

CAPRI MADDOX
GENERAL MANAGER

CLAUDIA LUNA
ASSISTANT GENERAL MANAGER

CITY OF LOS ANGELES
CALIFORNIA



ERIC GARCETTI
MAYOR

CIVIL + HUMAN RIGHTS
AND EQUITY DEPARTMENT

201 N. LOS ANGELES ST., SUITE 6
LOS ANGELES, CA 90012

(213) 978-1845

<https://civilandhumanrights.lacity.org>

September 26, 2022

The Honorable Eric Garcetti
Mayor, City of Los Angeles
Room 303, City Hall

Honorable Members of the City Council
c/o City Clerk
Room 395, City Hall

RE: THE FRAMEWORK AND ACTION PLAN TO ESTABLISH THE OFFICE OF RACIAL EQUITY UNDER THE PURVIEW OF CIVIL + HUMAN RIGHTS & EQUITY DEPARTMENT

SUMMARY

In response to Council File No. 19-1470, this report provides a five-year action plan for an Office of Racial Equity, operating under the purview of the Civil, Human Rights and Equity Department. The report reflects five key areas of engagement: Policy Analysis and Research; Data Monitoring, Tracking and Evaluation; Technical Assistance and Training; Ci Engagement; and Community Racial Equity Advisory Committee. Critical analysis of offices of equity and racial equity across the country informs this report through a strengths, weaknesses, opportunities, and threats (SWOT) analysis. Additionally, the report provides staffing and budget recommendations and makes recommendations for an ordinance to codify racial equity into the fabric of the city's legislative processes, program development, and community engagement strategies.

RECOMMENDATIONS

1. APPROVE the proposed Office of Racial Equity framework and five-year action plan, as set forth in Council's action (C.F. No. 19-1470), to operate within the Civil, Human Rights and Equity Department.
2. INSTRUCT the City Attorney, with assistance from the Civil, Human Rights and Equity Department, Office of Chief Legislative Analyst, and any other city department as necessary to draft a racial equity ordinance that: 1) creates the Office of Racial Equity under the purview of the Civil, Human Rights and Equity Department, and 2) establishes citywide definitions and specific approaches necessary to implement and achieve equity principles to be embedded as a core element of the goals, objectives and strategies of the city.

BACKGROUND

In 2018 and 2019, the embRACE Equity Alliance (Alliance) — a broad coalition of Los Angeles-based organizations committed to racial equity — held over 125 community dialogues focused on building multiracial solidarity and advancing racial equity. Following the dialogues, the Alliance determined that stronger action was needed to address structural racism. As a first step, the Alliance recommended that the City of Los Angeles (City) establish an Office of Racial Equity (ORE).

In April 2021, City Council responded by unanimously voting to create an ORE under the purview of the Civil, Human Rights and Equity Department (CHRED) (Immigrant Affairs, Civil Rights, and Equity Committee, 2021)¹. In doing so, the Council declared that “racial inequities that exist in Los Angeles are not accidental — they are the result of various historic, systemic, and socioeconomic factors, including biased and discriminatory government decisions, policies, and practices.” The action plan for this office, developed by CHRED, aims to deliver services to the City’s most impacted residents at the intersection of race, economic status, gender and sexuality, citizenship, and disproportionate access to City resources.

ACTION PLAN DEVELOPMENT METHODOLOGY

Research and Landscape Analysis

CHRED conducted extensive research, which included a racial equity landscape analysis informed by community partners and relevant City offices and departments, to develop the framework and recommendations for the ORE Action Plan. The findings of the landscape analysis highlight support for the establishment of an ORE within the City, increased investment in development and implementation of racial equity programs, and a need to establish measurable equity outcomes. A number of academic research reports, data indices, and community-led public reports provide a window into Los Angeles’ vision for racial equity. Throughout the year-long research and development, CHRED:

1. Identified Los Angeles residents’ vision towards making the City a more racially equitable place through letters authored by coalitions, such as the embRACE LA Coalition (embRACE Equity Alliance, 2020)², The People’s Budget Coalition (The People’s Budget Coalition, 2021)³, and the No Going Back LA Campaign (No Going Back, 2020)⁴. These reports provide insight into specific investments that can be made to advance racial equity and address the consequences of racial harm in policy and urban design in the City’s infrastructure, programs, practices and resource distribution;
2. Analyzed data indices and data sets that highlight the impacts of inequity as it relates to correlation of race and poverty to the following factors: overcrowded housing, COVID-19 impact, digital inequity, population density, and other proxy indicators. The data indices, data sets and reports include the LA City Controller’s Equity Index, the CalEnviroScreen

¹ Immigrant Affairs, Civil Rights, and Equity Committee. (2021). *Council File 19-1470 Establishing the Office of Racial Equity (ORE)*. Los Angeles: City Clerk of Los Angeles.

² embRACE Equity Alliance. (2020, October 19). *Community Demands for the Development of the Office of Racial Equity*. Los Angeles, California, USA: embRace Equity Alliance.

³ The People’s Budget Coalition. (2021). *The People’s Budget*. Los Angeles: Black Lives Matter LA.

⁴ Committee for Greater LA. (2020, September) *No Going Back: Policies for an Equitable and Inclusive Los Angeles*, from <https://nogoingback.la/>

Pollution Index, the Healthy Places Index, the LA County Department of Public Health COVID-19 Cases Index, the American Community Survey, Policy Link and the Government Alliance on Race and Equity (GARE);

3. Conducted one-on-one meetings with residents and community-based organizations (CBOs) as well as convened internal City and external community working group meetings. Additionally, CHRED held ongoing monthly think tank meetings between May 2021 and August 2022 with equity offices and racial equity municipal offices in Long Beach, San Francisco, and Oakland to share best practices and resources for the development of equity work in the State of California; and
4. Reviewed publicly available findings from surveys assessing the practices and activities of 33 cities identified as having offices or agencies to specifically address equity.

Working Groups: Internal and External Stakeholder Engagement

As illustrated in Tables 2 and 3, CHRED facilitated extensive engagement with the Personnel Department, the Bureau of Contract Administration (BCA), the Chief Legislative Analyst (CLA), City Administrative Officer (CAO), other City departments, as well as community stakeholders to coordinate alignment and articulate feasibility of racial equity goals. Throughout 12 working group meetings, the participants' roles were to align local stakeholder interests relative to staffing, equity issue areas and short-term and long-term goals that may strategically mitigate the effects of systemic and structural racism in Los Angeles. CHRED used the working groups' feedback to affirm alignment across all stakeholders and issue areas, including but not limited to environmental racism, overcrowded housing, homelessness, recidivism, and COVID-19 disparities. Additionally, the working groups considered the impact of racial inequities on underrepresented constituents, including but not limited to: people with disabilities, undocumented residents, members of the LGBTQIA community, and non-binary individuals.

The six-month long stakeholder engagement process resulted in recommendations to build the ORE's mission and vision statements, and five pillars: policy analysis and research; data monitoring, tracking, and evaluations; technical assistance and training; civic engagement; and the establishment of a Community Racial Equity Advisory Committee (CREAC). The recommendations also identify leading and supportive roles among the departments, creating a whole government approach to implement racial equity initiatives in hiring and promotions, contracting, staff training, service delivery, policies, programs, and budget

Table 2: Internal and External Participants

Internal Accountability Partners	External Accountability Partners*
<ul style="list-style-type: none"> ● Mayor's Office ● City Council ● Chief Administrative Office ● Chief Legislative Analyst ● Bureau of Contract Administration ● Personnel Department ● City Attorney ● Department of Neighborhood Empowerment ● Transgender Advisory Commission ● Commission on the Status of Women ● Human Relations Commission ● Office of Immigrant Affairs 	<ul style="list-style-type: none"> ● embRACE LA Coalition ● Advancement Project ● CHIRLA ● Community Coalition ● YMCA ● Homeboy Industries ● HOPICS ● Pacoima Beautiful ● Community Build ● South Bureau Ministerial Alliance ● Inner City Struggle <p><i>*This list is not exhaustive, but represents the core group of CBOs that attend monthly ORE planning meetings.</i></p>

Table 3: Internal and External Engagement Timeline

Internal Stakeholder Engagement	External Stakeholder Engagement
Mission & Vision September 2021	Mission & Vision October 2022
Data Tracking, Monitoring & Evaluation November 2021	Data Tracking, Monitoring & Evaluation October 2021
Policy Research & Analysis December 2021	Policy Research & Analysis November 2021
Technical Assistance & Training January 2022	Technical Assistance & Training January 2022
Civic Engagement & Community Racial Equity Advisory Committee February 2022	Civic Engagement & Community Racial Equity Advisory Committee February 2022
Collective Impact Survey Completion March 2022	Collective Impact Survey Completion March 2022
Final Draft Action Plan Review April 2022	Final Draft Action Plan Review April 2022

ORE Engagement Collective Impact Assessment

CHRED developed and administered an assessment to understand and measure the collective impact of the internal and external working groups. This survey’s results and insights allow the Department to account for participant demographic and regional reach, while identifying gaps in engagement. In addition, the survey responses provide qualitative information about how effective the collective impact approach is when engaging across City departments and external stakeholders (i.e. City residents and businesses). The survey results are presented below.

Internal Stakeholders Role and Assessment Results

CHRED leveraged the expertise of City staff to identify civil service classifications for ORE positions, contracting dollars, and other resource investment recommendations. Participants provided technical assistance, insights, and advice to help align City processes to the community vision. Their input and engagement is not a full endorsement of the report, but rather acknowledges the considerations made in this report as a result of the internal and external stakeholder collaboration. Any formal written endorsement, verbal endorsement, or critique by relevant stakeholders will be provided separately, if decided, by any stakeholder CHRED engaged in this process.

Figure 1: Departments that Completed the Collective Impact Survey

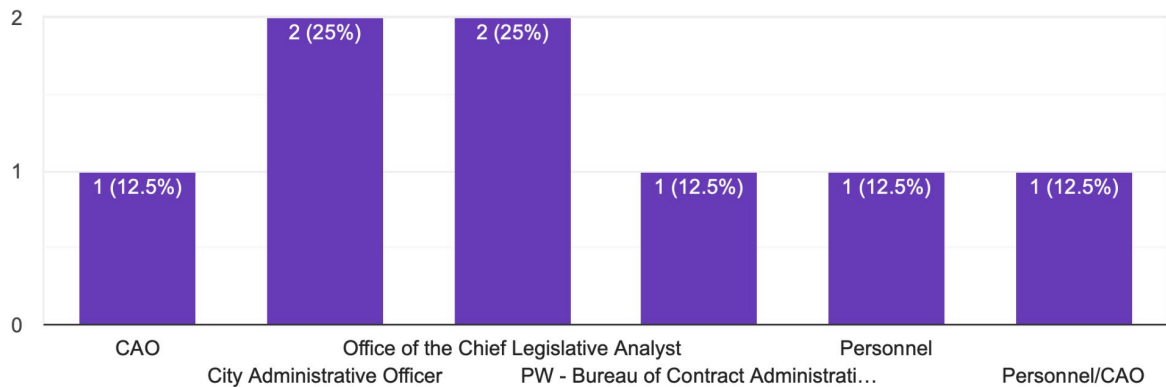


Figure 2: The Office of Racial Equity Collective Impact Engagement sessions were well researched and showed critical alignment across stakeholder groups.

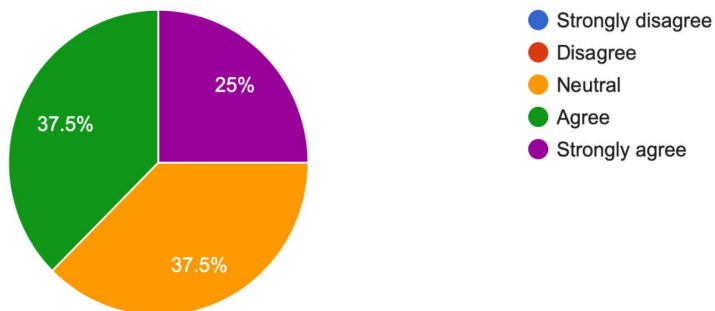


Figure 3: The Office of Racial Equity engagement process was inclusive of participant ideas and feedback.

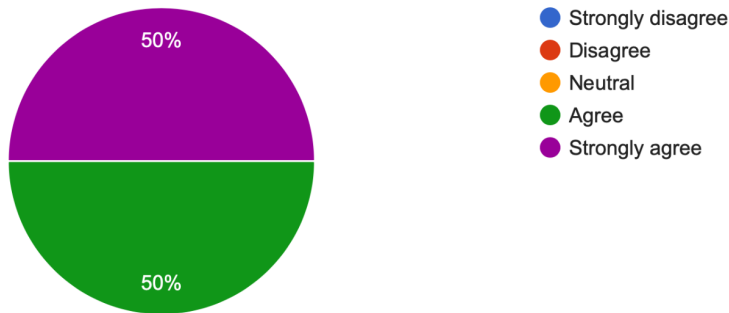
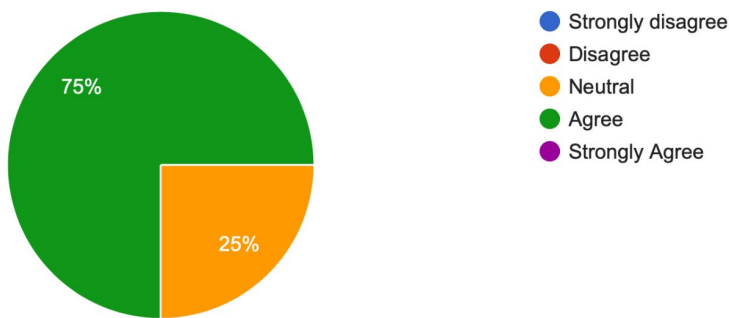


Figure 4: Participants considered adapting collective impact strategy to the buildout of other City programs and projects.



External Stakeholders Role and Assessment Results

More than ten CBOs representing coalitions of hundreds of CBOs and thousands of City residents attended CHRED’s regular ORE Implementation Working Group meetings. These core organizations represent the community-led efforts that encouraged the City to establish the ORE.

A number of CBOs addressed specific proxy indicator areas that overlapped with race and intersecting identities, including Black/African American, Native American, immigrants, transitional aged youth, women, LGBTQ+, or formerly incarcerated residents. These organizations collectively represent the most impacted demographics experiencing overcrowded housing, homelessness, digital redlining, environmental injustice, COVID-19 disparities, domestic violence, and police brutality. These external partners work with impacted demographics by providing service delivery for their sometimes unexpected and prescient needs. In addition to service delivery, the collective impact survey’s results illustrate that the external partners represent coalitions, implement programs, and conduct community-led research. CHRED facilitated direct engagement to leverage their expertise and insight of their constituents to affirm the Department’s understanding of an ORE that reflects both the City Council’s request and community vision.

Below are the results of the collective impact assessment:

Table 6: Core Community Stakeholder Mission Statements

Organization	Mission Statements
Coalition for Humane Immigrant Rights	The Coalition for Humane Immigrant Rights (CHIRLA) is a California leader with national impact made of diverse immigrant families and individuals who act as agents of social change to achieve a world with freedom of mobility, full human rights, and true participatory democracy. CHIRLA's mission is to achieve a just society fully inclusive of immigrants. CHIRLA organizes and serves individuals, institutions and coalitions to build power, transform public opinion, and change policies to achieve full human, civil and labor rights. Guided by the power, love, and vision of our community, CHIRLA embraces and drives progressive social change. For 35 years, CHIRLA's innovative programming in community education, community organizing, legal services, civic engagement, policy and advocacy, and leadership development for youth has served immigrant communities throughout California. CHIRLA was formed in response to the Immigration Reform and Control Act (IRCA) of 1986 which made hiring undocumented workers illegal, thus creating a situation ripe for worker exploitation and abuse that have increased since that time.
Pacoima Beautiful	Pacoima Beautiful is a grassroots environmental justice organization that provides education, impacts local policy, and supports local arts and culture in order to promote a healthy and sustainable San Fernando Valley.
South Bureau Ministerial Alliance	To collaborate with the community in effort to enhance and benefit livelihood.
Advancement Project California	Advancement Project California is a multi-racial, multi-generational racial justice organization with expertise in research, advocacy, and policy. We work with partners and communities to expand educational opportunities for California's children; create healthy and safe neighborhoods; ensure communities of color have a voice in our democracy; strengthen movement-building; and shift public investments toward programs that benefit all Californians—not just the privileged few.
Community Coalition for Substance Abuse Prevention & Treatment (CoCo)	CoCo's mission is to help transform the social and economic conditions in South LA that foster addiction, crime, violence, and poverty by building a community institution capable of involving thousands in creating, influencing and changing public policy.
Homeless Outreach Program Integrated Care System (HOPICS)	HOPICS is dedicated to providing the highest quality innovative social service to South Los Angeles with an emphasis on behavioral health and housing stability. Vision: To provide the best quality of service to homeless and low-income households in South Los Angeles and surrounding areas and to employ the most qualified staff available and build our services and programs to meet the diverse needs of the community.
Homeboy Industries	Homeboy Industries provides hope, training, and support to formerly gang-involved and previously incarcerated people, allowing them to redirect their lives and become contributing members of our community.
InnerCity Struggle	Our mission is to build a powerful and an influential movement of youth and families on the Eastside of Los Angeles to promote healthy, safe and nonviolent communities. The Eastside comprises the communities, Boyle Heights, unincorporated East Los Angeles, El Sereno and Lincoln Heights.

Figure 6: The percentage of participants whose constituents are seniors (55 years or older):

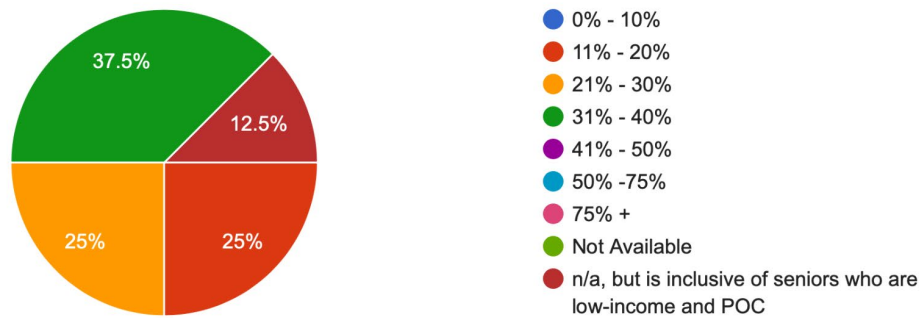
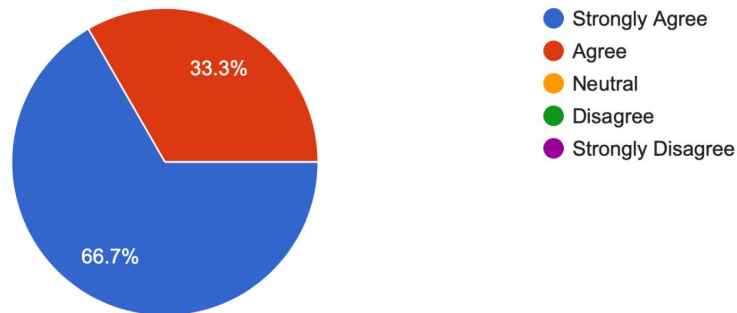


Figure 7: Percentage of participants that felt heard during the collective engagement process and agree that the proposal reflects the community’s vision.



Engagement with Other Offices of Equity / Racial Equity

To date, CHRED has met with multiple staff members from Offices of Equity / Racial Equity in Long Beach, San Francisco, Oakland, Seattle, and Portland (Table 4). Direct engagement with these offices helped determine best practices and opportunities for growth in facilitating stakeholder alignment, coordinating and clarifying stakeholder roles, implementing key deliverables, and evaluating impact. Each of these offices were at different stages in their development of equity programs, services, and studies. As such, the research and insight gained from these interactions provide a depth of knowledge and experience from cities who are spearheading the infusion of diversity, equity, and inclusion work within local municipalities.

Table 4: Other Offices of Equity Engagement Schedule

Month	City
May 2021	Portland and San Francisco
June 2021	Oakland and San Francisco
July 2021	Oakland, San Francisco, and Long Beach
August 2021	Oakland and San Francisco
September 2021	Oakland, San Francisco, and Long Beach
October 2021	Oakland, San Francisco, Long Beach, and Seattle
November 2021	Oakland, San Francisco, and Long Beach
December 2021	Oakland, San Francisco, and Long Beach
January 2022	Oakland, San Francisco, and Long Beach
February 2022	Oakland, San Francisco, and Long Beach
March 2022	Oakland, San Francisco, and Long Beach

Strengths

Effective offices of equity have codified processes for hiring and developing city staff in the areas of equity implementation using a collective impact framework. Some offices demonstrate that building power, while increasing investments and impact over time, within government and community are their offices primary objectives. Stakeholder engagement in the public and private sector allowed some offices to incorporate: 1) multiple organizing and theories of change strategies, 2) processes in their strategic alliances, coalition development, research advocacy, cross-departmental coordination, resident engagement, and 3) collective impact to address regional issues.

The most effective offices advance racial justice by addressing institutional policies and practices that created racial disparities within city systems and the private sector. For example, in an employee survey for the City of Seattle, qualitative and quantitative data was identified that supports internal equity improvements. The report assessed employees' understanding and skill of institutional and structural racism, gained insight into how departments build racial equity into programs, policies, initiatives and budget decisions, and tracked progress over time. Key findings indicate that the City of Seattle did not adequately include impacted community voices in its equity efforts. Findings also highlight opportunities to create equitable outcomes for women owned businesses for contracting and procurement. Regarding the workforce, respondents indicate a mistrust of the hiring process, personnel management, fear of retaliation, lack of transparency, lack of awareness of reportable offenses, racial and gender bias in hiring and promotion, and ageism (City of Seattle Human Services Department, 2018)⁵.

Seattle's external facing survey illustrates how constituents shared similar sentiments. Disparities in education, criminal justice, employment, health, and housing are highlighted in the report.

⁵ City of Seattle Human Services Department. (2018). *2018 RSJI Employee Experiences of Structural Racism Within Seattle City Government Employee Survey*. Seattle Washington: City of Seattle Human Services Department.

Additional community respondents expressed that there was an opportunity to make more equitable investments that addressed social and environmental impacts at the intersection of race and gender. Upon review of existing data indexes as well as analysis of conversations with impacted stakeholders, direct engagement meetings, and staff and community surveys, research findings held that most employees and residents specifically identify examples of institutional racism. Furthermore, investments in equity within the City of Seattle are very important to internal and external stakeholders. This data is presently being utilized to improve civil servants' work experiences and service delivery to residents most impacted by inequity.

Additionally, Portland, Oregon's equity action plan provides a timeline for implementation on deliverables and a list of accountability partners that participated in the development of its strategic plan (The Office of Equity and Human Rights City of Portland Oregon, 2021)⁶. Portland aligned research of reports, data, and direct engagements to develop its strategic action plan. As a result, Portland communicated alignment in messaging across stakeholder groups in public facing documents and leveraged this information to coordinate internal departments and decision makers to develop programs and services to address identified needs through their constituent engagement.

Weaknesses

One of the biggest challenges in building a successful office of equity is related to proper staffing and resources that are reflective of the City's desired equity outcomes. While capacity needs are often identified through qualitative and quantitative data sets, including the need to increase civil service classification options for high paying positions that address racial equity, unsuccessful equity offices are left with small teams, often isolated in their work and mission. As indicated in Table 5, some cities have very little or no staff to address the ideal and intended equity efforts. Given the gravity, scale, essentiality, and complexity of this specialized type of work, it is clear that proper investment in staffing, development, programs, and functions is critical in establishing a successful ORE.

Another challenge for offices of equity was measuring impact. Equity offices must identify qualitative and quantitative data metrics to establish a clear process that will enable concrete systemic or institutional changes in service deliveries, policies, practices, regulations, and laws that impact equity outcomes. This process should not stand alone, but rather be incorporated into existing city processes, such as hiring, pay equity, and promotions in collaboration with a city's personnel department.

Adapting equity infrastructure into a city's budget cycle process is also important for the purpose of creating and implementing systemic and institutional changes. When city departments lack engagement with process development and direct engagement in collaboration with offices of equity, they are unable to achieve the desired equity outcomes. Portland, Oregon developed a budget assessment toolkit to affirm how their programs and services addressed and achieved equity outcomes (Office of Equity & Human Rights City of Portland, Oregon, 2022)⁷. This best practice of internal stakeholder alignment is critical. The ORE should not be siloed away from

⁶ The Office of Equity and Human Rights City of Portland Oregon. (2021). *Office of Equity and Human Rights Strategic Plan 2021-2024*. Portland: Office of Equity and Human Rights.

⁷ Office of Equity & Human Rights. (2022, March 20). *City of Portland, Racial Equity Toolkit*. Retrieved from City of Portland, Oregon: <https://www.portlandoregon.gov/oehr/article/592297>

other offices and departments as it will create fragmented understandings of what equity is and how it should be addressed.

Opportunities

Cross departmental collaboration is essential to maximizing investments and impacts of equity policies and programs. This aligns common equity goals, outcome objectives, and equity definitions that operationalizes citywide equity objectives. By coordinating external and internal stakeholders, equity policies and programs can reflect the insight of impacted departments, offices, and employees. This also ensures critical regulatory, legislative, and risk management compliance. This insight can be used to achieve a community centered collective impact towards addressing racial equity and creating infrastructure and process to cultivate the culture shift.

To support capacity and access to equity development resources, it is important to connect local efforts to broader racial equity work coordinated by national bodies, such as the Government Alliance on Race and Equity. (GARE). GARE is a national network of governments dedicated to achieving racial equity and advancing opportunities for all races. Leveraging these kinds of spaces, cities can streamline equity processes and capacity development, which Portland demonstrated in its strategic action plan by utilizing the outline GARE provided.

Threats

Equity work is often impacted by politically driven decision making, rather than data driven decision making. Politically driven decision making creates a threat to the long-term sustainability of equity efforts, intentions, and outcomes. When decisions that impact policy and urban design do not reflect the needs of impacted communities, distrust between the residents and their city governments is cultivated.

CHRED's findings show that in order for offices of equity to achieve equity outcomes, both short-term and long-term equity investments that allow for proof of concept and room for recalibration are required. It is important to maintain consistency throughout the process as equity needs shift, which requires collaborative eco-systems and processes that effectively analyze qualitative and quantitative data, making investments in communities with the greatest need. Maximizing impact and investment through citywide strategies, common language, and intentional stakeholder engagement is essential to mitigate threats to the success of offices of equity and racial equity. If these pieces are missing from the office of equity framework, the consequences include divestments from equity focused programs and services.

Alignment of common equity language and definitions was a best practice demonstrated through the establishment of city ordinances. Oakland established several ordinances with key terms and definitions along with clear directives for the functions and authorities of its Office of Equity (City of Oakland, 2017)⁸.

⁸ City of Oakland. (2017, June 6). *City of Oakland Municipal Library*. Retrieved March 22, 2022, from City of Oakland: https://library.municode.com/ca/oakland/codes/code_of_ordinances?nodeId=TIT2ADPE_CG2.29CIAGDEOF_2.29.170DERAEQ&showChanges=true

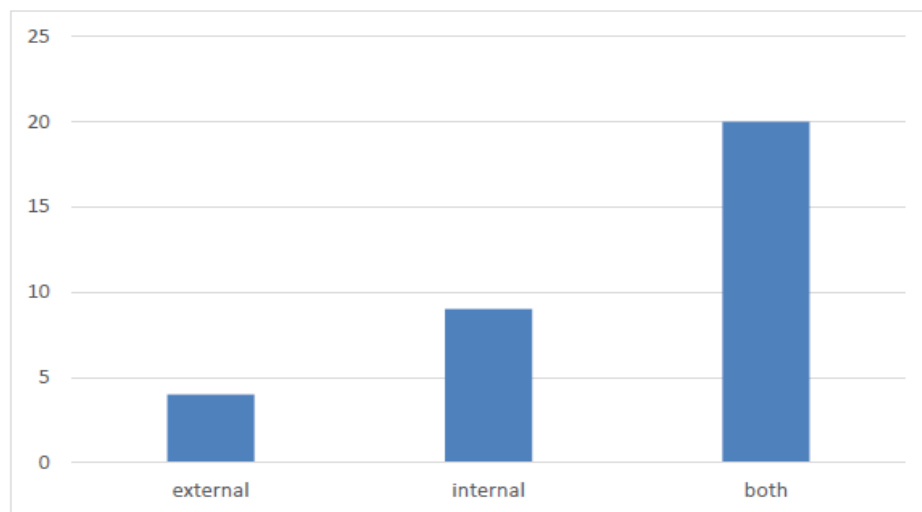
A similar ordinance in San Francisco identifies regional specific incidents of inequity in their ordinance. San Francisco connected historical patterns of inequity to the consequential poverty presently observed in its city (San Francisco, 2019)⁹.

Key Findings from Analysis of 33 Offices of Equity / Racial Equity

In a survey of 33 cities, CHRED reviewed offices of equity / racial equity missions, staffing, roles and responsibilities. Below are the key findings:

- The mission statements from all 33 offices have consistent framing indicating whether their work is internal-facing, meaning their efforts are oriented to addressing equity issues within the municipal organization, or external-facing, meaning their work focuses on addressing equity in service delivery. Of the offices reviewed, we found that it is most common for an ORE to address both internal and external equity issues, while only a few offices focus solely on one.

Figure 7: Most Equity Offices Surveyed Perform Both Internal and External-Facing Activities

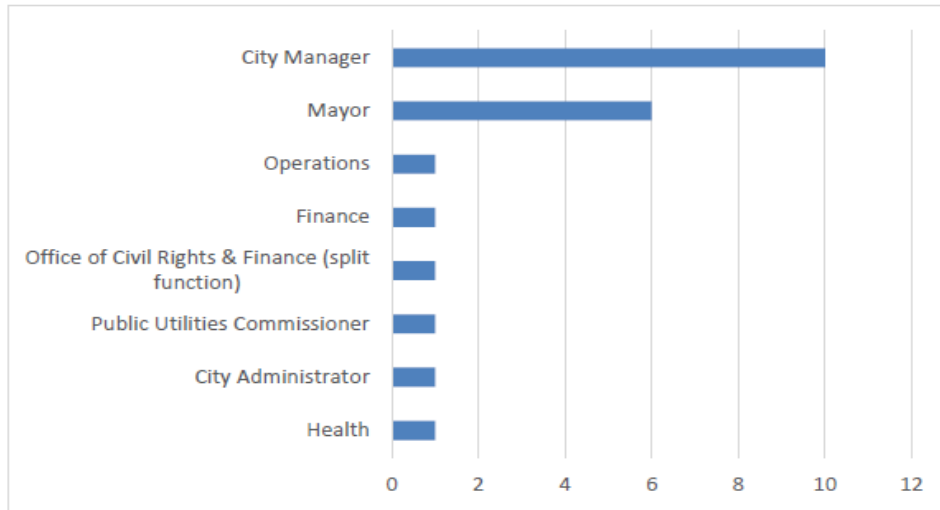


Source: BLA review of offices of equity in 33 cities

- Support for the offices of equity by elected officials was reported to be a factor in the success of offices of equity. Most of the offices of equity report to the city manager or mayor of its city (Figure 8). These offices are given a level of prominence and visibility, while being held accountable by elected or appointed municipal officials. Ongoing support for the equity offices is crucial for ensuring that data collection efforts are current and updated and policy recommendations of the offices remain relevant over time.

⁹ San Francisco. (2019, July 11). *Administrative Code - Office of Racial Equity*. Retrieved from Administrative Code - Office of Racial Equity: <https://static1.squarespace.com/static/5ed18d943016244d3e57260c/t/5ef40b859c952511978f7b6b/1593052041009/ORE+Legislation+Final.pdf>

Figure 8: Most Equity Offices Surveyed Report Directly to the City Manager or Mayor



Source: BLA review of offices of equity in 33 cities

The most common functions performed by the 33 offices of equity reviewed are as follows:

- Train staff on racial issues and bias, and other forms of inequity affecting various groups;
- Advance equity in government procurement policies and practices;
- Collect data on equity and disparity matters in their jurisdictions;
- Infuse equity into City budgets;
- 10 of 33 offices received and investigated discrimination and harassment complaints, known as equal employment opportunity functions; while 17 of the 33 cities report that these functions are performed by a consolidated Equal Opportunity Office and Office of Equity;
- 6 cities reported conducting equity assessments or point-in-time evaluations to assess issues caused by racism, as well as other equity issues in their municipality. They evaluated how existing or proposed city services and programs serve residents across different demographic groups.

The prevailing function of these offices is to build infrastructure that fosters greater equity in practices and processes within their organization and/or the provision of services in their communities. Tools most effectively utilized by offices of equity often include the following: hiring multiple equity experts to staff the office, assessments of inequities within the municipality, staff training, capacity building for other departments/offices, external and internal initiatives and programs to address inequities, and ongoing monitoring and evaluation of results. Offices of equity may focus on inequities specifically in the areas of race, gender, disability, sexual orientation, or other areas, or may address inequities in multiple areas.

Table 5: Offices of Equity Staffing as of 2019

City	State	Unit Name	# Of Staff
Albuquerque	NM	Office of Equity and Inclusion	5 staff
Asheville	NC	Office of Equity and Inclusion	2 staff
Atlanta	GA	Office of Equity, Diversity and Inclusion	9 staff
Austin	TX	Equity Office	4 staff
Cedar Rapids	IA	Diversity, Equity and Inclusion Team	1 staff
Champaign	IL	Office of Equity, Community and Human Rights	3 staff
Evanston	IL	Office of Equity and Empowerment	1 staff
Harrisburg	PA	Office of Social Equity & Affirmative Action	1 staff
Madison	WI	Racial Equity and Social Justice Initiative	1 staff
Oakland	CA	Department of Race and Equity	2 Staff
Portland	OR	Office of Equity and Human Rights	7 staff
San Antonio	TX	Office of Equity	3 staff
Seattle	WA	Race and Social Justice Initiative	8 staff
Tulsa	OK	Office of Resilience and Equity	1 staff

Table 6: Office of Equity Mission Statements

City	Office of Equity Mission Statements
Albuquerque	The mission of the Office of Equity and Inclusion is to Inspire and equip city government to make Albuquerque a national role model of embracing diversity as our greatest asset.
Asheville	The recently established Office of Equity & Inclusion was created to intentionally advance equity and inclusion in Asheville with racial and social equity as top priorities.
Atlanta	The Mayor's Office of Equity, Diversity and Inclusion leverages the combined power of government, private and non-profit partners, and communities to dismantle systemic inequities and barriers to opportunity. We work to create One Atlanta – a safe and welcoming city with world-class employees, infrastructure and services, an ethical, transparent, and fiscally responsible government, thriving neighborhoods, communities, and businesses and residents who are equipped for success.
Boston	Our department works to develop and implement Boston's Resilience Strategy. The strategy is a transformative, healing journey to ensure all of us have access and support to thrive from childhood to retirement in our daily lives and during major emergencies. We maintain a unique focus on social and economic resilience in a city affected by historic and persistent divisions of race and class. Our department also keeps an eye toward potential shocks the city may be exposed to.

Cambridge	The Department of Equity & Inclusion upholds and reaffirms the city's position and commitment to equal employment opportunity, and assists in creating and maintaining an inclusive workforce that is free from discrimination, harassment, and retaliation.
Cedar Rapids	The mission of the CR Employee Diversity, Equity and Inclusion Team is to create and sustain an inclusive environment that reflects the community we serve and where all employees feel valued.
Eugene	Eugene's Office of Human Rights & Neighborhood Involvement works to create an equitable, safe and welcoming community.
Evanston	The Office for Equity and Empowerment is intentional about and accountable for the advancement of equity, diversity and inclusion in programs, policies, services and employment in the City of Evanston.
Long Beach	The Office of Equity educates and supports City staff and elected officials to advance equity and ensure that all Long Beach residents have what they need to thrive.
Madison	Establish racial equity and social justice as core principles in all decisions, policies and functions of the City of Madison.
New York	To use evidence and innovation to reduce poverty and increase equity. NYC Opportunity advances research, data, and design in the City's program and policy development, service delivery, and budget decisions.
Oakland	To create a city where our diversity has been maintained, racial disparities have been eliminated and racial equity has been achieved.
Philadelphia	The City of Philadelphia is committed to building a government that mirrors, throughout its breadth and hierarchy, the diversity of its community, instills principles of racial equity in its policies, and that leverages opportunities for people of color in order to create equitable outcomes for all Philadelphians. As a unified community, we will face and dismantle the institutional and structural barriers that have held back many of our racially and ethnically diverse residents for far too long. The government and community, as partners, are dedicated to putting in place bold and courageous policies and practices that will permanently eliminate racial disparities, transform the City into a more racially equitable environment, and achieve social progress in promoting opportunities so that every Philadelphian thrives.
Portland	The Office of Equity and Human Rights provides education and technical support to City staff and elected officials, leading to recognition and removal of systemic barriers to fair and just distribution of resources, access and opportunity, starting with issues of race and disability.
Sacramento	To move forward with urgency and purpose the creation, implementation, and maintenance of a more equitable and inclusive City of Sacramento by facilitating the integration of greater representation, fairness, belonging, and care into our policies, protocols, practices, and workplaces.
San Antonio	We deliver quality City services and commit to achieve San Antonio's vision of prosperity for our diverse, vibrant and historic community.
Seattle	The Initiative's long-term goal is to change the underlying system that creates race-based disparities in our community and to achieve racial equity.

Tacoma	The mission of the Office of Equity and Human Rights (OEHR) is to achieve equity in our service delivery, decision making and community engagement. We will do this by identifying and eliminating the underlying drivers within our community that perpetuate racial inequity and provide opportunity and advancement for all. Ultimately, we want to change the way we do business as an organization and work with our community to make Tacoma a city that is welcoming, inclusive and accessible to everyone.
Toronto	The City will create an environment of equality in the government and in the community for all people regardless of their race, ancestry, place of origin, color, ethnic origin, disability, citizenship, creed, sex, sexual orientation, gender identity, same sex partnership, age, marital status, family status, immigrant status, receipt of public assistance, political affiliation, religious affiliation, level of literacy, language and/or socio-economic status. The City of Toronto will implement positive changes in its workforce and communities to achieve access and equality of outcomes for all residents and to create a harmonious environment free from discrimination, harassment and hate.

CITY OF LOS ANGELES OFFICE OF RACIAL EQUITY FRAMEWORK AND ACTION PLAN

With consideration of City Council’s direction, the vision of external and internal partners, key community led racial equity reports, takeaways from 33 offices of equity / racial equity nationwide, best practices and lessons learned from California’s leading equity offices, the impact of racial inequities on other underrepresented groups (e.g. women, people with disabilities, members of the Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual (LGBTQIA) community, and staffing and budgeting needs to actualize recommended programs and resources, CHRED presents the following framework and action plan for a five year roll out of the ORE.

Intentional consideration is given to phases that may be incorporated in the short term versus long term by fiscal year. This ORE model will advance racial equity in the City by aligning impacted residents' vision, values, and engagement to the City's vision, values, and investments through a collective impact approach in civic engagement. The success of this office is intentionally designed to include community-based organizations, in which constituents serve as leaders and collaborators in the ORE framework. Engaging agencies, organizations, and community leaders committed to working towards equity and inclusion will cultivate a diverse network of internal and external changemakers making measurable impact outcomes in our key equity indicators.

This framework allows residents to understand how policy and urban design impacts their lived experiences. It teaches them how to collaborate with City leaders towards improved equity outcomes and allows decision makers to see experience as expertise. As indicated by CHRED’S research, the result is a coordinated ecosystem with aligned mission, vision, and actions.

Mission Statement

The mission of the Office of Racial Equity is to propel the City’s commitment toward achieving equitable outcomes for internal and external stakeholders by proactively addressing systemic oppression and racism through culture, policies, practices, and programs with an intersectional framework, resulting in equitable opportunities and access for historically marginalized communities.

Vision Statement

We envision a City that authentically engages communities most harmed by systemic racism, as leaders and collaborators, in the process of identifying data, accessing and distributing public resources, and reforming policies that impact outcomes of civil, human rights, and equity.

Table 7: City of LA & Community Vision Alignment

City Council Policy Window	Community Vision
<p>Policy Analysis and Research &</p>	<p>Policy Analysis and Research, and Data Tracking, Monitoring & Evaluation will be support by CHRED’s Policy Equity Lens and are informed by impacted demographic experience in the following areas:</p> <p>Equity Indicators:</p> <ul style="list-style-type: none"> ● Health & Well-Being ● Housing & Built Environments ● Education, Access, & Attainment ● Economic Opportunity & Community Wealth ● Legal System & Policing ● Justice & Civic Engagement ● Procurement ● Zoning & Academics
<p>Data Tracking, Monitoring, & Evaluation</p>	<p>Policy Analysis and Research, and Data Tracking, Monitoring & Evaluation will be support by CHRED’s Policy Equity Lens and are informed by impacted demographic experience in the following areas:</p> <p>Equity Indicators:</p> <ul style="list-style-type: none"> ● Health & Well-Being ● Housing & Built Environments ● Education, Access, & Attainment ● Economic Opportunity & Community Wealth ● Legal System & Policing ● Justice & Civic Engagement ● Procurement ● Zoning & Academics
<p>Technical Assistance & Training</p>	<p>Provide technical assistance for City staff on racial equity concepts, policies, and practices that impact service delivery related to:</p> <p>Equity Indicators:</p> <ul style="list-style-type: none"> ● Health & Well-Being ● Housing & Built Environments ● Education, Access, & Attainment ● Economic Opportunity & Community Wealth ● Legal System & Policing ● Justice & Civic Engagement ● Procurement

	<ul style="list-style-type: none"> ● Zoning & Academics
<p>Civic Engagement</p>	<p>Develop programs that focus on improving and increasing political participation by communities historically marginalized and excluded from government decision-making, especially low-income communities of color. These programs will be aligned with CHRED’s robust Community Engagement, which prioritizes creating a climate of inclusion and empowerment by utilizing its major partners, including business, colleges and universities, philanthropy, Neighborhood Councils, and faith-based leaders.</p> <p>Develop programs that improve service delivery and outcomes relevant to:</p> <ul style="list-style-type: none"> ● Health & Well-Being ● Housing & Built Environments ● Education, Access, & Attainment ● Economic Opportunity & Community Wealth ● Legal System & Policing ● Justice & Civic Engagement ● Procurement ● Zoning & Academics <p>Establish a Community Justice Fund that is managed by the ORE to fund programs that heal communities from the harms of racial inequity as well as fosters community and intergenerational engagement, challenging anti-Black racism, Indigenous erasure, and other forms of institutional discrimination, while promoting the affirmation of Black people, Indigenous people, and other people of color. Although these programs will leverage CHRED’s current programming, they will be led by community-based organizations.</p>
<p>Community Racial Equity Advisory Committee (CREAC)</p>	<p>Establish a CREAC that informs and advises the ORE and holds it accountable to communities most impacted by Equity Indicators:</p> <ul style="list-style-type: none"> ● Health & Well-Being ● Housing & Built Environments ● Education, Access, & Attainment ● Economic Opportunity & Community Wealth ● Legal System & Policing ● Justice & Civic Engagement ● Procurement ● Zoning & Academics

Table 8: Action and Timeline

Policy Window	Action Plan Timeline	Performance Measurement
<p>ORE Leadership</p>	<p>Staff Positions</p> <ul style="list-style-type: none"> ● Senior Management Analyst II ● Senior Project Coordinator <p>Functions</p> <p><u>Senior Management Analyst II</u></p> <ul style="list-style-type: none"> ● Reports to CHRED’s General Manager; ● Manages strategic alignment with internal compliance and stakeholders; ● Directs Administrative Strategy and Functions; ● Manages administrative support team; and ● Supports the management of the program and operations <p><u>Senior Project Coordinator</u></p> <ul style="list-style-type: none"> ● Manages strategic alignment with action plans and external stakeholders; ● Reports to Senior Management Analyst II ● Support management of programs and operations teams ● Supports the management of the administrative support team ● 	<p>After the ORE action plan is submitted and approved by City Council, these are the next steps:</p> <ul style="list-style-type: none"> ● Hire a Senior Management Analyst II ● Hire a Senior Project Coordinator
<p>Policy Analysis and Research</p>	<p>Staff Positions</p> <ul style="list-style-type: none"> ● Two Policy Analysts <p>Functions</p> <ul style="list-style-type: none"> ● Develop racial equity policy and program analysis toolkit to support the implementation of anti-racist legislation. This will function as an equity lens for department budgets and racial equity action plans; ● Monitor, support, and align racial equity strategic plans, goals, and objectives across County, State, and Federal levels; ● Develop a narrative based strategy, bridging data and lived experience of impacted communities; ● Conduct an annual racial equity audit of the City budget; ● Work with the CLA to incorporate equity analysis into the legislative review process. <p>Timeline: FY 2022-2023 thru 2024-25</p>	<ul style="list-style-type: none"> ● Hire two policy analysts ● Create and codify legislative equity toolkit ● Complete an annual equity audit of the City budget

<p>Data Tracking, Monitoring, and Evaluation</p>	<p>Staff Positions</p> <ul style="list-style-type: none"> • Data Scientist • Data Analyst <p>Functions</p> <ul style="list-style-type: none"> • Collect and report on relevant internal and external equity impact and outcomes; • Create and analyze relevant data indexes; • Support the development of a narrative based connection between data and lived experience of impacted communities. <p>Projects/Programs</p> <ul style="list-style-type: none"> • Build and manage Racial Equity Hub site; • Develop maps to display geographical representations of key indicator data; and • Support relevant council action related to racial equity. <p>Timeline: FY 2023-24 thru 2024-25</p>	<ul style="list-style-type: none"> • Hire data-focused employees • Launch the racial equity hub • Develop GIS mapping systems
<p>Technical Assistance and Training</p>	<p>Staff Positions</p> <ul style="list-style-type: none"> • Diversity, Equity, and Inclusion (DEI) Manager • Department Liaison <p>Functions:</p> <ul style="list-style-type: none"> • Develop DEI curriculum for City departments focused on service delivery; • Facilitate Implicit Bias/DEI training for each department; and • Engage departments' Racial Equity Officers to support racial equity audit deliverables. <p>Projects/Programs</p> <ul style="list-style-type: none"> • Managing Diversity, Equity and Inclusion training and program development; • Assessing equity in delivery of City services; and • Collaborating with City Departments to identify leading/supporting roles and responsibility for each component of technical assistance and training. <p>Timeline: FY 2024-25 thru 2025-26</p>	<ul style="list-style-type: none"> • Hire a DEI Manager; • Hire one Department Liaison; • Transfer ED27 baseline study contract from Mayor's Office to ORE; • Review and assess racial equity baseline study and identify data gaps for further inquiry; and • Execute training support for DEI department representatives with an emphasis on service delivery.

<p>Civic Engagement</p>	<p>Staff Positions</p> <ul style="list-style-type: none"> • Community Engagement Specialist • Program/Project Manager • Grant Maker/Fund developer <p>Functions</p> <ul style="list-style-type: none"> • Increase the eligibility pool of certified minority, women, and disadvantaged owned businesses in the Regional Alliance Marketplace for Procurement (RAMPLA); • Develop programs to engage Small Private Companies in DEI/cultural competency training; • Fundraise from philanthropy; and • Grant making <p>Projects/Programs:</p> <ul style="list-style-type: none"> • L.A. REPAIR Participatory Budgeting • Peace and Healing Centers • RENEW Task Force • Liaison to Community Racial Equity Advisory Committee <p>Timeline: FY 2023-24 thru FY 2026-2027</p>	<p>Once the ORE action plan is submitted and approved by City Council, these are the next steps:</p> <ul style="list-style-type: none"> • Established MOU with Bureau of Contract Administration in relation to increasing the eligibility pool of Minority, Women, and Disadvantaged Enterprises; • LA RENEW Task Force cycle completion; • LA REPAIR cycle completion; • Event calendar for community engagement DEI/cultural competency programs; • Strategic Plan for fundraising; • Grant making program rollout; and • Hire community engagement specialist, program manager, and Development Director.
<p>CREAC</p>	<p>Staff Positions</p> <ul style="list-style-type: none"> • Two Working Group Staff Liaisons <p>Functions:</p> <ul style="list-style-type: none"> • To establish a working group partnership with community leaders and organizations, in order to facilitate a collective impact approach to finding solutions for the ORE priorities around its core functions and indicator areas; • To use a narrative based strategy approach to collaborate in policy and urban design changes that engage communities' leaders and organizations in a legislative road mapping process. By leveraging the community informed legislative canvas and legislative roadmap, the community will be empowered to constructively engage in the legislative process and the city of Los Angeles will be better informed to align legislation to the community vision; and • Coordinate community centered multi-stakeholder alignment and develop implementation strategies for policies, programs, and processes that move the work of the ORE forward. 	<p>Once the ORE action plan is submitted and approved by City Council, these are the next steps:</p> <ul style="list-style-type: none"> • Hire two Staff Liaisons; • Execute regular CREAC working group meetings; and • Develop administrative documents that orient working groups on the tools, resources, and structure of working group functions, responsibilities, and authorities.

	<p>Projects/Programs</p> <ul style="list-style-type: none"> ● Monthly Working Group meetings to: <ul style="list-style-type: none"> ○ Develop legislative targets using legislative canvas and ORE indicator priorities; ○ Facilitate legislative roadmap in coordination with CREAC and other stakeholders; and ○ Support the development of community-centered legislative proposals that address the ORE indicator priorities; ● Support the development of maps to display geographical representations of key indicator data in reference to legislative proposals; and ● Support and inform CREAC on relevant council action related to its legislative proposals. <p>Timeline: FY 2023-24</p>	
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Table 9: Staffing and Budget

This table reflects CHRED’s ORE budget and staffing recommendations, which may be recalibrated as needed. The CAO also provides staffing and budget recommendations, which is available in Addendum I.

Policy Window	Personnel Budget	Other Budget Considerations
Executive Functions	Management Analyst II \$115,257 - \$168,501 Senior Project Coordinator \$84,146 - \$123,045 FY 2023-24	FY 2023-24 thru FY 2027-28 <ul style="list-style-type: none"> ● Staff Development ● Projects/Programs ● Software ● Digital Inclusion ● Language Access ● Consulting
Policy Analysis and Research	Management Analyst I \$93,083 - \$136,095 Management Assistant \$53,870 - \$78,780 FY 2023-24	

<p>Data Tracking, Monitoring, and Evaluation</p>	<p>Data Analyst II \$93,688 - \$136,931 FY 2023-24</p> <p>Geographic Information Systems Specialist: \$77,151 - \$112,793 FY 2024-25</p>	
<p>Technical Assistance and Training</p>	<p>Senior Project Coordinator \$84,146 - \$123,501 FY 2023-24</p> <p>Department Liaison(s) FY 2025-2027</p>	
<p>Civic Engagement</p>	<p>Two Human Relations Advocates \$72,808 - \$106,446 FY 2022-23</p> <p>Management Analyst \$75,690 - \$110,643 FY 2024-25</p>	
<p>CREAC</p>	<p>Human Relations Advocate: \$72,808 - \$106,446</p> <p>Commissions Executive Assistant: \$75,690 - \$110,643 FY 2022-23</p>	

Table 10: Measuring Impact

This table reflects the ORE qualitative and quantitative impact measurements.

Policy Window	Qualitative and Quantitative Metrics
Policy Analysis and Research	<ul style="list-style-type: none"> ● Departments use budget assessment equity tool ● Cross departmental collaborative initiatives and projects ● Local county, state, and federal policy alignment ● Community vision and legislative alignment ● Policies and motions passed, led, or processed using equity lens ● Documents converted into language accessible format ● Efforts to improve digital inclusion
Data Tracking, Monitoring, and Evaluation	<ul style="list-style-type: none"> ● Equity impacts and outcomes by department ● Equity programs and projects by department ● Data indexes, programs and resources added to Racial Equity Hub (REH) ● Services accessed through the REH ● Media mention, citations and references of the REH ● GIS mapping of key equity indicators ● Documents translated to multiple languages ● Measured improvement in digital inclusion
Technical Assistance and Training	<ul style="list-style-type: none"> ● Develop and contribute to city wide training curriculums ● Facilitate DEI training ● Support Racial Equity Officers (REOs) ● Establish civil service classification for REOs ● Cross agency collaboration ● Recalibrate existing City programs achieve equity ● Service delivery CE improvements ● Increase language access ● Improve digital inclusion
Civic Engagement	<ul style="list-style-type: none"> ● Increase the eligibility pool of certified minority, women, and disadvantaged owned businesses in the Regional Alliance Marketplace for Procurement ● Increase language accessibility ● Improve digital inclusion. ● Number of Companies engaged in DEI/cultural competency training ● Fundraise from philanthropy ● Develop and execute grants ● LA REPAIR Participatory Budgeting ● Peace & Healing Centers

CREAC	<ul style="list-style-type: none"> ● Lived experience narrative connected to impacted data collection and reporting ● Engage impact residents ● Increase engagement of equity indicators in geographically impacted areas ● Language accessibility ● Improve digital inclusion
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City of Los Angeles Racial Equity Efforts

Through internal stakeholder working group engagement, CHRED identified Mayoral directives and City Council motions related to racial equity for various offices and departments. Through an analysis of these directives and motions, the working group identified leading and supporting roles among the various departments and offices who have been tasked with delivering similar or parallel equity initiatives for the City. Below is a high-level overview of executive directives and council motions that are led by other departments and divisions but will be supported by Los Angeles’s Office of Racial Equity Action Plan. An addendum is attached with a complete list.

- The Personnel Department is leading staff training on racial issues and bias, as well as other forms of inequity. They are supported by other departments, including CHRED, through the Technical Assistance & Training Function from the proposed ORE framework. In 2021, the Personnel Department’s Office of Workplace Equity (OWE) launched a Citywide Implicit Bias Training for City employees. In 2023, OWE plans to work with ORE to update the existing implicit bias training for City employees.
- The Bureau of Contract Administration (BCA) is leading the work to advance equity in government procurement policies and practices. They are supported by other departments, including CHRED, through the Technical Assistance & Training Function of the proposed Office of Racial Equity framework.
 - BCA has continued to champion and shepherd City procurement policies and procedures that promote contracting equity and opportunity through Business Inclusion (Mayor’s Executive Directive 14) and procurement preferences. This includes overseeing the City’s centralized certification application processes for local and small businesses, including, but not limited to: minorities, women, and disadvantaged, transitional employers, to maximize contracting opportunities for Federal, State and City programs. Additionally, BCA is leading the Community Level Contracting initiative, which provides contracting opportunities for small businesses through the unbundling of larger projects into small, manageable contracts for businesses with limited economic capacity.
 - BCA also provides data transparency with local hiring efforts on construction projects that contain targeted hiring requirements. The Bureau oversees over 75 active projects covered by the Project Labor Agreements for the Department of Public Works (DPW), Los Angeles Department of Water and Power (DWP), Port of Los Angeles and Proposition HHH. In doing so, BCA has committed to providing public access to real-time data on the local hiring efforts of these projects through dashboards on its website, including, but not limited to: City residents, apprentices,

transitional workers and wages reinvested into our communities. Further, a demographics dashboard showcases the same projects, allowing the public to see specific descriptions of who is performing work on these projects, including, but not limited to: gender, trade, skill level, and transitional worker criteria. While State and City policy precludes the discrimination or preference of hiring, the transparency of this data allows one to ask the questions of how equity is being applied to these projects, both individually and collectively.

- Data collection on equity is being led by individual City departments and supported by CHRED through its Policy Equity Lens and the Data, Tracking, and Monitoring Evaluation Function of the proposed ORE framework. Currently, CHRED works closely with the Mayor's Office of Economic Opportunity in the development of a Racial Equity Hub, which will house city departments Racial Equity Plans as well as data related to the progress of City programs and policies that address racial equity.
- The Chief Administrative Office - Equity Performance Management and Innovation Division will work with Community Investment for Families Department (CIFD), CHRED including ORE, and Personnel to create an Equity Index to identify and measure internal equity-related practices.
- CHRED's Discrimination Enforcement Division will lead external compliance of equal opportunity enforcement for the City in private commerce, education, employment and housing while the Personnel Department will lead the City's internal equal opportunity efforts. The Office of Racial Equity will support the development of the internal implicit bias training through the Technical Assistance and Training function.

RECOMMENDATIONS

1. APPROVE the proposed Office of Racial Equity framework and five-year action plan, as set forth in Council's action (C.F. No. 19-1470), to be established to operate under the Civil, Human Rights, and Equity Department.
2. INSTRUCT the City Attorney, with assistance from the Civil, Human Rights and Equity Department, Office of Chief Legislative Analyst, and any other city department as necessary to draft a racial equity ordinance that: 1) creates the Office of Racial Equity under the purview of the Civil, Human Rights, and Equity Department and 2) establishes Citywide definitions and specific approaches necessary to implement and achieve equity principles to be embedded as a core element of the goals, objectives and strategies of the City.

FISCAL IMPACT

There is no fiscal impact with the submission of this report.

CAPRI MADDOX, ESQ.
General Manager

CM:DP:rh:jg:nb

ADDENDUM I - CAO Personnel & Budget Summary

The City Council adopted Motion (Wesson, O 'Farrell, Harris-Dawson-Koretz; C.F.19-1470) on December 19, 2019, instructing the City Administrative Officer (CAO), with assistance from the CHRED to present a report with a budget and staffing plan for the establishment of the ORE within CHRED. The motion as adopted specified the ORE to execute five operational functions: 1. Policy Analysis and Research, 2. Data Monitoring, Tracking and Evaluation, 3. Civic Engagement, 4. Technical Assistance and Training, and 5. Creation of a Community Racial Equity Advisory Committee. Using feedback from community stakeholders and representatives from the Chief Legislative Analyst (CLA), Bureau of Contract Administration (BCA), Personnel, and the CAO, the CHRED developed an action plan designed to categorically satisfy the goals, objectives and functions as presented by the Council motion.

Present Resources

As of May 6, 2022, CHRED has the following three position authorities and resources allocated to the ORE.

<u>No.</u>	<u>Class Code</u>	<u>Class Title</u>	<u>Status</u>
1	9171-1	Senior Management Analyst I	Vacant
1	9207	Human Relations Advocate	Filled
1	1358	Administrative Clerk	Filled

During the Fiscal Year 2022-23 Proposed Budget Process, Mayor Garcetti and Council added resolution position authority and six-months funding for the following positions to provide racial equity work and support for CHRED.

<u>No.</u>	<u>Class Code</u>	<u>Class Title</u>
2	9184-0	Management Analyst
2	9207-0	Human Relations Advocate

Proposed Staffing

To create an expansion framework for the ORE, the CHRED proposes the following ten positions for the year 2022-23.

<u>No.</u>	<u>Class Code</u>	<u>Class Title</u>	<u>Function</u>
1	9171-2	Sr. Management Analyst II	Executive Leadership
1	1583-0	Sr. Project Coordinator	Executive Leadership
1	9184-0	Management Analyst	Policy Analysis and Research
1	1539-0	Management Assistant	Policy Analysis and Research
1	1779-1	Data Analyst	Data Monitoring Tracking & Evaluation
1	7213-0	Geographic Information Systems Spec.	Data Monitoring Tracking & Evaluation
2	9207-0	Human Relations Advocate	Civic Engagement
1	9207-0	Human Relations Advocate	CREAC
1	9734-1	Commission Executive Assistant	CREAC

Budget

The following table presents both the current funded positions at the ORE with the addition of a nine-month funding option for the requested 10 positions in the CHRED proposal.

QTY	Months	Class Code	Classification	Direct Cost	Indirect Cost	Total
1	12	9171-1	Sr. Management Analyst I	\$116,689	\$53,455	\$170,144
1	12	9207	Human Relations Advocate	\$104,525	\$49,350	\$153,875
1	12	1358	Administrative Clerk	\$50,823	\$31,226	\$82,049
3			Salaries Subtotal	\$272,037	\$134,031	\$406,068
1	9	9171-2	Sr. Management Analyst II	\$87,516	\$44,709	\$132,225
1	9	1538	Sr. Project Coordinator	\$79,120	\$41,787	\$120,906
1	9	9184	Management Analyst	\$71,141	\$39,009	\$110,151
1	9	1539	Management Assistant	\$47,224	\$30,684	\$77,907
1	9	1779	Data Analyst	\$72,269	\$39,402	\$111,671
1	9	7213	Geographic Information Specialist	\$72,527	\$39,492	\$112,019
3	9	9207	Human Relations Advocate	\$235,181	\$96,112	\$331,293
1	9	9734	Commission Executive Assistant	\$71,141	\$39,009	\$110,151
10			Salaries Subtotal	\$736,120	\$370,203	\$1,106,323
13			Grand Total	\$1,008,157	\$504,234	\$1,512,391

ADDENDUM II - Citywide Equity Centered Council Motion Requests

BUDGET

- **City Administrative Officer (CAO)** as well as the Chief Legislative Analyst (CLA) to prepare a plan to reform the city's Capital Improvement Expenditure Plan. This plan should assess infrastructure conditions and need across the city, including through consulting existing planning documents and reports, and align current and future funding across city departments to address them. It should also prioritize equity, particularly for low-income communities of color. ([C.F. 21-0039](#))
- **CAO** (Equity Performance Management and Innovation Division) will work with Community Investment for Families Department (CIFD), CHRED and its ORE, and Personnel to create an Equity Index to identify and measure internal equity-related practices. ([Budget Instructions - Ex H, Sec 220\(b\), pg 35](#))

COMMUNITY SPORTS

- **CHRED** and the Commission on the Status of Women (CSW), with the assistance of the City Attorney, to report to Council with options to establish gender equity policies in sports, a whistleblower program to expose unfair practices, and a process to encourage the hiring of more women as sports executives. ([C.F. 21-0338](#))

CITY LANGUAGE/ HATE SPEECH

- **CHRED**, with the assistance of the CLA and community organizations, local educational institutions, and other relevant non-profit organizations as appropriate, to report with recommendations relative to an official updated terminology and definition for the current "LGBT" initialism to be more inclusive and encompass the variety of gender and sexual identities, gender expression, and sexual orientation that shall be used in any and all official City documents. ([C.F. 21-0767](#))
- **CHRED** to coordinate with other City departments, including without limitation, LA Sanitation & Environment Department, the Department of Cultural Affairs, and Los Angeles Department of Transportation, to initiate a public messaging campaign, in collaboration with artists from the AAPI communities, against anti-AAPI hate speech. ([C.F. 21-0333](#))

ECONOMIC STABILITY

- **CHRED** and other relevant departments be instructed to develop a Plan to address barriers to economic stability among African Americans. This plan should include but not be limited to recommendations for improving existing policies, processes, and practices that may prevent African Americans from entering and advancing within City departmental career ladders and the development of procedures that best advance and sustain Citywide and departmental equity commitments; recommend strategies for developing and

enhancing culturally-tailored opportunities that increase African Americans' access to career pathway jobs, encourage entrepreneurship and promote small business growth across the City of LA; and a work plan that facilitates the implementation of LAHSA's Ad Hoc Report on Black People Experiencing Homelessness, including improved delivery of culturally sensitive homeless and supportive services and expanded access points such as multi-disciplinary street outreach items, libraries, crisis housing, faith communities, mobile showers and barber shops, where Black people who are homeless or at risk of homelessness can safely and effectively connect to services and housing; and the "No Going Back LA" Report, a regional agenda for systemic change, to establish baseline data to track and evaluate implementation of the recommendations. ([C.F. 21-0702](#))

EMPLOYEE LIFE CYCLE

- City Council to inform the **CAO and the Personnel Department**, with the assistance of the Chief Equity Officer, to utilize the data in "Diversity with Equity: Achieving Fairness at the City of Los Angeles," and report with an assessment of (1) whether there are disparate impacts along the lines of race in hiring and promotion, (2) identifying where such impacts are occurring, and provide recommendations on how the City should address said issues. ([C.F. 21-0150](#))
- **CIFD** - work with the Personnel department to examine disparate impacts of race in hiring and promotion and to provide recommendations to address issues where necessary. (Unable to find Council File Number)
- **The Chief Equity Officer, the CAO, and the Personnel Department** will conduct a thorough study to determine whether there are disparate impacts along the lines of race in City hiring, promotion, and contracting, and where such impacts are occurring. ([Executive Directive 27](#)).
- The largest City departments, as specified in the August 5, 2020 Controller's report, attached to the Council file, to submit annual reports on their efforts to attract, recruit, hire, and retain more women, including women of color, transgender women, and non-binary individuals, to all levels of City government, including entry level jobs that traditionally have been dominated by men. ([C.F. 20-0970](#))
- **The Personnel Department**, with the assistance of the Human Relations Commission (HRC) and the CSW, to create a working group of City officials, community and labor partners tasked with designing a clear pathway to help women, including women of color, transgender women, and non-binary individuals, participate in all job classifications and promotional opportunities, focused on higher paying jobs with access to overtime. ([C.F. 20-0970](#))
- **The Personnel Department**, with the assistance of the HRC and the CSW, to develop a strategic plan with clear goals to better recruit, hire, develop, and retain women in

departments across the City, including women of color, transgender women, and non-binary individuals. ([C.F. 20-0970](#))

- Each General Manager and Head of Department/Officer shall also prepare a contingency plan including recommendations for implementing affirmative action programs across all departmental functions, including, but not limited to, recruitment, hiring, training, retention, promotions, and contracting. The plans should also identify any anticipated challenges, including a reporting and auditing component, and designate staff who will be principally charged with administering the proposed plan by September 16, 2020. ([Executive Directive 27](#)).
- **LADWP**, with the assistance of the Personnel Department, CAO, CLA, and labor partners, create a long term hiring and workforce plan that coincides with a pathway identified in the LA 100 study, which focuses on ensuring project labor agreements, prevailing wage and targeted hiring requirements, and increases hiring from city neighborhoods in environmentally and economically disadvantaged communities. ([Equitable Workforce Motion](#))

EXTERNAL BARRIERS

- **CHRED**, with the assistance of the CAO and CLA, as well as the services of an outside agency or research institution, be instructed to produce a Racial Equity Audit of existing City programs, policies, and practices to determine whether African Americans and other underserved communities face systemic barriers in accessing benefits and opportunities available across the City. CHRED shall provide a report to the Council, in collaboration with community stakeholders, reflecting findings on potential barriers that African Americans and underserved communities may face to enroll in and access City services and programs; potential barriers that African Americans and underserved communities may face to secure procurement and contracting opportunities; and the sufficiency of institutional resources available to City departments, commissions and agencies to effectively advance equity and increase investment in underserved communities, and an assessment of whether adjustments or additional resources and/or support is necessary (C.F. 21-0702)

PAY EQUITY

- City Council to instruct the **Personnel Department** and request the Chief Equity Officer to report in regard to how the data in “Diversity with Equity: Achieving Fairness at the City of Los Angeles” will be used to inform and support current and future efforts by the City’s Racial Equity Task Force, to develop an action plan to further increase diversity in the City’s workforce and address the pay gap among employees of color. (C.F. 21-0150)
- City Council to instruct the **Personnel Department** to (1) report annually with an update of demographic information of the City’s full-time employees, including data related to workforce composition and average earnings by race and gender in order to measure the

impact of City efforts to increase diversity and equity in the workforce; (2) update and publish this information on the City's website so that the information is regularly available to the public; (3) report to the Council in regard to date from other major cities that gives a comparison in the area of pay equity as well as details about any programs that said cities may have to facilitate pay equity. (C.F. 21-0150).

- Instruct the **Personnel Department** to report to Council in regard to date from other major cities that gives a comparison in the area of pay equity as well as details about any programs that said cities may have to facilitate pay equity. (C.F. 21-0150)

VARIOUS/MISC

- Creation of the Racial Equity Task Force, which shall include the departmental Racial Equity Officers and representatives from, and designated by, the Mayor's office. The Task Force shall coordinate with the Chief Equity Officer and the Civil Human Rights Commission to fulfill the City's responsibilities under the City's Civil and Human Rights Ordinance; and review and provide feedback on all strategies submitted under this ED, identify additional goals, and form working groups, as appropriate, to enhance the City's efforts to promote diversity and equity ([Executive Directive 27](#)).
- **CHRED** to review racial equity programs in other cities, and with the assistance of the Personnel Department, the Bureau of Contract Administration, the CLA, CAO, and any other necessary City department, report to Council on the feasibility of implementing components of other cities' racial equity programs into an internal City racial equity strategy giving consideration to what may be incorporated in the near term versus the longer term. Consideration may be focused on City employee hiring and promotion; contracting; staff training in diversity, inclusion, and racial bias; and the impact of implicit bias on the policy-making and budget process with respect to City programs and services, while also taking into account the impact of racial inequalities on other underrepresented groups such as people with disabilities, members of the Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Assexual (LGBTQIA) community, women, and transgender and non-binary individuals. (CF 19-1470/ 20-0761).
- **CHRED** to report to Council on the framework of the ORE under the purview of CHRED, an action plan for the incorporation of Policy Analysis and Research; Data Monitoring, Tracking, and Evaluations; Civic Engagement; Technical Assistance and Training; and Community Racial Equity Advisory Committee. (CF 19-1470/ 20-0761)
- Request proprietary departments such as the LADWP, LAWA, Port of Los Angeles, Housing Authority of the City, and the LA Homeless Services Authority, to adopt similar racial equity plans consistent with those adopted by the City Council. (CF 19-1470/ 20-0761)
- Office of Racial Equity within **CHRED** to report back to the City Council with an equity framework that can be used by all departments in providing victim compensation in the

event of a city-caused accident or disaster. Such a framework should include considerations of public notifications in accessible forms and languages, a framework for providing compensation and assistance, and a culturally informed approach to ensuring safety in surrounding communities. (C.F. 21-0911)

- City Attorney be request to prepare and present an Ordinance designed to strengthen the Mayor's Executive Directive No. 27 as follows: establish a Racial Equity taskforce within the **CHRED** to collect and assess data annually on outcomes across departments and present findings annually to the Council; require all City General Managers to submit Racial Equity Plans and identify at least one goal each year that strengthens organizational capacity for cultural competency and vigilance to reduce racial stigma, inequality, and implicit bias within their respective departments; and require all City General Managers to designate a Racial Equity Officer, whose annual work plans should be made publicly available on City websites to ensure transparency and accountability. (C.F. 21-0702)
- Digital Divide and Inclusion: A series of Motions instructing the CAO, along with the CLA, the Information and Technology Agency (ITA) and the Bureau of Street Lighting (BSL), to report on best practices for the creation of a Digital Equity Plan, a Digital Inclusion Fund and deployment of smart poles and other broadband co-locations. (C.F. Nos. 19-0665, 19-0665-S1, 21-0600-S46, 21-0879)