



Chief Executive Office
COUNTY OF LOS ANGELES

LOS ANGELES COUNTY MANAGEMENT COUNCIL

April 28, 2022





Land **Acknowledgement**

Today's Agenda

Welcome & Land Acknowledgment

Understanding the Role of Race in Our Society

What is the Antiracism, Diversity and Inclusion Initiative?

Advancing Racial Equity

Question & Answer Session

Learning Objectives and Essential Questions

Learning Objectives

- Participants will understand and be able to define anti-racism.
- Participants the role of the Anti-Racism, Diversity and Inclusion Initiative in LA County.
- Participants will begin to challenge deeply held our assumptions about others.

Essential Questions

- What is the role of ARDI and how does that affect my work?
- How can I move this work forward in my department?
- How can I challenge my assumptions about others and their potential?

Temperature Check – Word Cloud

Join By Web

- Respond at PollEv.com/DARTAGNANSCO825

Join By Text

- Text DARTAGNANSCO825 to 37607 once to join, then text response

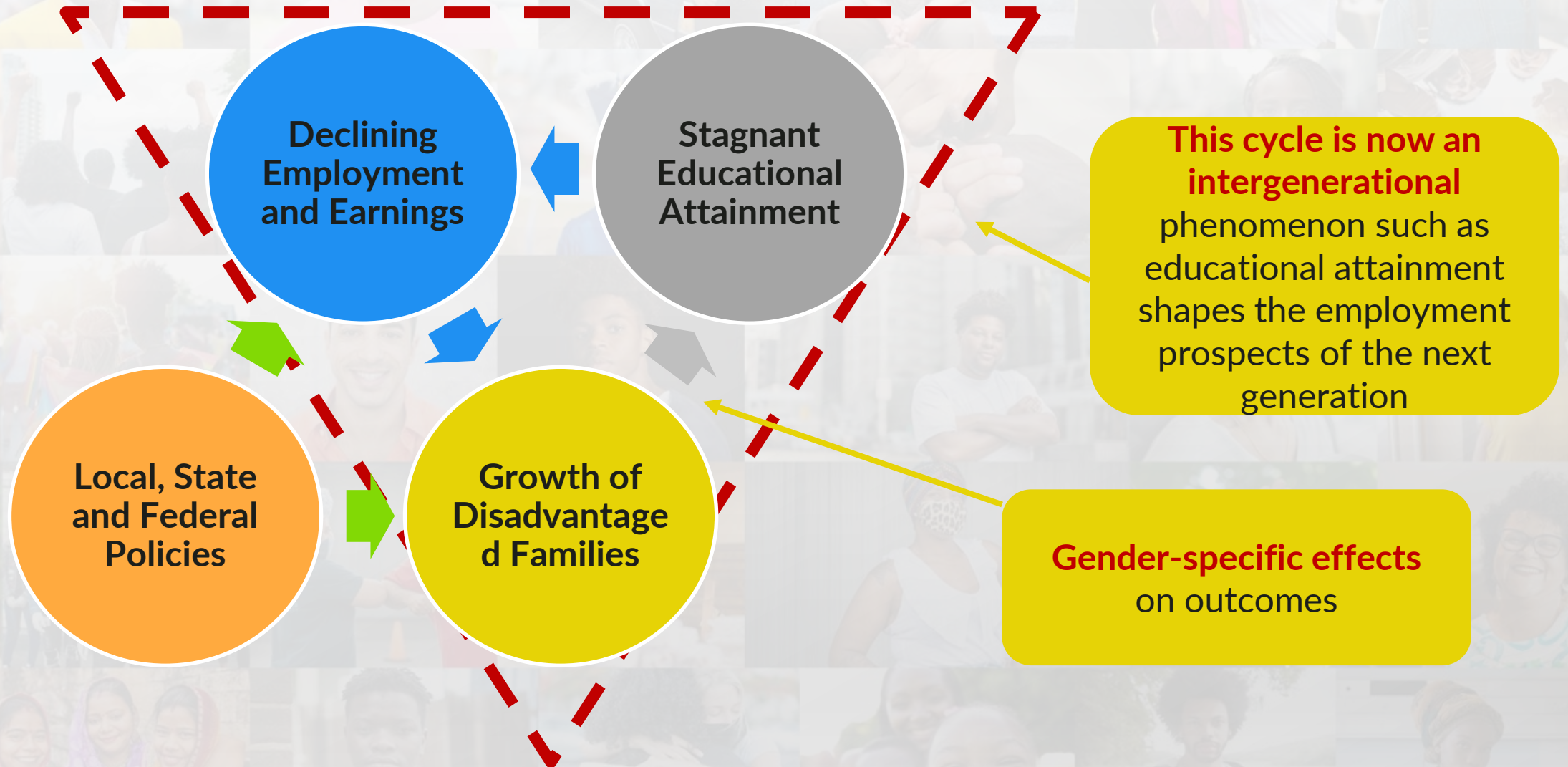
Prompt

- Share a word that lets each other know how you are showing up in this space



UNDERSTANDING THE ROLE OF RACE IN OUR SOCIETY

Concentrated Intergenerational Disadvantage



Concentrated Intergenerational and Accumulated Disadvantage

- Economically vulnerable neighborhoods are **over-policed** through aggressive law enforcement and order-maintenance policing and **under-protected** from violence due to reduced “police legitimacy” and police effectiveness with regard to crime
- Issues like mass criminalization is also concentrated (Clear, 2007)

Mass Criminalization (War on Drugs, Immigrations and Incarceration)

Oakland, CA

There are **12-14 million** formerly incarcerated individuals residing in US Neighborhoods

Declining
Employ and
Earnings

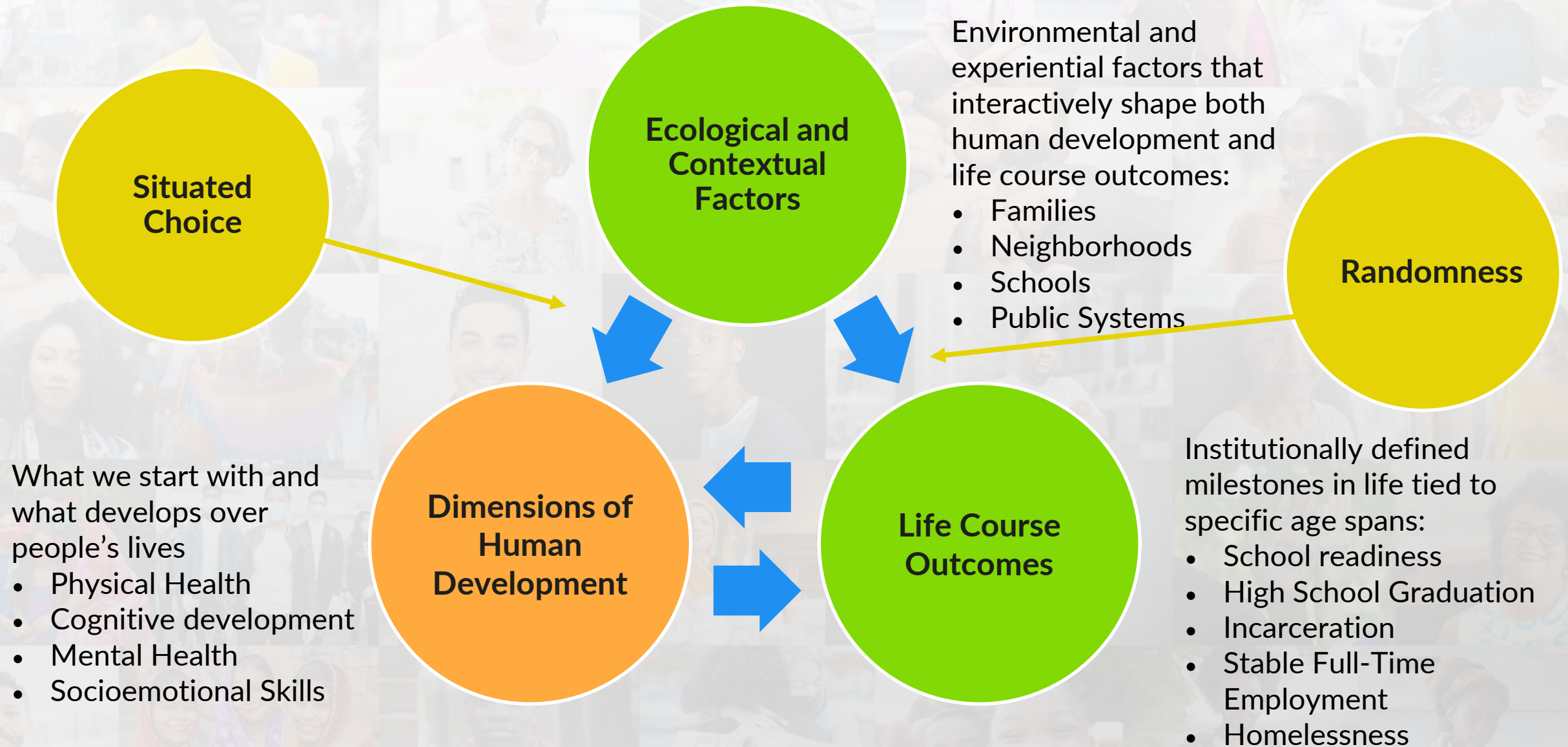
Declining
Education
Attainment

Growth of
Single-Parent
Families

Rise of concentrated and accumulated disadvantage

- The rise of concentrated poverty and jobless communities since the early 1970s (Wilson, 1996)
- Concentration of negative factors associated with poverty like crime, violence, poor school quality, drugs, disinvestment (Massey, 2007)

Factors That Influence Opportunity



Neighborhood Structural Characteristics Interfere with Individual Choice

Browning and Cagney (2003) argue that affluence might be a stronger predictor for health in areas of concentrated disadvantage. In short, individuals with access to more resources tend to stabilize the institutions in a community and maintain:

Social Support and
Social Stability

Normative
Transmission of
Positive Health
Behaviors

Collective Efficacy

They hypothesized that these factors mediate the effects of structural conditions at the neighborhood level that the distribution of advantage is through affluent neighbors draw more and higher quality services. As such, when middle class families leave and municipal agencies falter, structural economic disadvantage and reduced economic ability occurs thereby limiting health promoting behaviors.

Stable poverty and social isolation lead to declining socio-economic structures and limit individual options, opportunities and choice.

The Pervasiveness of Racism

Why use the term “racism”?

Pervasive

Woven throughout social institutions

Embedded within individual consciousness

Saturates

Found in most aspects of life in our society

Juxtaposes

Contrasts our experience with personal, social and institutional action

Denotes

Indicates structural and material constraints

Restricts

Limits both self-development and self-determination

Articulates

Asserts a relationship between those who have power and those who do not

Developmental Experiences Shape Our Worldview

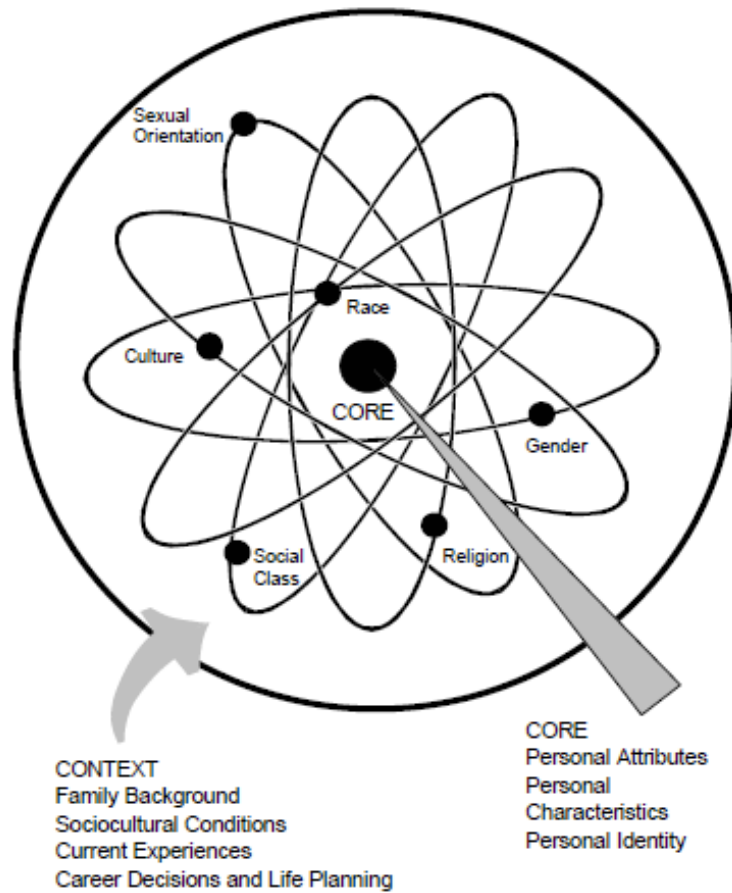


FIGURE 1. Model of Multiple Dimensions of Identity (Jones & McEwen, 2000)

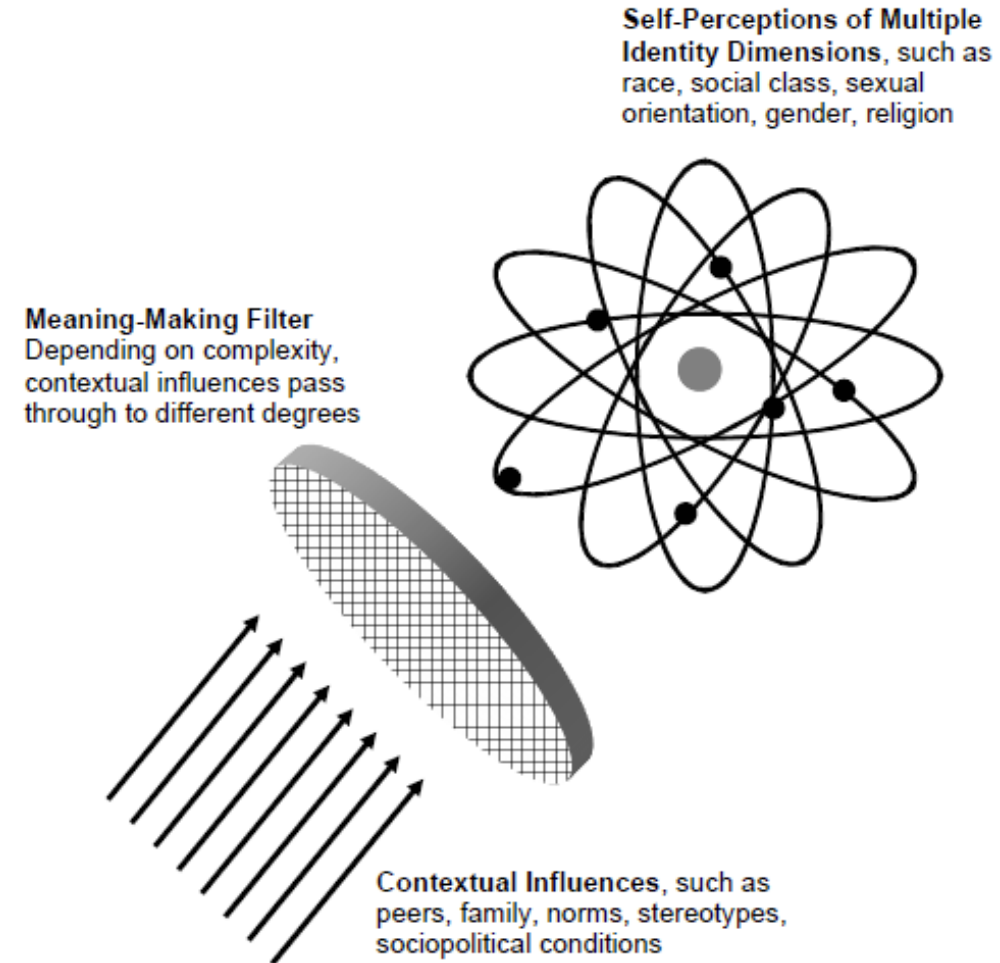
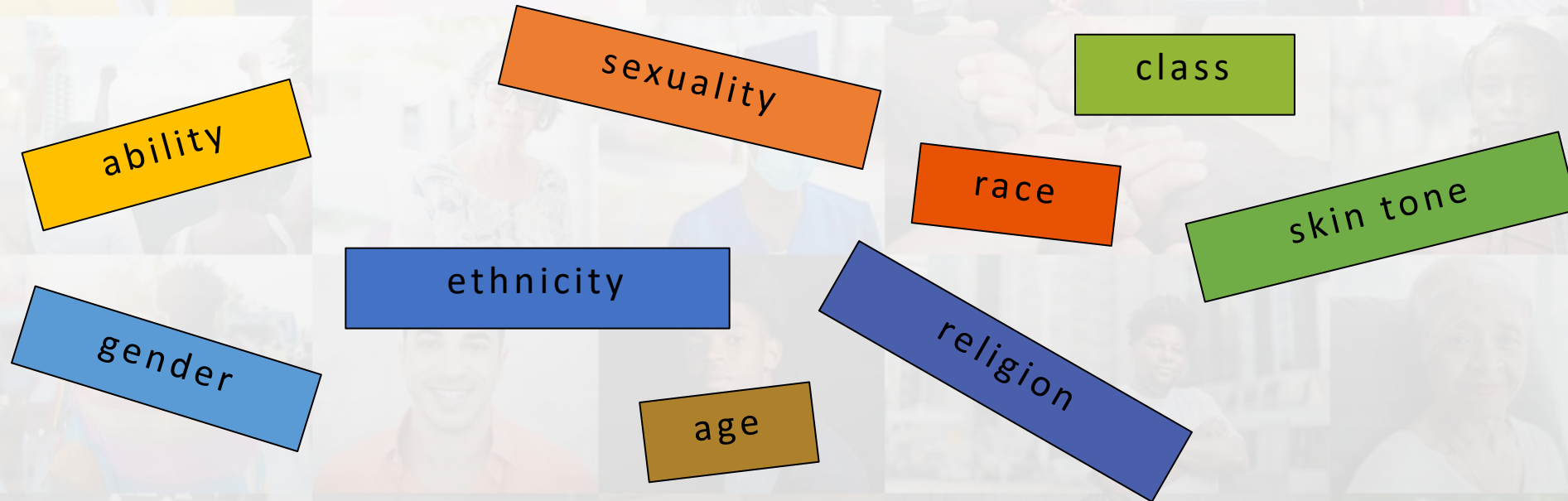


FIGURE 2. Reconceptualized Model of Multiple Dimensions of Identity

Othering and Belonging



Othering is a set of common processes that engender marginality and persistent inequality across any of the full range of human differences.

Mechanisms of Othering in the Mind

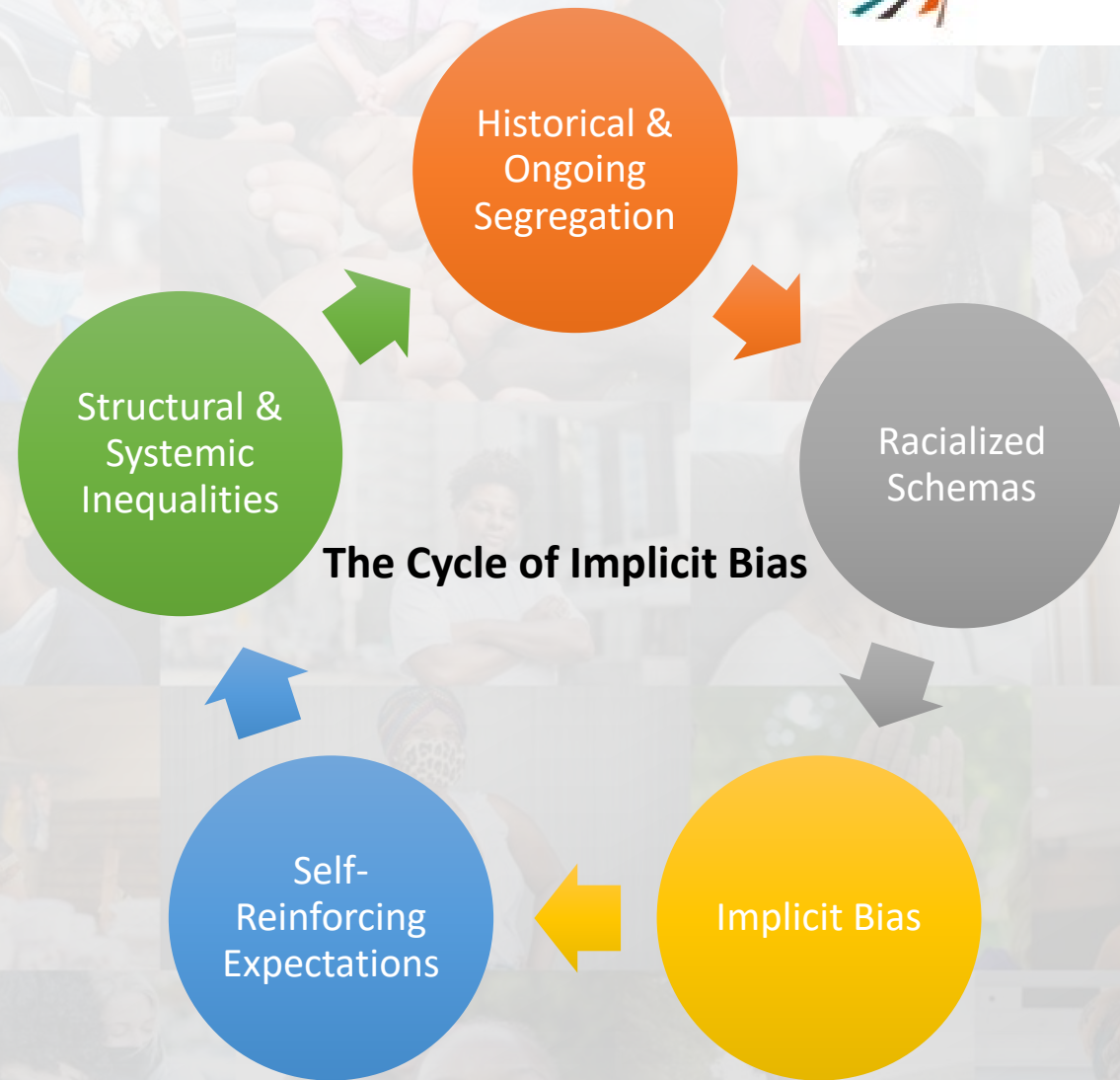
The human brain processes 11 million bytes of information per second

- Consciously aware of any 40 of these, at best
- Only 2% of emotional cognition is available to us consciously
- Messages can be framed to speak to our unconscious

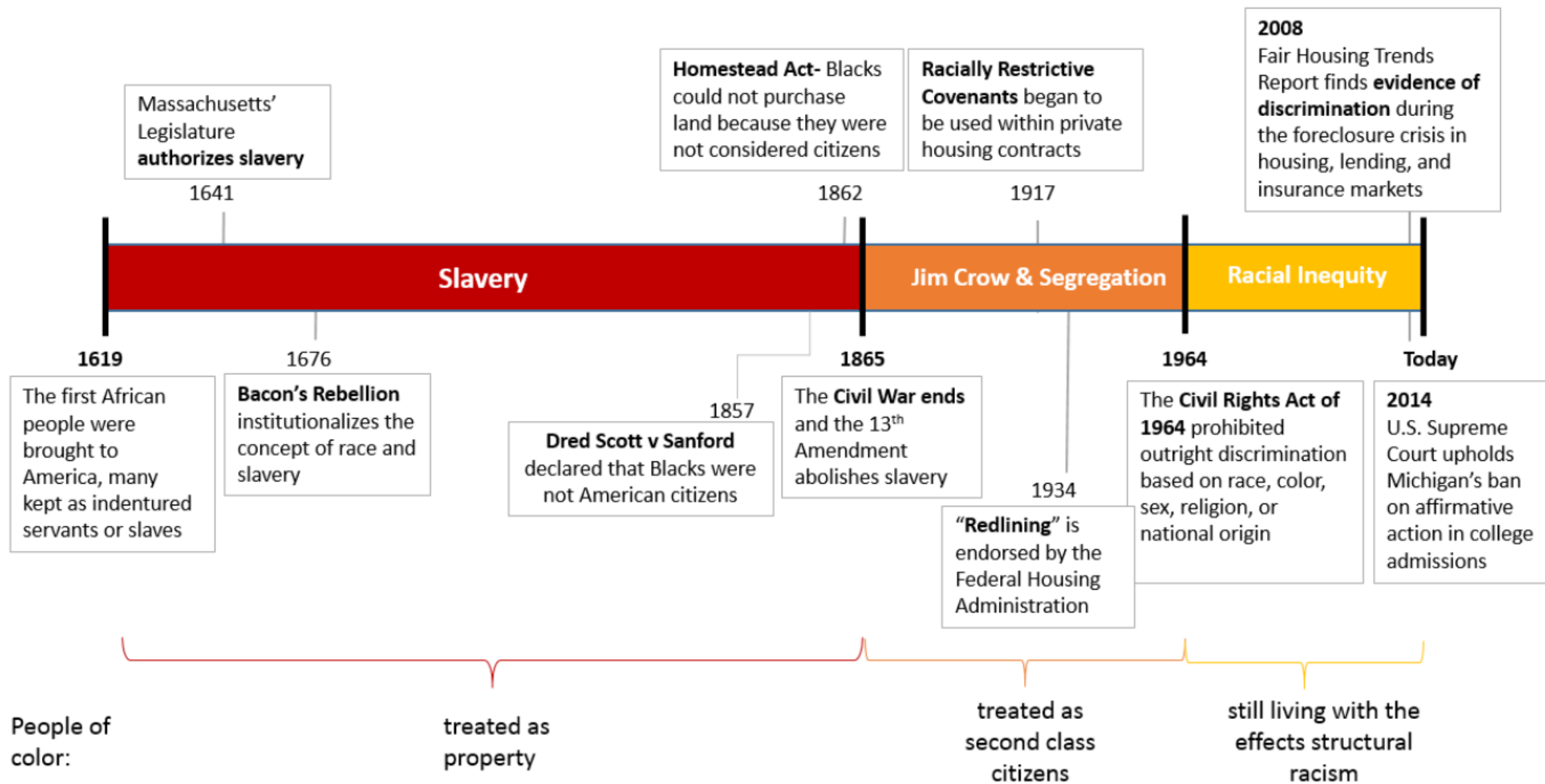
The process of **Othering** occurs in our unconscious network: this can lead to racial, ethnic, or religious bias

Racial ideology says: treat **individuals** as equally as possible

Focuses on commonalities between individuals, such as their shared humanity, *without* attending to inherited differences in power and access resulting from historical legacy of race, culture, and ethnicity



How Did We Get Here?



Structural Racism & Disparate Outcomes

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)

3

Leads to
unfair disparities
In Life Course
Outcomes

First Order
Consequences

Key life course outcomes
including:

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

4

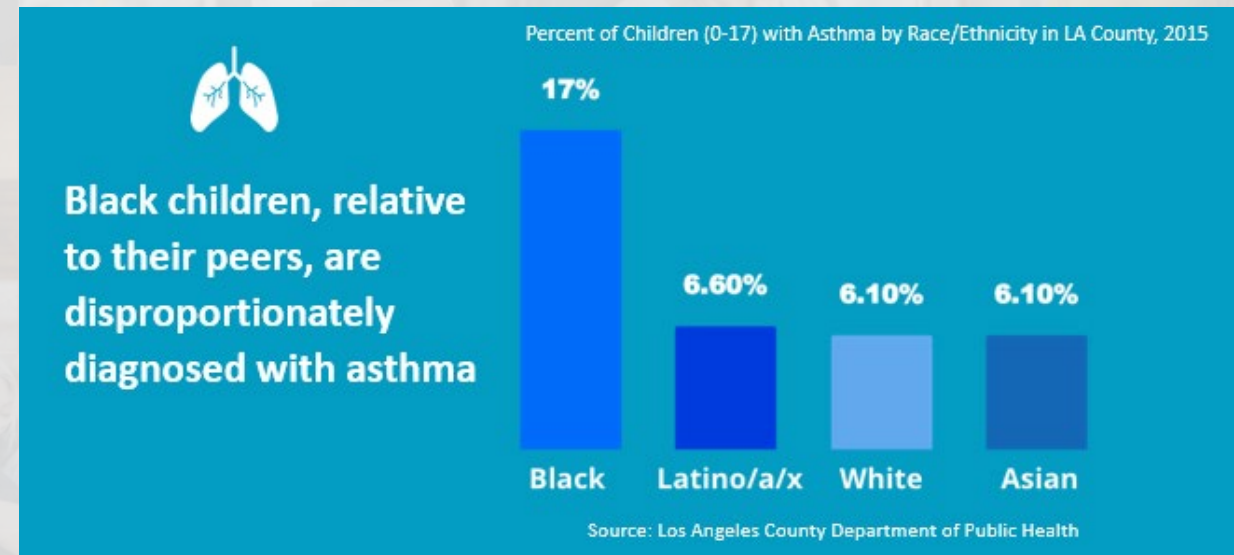
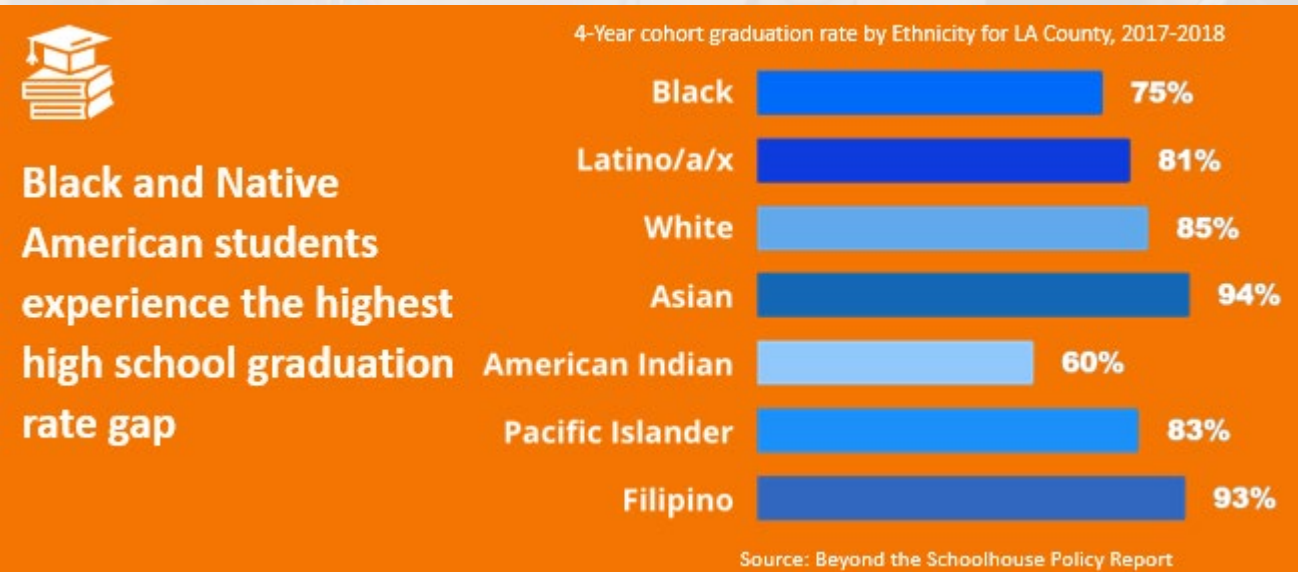
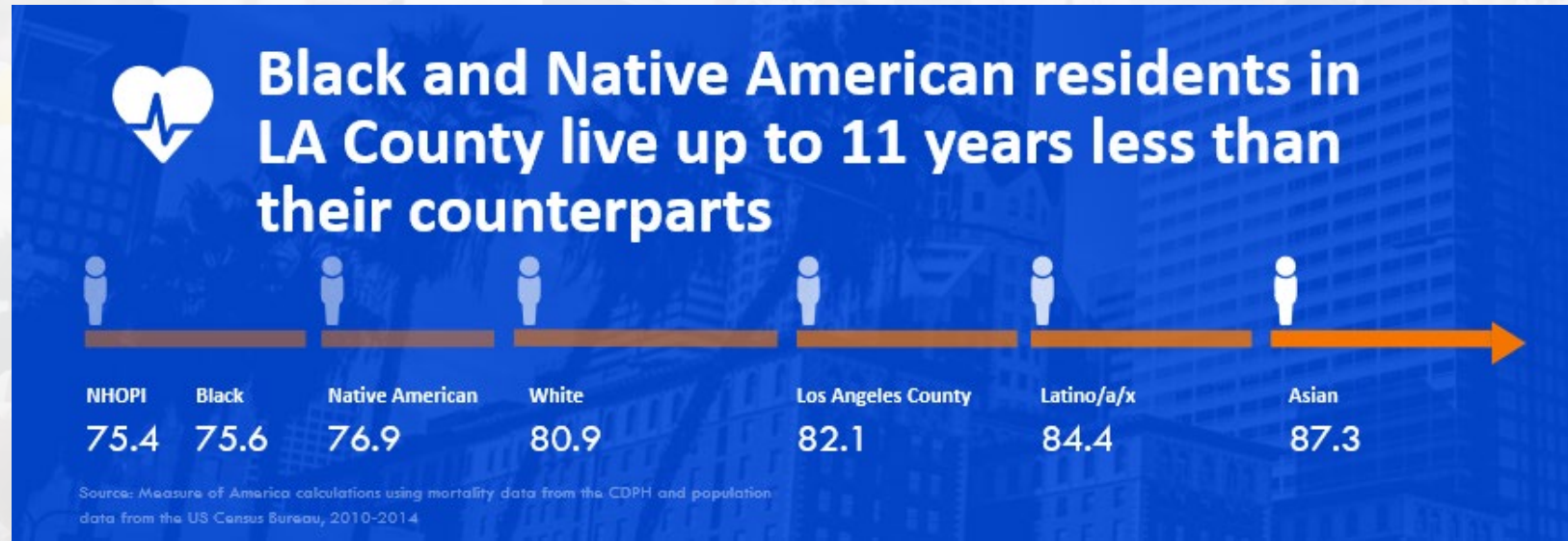
Disparities in one
generation
produces disparities
in the next

Second Order
Consequences

Key life course outcomes
including:

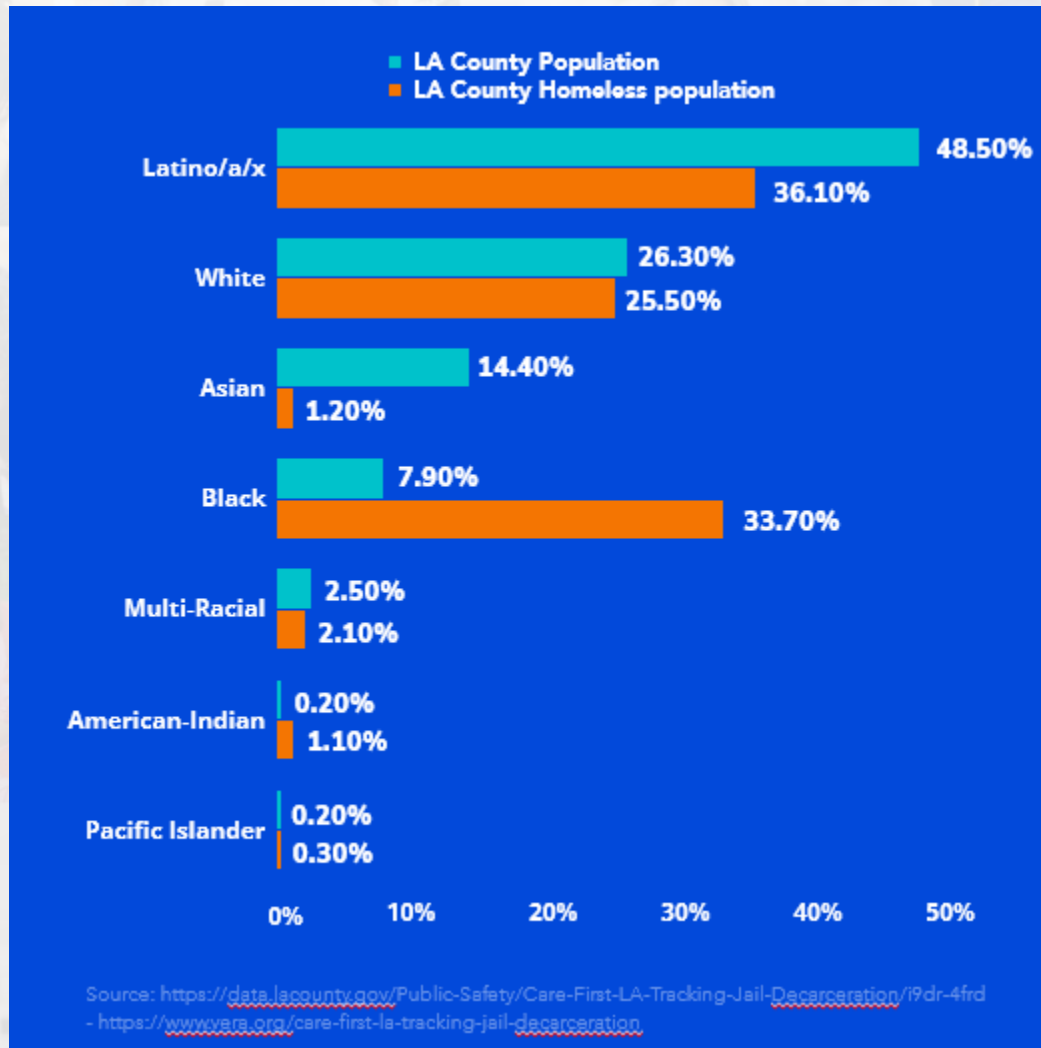
- education
- employment
- income
- housing
- health
- wealth
- crime
- incarceration
- death

Structural Racism in LA County Today



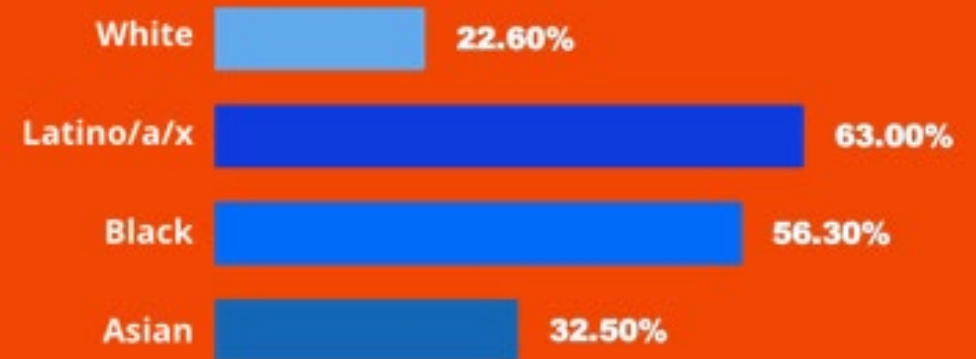
Structural Racism in LA County Today

Structural racism causes Black people to be 4x more likely to experience homelessness



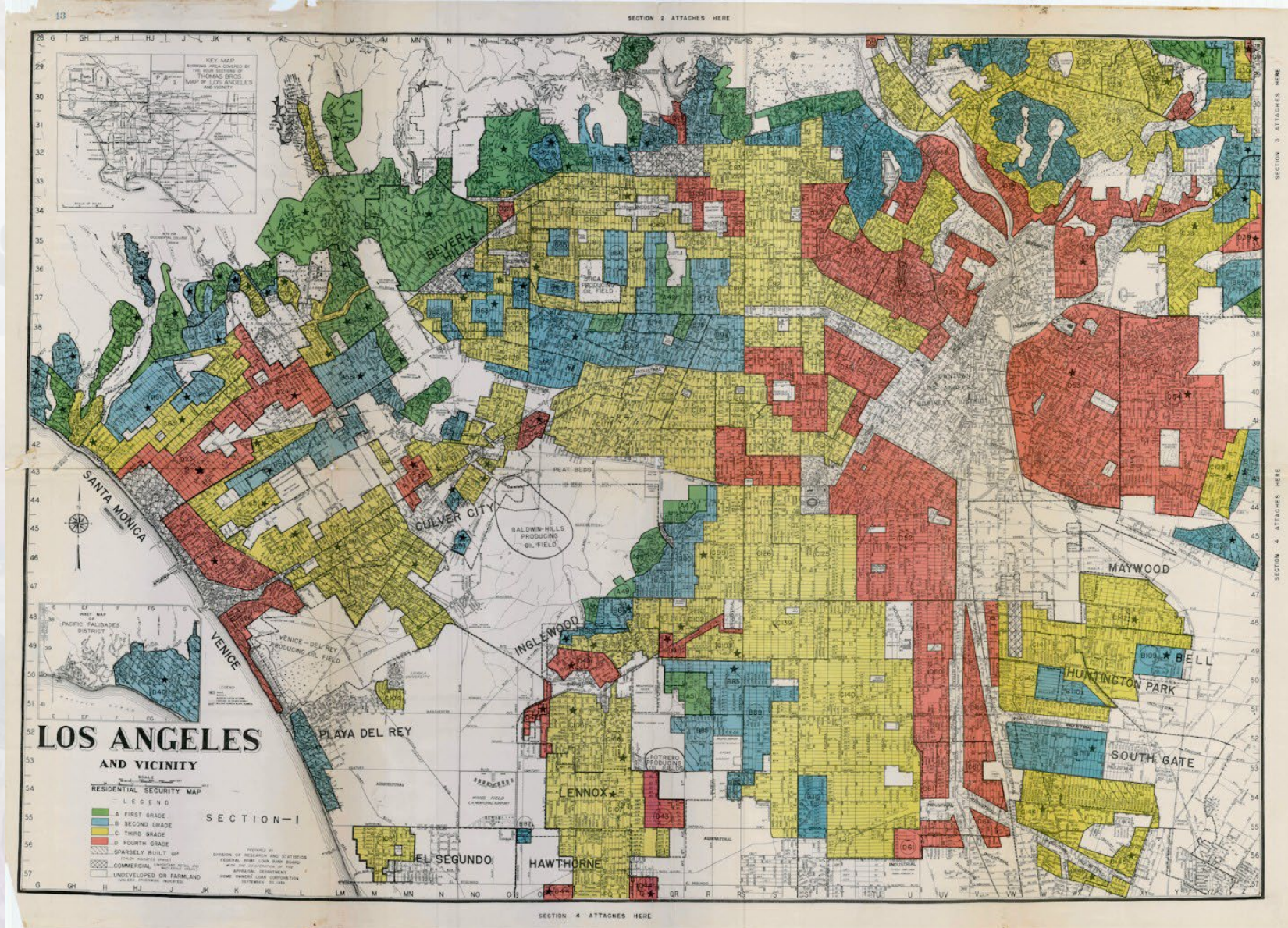
3x as many Latino/a/x children are in households with incomes below 200% of federal poverty level compared to White children

Percent of children in LA County households with incomes below 200% of federal poverty line



Source: Beyond the Schoolhouse Policy Report

Redlining in Los Angeles



Race: The House We Live In

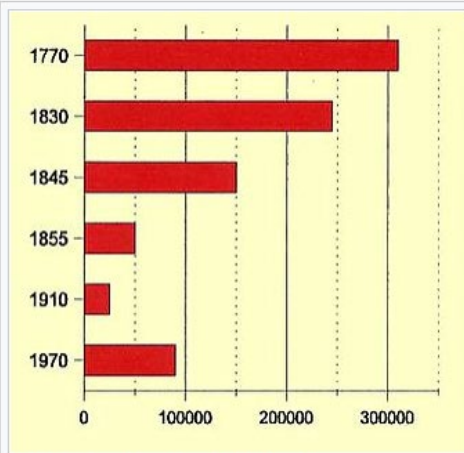


LA County Story

Native American Repatriation



Credit: "West of the Revolution: An Uncommon History of 1776"



Estimated native California population based on *Handbook of the Indians of California* (1925) (Cook 1978)

Chinese American Massacre



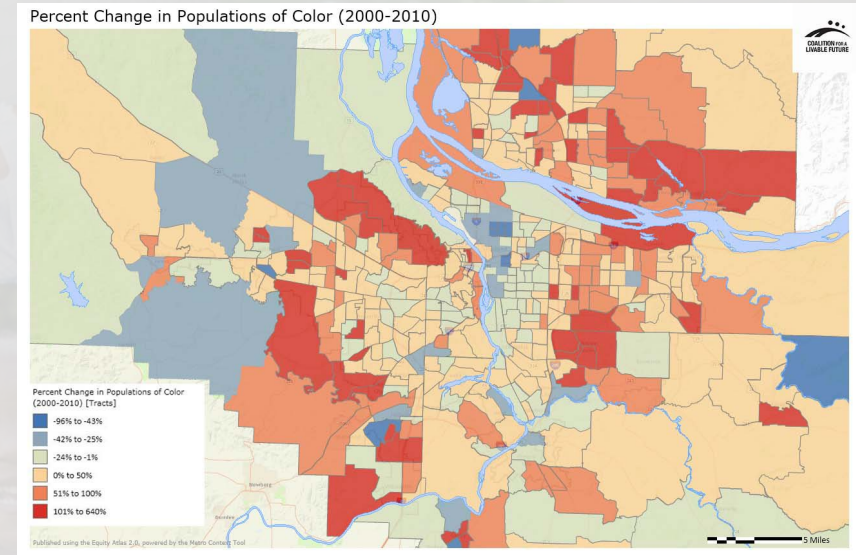
Credit: "The Massacre" Image from The Chinese American Museum

Mexican Deportations



Credit: "The Fifth-Graders Who Put Mexican Repatriation Back Into History Books"

Displacement of African-Americans



Equality and Equity

When it comes to understanding the difference between equality and equity, we start by acknowledging that institutions and their systems have been intentionally designed to either benefit or exclude certain populations for so long that the outcomes people experience may appear unintentional, but are actually rooted in discriminatory practices and beliefs.

Often the definition of equity and equality sound alike however, they differ significantly and the use of one of the terms can lead to significantly different outcomes for people affected by decisions we make.

Equality typically refers to “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.”

Equity, on the other hand, acknowledges that each person has different circumstances, backgrounds and starts from a different place.

As a result, equity 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.”

Defining Racial Equity and Anti-Racism

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.

This contrasts with the current state of affairs in which a person of color is more likely to live in poverty, be imprisoned, drop out of high school, be unemployed and experience poor health outcomes like diabetes, heart disease, depression and other potentially fatal diseases. Racial equity holds society to a higher standard. It demands that we pay attention not just to individual-level discrimination, but to overall social outcomes.

"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."

Anti-Racism is the “active process of identifying and eliminating racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared equitably.”

Source: National Action Committee on the Status of Women International Perspectives: Women and Global Solidarity

Open Ended Question

Join By Web

- Respond at Pollev.com/DARTAGNANSCO825

Join By Text

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Prompt

- What is something new you learned in this section?



THE ANTI-RACISM, DIVERSITY AND INCLUSION (ARDI) INITIATIVE

Role of Government

**Recognizing Role in
Systemic Racism**

**Commitment to
Changing Systems,
Organizational
Structures, Policies
and Practices**

**Co-Creating
Solutions with
Populations Most
Affected by
Adverse Outcomes**

**Utilizing a Racial
Equity Lens in
Future Decision-
Making**

Possible Interventions Can Aim To:

1

**Desegregate
neighborhoods**

2

**Improve school
quality**

3

**Lower poverty
rates**

4

**Increase
economic
mobility**

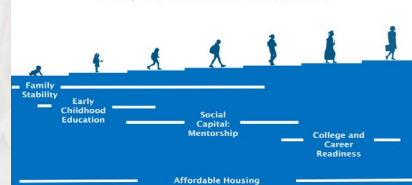
5

**Promote
alternatives to
incarceration**

6

**Advance health in
environmentally-
disadvantaged
areas**

Building a Pipeline for Economic Opportunity



Credit: Opportunity Insights, Raj Chetty, Harvard University

COUNTY OF LOS ANGELES **CEO** • ANTI-RACISM, DIVERSITY & INCLUSION

ANTI-RACISM, DIVERSITY, & INCLUSION (ARDI) INITIATIVE



In July 2020, the Board of Supervisors passed a motion that created the Board's Eighth-Board directed priority known as the Anti-racism, Diversity, & Inclusion (ARDI) Initiative. The Board's motion boldly articulated an anti-racist agenda that will guide, govern, and increase the County's ongoing commitment to fighting racism in all its dimensions.

Los Angeles County Board of Supervisors

Action on Racism

Declare that **racism is a matter of public health** in Los Angeles County

Establish an **eighth Board-directed priority** to address the elimination of racism and bias in the County, develop a strategic plan & establish an organizational unit within the CEO

Evaluate existing County **policies, practices, operations, and programs** through a lens of racial equity

Assess existing policies, processes, and practices that may prevent African Americans from advancing within County **departmental career ladders**

Advance the strategies recommendations put forward by the **Ad Hoc Committee for Black People Experiencing Homelessness**

Commission an annual report on the **State of Black Los Angeles County**

Develop a **funding plan** in consultation with philanthropy and academia

Identify at least one **Management Appraisal and Performance Plan (MAPP)** goal each year that strengthens organizational capacity

Recommend and advocate for relevant **legislative policies** that improve outcomes and reduce racial disparities

Vision for Racial Equity in Los Angeles County

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.

Support positive life trajectories

Prevent negative life outcomes



Functions of CEO-ARDI Unit

Under the Chief Executive Office (CEO), the Anti-Racism, Diversity, and Inclusion (ARDI) Unit is responsible for:

- **Building Upon Previous Efforts**

- LA County Board Initiatives
- County Workforce Training Efforts
- Initial Framework Post-Motion

- **Reviewing National Effective Practices**

- **Aligning Racial Equity Related Motions**

- **Carrying Out Board-Directed Anti-Racism Agenda**

In Coordination With:

- 35+ LA County government departments
- County Commissions, advisory bodies, and public agencies
- 88 incorporated cities, 80 school districts, and 120 unincorporated areas within Los Angeles County
- State and federal agencies, and any other jurisdictions
- Community-based organizations, philanthropy and academic institutions



**TRAINING AND
CAPACITY BUILDING**



**TECHNICAL
ASSISTANCE AND
PLANNING**



**POLICY ANALYSIS AND
DEVELOPMENT**



**DATA COLLECTION,
ANALYSIS AND
REPORTING**



**COMMUNITY AND
STAKEHOLDER
ENGAGEMENT**



**EQUITY INFUSED
PROGRAMMING AND
RESOURCING**

Current Board-Directed **ARDI** Areas of Focus



CHILD & FAMILY WELFARE



EQUITABLE RESOURCE INVESTMENT



HEALTH



JUSTICE



POLICY



SUSTAINABILITY



TRUTH, RACIAL HEALING &
TRANSFORMATION



WORKFORCE CULTURE

Equity Principles

(approved by Board of Supervisors)

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

Authentically engage residents, organizations, and other community stakeholders to inform and determine interventions (e.g., policy and program) and investments

Seek to improve long-term outcomes both intergenerationally and multi-generationally

Use data to effectively assess and communicate equity needs and support timely assessment of progress

Disaggregate data and analysis within racial/ethnic and other demographic subgroup categories

Work collaboratively and intentionally across departments as well as across leadership levels and decision-makers

Act urgently and boldly to achieve tangible results

Align policies, processes, practices to effectively address equity challenges throughout the County's workforce (personnel, contractors and vendors)

Intervene early and emphasize long-term prevention

Life Course Outcomes



**Decrease Infant
Mortality**



**Increase Percentage of
Families with Children with
Incomes above 250% FPL**



**Increase Attainment of
Postsecondary Credentials with
Significant Labor Market Value at
an Accredited Nonprofit or Public
Institution**



**Increase the
Percentage of Adults
with Stable Full-Time
Employment at 250%
FPL**



**Decrease Adult First-Time
Felony Convictions**



PERCEPTIONS ACTIVITY



Perceptions Exercise

In the next slide,
you will see a
phrase

You have 15
seconds to read it

You will then go to
PollEv to answer
the prompt

Perceptions Exercise

Feature films are the
result of years of
scientific study
combined with the
experience of years

Perception Exercise

Join By Web

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Prompt

- How many times did the letter F appear in the phrase?

Perceptions Exercise

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Perception Exercise: Chat Debrief

What does this activity demonstrate?

How did different colored backgrounds influence your perceptions?

How did repeated exposure to the message influence perceptions?

How might this activity help us to understand the cultural/societal processes that influence perceptions?

How might this activity shed light on sources of misunderstanding/conflict between individuals and groups?

ADVANCING RACIAL EQUITY

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Advancing Racial Equity and Transforming Government



Normalize

- Do you and your colleagues have a shared understanding of equity?



Organize

- Who are your key allies? Do you have detractors? What are your partnerships?



Operationalize

- What are the racial disproportionalities you might be able to impact?



Role of Departments

To Provide Meaningful and Inclusive Engagement

To Provide and Ensure Equitable Benefits of Programs and Services

To Eliminate Discrimination

To Routinely Utilize Racial Equity Tools and Integrate Racial Equity Practices Across Government Functions and Throughout the Hierarchy

To Eliminate Disparate Treatment and/or Disparate/Disproportionate Adverse Impacts

To Ensure That Departmental Actions Do Not Result in Discrimination Either Through Government Policy, Practices, Programs, and/or Services Whether Through Action or Inaction, Intentional or Unintentional

To Provide Strategic Direction and Implementation to Model and Advocate for Inclusive Practices

To Embed Racial Equity Within Policies and Practices Throughout the Department

To Align Department's Equity Efforts with Community Efforts

The Role of the Manager

Learn the history and context of structural racism

Utilize Policies, Procedures and Practices (PPP) Analysis Tools

Build equity action plan with clear goals around racial equity

Reflect on your organization's role in perpetuating structural racism

Consider the messages, both implicit and explicit, being communicated

Incorporate the use of the Countywide Equity Guiding Principles in your program, budget and admin planning

Examine the effects of implicit bias on internal and external organizational practices

Center the lived experience of affected people in your work

Align budgets to Countywide racial equity goals

Becoming an Anti-Racist Individual



Be Self-Aware

- Reflect on one's own dimensions of identity
- Understand how systems and institutions affect racial identities
- Challenge your beliefs & implicit biases
- Examine internalized racism



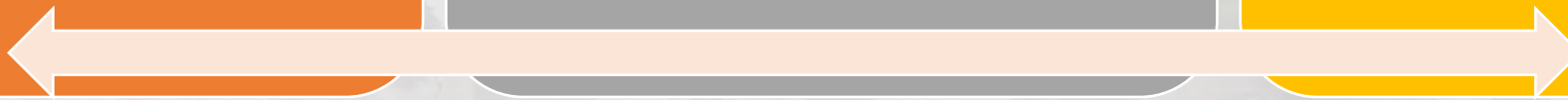
Increase Capacity

- Learn about structural racism
- Embrace a growth mindset
- Reject deficit thinking



Take Action

- Use inclusive language
- Partner with affected communities
- Target resources in order to close racial disparities



What Challenges Should I Be Aware Of?



Organizational Buy-In: Do you have a check the box culture?



Engagement: Who's Making Decisions?



Do You Have A Commitment To:

- Implementation
- Removal of Barriers
- Evaluation

Discussion Questions

Join By Web

- Respond at Pollev.com/DARTAGNANSCO825

Join By Text

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Prompt

- What are the opportunities we might find in doing this work?
- What are some of the challenges we might find in doing this work?
- In your department, where would you want to start this work?

Ways to Become Involved with ARDI

Submit public comment
on the LA County Racial
Equity Strategic Plan

Join the ARDI listserv –
visit
[https://ceo.lacounty.gov/
ardi/](https://ceo.lacounty.gov/ardi/)

Respond to the
Countywide Workplace
Culture and Climate
Survey this summer



[https://ceo.lacounty.gov/
ardi/racial-equity-
strategic-plan/](https://ceo.lacounty.gov/ardi/racial-equity-strategic-plan/)



RESOURCES



General Resources

The Aspen Institute. (2019, June 26). *How to be an Antiracist* [Video]. YouTube.

- <https://www.youtube.com/watch?v=TzuOlyyQlug> -- Dr. Kendi

Gordon-Reed, A. (2018). America's Original Sin: Slavery and the Legacy of White Supremacy. *Foreign Affairs*, 97(1), 2–7.

How to Be an Antiracist by Dr. Ibram X. Kendi

- Citation: Kendi, Ibram X. *How to Be an Antiracist*. New York: One World, 2019.

Crass, C. (2015). *Towards the "other America": Anti-racist resources for White people taking action for Black Lives Matter*.

Showing Up for Racial Justice

- SURJ works toward a world where every community has what they need to not just survive, but to thrive. SURJ believes white people have an important role to play.

R. Ray and A. M. Perry, "Why We Need Reparations for Black Americans," Brookings, April 15, 2020,

<https://www.brookings.edu/policy2020/bigideas/why-we-need-reparations-for-black-americans/>.

Take a screenshot now to keep these instructions with you.
Screenshot for Mac [Command+Shift+3] | For PC [Hit Ctrl+ PrtScn Button or Use Snipping]



QUESTIONS & ANSWERS

