

COUNTY OF LOS ANGELES COMMISSION ON HUMAN RELATIONS

2025-2030 STRATEGIC PLAN **DRAFT**

MISSION, VISION, AND VALUES

OUR MISSION

The Commission on Human Relations champions human rights as the foundation for cultivating healthy relations. We bring people together across boundaries of diverse identities and histories to transform prejudice into acceptance, inequity into justice, and hostility into peace in Los Angeles County.

OUR VISION

We envision a County where...

- Human relations are at their best because fundamental human rights have been met for everyone and all groups, including our most basic human needs for safety, food, clothing, shelter, access, education, health care, free expression, and a voice in governance.
- All people and groups enjoy an equal opportunity to realize our full potential to do good for ourselves and our communities, unrestricted by personal, institutional, or structural prejudice or discrimination, or abuse of power.
- It is the norm to value and draw upon cultural diversity to enrich all aspects of all our lives, and to understand and appreciate individual differences and commonalities as well, so that everyone feels a sense of belonging.
- We enjoy enduring harmony in our intergroup and interpersonal relations, resulting in increased cooperation and collaboration between people, organizations, and institutions.
- Our County government leads and models the highest level of respect for civil liberties, human rights, and the intrinsic dignity of every human being through its policy and budgetary priorities and practices.

OUR CORE VALUES AND GUIDING PRINCIPLES

Justice and Human Rights: We strive for justice for all. We believe the foundation of positive human relations is to treat everyone with respect that affirms the intrinsic dignity of every human being. This includes and requires protecting and fulfilling their fundamental human rights.

Diversity and Inclusion: We respect and celebrate the splendid diversity of human cultures, identities, and expressions. We seek mutual understanding and the full acceptance and inclusion of everyone in the essential aspects of community life.

Understanding and Compassion: We listen intently in order to empathize with others' points of view. We know that when we seek to understand their perspectives, our compassion for all people grows.

Cooperation and Collaboration: We are interdependent. We share power through collective impact because we know that none of us succeeds alone. Together, we are stronger.

Non-violence: We believe in the general principle of non-violence, knowing that violence begets violence. We must continually learn, practice, and teach how to express dissatisfaction, resolve conflicts, and achieve positive change peacefully, with respect for human dignity and without resorting to violence.

Concrete Results and Deliberate Process: We persevere to discover and devise solutions that bring about real change. We know that the process through which change is created is as important as the results. The ends never justify the means. We consciously employ processes that respect and reflect our values.

Capacity Building and Empowerment: We believe that all our work is more effective, meaningful, and long lasting when we emphasize building capacity and empowering communities toward self-determination.

HUMAN RELATIONS WORK

“Human Relations” is the study and promotion of healthy interpersonal and intergroup relationships through both intervention and prevention. Healthy relationships are resilient and collaborative. And they manage conflict in ways that the relationships are strengthened rather than weakened. The fullest possible expression and experience of Human Rights are necessary for healthy intergroup relationships.

Human Relations specialists

- promote understanding and fulfillment of human rights for all;
- work to ensure equitable distribution and use of power;
- help bridge separations between groups so they value their differences and trust one another’s intentions for collaboration to generate genuine equity;
- and elevate the experiences, voices, and empowered engagement of those who are being excluded or have been disadvantaged.

“Human Rights” are foundational, inalienable, indivisible freedoms, protections, and benefits to which all individuals and groups are entitled as human beings. They are based on the equal value of every person.

Key features of Human Relations work are highlighted in our establishing ordinance and include:

- Eliminating prejudice, intolerance, discrimination, inequity, and their effects
- Promoting public health, welfare, and security
- Promoting good will
- Fostering attitudes which lead to civic peace and intergroup understanding
- Promoting equal opportunity and full acceptance of all persons
- Fostering mutual understanding and respect among all population groups
- Identifying and helping resolve human relations problems

STRATEGIC PRIORITIES AND GOALS

Priority 1: Monitoring and Advocating for Human Rights

Human rights are the cornerstone of a just and equitable society. They are foundational freedoms, protections, and benefits to which all individuals and groups are entitled, such as life, liberty, self-determination, and fair process. They are based on the equal dignity and value of every person as a human being. Human rights include civil rights, which are limited to what is guaranteed by our government. Protecting and upholding human rights is essential for cultivating harmonious human relations. And cultivating healthy relations is crucial to securing human rights. It is especially clear at this time in our history that we cannot take human rights for granted. So, we advocate for and work to ensure the full realization of these rights for every individual and all peoples in Los Angeles County. To accomplish this, we will prioritize educating County, city, and community partners about the essence and importance of internationally recognized human rights while implementing impactful initiatives to support their fulfillment. We will align these efforts with the Board of Supervisors' Strategic Priorities. Examples may include County approval of international human rights instruments not yet ratified by the federal government and development and implementation of initiatives to address gaps in fulfilling instruments already in force. Our work focused on this priority will aim to bridge policy and practice, ensuring that Los Angeles County leads in upholding and advancing human rights. By integrating human rights principles into local governance, we will help to build a more just, equitable, and inclusive future for all County constituents.

“Human rights instruments” are documents that describe human rights with principles and practices for protecting them. These documents detail important standards and promote international cooperation. Some of them are treaties, which may be called conventions or covenants, that are legally binding for governments that ratify them.

Goal 1.1

By June 30, 2027, publish an annual “State of Human Rights in LA County” report that evaluates fulfillment of human rights in LA County, with emphasis on the Board of Supervisors’ strategic priorities.

Goal 1.2

By June 30, 2030, provide the Board of Supervisors with actionable recommendations on at least two major policy and/or practice changes that advance the fulfillment of human rights in LA County.

Priority 2: Documenting, Preventing, and Responding to Hate

Both criminal and noncriminal acts of Hate violate LA County's core values of Inclusivity, Compassion, and Equity. They also violate internationally recognized rights for all people to security of person and home, equality without discrimination based on identity or origin, protection from being targeted by efforts to incite hostility, freedom of religious

*We define **Hate** with a capital "H" as "bias-motivated hostility". It can also be identified as "identity-based hate". This distinguishes it from the more familiar understanding of hate as common dislike or animosity regardless of motivation.*

practice, and protection from attacks on honor or reputation. The personal and societal damage that Hate produces is ethically unacceptable. We have documented the substantial incidence and multi-year increase in Hate activity in LA County and have greatly improved prevention and response. Moving forward, we will continue to prevent and respond to Hate by

- monitoring Hate acts;
- rigorously and thoroughly analyzing Hate activity;
- making information about Hate activity publicly accessible online;
- providing safe, reliable ways to report Hate;
- helping those people and communities most affected by Hate with access to needed supportive resources;
- engaging our leadership and communities to understand Hate-motivated hostility;
- sharing research on root causes and effects of Hate in LA County;
- and cultivating solidarity to challenge Hate in any form with collaboration to eliminate it.

Our efforts will include focusing on areas where Hate is happening most with visible signage and organizing coalitions to establish a culture against Hate; continuing to build skills, strength, and intergroup solidarity of our diverse networks of anti-Hate community partners; and increasing participation in LA vs Hate events, such as United Against Hate Week, trainings, and other key initiatives. Engagement of our communities will

include leveraging major sporting events to educate attendees about LA vs Hate and how to report Hate. The aim is to eradicate Hate by

- reducing its normalization,
- producing more accurate reporting,
- giving special attention to address cyberbullying and other forms of online hate,
- empowering communities to report,
- expanding services and support for affected people and communities,
- and building awareness of programs and resources with enhanced marketing, branded materials, and amplified presence on social media.

Goal 2.1

Between July 1, 2025 and June 30, 2030, expand knowledge about Hate activity in LA County by compiling, analyzing, and reporting annually on both Hate crimes and Hate incidents in LA County.

Goal 2.2

Between July 1, 2025 and June 30, 2030, engage each year at least 100 groups, organizations, and government units in Hate prevention and response.

Goal 2.3

Between July 1, 2025 and June 30, 2030, at least 70% of people we serve who have been targeted by Hate and respond to our requests for feedback report that our support helped them address what they experienced.

Priority 3: Fostering Equity and Wellbeing in LA County's Justice Ecosystem

Justice ecosystems are networks of institutions, policies, and practices interacting with social, economic, and environmental factors to shape public safety, crime, and judicial outcomes. Deeply rooted inequities in LA County's justice ecosystem

continue to perpetuate cycles of violence and discrimination as well as legal estrangement in many of our communities.

These conditions are in contrast to LA County's core value of Equity and the Board of

"Legal estrangement" is the deep, oppressive condition that erodes trust of overlooked, excluded communities toward legal institutions. Rooted in historic and comprehensive injustice, it explains feelings of disconnection and alienation that individuals and communities experience from the legal system, law enforcement, and government.

Supervisors' strategic priorities to reduce the use of jails and fight racism in all its dimensions. Fundamental human rights are unprotected when police misconduct, violence, and recidivism can be predicted by race, gender, class, religion, sexual orientation, or other protected characteristics. Our Transformative Justice work challenges these conditions by addressing root causes of harm, fostering collective healing and transformation, and developing alternative community safety infrastructures that prioritize wellbeing and harm-reduction. This work includes engaging community stakeholders in shaping policies and practices through the collection and dissemination of narratives that reflect lived experiences. Our intent is to challenge policies and practices that contribute to long-term, persistent, widespread violence and deny people opportunity, resources, and power to design and control safety in their own communities. Our vision is safety and justice that center community-driven, trauma-informed approaches. By enhancing community safety infrastructure, dismantling the school-to-prison pipeline, addressing policing inequities, and fostering generational healing from trauma caused by criminal justice inequity, we aim to redefine public safety as a cooperative, community-centered endeavor.

Goal 3.1

By June 30, 2030, achieve transformational system changes that advance justice in LA County's criminal justice ecosystem for each of at least three communities: one affected by poverty, one affected by widespread, persistent policing inequities, and one experiencing one or more other forms of exclusion or injustice.

Goal 3.2

Between July 1, 2025 and June 30, 2030, engage at least three LA County units, cities, or organizations annually in capacity-building initiatives, community engagement efforts, or the development and implementation of innovative public safety models that redefine safety as a collective community responsibility.

Priority 4: Training to Build the Effectiveness of County and Community Partners

To support fulfillment of the County's values and implementation of the Board's Priorities, we equip other County units as well as community partners with both understanding and skills and foster crucial attitudes for securing human rights and strengthening healthy relations. We design and

deliver training experiences that inspire and empower participants with proven tools to respond to conflict productively, communicate constructively, establish and maintain psychological safety, manage bias, respond to Hate acts, value diversity, reduce the impact of stereotypes, ensure equity in policies and practices, promote mutually supportive intercultural collaboration, and implement equity in organizational culture. Participants are prepared to actively safeguard and advance human rights and strengthen and enhance human relations.

Goal 4.1

Between July 1, 2025 and June 30, 2030, train a minimum of 1,200 individuals annually to secure human rights and strengthen healthy relations.

Goal 4.2

By June 30, 2030, in collaboration with the Human Rights Monitoring and Advocacy Team, create and begin to deliver training specifically designed to increase understanding of and skill in implementing human rights.

Priority 5: Increasing Awareness and Engagement with Our Work

In order for us to achieve our maximum effectiveness in supporting fulfillment of the County's core values and implementation of the Board's Priorities, current and potential partners need to be thoroughly aware of what we do and what we are capable of. We need to continue enhancing our communications capacities and execution to cultivate widespread, robust awareness of, respect for, and engagement with our unique perspective, technical expertise, and well-developed skills. This will require that we develop an inclusive, multi-brand marketing strategy to build public awareness of all our programs and initiatives. The aim is to appeal to increasingly broader and more diverse audiences. We will rely on emerging technologies to customize messaging for multiple demographics including those grouped by age, race, culture, religion, ethnicity, gender, sexual orientation, abilities, and distinct personality traits and attitudes. We will apply insights from newly acquired marketing analytical tools to create promotional materials and establish sponsorship agreements for collaboration and support. We will increase our reach by building a coalition of corporate and other partners to advance valuing diversity and human rights through training, dialogue, and engagement.

Goal 5.1

By June 30, 2027, establish and maintain at least monthly contact with all Supervisorial District offices to ensure familiarity and engagement with progress of our ongoing work and services as well as new projects we initiate.

Goal 5.2

By June 30, 2030, build and grow a coalition of at least 15 new public figures, celebrities, and organizational and corporate allies of significant reach and impact on LA County (e.g., entertainment and media studios, sports organizations, director/actor/writer/player unions) which are willing and able to support our aims of advancing human rights awareness and implementation in our County, including healthy and positive human relations and inclusive policies.