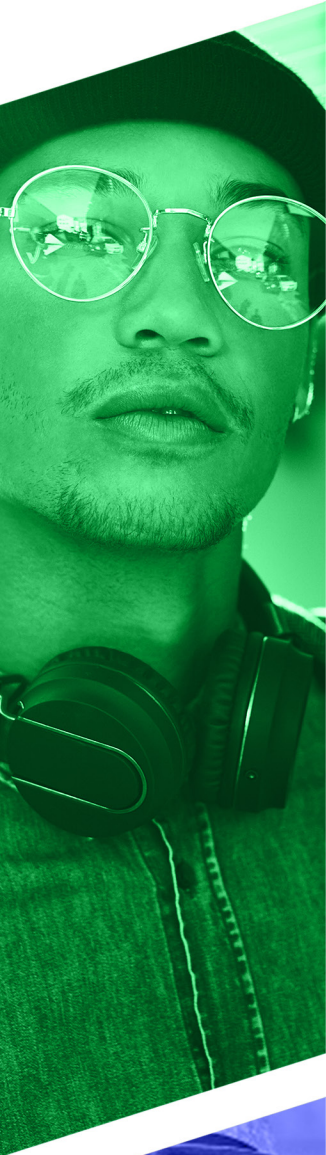


LOS ANGELES COUNTY COMMISSION ON HUMAN RELATIONS

**FY 2022-2025
STRATEGIC PLAN**



MISSION, VISION, AND VALUES

OUR MISSION

To promote better human relations in Los Angeles County and help build vibrant, thriving communities by working to transform prejudice into acceptance, inequity into justice, and hostility into peace.

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 equitable access and opportunity to meet our most basic human needs for, safety, food, clothing, shelter, 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, unfettered 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 our lives, and to understand and appreciate individual differences and commonalities as well, so that everyone feels a sense of belonging.
- Through universally taught and practiced effective conflict resolution skills, we enjoy greater harmony in our intergroup and interpersonal relations, resulting in increased cooperation and collaboration between people and organizations.
- 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 social justice. We believe the foundation of positive human relations is to treat everyone with respect that affirms their intrinsic dignity as a human being and protects and fulfills their fundamental human rights.

Diversity and Inclusion: We must continue to move beyond tolerance as a goal. We 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 know that if we seek to understand the perspective of others, if we listen intently, try to experience life from another's point of view, our compassion for others will grow.

Cooperation and Collaboration: We engage others because we know that none of us succeeds alone, we need the support of others, and together we are stronger.

Non-Violence: We believe in the general principle of non-violence, knowing that violence begets violence. We must learn 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 believe that the social transformation we seek requires dialogue, but not dialogue as an end in itself. 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: the end result does not permit us to violate our principles to reach those results. So we consciously employ processes that respect and reflect our values.

Teaching over Doing for Others: We believe that our work is more effective, meaningful and long lasting when we emphasize teaching others how to do what needs to be done, instead of doing it for them.



LACCHR STRATEGIC PRIORITIES AND GOALS FY 2022-2025

WHAT DO WE MEAN BY “HUMAN RELATIONS?”

“Human relations” is the study and promotion of healthy interpersonal and intergroup relationships, through both intervention and prevention, to foster enthusiastic regard for social diversity, promote productive management of conflict, promote respect for and fulfillment of human rights for all, and ensure equitable distribution and use of power. Human relations specialists help bridge separations between groups so they value their differences and trust one another’s intentions for collaboration to generate genuine equity and fair opportunity for those who are being excluded or have been disadvantaged. 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 ameliorating human relations problems



STRATEGIC PRIORITY 1

RESPONDING TO EMERGING HUMAN RELATIONS ISSUES & CULTURAL SHIFTS

Human relations in Los Angeles County are constantly shifting, continually confronting us with new challenges and offering new opportunities. The county ordinance establishing the LACCHR requires that we address discrimination and inequity broadly. To fulfill this assignment, we must maintain awareness and agility in identifying and responding to human relations issues and cultural shifts as they emerge. Examples of such matters include the impact of the pandemic on social isolation and targeted communities, change efforts to address housing insecurity, environmental justice (addressing disproportionate impact of environmental hazards), the influence of social media on intergroup relations, justice for persons with disabilities, just immigration policy, and the distinct needs and potential of young people. Adequate response to these and other emerging issues will require ongoing attention to indicators that serve as vital signs of racial equity in our county, hate crime and hate incident data, and narratives and communications from key community partners.

STRATEGIC PRIORITY 1

GOAL 1

By June 30, 2023, create and implement a process for tracking key indicators and other information to identify emerging human relations issues and relevant cultural shifts.

GOAL 2

Between July 1, 2022, and June 30, 2025, respond to at least 3 identified human relations issues or relevant cultural shifts with: a summary of key information, at least 1 informational and action-planning event, and intervention that contributes to change in public or private institutional policy or practice in LA County.



STRATEGIC PRIORITY 2

INCREASING EQUITY AND JUSTICE IN LA COUNTY'S CRIMINAL JUSTICE SYSTEMS

Racial discrimination and other inequities in our criminal justice systems are among the greatest barriers to our mission of “transforming inequity into justice.” Fundamental human rights are at issue when the likelihood of police misconduct, violence, or recidivism in LA County is tied to one’s race, gender, disability, or other protected characteristic. We must strategically work to break the cycle of incarceration by addressing root causes of violence in LA County and investing in communities suffering from violence. We must denounce racial and identity profiling among other police practices that undermine positive police-community relations and have triggered the largest episodes of violence in the history of Los Angeles. To eliminate systemic discrimination in our justice systems, we must uplift the community safety continuum that includes non-police agencies responding to crises and addressing the challenges experienced disproportionately by people of color, especially those who are justice-involved. We must also challenge systemic discrimination in our school disciplinary systems which have led to the overrepresentation of young people of color in the school-to-prison pipeline. In doing so, we must invest in building community safety strategies that center trauma-informed and harm-reduction approaches in crisis management and conflict resolution. We want to build on our seminal report, *Redefining Policing with Our Community*, which details action recommendations we intend to advance. We will not be limited to any single law enforcement agency that operates within LA County, but we will turn our attention to whichever agency that is in need of change in its policies, practices, and procedures. We will work in concert with other LA County efforts and entities on all the above-cited issues.





STRATEGIC PRIORITY 2

GOAL 1

Between July 1, 2022 and June 30, 2025, achieve a major system reform to produce more equitable treatment in L.A. county criminal justice systems (including its constituent agencies such as the Sheriff's Department, the District Attorney, the Probation Department, and city-based police departments) for at least three groups, at least one of which is affected by housing insecurity, at least one of which is affected by policing inequity (including but not limited to oppression and repression based on race, class and other protected characteristics), and one of which may be affected by other selected issues of fairness.

GOAL 2

Between July 1, 2022 and June 30, 2025, increase by at least 10% each year the number of LA County units, cities, and organizations provided with consultation and/or training to build their capacity to provide co-response services and/or non-law enforcement alternatives.

STRATEGIC PRIORITY 3

DOCUMENTING, PREVENTING, AND RESPONDING TO HATE

We must make sure our leadership and communities understand hate-motivated hostility, including hate crimes and incidents, and act to effectively prevent and respond to it in transformational and socially responsible ways. “Transforming hostility into peace” requires that we build on and advance beyond current efforts. We must demonstrate and replicate effective prevention and response strategies in affected neighborhoods and communities instead of relying solely on law enforcement to respond to hate crime based on race, ethnicity, national origin, religion, sexual orientation, gender, immigration status, and/or disability. We need to develop restorative justice programs that increase offender empathy for the victim and reduce recidivism instead of adding longer prison sentences for perpetrators. We can create intergroup solidarity by ensuring a message of unity and peace from affected communities and encouraging media not to cover violent hate crime in ways that fuel intergroup tensions.”





STRATEGIC PRIORITY 3

GOAL 1

Between July 1, 2022, and June 30, 2025, compile, analyze, and report annually information on hate acts (both hate crimes and hate incidents) in LA County.

GOAL 2

Between July 1, 2022 and June 30, 2025, participate in the creation or revision of the policies or practices of at least 3 municipal or LA County government, educational institution, or public accommodation (restaurants, transportation, hotels, and other such businesses serving the public) organizations to strengthen prevention or response to hate acts.

GOAL 3

Between July 1, 2022 and June 30, 2025, increase by 10,000 each year the number of people participating in anti-hate messaging and action.

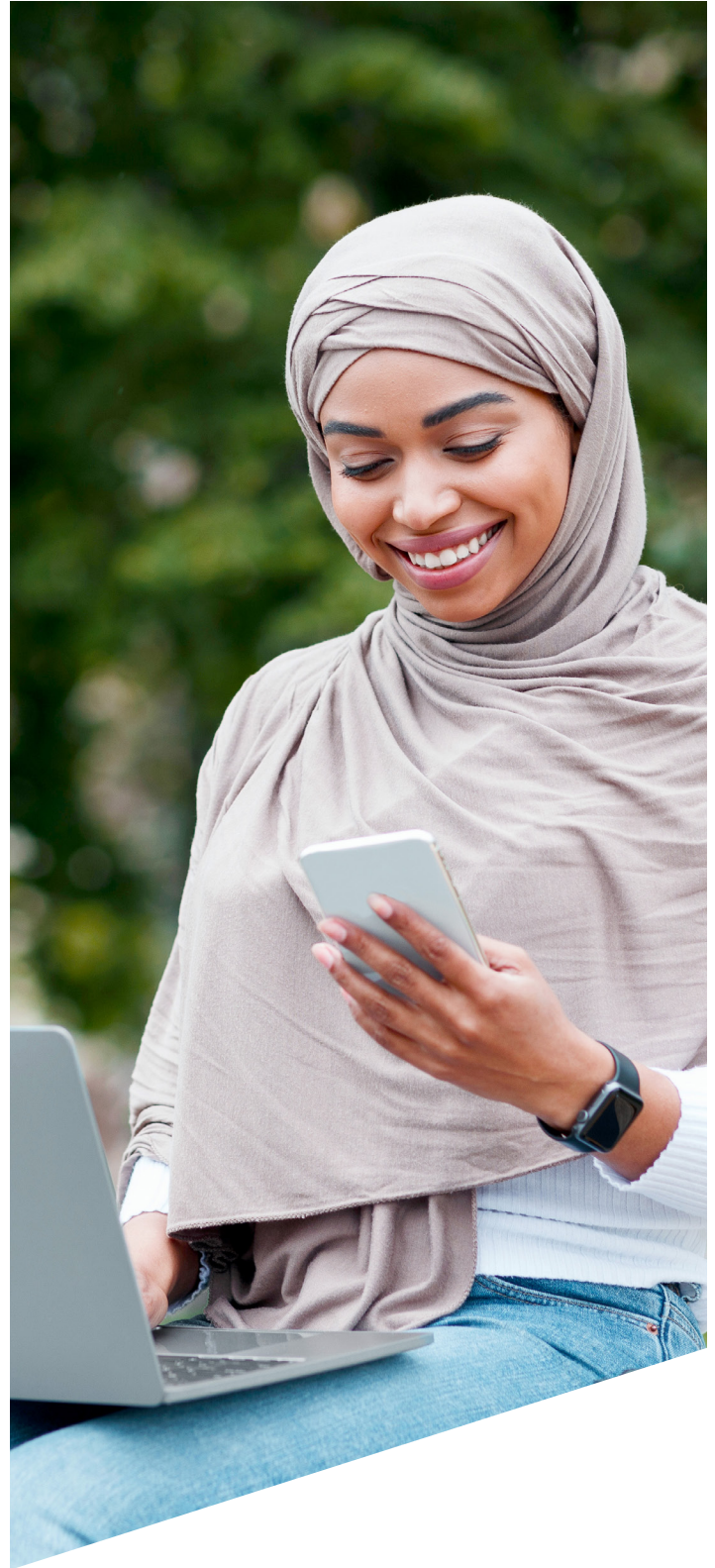
GOAL 4

Between July 1, 2022 and June 30, 2025, increase by 15 the number of organizations collaborating to provide services to persons targeted by hate acts.

STRATEGIC PRIORITY 4

ENGAGING INTERNAL AND EXTERNAL STAKEHOLDERS WITH A COMPREHENSIVE COMMUNICATIONS STRATEGY

The LACCHR has faced major changes and transitions in recent years. In order to fulfill its mission and vision, the Commission needs to develop a greater ability to assert and protect the fundamental human rights of vulnerable populations, especially during times of crisis. We need to create greater autonomy in our actions without having to be concerned about severe budget reductions or structural changes that can weaken the Commission's effectiveness. We can do so by increasing the visibility, awareness and support of our Commission's work among key stakeholders and the public and ensuring our programs are based on relationship building, practice-based evidence, and evidence-based practices. We aim to integrate human rights education and advocacy into our work, increase human relations proficiencies among staff, and promote such proficiencies in our department and throughout county government.



STRATEGIC PRIORITY 4

GOAL 1

By January 1, 2023, develop and implement systems and procedures to address priority requests, including establishing criteria and procedures to prioritize requests, for the purpose of improving the quality of LACCHR's response to requests for assistance from all constituents including: Board of Supervisors, CEO, Commissioners, Department executives, partners, organizations, constituents and other stakeholders.

GOAL 2

Between July 1, 2022 and June 30, 2025, increase the scope and frequency of communications with partners and constituents to at least one weekly communication, in order to strengthen engagement and expand network of stakeholders.

GOAL 3

By June 3, 2023, establish metrics to track responses from LA County Board offices and other stakeholders to communications from the Commission and staff.





STRATEGIC PRIORITY 5

BUILD CAPACITY OF LA COUNTY AGENCIES, CITIES, AND ORGANIZATIONS TO ADVANCE EQUITY AND PROMOTE POSITIVE HUMAN RELATIONS

To have a greater impact with limited staff resources in such a large and populous county, we need to increasingly build the capacity of communities and institutions, and away from service delivery-oriented projects that are dependent on our individual staff relations and skills and cannot be institutionalized or replicated in other contexts. As the County's Human Relations Commission, we need to strengthen our leadership among the other governmental and non-governmental human relations agencies in our county. Sharing resources and information can produce impactful results and increase coordination and collaboration on key issues and solutions. Education and training are important parts of capacity-building work.

STRATEGIC PRIORITY 5

GOAL 1

Between July 1, 2022 and June 30, 2025, increase by at least 10% each year the number of LA County agencies, cities, and organizations provided with consultation and/or training to build their capacity for advancing equity and promoting positive human relations.

GOAL 2

Expand the sharing of information and resources among the city-based human relations commissions and similar agencies in the county by increasing the number of new partnerships to 25% of those entities by June 30, 2025, with the goal of undertaking or joining in coordinated efforts to advance a human relations end, such as joining the LA vs Hate campaign.







510 SOUTH VERMONT AVENUE, LOS ANGELES, CA 90020
(213) 738-2788 • V