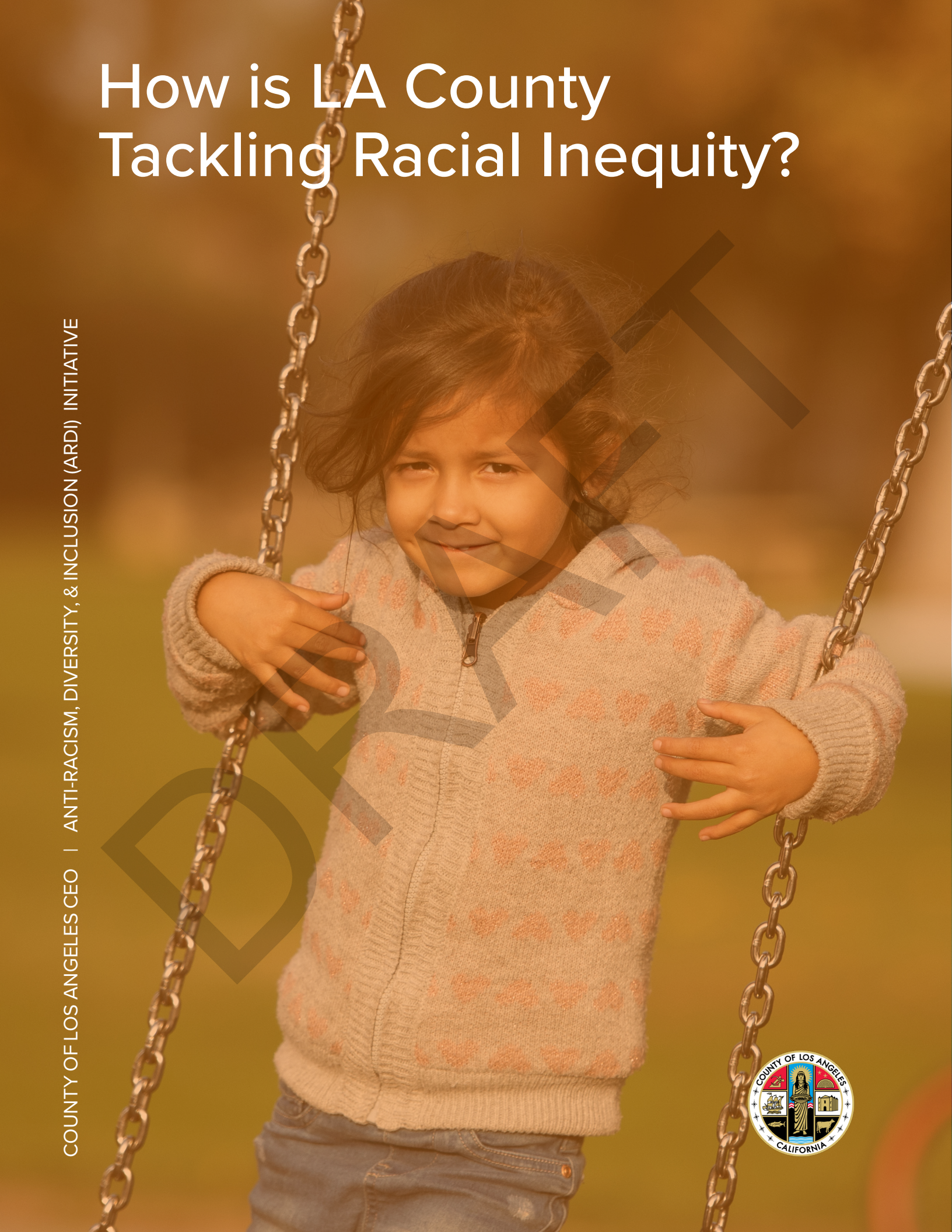
TIME TO REWRITE LA COUNTY'S STORY

While LA County's history has led created the landscape seen today, there is now an opportunity to address the many challenges that have led to the disparities its communities face today. Government has the responsibility to prohibit and eliminate racial discrimination and bias in all its forms and to ensure that persons are entitled to security against forced removal, harrassment and intimidation by entities who seek to deprive individuals of their rights to self-determination and dignity on the basis of their race. LA County must act in the public's interest to ensure that communities can fairly access justice and an effective remedy when they have faced discrimination. To that end, LA County must demonstrate its commitment to address structural racism and system inequities in order to bring opportunity, fairness, and justice to many of its residents who were deprived of self-determination through historical acts of racism.

As the County reflects on the many chapters of its story, it must further examine what residents want Los Angeles to represent to their neighbors, the nation, and the world. It is in the public's interest to eliminate structural racism and bias in all its forms and move towards anti-racism by changing the systems, organizational structures, policies, and practices that hinder the equitable distribution of resources and power. This Countywide racial equity strategic plan offers a roadmap to do just that.


I AM
BLACK
STORY

How is LA County Tackling Racial Inequity?



COUNTY OF LOS ANGELES CEO | ANTI-RACISM, DIVERSITY, & INCLUSION (ARDI) INITIATIVE

HOW IS LA COUNTY TACKLING RACIAL INEQUITY?

The County of Los Angeles' equity efforts can be traced back to 1944 when the County Board of Supervisors established a Committee for Interracial Progress (later renamed the Committee for Human Relations). By 1958, the Committee for Human Relations became an official agency of County government and was renamed the Los Angeles County Commission on Human Relations. In ensuing decades, the County recognized the need to coordinate services for the over 2,000,000 people of American Indian ancestry in the region and in 1976, partnered with the Los Angeles Native American community and the Los Angeles City government to create the Los Angeles City/County Native American Indian Commission. Both the Los Angeles County Commission on Human Relations and Los Angeles City/County Native American Indian Commission were the first of their kind in the United States. While there's been significant change in the Los Angeles region, the last decade has been an especially important period of progress in the County's history. LA County has proactively worked to integrate racial equity into internal operations, rectify long-standing systemic injustices, ensure excellence in service delivery, and cultivate a strong, responsive workforce. Specifically, in 2011, the Board of Supervisors adopted the County of Los Angeles' Policy of Equity (CPOE) to preserve the dignity and professionalism of the workplace, as well as protect the right of employees to be free from discrimination, unlawful harassment, retaliation, and inappropriate conduct toward others based on a protected status.

In 2016, the County partnered with Government Alliance on Race and Equity (GARE), a national network of governments working to achieve racial equity, to provide a series of year-long trainings, which resulted in three sets of cohorts focused on embedding racial equity principles in their respective departments. In 2017, the Board of Supervisors adopted the Implicit Bias and Cultural Competency (IB&CC) initiative which resulted in the development of a Countywide training curriculum developed in partnership with the National Training and Education Center. As a result of these efforts, more than 88,000 County staff were introduced to the fundamental concepts of implicit bias and cultural competency with the goal of effectuating positive change within the County by helping to eliminate the potentially negative effects of implicit biases, thereby strengthening relationships amongst employees and the communities served. In addition, numerous Countywide and department-specific initiatives have been created that seek to advance racial equity in the County in the areas of youth development and protection, violence prevention, and health, education, and employment advancements. A comprehensive list of these efforts was compiled in 2020 and can be found here. **Appendix A** contains a highlight of these efforts.

In 2016, Los Angeles County partnered with GARE, a national network of governments working to achieve racial equity.

Establishing the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative

On July 21, 2020, the Los Angeles County Board of Supervisors unanimously adopted a motion to establish an Anti-Racist County 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 specifically called for a strategic planning process and policy agenda to address disparate outcomes in the areas of physical and mental health, housing and housing stability, meaningful employment opportunities, public safety, and justice. This strategic plan is the culmination of a months-long strategic planning and community engagement process.

Solely focusing on equality does not address the structural and historical disparities that have created harm and have impacted intergenerational life outcomes and created the material conditions communities of color face today.

The County's Chief Executive Office launched a national search for an Executive Director of Racial Equity on September 11, 2020, and hired Dr. D'Artagnan Scorza, who began his assignment on December 14, 2020. The organizational structure continues to be refined as the scope of ARDI responsibility has evolved to include assistance with oversight of the Care First, Community Investment planning process.

The ARDI Initiative has worked diligently to establish the necessary infrastructure to launch this new initiative and support the County, its departments, and the community to build the capacity needed to achieve racial equity. In March 2021, the ARDI Initiative requested the appointment of Departmental Executive Team Leads and worked with over 30 departments to create departmental Equity Action Teams and populate four Countywide workgroups to help guide and lead anti-racism work within each department. This allowed for greater departmental coordination and provided a mechanism for planning, implementation, review of policies, practices, and procedures. Participants in the ARDI workgroups, which include Strategic Planning and Data, Stakeholder Engagement, Culture and Climate, and Narrative and Communications workgroups, received multiple trainings in the ensuing months on topics such as using a racial equity lens to create an enabling environment, active listening, interrupting bias, and racial equity action planning.

The ARDI unit has added several permanent staff positions as the scope of ARDI's responsibility has evolved to include multiple Board directives. In addition, ARDI has establsihed a partnership with academic institutions to support its research and data needs. In the interim, ARDI has worked closely with the Chief Information Officer (CIO), Internal Services Department (ISD), and additional partners to identify data sources throughout departments and other external sources to produce a geospatial database to inform the strategic planning process, and to evaluate and analyze data to help identify key areas of focus and emerging needs. Lastly, the unit has created the draft mission and vision statements seen below with community and stakeholder input to serve as guideposts for the County's anti-racism work.

Why We are Aiming to Achieve Racial Equity

The July 2020 Board motion that established the ARDI Initiative, defined structural racism, as "a system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways to perpetuate racial group inequity" and compels the County to address disparate outcomes through the lens of equity. Utilizing a lens of equity requires the acknowledgment that each person has different circumstances, backgrounds and starts from a different place. While we will continue to strive for equality, which is the idea that "each individual or group of people is treated the same, given the same resources or expected to take advantage of the same opportunities," we recognize the needs of communities within Los Angeles County vary widely. Solely focusing on equality does not address the structural and historical disparities that have created harm and have impacted intergenerational life outcomes and created the material conditions communities of color face today.

Equity, on the other hand, refers to "the idea that differences matter and that systems must be balanced to distribute resources and opportunities needed to reach equal outcomes by treating everyone justly according to their circumstances." By focusing on equity, we can actively identify, acknowledge, and repair the harm that has occurred from discriminatory, unjust, and unlawful practices. By utilizing an equity lens, ARDI will guide LA County towards achieving racial equity. Racial equity refers to what a genuinely non-racist society would look like. In a racially equitable society, the distribution of society's benefits and burdens would not be skewed by race. In other words, racial equity would be a reality in which a person is no more or less likely to experience society's benefits or burdens just because of the color of their skin. It demands that we pay attention not just to individual-level discrimination, but to overall social outcomes.[84]

To achieve a non-racist society where the "distribution of society's benefits and burdens would not be skewed by race, LA County must have a bold vision to help guide our direction and create a unified approach to achieve our goals."

Los Angeles County's Vision for Racial Equity

Los Angeles County will be a region where every resident can thrive regardless of the color of their skin through collaboration with LA County government departments; County Commissions, advisory bodies, and public agencies; the County's 88 incorporated cities, 80 school districts, and 120 unincorporated areas; state and federal agencies, and any other jurisdictions; and community-based organizations, philanthropy, and academic institutions. Using the Life Course Framework, the County will be able to support positive life trajectories and prevent negative life outcomes from the time a child is in the womb to the point of becoming an older adult.

To that end, our vision statement is as follows:

"Los Angeles County is a place where all residents are healthy, experience justice, and thrive."

This can be done by conducting root cause analysis, applying data to decision-making processes, aligning budgets to equity priorities, engaging communities with lived experience, and developing a policy agenda to close racial disparities and help achieve positive life outcomes for residents within our communities.

The Anti-Racism, Diversity, and Inclusion (ARDI) Initiative

In support of the Board's directives and the County's vision, the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative will aim to move forward with the following mission:

"To end structural racism and its consequences in Los Angeles County. To boldly articulate an anti-racist agenda that will guide, govern, and increase the County's ongoing commitment to fighting systemic and institutional racism in all its forms and dimensions by directing, building capacity for, and sustaining the development of equitable policy, workforce culture, data analysis, and resource distribution."

The ARDI Initiative provides central coordination and guidance to ensure the incorporation and integration of equity in Countywide and departmental racial equity efforts. ARDI partners with County departments to provide racial equity training, technical assistance, and other capacity building efforts. In addition, ARDI contributes to all County efforts by creating racial equity tools, providing policy analysis with an equity lens, coordinating data-related equity efforts, and infusing equity into program development and resourcing efforts, including tools for authentic stakeholder engagement and equitable budgeting practices. ARDI will work to advance its mission through a justice-oriented approach that considers the ways in which procedural, distributional, and structural equity can be achieved.

Drawing from McDermott, Mahanty & Schreckenberg's (2013) multidimensional framework for assessing equity, this framework will help inform stakeholder efforts and encourage strategic efforts to achieve the County's vision.

Procedural equity refers to fair, transparent, and inclusive processes that lead to more just outcomes and opportunities for individuals impacted by inequity. Procedural equity can be achieved through processes that acknowledge power imbalances across stakeholders and aim to rectify them by recognizing diverse forms of power and expertise, namely expertise from lived experiences—integral to informing more equitable and effective public decision-making.

Distributional equity is the most understood form of equity, achieved through fair allocation of resources such as goods and services, as well as societal benefits and burdens.

Structural equity addresses the root causes of inequities including underlying systemic structures, policies, societal norms, and practices that contribute towards disparate population-level outcomes.

Structural equity targets historical factors and remediates past wrongs, learning from history to avoid future unintended consequences. In summary, Procedural equity ensures all process participants are inclusively engaged and authentically valued. Distributional equity prioritizes resources for communities most impacted by systemic injustices to achieve universally beneficial quality of life outcomes for all.[85] Structural equity sheds light on factors such as racism, classism, and sexism that undergird present-day power dynamics perpetuating systemic barriers for people from diverse backgrounds and identities. Combined, this framework necessitates new strategies that transform policies, governance (including political representation), and culture to ensure more fair opportunities and outcomes for groups most impacted by historical injustice.

ARDI's foundation is rooted in the understanding that identifying and combatting structural racism is paramount to a more just and equitable County. Generally, "structural racism" describes the way that racial classifications are used to reproduce the type of inequality that relies on social exclusion, exploitation, and control; these patterns produce significant disparities in the life course outcomes of people. Structural racism also consists of institutional, spatial, and relational pillars, all of which facilitate and scaffold social processes that produce inequitable racial disparities. These disparities persist across lifetimes and generations, particularly in key areas such as education, employment, income, health, wealth, crime, incarceration, and death. These outcome gaps widen overtime and are often exacerbated as we see with populations who are more likely to be incarcerated than go to college.

Significantly, the outcomes experienced from structural racism are deeply connected and interlocking with both public and private institutions. As a result, it is not enough to improve one particular outcome and see overall change in a population, because other institutional contexts can overwhelm a positive development in another domain. It is therefore necessary to change multiple institutional domains over time (e.g., housing, education, economic opportunity, health, safety, etc.). Considering the complexities of dismantling structural racism, ARDI recognizes and will elevate the need to identify the relationship between interdepartmental efforts and the ways in which they affect life course outcomes.

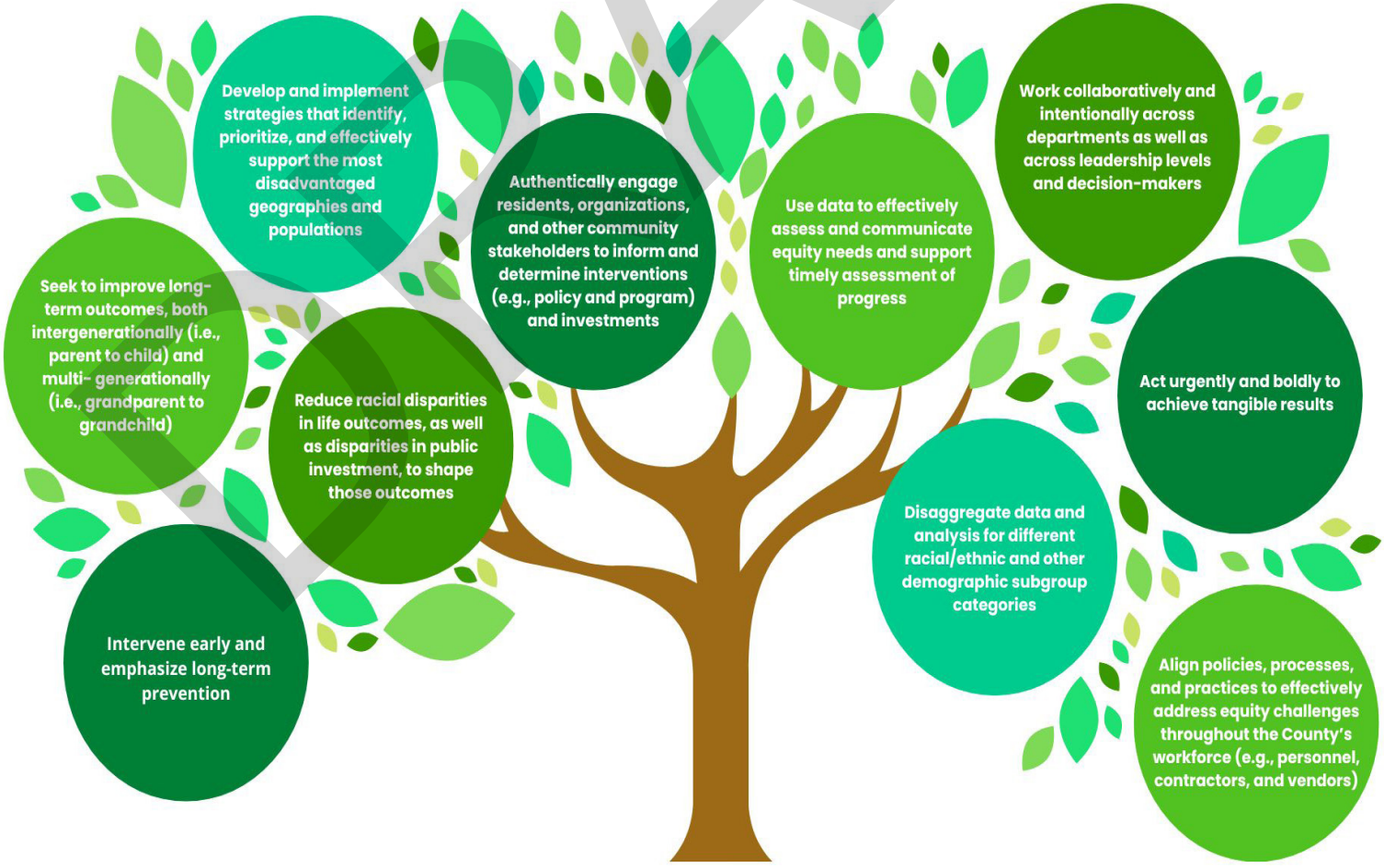
The Countywide Guiding Equity Principles

Equity principles are generally values-based and incorporate and express ethical premises. They aim to articulate how to do things right (effectively) and the right thing to do (express the values basis for action). They are also generally able to be evaluated, which means it is possible to document and judge whether the principle is being followed, and document and judge what results from following the principle. ARDI assembled feedback from internal stakeholder focus groups and discussions with planning participants helped define the County's Equity Guiding Principles, which guided the strategic plan's development and will continue to inform ongoing efforts to promote equity and anti-racism in the County. Guiding Principles serve as "guardrails" or "pointers" for how we should define and Countywide plans related to priority new initiatives with a specified timeline, and process milestone metrics.

ARDI created Countywide Equity Guiding Principles with input from County departments through ARDI's Planning & Data Workgroup—established for strategic planning—and from community partners. These Board approved principles will help County departments weigh considerations and ensure that program, policy, and funding decisions align with the Board's anti-racism policy agenda.

Countywide Guiding Equity Principles

These principles were Board approved to ensure that program, policy, and funding decisions align with the Board's anti-racism policy agenda.




HAWAIIAN AVE
HMD
County of Los Angeles
Department of Mental Health

How Did We Complete This Plan and What Framework Did We Use?

HOW DID WE COMPLETE THIS PLAN AND WHAT FRAMEWORK DID WE USE?

The development of the strategic goals and metrics in this plan were guided by a planning framework known as "A Life Course Framework for Improving the Lives of Disadvantaged Populations," or "The Life Course Framework" for short.[86] Informed by the life course paradigm in sociology, psychology and health, The Life Course Framework oriented the planning process to take the long view, and seek changes in population level outcomes over the next several years. Focusing on specific "life course outcomes," the six-step planning process:

1. Identified key long-term population outcomes to influence, called "strategic goals," as well as "Equity Principles" to guide the strategic planning effort;
2. Identified how to measure those outcomes;
3. Examined trends in those outcomes over time and set "goal targets" for changing those outcomes;
4. Identified major "contributing outcomes" that helped put people "on-track" or "off-track" to achieving the desired outcomes in the long-run;
5. Mapped the limits of county authority and the potential for collaborative partnerships; and
6. Identified "strategic initiatives"—ranging from programs to policies—to influence those contributing factors over the next decade.

"LA County Staff from 29 departments participated in 25 planning workshops to complete the strategic planning process."

During an 8-month planning process between July 2021 and May 2022, staff from 29 County departments participated in 25 planning workshops to implement these steps. The recommendations that emerged from this process were reviewed by the ARDI Community Input Advisory Board (CIAB) and other community stakeholders. Each step is described in greater detail below:

STEP 1

Identified key long-term population outcomes to influence, called "Strategic Goals," as well as "Equity Principles" to guide the strategic planning effort

In this phase, the strategic planning committee identified five "Strategic Goals" to guide strategies for change in the County over the next decade. The process of selecting strategic goals was guided by the ARDI Board Motion that initiated the development of this plan, "Establishing an Antiracist Los Angeles County Policy Agenda," which called for addressing disparate outcomes in the areas of physical and mental health, housing and housing stability, meaningful employment opportunities, public safety, and justice. To identify these population outcomes, the strategic planning workgroup, informed by the Life Course Framework, considered over 260 indicators, drawing upon current and historical data, planning documents from LA County, and research studies. Guided by these sources, the planning workgroup identified five strategic population outcome goals that were subject to community review and input before they were finalized. The final list of five included: (1) Increase percentage of families with children with income at or above 250% FPL, (2) Decrease adult first-time felony convictions, (3) Decrease infant mortality, (4) Increase attainment of postsecondary credentials with significant labor market value at an accredited nonprofit or public institution, and (5) Increase percentage of adults with stable full-time employment at or above 250% FPL.

The strategic goal outcomes were chosen based on the following criteria: 1) they have the power to substantially improve people's lives; 2) they demonstrate large racial gaps; 3) they affect large numbers of people.

In addition to Strategic Goals, a set of guiding "Equity Principles" were created. Feedback from internal stakeholder focus groups and discussions with planning participants helped develop and further refine these principles which guided the strategic plan's development and will continue to inform ongoing efforts to promote equity and anti-racism in the County.

STEP 2

Identified how to measure Strategic Goal population outcomes

The need to be inclusive and share power with impacted communities is core to our approach to stakeholder engagement.

Informed by indicator research, the planning workgroup in consultation with county data managers identified both valid measures and consistently available data to track the prevalence and trends in strategic goal population outcomes.

STEP 3

Examined trends in those outcomes over time and set goal targets for changing those outcomes

Strategic goal targets are defined as the percentage of change, whether an increase or decrease, that is to be achieved over the next decade. For example, a goal target for increasing full-time employment might be increasing full-time employment by 30 percent in 10 years or cutting the racial gap in full-time employment by 40 percent in a decade. Identifying goal targets involved an analysis of trends in strategic goal outcomes over the past 10-20 years. Once data on strategic goal population outcomes was obtained, it was analyzed to identify trends over time for Blacks, Latinos, American Indians, Pacific Islanders, Asians, and Whites. Trend analysis was

conducted for 10-20-year spans depending on the outcome. Upon conducting trend analysis and evaluating tradeoffs, the planning workgroup selected 10-year goal targets for increasing or decreasing the five strategic population outcomes. These goal targets will help measure the County's progress toward our goals and ensure accountability.

STEP 4

Identified major contributing factors that put people "on-track" or "off-track" to achieving the desired outcomes in the long-run

Contributing outcomes are population outcomes that influence the likelihood that strategic goal outcome will change in the desired direction. For example, increasing high school graduation is a potentially important contributing outcome to the goal of increasing college enrollment. In this step, the planning workgroup identified population outcomes that may influence the strategic goal outcomes. An extensive scan of the research literature was conducted on population outcomes shown in rigorous quantitative studies to cause or predict changes in the five strategic population outcomes.[87] This scan yielded a list of 33 "contributing outcomes" that would become targets of strategic interventions. These outcomes may either promote or detract from influencing strategic goal outcomes in the desired ways. Identifying contributing outcomes helps to identify potential targets for early intervention to either increase the likelihood that a positive population outcome will occur or decrease the likelihood that a negative one will result.

The planning workgroup considered the limits of the County's authority and what it could achieve through collaboration.

STEP 5

Map the limits of County formal authority and the potential for collaborative partnerships

To guide brainstorming and prioritizing strategic initiatives, the planning workgroup considered the limits of the County's formal authority and what it could achieve through partnership and collaboration with other local governments, state government, federal agencies, and private organizations, including businesses and nonprofits. Noting that achieving its 10-year strategic goals would involve marshaling several change levers, both inside and outside the County, the planning workgroup identified several levers that informed the selection of strategic initiatives. These included: legislative authority, regulatory authority, service provision, oversight of funding streams, county procurement, hiring/jobs, convening stakeholders and partnerships, public education, and control and access to data.

STEP 6

Identified strategic initiatives—ranging from programs to policies—to influence those contributing factors over the next decade

Informed by a scan of the evidence-based policy and program literature, as well as community input, a set of 99 strategic initiatives were identified that will help to influence strategic population outcomes as well as contributing outcomes in desired ways. Following the adoption of this strategic plan, county planning groups will develop implementation plans, which will be launched in late summer of 2022.

Stakeholder Engagement

The Countywide Racial Equity Strategic Plan was developed through a series of internal and external workshops with participants from 29 County departments, as well as a Community Input Advisory Board. ARDI prioritizes stakeholder engagement and the spectrum of activities and processes that achieve equitable outcomes through shared decision-making and efforts that deepen relationships and trust between government, organizations, and affected communities.[88] Core to the approach to stakeholder engagement is the need to be inclusive and share power with impacted communities. The County aimed to conduct more inclusive stakeholder engagement process that relied upon transparency, collaboration, the inclusion of diverse voices to help maintain accountability throughout the strategic planning process.

The co-creation of the plan throughout the five planning phases ensures ownership of the final plan and commitment to achieving the stated goals set. Along with key community stakeholders, County departmental Executive Team Leads and Equity Action Team members were also involved in weekly, monthly, and quarterly meetings and participated in opportunities to provide recommendations at each stage of the planning process. Additionally, a series of input sessions gathered feedback on the plan and its proposed strategies from community-based organizations, residents, civic leaders, and the County workforce.

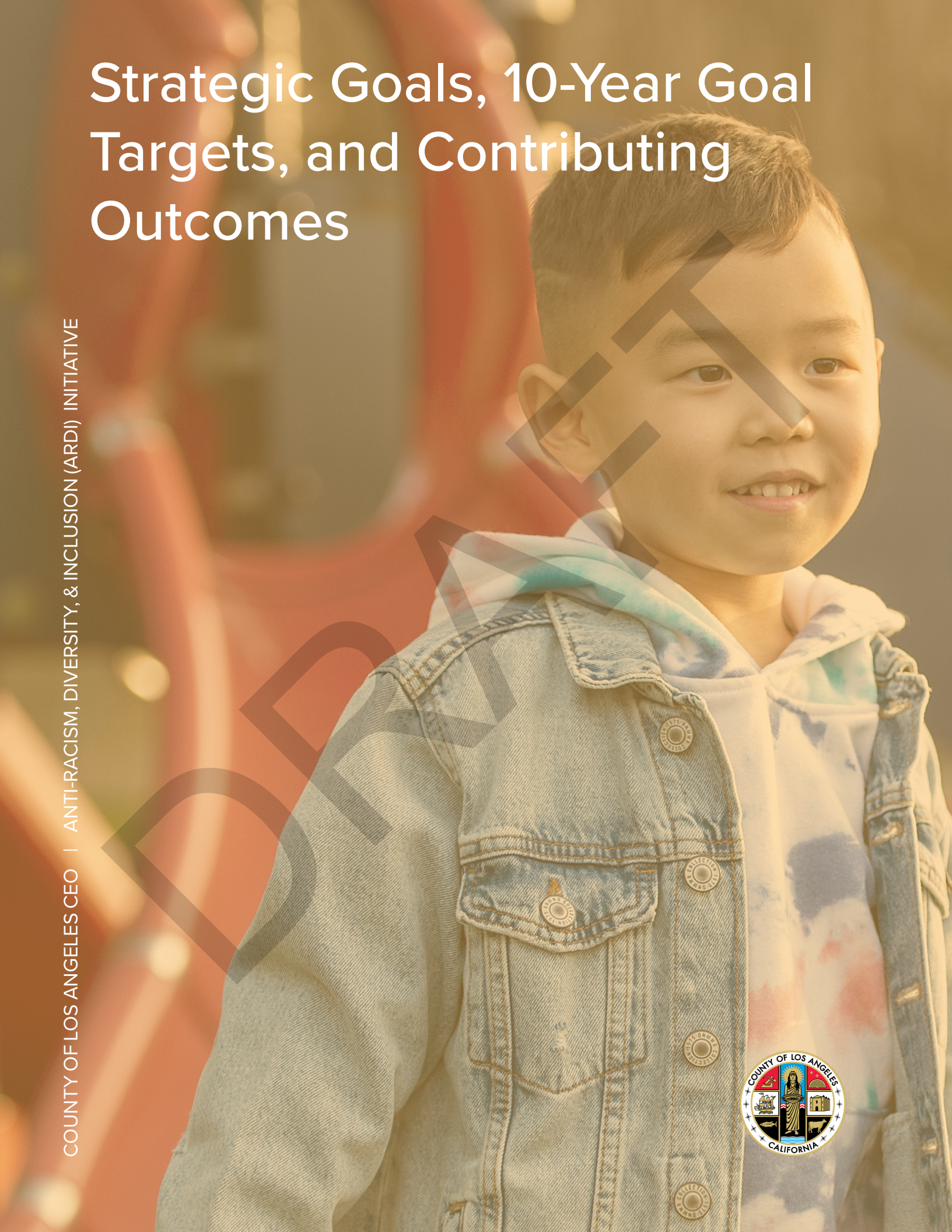
Stakeholder and community member involvement were prioritized and integrated throughout the entire planning process to inform the final plan's development. Channels for input from external stakeholders included:

- 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 ARDI's website.

In total, 51 events took place with more than 1,300 participants in attendance. ARDI has since incorporated the feedback from these many stakeholder engagements into the plan, which significantly informed the direction of the ARDI Initiative.

While ARDI's stakeholder engagement activities have focused on the strategic planning process and the final plan's development so far, 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.

Strategic Goals, 10-Year Goal Targets, and Contributing Outcomes



COUNTY OF LOS ANGELES CEO | ANTI-RACISM, DIVERSITY, & INCLUSION (ARDI) INITIATIVE

STRATEGIC GOALS, 10-YEAR GOAL TARGETS, AND CONTRIBUTING OUTCOMES

The results of planning Steps 1 through 4 are described in detail below. Included here are the five County Strategic Goals and why they were chosen, the 10-year Goal Targets that reflect the level of change in the goal target outcomes the County aims to achieve in ten years, and lastly the Contributing Outcomes that were found through an extensive scan of the research literature to predict or cause changes in the five strategic goal outcomes.

Explained for each strategic goal are:

- It's definition and how it's measured;
- Why the strategic goal is important;
- Trends in the strategic goal; and
- Contributing outcomes that research shows predict or cause changes in the strategic goal. A chart is provided that illustrates contributing outcomes that are "on-track" or "off-track" to influencing change in the strategic goal outcome in the desired direction.

Later sections of the plan discuss how the strategic goals will be achieved through program initiatives involving multiple County departments and external partners as well as needed policy changes aimed at moving a contributing outcome or a specific strategic goal.

STRATEGIC GOAL NO. 1:
Increase the Attainment of Postsecondary Credentials with Significant Labor Market Value

STRATEGIC GOAL NO. 2:
Reduce Adult First-Time Felony Convictions

STRATEGIC GOAL NO. 3:
Increase Stable Full-Time Employment Among Individual Adults with Incomes at or Above 250% Federal Poverty Level (FPL)

STRATEGIC GOAL NO. 4:
Increase the Percentage of Families with Incomes Above 250% Federal Poverty Level (FPL) for a Family of Four

STRATEGIC GOAL NO. 5:
Reduce Infant Mortality

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?

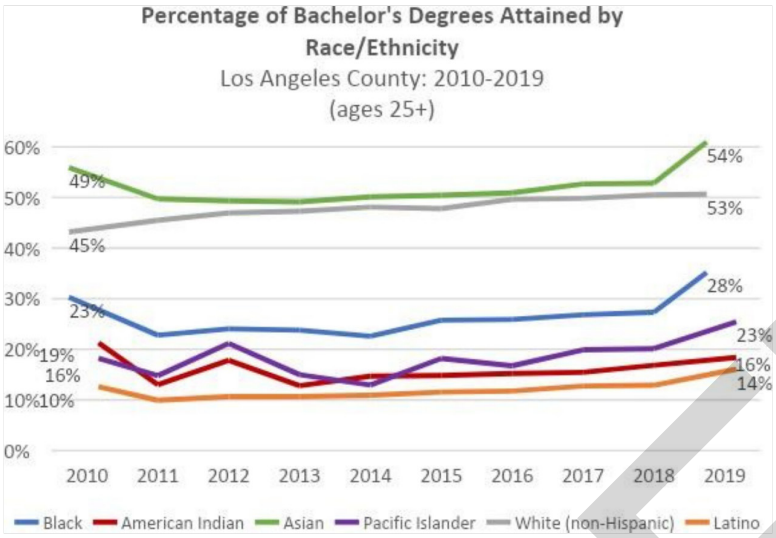
> *"This would create the opportunity and resources needed for folks in my community to thrive. Resources are scarce and most folks could benefit from receiving technical training [to] increase their earning potential and thus, create a better life."*
>
> *– Listening Session Participant*

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 associate degrees or vocational certificates in key subjects can be just as rewarding, and in some cases, more rewarding than bachelor's degrees.[89] For example, those who earn associate degrees or even vocational diplomas in technical fields—like health sciences, computers/IT or engineering/drafting—earn more over the 20 years after graduating high school than those with bachelor's degrees in subjects like liberal arts, humanities, or education.[90]

What is the trend for postsecondary completion in Los Angeles County?

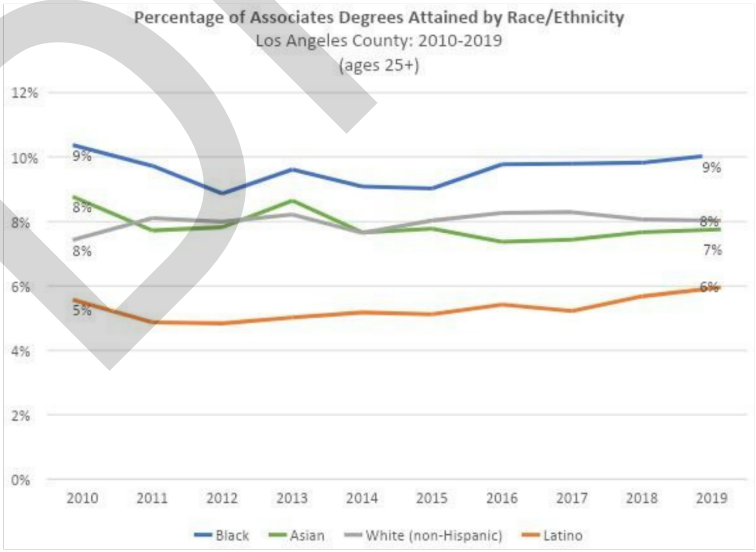
In Los Angeles County, the completion of bachelor's degrees increased from 2010-2019 for Asians (+10%), Whites (+18%), Blacks (+22%), and Latinos (+40%). The data for American Indians, Native Hawaiians, Pacific Islanders and other disaggregated Asian communities (e.g., Cambodians) are not collected and/or statistically reliable due to small sample sizes.

Figure 9. Percentage of Bachelor's Degrees Attainee by Race/Ethnicity, Los Angeles County, 2010-2019 (ages 25+)[91]

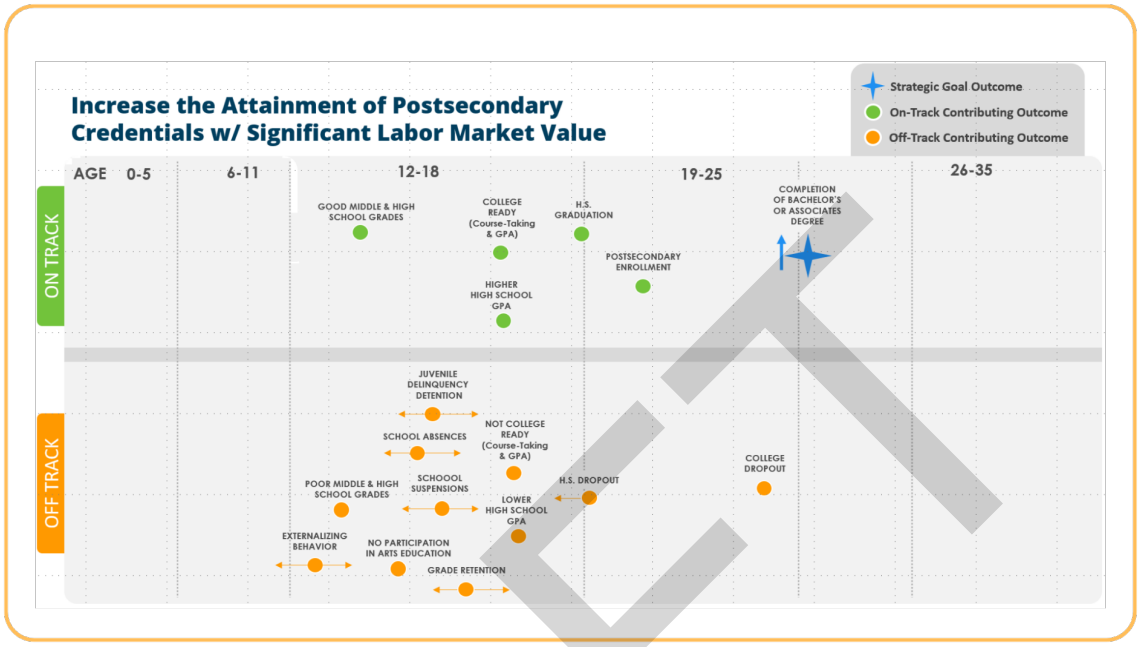


Census data does not make it possible to determine field of study for associate degrees. Below trend line data for completion of any associate degree is provided. From 2010-2019 rates of associate degree completion remained the same for Blacks and Whites. It increased for Latinos (+20%) and decreased for Asians (-13%). The data for American Indians and Pacific Islanders, however, is not statistically reliable due to small sample sizes.

Figure 10. Percentage of Associates Degree Attainment by Race/Ethnicity, Los Angeles County, 2010-2019 (ages 25+)[92]



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?

Several important contributing outcomes were identified from the research scan:

- **College-Readiness**: Research conducted on the California State University (CSU) system shows that readiness for college-level Math and English courses are important predictors of college completion.[93] Students that were ready for these college-level courses were 12.7 percentage points more likely to graduate CSU on time.

- **High School Grade Point Average**: Multiple studies have found that students' high school grade point averages are strong predictors of graduating college, even more so than SAT or ACT scores.[94]

- **Juvenile Delinquency or Arrests**: Juvenile delinquency and arrests are strongly negatively associated with high school and college graduation, according to multiple studies. One study found that delinquency by age 16 reduces the probability of high school graduation between 2 and 9 percentage points and reduces college completion by 4 and 10 percentage points. These effects are driven by those who become delinquent before age 14, have a high intensity of offending activity at age 16, and commit income-generating offenses.[95]

- **Middle School Grades**: A national study found that middle school grades are strong predictors of college completion.[96]

- **Participation in Arts Education**: One study found that participation in arts education was associated with reduced likelihood of dropping out of high school.[97]

- **School Absences**: Multiple studies have found that a significant number of absences from school is a robust negative predictor of high school graduation and college enrollment.[98]
- **School Suspensions**: School suspensions have been shown in multiple studies to negatively predict both high school and college graduation.[99]
- **Externalizing Behavior**: Externalizing behavior as a child—arguing, getting angry, fighting, etc.—is negatively predictive of high school graduation in nationally representative studies.[100]
- **Grade Retention**: Being held back in middle school or later are strong predictors of dropping out of high school.

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?

"I have friends and former clients whose personal lives and the lives of those close to them were completely altered by having a criminal record. Diversion programs in all forms are crucial for the well-being of my community."

– Listening Session Participant

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.

The scale of prison incarceration in the U.S. has changed dramatically over the past 50 years, increasing by 430% since the early 1970s.[101] However, this explosion in incarceration has been experienced unevenly across race and levels of educational attainment. For the U.S., the lifetime risk of imprisonment for males born 1975 to 1979 was 27% for Blacks, 12% for Latinos, and 5% for Whites.[102] In California, approximately 90% of Black males that dropped out of high school have gone to prison in recent decades.[103] The focus of this strategic goal is important because due to "criminal justice realignment" in California as a result of the passage of AB 109 in 2011, many individuals can now be convicted of felonies and not serve time in prison.[104] Felony convictions are a key driver of long-term negative outcomes for those convicted of crimes because the array of exclusions from employment and housing it produces. Although we lack data for California, nationally, 1 in 3 adult blacks males have a felony record.[105]

People who were incarcerated experienced a 52% reduction in annual earnings.

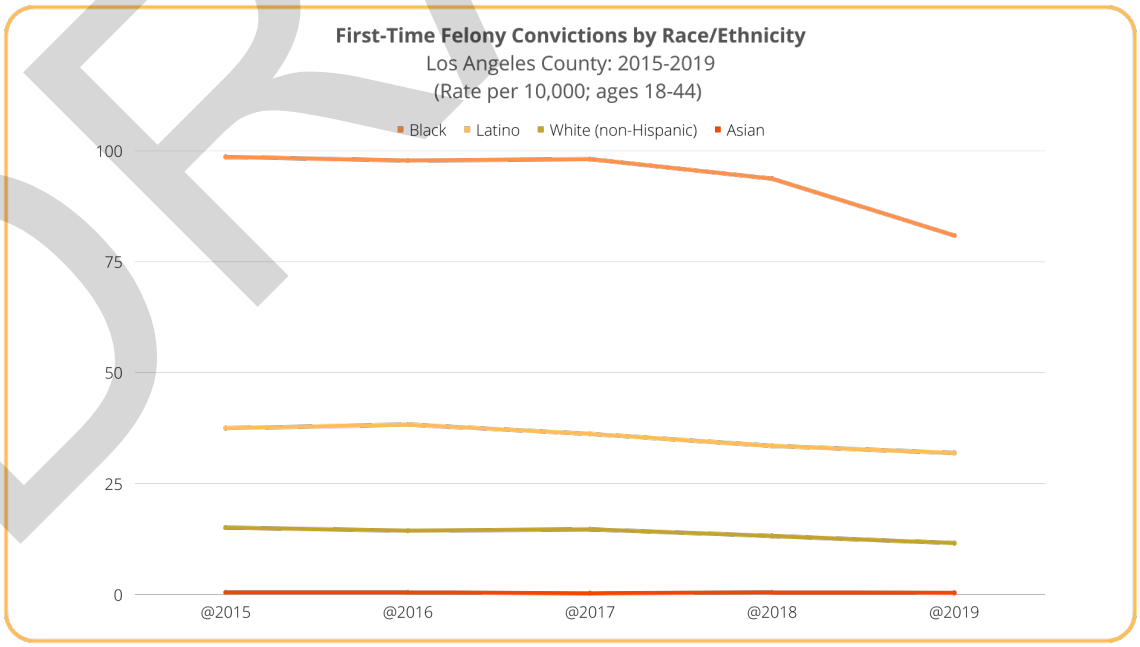
The effects of receiving a felony conviction or being placed in prison or jail on long-term life outcomes are substantial. One study found that those who experienced any of these three outcomes saw significant reductions in job earnings over the subsequent 30-year period. Those that were incarcerated experienced a 52% reduction in annual earnings, those with felony convictions but no incarceration experienced a 22% reduction, and those with a misdemeanor conviction experienced a 16% reduction. Moreover, Blacks and Latinos suffered the greatest lifetime earnings losses, totaling $358,900 and $511,500 respectively, compared to $267,000 for their White counterparts.[106] A compelling study conducted in Harris County, Texas which is the 3nd largest county in the U.S. (behind Los Angeles and Cook counties), showed that being incarcerated and/or receiving a felony conviction reduced employment by 49% and total earnings by 93% over the next 10 years. The largest effects were recorded for young Black men with misdemeanor criminal records.[107]

Being incarcerated has also been shown through multiple studies to be strongly associated with worse long-term mental and physical health, especially for those incarcerated between the ages of 18 and 24.[108]

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 are not statistically reliable due to small sample sizes, while disaggregated data for Native Hawaiians and other Asian communities (e.g., Cambodians) are not reliably collected at this time.

Figure 11. First-Time Felony Convictions by Race/Ethnicity, Los Angeles County: 2015-2019 (Rate per 10,000; ages 18-44)[109]



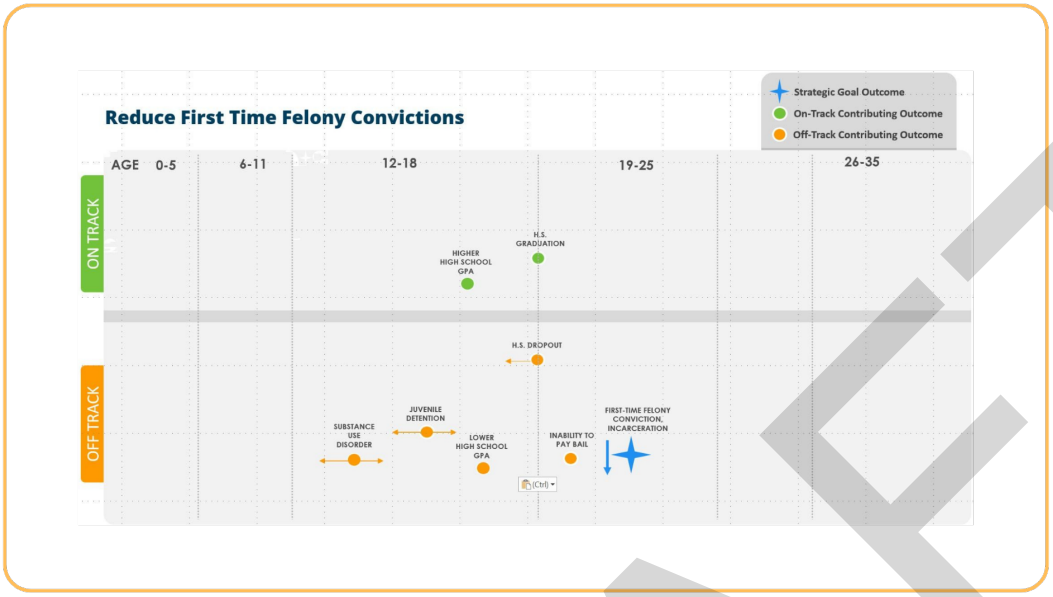
What is the target for this strategic goal in 10 years?

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

What are the contributing population outcomes that may influence this strategic goal?

Several important contributing outcomes were identified from the research scan:

- **Inability to Pay Bail**: A recent study conducted in New York City found that



pretrial detention causes an increase in the probability of conviction by 15.2 percentage points for people with no prior felony convictions. A study in Philadelphia and Miami-Dade County found similar results.[110]

- **High School Dropout**: The likelihood of going to prison is dramatically increased for those who dropout of high school. In the state of California, Black males have a 90% chance of imprisonment in their lifetime if they dropout out of high school and only 12% if they graduate.[111]
- **High School Grade Point Average**: In a national study of adolescents, having a higher G.P.A. or plans to attend college both predicted lower risk for incarceration as an adult.[112]
- **Juvenile Detention**: Being incarcerated in a juvenile detention facility was found in a study of Cook County (the second largest county in the U.S.) to cause an increase in adult incarceration by 22 percentage points and a reduction in high school graduation by 13 percentage points.[113]
- **Early Substance Use Disorder**: Having a substance abuse disorder before the age of 16 has been shown to be associated with a substantial increase in adult incarceration. In one study, the risk of incarceration increased by almost 400% for those with early substance use disorders.[114]

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% FPL for individuals, which in 2019 equaled $31,225.

Why is this goal important?

"COVID-19 has impacted many low-income residents in ways that will challenge them financially and personally for many years. These resources will help them get back on their feet."

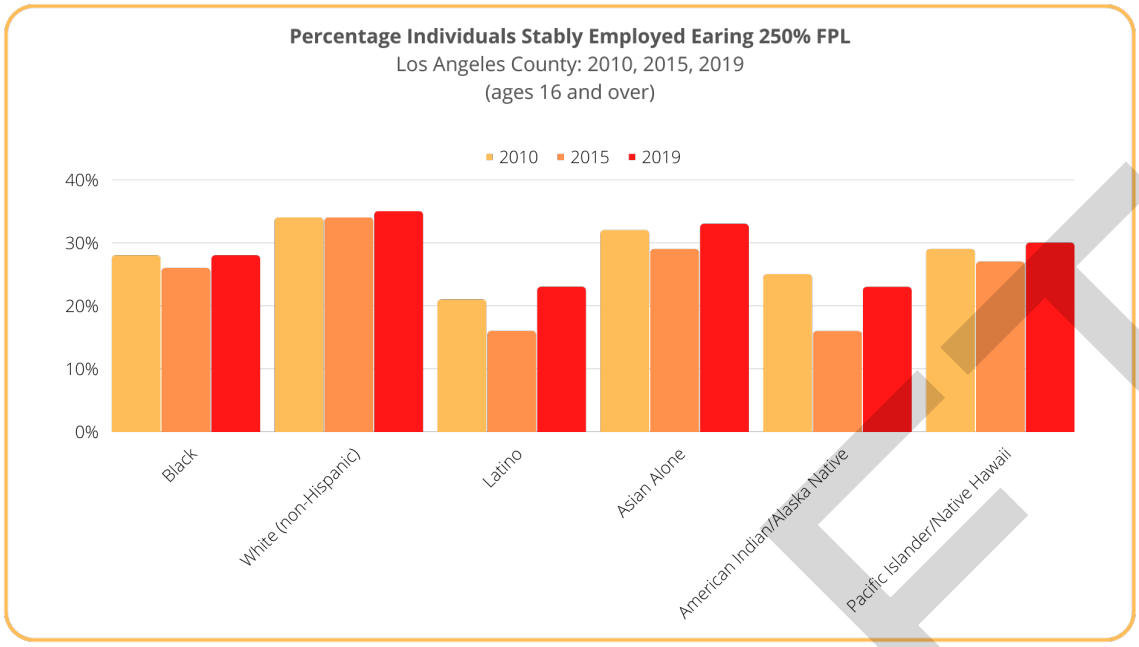
– Listening Session Participant

Stable, full-time employment is a critical condition 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 finds that declines in annual earnings are as high as 39% to 53%.[115]

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. Further disaggregated data for Native Hawaiians and other Asian communities (e.g., Cambodians) are also not reliably collected at this time and therefore, not included here.

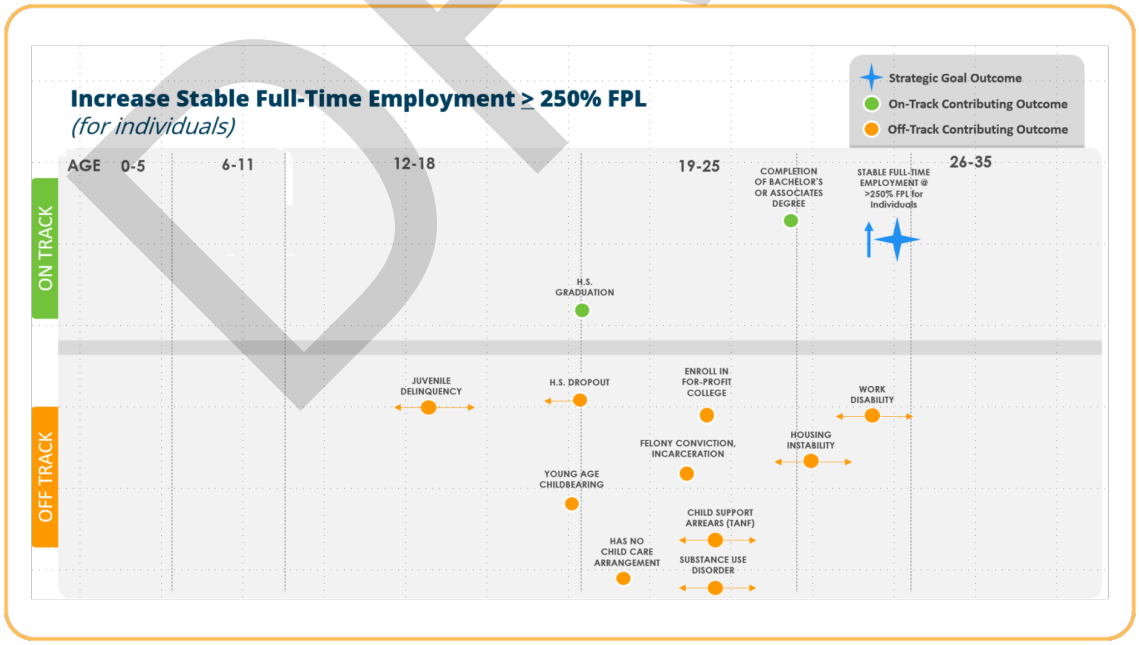
Figure 12. Percentage Individuals in Los Angeles County who are Stably Employed Earning 250% FPL or Higher[116]



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?



Several important contributing outcomes were identified from the research scan:

- **Work Disability**: Having a work disability has been shown in long-term studies to be negatively predictive of stable employment.[117]

- **College Completion**: Obtaining a college degree is strongly predictive of stable employment and having an income well above the poverty level. Good jobs that pay above 250% FPL for individuals have sharply decreased for those with only a high school diploma over the last 30 years. They decreased by 50% for Blacks, 44% for Whites, and 18% for Latinos. On the other hand, good jobs for those with college degrees have increased sharply, rising 65% for Blacks, 52% for Latinos, and 40% for Whites.[118]

- **Enrollment in a For-Profit College**: Students who attend for-profit colleges benefit very little from doing so. In fact, due to the accumulation of large debt loads and the reduced probability of graduation, they are often worse off than had they not attended college at all.[119]

- **Child Support Debt**: Owing arrears in child support payments for low-income noncustodial fathers, especially those owing Temporary Assistance for Needy Families (TANF) arrears, is shown in multiple studies to be associated with reductions in employment for these young men.[120]

- **Child Care Arrangements**: The absence of reliable childcare is an impediment to employment for mothers, especially those with low incomes. Studies show that the lack of childcare is associated with reduced employment for these women.[121]

- **Felony Conviction**: As noted above regarding reducing first-time felony convictions, being incarcerated, or having a felony conviction have been shown to substantially reduce both employment and earnings for decades after conviction.[122]

- **Substance Use Disorder**: A national study has found that those who are early initiates into drug use as well as "hard" and frequent drug users are more likely to demonstrate consistently low employment levels over a 20-year period. Furthermore, the effects were stronger for men than women.[123]

- **Housing Instability**: Poor workers who experienced an involuntary housing move were shown in one study to experience an 11 to 22 percentage points higher likelihood of being laid off from their current job.[124]

- **High School Graduation**: Failing to complete high school is strongly associated with unemployment and long-term joblessness. Using national data, one study found that the levels of joblessness among those who drop out of high school are extraordinarily high. For high school dropouts, 72% of Black men, 45% of Latino men, and 46% of White men were jobless in 2010 compared to 45% of Black male high school graduates, 26% for Latinos, and 21% of White males. For Black males in this study, having a good chance at avoiding long-term joblessness required having some postsecondary education.[125]

- **Young Age Childbearing:** One of the strongest predictors of stable employment among mothers is the age at which they gave birth. Mothers who gave birth as teens or shortly into young adulthood are much more likely to be out of the labor force for long spells or have intermittent employment patterns.[126]

- **Juvenile Delinquency:** Self-reported delinquency committed during the teenage years has been shown in a national study to be predictive of unemployment during the late 20s.[127]

Strategic Goal No. 4

Increase the Percentage of Families with Incomes Above 250% 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% 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.

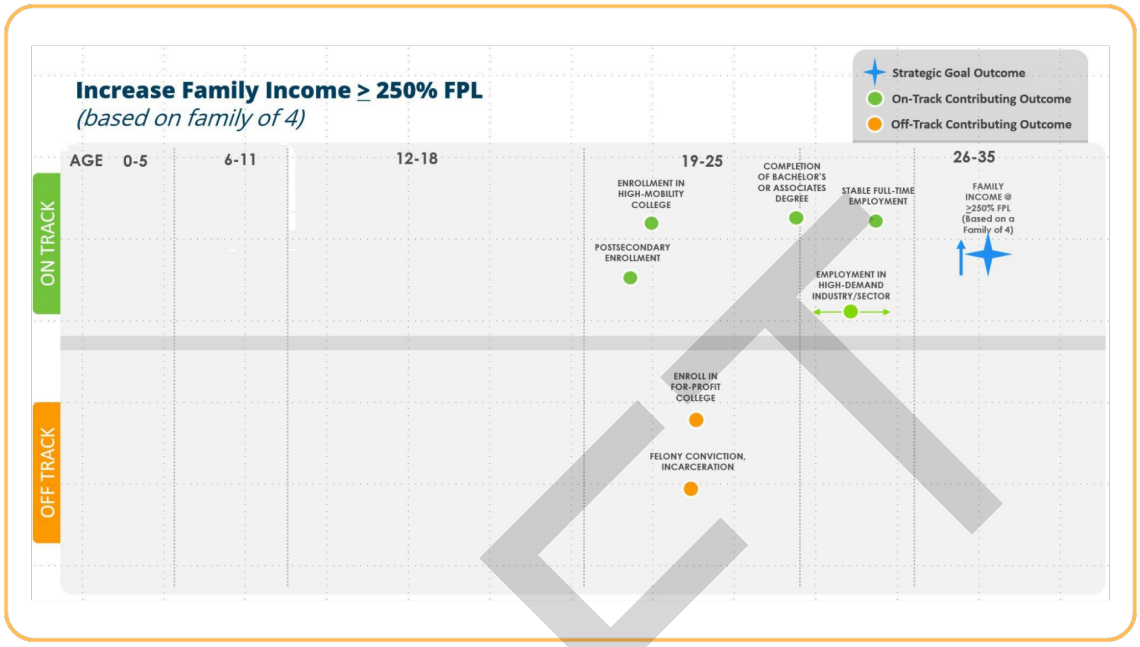
Compelling causal evidence shows that higher parental incomes reduce low birthweight, infant mortality, behavioral problems, child maltreatment, teenage births, and incarceration and improve math/reading test scores, high school graduation rates, college completion, employment, earnings, and adult health.[128] 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?[129]

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. Further disaggregated data for Native Hawaiians and other Asian communities (e.g., Cambodians) are also not reliably collected at this time and therefore, are not included here.

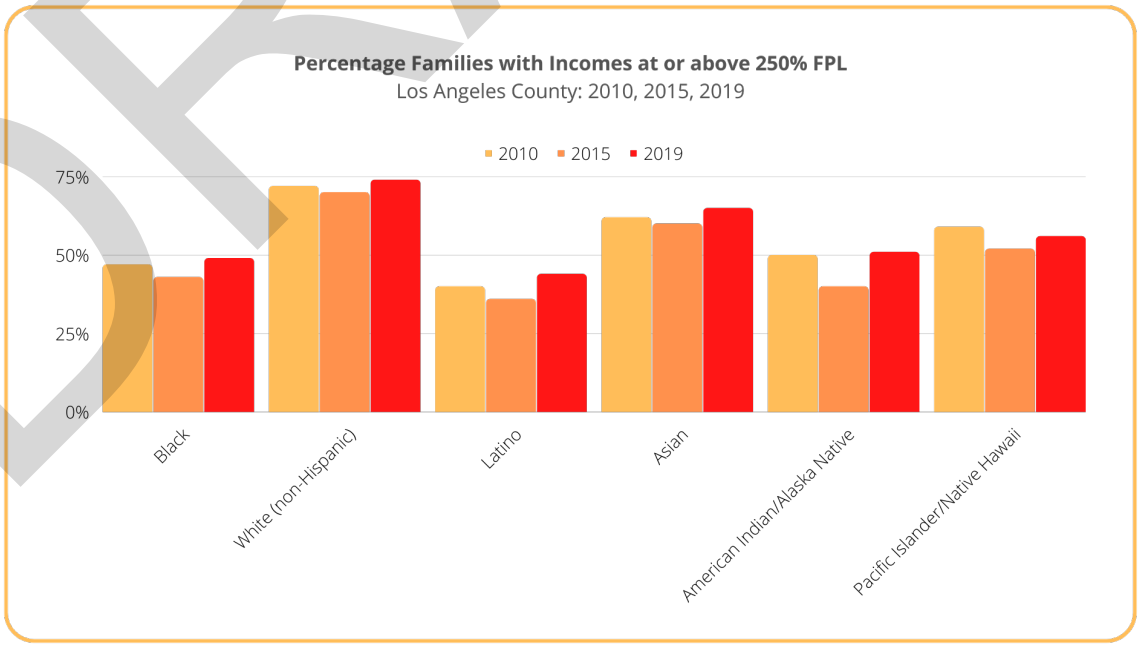
Figure 13. Families with Children with incomes at or above 250% Federal Poverty Level (FPL)[130]



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?



Several important contributing outcomes were identified from the research scan:

- **Stable Full-Time Employment**: Stable full-time employment is a strong predictor of long-term earnings and the likelihood that workers' earnings will grow over time.[131]

- **Employment in High Demand Industry or Sector**: Being employed in declining sectors or those with weak demand and low pay results in low long-term earnings and reduced income mobility.[132] Alternatively, being employed in high demand industries can result in substantial income gains over time.[133]

- **Bachelor's Degree Completion**: Obtaining a bachelor's degree is strongly associated with higher long-term income. Bachelor's degree holders earn about 74% higher lifetime incomes (or roughly $1 million more) than high school graduates and around 47% higher lifetime incomes than those who attend college but do not graduate.[134]

- **Associate Degree Completion**: As noted in the introduction to Strategic Goal No. 1, those with associate degrees in technical subjects have long-term earnings that rival or exceed those with bachelor's degrees.[135]

- **Enrollment in High Mobility College**: Certain colleges appear much more effective at boosting the long-term earnings of their low-income students than others. The exact features of these colleges that produce these effects are unclear. However, which colleges show these effects have been well-established, including for colleges in Los Angeles County. California State University, Los Angeles (5th out 2,137 colleges), Dominguez Hills (18th), and Northridge (70th) are among the highest mobility colleges for low-income students in the nation, according to a rigorous national study using IRS income data and a sample of almost 28 million college-going youth.[136] The Los Angeles Community College District (96th) was also well-ranked, along with California State Polytechnic University, Pomona (124th), California State University, Long Beach (320th) and Pasadena City College (445th).

- **Enrollment in a For-Profit College**: Studies show that enrolling in a for-profit college is negatively associated with long-term income. One study shows that a community college dropout on average will earn more than a student attending a for-profit college.[137] Another study finds that the students at for-profit colleges accumulate high debt burdens with low labor market returns.[138]

- **Postsecondary Enrollment**: Enrolling in college, even if one doesn't obtain a degree, has been shown to be associated with higher lifetime earnings compared to only graduating from high school. One study found that people with some college earned almost 20% more over their lifetimes than high school graduates with no college experience.[139]

- **Felony Conviction or Incarceration**: As noted in the introduction to Strategic Goal No. 2, felony convictions and incarceration are associated with large reductions in earnings over a person's lifetime.[140]

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?

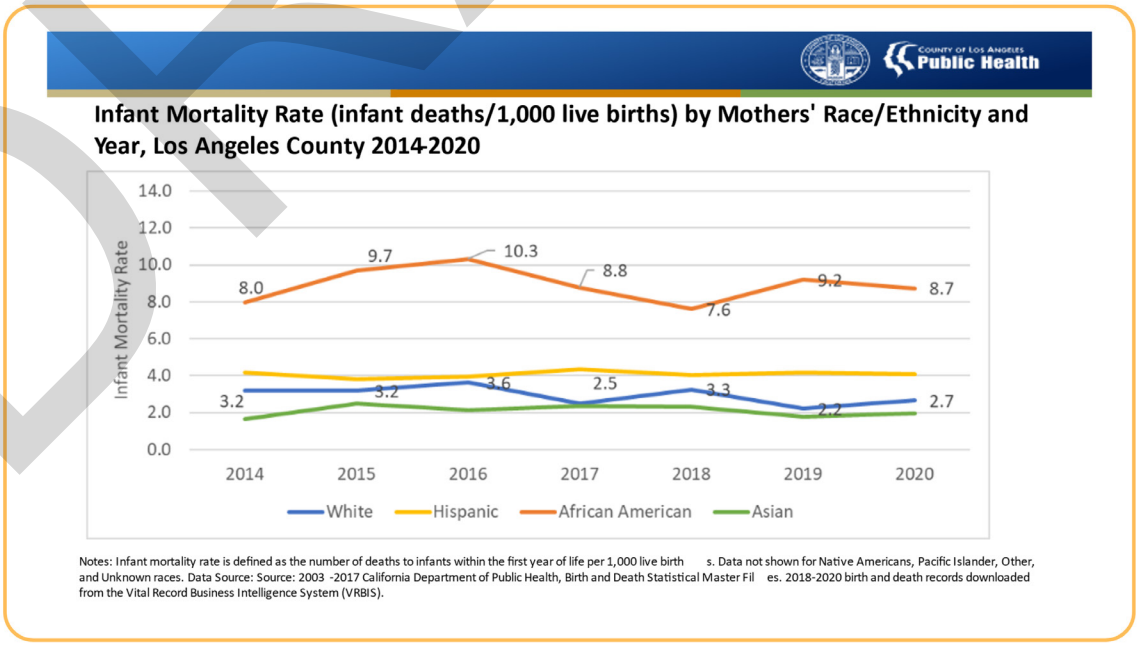
> *"We should have the opportunity to plan a family without so much stress or worry."*
>
> *- Listening Session Participant*

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?

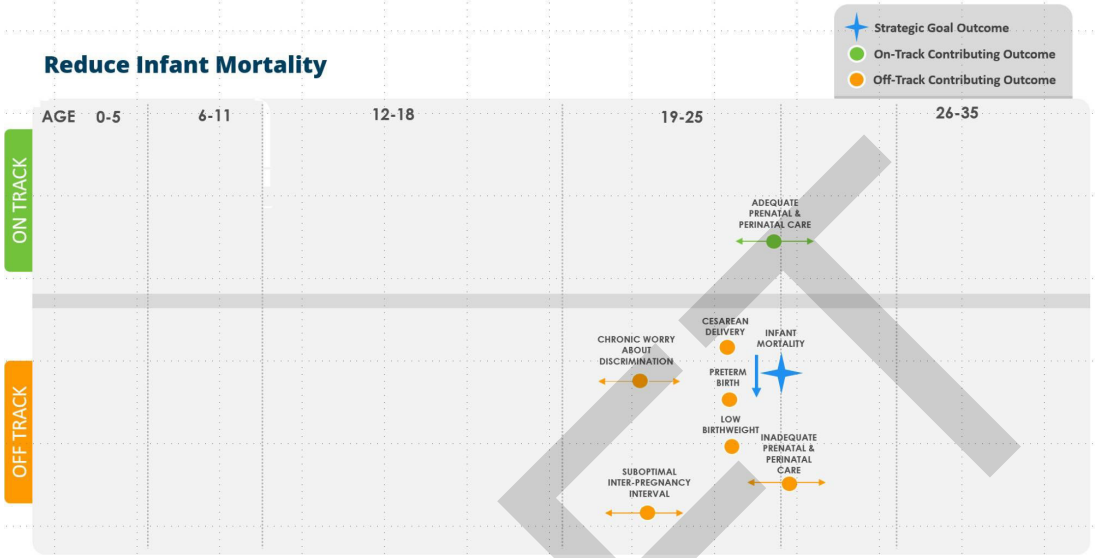
In Los Angeles County over the last twenty years, the infant mortality rate has changed substantially for some groups and less so for others. Rates have fallen for Blacks (-29%), Asians (-40%), and Whites (-44%). Latinos, however, experienced no change. The data for American Indians and Pacific Islanders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

Figure 14. Los Angeles County Infant Mortality Rate, 2000-2020[141]



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?



Several important contributing outcomes were identified from the research scan:

» **Preterm Birth:** Preterm birth has been shown through multiple studies to be a primary risk factor for infant mortality and an important contributor to large Black-White gaps in this outcome.[142]

» **Low Birthweight:** Multiple studies show that low birthweight is also a major risk factor for infant mortality and a key contributor to racial disparities.[143]

» **Prenatal/Perinatal Care:** The adequacy and timing of prenatal and perinatal care are important risk factors for infant mortality.[144]

» **Physician-Patient Racial Concordance:** Recent evidence shows that newborn black infants are less likely to die during childbirth if physicians and patients are of the same race.[145]

» **Cesarean Section Delivery:** Cesarean section delivery is associated with higher rates of infant mortality in a study of over 40 million U.S. births between 2007 and 2016.[146]

» **Inter-pregnancy interval:** The length of time between pregnancies has been shown in multiple studies to be associated with infant mortality.[147]

» **Chronic worry about discrimination:** Chronic worry about discrimination has been found to be a major risk factor preterm birth, which is a primary risk factor for infant mortality.[148]

Strategic Initiatives to Promote Racial Equity in Los Angeles County

Achieving the County's ten-year strategic goals will require multiple, reinforcing strategic initiatives to both prevent negative outcomes and enable positive ones. Interventions will also have to be effectively targeted to ensure they produce the desired effects for key populations. There are three important equity principles adopted as part of this strategic plan that will guide how intervention efforts will be targeted:

» Reduce racial disparities in life outcomes as well as disparities in public investment to shape those outcomes;

» Develop and implement strategies that identify, prioritize, and effectively support the most disadvantaged geographies and populations; and

» Seek to improve long-term outcomes both intergenerationally (i.e., parent to child) and multi-generationally (i.e., grandparent to grandchild).

Targeting Neighborhoods of Concentrated Disadvantage

The equity principles listed above, the prior analysis of concentrated disadvantage, and the historical context of structural racism in Los Angeles County call for the following strategic initiatives to be targeted to neighborhoods of concentrated disadvantage that are mapped in **Figure 5** in the section titled "Racial Inequity in Los Angeles County."

Strategic Initiatives

In total, 99 strategic initiatives were identified to achieve the County's five 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

The twenty-one strategic initiatives identified were 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:

Increase Higher Education Opportunities

- Create an Accelerated Study in Associate's Program (ASAP) at local community colleges to boost associates degree completion. ASAP is an evidence-based model shown to substantially increase associates degree completion among students of color;[149]
- 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;
- Consider providing funding alternatives or other supports to bypass federal exclusionary provisions for accessing financial aid for higher education and training; and
- Expand cross-training opportunities and support the pursuit of higher education for advancement for employees within county departments.

Increase Job Training Opportunities and Support Services

- Fund educational and job training programs and employment opportunities;
- Develop a strategic plan to identify investments in Workforce Innovation and Opportunity Act programs and any needed policy changes;
- Promote trade schools as a suitable path towards a good career and increase their access, availability, and affordability;
- Provide greater support for people with developmental and cognitive disabilities and ensure that they are receiving training and job skills;
- Provide student programs and other supportive services (e.g., tutors, mentors, childcare) to ensure school success and employment after graduation;
- Ensure that high-quality broadband internet access is a basic right and utility need for all households; and
- Ensure access to affordable housing for students and teachers.

Increase Pathways to Job Opportunities

» 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;

» Partner with businesses to create "training to jobs" pipeline; expand and directly connect training to employment opportunities;

» Expand paid internships, training, and mentorship/sponsorship opportunities for employment within county departments; and

» Create a directory of public and private internship opportunities in LA County and promote within educational institutions.

Reduce School Suspensions

» Support the implementation of the "Self-Affirmation" intervention in middle schools. Self-affirmation is an evidence-based model that has been shown to produce large reductions in racial gaps in school discipline at scale;[150] and

» Provide more mental health and counseling services and support in schools.

Decrease School Absences

» Expand the mission of School Attendance Review Boards (SARBs) to work more with students and parents starting in elementary and middle school, especially given how important school absences are to high school graduation and college attendance.

Improve Middle School Grades

» Expand specialized early intervention programs like the Early Start Program; and

» Provide more school resources and high-quality programs for those showing an achievement gap.

Increase Participation in Arts Education

» Offer a wide range of programs and events to increase participation in Arts Education to help reduce high school dropout.

Strategic Goal No. 2
Decrease Adult First-Time Felony Convictions

The twenty-five strategic initiatives identified were aimed at reducing first-time felony convictions or influencing identified contributing outcomes, like delinquency, criminal offending, and high school graduation. They include:

Increase Felony Diversion

Diverting adults and juveniles from entering the criminal justice system and receiving a felony conviction will fundamentally shape the long-term outcomes of their lives.

» Invest in, implement, and encourage pre- and post-filing diversion programs for juveniles and adults on selected crimes;

» Invest in, implement, and encourage law-enforcement pre-arrest and pre-booking diversion programs for juveniles and adults on selected crimes;

» Increase criminal conviction expungements;

» Invest in, implement, and encourage mental health diversion for justice-involved youth and adults; and

» Support alternatives to incarceration so that those with mental illness, addiction, or homelessness are not given convictions over treatment, especially former foster care youth.

Reduce Criminal Offending and Delinquency

» Increase investment in free open spaces, parks and other spaces for people in communities with the greatest need to participate in sports programs and activities;

» Invest in, implement, and encourage prevention programming, such as additional low or no cost drug, alcohol, and mental health treatment opportunities, to reduce adult criminal behavior, juvenile delinquency, and police contact for adults and juveniles;

» Ensure more substance use disorder support, housing support, immediate housing that includes social workers, medical attention and coordinated care, and response teams are readily available for high-risk adolescents and young adults;

» Increase access to counseling and mental health services;

» Provide meaningful job opportunities during high school to avoid future contact with police; and

» Provide basics of everyday personal finance (e.g., teach them how to balance a bank account).

Increase Accountability of Law Enforcement

» Implement strategies to encourage law enforcement personnel to positively engage with communities, utilize de-escalation techniques, and avoid unnecessary contacts and uses of force;

» Create mental health response teams consisting of trauma-informed workers to respond in partnership with police to mental health emergencies;

» Create mandatory trainings for law enforcement, judges, and those in positions of authority and power that examines their implicit bias; and

» Reduce racism in policing and eliminate the school-to-prison pipeline, specifically within the Sheriff's department, through training, hiring and recruiting practices.

Increase Accountability of County Agencies

» Invest in and implement strategies to encourage County departments to engage with communities in order to encourage understanding of and build trust with communities served; and

» Increase hiring and promotion within county departments to reflect communities disproportionately and negatively impacted by the criminal justice system.

Increase High School Graduation

Given how important high school graduation is to risk of incarceration or a felony conviction in California, with 90% of Black males who drop out of high school going to prison compared to just 12% of high school graduates, increasing high school graduation rates is a crucial strategy in reducing rates of felony conviction or incarceration.[151] Strategies to promote increased high school graduation include:

» Support targeted high school programs that increase graduation rates;

» Provide targeted supports for those at risk of high school dropout and subsequent felony conviction/ incarceration;

» Promote the free Online High School program to increase high school graduation;

» Increase internet access for those who don't have it and provide programming to improve digital literacy, such as providing internet/connection incentives and reimbursements;

» Decrease school suspensions and expulsions through school-based restorative justice programs, and increase access to restorative justice programs in middle and high schools;

» Offer trauma informed mediation, anti-bias and anti-bullying training for teachers and school staff, especially playground monitors;

» Increase mental health services and school/career counselors in middle and high schools; and

» Provide programs that offer free tutoring to students in low-income communities.

Strategic Goal No. 3

Increase Stable Full-Time Employment Among Individual Adults with Incomes at or Above 250% FPL

The thirty-four strategic initiatives identified were aimed at increasing stable full-time employment at 250% FPL or influencing identified contributing outcomes, like reducing housing instability, or increasing the availability of affordable childcare. They include:

» Expand access to financial literacy and economic development programs to low-income communities and communities of color;

» Address barriers of accessing employment, provide interview training and support preparation (i.e., have a resume and cover letter, interviewing skills, clothing for interviews, addresses for unhoused applicants, etc.); and

» Pass a higher minimum, livable wage in Los Angeles.

Increase Stable Full-Time Employment

» Increase County employee recruitment from paid internship programs sponsored by the County or elsewhere;

» Encourage opportunities for careers in local law enforcement for those from underrepresented communities;

» Adopt a first source hiring agreement targeting residents in neighborhoods of concentrated disadvantage and align with employment training initiatives;

» Create tax incentives for businesses that encourage them to go into underserved cities/places in the county or incentives for employment of local residents in specific communities;

» Leverage existing and new employment programs as well as partnerships with community colleges to create career pathways to full-time employment;

» Provide access to language translation services to connect non-English speakers with job opportunities;

» Fund culturally appropriate programs and organizations that facilitate English language acquisition for various immigrant populations to increase employment eligibility;

» Provide universally available paid internships for high school students, “work opportunity youth” (i.e., those unconnected to school), and young adults to support pathways to full-time employment.

» Implement a Temporary Assistance for Needy Families (TANF) arrears mitigation initiative in partnership with child support enforcement, the courts and education and employment service providers;

» Reconsider previously imposed sentences to ensure that those who have demonstrated rehabilitation in the criminal justice system may re-enter the workforce upon release from incarceration;

» Educate, implement, and encourage greater use of expungement of convictions and certificates of rehabilitation for those previously justice-involved individuals so prior conduct does not inhibit future employment;

» Expand warrant reduction initiatives to include both low-level misdemeanors and felonies so justice-involved people may more rapidly re-enter the workforce;

» Invest in, implement, and encourage community re-entry programs and opportunities for those who have been released from custody;

» Invest in, implement, and encourage diversion opportunities for justice-involved people; and

» Streamline jail work programs to include certifications.

Reduce Housing Instability

Housing instability undermines stable employment and thus is the target of strategies to reduce its prevalence in the County:[152]

» Facilitate the building of new affordable housing in a variety of income areas and preserve existing affordable housing;

» Develop affordable housing across LA County prioritizing outdoor space with health and wellness concepts and proximity to public transportation hubs;

» Provide incentives to developers to create affordable housing on county's tax default roll, while providing targeted debt relief to homeowners facing tax default;

» Exercise eminent domain of abandoned property or land for the creation of affordable housing;

» Adopt streamlined procedures for permitting and entitlements; and

» Support legislative initiatives that will secure and create affordable housing.

Increase Childcare Availability and Supportive Work Environments

Given the large economic benefits to parents and children of making high-quality childcare broadly available, the following strategies are aimed at increasing availability in Los Angeles County:[153]

» Create a universal subsidized childcare program for LA County families, that includes free childcare for lower income families;

» Create a childcare stipend program to help parents stay employed;

» Provide onsite low-cost/free childcare for County employees;

» Advocate with the federal government to expand the definition of qualified childcare providers eligible for subsidy programs;

» Provide subsidies for family care (e.g., care for parents or disable family members);

» Ensure that every place of County employment has a proper lactation station that is not a bathroom; and

» Advance and support policies that increase investments in the childcare system for both early childhood education, preschool, and afterschool care. This may include increasing support and compensation for its workforce, as well as improving access to services for low-income families.

Improve Transportation Options

» Expand diverse transportation options (e.g., E.V. charging, reliable transit) to low-income households, especially those with a higher pollution burden;

» Decrease transit wait times and travel times by increasing funding to MTA for additional buses; and

» Increase access to green cars through subsidies or a clunker exchange for low-income individuals.

Strategic Goal No. 4

Increase the Percentage of Families with Incomes Above 250% FPL for a Family of Four

Many strategies that will support the economic health of families are addressed in the other strategic goal areas, such as affordable housing, childcare support, education and training opportunities, and access to transportation. The seven strategic initiatives identified were aimed at increasing the percentage of families with incomes above 250% FPL. They include:

» Create employment pathways into high-demand industries (e.g., technology and healthcare);

» Create job pipeline programs (e.g., Metro is doing a HS pipeline that train folks and provide guaranteed jobs after graduation);

» Expand employment training programs, particularly for jobs in the green economy;

» Expand loans, grants, and incubation programs to small businesses to increase access to entrepreneurship opportunities;

» Increase capacity to secure County contracts and the certification to apply for those contracts;

» Support policies and practices that increase wages to reflect equitable pay and living wages; and

» Promote/expand guaranteed basic income program.

Strategic Goal No. 5
Reduce Infant Mortality

The twelve strategic initiatives identified were aimed at reducing infant mortality. Successfully reaching this strategic goal will hinge on assuring that the prior strategic goal strategies designed to increase attainment of postsecondary credentials, stable full-time employment, increased income, etc., are available to, and prioritize, pregnant women. They include:

» Increase public awareness and provide community outreach and education regarding healthy and joyous births, stress reduction for pregnant and parenting families, and racial and reproductive justice;

» Remove stigma around adverse birth outcomes and educate on the social forces at play while framing birth equity as a civil rights issue instead of a health education issue;

» Increase culturally appropriate and respectful pregnancy, labor, and delivery support, including the hiring of, training of, and sustainable payment for doula services and other alternative birthing options that are responsive to community needs;

» Address bias and racism in the medical field and implement strategies to incentivize positive health outcomes and elevate OBGYN cultural sensitivity, responsiveness, and documentation training;

» Increase programs, services, and harm reduction strategies for peripartum people who experience or are at risk of housing or financial insecurity, domestic violence, substance use disorders, perinatal mood disorders, and/or high-risk clinical issues. Provide trainings for providers and the public on these services and strategies;

» Ensure greater access to mental health support to new parents and safety measures to protect the children;

» Improve services and systems for families by increasing the availability of and referrals between community-responsive prenatal care and peripartum programs that provide respectful, culturally humble, optimal care and fatherhood support;

» Use collective land use authority to promote environmental justice and create healthy and accessible physical space for families;

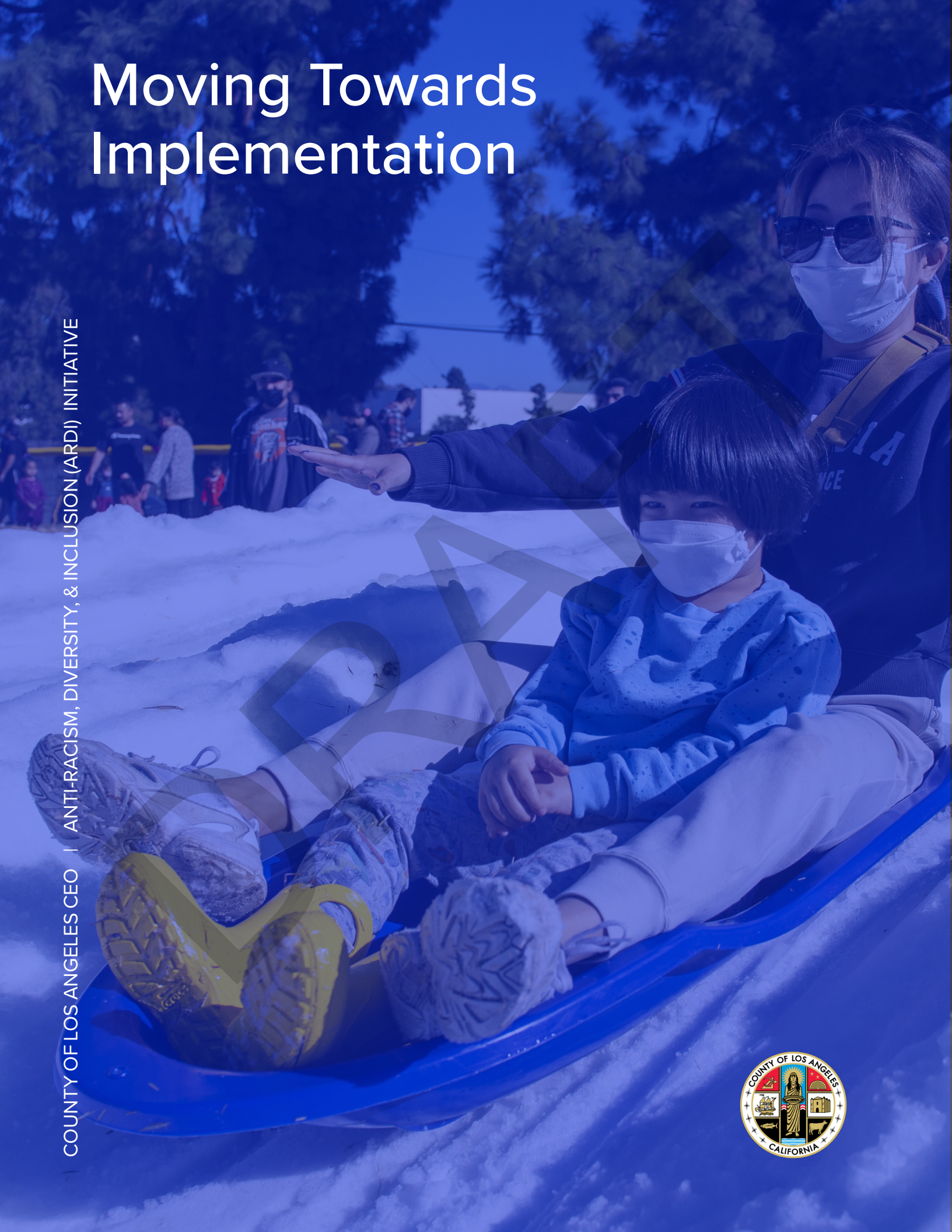
» Improve transportation infrastructure to increase access to care and provide transportation for pregnant parents to appointments, if needed (i.e., give them vouchers for Uber/Lyft);

» Increase housing accessibility for parenting and peripartum people, including a housing strategy that specifies prioritizing pregnant women for family housing;

» Advance, support, and expand family and paid leave policies as well as employment protections for pregnant or expectant parents; and

» Implement alternatives to incarceration, such as diversion, re-entry, resentencing, and counseling, for pregnant women.

Moving Towards Implementation

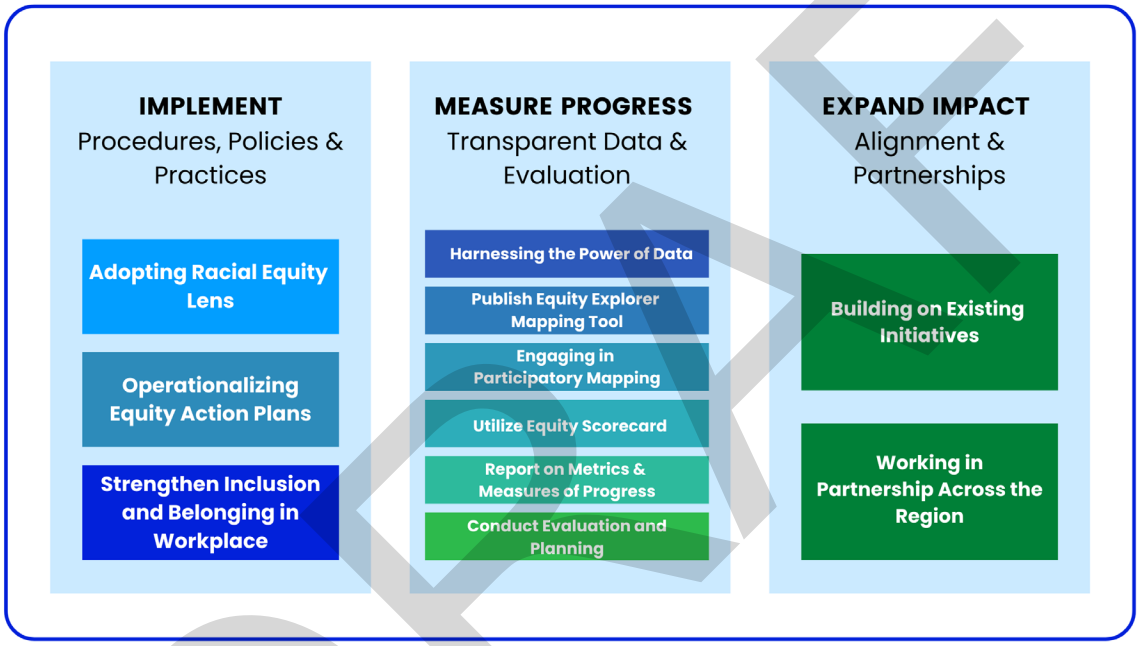


COUNTY OF LOS ANGELES CEO | ANTI-RACISM, DIVERSITY, & INCLUSION (ARDI) INITIATIVE

MOVING TOWARDS IMPLEMENTATION

ARDI will coordinate Racial Equity Strategic Plan implementation through execution of a comprehensive Accountability Framework in collaboration with department staff and leadership. Our multi-pronged Accountability Framework will be advanced and monitored through a governance structure that will track implementation progress, revisiting the Plan's Strategic Goals and associated data every three years to adjust as needed, recognizing that population needs will likely change and shift over time. The Accountability Framework comprised of a suite of resources to implement changes through policy and practice shifts, measure progress through transparent data and evaluation, and expand our impact through alignment with existing efforts and strategic partnerships across sectors (see **Figure 15**). Key elements of our Accountability Framework include:

Figure 15. Accountability Framework Overview



IMPLEMENT: PROCEDURES, POLICIES, AND PRACTICES

Cultivating Racial Equity Strategic Plan goals from vision to reality requires radical shifts in the County's existing practices, policies, and procedures. By adopting a comprehensive racial equity framework, establishing targeted equity action plans, and fostering an inclusive workplace climate and culture, the County can implement internal and external strategies that help bring this Plan to life.

Cultivating Racial Equity Strategic Plan goals from vision to reality requires radical shifts in the County's existing practices, policies, and procedures.

Adopting a Racial Equity Framework and Lens

Racial inequities that have been created and sustained over time will not disappear without intentional use of a racial equity framework. A racial equity framework acknowledges the role of race and ethnicity in our history as well as the enduring legacy of institutional and systemic racism. Adopting a racial equity lens allows County departments to identify inequitable consequences or burdens on impacted communities and the strategies and resources necessary to ensure equitable

outcomes, in partnership with communities most impacted in the decisions being considered. The Countywide Guiding Equity Principles guide this strategic decision-making, centering racial equity as the County realigns services and resources to create equitable outcomes.

Operationalizing Equity Action Plans

Equity Action Plans serve as tools to bring the Strategic Goals contained within this plan to life to achieve the County's shared vision of racial equity. The Plans help drive change at the institutional and structural levels through the allocation of time, fiscal resources, labor, and priority. Equity Action Plans operationalize transformation in policies, practices, procedures, habits, and cultures.

Each County department will develop Equity Action Plans aligned with the Racial Equity Strategic Plan strategic goals, initiatives, and priorities. ARDI will guide department staff to ensure their Equity Action Plans align with broader department goals, including necessary shifts in workplace climate and culture. Department leadership will work closely with staff to help ensure there is cohesive integration, communication, and alignment with existing and ongoing initiatives within each department. Alignment of the Equity Action Plans with the County Strategic Plan will allow departments to review their progress every few years and pivot as missteps are identified and new opportunities emerge.

Address Workplace Climate and Culture

Transformation towards a more racially equitable Los Angeles County starts within. To effect the radical change necessary to achieve the County's five Strategic Goals, systemic shifts must be advanced within the County's workforce and workplace culture to reflect ARDI's racial equity values and priorities. Beginning in late 2022, ARDI will disseminate a Workplace Culture and Climate survey to all LA County employees to better understand internal County dynamics impacting diversity and inclusion. Survey data will be collected and analyzed at both Countywide and departmental levels. Key themes derived from the survey data will be shared with departments to inform their respective Equity Action Plans.

Transformation towards a more racially equitable LA County starts within.

Additionally, the ARDI Workplace Culture and Climate Workgroup will continue its efforts towards internal transformation within the County over the next 9 months to define racially-just culture and climate in Los Angeles County, develop assessment tools and guides for County departments, and establish a change framework to support with operationalization of the strategic plan. The Workplace Culture and Climate framework and assessments can equip County departments with the tools to support more equitable promotions and career pipelines, more inclusive department cultures, and more diverse collaboration to achieve and sustain both internal and external transformation.

Measure Progress: Transparent Data and Evaluation

Throughout the Racial Equity Strategic Plan implementation process, the County will democratize racial equity data through data equity tools, including a publicly accessible geospatial mapping tool, public-facing scorecard, and comprehensive evaluation plan to track progress on outcomes. Each of these efforts will contribute towards more robust Countywide data infrastructure that aligns ARDI, County departments, relevant public agencies, and community partners on metrics that center racial equity and support improved policies and service delivery for County residents.

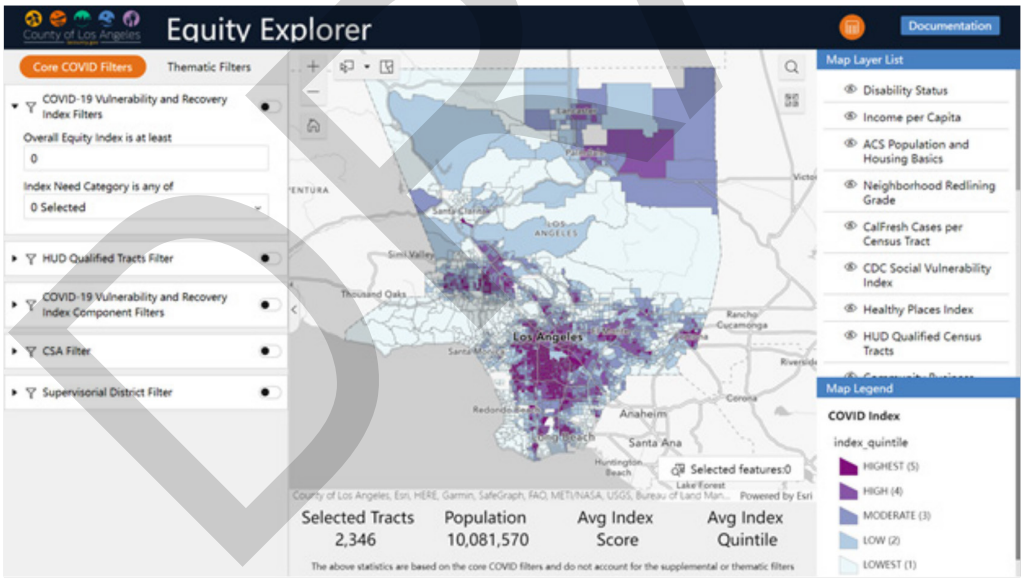
Harnessing the Power of Data

To accomplish our Racial Equity Strategic Plan goals, ARDI harnesses the power of data to advance racial justice and equity within and across County systems. ARDI currently leads multiple data-driven efforts critical to reducing racial disparities in LA County, including ensuring equitable implementation of the American Rescue Plan (ARP) Act, advancing equity in LA County infrastructure, and leading the County's Black People Experiencing Homelessness (BPEH) Implementation Work Group. Each of the efforts mentioned above requires extensive data capacity, research capabilities, and technical expertise. ARDI works strategically with the Internal Services Department (ISD), the Office of the Chief Information Officer (CIO), County departments, and community partners to enhance efforts that will adequately and accurately utilize data to infuse equity in decision-making, programing, and resourcing.

Using the Equity Explorer Mapping Tool

ARDI developed the Equity Explorer mapping tool in partnership with ISD, which uses a COVID-19 Vulnerability and Recovery Index to indicate areas of highest, high, moderate, low, and lowest need so Departments can geographically identify communities disproportionately impacted by the COVID-19 pandemic, based on their communal risks of COVID-19 infection, vulnerability to severe illness if infected, and the ability to recover from the health, economic, and social impacts of the pandemic. Using this information, Departments can target their program funding and resources toward communities with the greatest need.

Figure 16. Los Angeles County's Equity Explorer Main Screen*



*The application continues to improve over time, and screenshots in this document may not exactly match the appearance of the live application.

While the Equity Explorer was created to help direct investments to stimulate recovery from the COVID-19 pandemic, the tool can also assist users in exploring areas of need by census tract to support planning decisions for other County

efforts. These efforts may range from distributing cannabis business licenses in unincorporated areas to addressing the sexually transmitted disease epidemic in Los Angeles County. Using the map and a series of relevant filters, Departments can leverage the Equity Explorer to prioritize locations, targeted outreach, and service areas for strategic initiatives implemented through their respective Equity Action Plan. The Equity Explorer Tool is publicly accessible and can be utilized by all. For more information on the tool visit this link.

Engaging in Participatory Mapping

Community-based participatory mapping helps capture data in partnership with local communities and stakeholders. The strategy is used to capture new, primary data about a community or geography of interest that is not well understood and/or captured by typical data collection programs conducted by government agencies or other organizations. It is also used to gather public input during community planning processes when different project options and locations are being considered or to validate the accuracy of existing information or obtain up-to-date information from a community.

Participatory mapping is a strategy to assist ARDI and County departments to promote data inclusion for non-geographically concentrated communities and hard-to-count populations. Data inclusion is a critical component to uphold the County's equity principle of effectively assessing and communicating equity needs and supporting timely assessment of progress for all racial and ethnic communities and other demographic subgroup categories.

Reporting Data through an Equity Scorecard

Progress on process metrics and outcome goal targets will be tracked on a public-facing Equity Scorecard, which will be updated annually over the Strategic Plan's 10-year timeline. The interactive scorecard will help increase transparency, expand opportunities for collaboration with partners, and cultivate trust with the community. The Scorecard will be embedded on ARDI's website to increase transparency on the impact of its performance measures, programs, and equity indicators. By democratizing data on the Racial Equity Strategic Plan outcomes, ARDI can more easily share data on the County's progress with partner agencies and organizations to inspire collective impact.

Tracking Metrics/Measures of Progress

Each of the Plan's five Strategic Goals is accompanied by a set of process metrics, which will measure the County's implementation progress along the way. Some process metrics may apply Countywide across all departments and others may be department specific. Metrics and measures of progress will also be accompanied by evaluation guidelines, which may include parameters for data collection, evaluation methods, and assessment timelines.

Evaluation and Planning

In order to evaluate progress towards its 10-year strategic goals, the County will conduct interim process and impact evaluations to assess both the quality of implementation and formative evidence of impact for key outcomes. Strategic initiatives and their implementation will be reviewed every three years with a

mid-point overall plan review to be conducted after six years to ensure the goals established in this plan will come to fruition. Each review point will consist of reviewing data and metrics to assess effective strategies and identify approaches in need of adjustment or change. The reviews will also incorporate consideration of new factors and conditions that have emerged within the County's policy and environmental landscape since the Racial Equity Strategic Plan's onset to maintain relevancy and maximize impact within its current context. Evaluation outcomes will inform updates to Equity Action Plans, Strategic Initiative priorities, and other implementation efforts to ensure successful attainment of our Strategic Plan goals.

Expand Impact: Alignment and Partnerships

The Racial Equity Strategic Plan implementation process will dismantle siloes through deep collaboration with equity initiatives inside and outside the County. ARDI will leverage momentum from aligned Countywide efforts—such as the Board of Supervisors' commitment to equitable delivery of the County's Guaranteed Basic Income pilot or $240 million invested in alternatives to incarceration through the Alternatives to Incarceration Initiative—to achieve and sustain equitable outcomes through transformative change in County budgets, policies, and priorities. ARDI's initiative will also engage other efforts outside the County, including initiatives like Bold Vision and the Community Schools Initiative, that strive to eliminate disparities and achieve healthy, thriving communities for youth and adults throughout LA County. Through strong relationships with cross-sector partnerships, LA County's first Racial Equity Strategic Plan can play an instrumental role in reimagining LA County institutions and authentic community engagement to advance health, economic mobility, and quality of life for all.

The County's racial equity strategic plan is an opportunity to reimagine ARDI's work by centering anti-racist principles.

Building Upon Existing County Efforts

The County's racial equity strategic plan is an opportunity for agencies, County employees, contractors, and partner organizations to reimagine our work by centering anti-racist principles and better serving communities of color. A racial equity framework will enable the County to more intentionally address disparities, design, and implement more appropriate services for the majority of those that access them, and establish a shared vision for County employees to work more effectively. Already, there are several County initiatives, programs, and projects currently in progress that aim to advance the five life course outcomes and show promise in bridging racial disparities.

For instance, Los Angeles County's guaranteed income pilot program, "Breathe," will provide 1,000 eligible residents with $1,000 per month for three years, providing key learnings on policy levers that the County can utilize to raise and stabilize family incomes. The County's African American Infant and Maternal Mortality (AAIMM) Initiative has been working since 2018 to reduce the gap in Black/White infant mortality rates by targeting the root causes of birth disparities. The Alternatives to Incarceration Initiative is leading reinvestment programs and preventative services aiming to decrease criminal justice inequities and long-term community and economic disinvestment. Meanwhile, the newly formed Department of Economic Opportunity will unite multiple workforce and youth development programs in the County with a focus on communities facing the greatest barriers to employment and upward mobility.

At the same time, it will be critical for **all County initiatives** – not simply those primarily designed to address racial disparities – to proactively incorporate a racial equity lens and implement anti-racist strategies. From efforts as high level as the County's Five-Year Strategic Plan to more targeted initiatives like implementing Proposition 64 to legalize cannabis, the County must consider the root causes of existing disproportionality and account for them in policies and decision making. Moreover, efforts like the County's Women and Girls Initiative, Office of Immigrant Affairs, and the Purposeful Aging Los Angeles Initiative can only be more effective if they incorporate an intersectional analysis – and design programs and services that meet the needs of those facing multiple dimensions of systemic oppression and disadvantage.

The guidance and larger vision laid out in this strategic plan can help ensure that efforts like these – as well as future initiatives – can enact effective and sustainable solutions for all residents in Los Angeles County, and especially communities that have historically faced greater structural barriers and/or underinvestment.

Working in Partnership Across the Region

The Greater Los Angeles area has a long and storied history of anti-racist activism, community organizing, and community care initiated and led across public, non-profit, and private sectors. As the County of Los Angeles strengthens its resolve to center racial equity, members of its workforce can look to work in tandem with a wide array of public initiatives and community efforts across the region, including several that directly contribute to the attainment of this strategic plan's North Star life course outcomes.

Below is a list of just a few of the exciting initiatives and community efforts across Los Angeles County that are already contributing to improving life course outcomes. (**Appendix B** contains more information on some of the initiatives below as well as additional Government initiatives and their relation to the attainment of this strategic plan's North Star life course outcomes.)

Life Course Outcome	Selected Initiatives and Community Efforts (Non-Exhaustive)
Increase the % of Families with Children with Incomes at or Above 250% FPL for a Family of Four	• Public and privately funded guaranteed income programs, including in the cities of Los Angeles, Compton, El Monte, Long Beach, and West Hollywood • Volunteer Income Tax Assistance (VITA) program to help individuals and families access Earned Income Tax Credit and Child Tax Credit dollars, including those run through FreeTaxPrepLA and CSU5
Increase the Percentage of Adults with Stable Full-Time Employment at 250% FPL	• Direct assistance and mutual aid networks that have helped to supplement incomes in the wake of the COVID-19 pandemic
Decrease Adult First-Time Felony Convictions	• City of Los Angeles's Equity & Empowerment (E2) Program, both through upward mobility programming and the City's RENEW Task Force • The Southeast Los Angeles (SELA) Collaborative and its efforts to strengthen the nonprofit sector's capacity and talent pipeline in the region
Increase Postsecondary Credential with Significant Labor Market Value	• The Building a Lifetime of Options and Opportunities for Men (BLOOM) program, working to improve educational outcomes for young Black men through mentorship and positive supports
Decrease Infant Mortality	• L.A. Metro's Transit Public Safety Advisory Committee • Brothers, Sons, Selves (BSS) Coalition efforts to reduce and eliminate youth contact with the justice system • Bold Vision 2028 efforts to address issues facing youth impacted by juvenile justice systems • Los Angeles Unified School District's (LAUDS) Community Schools Initiative (CSI) • The Equity Alliance for LA's Kids's Racial Justice Equity Plan to Recovery on student support systems and investments for high and highest need schools in LAUSD • The UNITE-LA cross-sector partnership to improve educational and workforce development opportunities for youth • First 5 LA's Welcome Baby program • Pasadena as an Early Learning City 2025 • Long Beach's All Children Thrive program • Long Beach's Black Infant Health Program

Beyond these efforts, many departments across the County are focused on developing internal initiatives and staff education programs centering racial equity and anti-racism. These internal programs range from equity staff training with organizations such as GARE, developing employee spaces dedicated to fostering and growing an equitable environment, and analyzing programs to identify and prioritize the equity factors affected. These important capacity building efforts can be further built upon with a greater understanding of LA County's five strategic goals, which will allow advocates and public employees to reorient and redirect programming and policies toward life course outcomes. Moving forward, ARDI will continue to uplift and work in alignment with community members, advocates, and public service staff to build a more anti-racist and equitable Los Angeles County.

Creating an Enabling Environment

COUNTY OF LOS ANGELES CEO | ANTI-RACISM, DIVERSITY, & INCLUSION (ARDI) INITIATIVE

CREATING AN ENABLING ENVIRONMENT

Drawing upon the Center for Community Investment's, Strengthening the Enabling Environment framework, ARDI acknowledges that any initiative will have limited impact if it does not have the conditions to help it thrive.[154] As such, included are both internal and external efforts needed to help make the achievement of ARDI's 10-year goal possible. Creating an enabling environment requires consideration and inclusion of all elements that advance or impede progress towards shared goals, including policies, practices, procedures, processes, platforms, relationships, funding mechanisms, and capacities, among others. The above-mentioned internal and external efforts capture initiatives that must occur alongside ARDI's strategic initiatives to create an enabling environment.[155]

One of the critical components to advance racial equity work within the County is an assessment of the enabling environment to effectuate the changes needed, that is aligning the elements that shape how an institution carries out its functions to its racial equity goals. In assessing the enabling environment, it is critical to question the elements that make it possible to carry out the work as well as the elements that are hindering progress on the County's racial equity goals. Focusing on internal County operations will strengthen departmental capacity to be flexible and nimble in meeting the changing needs of LA County residents and to focus resources on communities that need them most.

By doing a sphere of influence analysis, as well as evaluating the County's zone of control, ARDI considered operations tied to the identified key outcomes that can contribute or potentially detract from the ability to achieve the strategic goals within the next decade. Los Angeles County has both internal leverage points and influence as an operating institution, including having leverage and/or influence over decisions concerning zoning, incentives to invest in certain locations, designating preferred uses for public dollars that advance certain priorities, quarterly gatherings that bring together community leaders, city officials and developers to exchange ideas and information, and the presence (or absence) of capable intermediaries, developers or providers of technical assistance, among others. Similarly, there are factors within Los Angeles County that can work against efforts to achieve the desired outcomes, including, but not limited to, concentrated poverty, imprisonment, violence and crime within certain neighborhoods, and concentrated disadvantaged amongstudents, among others. Both sets of factors can be leveraged and/or influenced by the County to work towards achieving the strategic goals within this decade.

To achieve ARDI's Life Course Outcomes detailed above, the County must simultaneously launch programs and services while facilitating the transformation needed to achieve equitable results. A non-exhaustive list of initiatives to help create an enabling environment to support the achievement of the five strategic goals developed through community feedback include:

Increasing Organizational Capacity through Coordination and Collaboration

No one entity can do this work alone. Los Angeles County must work across departments and walk in-step with local CBOs, small businesses, and other relevant stakeholders, to bring a diverse perspective to County operations and increase the capacity to offer programs and services to those most in need. Collaboration in this regard will expand the horizons for potential services and programs, and beyond, by being aware of and recognizing needs the County may not otherwise see.

» Reduce the service, coordination, and collaboration silos within the County;

» Where possible, require County departments to cross-refer customers to other departments' services; and

» Coordination of data sharing across County departments and CBOs or other stakeholders that provide essential services.

Equity in County Contracting and Procurement

Each year, LA County invests billions in contracts, a portion of which funds essential services to communities throughout the region. In February of 2021, the Los Angeles County Board of Supervisors unanimously approved a motion to leverage the County's position as a market participant to promote equity in County contracting, directing the County to develop and implement actionable recommendations that promote procurement equity and economic recovery for CBOs, non-profits, and emerging businesses.

The County's Racial Equity Strategic Plan builds off this precedent by ensuring the strategies advanced through the Plan are implemented in alignment with the County's equitable contracting priorities.

» Reduce barriers to County contracting and accessing funding for CBOs and businesses that are smaller in scale, located in impacted communities, and reflective of the communities they serve;

» Require contractors to engage in local hiring of those with the highest barriers to employment, including but not limited to justice-involved individuals, foster youth, and houseless populations; and

» Prioritize targeted and accessible outreach and engagement strategies to increase awareness of County contracting opportunities.

Strengthening and Diversifying Governance

To achieve organizational goals and objectives, directors need to understand diverse stakeholders' claims well enough to act (and react) in appropriate ways. Ensuring the local government not only contains, but values and incorporates, diverse perspectives ensures the necessary variety of views are considered when making decisions and developing initiatives, policy, and services, etc.

» Diversify County's boards/commissions/workgroups to ensure dedicated slots for community representatives;

» Encourage County vendors to have diverse staff and boards together with diversity, equity, and including leadership training;

» Diversify attorneys and legal support staff within County Counsel; and

» Partner with community colleges to offer apprenticeship tracks leading to technical-vocational credentials in County government.

Offer Education and Training Throughout the Region

Education begins in early childhood and lasts indefinitely through a person's life. Providing access to education and continuing education directly impacts all the Life Course Outcomes detailed above and can result in poverty reduction, income growth, equality, better health benefits, economic growth, and reduced crime, among other benefits. Further, ARDI will assist in leading a training and education initiative across the County to support its commitment to fighting systemic racism, working proactively to change policies and practices over which the County has control, leading to the adoption of and capacity building for the work to achieve racial equity across the County, and building towards an Anti-Racist County system.

» Create a centralized LA County Training and Information Hub on Anti-Racism, cultural competency, and opportunities to support and/or take advantage of County & CBO partnership resources and opportunities;

» Include high-demand career and trade curriculum at the high school level (e.g., technology and healthcare);

» Fund and institutionalize paid internships at the high school level and/or college enrollment designed to place participants into full-time employment, including in non-profit sectors;

» Provide education about and access to banking for low-income individuals including youth;

» Advance and support policies that increase investments in the childcare and early childhood education system, such as increasing support and compensation for its workforce and improving access for low-income families; and

» Partner with community colleges to provide Accelerated Study in Associate's Programs (ASAPs) to boost Associate degree completion.

Changing Hearts and Minds

A key aspect of fighting structural racism is working proactively to change policies and practices and includes changing ingrained perceptions. ARDI will assist the County in examining the County's internal organizational culture and behaviors as well as assist in developing and directing programming to do so externally.

» Utilize the Affirm, Counter, and Transform (ACT) framework in racial equity trainings to train people on how to communicate about race in a way that can move people toward equitable outcomes;

» Provide arts and culture events, experiences, and engagements throughout the County to provide education around different cultures;

» Provide peer advocates in every courthouse who are educated and connected to resources, including increased access to public defenders and/or paralegals for legal guidance;

» Require race, racism, and multicultural trainings for both educators and in K-12 curriculum; and

» Advance, support, and expand family and paid leave policies and employment protections.

Create a Regional Collaborative

A regional collaborative will address challenges brought about by systemic racism throughout Los Angeles County by engaging and connecting people and resources within the different regions and with County leadership in ways that are rich in regional insight and that inform actions that are tailored to a region's particular needs.

» Create and maintain annual report card on each region and related leadership and programs;

» Increase outreach in different languages, including print and digital materials;

» Require collaboration around infrastructure and transportation between regions/areas in the County; and

» Facilitate the building of new affordable housing and preserve existing affordable housing, including prioritizing outdoor space with health and wellness concepts and proximity to public transportation hubs.

Host an Annual Summit

To continue to grow and adapt to the evolving climate, ARDI will assist in hosting an annual summit to convene various stakeholders and County leadership and its workforce to discuss the status of the County's commitment to fighting systemic racism. The summit will allow the exchange of views and information, discussion of tomorrow's challenges, and share ideas on how to leverage internal and external assets.

» Engage County Departments in annual summits to deepen and expand internal equity practices with engaging training and networking opportunities; and

» Engage in conversations with external entities to gather best practices, lessons learned, and issues encountered.

Centering Community Leadership and Strengthening Partnerships

As a new initiative, ARDI will continue to cultivate extensive community relationships and cross-sector partnerships throughout the Strategic Plan's duration. The stakeholders engaged and partnerships established for Strategic Plan outreach have strengthened ARDI's relationships with nonprofits, service providers, local cities, school districts, and community leaders throughout LA County and support future partnerships for community-informed implementation of this work.

Ultimately, these strategic partnerships are essential to elevating the Racial Equity Strategic Plan as a conduit for advancing racial equity for all.

» Develop an equitable compensation policy and disbursement process for CBOs and people with lived experience for their participation in commissions, advisory boards, and/or other workgroups or meetings in which feedback is needed for program/policy/budget development and implementation;

» Address the needs of LGBTQ+ low-income communities of color, especially youths of color, across all the Life Course Outcomes; and

» Develop intentional partnership with Tribal governments aimed toward sustained and substantial support, resources, and collaboration.

Setting an Anti-Racist Policy Agenda

On July 21, 2020, the Los Angeles County Board of Supervisors directed the Chief Executive Office to develop an anti-racist policy agenda to guide advocacy for legislation that improves outcomes; reduces racial disparities; and supports local, regional, state, and federal initiatives aimed at dismantling systemic racism. ARDI, in collaboration with Prevention Institute, will meet the Board's directive to establish a racial equity centered Countywide policy agenda by engaging diverse stakeholders within and outside the County to inform policy agenda priorities and an anti-racist policy framework that can inform future policy efforts. The policy agenda's priorities will align with Life Course Outcomes uplifted in this Racial Equity Strategic Plan and will support the implementation of this Plan's strategic initiatives. The policy agenda and anti-racist policy framework will be finalized in early 2023.

» Explore reparations for descendants of enslaved Black Americans and indigenous populations based on actions taken by LA County since its inception; and

» Examine the ways the Civil Service system has upheld white supremacy and excluded communities of color.

Conclusion

CONCLUSION

ARDI will coordinate the Racial Equity Strategic Plan implementation through execution of a comprehensive Accountability Framework in collaboration with department staff and leadership. ARDI's multi-pronged accountability framework will be advanced and monitored through a governance structure that will track implementation progress, revisiting the Plan's Strategic Goals and associated data every three years to adjust as needed, recognizing that population needs will likely change and shift over time. The Accountability Framework is comprised of a suite of resources to implement changes through policy and practice shifts, measure progress through transparent data and evaluation, and expand our impact through alignment with existing efforts and strategic partnerships across sectors.

As the largest and most diverse county in America, Los Angeles County is poised to make racial equity a durable reality for its residents. Galvanized by the County Board of Supervisors to develop a comprehensive plan for realizing ambitious equity goals over the next decade, this document charts a course that has been reviewed and endorsed by thousands of residents, community organizations, and potential partners. Recognizing that racial inequity in the county is the product of decades of decisions by powerful public and private actors, the 99 strategies outlined in this plan seek to help bend the moral arc of history toward justice by collaborating with today's private and public county, state and federal stakeholders to create a future where every resident can and does thrive. More concretely, this document signifies a commitment and roadmap for change that over the next decade will aim to significantly reduce disparate outcomes in the areas of physical and mental health, housing and housing stability, meaningful employment opportunities, language access, public safety and justice, and language access by race and ethnicity and other intersecting identities, including, but not limited to, gender, sexual orientation, immigration status, and disability.

Learn more about Los Angeles County Racial Equity Strategic Plan please visit ceo.lacounty.gov/racial-equity-strategic-plan/ or scan the QR code.

Acknowledgements

We are grateful for the bold vision and support of our Board of Supervisors who continue to carry forward the County's commitment to improving the quality of life for the people and communities of Los Angeles County:

- Supervisor Holly J. Mitchell, Second District and Board Chair
- Supervisor Hilda L. Solis, First District
- Supervisor Sheila Kuehl, Third District
- Supervisor Janice Hahn, Fourth District
- Supervisor Kathryn Barger, Fifth District

We thank Arnold Chandler, Mary Tam and Allen Gunn from Forward Change for supporting the design, facilitation and coordination of the strategic planning process, as well as assisting with drafting the strategic plan.

We also wish to thank the following departments, organizations, and individuals who generously gave time, effort, and support during the preparation and development of the Countywide Racial Equity Strategic Plan. Their experience, wisdom, and insight informed the spirit and content of this document.

Planning & Data Workgroup

- Agricultural Commissioner/ Weights & Measures
- Alliance for Health Integration
- Alternate Public Defender
- Animal Care & Control
- Arts & Culture
- Assessor
- Beaches & Harbors
- Board of Supervisors
- Chief Executive Office
- Child Support Services
- Children & Family Services
- County Counsel
- Consumer and Business Affairs
- District Attorney
- Fire
- Health Services
- Human Resources
- Internal Services
- Library
- Medical Examiner - Coroner
- Parks and Recreation
- Probation
- Public Defender
- Public Health
- Public Social Services
- Public Works
- Regional Planning
- Registrar-Recorder/ County Clerk
- Workforce Development, Aging & Community Services

ARDI Community Input Advisory Board Members
(past and present)

Brenda Aguilera, Para Los Niños
Edward L. Anderson, LA Voice
Antoinette Andrews-Bush, First 5 LA
Tamika Butler, Tamika L. Butler Consulting
Shawntwayne Cannon, City of Lancaster
Teresa Chandler, City of Long Beach
Maisie Chin, formerly with Community Asset Development Re-defining Education

ARDI COMMUNITY INPUT ADVISORY BOARD MEMBERS (CONT.)
(past and present)

Elizabeth Cohen, Center for Strategic Partnership, County of Los Angeles
Dr. Kathryn Inez Edward, Los Angeles County Office of Education
Dr. Chandra Ford, Center for the Study of Racism, Social Justice and Health. UCLA Fielding School of Public Health
Alex Furtado, County of Los Angeles Youth Commission
Kiki Ramos Gindler, Center Theatre Group
Christian Green, Cancel the Contract A.V.
Dr. Ashley Griffith, First 5 LA
Amanda Hernandez, County of Los Angeles Youth Commission
Tamu Jones, The California Endowment
Lyric Kelkar, Inclusive Action for the City
Dr. Nomsa Khalfani, Essential Access
Kelly King, Foundation for Los Angeles Community Colleges
Miguel Martinez, Children's Hospital Los Angeles
Dr. Manuel Pastor, USC Equity Research Institute, USC
Kaci Patterson, Social Good Solutions
Laura Raymond, Alliance for Community Transit - Los Angeles
Dr. Shannon Speed, UCLA American Indian Studies Center
Dr. Matthew Trujillo, Advancement Project California

Outreach, Engagement, & Community Partners

- African American Leadership Organization, Inc.
- AMAAD Institute
- API Forward Movement
- Best Start Region 1 Community Partnerships
    - Active San Gabriel Valley
    - Advancement Project California
    - Alcohol Justice
    - All Peoples Community Center
    - Alma Family Services
    - AltaMed Health Services Corp
    - Autism Learning Partners
    - Baldwin Park USD
    - Broadway Federal Bank
    - California Strategies
    - Capital One
    - Casa de la Familia
    - ChapCare
    - Children's Bureau
    - Children's Hospital of Los Angeles
    - City of Los Angeles, Council District 1
    - City of Los Angeles, Council District 8
    - City of Los Angeles, Council District 9
    - Comunidades Indígenas en Liderazgo
    - Congresswoman Lucille Roybal-Allard
    - Council of Mexican Federations (COFEM)
    - Designated Exceptional Services for Independence
    - Dolores Mission
    - Drug Policy Alliance
    - East Los Angeles Womens Center
    - East Yard Communities for Environmental Justice
    - Eastern Los Angeles Regional Center
    - El Monte Promise Foundation
    - Emanate Health
    - Emanuel Hospice
    - Esperanza Community Housing

Outreach, Engagement, & Community Partners (cont.)

- Excelencia Charter Academy
- Family Health Care Centers of Greater Los Angeles
- Foothill Family Services
- From Lot to Spot
- Guzman Translation and Interpreting
- Healthy Kids, Happy Faces
- Homies Unidos
- Hope Street Family Center
- Human Services Association
- Inclusive Action for the City

- Best Start Region 1 Community Partnerships (cont.)
  - InnerCity Struggle
  - Innovate Public Schools
  - John Tracy Clinic
  - Karsh Center
  - Koreatown Youth & Community Center
  - Laura Valles and Associates
  - LIFT LA
  - Los Angeles Centers for Alcohol & Drug Abuse
  - Mexican American Opportunity Foundation
  - Para Los Niños
  - Pathways LA
  - Peace Over Violence
  - Plaza Community Service
  - Project Return Peer Support Network
  - Proyecto Pastoral
  - Salud y Alegria Wellness
  - San Gabriel Valley Service Center
  - SBCC Thrive LA
  - SELA Collaborative
  - South Central Neighborhood Council
  - South Los Angeles Health Projects
  - The California Hispanic Commission on Alcohol and Drug Abuse, Inc.
  - The Wall Las Memorias
  - The Whole Child
  - Tree People
  - Trust for Public Land
  - Vermont Manzanita
  - Welcome Baby
  - Wellnest LA
  - Worksite Wellness
  - YMCA of Metropolitan LA
  - YMCA Rio Vista
  - YWCA
- Beverly Vermont Community Land Trust
- Bold Vision Coalition
  - Active San Gabriel Valley
  - Advancing Communities Together
  - Brotherhood Crusade
  - California Native Vote Project
  - Coalition for Humane Immigrant Rights (CHIRLA)
  - Community Coalition
  - East Yard Communities for Environmental Justice
  - Empowering Pacific Islander Communities
  - Khmer Girls in Action
  - InnerCity Struggle
  - Legacy LA
  - Pacoima Beautiful
  - Social Justice Learning Institute
- CD Tech
- Council on American Islamic Relations
- Heart of Los Angeles
- In the Meantime Men
- LA Commons
- LA Voice
- Los Angeles LGBT Center
- Pacific Asian Consortium in Employment (PACE)
- Long Beach Forward
- PICO California
- Project Joy
- Puku'u Cultural Community Services
- Southside Coalition of Community Health Centers
- Southern California Pacific Islander COVID Response Team
- Strategic Actions for a Just

Economy (SAJE)
- TransLatin@ Coalition
- Trust South LA
- United American Indian Involvement, Inc.
- Women Organizing Resources Knowledge and Services

Finally we extend our appreciation to the more than 1,300 individuals who attended our Countywide Racial Equity Strategic Planning Listening Sessions. Their input ensured the Strategic Plan reflects the values and priorities of the people who live and work across our region. Thank you to DigiGeeks for their report design support.

Appendix A: Highlights of LA County Equity Efforts

- November 2015: The LA County Cultural Equity and Inclusion Initiative, led by the Department of Arts and Culture, seeks to ensure that everyone in LA County has equitable access to arts and culture, and to improve inclusion in the wider arts ecology for all residents in every community.

- November 2015: The Office of Diversion and Reentry (ODR), in the Department of Health Services (DHS), seeks to develop and implement county-wide criminal justice diversion for persons with mental and/or substance use disorders, to provide reentry support services based on individual's needs, and to reduce youth involvement with the justice system. It houses the Youth Diversion and Development (YDD) division focused on advancing youth development infrastructure in Los Angeles County and implementing an evidence-informed model of pre-booking youth diversion that empowers community-based organizations as the providers of individualized care coordination in lieu of arrest with the goal of equitably reducing young people's involvement with the justice system.

- December 2015: The Department of Regional Planning's Equitable Development Work Program seeks to ensure implementation of the Los Angeles County General Plan in a manner that allows County residents at all income levels to benefit from growth and development, encourages the preservation and production of safe and affordable housing, and reduces neighborhood health disparities.

- 2016: The LA County Library's iCount initiative seeks to ensure a conscious effort is used in designing services and programs that address the needs of the diverse community it serves.

- 2016: The Purposeful Aging LA Initiative seeks to make the Los Angeles region the most age-friendly in the world.

- September 2016: The Center for Financial Empowerment, in the Department of Consumer and Business Affairs (DCBA), aims to build the economic resiliency of County residents, with a focus on Black, Indigenous, and People of Color (BIPOC).

- December 2016: The Women & Girls Initiative (WGI), led by the Chief Executive Office, seeks to address the systemic issues that lead to inequitable outcomes for women and girls in the County.

- December 2016: The Women's Integrated Supervision Program (WISP), led by the Probation Department, seeks to address the specific needs of female clients pending release from custody into the community who may be homeless, have mental health and/or substance abuse issues, and/or are repeatedly detained on technical violations or new arrests.

- October 2017: The Center for Health Equity, in the Department of Public Health, works to ensure that everyone in LA County has the resources and opportunities needed for optimal health and well-being throughout their lives.

- May 2018: Department of Mental Health's (DMH) Incubation Academy designed to help small and midsized grassroots organizations get the mentorship, training and technical assistance they need to be better prepared to compete for and manage government funding.

- July 2018: LA County Office of Education's (LACOE) Community School Initiative aims to disrupt poverty and address longstanding inequity in areas of highest need to improve the academic, emotional, and physical well-being of students.

- July 2018: LA vs Hate, a program of the LA County Commission on Human Relations, designed to protect vulnerable communities from hate.

- 2019: The Department of Public Health's Office of Violence Prevention dedicated to the prevention and elimination of all vestiges of violence from Los Angeles County institutions, systems, communities and homes, and to the promotion of healing, equity, and justice.

- February 2019: Alternatives to Incarceration (ATI) unit within the Chief Executive Branch focused on addressing the impact of racial justice in the criminal justice system while keeping community partnership at the forefront.

- June 2019: The LA County Youth Commission seeks to improve the policies, programs, and services that impact the lives of youth in LA County.

- March 2020: The DCFS-Office of Equity (DCFSOE) dedicated to addressing the needs and service delivery of underserved and marginalized populations by ensuring equitable access, inclusion, diversity, and opportunities for all children, youth, and families.

- October 2020: ISD's Delete the Divide seeks to empower youth and small businesses in underserved communities that are adversely impacted by the digital divide.

- September 2021: Department of Human Resources' Implementing Best Practices for SOGIE Competency Training and Data Collection program which aims to improve data collection and improve relations with the LGBTQ+ community and SOGIE subject matter experts.

Appendix B: External Initiatives

GOVERNMENT INITIATIVES

Pasadena Public Health Department (PPHD)

Health equity became a priority for the City of Pasadena about eight years ago, in 2016. The Pasadena Health Department began its health equity work internally when they began to have professional development discussions focusing on social determinants of health to incorporate better practices in their partnerships. In 2017 they joined GARE and signed up the entire department to do DEI training with the health departments of Los Angeles County and Long Beach. After building this internal foundation, they analyzed every program to identify and prioritize the health equity factors at play. They are currently in the assessment phase of developing a health strategic plan to be utilized in their jurisdiction and have recently created three new staff positions dedicated to health equity. They are members of the newly formed Public Health Alliance of Southern California (PHASoCal). The Alliance is a collaborative of ten local Health Departments in Southern California. PHASoCal focuses on multi-sector policy, systems, and environmental change to improve population health and equity.

Since 1992, the Pasadena Public Health Department (PPHD), in partnership with Huntington Hospital (H.H.), has published several Quality-of-Life Index reports for the Pasadena/Altadena region. Each report was a broad assessment of indicators related to social determinants of health. These reports inform their Community Health Improvement Plan, which identifies four critical initiatives prioritized in PPHD's efforts to improve community health. The four initiatives are: 1) Healthy Seniors, 2) Adolescents & Young Adults, 3) Chronic Disease, and 4) All Children Thrive.

Strategic Goal Alignment

The All Children Thrive initiative is in close alignment with the strategic goal focused on infant mortality. Their goal is to improve the well-being of women, infants, children, and families, focusing on health equity. Two of their identified objectives are to, 1) increase perinatal health and 2) increase equity relating to early birth outcomes, focusing on racial disparities.

When analyzing their objective to increase perinatal health among women and infants, PPHD has recognized success as 1) more parents will start prenatal care in the first trimester of pregnancy, 2) fewer new moms will relapse smoking after quitting during pregnancy, and 3) fewer infants will be born with low or extremely low birth weight. To analyze the objective of increasing equity relating to early birth outcomes, focusing on racial disparities, PPHD collects data on three clear indicators to measure success: 1) Black and Hispanic mothers who received prenatal care in the first trimester; 2) Black and Hispanic mothers who gave birth before 37 weeks (preterm birth); and 3) Black infant mortality rate per 1,000 live births. To meet the goals of their initiative, PPHD has many services. The ones most relevant to infant mortality are highlighted here. PPHD participates in the California Black Infant Health (BIH) program.

Other Equity Initiatives

The additional three key equity initiatives for the PPHD include Healthy Seniors, which is focused on improving the health, function, and quality of life of older adults by decreasing social isolation in older adults; increasing awareness of Dementia and Alzheimer's; increasing older adults getting preventive services; and improving health for older adults in long-term care. Adolescents & Young Adults is dedicated to improving the healthy development, safety, and well-being of adolescents and young adults in Pasadena through reducing youth experiencing severe mental health issues, improving safety, decreasing harassment and bullying, and reducing substance abuse in childhood. And lastly, Chronic Disease aims to reduce chronic disease risk by creating environments and policies that support smoke-free places, healthful nutrition and physical activity, reducing smoking in adults and youth, increasing access to healthy food, and reducing food insecurity.

Long Beach Office of Equity

On June 23, 2020, Long Beach City Council unanimously adopted a Framework for Reconciliation which contains four critical steps to ending systemic racism: 1) acknowledging the existence and long-standing impacts of systemic racism in Long Beach and the country; 2) listening to accounts and experiences of racial injustice, inequity, or harm to community members; 3) convening stakeholders to analyze

feedback from the listening sessions and racial disparity data to recommend initiatives that shape policy, budgetary, charter, and programmatic reform; and 4) catalyzing action that includes immediate, short-term, medium-term, and long-term recommendations for the City Council's consideration.

The Office of Equity utilizes a root cause analysis. This strategy identifies an inequity's "root cause" (i.e., racist policies and legislation, capitalism, and white supremacy). The Office of Equity has developed a data-driven decision-making process, known as Anti-Racist Results-Based Accountability (RBA), to help communities and organizations get beyond talking about problems to taking action to solve problems. The indicators utilized in this process are: 1) Low-Income people/households below 200% poverty, also known as "working poor;" 2) Severe housing burden, defined as renters paying 50% or more of their income in rent; and 3) Life Expectancy at Birth. The Office of Equity has published the Long Beach Equity Toolkit, which includes an overview of what equity means and provides specific strategies that can be applied to Long Beach's work to make positive changes through policies, programs, and services.

Strategic Goal Alignment

The Long Beach Black Infant Health (BIH) program is an equity initiative that aligns with the strategic goal focused on infant mortality. The BIH aims to address the problem of poor birth outcomes affecting African American women and their infants by encouraging a commitment to self-love and healthy living through our group intervention and individual client services. Their goal is to increase healthy birth outcomes and improve survival rates for African American infants and mothers. Their two-part group curriculum includes prenatal and postpartum education to ensure babies are born healthy and grow into healthy children. The free services they provide include 20 intimate group sessions, nutritious meals, transportation assistance to and from group sessions & doctor appointments, incentives, resources, individual life planning (to help mom plan for her future), personal case management, health and family support referrals, support services from a public health nurse and social worker. Long Beach BIH also offers workshops in support of this initiative. These workshops cover issues and topics such as breastfeeding, child passenger safety, feminine hygiene, healthy nutrition, SIDS/safe sleep for infants, school readiness, parent education, and stress/depression management.

Long Beach has also focused efforts on an Economic Inclusion Initiative. In April 2017, the Long Beach City Council approved the City's Draft for the Economic Development (Blueprint) that focuses on advancing a 10-year vision of making Long Beach a city of opportunity for workers, investors, and entrepreneurs. One of the key focus areas in the Blueprint is Economic Inclusion, which aims to increase access to economic opportunities in low-income communities to advance economic equity. In June 2019, the Long Beach City Council approved the 'Everyone In' Economic Inclusion Implementation Plan. The Implementation Plan includes policy recommendations for small business and diverse entrepreneurship; local, inclusive procurement; workforce and youth development; connectedness (economic resiliency) and housing and homeownership.

In the wake of COVID, Long Beach received $40 million in Coronavirus Aid, Relief and Economic Security (CARES) Act funding and allocated $1,000,000 to support

Black Health Equity specifically. This program provides up to $600,000 to support Black-serving nonprofit organizations and microbusinesses for service delivery to the Long Beach Black community to reduce the impact of COVID-19 for Black residents. The Black Health Equity Fund was formed in collaboration with California State University, Long Beach. The Black Health Equity Collaborative (BHEC) mission is to "address health inequities and disparities in Black communities through one powerful voice." BHEC seeks to accomplish this mission by acknowledging and addressing the social determinants of health that contribute to health outcomes in Black communities. These determinants include, but are not limited to, racism and discrimination, housing insecurity, and access to educational, economic, and health opportunities.

Other Health Equity Initiatives

Staff across diverse city departments in Long Beach organized as a Racial Equity and Reconciliation Initiative Team (Team) to take on the call from the public and City Council to act deliberately and intentionally to end systemic racism in Long Beach. They created the Racial Equity and Reconciliation Initial Report. The report outlines four key goals: 1) End systemic racism in Long Beach, in all local government and partner agencies, through internal transformation; 2) Design and invest in community safety and violence prevention; 3) Redesign police approach to community safety; and 4) Improve health and wellness in the city by eliminating social and economic disparities in the communities most impacted by racism. This report contains expansive and comprehensive strategies suggested to achieve the goals. These strategies include a detailed breakdown of potential actions, a timeframe, and the information source of where the suggestions came from (i.e., community town halls, staff survey, existing report recommendations, etc.). It is important to note that, even though it is only still in deliberation, as part of the Reconciliation Initiative, Long Beach is considering creating a re-entry program to create a "one-stop-shop" to provide services to those residents that are affected by the injustices of the criminal justice system.

L.A. County Commission on Human Relations

The Los Angeles County Commission on Human Relations is dedicated to promoting positive human relations in our richly diverse, multicultural county. The Commission works to develop programs that proactively address racism, homophobia, religious prejudice, linguistic bias, anti-immigrant sentiment, and other divisive attitudes that lead to intercultural tension, hate crimes, and related violence. Partnering with law enforcement, schools, cities, community-based organizations, youth, academics, policymakers, businesses, and other leaders, the Commission brings key players together to resolve immediate intercultural conflicts and to work toward the longer-term aim of eradicating bias and prejudice. Commission staff members frequently are called on to lead learning experiences that help people see the need for justice, adopt attitudes of mutual acceptance, respond productively to conflict, manage implicit bias, and learn the art and science of intercultural collaborative relationships. They provide training in various settings, including schools, community groups, businesses, nonprofit organizations, law enforcement, and government agencies. Topics include, hate crime awareness, improving cultural competence, and managing implicit bias.

Strategic Goal Alignment

The Policing and human relations initiative was formed to achieve the following objectives: 1) Identify key policing issues and solutions for communities in L.A. County; 2) Highlight best practices for fair and equitable policing; and 3) Improve policing policies and practices in L.A. County to increase fairness and equity in policing. In June of 2020, L.A. County Commission on Human Relations released a "Redefining Policing with Our Community" Report. This comprehensive community-informed report provides 34 recommendations to advance equity, transparency, and accountability in policing. The report's 34 recommendations promote action-oriented solutions that reflect broad community agreement, including the reallocation of resources for economic investments to improve and expand social safety nets, alleviating militarized community occupation, and the utilization of a culturally competent justice framework. Some of the 34 recommendations include: Changing federal and state laws, in addition to local law enforcement policies, to end qualified immunity, and provide public access to information about police officers involved in both complaint and misconduct investigations, including their prior history and the results of those investigations; significantly increase funding, including the reallocation of law enforcement budgets, for non-law enforcement community-based initiatives, such as drop-in and sobering centers, and community response teams that proactively address core issues of poverty, education, health, safety, and youth development programs; assign use-of-force investigations to independent special prosecutors housed outside of law enforcement agencies and the District Attorney's Office; and require deeper analysis and more frequent dissemination of data collected through the Racial and Identity Profiling Act (RIPA) to eliminate anti-Black racism, bias, and discrimination.

Other Equity Initiatives

LA vs. Hate is a community-centered program designed to support all residents of Los Angeles County. Led by the Human Relations Commission, LA vs. Hate partners with community partners from all five County districts, representing a diverse coalition of voices committed to ending hate. The campaign's goals are as follows: 1) Address the normalization of hate and inspire people to stand up to it; 2) Build understanding about what constitutes a hate act and how to report it; and 3) Support individuals and communities as they heal from the trauma of hate. By tracking and reporting hate, they can ensure that resources are allocated appropriately, that those targeted by hate receive the support they need, that offenders are held accountable, and that together, we can build respectful and resilient communities.

L.A. City: Civil, Human Rights and Equity Department

The Civil + Human Rights and Equity Department (LA Civil Rights), established December 2020, strives to maintain and strengthen Los Angeles' diversity, equity, and accountability through commission support, outreach, legal remedies, and empowerment. LA Civil Rights works toward a racially equitable environment that levels the playing field and enhances opportunities for diverse communities. They are tasked with addressing the long-standing discrimination impacting underserved and minority communities, which denies equal treatment in private employment, housing, education, and commerce. They are focused on bringing real action to the

values of equity and empowerment and protecting the civil and human rights of all Angelenos. They achieve this through four core pillars: Outreach and Community Engagement, Discrimination Enforcement, Equity and Empowerment (E^2), and Commission Support. Their Outreach and Community Engagement consists of faith-based unity events, community diversity events, discrimination/bias awareness training, hate crime prevention, and discrimination enforcement outreach. The Discrimination Enforcement division of LA Civil Rights is being built and will launch soon. LA Civil Rights enforces Los Angeles' civil and human rights laws and has investigative powers and quasi-judicial authority to address the long-standing discrimination impacting underserved communities that deny equal treatment in private commerce, education, employment, and housing.

Strategic Goal Alignment

The Equity & Empowerment (E^2) Program is an equity initiative that aligns with the strategic goal focused on Stable Full-Time Employment at Living Wage. The initiative applies a policy equity lens to assess health disparities, inequities in City planning, and community policing through collaborations with non-governmental and city entities, including the Office of Immigrant Affairs. They engage Angelenos and community-based organizations for community events and career pipelines for people from underserved communities. They develop college readiness and career readiness, financial literacy workshops, homeowner seminars, and entrepreneurial training sessions. They will also assess, track, and monitor the hiring, promotion, and retention of people from underserved communities in various high-earning potential industries to promote diversity and inclusion, including through the RENEW Task Force.

The RENEW Task Force is also an equity initiative in close alignment with the strategic goal focused on Stable Full-Time Employment at Living Wage. The Renew Taskforce brings company representatives together to support and contribute to Los Angeles' racial equity plan as outlined in the Mayor's Executive Directive No. 27. Members of the Task Force have signed the RENEW Pledge that commits their enterprises to clear goals, concrete steps to open more doors to Black and Latino workers, improve the diversity, equity, and inclusivity of their operations, and processes concerning the communities they serve. These goals include: building and shaping an inclusive pipeline and equitable hiring process across all levels and functions, creating equitable development opportunities for retention and promotion, and reducing and eradicating any like-for-like racial compensation gaps. The Equity and Empowerment program includes the newly formed Office of Racial Equity, which was created to provide policy equity analysis and the advancement of racial equity in the city. The Office of Racial Equity is responsible for shaping several city policies and programs, from participatory budgeting to an anti-racist framework for city government. Some of the office's policy work will include conducting a Racial Equity Audit of existing City programs, policies, and practices to determine whether Black, Indigenous, and People of Color (BIPOC) face systemic barriers in accessing benefits and opportunities available across the City. They will also create a plan to address the obstacles to economic stability among African Americans, addressing financial and structural barriers to advancement for African Americans.

Other Equity Initiatives

LA Civil Rights manages and supports the Commission on Civil Rights (CCR), The Commission on the Status of Women (CSW), the Human Relations Commission (HRC), as well as the Transgender Advisory Council and various ad-hoc committees. The Commission on Civil Rights is tasked to investigate complaints of discrimination and enforce against violators through fines and corrective action. The Commission works in close partnership with the Civil + Human Rights and Equity Department to hold businesses and individuals accountable for discriminatory practices that deny equal treatment to any individual in private employment, housing, education, or commerce. The Commission on the Status of Women (CSW) was established to advance the general welfare of women and girls in the Los Angeles community and ensure that all women have full and equal participation in the City government. The CSW engages in several different issue areas such as Gender Equality & Workforce Development, Gender Equality & Transportation, Preventing Harassment & Discrimination in the Workplace, Safe Cities L.A., Connecting Women in City Government, Cities leading Women, LA Women Mean Business, and the Intersection of Domestic Violence, Human Trafficking, and Female Homelessness. The Human Relations Commission (HRC) promotes intergroup peacebuilding, equity, and human rights in Los Angeles by transforming community engagement, dialogue into sustainable programs, and policy. It was to create pathways to communicate local community concerns to city leadership. The HRC's work has evolved over the years, exploring numerous intergroup engagement and peacebuilding models such as town halls, convening meetings, and facilitated dialogues. The Transgender Advisory Council (TAC) advises the Mayor, City Council, elected officials, and governmental agencies to implement policies, programs, and projects that tackle the most critical issues to the transgender community in Los Angeles. The committee plans, recommends, and implements the policies, programs, and projects that elevate, amplify, and serve the transgender community.

Los Angeles Homeless Services Authority (LAHSA)

The Los Angeles Homeless Services Authority (LAHSA) is a joint powers authority of the city and county of Los Angeles, created in 1993 to address the problems of homelessness in Los Angeles County. LAHSA is the lead agency in the HUD-funded Los Angeles Continuum of Care, and coordinates and manages more than $300 million annually in federal, state, county, and city funds for programs providing shelter, housing, and services to people experiencing homelessness.

In recognition of the urgent need to dedicate focused attention to better understanding and addressing racial inequities in homelessness, LAHSA called to create an Ad Hoc Committee on Black People Experiencing Homelessness. The committee developed a report that summarizes critical insights illuminated by this committee's work and the committee's recommendations for necessary actions to advance equity and eliminate racial disparities impacting Black people experiencing homelessness across Los Angeles County. A theme that cut across the committee's work was that racism has contributed to, and remains intertwined with, homelessness. The report offers 67 recommendations, including advancing racially equitable policies, programs, and funding across institutions. One of those recommendations was that LAHSA staff undergo training for race and equity. As a result, in December

2018, 30 LAHSA directors and other staff members began undergoing training from the Government Alliance on Race and Equity (GARE). The GARE training involved monthly sessions covering results-based accountability for racial equity, adaptive leadership, community engagement, and Prop 209. The impacts of the COVID-19 pandemic and the social justice uprisings of the summer have created an even louder call to action for LAHSA to re-examine its role in advancing racial and housing justice as a system leader. Against this backdrop, LAHSA first engaged with the National Innovation Service in late-summer of 2020 to develop an Equity Action Plan that reflected the actions needed to become a justice-based and equitable homeless system administrator. This report identified three priority actions with accompanying findings and steps for all three. The priority actions are: 1) to shift the organizational culture in small and big ways to create more alignment between values and shared beliefs can change staff's perception of LAHSA's commitment to advancing racial justice; 2) invest in transformative relationships, program and policy designs that create a workplace community built from a strong social fabric, meaningful community leadership, and vibrant groups within the agency; and 3) equitable accountability policies and practices.

AGENCY INITIATIVES

LA Metro

Metro is unique among the nation's transportation agencies as they serve the country's largest, most populous county of more than ten million people within their 1,433-square-mile service area. Metro believes that access to opportunity should be at the center of decision-making around public investments and services, especially for transportation, which is an essential lever to enabling that access. Vast disparities among neighborhoods and individuals in L.A. County limit this access, making opportunities harder to reach for some, whether it is jobs, housing, education, health care, safe environments, or other essential tenets of thriving, vibrant communities. Transportation infrastructure, programs, and service investments must be targeted toward those with the most mobility needs to improve access to opportunity for all.

L.A. Metro's Equity Platform, adopted by the Board in 2018, guides how the agency will address these disparities and create more equitable access to opportunity through four primary action areas. These areas are called the "pillars" of the Equity Platform: Define and Measure; Listen and Learn; Focus and Deliver; Train and Grow. The Equity Platform is designed to inform, shape, and guide every facet of the agency's business, shaping projects, investments, and new initiatives. Metro has defined equity as both an outcome and a process to address racial, socio-economic, and gender disparities, to ensure fair and just access – concerning where one begins and the capacity to improve from that starting point – to opportunities, including jobs, housing, education, mobility options, and healthier communities. Metro has developed robust internal strategies and tools to incorporate equity into all facets of Metro's work. These include the Rapid Equity Assessment Tool, Metro Budget Equity Assessment Tool, Equity Focus Communities Map, and the Community-Based Organization Partnering Strategy. In addition to developing internal strategies and tools, Metro has developed employee spaces dedicated to fostering and growing an equitable environment. These include The Justice Equity Diversity and Inclusion (JEDI) Book Club, an employee book club that is open to anyone in the agency that is interested in reading about JEDI concepts and learning from others; and Equity

Liaisons, a cohort-based model that includes a nominated member from every department. It is a two-year commitment for professional development focused on a curriculum on reading and a first look panel on projects, ideas, and initiatives.

Strategic Goal Alignment

Metro is reimagining public safety, an effort aligned with the ARDI Initiative's strategic goal relating to adult lifetime imprisonment. Following the George Floyd protests in 2020, the Metro Board of Directors sought recommendations on ways to reform the agency's policing practices and reallocating resources typically devoted to policing to other forms of community safety. Metro is now re-evaluating its safety strategies to meet transit riders' needs and expectations. As part of this effort, Metro will partner with community leaders to re-envision transit safety and community-based approaches to policing as it considers the renewal of its multiagency law enforcement police contract in 2022. The establishment of a Transit Public Safety Advisory Committee (PSAC) will allow Metro to consult with key law enforcement and related community members to develop a more accountable culture of policing for its upcoming police contract. The advisory committee incorporates Metro's existing Community Safety and Security Working Group and provides additional perspectives from ridership and advocacy organizations in the areas of race, gender, income, geography, immigration, and housing. The goal is to create a community-based approach to safety.

Los Angeles Unified School District

Los Angeles Unified School District (LAUSD) has affirmed its commitment to providing a safe working and learning environment, free from discrimination, harassment, intimidation, and bullying. To support Black students, staff, and families in the devastating wake of COVID and the George Floyd murder protests, the Office of Human Relations, Diversity & Equity (OHRDE) has developed many resources focused on racial equity. Examples of these resources include Psychological First Aid (PFA) for responding to racial trauma tools for Black students, parents, and staff. PFA is an evidence-informed approach for assisting children, adolescents, adults, and families in the immediate aftermath of a critical incident, disaster, or terrorism. PFA is designed to reduce the initial distress caused by traumatic events and to foster short and long-term adaptive functioning. They adapted the Courageous Conversations With Students: A Guide For Educators, which provides tools, lesson plans, and practical advice for facilitating dialogues with students about power, privilege, oppression, and resistance. The Office has also compiled a toolkit of resources for educators. The Toolkit for Supporting Black Students, Family, and Staff is a composite of academic research, literature, and other relevant resources designed to assist staff with supporting Black students and the descendants of the African diaspora.

To articulate the district's vision to improve outcomes and opportunities for all students and close equity gaps across the District, the Los Angeles Unified School District Board has developed goals, guides, and a methodology for calculating goal measures for the 2021-2026 term. These are: 1) Post-Secondary Preparedness: The percentage of LAUSD students in a graduating 9th-12th grade class demonstrating college and career readiness with a "C" or better on University of California (UC)/ California State University (CSU) A-G approved courses will increase from 45.5% in

June 2019 to 75% by June 2026; 2) Literacy: The percentage of English Learners, African American students, and Students with Disabilities meeting Dynamic Indicators of Basic Early Literacy Skills (DIBELS) End of Year (EOY) benchmarks in second grade will increase from 44% in June 2019 to 80% by June 2026; 3) Numeracy: On the California Assessment of Student Performance and Progress (CAASPP) in Math, improve the average Distance from Standard (DFS) from -30.4 in 2019 to 0 in 2026 for Elementary Schools (i.e., on average, students are on the standard by 2026) and -64.2 in 2019 to -34 in 2026 for Middle Schools (6 points per year for five years); and 4) Social-Emotional: The percentage of students in transitional years (Kindergarten, 5th/6th, 8th, 10th, and 12th grade) demonstrating mastery in the CASEL social-emotional core competency areas as shown by a portfolio rubric will increase from 0% in June 2021 to 50% by June 2026.

Strategic Goal Alignment

In alignment with the strategic goals of Post-secondary Credential with Labor Market Value and Adult Lifetime Imprisonment, LAUSD has several programs, alliances, and initiatives that center around the achievements and outcomes of Black youth in Los Angeles. L.A. Unified Community Schools Initiative (CSI), the Black Student Achievement Plan, and the Linked Learning Initiative.

In May of 2021, the Los Angeles Unified Board of Education passed the "Accelerating Achievement through Equity in Action" resolution, co-authored by Board Members Tanya Ortiz Franklin and Mónica García, furthering the effort for equitable funding in Los Angeles Unified. This resolution ensures that more dollars are invested in the Student Equity Needs Index (SENI) funding formula and that the COVID-19 relief funding will be allocated based on school need. The community groups that had advocated for the SENI have also proposed a Racial Equity Recovery Plan that offers the LAUSD solutions that ensure a more significant commitment to equity investments and targeted supports. The Board affirmed its support for an equity-based funding formula and the Community of Schools strategy, allowing for more local control and school autonomy. The measure requests the Office of the Superintendent to create a task force to evaluate the impact of the SENI investments. The resolution commits the district toward achieving educational equity by using a multi-pronged definition of "equity" that recognizes that Los Angeles Historical inequities have impacted unified students, redistributing resources based on student need, resulting in closed gaps in the gaps opportunities and outcomes. It adopts an equity impact statement to provide the Los Angeles Unified Board of Education and community an analysis of how well each board item moves toward achieving equity and commits the Los Angeles Unified School District to more transparent and comprehensive research of investments toward equity.

LAUSD has also launched the L.A. Unified Community Schools Initiative (CSI). LAUSD Community Schools demonstrate the characteristics of the Community School's evidence-informed, school improvement framework centering on four pillars, which together create the conditions necessary for students to thrive:

- Integrated Student Supports – Removing barriers to school success by connecting students and families to service providers or bringing holistic programs and services into the school to help families meet their basic needs so students can focus on learning;

- Expanded and Enriched Learning Time and Opportunities – Ensuring before- and after-school learning opportunities augment traditional learning, including summer instruction, mentoring, and out-of-school learning experiences;
- Family and Community Engagement – Incorporating strategies that cultivate clear communication among all stakeholders and embracing community organizing for school and District improvement; and
- Collaborative Leadership and Practice – Strengthening processes so stakeholders with different areas of expertise work together, share decisions and responsibilities, with mutual accountability toward a shared vision.

CSI aligns with the strategic goals of Post-secondary Credential with Labor Market Value and Adult Lifetime Imprisonment as a community school addresses structural poverty and racism issues by providing a learning environment where all children can learn to thrive. This includes an integrated wraparound education that transforms the school into a community center coordinated by a partnership between the school site, civic leaders, and community-based organizations with a shared purpose to accelerate student achievement, 100 percent graduation, college, and career readiness. This approach evolves the school site into a hub for the community where families access health, socio-emotional, mental health, and enrichment support for students during and following regular school hours. All partners work in partnership, building relational trust, building strong communities with restorative practices, offering quality engagement opportunities for families, and leading all efforts through shared ownership and responsibility.

The Black Student Achievement Plan was passed in February 2021. This plan will direct $36.5 million annually to provide supplemental services and supports to 53 schools that have high numbers of Black students and high need indicators (Math and English Language Arts proficiency rates below the district average, higher than average referral and suspension rates, below-average school experience survey responses, or higher than average chronic absenteeism) or are Humanizing Education for Equitable Transformation (HEET) schools. The goals of the Black Student Achievement Plan are to: 1) Ensure materials and instruction are culturally responsive to Black students and provide additional support and intervention to students to close literacy and numeracy skill gaps; 2) Work with community groups that have demonstrated success with Black students and families; and 3) Reduce over-identification of Black students in suspensions, discipline and other measures through targeted intervention to address students' academic and social-emotional needs.

The LAUSD Linked Learning initiative is transforming the high school into a personally relevant and engaging experience by bringing together: strong academics, demanding career technical education, real-world experience, and integrated student support systems to help students gain an advantage in high school, in post-secondary education, and their future careers. Linked learning exposes students to previously unimagined college and career opportunities. Participation in Linked Learning prepares students to graduate from high school and succeed in a full range of options after graduation, including two-year or four-year colleges, certification programs, apprenticeships, military service, or formal job training. Students follow career-themed Pathways, choosing among fields such as engineering and architecture; arts, media, and entertainment; or health science and medical technology.

Many school-based programs and initiatives of note are partnered with LAUSD and individual schools to close the equity gap in student achievement in school-aged youth.

Other Equity Initiatives

An educational equity initiative within the County is My Brother's Keeper (MBK). Former President Obama, in February 2014, launched the MBK Challenge. The President called upon cities, counties, and tribal governments to commit to improving outcomes for boys and young men of color. The MBK Challenge outlines six goal areas to increase education, employment, and safety. The six MBK goals are:

- Ensuring all children enter school cognitively, physically, socially, and emotionally ready;
- Ensuring all children read at grade level by third grade;
- Ensuring all youth graduate from high school;
- Ensuring all youth complete post-secondary education or training;
- Ensuring all youth out of school are employed; and
- Ensuring all youth remain safe from violent crime and receive a second chance.

Five cities and one school district have accepted the MBK Challenge and are in varying stages of developing local efforts to improve outcomes for boys and men of color. The cities and school districts are Culver City, City of Compton, City of Hawthorne, Inglewood School Board, City of Long Beach, City of Los Angeles.

COMMUNITY-BASED EFFORTS

First 5 LA

First 5 L.A. is an independent public agency with a goal to support the safe and healthy development of young children so that by 2028, all children in L.A. County will enter kindergarten ready to succeed in school and life. Voters created First 5 L.A. in 1998 to invest L.A. County's allocation of funds from California's voter-approved Proposition 10 tax revenues. First 5 L.A. recognizes that changing the life trajectory of our youngest children will not be the product of Prop 10 funds alone, which now average $160 per child under the age of 5 in each county. Also, they are currently collecting data on internal practices and policies to refresh strategies and demonstrate commitment to anti-racism, diversity, equity, and inclusion.

First 5 L.A.'s policy agenda is organized into four major policy priority areas. Each area focuses on equity and the need to support children holistically in the context of their families and communities referred to colloquially as the "Whole Child and Whole Family" framework. As such, the policy agenda will work to close race-based disparities in health, well-being, and opportunity; utilize the best available data and advocate for the availability of complete data to understand which communities face the most significant barriers to resources, and so have the most incredible opportunity to benefit from First 5 L.A. policy and systems change efforts and promote a holistic approach of supports that is language- and culturally appropriate. The four policy priorities are as follows: 1) Promote a comprehensive family support system to advance positive outcomes for the whole child and family; 2) Improve systems to promote the optimal development of children through early identification and supports that are family responsive; 3) Expand access to affordable, quality early

care and education; and 4) Ensure communities have the resources and environment to optimize their child's development.

Strategic Goal Alignment

In alignment with the strategic outcome focused on infant mortality, First 5 L.A. partners with the California Department of Public Health Black Infant Health (BIH) program. BIH was created in 1989 to address African Americans' high infant mortality rates. But, due to state budget cuts in 2009, First 5 L.A. began to help fund three BIH Programs in Los Angeles County health jurisdictions implementing the state BIH model. These include the L.A. County Department of Public Health (with five subcontractors), City of Pasadena, City of Long Beach. BIH aims to improve health among African American mothers and babies to reduce the Black and White infant mortality disparities.

An additional prioritized initiative is Best Start. Best Start is First 5 L.A.'s primary investment for engaging communities in a shared vision and intention for children and families to thrive, working to strengthen community leadership and collaboration across sectors. Best Start promises that every child in Los Angeles County enters kindergarten ready to succeed in school and life. To meet that goal, First 5 L.A. invests in fourteen geographic areas that have faced historical disenfranchisement and oppression through political, economic, social, and environmental factors that aggravate chronic family stressors such as violence and poverty. Best Start seeks to center those who do not have a voice and advance their work to make their communities more equitable and resource rich. Best Start Region 1 has created the Driving Equity and Justice Community Bill of Rights to chart a new path for accountability, healing, growth, and justice for our communities, in partnership with hundreds of residents and organizational partners.

Bold Vision 2028

Bold Vision is a multi-sector effort to build a 10-year-plus initiative that aims to fundamentally improve the lives of a generation of BIPOC children and youth, creating lasting change in our communities by establishing new paths towards success for young people across L.A. County. Advancement Project California has served as the initiative's lead community engagement, policy development, and research consultant.

The community engagement process focused on four subject areas tables that addressed the issues of Education, Housing, and Healthy Built Environment; Youth Power and Democracy and Youth Impacted by the Child Welfare and Juvenile Justice systems. Bold Vision also explored issues that cut across those subject areas — including health equity, immigration, and issues that youth of color with disabilities and LGBTQIA+ youth face. Bold Vision has formed a community council of 13 people-of-color-led youth-serving organizations developing a final set of policy recommendations to be shared in a public report. This report will serve as an equity roadmap for advocates and systems leaders to implement over the next decade and beyond.

The Bold Vision strategic goal is Youth Thriving. To achieve this goal, Bold Vision focuses on two key taproots: racial equity and solidarity and community organizing and power-building. They constitute the base on which all their work rests. Those

two taproots are broken down into four policy campaigns: 1) Youth Power; 2) Positive Youth Development; 3) Healthy Built Environment; and 4) Systems Impact.

Strategic Goal Alignment

The Positive Youth Development policy plan aligns with the strategic outcomes focused on stable Full-Time Employment at Living Wage and Postsecondary Credential with Labor Market Value. Positive Youth Development plans focus on ensuring BIPOC youth can get the skills and education they need to succeed in life, including supports to enter higher education and the workforce while enjoying physical and mental health. Some of the policy priorities include the following. The promotion of BIPOC youth economic inclusion and post-secondary opportunity through further investment in and expansion of college and career access and readiness programs and financial literacy. Strategies to achieve this include promoting BIPOC youth entrepreneurship, expanding college and career readiness programs, and promoting financial literacy among BIPOC youth. Next is increased investments in programs and supports for BIPOC immigrant youth, English language learners, and BIPOC youth in mixed-status families. Strategies to push this goal forward include ensuring that all summer jobs and workforce readiness programs include undocumented BIPOC youth, increasing the number of Dream Resource Centers and liaisons, and communicating to youth the changes in C.A. law that open access to higher education for immigrant BIPOC youth.

Next, the Systems Impact policy plan aligns with the strategic outcomes focused on Adult Lifetime Imprisonment. This initiative is centered on rebuilding how public systems respond when BIPOC youth encounter roadblocks on their way to success, ending criminalization and centering their well-being. The policy policies priorities of this initiative include the following examples. They aim to end BIPOC youth criminalization and incarceration by preventing exposure to and reformation of penal systems, including law enforcement, the judiciary, and probation. Strategies to accomplish this are ending the criminalization of youth-targeted status offenses, closing youth probation camps and youth prisons, and eliminating probation department oversight of BIPOC youth. Another strategy is to divest funds allocated to suppression (e.g., law enforcement & surveillance) and reinvest those funds to support community-owned and -operated BIPOC youth development and intervention programs and supplement this reinvestment with newly generated revenue streams and infrastructure investments from public and philanthropic sources. The strategies to attain such includes reducing the probation budget proportionately according to reductions in youth involved in probation and redirecting that funding to community-based supports.

Other Equity Initiatives

The Youth Power initiative aims to support BIPOC youth civic engagement and give them formal power and oversight in public processes that affect them. Policy priorities involve Reducing LGBTQIA+ BIPOC youth trauma through greater justice system oversight and accountability and developing mechanisms for BIPOC youth to participate in political decision-making actively.

The Healthy Built Environment plan aims to create resource-rich neighborhoods that enable BIPOC youth to thrive, access healthy food, affordable housing, and a safe

environment. Policy priorities include expanding access to and improving public and active transit infrastructure, addressing climate crisis by decreasing reliance on fossil fuels, increasing regenerative climate initiatives, and increasing access to fresh, healthy, and culturally relevant food options.

SELA Collaborative

The Southeast Los Angeles (SELA) Collaborative is a network of organizations working together to strengthen the nonprofit sector's capacity and increase civic engagement in Southeast LA. Today the SELA Collaborative is formed by Alliance for a Better Community, AltaMed, COFEM, East Los Angeles College, East Yard Communities for Environmental Justice, Families in Schools, First 5 L.A., Hub Cities, Human Services Association, Pat Brown Institute at California State University, Los Angeles, Southeast Community Development Corporation, and the Southeast Rio Vista YMCA. The SELA Agenda is a collectively and inclusively drafted report that addresses the impact of COVID-19 in the Southeast Los Angeles (SELA) region by highlighting investment opportunities in eight policy areas: education, environmental justice, economic recovery, healthcare, housing, nonprofit safety net, civic engagement, and regional advocacy.

Strategic Goal Alignment

In alignment with the strategic outcome focused on stable full-time employment at a living wage, SELA's policy areas of environmental justice and economic recovery have long-term goals that are notable.

The environmental justice policy plan prioritizes SELA's community wellness by addressing environmental challenges to increase the quality of life for SELA residents. The advocate for the investment in creating green job opportunities and implementing workforce development pipeline programs to prepare the community for employment. They recommend it be done by:

1. Prioritizing job creation and pipeline programs;
2. Partner with local organizations to identify ways to engage the community to develop programs that are accessible to all residents; and
3. Coordinating with unions on a blue-green alliance (i.e., environmental groups and unions joining forces).

The economic recovery policy plan concentrates on the long-term investment in the quality of educational systems in SELA, focusing on K-12, higher education, and workforce connection pipelines through funding and partnerships. They recommend it be done by:

1. Strengthen and expand the ELAC Office of Workforce Education (OWE) at the South Gate satellite campus to have a robust program that serves the Southeast Los Angeles Area;
2. Integrate financial knowledge and wealth generation strategies at all levels of education;
3. Provide greater grant funding and scholarship opportunities for Pell-eligible families and undocumented students;

4. Increase partnerships between higher education institutions and employers to create paid internships, fellowships, or other job training experiences;
5. Increase the creation of middle-class jobs/high paying jobs in SELA;
6. Develop opportunities to support small businesses in SELA. 90% of businesses in SELA are small businesses; and
7. Release a study on homeownership in Southeast Los Angeles to establish funds, programs, policies, opportunities to make renters into homeowners.

Brother Sons Selves

The Brothers, Sons, Selves (BSS) coalition is a group of community-based organizations across Los Angeles and Long Beach. Their mission is to end the criminalization of young boys and men of color by creating and influencing public policy that invests in young people and their future. Their initiatives are Decriminalization Now- eliminating contact between youth and police; People's Education; Fund youth futures. They were also instrumental in LAUSD's decision to redirect the $25 million budget from school police to fund the Black Student Achievement Plan. The Black student Achievement Plan focuses on making sure that school instruction and materials are culturally responsive to Black students, on closing gaps in literacy and math skills, and on reducing racial disparities in school discipline, in part, by focusing on meeting kids' "academic and social-emotional needs." BSS is also coordinating and supporting a coalition between organizers in Long Beach, Pomona, Antelope Valley to remove probation, armed guards, and police from the schools county-wide.

Strategic Goal Alignment

Following is an overview of strategic goal aligned programs, supports, and initiatives from coalition members of BSS. Brotherhood Crusade's Youth Development Program has multiple initiatives focused on Stable Full-Time Employment at Living Wage:

Vocational Training and Career-Path Program is a fee-free vocational training program that features basic skills (academic, life, and social), case management, career-specific training, practicum, internships, job placement, and ongoing support services. The program is entirely free and available to all low- and moderate-income individuals in South Los Angeles. It is designed to provide a career path for unemployed individuals, under-employed adult workers, and individuals seeking a career change to improve their economic condition, stabilize their financial situation, and facilitate their dreams and goals.

Building a Lifetime of Options and Opportunities for Men (BLOOM) is a partnership with the community of South Los Angeles to improve educational and employment opportunities for 14–18-year-old Black males who are, or have been, involved in the county probation system. Begun by the California Community Foundation, BLOOM increases leadership and career-based mentoring opportunities for Black male youth while addressing policies that lead to chronic involvement with the judicial system and reshaping the public perception of Black male youth.

The Brotherhood Crusade Youth Source Center is a partnership with the Los Angeles Community Development Department, Comerica Bank, Microsoft Elevate America Initiative, and the community of South Los Angeles to improve educational and employment opportunities for 14–21-year-old South Los Angeles youth who are

unemployed and out of school or at-risk of dropping out of school. The program increases educational and career-based mentoring opportunities by aligning youth with committed mentors, re-engaging youth in school, developing their vocational life and social skills, improving their academic skills, engaging youth in work experience volunteerism and internships, and eventually helping secure youth employment.

With the lifetime imprisonment strategic goal, the Youth Justice Reimagined Initiative mission is to develop thoughtful, actionable, collaborative recommendations and plans for a transformed youth justice system in Los Angeles County that centers youth development and well-being. The Youth Justice Reimagined Transition Advisory Group is in the process of developing concrete collaborative plans for implementation, building on the work of the Youth Justice Work Group, which aimed to achieve the following: 1) Assess the relevant legal, budgetary, staffing, oversight, and legislative and policy issues that need to be resolved to move the juvenile side of the Probation Department into another department or agency; 2) Recommend the best place in the County (existing or newly created) for the responsibility of youth impacted by probation, including consideration of a youth development department; and 3) Develop a plan for ensuring this new system is meaningfully different in operations and outcomes from the current system including staffing and training considerations; operations; and strategies to reduce incarceration and increase diversion and alternatives to detention programs.

Other Equity Initiatives

Additional key outcomes and issue areas that they are working on include:

On December 11, 2019, the Council approved the establishment of the Youth Development Task Force charged with formulating a Citywide Youth Development Strategy. In developing the strategy, the Youth Development Task Force may seek to review and advise the City on the following matters: increasing and improving collaboration between City departments, community-based organizations, and other agencies serving youth; establishing performance metrics to assess the effectiveness of youth programs; increasing the number of youths who are connected to services that address their underlying needs; and launching a new department or commission/office within an existing department.

Brother Sons Selves is leading the movement to transform our schools and communities with the L.A. County Youth Bill of Rights. The BSS Coalition believes in adolescent investment, not juvenile incarceration. That is why their young members are developing a countywide ‘Youth Bill of Rights,’ a comprehensive plan to push Los Angeles County to shift investments from incarceration to youth development.

Brother Sons Selves prioritizes their End All Defiance/Disruption Suspensions in the California campaign. They argue that no child should lose time in the classroom as a form of discipline. That is why BSS, alongside the Fix School Discipline Coalition and other statewide partners, continues to fight to end suspensions/expulsions for acts of “willful defiance” in the classroom for all California students.

Endnotes

1 https://www.battlefields.org/learn/articles/impact-mexican-american-war-american-society-and-politics

2 https://www.kcet.org/neighborhood-data-for-social-change/in-los-angeles-linguistic-isolation-is-still-a-challenge.

3 http://www.laalmanac.com/population/po39.php

4 California Department of Education; American Community Survey (ACS) 2019, 5-year; Chris Salviati (2017)"The Racial Divide in Homeownership" Retrieved on Feb. 15th, 2022 from https://www.apartmentlist.com/research/racial-divide-homeownership

5 California Department of Education

6 Kidsdata.org (Data Source: California Dept. of Justice, Crime Statistics: Arrests; California Dept. of Finance, Population Estimates and Projections (May 2020)). NOTE: Juvenile felony arrests counts for Pacific Islanders and American Indians were suppressed due to small counts.

7 Los Angeles County Court Data. NOTE: First time felony conviction counts for Pacific Islanders and American Indians were less than 20 observations, so they have been suppressed for privacy reasons.

8 Chyn, E., & Katz, L. F. (2021). Neighborhoods Matter: Assessing the Evidence for Place Effects. Journal of Economic Perspectives, 35(4), 197-222; Galster, G. C. (2019). Making our neighborhoods, making ourselves. University of Chicago Press.

9 Wodtke, G. T., Harding, D. J., & Elwert, F. (2011). Neighborhood effects in temporal perspective: The impact of long-term exposure to concentrated disadvantage on high school graduation. American sociological review, 76(5), 713-736; Harding, D. J. (2003). Counterfactual models of neighborhood effects: The effect of neighborhood poverty on dropping out and teenage pregnancy. American journal of Sociology, 109(3), 676-719; Ludwig, J., Duncan, G. J., & Hirschfield, P. (2001). Urban poverty and juvenile crime: Evidence from a randomized housing-mobility experiment. The Quarterly Journal of Economics, 116(2), 655-679; Billings, S. B., Deming, D. J., & Ross, S. L. (2016). Partners in crime: Schools, neighborhoods and the formation of criminal networks (No. w21962). National Bureau of Economic Research; Ludwig, J., Duncan, G. J., Gennetian, L. A., Katz, L. F., Kessler, R. C., Kling, J. R., & Sanbonmatsu, L. (2013). Long-term neighborhood effects on low-income families: Evidence from Moving to Opportunity. American economic review, 103(3), 226-3; Pollack, C. E., Blackford, A. L., Du, S., Deluca, S., Thornton, R. L., & Herring, B. (2019). Association of receipt of a housing voucher with subsequent hospital utilization and spending. JAMA, 322(21), 2115-2124; Alvarado, S. E. (2019). The indelible weight of place: Childhood neighborhood disadvantage, timing of exposure, and obesity across adulthood. Health & Place, 58, 102159; Chetty, R., Hendren, N., & Katz, L. F. (2016). The effects of exposure to better neighborhoods on children: New evidence from the Moving to Opportunity experiment. American Economic Review, 106(4), 855-902; Alvarado, S. E. (2018). The impact of childhood neighborhood disadvantage on adult joblessness and income. Social Science Research, 70, 1-17; Chetty, R., Hendren, N., & Katz, L. F. (2016). The effects of exposure to better neighborhoods on children: New evidence from the Moving to Opportunity experiment. American Economic Review, 106(4), 855-902; Vartanian, T. P., & Buck, P. W. (2005).

Childhood and adolescent neighborhood effects on adult income: using siblings to examine differences in ordinary least squares and fixed-effect models. Social Service Review, 79(1), 60-94.

10 The Index of Concentrated Disadvantage is constructed based upon five census tract variables that include: percent in poverty, percent unemployment, percent on public assistance, percent female-headed family households and percent children. For more on the index of concentrated disadvantage see Callahan, T., et al (2015). From theory to measurement: Recommended state MCH life course indicators. Maternal and Child Health Journal, 19(11), 2336-2347 and Sampson, R. J., Sharkey, P., & Raudenbush, S. W. (2008). Durable effects of concentrated disadvantage on verbal ability among African-American children. Proceedings of the National Academy of Sciences, 105(3), 845-852.

11 2019 American Community Survey, 5-year

12 Logan, J. R. (2011). Separate and unequal: The neighborhood gap for blacks, Hispanics and Asians in Metropolitan America. Project US2010 Report, 1-22.

13 Bayer, P., Charles, K. K., & Park, J. (2021). Separate and Unequal: Race and the Geography of the American Housing Market.

14 See Chetty, R., Friedman, J. N., Hendren, N., Jones, M. R., & Porter, S. R. (2018). The opportunity atlas: Mapping the childhood roots of social mobility (No. w25147). National Bureau of Economic Research.

15 Redford, L. (2017). The intertwined history of class and race segregation in Los Angeles. Journal of Planning History, 16(4), 305-322.

16 Schaefer, R. T. (2008). Encyclopedia of race, ethnicity, and society (Vol. 1). Sage.

17 Arnold Chandler (2021) “Structural Racism: A Concrete Primer.” Presented to Los Angeles County staff as part of the ARDI strategic planning process. Forward Change

18 Massey, D. S. (2007). Categorically unequal: The American stratification system. Russell Sage Foundation.

19 De Graaf, L. B. (1970). The city of black angels: Emergence of the Los Angeles ghetto, 1890-1930. Pacific Historical Review, 39(3), 323-352.

20 Ibid.

21 Ibid.

22 De Graaf, L. B. (1970); Sides, J. (2003)

23 De Graaf, L. B. (1970).

24 Rice, R. L. (1968). Residential segregation by law, 1910-1917. The Journal of Southern History, 34(2), 179-199.

25 Redford, L. (2017).

26 Flamming, D. (2006).

27 Gibbons, A. (2018) City of Segregation One Hundred Years of Struggle for Housing in Los Angeles. Verso Books; De Graaf, L. B. (1970); Redford, L. (2017).

28 Rothstein, R. (2018) The Color of Law: A Forgotten History of How Our Government Segregated America. W.W. Norton.

29 Redford, L. (2017).

30 Sides, J. (2003).

31 Gibbons, A. (2018)

32 Ibid.

33 De Graaf, L. B. (1970).

34 Sides, J. (2003).

35 Parson, D. (2005) Making a Better World: Public Housing, the Red Scare, and the Direction of Modern Los Angeles. University of Minnesota Press.

36 Sides, J. (2003).

37 Japanese-American Internment Last Permanent Address data. Behind Barbed Wire: Japanese-American Internment Camp Newspapers. Library Of Congress. Online at: https://esricomdev.maps.arcgis.com/home/item.html?id=cf3b39bab424403baa6353f87c1c08e8.

38 The Return of Japanese Americans to the West Coast in 1945. March 26, 2021. The National WWII Museum New Orleans. Online at: https://www.nationalww2museum.org/war/articles/return-japanese-americans-west-coast-1945.

39 Cool, N. 2017. Leaving home behind: The fates of Japanese American houses during incarceration. National Museum of American History. Online at: https://americanhistory.si.edu/blog/japanese-american-houses.

40 Gibbons, A. (2018)

41 Ibid.; Sides, J. (2003).

42 Fishback, P. V., Rose, J., Snowden, K. A., & Storrs, T. (2021). New Evidence on Redlining by Federal Housing Programs in the 1930s (No. w29244). National Bureau of Economic Research.

43 Aaronson, D., Faber, J., Hartley, D., Mazumder, B., & Sharkey, P. (2021). The long-run effects of the 1930s HOLC "redlining" maps on place-based measures of economic opportunity and socioeconomic success. Regional Science and Urban Economics, 86, 103622.

44 Robert K. Nelson, LaDale Winling, Richard Marciano, Nathan Connolly, et al., "Mapping Inequality," American Panorama, ed. Robert K. Nelson and Edward L. Ayers, accessed March 7, 2022, https://dsl.richmond.edu/panorama/redlining/

45 Based on an analysis of data retrieved from https://dsl.richmond.edu/panorama/redlining/ on March 7, 2022.

46 Michney, T. M., & Winling, L. (2020). New perspectives on New Deal housing policy: explicating and mapping HOLC loans to African Americans. Journal of Urban History, 46(1), 150-180; Woods, L. L. (2012). The Federal Home Loan Bank Board, redlining, and the national proliferation of racial lending discrimination, 1921–1950. Journal of Urban History, 38(6), 1036-1059; Fishback, et al. (2021).

47 Gibbons, A. (2018)

48 Ibid.

49 Sides, J. (2003).

50 Aaronson, D., Hartley, D., & Mazumder, B. (2021). The effects of the 1930s HOLC" redlining" maps. American Economic Journal: Economic Policy, 13(4), 355-92. Also see Appel, I., & Nickerson, J. (2016). Pockets of poverty: The long-term effects of redlining. Available at SSRN 2852856.

51 Faber, J. W. (2020). We built this: Consequences of new deal era intervention in America's racial geography. American Sociological Review, 85(5), 739-775.

52 Faber, J. (2021). Contemporary echoes of segregationist policy: Spatial marking and the persistence of inequality. Urban Studies, 58(5), 1067-1086; Lukes, D., & Cleveland, C. (2021). The Lingering Legacy of Redlining on School Funding, Diversity. and Performance;

Lane, H.M. (2022) Historical Redlining Is Associated with Present-Day Air Pollution. Environmental Science and Technology Letters Article ASAP
Disparities in U.S. Cities
Nowak, D. J., Ellis, A., & Greenfield, E. J. (2022). The disparity in tree cover and ecosystem service values among redlining classes in the United States. Landscape and Urban Planning, 221, 104370.
53 Aaronson, D., Faber, J., Hartley, D., Mazumder, B., & Sharkey, P. (2021). The long-run effects of the 1930s HOLC "redlining" maps on place-based measures of economic opportunity and socioeconomic success. Regional Science and Urban Economics, 86, 103622.
54 Ibid.
55 Jackson, K.T (1967) The Ku Klux Klan in the City, 1915–1930 (New York: Oxford University Press
56 Gibbons, A. (2018)
57 Sides, J. (2003).
58 Gibbons, A. (2018)
59 Parson, D. (2005)
60 Rothstein, R. (2018); Gibbons, A. (2018)
61 Parson, D. (2005)
62 Ibid.
63 Ibid.
64 Ibid.
65 Rothstein, R. (2018)
66 Lane, H.M. (2022) Historical Redlining Is Associated with Present-Day Air Pollution Disparities in U.S. Cities. Environmental Science and Technology Letters; Darryl Fears (2022) "Redlining means 45 million Americans are breathing dirtier air, 50 years after it ended: Boyle Heights, a heavily Latino area in Los Angeles singled out for its 'detrimental racial elements,' has one of the highest pollution scores in California." Washington Post. Retrieved on March 9, 2022 from https://www.washingtonpost.com/climate-environment/2022/03/09/redlining-pollution-environmental-justice/
67 Estrada, G. (2005). If You Build It, They Will Move: The Los Angeles Freeway System and the Displacement of Mexican East Los Angeles, 1944-1972. Southern California Quarterly, 87(3), 287-315.
68 Coker, E., Liverani, S., Ghosh, J. K., Jerrett, M., Beckerman, B., Li, A., ... & Molitor, J. (2016). Multi-pollutant exposure profiles associated with term low birth weight in Los Angeles County. Environment international, 91, 1-13.
69 Philp, KR. (1985). Stride Towards Freedom: The Relocation of Indians to Cities, 1952-1960, 16 Western Historical Quarterly 175.
70 Nesterak, M. Uprooted: The 1950s plan to erase Indian Country. APM Reports, November 1, 2019. Online at: https://www.apmreports.org/episode/2019/11/01/uprooted-the-1950s-plan-to-erase-indian-country.
71 Orlando, JW. (1999). Indian Country, LA: Maintaining Ethnic Community in Complex Society. Urbana: University of Illinois Press, 24.

72 Nesterak, M. Uprooted: The 1950s plan to erase Indian Country. APM Reports, November 1, 2019. Online at: https://www.apmreports.org/episode/2019/11/01/uprooted-the-1950s-plan-to-erase-indian-country.

73 Lassiter, MD and Salvatore, SC. (2021). Civil Rights in America: Racial Discrimination in Housing: A National Historic Landmarks Theme Study. Washington, DC : The National Historic Landmarks Program, Cultural Resources, National Park Service, US Department of the Interior.

74 Parson, D. (2005) Making a Better World: Public Housing, the Red Scare, and the Direction of Modern Los Angeles. University of Minnesota

75 Ibid.

76 Sides, J. (2003).

77 De Graaf, L. B. (1970).

78 Rothstein, R. (2018), pg. 55

79 Sides, J. (2003).

80 Barboza, T. March 14, 2015. Exide's troubled history: years of pollution violations but few penalties. The Los Angeles Times. Online at: https://graphics.latimes.com/exide-battery-plant/.

81 See "1964 California Proposition 14" retrieved on February 15th, 2022 from https://en.wikipedia.org/wiki/1964_California_Proposition_14#cite_note-47

82 Fleischer, Matthew (October 21, 2020). "How the L.A. Times helped write segregation into California's Constitution". Los Angeles Times.

83 Carpusor, A. G., & Loges, W. E. (2006). Rental discrimination and ethnicity in names 1. Journal of applied social psychology, 36(4), 934-952.

84 Glossary for Understanding the Dismantling Structural Racism/Promoting Racial Equity Analysis, Aspen Institute. Retrieved from https://www.aspeninstitute.org/wp-content/uploads/files/content/docs/rcc/RCC-Structural-Racism-Glossary.pdf

85 McDermott, M., Mahanty, S., & Schreckenberg, K. (2013). Examining equity: a multidimensional framework for assessing equity in payments for ecosystem services. Environmental science & policy, 33, 416-427.

86 Arnold Chandler (2021) "A Life Course Framework for Improving the Lives of Disadvantaged Populations." Presented to Los Angeles County staff as part of ARDI Planning process. See https://forwardchangeconsulting.com/life-course-framework/

87 Studies used for selecting contributing outcomes met the following inclusion criteria: they were required to be quantitative, multivariate, longitudinal, have samples sizes of 400 or more observations and include substantial samples of Black, American Indian, Latino or Pacific Islander populations.

88 This definition is adopted from: Hussey, Sally. "What is Community Engagement? Bang the Table. Last retrieved March 16, 2021: https://www.bangthetable.com/what-is-community-engagement/

89 Isaacs, J. (2007). Economic mobility of black and white families. Economic Mobility Project; Haskins, R., Holzer, H., & Lerman, R. (2009). Promoting economic mobility by increasing postsecondary education. Economic Mobility Project; Holzer, H. J. and Dunlop, E. (2013) Just the Facts, Ma'am: Postsecondary Education and Labor Market Outcomes in the U.S.. IZA Discussion Paper No. 7319, Available at SSRN: https://ssrn.com/abstract=2250297 or http://dx.doi.org/10.2139/ssrn.2250297; Backes, B., Holzer, H. J., & Velez, E. D. (2015). Is it worth it? Postsecondary education and labor market outcomes for the disadvantaged. IZA

Journal of Labor Policy, 4(1), 1-30.

90 Kim, C., & Tamborini, C. R. (2019). Are they still worth it? The long-run earnings benefits of an associate degree, vocational diploma or certificate, and some college. RSF: The Russell Sage Foundation Journal of the Social Sciences, 5(3), 64-85.

91 U.S. Census, American Community Survey, 5-Year Samples

92 U.S. Census, American Community Survey, 5-Year Samples

NOTE: Estimates for American Indians/Alaska Natives and Native Hawaiians/Pacific Islanders are statistically unreliable

93 Jackson, J., & Kurlaender, M. (2014). College readiness and college completion at broad access four-year institutions. American Behavioral Scientist, 58(8), 947-971.

94 Galla BM, Shulman EP, Plummer BD, et al. Why High School Grades Are Better Predictors of On-Time College Graduation Than Are Admissions Test Scores: The Roles of Self-Regulation and Cognitive Ability. American Educational Research Journal. 2019;56(6):2077-2115; Allensworth EM, Clark K. (2020) High School GPAs and ACT Scores as Predictors of College Completion: Examining Assumptions About Consistency Across High Schools. Educational Researcher. 2020;49(3):198-211; Jackson, J., & Kurlaender, M. (2014). College readiness and college completion at broad access four-year institutions. American Behavioral Scientist, 58(8), 947-971.

95 Ward, S. and Williams, J. (2015), Does Juvenile Delinquency Reduce Educational Attainment? Journal of Empirical Legal Studies, 12: 716-756. Also see Kim, J. (2020). The Role of Violent and Nonviolent Delinquent Behavior in Educational Attainment. Youth & Society, 52(3), 377–402. https://doi.org/10.1177/0044118X18781641

96 DiPrete, T.A. and Buchmann, C. (2014) The Secret Behind College Completion, Girls, Boys, and The Power of Eighth Grade Grades. Third Way Report. https://www.thirdway.org/report/the-secret-behind-college-completion-girls-boys-and-the-power-of-eighth-grade-grades#:~:text=To%20see%20into%20the%20future,to%20look%20at%20eighth%20grade.&text=DiPrete%20and%20Buchmann%20explain%20that,into%20high%20school%20and%20college

97 Thomas. M. K., Singh, P. & Klopfenstein, K. (2015). Arts education and the high school dropout problem. Journal of Cultural Economics, 39 (4): 327-339

98 Smerillo, N. E., Reynolds, A. J., Temple, J. A., & Ou, S. R. (2018). Chronic absence, eighth-grade achievement, and high school attainment in the Chicago Longitudinal Study. Journal of school psychology, 67, 163–178; Liu, J., Lee, M., & Gershenson, S. (2021). The Short- and Long-Run Impacts of Secondary School Absences. Journal of Public Economics 199, 10441. Doi:10.26300/xg6s-z169.

99 Rumberger, R. and Losen, D. (2016) The High Cost of Harsh Discipline and its Disparate Impact, The Center for Civil Rights Remedies; Rosenbaum J. E. (2020). Educational and criminal justice outcomes 12 years after school suspension. Youth & society, 52(4), 515–547.

100 Duncan, G. and Magnuson, K. (2011) “Chapter 3: The Nature and Impact of Early Achievement Skills, Attention Skills and Behavior Problems,” in Duncan, G. J., & Murnane, R. J. (Eds.) Whither Opportunity?: Rising Inequality, Schools, and Children’s Life Chances.

Russell Sage Foundation; Magnuson, K., Duncan, G., Lee, K. T., & Metzger, M. (2016). Early School Adjustment and Educational Attainment. American educational research journal, 53(4), 1198–1228.

101 National Research Council. 2014. The Growth of Incarceration in the United States: Exploring Causes and Consequences. Washington, DC: The National Academies Press

102 Western, B., & Pettit, B. (2010). Incarceration and social inequality. Daedalus, 139(3), 8–19.

103 Steven Raphael (2007) "Early Incarceration Spells and the Transition to Adulthood," in Danziger, Sheldon and Cecilia Elena Rouse (eds) The Price of Independence: The Economics of Early Adulthood, Russell Sage Foundation: New York pp. 278-306.

104 For more information about AB 109 see Public Safety Realignment: Impacts So Far available at: https://www.ppic.org/publication/public-safety-realignment-impacts-so-far/

105 Sarah K. Shannon, Christopher Uggen, Jason Schnittker, Melissa Thompson, Sara Wakefield, Michael Massoglia (2017) "The Growth, Scope, and Spatial Distribution of People With Felony Records in the United States, 1948–2010" Demography (2017) 54:1795–1818

106 Craigie, T., Grawert, A., Kimble, C. and Stiglitz, J. E. (2020). Conviction, Imprisonment and Lost Earnings: How Involvement with the Criminal Justice System Deepens Inequality. Brennan Center for Justice. https://www.brennancenter.org/our-work/research-reports/conviction-imprisonment-and-lost-earnings-how-involvement-criminal

107 Mueller-Smith, M., & Schnepel, K. T. (2020). Diversion in the Criminal Justice System. The Review of Economic Studies. doi:10.1093/restud/rdaa030

108 Massoglia, M. (2008). Incarceration, Health, and Racial Disparities in Health. Law & Society Review, 42(2), 275-306; Kim, Y. The Effect of Incarceration on Midlife Health: A Life-Course Approach. Popul Res Policy Rev 34, 827–849 (2015); Powell, K. (2021). The Age-Graded Consequences of Justice System Involvement for Mental Health. Journal of Research in Crime and Delinquency

109 Los Angeles County Court Data

NOTE: First time felony conviction counts for Pacific Islanders and American Indians were less than 20 observations, so they have been suppressed for privacy reasons.

110 Leslie, E., & Pope, N. G. (2017). The unintended impact of pretrial detention on case outcomes: Evidence from New York City arraignments. The Journal of Law and Economics, 60(3), 529-557. For Philadelphia and Miami-Dade counties see Dobbie, W., Goldin, J., & Yang, C. S. (2018). The effects of pretrial detention on conviction, future crime, and employment: Evidence from randomly assigned judges. American Economic Review, 108(2), 201-40

111 Steven Raphael (2007) "Early Incarceration Spells and the Transition to Adulthood," in Danziger, Sheldon and Cecilia Elena Rouse (eds) The Price of Independence: The Economics of Early Adulthood, Russell Sage Foundation: New York pp. 278-306.

112 Barnert, E. S et al J. (2021). Adolescent Protective and Risk Factors for Incarceration through Early Adulthood. Journal of Child and Family Studies, 30(6), 1428-1440

113 Anna Aizer, Joseph J. Doyle, Jr., Juvenile Incarceration, Human Capital, and Future

Crime: Evidence from Randomly Assigned Judges, The Quarterly Journal of Economics, Volume 130, Issue 2, May 2015, Pages 759–803

114 Slade, E. P., Stuart, E. A., Salkever, D. S., Karakus, M., Green, K. M., & Ialongo, N. (2008). Impacts of age of onset of substance use disorders on risk of adult incarceration among disadvantaged urban youth: A propensity score matching approach. Drug and alcohol dependence, 95(1-2), 1-13

115 Weisshaar, K., & Cabello-Hutt, T. (2020). Labor force participation over the life course: The long-term effects of employment trajectories on wages and the gendered payoff to employment. Demography, 57(1), 33-60.

116 U.S. Census, American Community Survey, 5-Year Sample

NOTE: Estimates for American Indians/Alaska Natives and Native Hawaiians/Pacific Islanders are statistically unreliable

117 Wu, C. F. (2011). Long-term employment and earnings among low-income families with children. Children and Youth Services Review, 33(1), 91-101; Wu, C. F., Chang, Y. L., Rhodes, E., Musaad, S., & Jung, W. (2020). Work-Hour Trajectories and Associated Socioeconomic Characteristics among Single-Mother Families. Social Work Research, 44(1), 47-57

118 Bayer, P., & Charles, K. K. (2018). Divergent paths: A new perspective on earnings differences between black and white men since 1940. The Quarterly Journal of Economics, 133(3), 1459-1501; Thompson, O. (2021). Human Capital and Black-White Earnings Gaps, 1966-2017 (No. w28586). National Bureau of Economic Research; Carnevale, A. P., Strohl, J., Gulish, A., Van Der Werf, M., & Peltier Campbell, K. (2019). The unequal race for good jobs: How Whites made outsized gains in education and good jobs compared to Blacks and Latinos. Center for Education and the Workforce, Georgetown University

119 Cellini, S. R., & Turner, N. (2019). Gainfully employed? Assessing the employment and earnings of for-profit college students using administrative data. Journal of Human Resources, 54(2), 342-370; Armona, L., Chakrabarti, R., & Lovenheim, M. F. (2022). Student debt and default: The role of for-profit colleges. Journal of Financial Economics, 144(1), 67-92.

120 Holzer, H. J., Offner, P., & Sorensen, E. (2005). Declining employment among young black less educated men: The role of incarceration and child support. Journal of Policy Analysis and Management: The Journal of the Association for Public Policy Analysis and Management, 24(2), 329-350; Miller, D. P., & Mincy, R. B. (2012). Falling further behind? Child support arrears and fathers' labor force participation. Social Service Review, 86(4), 604-635.

121 Wu, C. F., Chang, Y. L., Rhodes, E., Musaad, S., & Jung, W. (2020). Work-Hour Trajectories and Associated Socioeconomic Characteristics among Single-Mother Families. Social Work Research, 44(1), 47-57; The Child Care Crisis Is Keeping Women Out of the Workforce. Retrieved on March 1, 2022 from https://www.americanprogress.org/article/child-care-crisis-keeping-women-workforce/

122 Apel, R., and Sweeten, G. (2010). The impact of incarceration on employment during the transition to adulthood. Social Problems, 57(3), 448-479; Mueller-Smith, M., &

Schnepel, K. T. (2020). Diversion in the Criminal Justice System. The Review of Economic Studies. doi:10.1093/restud/rdaa030

123 Huang, D. Y., Evans, E., Hara, M., Weiss, R. E., & Hser, Y. I. (2011). Employment trajectories: Exploring gender differences and impacts of drug use. Journal of vocational behavior, 79(1), 277-289.

124 Desmond, M., & Gershenson, C. (2016). Housing and employment insecurity among the working poor. Social Problems, 63(1), 46-67.

125 Hirsch, B. T., & Winters, J. V. (2014). An anatomy of racial and ethnic trends in male earnings in the US. Review of Income and Wealth, 60(4), 930-947

126 Hynes, K., & Clarkberg, M. (2005). Women's employment patterns during early parenthood: A group- based trajectory analysis. Journal of Marriage and Family, 67(1), 222-239

127 Carter, A. (2019). The consequences of adolescent delinquent behavior for adult employment outcomes. Journal of youth and adolescence, 48(1), 17-29.

128 Godøy, A., & Jacobs, K. (2020). The downstream benefits of higher incomes and wages. The Boston Federal Reserve; Cooper, K., & Stewart, K. (2021). Does household income affect children's outcomes? A systematic review of the evidence. Child Indicators Research, 14(3), 981-1005.

129 For a family of 4

130 U.S. Census, American Community Survey, 5-Year Sample
NOTE: Estimates for American Indians/Alaska Natives and Native Hawaiians/Pacific Islanders are statistically unreliable

131 Weisshaar, K., & Cabello-Hutt, T. (2020). Labor force participation over the life course: The long-term effects of employment trajectories on wages and the gendered payoff to employment. Demography, 57(1), 33-60; Schultz, M. A. (2019). The Wage Mobility of Low-Wage Workers in a Changing Economy, 1968 to 2014. RSF: The Russell Sage Foundation Journal of the Social Sciences, 5(4), 159-189

132 Seltzer, N. (2020). Cohort-Specific Experiences of Industrial Decline and Intergenerational Income Mobility. SocArXiv Papers. https://doi.org/10.31235/osf.io/ve9bd

133 Katz, L. F., Roth, J., Hendra, R., & Schaberg, K. (2020). Why Do Sectoral Employment Programs Work? Lessons from WorkAdvance (No. w28248). National Bureau of Economic Research

134 Carnevale, A. P., Rose, S. J. & Cheah, B. (2011) The College Payoff: Education, Occupations, Lifetime Earnings. The Georgetown University Center on Education and the Workforce

135 Kim, C., & Tamborini, C. R. (2019). Are they still worth it? The long-run earnings benefits of an associate degree, vocational diploma or certificate, and some college. RSF: The Russell Sage Foundation Journal of the Social Sciences, 5(3), 64-85.

136 Chetty, R., Friedman, J. N., Saez, E., Turner, N., & Yagan, D. (2017). Mobility report cards: The role of colleges in intergenerational mobility (No. w23618). national bureau of economic research. Also see https://www.nytimes.com/interactive/projects/college-mobility/california-polytechnic-state-university

137 Liu, V. Y. T., & Belfield, C. (2020). The labor market returns to for-profit higher education: Evidence for transfer students. Community College Review, 48(2), 133-155; Cellini, S. R. (2021). For- Profit Colleges in the United States: Insights from Two Decades of Research. In The Routledge Handbook of the Economics of Education (pp. 512-523). Routledge.

138 Armona, L., Chakrabarti, R., & Lovenheim, M. F. (2022). Student debt and default: The role of for-profit colleges. Journal of Financial Economics, 144(1), 67-92.

139 FPLCarnevale, A. P., Rose, S. J. & Cheah, B. (2011) The College Payoff: Education, Occupations, Lifetime Earnings. The Georgetown University Center on Education and the Workforce.

140 Craigie, T., Grawert, A., Kimble, C. and Stiglitz, J. E. (2020). Conviction, Imprisonment and Lost Earnings: How Involvement with the Criminal Justice System Deepens Inequality. Brennan Center for Justice. https://www.brennancenter.org/our-work/research-reports/conviction-imprisonment-and-lost-earnings-how-involvement-criminal; Apel, R., and Powell, K. (2019). Level of Criminal Justice Contact and Early Adult Wage Inequality." RSF: The Russell Sage Foundation Journal of the Social Sciences 5(1): 198–222.

141 Los Angeles County Department of Public Health

NOTES: Rates for American Indians and Pacific Islanders not available because counts are fewer than 5

142 Fishman, S. H., Hummer, R. A., Sierra, G., Hargrove, T., Powers, D. A., & Rogers, R. G. (2021). Race/ethnicity, maternal educational attainment, and infant mortality in the United States. Biodemography and social biology, 66(1), 1-26; MacDorman, M. F., & Mathews, T. J. (2011). Understanding racial and ethnic disparities in US infant mortality rates; Schempf, A. H., Branum, A. M., Lukacs, S. L., & Schoendorf, K. C. (2007). The contribution of preterm birth to the black–white infant mortality gap, 1990 and 2000. American journal of public health, 97(7), 1255-1260; Chao, S. M., Donatoni, G., Bemis, C., Donovan, K., Harding, C., Davenport, D., ... & Peck, M. G. (2010). Integrated approaches to improve birth outcomes: perinatal periods of risk, infant mortality review, and the Los Angeles Mommy and Baby Project. Maternal and child health journal, 14(6), 827-837; Riddell, C. A., Harper, S., & Kaufman, J. S. (2017). Trends in differences in US mortality rates between black and white infants. JAMA pediatrics, 171(9), 911-913.

143 Centers for Disease Control and Prevention (CDC. (2002). Infant mortality and low birth weight among black and white infants--United States, 1980-2000. MMWR. Morbidity and mortality weekly report, 51(27), 589-592; Kothari, C. L., Romph, C., Bautista, T., & Lenz, D. (2017). Perinatal periods of risk analysis: Disentangling race and socioeconomic status to inform a Black infant mortality community action initiative. Maternal and child health journal, 21(1), 49-58; Hauck, F. R., Tanabe, K. O., & Moon, R. Y. (2011, August). Racial and ethnic disparities in infant mortality. In Seminars in perinatology (Vol. 35, No. 4, pp. 209-220)

144 Partridge, S., Balayla, J., Holcroft, C. A., & Abenhaim, H. A. (2012). Inadequate prenatal care utilization and risks of infant mortality and poor birth outcome: a retrospective analysis of 28,729,765 US deliveries over 8 years. American journal of perinatology, 29(10),

787-794.

145 Greenwood, B. N., Hardeman, R. R., Huang, L., & Sojourner, A. (2020). Physician–patient racial concordance and disparities in birthing mortality for newborns. Proceedings of the National Academy of Sciences, 117(35), 21194-21200

146 Holmes Jr, L., et al. (2020). Maternal Subpopulation Variances in Vaginal and Cesarean Section Delivery Method Predicts Excess Infant Mortality of Black/African Americans in the United States: Linked Birth/Infant Death Records, 2007-2016.

147 Cofer, F. G., Fridman, M., Lawton, E., Korst, L. M., Nicholas, L., & Gregory, K. D. (2016). Interpregnancy interval and childbirth outcomes in California, 2007–2009. Maternal and child health journal, 20(1), 43-51; Schummers, L., Hutcheon, J. A., Hernandez-Diaz, S., Williams, P. L., Hacker, M. R., VanderWeele, T. J., & Norman, W. V. (2018). Association of short interpregnancy interval with pregnancy outcomes according to maternal age. JAMA internal medicine, 178(12), 1661-1670; Wendt, A., Gibbs, C. M., Peters, S., & Hogue, C. J. (2012). Impact of increasing inter- pregnancy interval on maternal and infant health. Paediatric and perinatal epidemiology, 26, 239-258

148 Braveman, P., Heck, K., Egerter, S., Dominguez, T. P., Rinki, C., Marchi, K. S., & Curtis, M. (2017). Worry about racial discrimination: A missing piece of the puzzle of Black-White disparities in preterm birth?. PloS one, 12(10), e0186151

149 Weiss, M. J., Ratledge, A., Sommo, C., & Gupta, H. (2019). Supporting Community College Students from Start to Degree Completion: Long-Term Evidence from a Randomized Trial of CUNY's ASAP. American Economic Journal: Applied Economics, 11(3), 253-97.

150 Borman, G. D., Pyne, J., Rozek, C. S., & Schmidt, A. (2021). A Replicable Identity-Based Intervention Reduces the Black-White Suspension Gap at Scale. American Educational Research Journal, 00028312211042251.

151 Steven Raphael (2007) "Early Incarceration Spells and the Transition to Adulthood," in Danziger, Sheldon and Cecilia Elena Rouse (eds) The Price of Independence: The Economics of Early Adulthood, Russell Sage Foundation: New York pp. 278-306.

152 Desmond, M., & Gershenson, C. (2016). Housing and employment insecurity among the working poor. Social Problems, 63(1), 46-67.

153 Bartik, Timothy J. 2022. "The Economic and Business Case for Ensuring High-Quality Childcare and
Preschool." Presented at the CEO Summit, Kalamazoo and Battle Creek on March 16, 2022. https://research.upjohn.org/presentations/89

154 https://centerforcommunityinvestment.org/resource/strengthening-enabling-environment

155 Ibid.

Learn more about Los Angeles County Racial Equity Strategic Plan please visit ceo.lacounty.gov/racial-equity-strategic-plan/ or scan the QR code.

Anti-Racism, Diversity, and Inclusion (ARDI) Initiative
ceo.lacounty.gov/ardi/racial-equity-strategic-plan | race-equity@ceo.lacounty.gov
713 Kenneth Hahn Hall of Administration, Suite 726 | 500 W. Temple Street, Los Angeles, CA 90012

Accessibility is of critical importance to us.
If you have recommendations, access issues, or need assistance please contact us.

County of Los Angeles
Anti-Racism, Diversity, & Inclusion
CREATING AN LA COUNTY WHERE WE ALL THRIVE