



County of Los Angeles CHIEF EXECUTIVE OFFICE

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February 17, 2021

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell
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Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

REPORT ON ESTABLISHING AN ANTI-RACIST LOS ANGELES COUNTY POLICY AGENDA (ITEM NO. 3, AGENDA OF JULY 21, 2020)

Background

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 Chief Executive Office (CEO) dedicated to implementing the plan.

This report expands on the 60-day report that the CEO submitted on September 22, 2020, outlining a strategic framework to approaching the ARDI work.

Progress on Board Directives

Establishing the ARDI Unit and the Hiring Executive Director

The CEO launched a 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. To support the ARDI Executive Director's efforts, the CEO has temporarily assigned staff to the unit while hiring for permanent staff is underway. The

organizational structure continues to be refined as the scope of ARDI's responsibility has evolved to include assistance with the oversight of the Measure J planning process.

Black People Experiencing Homelessness

To begin to fulfill the motion's directive that ARDI support the Los Angeles Homeless Services Authority (LAHSA) in coordinating a workplan to advance the strategies and recommendations of the Ad Hoc Committee for Black People Experiencing Homelessness (Committee), ARDI has engaged and established regular meetings with key stakeholders, including LAHSA, the Homeless Initiative, and members of the Committee. ARDI is working closely with the Homeless Initiative team to ensure that the work of the group is aligned with the Committee's recommendations, and with the work of County departments responsible for implementing a unified strategy that addresses the racial disparities of Black people experiencing homelessness

Aligning Equity Efforts

To maximize effectiveness, ARDI will guide and leverage the County's current and ongoing commitments focused on combating systemic racism. Under the Board's leadership, the County has established several innovative efforts—many of which were outlined in the July 21, 2020 joint report on the County Equity Initiative—aimed at achieving equity and addressing existing social and economic disparities. The early progress on the ARDI Board directives seeks to further coordinate and bolster this work. The ARDI Executive Director shifted alignment of existing workgroups to better support both the breadth and intersection of the anti-racism and equity work. Attachment I reflects the workgroup realignment, which has been restructured into four groups: 1) Strategic Planning and Data; 2) Stakeholder Engagement; 3) Culture and Climate; and 4) Narrative and Communications.

The ARDI Strategic Plan will include three separate but interrelated plans to reflect: 1) a roadmap detailing how to move the County and its 37 departments to be more equitable, more inclusive, and more 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. An overview of the development of the ARDI Strategic Plan and Policy Agenda is described in Attachment II.

Evaluation of County Policies, Practices, Operations, and Programs

The Culture and Climate workgroup will inform ARDI's work on the motion's directives to "assess existing policies, processes, and practices" with a racial equity lens, in concert with the Director of Personnel and County partners. The Department of Human Resources (DHR) has already established subcommittees that have begun, among other things, to collect and evaluate relevant data. The Culture and Climate workgroup will help coordinate existing and future County efforts to ensure they are aligned with the ARDI strategic direction.

Legislative Policy Efforts

ARDI staff participated in the Board's recent Sacramento advocacy meetings to discuss the Board's efforts to implement a comprehensive anti-racism and discrimination initiative. ARDI staff is working closely with the CEO Legislative Affairs and Intergovernmental Relations (LAIR) Branch and others to develop strategic policy, legislative, and funding priorities to further advance its work. ARDI and LAIR staff also participated in a meeting with key members of the State Legislature and engaged the Biden-Harris Administration regarding their respective equity agendas.

Recommended Next Steps

Establishing an Academic Research Consortium

The Board's July 21, 2020 motion directed the Human Relations Commission (HRC) and the CEO to work with an academic institution, but limited academia's involvement to commissioning an annual report on the State of Black Los Angeles County (State of Black LA). Further, on November 10, 2020, the Board approved a motion directing the CEO to explore an agreement with identified academic institutions for research services to satisfy the County's ongoing need for specific, hyper-local, actionable data. The Board also directed the CEO to use some of the previously allocated funds from the Second District to fund research, evaluation, and analysis of aspects of African American life in the County.

The ARDI Executive Director has determined that an expanded role for academia and broader subject matter expertise in ARDI would not only produce a more thorough State of Black LA report, but allow for broader substantive contribution to developing the ARDI Strategic Plan and Policy Agenda. The ARDI Executive Director has also since identified additional research needs that would benefit from more robust involvement of local universities. To align the prior Board actions with the expanded need identified by ARDI, the CEO recommends that ARDI establish an Academic Research Consortium, consisting of academic partners (including those named in the November 10, 2020 motion) and subject matter experts, that will advise and collaborate with ARDI on several aspects of its strategic direction as well as evaluate data, national best practices, and funding opportunities to more broadly support ARDI's work over and above the initial areas identified by the Board.

To achieve this, the CEO also recommends that the Board approve use of the previously allocated one-time funds from the Second District to support ARDI to establish the Academic Research Consortium, and likewise authorize ARDI—with the guidance of the Academic Research Consortium and in consultation with HRC—to lead development of the State of Black LA Report.

Conclusion

Implementing a Countywide anti-racist policy agenda requires collaboration and support from all County departments, community partners, and other governmental agencies. ARDI's strategic agenda will enhance collaboration, channel momentum, and move the County toward unified concrete actions to eradicating structural racism.

The CEO will provide its next status report by June 30, 2021. In the interim, we will also assess existing resources to evaluate how they can be leveraged to advance the Anti-Racism Strategic Plan, and present our recommendations as part of the Recommended Budget Phase. ARDI will also continue community and stakeholder engagement to develop and implement the Anti-Racism Strategic Plan and Policy Agenda.

Should you have any questions concerning this matter, please contact me or D'Artagnan Scorza, Ph.D., Executive Director, at (213) 974-1761 or dscorza@ceo.lacounty.gov.

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DS:ma

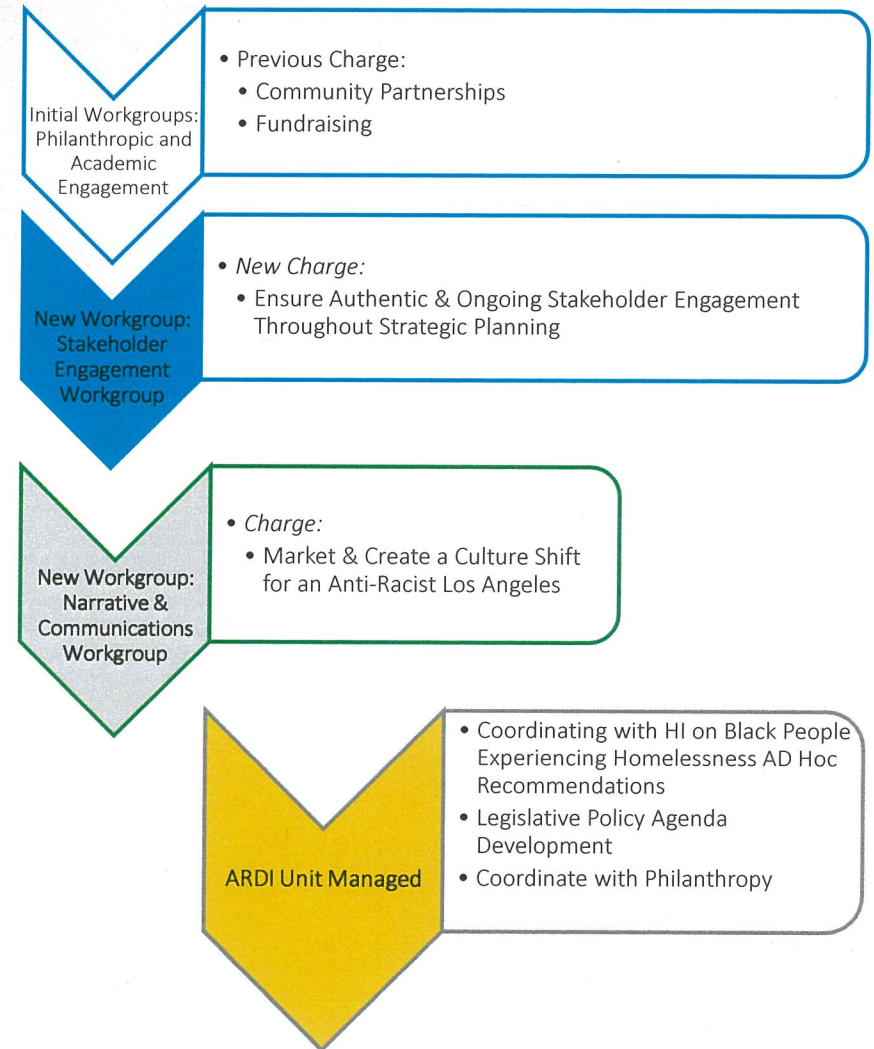
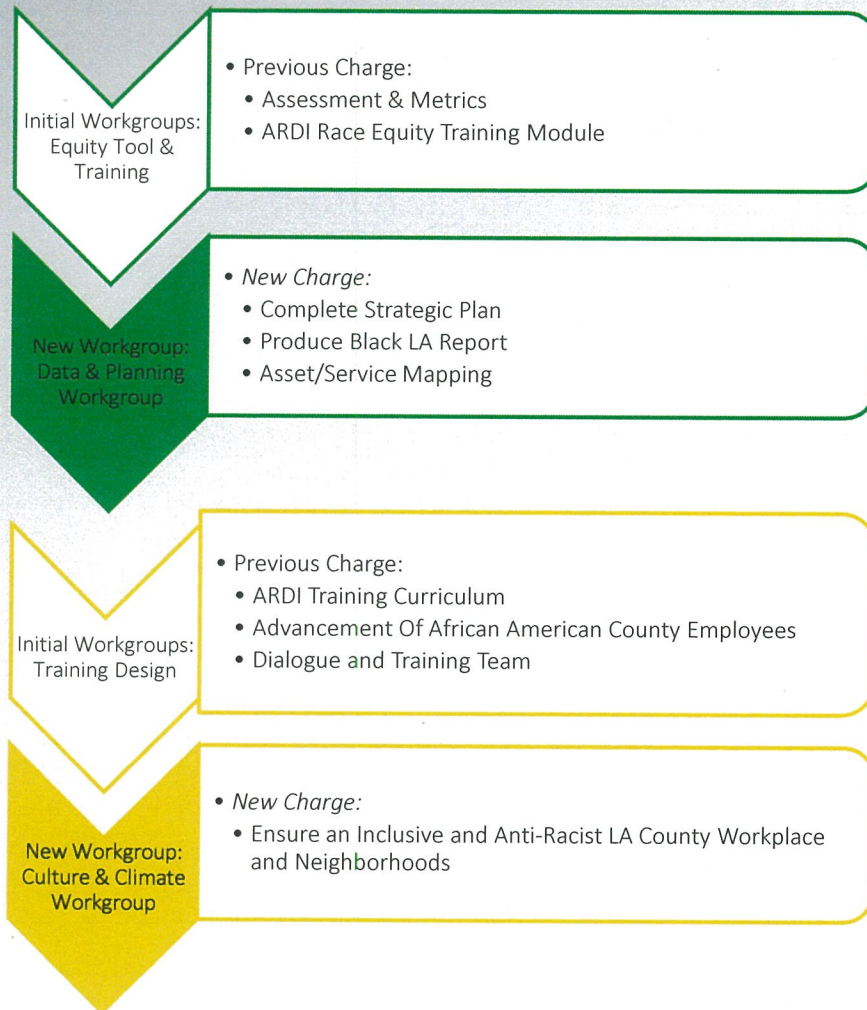
Attachments

c: Executive Office, Board of Supervisors
County Counsel

ARDI WORKGROUP REALIGNMENT

Feb 2021

Attachment I



Towards a Racial Equity Landscape, Strategic Plan Process and Policy Agenda

The Anti-Racism, Diversity and Inclusion (ARDI) Initiative's foundation is rooted in the understanding that identifying and combatting structural racism is paramount to a more just and equitable Los Angeles County (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 (See Exhibit A). 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 in populations more likely to be incarcerated than to go to college.

Significantly, the outcomes experienced from structural racism are deeply connected and interlocked 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. It is, therefore, necessary to change multiple institutional domains over time (e.g., housing, education, economic opportunity, health, safety, etc.). Recognizing that dismantling structural racism will take time and will require a lot of work, ARDI recognizes and will elevate the need to focus on what the County is able to do, articulate what it is not able to do, and identify how it can use its influence to impact life course outcomes for certain populations.

The development of the ARDI Strategic Plan and Policy Agenda (See Exhibit B) will establish which life course outcomes the County can change to pursue an end to structural racism and its consequences in the County. Broadly, the strategic plan will:

- Establish a vision of equity for the County's residents that will guide and orient the entire strategic effort. The vision will be an established index of outcomes with identified goal targets. A set of guiding principles will shape the efforts.
- Develop a logic structure/framework that will use the Life Course Canvas (See Exhibit C) to identify the population outcomes that fall within the County's sphere of influence and contribute to the overarching vision. We will identify structural pillars and ecological context that shape disparities in key population outcomes.
- Identify County barriers and disparities to racial equity. Using a Landscape Assessment that includes a review, evaluation, and analysis of relevant County policies, practices, programs, and initiatives, ARDI will seek to map County efforts and identify gaps and additional supports needed.

- Identify outcome metrics and targets associated with population-level outcomes. Once it has established desired changes, ARDI will identify the mechanisms that will be critical to accomplish them, and the metrics and targets of change for those outcomes.
- Map County services and networks to see how they are impacting people's lives. ARDI aims to identify gaps in County initiatives in relation to the identified outcomes and make recommendations on leveraging, aligning, and possibly developing new initiatives, policies and cross-agency efforts.
- Develop agency-level and Countywide implementation plans with process metrics. These plans will include timelines and process milestones so we can track the entire effort of how ARDI is going to coordinate the implementation of identified initiatives and strategies over time to track progress.

What is Structural Racism?

1

The 3 “structural”
pillars of
“Structural Racism”

- Institutional
(interlocking)
- Spatial
- Relational
(social networks)

2

Social processes
by which
structural racism
produces “durable”
inequality

- Exclusion
- Exploitation
- Control

(based on race and other
ascribed characteristics
like class at birth)

First Order
Consequences

3

Leads to
unfair disparities
In Life Course
Outcomes

Key life course outcomes
including:

- education
- employment
- income
- housing
- health
- wealth
- crime
- incarceration
- death

Second Order
Consequences

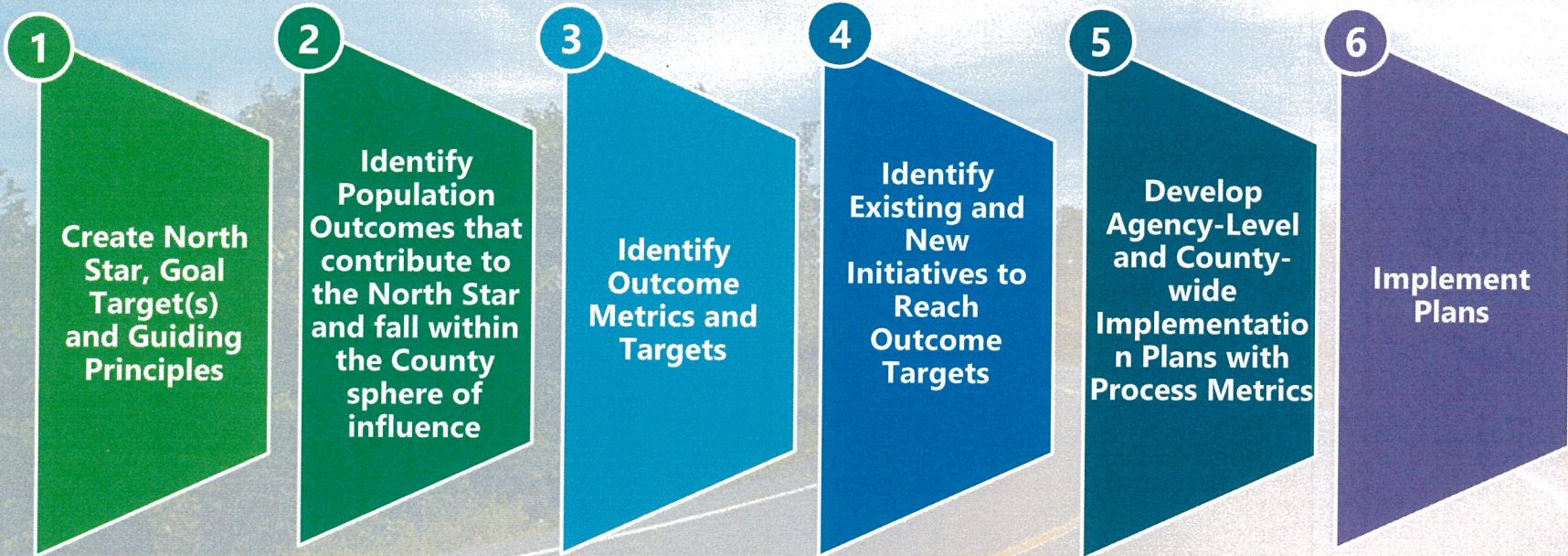
4

Disparities in one
generation
produces disparities
in the next

Key life course outcomes
including:

- education
- employment
- income
- housing
- health
- wealth
- crime
- incarceration
- death

Strategic Plan Process Roadmap



Family

- Parental SES
- Race/Ethnicity
- Parent age at birth
- Child Maltreatment
- Family Structure
- Family Instability
- Parental Incarceration
- ACEs

- Child insurance cover
- Housing Disadvantage
- Parental Caregiving
- Parent Expectation, Attention and Skills
- Food Security
- Blended Family
- Parent Documentation

Schools & Childcare

- Childcare avail + quality
- Pre-K avail + quality
- Teacher Quality + turnover
- Teacher demo & expectations
- Peer Effects
- School Clime & Discipline
- Classroom Management
- Curriculum & Pedagogy
- Class Size & School Resources

Place

- Racial Segregation
- Income Segregation
- Seg. of Poverty
- Seg. of Affluence
- Income Inequality
- Concentrated Poverty
- Concentrated Disadv
- Median Fam Income

- Violent Crime & Homicide
- Concentrated Incarc
- Residential Instability
- Physical Disorder
- % Foreign Born
- Collective Efficacy
- % Owner-Occ Housing
- Adult Educ Attainment

Peers, Mentors & Networks

- Antisoc. Delinquent Peers
- Relation with Caring Adult
- Positive Mentor Relation
- Friends School Attachment
- Mean GPA of friends
- Same Age, Younger, Older Friends
- % friends 1st or 2nd gen immig

Institutions & Public Systems

- Juvenile Justice System
- Criminal Justice System
- Neighborhood and Community Institutions
- Social, Health and Human Service Systems
- Affordable Housing System
- Workforce Dev System

Structural Pillars and Ecological Contexts

6-11

12-18

19-25

26-35

ON TRACK

OFF TRACK

SECURE ATTACHMENT

SCHOOL READY
Cog. & Soc.
Skills (Kinder)

PROFICIENT 4th
Gr. Math,
Reading, &
Socioemo. Skills

PROFICIENT, GOOD GRADES
8th Gr. Math, English, Middle-
School Grades

H.S. GRADUATION
(COLLEGE READY)

COLLEGE
ENROLLMENT

POSTSECOND.
CREDENTIAL

COLLEGE
COMPLETION
(4-year
college)

STABLE FULL-TIME
EMPLOYMENT

STABLE
HOUSING

30%

STABLE FULL-
TIME
EMPLOYMENT
@ 300% FPL

Life Course Outcomes

15-Year
Goal Targets

25%

GOOD+ SELF-
REPORTED HEALTH

Index of Outcomes

CHRONIC ABSENCE

-50%

CRIMINAL OFFENDING (ESP VIOLENT) ARREST, FELONY
CONVICTION, INCARCERATION, RECIDIVISM

FAIR- SELF-REPORTED
HEALTH

JUVENILE DELINQUENCY (ESP VIOLENT),
ARREST, DETENTION, RECIDIVISM

CHILD SUPPORT ARREARS

INSECURE ATTACHMENT

NO PRE-K

PRE-TERM BIRTH/LOW
BIRTHWEIGHT

INFANT
MORTALITY

NOT SCHOOL
READY
Cog. & Soc.
Skills (Kinder)

NOT PROFICIENT
4th Gr. Math,
Reading, &
Socioemo Skills

NOT PROFICIENT, FAILS MATH OR ENGLISH
8th Gr. Math & English

BEHAVIOR PROBLEMS & DISCIPLINE
Behavior problems (antisocial behavior;
violence), Suspensions, Expulsions

TEENAGE PARENTHOOD

SCHOOL MOBILITY

GRADE RETENTION

H.S. DROPOUT

DISCONNECTED FROM
SCHOOL AND WORK

VIOLENCE VICTIMIZATION OR
UNTREATED SUBSTANCE ABUSE OR
BEHAVIORAL HEALTH PROBLEMS

COLLEGE
DROPOUT

HOUSING
INSTABILITY OR
HOMELESSNESS

LONG-TERM
UNEMPLOYMENT OR
UNDEREMPLOYMENT
(>6 Months)

EARNING
BELOW 300%
FPL

Exhibit C