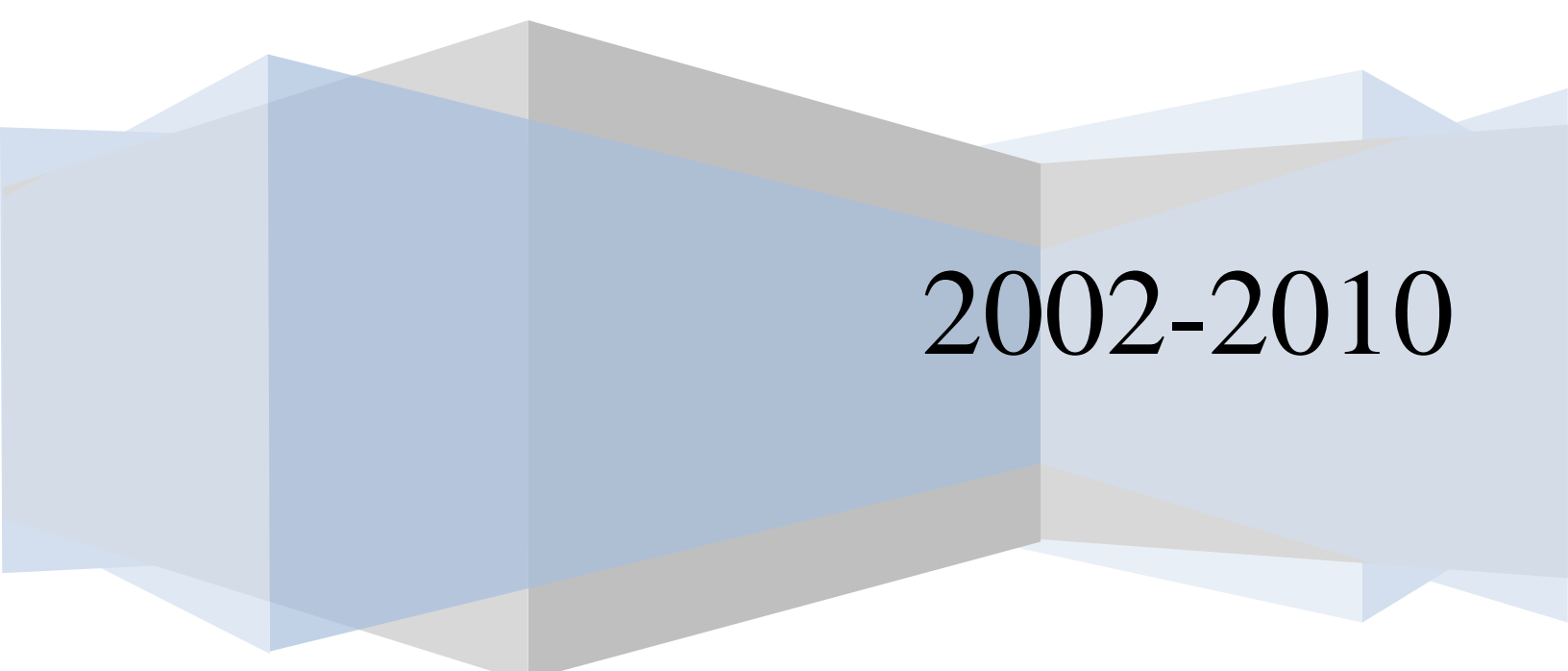


OVERVIEW 2002-2010

**Our Accomplishments During The 8-year Period
For the Sunset Review Process**



2002-2010

SUNSET REVIEW EVALUATION

COMMISSION ON HUMAN RELATIONS (COMMUNITY AND SENIOR SERVICES)

Contact Person: Robin S. Toma, Executive Director, and Dr. Sandra E. Thomas, President

Mission: One of the oldest and largest human relations agencies of its kind in the United States, the Los Angeles County Commission on Human Relations is committed to fostering harmonious and equitable inter-group relations, empowering communities and institutions, and promoting an informed and inclusive multicultural society.

**Requested
Sunset Date:**

March 31, 2014

COMMISSION'S SELF EVALUATION FOR THE PERIOD OF JULY 1, 2002 -JANUARY 31, 2010

SECTION 1: HOW DOES THE MISSION OF THE ORGANIZATION REMAIN RELEVANT IN THE CURRENT COUNTY ENVIRONMENT?

It is encouraging that Los Angeles County, arguably the most diverse, multi-cultural region in our nation, boasts millions of positive intergroup interactions, multi-ethnic collaborations and cross cultural partnerships each day. Truth be told, many more positive intergroup interactions occur in LA County than negative and this fact is ever important to remember: as cause for celebration and as modeling for future behavior. The Human Relations Commission itself enjoys an unprecedented level of collaborations and partnerships with human relations and law enforcement agencies, schools, community-based organizations, religious communities, and key community leaders and institutions in responding to hate crimes, in working to prevent discrimination, and in promoting respect and understanding between the myriad identity groups that call LA County home.

At the same time, it would be foolhardy not to stand astutely aware of and poised to address the confluence of current factors that threaten to exacerbate intergroup conflict, hate crime and intolerance. Those factors include: the changing racial and ethnic composition of our communities, political and social controversies, the inadequacy and reductions of critically needed human relations and youth programs, and, most pressing, the effects of recession on our local economy, a force that is rapidly draining funding from vital social and civic services depended upon by LA's most vulnerable communities.

Our most recent report reveals that reported hate crimes in LA County in 2008 reached their second largest number since 2002. Race/Ethnicity/National Origin remains the most frequent motivation for hate crimes (61% of all hate crimes committed). Sexual Orientation remains the second most frequent motivation with those kinds of hate crimes being the most likely to be violent in nature. Moreover, too many high school teens living in LA County still struggle daily with the pain and fear of harassment, discrimination, or prejudice. California Healthy Kids Survey data shows that on average 30% of LAUSD students report experiencing harassment at school based on their race, ethnicity, national origin, sexual orientation, gender, religion or disability. Further, it is astounding to think that in the 21st Century, with some of the most robust and well funded efforts to educate on the horrors of religious-based hate committed in the past right here in Los Angeles, religion is the third most frequent motivation for hate crime with the majority of these victims being Jewish. Finally, unemployment is at an all time

high nationally with LA staggering under one of the highest rates at 13%. Poverty is growing to the point that now even middle class families are counting themselves among the homeless.

People are tense, in some cases desperate. The most violent episodes of social unrest have occurred, in LA and throughout time, when people are stressed and desperate. Indeed, it was the outbreak of major metropolitan social unrest, race riots and gross intergroup injustice that prompted the formation of the field of “human relations” in the first place, originally a euphemism for “race relations.” Human Relations Commissions were created in most major cities and many minor ones, during and after the Second World War, for the purpose of resolving or preventing sources and outbreaks of intergroup violence, discrimination, and intolerance. Although urban governments characteristically establish “Commissions” to tackle such thorny questions as tax rates and land use, Human Relations Commissions have been asked to assume part or all of the work of democracy itself. Managing the stresses and incipient conflicts between people differentiated by race, ethnicity, wealth, power, and cultural background while maintaining a standard of justice for all is the most basic work of democracy.

The Commission is committed to harnessing the strengths of the County’s culturally diverse communities by continuing to bolster its efforts to strategically engage schools, community based organizations, law enforcement, faith communities, local governments, youth and major institutions in its intergroup relations initiatives. The Commission provides expertise in building collaborations and networks, promoting programs and strategies to enhance positive intergroup relations, and teaching non-violent conflict resolution. By doing so, the Commission promotes acceptance and mutual understanding of diverse cultures, and helps to build an effective, inclusive, and caring multicultural society.

Currently, there are elements at play in Los Angeles County’s social environment that have historically provided fodder for social unrest and intergroup conflict. Thus, it is more crucial than ever that the Commission keep its finger on the pulse of brewing intergroup tensions and promote effective strategies to address them, particularly given how much large scale unrest has cost the County in the past.^[1] It’s sixty years of experience in addressing intergroup crisis, its highly experienced and educated staff, and its vast array of accomplishments as documented in this report uniquely equips the Commission to meet this challenge. As many local human relations agencies have been hard hit by the ongoing budget crises, the work of the County’s Commission is all the more important and increasingly relied upon. Unfortunately, we often do not realize the true cost of failing to invest in effective prevention and intervention until it is too late.

SECTION 2: MEETINGS AND ATTENDANCE

<i>*Figures are for period August 2002-February 2010 and do not include numerous meetings of the Commission’s committees.</i>		
Meetings required (pursuant	152	Meetings held twice a month until 8/08 at which time they were

^[1] E.g., the Los Angeles civil unrest of 1992 resulted in 52 deaths, 2,500 injuries and at least \$446 million in property damage. This cost estimate does not include the cost of local law enforcement and national guardsmen deployed in response to the unrest. In response to the Watts riot of 1965, thousands of National Guard troops were deployed to restore order after six days of rioting. Thirty four people died, 1,032 were injured, and 3,952 were arrested. Property damage was estimated at \$183 million, in 1992 dollars. (DiPasquale, D. & Glaeser, E.L., *The Los Angeles Riot and the Economics of Urban Unrest*. Harvard University, 1996; Staff of the Los Angeles Times, “Understanding the Riots,” The Los Angeles Times, Los Angeles, 1992).

to Commission bylaws):		held only once a month
Meetings Scheduled:	152	
Meetings Held:	129	23 scheduled meetings were not held due to lack of quorum or the fact that they fell on a Monday holiday.
Date of last Meeting	2/1/10	
Average attendance per meeting	10	
Membership	14	There are 15 Commissioner positions, three for each of the five districts. Currently, there is one Commissioner position vacant.

SECTION 3: IDENTIFY THE ORGANIZATION'S ACCOMPLISHMENTS (output/products)

The Commission's initiatives fall under one or more of the Commission's Five Strategic Priorities adopted in 2002 (outlined in ATTACHMENT A). The Commission's accomplishments listed below are described under these Strategic Priority Areas.

I. PUBLIC SAFETY: To enhance public safety through prevention/reduction of and planned response to hate crime and discrimination in our county

A. HATE CRIME

1. Annual Hate Crime Report

- **Compiled, Analyzed and Produced Longest-Standing Annual Hate Crime Report.** Since 1980 the report has been the *only* report of its kind in the county that collects and documents hate crimes from data reported by 46 sheriff and city police agencies, educational institutions, community-based organizations, and other government agencies.(1980-present)
- **Enhanced Report** to include tracking of hate crime related to 9/11, terrorist attacks, gangs, and white supremacists (2002-present)
- **Upgraded Hate Crimes Database and Methodologies** to expand capacity to do more quantitative and qualitative analysis (2003-2004)
- **Report Recognized** as exemplary and promoted by Harvard University Kennedy School of Government to policing organizations and governmental human relations/rights commissions throughout the United States (2008)

2. Hate Crime Education and Training. The Commission is a highly utilized and valued provider of hate crime education and training to law enforcement and other agencies throughout Los Angeles County.

- **Trainings Requested and Provided** to such agencies as: LA Sheriff's Department, LAPD Hate Crime Coordinators, West LAPD Station Community Relations Committee, Long Beach Hate Crime Response Team, Claremont Human Relations Forum, Pomona Advocates for Communication and Trust, Beverly Hills Human Relations Commission, Georgetown University School of Law, UCLA School of Social Welfare, Pitzer College, and Constitutional Rights Foundation (partial list) (2002-present)
- **Contributed to California Peace Officers Standards & Training (POST) hate crime training video and curriculum for police officers** (2006)
- **Testified Before State Assembly Select Committee on Hate Crime** (2006, 2008)

3. Hate Crime Victim Assistance & Advocacy Initiative (HCVAAI)

- **Strengthened Model Collaborative** of culturally-relevant hate crime victim assistance that might be replicated in every diverse metropolis of the United States- anywhere there exists a diverse citizenry that do not report hate crime because of linguistic and cultural isolation, lack of information, immigration status or distrust of law enforcement (2002-present)

- **Secured Funding** from private philanthropic sources and the County to contract with seven community based organizations (LA Gay & Lesbian Center, Southern Christian Leadership Conference, South Asian Network, Anti-Defamation League, Muslim Public Affairs Council, Coalition for Humane Immigrant Rights of Los Angeles, Asian Pacific American Legal Center) to provide culturally appropriate services to hate crime victims such as counseling, emergency relocation, explanation of law enforcement and legal matters, as well as community education (2002-2007)
- **Ensured Hate Crime Victim Assistance to Specifically Targeted Underserved Populations** including the Jewish, Arab, Muslim, South/Southeast Asian, Pacific Islander, Gay, Lesbian, Transgender, African American and Latino communities (2002-2007)
- **Built Solidarity Among Diverse Community Organizations** to support one another's respective hate prevention and response efforts (2002-2008)
- **Obtained The California Endowment Grant Funding to Aid in Sustainability of HCVAI Partner Efforts** to sustain on-going services these previously under-served communities (2003-2004)

4. Network Against Hate Crime

- **Convened Network Quarterly** to effect the sharing of information and resources, tracking of legislation, and hosting of educational activities about preventing, investigating, prosecuting and responding to hate activity (1986-present)
- **Network Members Publicly Opposed Hate Crimes**, coming together to call attention to hate incidents when they occurred (1986-present)
- **Sustained Network Membership** (1986-present)
- **Participated in Countywide Community Summits on Hate Crime** (1986-present)
- **Hosted Educational Forums on Hate Crime** with such themes as: "When is Violence Against Women a Hate Crime?"; "A White Supremacist Speaks about his Years in Racist Organizations"; "L.A. County Hate Crime in 2008: The Good News and the Bad"; "Hate Crime Hoax in Pomona"; and "Stemming Violent Attacks on the Homeless (1986-present)

B. RACIALIZED GANG VIOLENCE PREVENTION INITIATIVE (RGVPI)

The aim is to develop models that reduce inter-ethnic gang violence and its causes by building strategic collaboratives that break the cycles of neighborhood gang and racial violence. Seeks to engage, empower, and coordinate comprehensive supports for high risk, high need, and gang-impacted young people and their families. Coordinator position funded by the Board of Supervisors in response to data illuminated in the 2006 Hate Crime Report indicating an increase in gang violence motivated/perceived to be motivated by race or ethnicity (2007)

1. Pasadena-Altadena Vision 20/20 Initiative, the first comprehensive model for Racialized Gang Violence Prevention in Los Angeles County aimed at creating solution strategies that prevent and reduce community violence, including inter-racial/ethnic violence involving gangs (2007-2010)
 - **Established Vision 20/20 Collaborative:** Brought together over 20 organizations and 40 leaders, residents and other stakeholders to form umbrella collaborative infrastructure for organizing broad-based community engagement, conducting public education and public policy reform, and introducing new public structures and practices for Latino-African American intergroup community building and community violence intervention-prevention
 - **Launched the Vision 20/20 Community Violence Intervention-Prevention Institute** that graduates quarterly a cohort of 12 community leaders and formerly gang involved young adults and already engaged in gang/violence reduction solutions. Educates them in gang intervention, prevention, advocacy, problem-solving, resource development, and community building across ethnic lines to reduce intergroup, inter-ethnic or gang tensions and conflict.

- **Launched Volunteer Violence Intervention-Prevention Networks** consisting of over 200 active participants and allies, including eight grassroots networks and over 40 publicly identified intervention practitioners, associates, Institute stakeholders, graduates and current students.
 - **Partnered with City Government and Linked to County Government Initiatives** to reduce community and gang violence.
 - **Contracted with Latino Heritage** to coordinate the production of “Fast Facts” Latino-African American Intergroup Community Building/Education publication series.
2. **GRACE-Gang Reduction and Community Engagement Project in the Harbor Gateway** - Seeks to establish inter-group/human relations infrastructure through Latino-African American community building among diverse ethnic and cultural groups (2008-present)
- **Obtained \$160,000 Federal Grant with the Support of 4th District Supervisor’s Office to fund the GRACE Project**
 - **Effected Community and Civic Capacity Building** utilizing civic engagement and organizing strategies combined with inter-ethnic and intercultural skills training targeted to Latino and African American residents, gang members, ex-gang members, youth, and young adults
 - **Led Stakeholders in Implementing Community Projects to Reduce Racial Tension and Community Violence**
 - **Funded, Trained and Placed Two Community Violence Interventionists, One Civic Engagement Organizer** all with established relationships in the targeted gang impacted Harbor Gateway community
 - **Modeled Re-entry Opportunity & Employment** by ensuring that all GRACE hired staff were formerly incarcerated, unemployed/underemployed with very limited career opportunities
 - **Led Design and Implementation of Coordinated, Collaborative Prevention and Intervention Programming** with partners Toberman Neighborhood Center and the Boys and Girls Club of the South Bay for the underserved Harbor Gateway community
 - **Engaged Local Stakeholders in Youth Development Opportunities** for this severely underserved youth population including deep sea fishing, college football, professional soccer games, etc.
 - **Engaged Local Stakeholders in Community Building Opportunities** including food and toy give-aways, community holiday celebrations and community clean-up days
3. **Spreading Seeds: Mind, Body, Spirit Rites of Passage Program**
Conducted workshops for youth seeking non-gang life paths in cultural identity development, conflict resolution, and culturally-relevant techniques of de-constructing negative habits such as martial arts, yoga, meditation, and other mind-body disciplines at Homeboy Industries, Downtown LA (2008-2009) and Learning Works School in Pasadena (2009-present)
4. **County’s Gang Violence Reduction Strategy (CGVRS)**
- **Provided CGVRS Committee** with Commission’s proposed roles for addressing intergroup issues resultant from racialized gang violence and as well as prevention/intervention strategies for such violence in the four Board-designated demonstration sites (Florence-Firestone, Pacoima, Harbor Gateway, and Monrovia-Duarte) (2009)
 - **Sought and Obtained Commission Executive Director Representation on CGVRS Coordinating Committee** (2009)

- **Incorporated Human Relations Perspectives and Lessons-Learned from Commission Gang Violence Reduction Pilots into CGVRS Recommendations to the Board** through Commission staff participation in each of the four gang reduction demonstration site work groups (2009-present)

II. OUR YOUTH: Our second strategic priority during this time period has been to equip our youth with the knowledge and skills to improve intergroup relations in a multicultural society.

- A. BUILT COALITION OF YOUTH SERVING ORGANIZATIONS - Established and Convened Get Real LA!**, the first countywide coalition of youth-serving organizations to share training and education resources to counter bigotry and prejudice in the schools (2002-2005)
- B. CREATED YOUTH COUNCIL - Launched Youth ACT! Youth Council**
1. **Engaged Diverse Cross-Section of LA County Young People Brought** to advise the Commission on its youth programs, educate them on human relations topics, and support them in creating and implementing human relations and anti-discrimination actions (2002-2004)
 2. **Produced CD of Anti-Discrimination Songs** (Enclosed) written and performed by Youth ACT members (2003)
 3. **Produced CD Release Party** promoting youth activism against discrimination among over 200 attendees from over 60 partnering LA County youth development organizations (2003)
 4. **Conducted Youth Council Taught Human Relations Workshops** at over 20 youth conferences throughout Los Angeles County (2003-2005)
- C. SECURED FUNDING FOR ABC UNIFIED - Played Key Role in Securing \$5.7 Million Safe Schools/Healthy Students Federal Grant for ABC Unified School District** to assist 30 schools in implementing intensive violence and hate prevention activities including interactive human relations programming (2003)
- D. LAUNCHED THE ZEROHOUR YOUTH INITIATIVE** - The Commission's youth work is carried out through its *zerohour/No Haters Here!* Initiative, a multi-pronged campaign to enable and inspire LA County youth to stand up to hate and discriminatory inequities in their schools and communities through education, skills building and service learning projects.
1. **Produced Four Annual Human Relations “zerohour” Training Conferences for Students, Teachers and School Administration** Engaged more than 1,000 students, 200 teachers and 100 school administrators in trainings and workshops on cultural identity, combating bigotry, racism & hate crime, cross-cultural understanding, conflict resolution, peer mediation, addressing homophobia and sexism, and culturally relevant curriculum and teaching strategies (partial list) (2003-2006)
 2. **Launched Countywide zerohour Public Education Campaign** (2003)
 - Conducted a “hip” youth ad campaign that included celebrity public service messages, a teen-oriented *zerohour.com* website, posters, educational booklets, fact sheets, and other marketing outreach materials challenging youth to stand up to bigotry and discrimination (See more info under Section 4 “Outcomes”)
 - Enhanced human relations education to youth through the *zerohour/No Haters Here* school-based program, the Youth Advisory Council Team, and the Covenant House Homeless Anti-Prejudice Curriculum
 3. **Won the Quality and Productivity Commissioners’ Memorial Award** (with the Chief Information Office) for the *zerohour: The Time to Act is Now!* Youth Public Education Campaign (2004)

4. **Organized Conference in Collaboration with LACOE “*Dialogue & Discussion: Responding to and Preventing Intergroup Conflict at LA County Schools,*”** a countywide teachers and administrators summit presenting best practices in crisis response and interventions, and resources for hate crimes and violence prevention (2004)
5. **Secured Board Declaration of *zerohour Day L.A.*** (June 16, 2004)
6. **Produced *zerohour Day L.A. Concert*** at the Avalon Concert Hall, in collaboration with Rock the Vote, and featuring headliners Joss Stone, Ozomatli, Wicked Wisdom, Snoop Dogg, Warren G., and Nate Dogg (2004)
7. **Implemented Locke High School Summer Intergroup Program** bringing together Black and Latino students, in response to racial tensions and violence on campus, in a series of workshops on cross cultural understanding and conflict resolution (2005)
8. **Established *zerohour School-Based Pilot Program*** institutionalizing human relations infrastructure in five high schools in all Supervisorial districts: LAUSD Local District 1 (Taft High), Local District 7 (Gardena High), ABC Unified (Artesia High), HART Unified (Hart High), and Pomona Unified (Pomona High) (2006-present)
9. **Implemented Key Human Relations Program Elements in All *zerohour* Schools** including:
 - **Campus Actions Teams (CAT)** that develops a diverse base of traditional and non-traditional youth leaders on campus, trains them in youth leadership, educates them on human relations topics, and supports them in conducting campus-wide human relations education and students actions to break patterns of self-segregation, educate peers about human relations issues and bring diversity to traditional forms of leadership in the school (2006-present)
 - **CAT-Led Campus Wide Diversity Actions**, including Annual **Mix It Up Day** activities aimed at getting self-segregating students to interact; **Denim Day** campus wide activities educating students and adults about sexual assault and sexual harassment; and "**Teens Make a Difference Day**" bringing students of different backgrounds together to implement a campus beautification service learning project (2007-present)
 - **Institutionalized *zerohour* Classes and Curriculum** - Classes are conceived by Commission staff and implemented in partnership with school teacher sponsor. Commission staff develop curriculum and teach workshops in leadership development, cultural identity, cross cultural understanding, conflict resolution, hate crimes, civic engagement, self-esteem, and fostering collaboration among youth. *Zerohour* staff also assisted in coordinating student actions and developing partnerships and resources to support student human relations education and activities. Institutionalized classes include:
 - ***SPIRIT (Student Problem Identification and Resolving it Together) Class, Taft High School, Woodland Hills*** (2006-present)
 - ***Women’s Leadership Project (WLP), Gardena High School (GHS), South Los Angeles,*** targeting 9-12 grade GHS girls. Partnership with Beyond the Bell/Healthy Start, and with education and training in: (2007-present)
 - ***Social Justice and Diversity Class, Pomona High School*** (2007-present)
 - ***Change of Hart, Hart High School, Santa Clarita*** (2007- 2009)
 - ***Peer Health Class Human Relations Curriculum and Workshops*** on gender roles, male/female identity formation, sexuality, HIV/AIDS awareness, sexual assault awareness, and mental health and wellness for young women of color in partnership with UCLA-Harbor Medical Center Department of Family Medicine and Healthy Start (Gardena High, 2007-present)

- ***Life Skills Class with Human Relations Curriculum*** introducing 9th grade students to peer and relationship building exercises; team-building; political issues debate; and education on race, gender, and community identity; prejudice, bias, and discrimination (Pomona and Gardena High Schools, 2007-present)
 - **Parent Engagement to Support Better Intergroup Relations**, such as Pomona High’s Parent Action Team and Hart High’s Parent Center (2007-present)
 - **Implemented Human Relations Cultural Proficiency Staff Development** featuring faculty/administrator dialogue and activities around cultural relevance, prejudice, achievement gap dynamics, differential access, classroom management and faculty relationships (Gardena and Taft High Schools, 2007-present)
10. **Collaborated with Anti Defamation League's to train *zerohour* Students in A World of Difference Peer Anti-discrimination Training** designed to train *zerohour* students to become Peer Diversity Trainers (Taft & Pomona High Schools, 2007-2009)
 11. **Helped Institute District-Wide Diversity Coordinator Position in Hart Union High School District and District-Wide Celebrations of Cultural Diversity Days** (2007-present)
 12. **Coordinated *zerohour* Youth Leader Presentations at Youth Conferences**
 - **Hoover High School Annual Peace Conference** (Taft High youth, 2007-present)
 - **Media Education Symposium** on similarities in history of media imagery of African American women and Latinas (Gardena High youth, 2009)
 13. **Received Inland Valley Daily Bulletin Recognition of Pomona High *zerohour* Students and their Commission Mentor** for their work on preventing gangs and building community (2007)
 14. **Secured Funding From California Women’s Foundation** to train *zerohour* youth to teach and advocate on media literacy including deconstructing racism and sexism in the media, challenging mainstream media-influenced gender roles, and examining the gender/racial politics of hip hop. (Gardena High, in collaboration with Women of Color Media Justice Initiative (WCMJI), King-Drew Medical Magnet, Ida B. Wells Institute, Mother’s Day Radio, City Commission on the Status of Women, and Cal State Los Angeles (2008)
 15. **Coordinated Publication of “Food for Thought”** book authored by Hart High immigrant English Language learner student participants in the CAP/William S. Hart High School Creative Writing Program. Collaboration with CalArts Community Arts Partnership (CAP) (2008)
 16. **Obtained Lockheed Martin Foundation Funding** to support the Commission’s Hart High *zerohour*: No Haters Here! Initiative projects including Food for Thought publication and Diversity Mentorship Program (2008)
 17. ***zerohour* Efforts at Hart High Manifested in Student-Erected “Peace Pole,”** a permanent obelisk on campus that is a testament to the school’s commitment to racial peace in the aftermath of large scale interracial conflict on campus (2008)
- E. LAUNCHED PROJECT ONE – ONE LOVE. ONE MIC. ONE SONG** in partnership with Fraser Communications and Oneness, a national non-profit organization focused on the elimination of racism and promotion of the oneness of humanity through music. Campaign aimed at diminishing prejudice, hatred and violence among LA County youth by utilizing the universal language of music (2008-present)

- F. RECOGNITION OF TEENS MAKE A DIFFERENCE DAY (TMADD) with \$10,000 Award from USA Weekend Magazine** Commission-led TMADD campaign engages 3,000 youth annually throughout LA in cross-cultural and intergroup service learning projects that resulted in, on average, 500 teen projects in 20 cities and unincorporated areas of the County annually (2008-present)
- G. LAUNCHED HOMELESS ANTI-PREJUDICE YOUTH CURRICULUM & SPEAKERS BUREAU** in response to a Board order to integrate homeless anti-prejudice initiatives into Commission programs. In collaboration with Covenant House, conducted human relations workshops and developed educational resources including a youth curriculum on homelessness and Speakers Bureau to address prejudice and violence against the homeless (2009-present)

III. CAPACITY BUILDING: Our third strategic priority has been to build or strengthen the capacity of local government and other key institutions to more effectively handle their own human relations issues.

Some of the Commissions projects fall under multiple strategic priority areas. The Racialized Gang Violence Prevention Initiative and the Network Against Hate Crime are covered earlier in Public Safety, and the *zerohour* initiative is covered earlier in the Our Youth section. Highlights of accomplishments of the Commission's remaining community capacity building efforts are as follows:

- A. HUMAN RELATIONS MUTUAL ASSISTANCE CONSORTIUM (HRMAC)** Comprised of all the human relations commissions and organizations that are part of city governments or are city-based non-profit organizations. The Commission has mutual assistance agreements with most of these city governments that have human relations commissions.
- 1. Engaged HRMAC Network in Mobilizing Commission's 9/11 Response Plan, *Plan for Unity and Tolerance***, an urgent appeal to show restraint in responding 9/11 attacks, and an outreach plan to preserve public safety, promote tolerance and unify County residents in the wake of 9/11. In response to reports of assaults targeting LA's Middle Eastern and South Asian community, created and distributed resources including a hate crime hotline, victim assistance, information about related community events, and sample letters to be utilized by colleges, universities, k-12 schools, and employers to convey a message of tolerance and respect among their respective constituents. (2001-2002)
 - 2. Strengthened Human Relations Networks** through development and support of HRMAC Regional Clusters of human relations partners in key communities committed to sharing best practices and mobilizing responses to intergroup tensions and violence throughout LA County (2002-2006)
 - 3. Created and Presented to HRMAC Partners "A Community Response to Terror: Response to 9/11 Backlash Towards Arab-Americans, Muslims, Southeast Asians, and Other Targeted Communities"**(2002)
 - 4. Engaged HRMAC Partners and other Commission Networks in Pledge to Promote Homeland Security and Freedom from Hate and Bigotry** in which law enforcement officials, religious leaders, and community members created, signed and promoted countywide a pledge of tolerance and peace (2003)
 - 5. Facilitated and Participated in Community Meetings of Stakeholders in Santa Clarita Valley and the Antelope Valley** to address several complaints of racial and religious discrimination against the local school district and Sheriff's station (2006-2008)

6. **Contributed to the County's Community Enhancement Team efforts in Florence-Firestone** to address the conflicts and tensions between Latino and African American residents along racial-ethnic lines due to racialized gang and other conflicts in the area (2007-2008)

B. ANNUAL JOHN ANSON FORD (JAF) HUMAN RELATIONS AWARDS (2002-present)

1. **Produced Annual JAF Human Relations Awards Events** which since 1972 has brought together hundreds of community leaders and supporters to honor outstanding achievements in human relations, help bring support for and build the capacity of human relations non-profits and leaders, and share the Commission's work
2. **Presented John Allen Buggs Leadership, Courage, Corporate and Supervisorial District Awards** to such honorees as (see ATTACHMENT G for complete list of honorees):
 - **Rabbi Harold Schulweis** for his lifelong humanitarian work locally and globally
 - **Charlene Lovett**, mother of 14 year old Cheryl Green, victim of a racially motivated murder in the Harbor Gateway, for her leadership in seeking inter-racial peace;
 - **Sonia Nazario**, Pulitzer Prize winning journalist on the Los Angeles Times for her series "Enrique's Journey" that humanized the plight of the immigrant
 - **Danny Glover** for his lifetime work for social and racial justice
 - **Freedom Writers** for their inspirational story about which a widely seen movie was later made
 - **Father Greg Boyle**, founder of Homeboy Industries for nationally recognized work to reduce gang violence
 - **John Wells**, creator of NBC drama *The West Wing* for frequently taking up topical human relations controversies in a positive, educational manner
 - Actresses **Patricia Arquette** and **Mary Louise Parker** for a series of public service announcements challenging discrimination against Arab and Muslims post 9/11
 - **So Cal Edison** for its consistent support of effective diversity practices
 - **Nikkei for Civil Rights and Redress** for bringing together the County's Muslim Americans and Nikkei (Japanese Americans) after 9/11 and ensuring societal remembrance of the Japanese American internment
3. **Raised \$14,000 Annually (on average) through JAF Awards Event** from CAC Corporate sponsors alone, not including other sponsors and ticket sales, to support the Commission's human relations programs and projects

C. REPORTS, PUBLICATIONS & SOCIAL EDUCATIONAL MEDIA The Commission regularly produces reports, publications, posters, and social educational media on human and intergroup relations issues and responses. Below is a sampling of the Commission's reports and publications during this time period:

1. ***Annual Hate Crime Report (2002-2008)***: For 30 years, the Commission has produced one of the longest-standing, nationally recognized reports documenting hate crimes. The report informs our strategic direction and is a resource for law enforcement and communities in efforts to prevent, detect, report, investigate, and prosecute hate crimes.
2. ***Corporate Advisory Committee "Tools for Success Post September 11: Diversity Best Practices" (2002)***: Documented best practices in LA County corporate workplaces that helped to avert anti-Muslim and Arab hate backlash in the workplace post 9/11

3. ***Fact Sheet on Sikhs (2002)***: In response to increased hate violence against Sikhs in L.A. post 9/11, this publication educates the public about Sikhs in the United States: their beliefs, their customs, the history of their faith, and why they were targets of hate and discrimination after 9/11
4. ***Salaam Means Peace: An Introduction to Arab Americans (2002)***: The Commission updated this booklet after 9/11 to provide facts, dispel myths and challenge perceptions about this population that experienced increased targeting of hate and discrimination post 9/11
5. ***Report on Normandale Park Racialized Gang Violence Response (2003)***: Presents a series of recommendations made by the Commission and its partners (LA City Human Relations, Department of Justice Community Relations Service, LAPD Harbor Division, and community stakeholders) to the City of LA, many of which were ultimately implemented, to reduce violence and improve intergroup relations in and around this Harbor Gateway neighborhood.
6. ***Zerohour – No Haters Here! Website, Posters, Bus Bench Ads, Public Service Announcements (2004-present)***: As part of a unique outreach and social awareness multi-media campaign targeting the County's teens, with over \$320,000 in support from the county's Quality and Productivity Commission, the Commission produced a series of youth-oriented social media products aimed at challenging County youth to stand up discrimination. (See attached sampling of publications, posters, bookmarks, bumper stickers, etc.)
7. ***Report on Proposition 54's Impact on Los Angeles County (2007): Following an approved motion by the Board of Supervisors.*** The Commission wrote the report and led the effort with ISD and CAO to survey county departments to determine the effects on county government of the passage of Proposition 54, a state ballot measure which sought to prohibit state and local governments from collecting, using, or analyzing data on race, ethnicity, or national origin, with certain limited exemptions.
8. ***"Strengthening Relations Between Local Police and Immigrant Communities: The Role for Human Rights Commissions," Intergroup Relations Journal and Harvard University Kennedy School of Government Executive Session on Human Rights Commissions and Criminal Justice (2008)***, authored by Commission Executive Director Robin Toma and Angela Arboleda, Director of the Civil Rights and Criminal Justice Project at the National Council of La Raza. Sets out ways in which human relations/rights commissions can work to minimize friction and strengthen relationships between local police and immigrant communities, leading to both more effective policing and greater respect for immigrants' rights.
9. ***"The Role of State and Local Agencies in Ensuring Human Rights Compliance," State and Local Human Rights Agencies: Recommendations for Advancing Opportunity and Equality Through an International Human Rights Framework***, Columbia Law School, Human Rights Institute and the International Association of Official Human Rights Agencies (2008)
10. ***Report on Vandalism of St. Marks Church (2009)***: Report to the Board on Commission's actions regarding the possible hate vandalism of St. Mark's Church in South LA on February 7, 2009
11. ***Report on Violence Against The Homeless (2009)***: Updated the Board on the Commission's progress and plans to address increased acts of violence against the homeless in the county, and the specific points in the Board motion on the subject. Included are the creation of a CCJCC Task Force on Crimes Against the Homeless to address tracking and reporting needs, and prejudice and violence against the homeless into all relevant Commission programs and projects.

- 12. *Gang Reduction Subcommittee Recommendations on Housing (2009)*:** Report to the L.A. County Regional Gang Violence Reduction, chaired by the CEO, which presented recommendations to reduce gang and racialized tensions and violence within housing developments.

D. CORPORATE ADVISORY COMMITTEE (CAC)

- 1. Regularly Convened Network of LA County Corporate Leaders** from the public, private and non-profit sectors to address hate crime and multicultural relations issues and solutions in the workplace and community since 1986 (2002-2008)
- 2. Mobilized CAC Membership for Post 9/11 Response** by producing “Managing Conflict and Communication Among Different Cultures” conference which offered tools to assist hundreds of managers in assessing the potential for intergroup conflict and determining a course of action for workplace response to potential 9/11 backlash hate and discrimination (2002)
- 3. Created Forums for Professional Networking and Best Practices Sharing** on corporate diversity initiatives (2002-2007)
- 4. Identified, Developed and Disseminated Diversity and Multi-Cultural Information and Publications** to LA County businesses (2002-2008)
- 5. Developed Corporate Sponsorship** for Commission programs through CAC membership (incl. Commission educational publications, Cultural Diversity posters, Hart High mentorship program) (2002-present)
- 6. Hosted Educational Forums on Human Relations Topics** for LA’s corporate community featuring, for example., Fernando Guerra, Loyola Marymount Center for the Study of Los Angeles; Phyllis Cheng, Esq., State Director of Fair Employment and Housing; Anna Park, Esq., EEOC Regional Attorney; and Luke Visconti, CEO of Diversity Inc. (2002-2008)

E. MEDIA IMAGE COALITION (MIC)

- 1. Provided Sustaining Support for MIC’s Monthly Meetings** of professionals from media associations, civil rights groups, human relations organizations, entertainment industry labor unions, religious organizations, academicians, and concerned individuals who worked together to address unfair and stereotyped portrayals, and promote increased visibility of diverse people in the media (2002-present.)
- 2. Assisted in Organizing Educational Panel Discussions with Media Executives** to discuss promotion of accurate, fair and informed media portrayals of Los Angeles County identity groups (for example, Jose Rios, Vice President and News Director of KTTV/Fox 11; Stacie de Armas, Director of Hispanic Services for Arbitron Inc) (2002-present)
- 3. Facilitated Information Sharing of Efforts** to challenge unfair, unbalanced, stereotypical, inaccurate and hurtful depictions of ethnic, cultural and other identity groups in films, television, and radio (2002-present)

F. INTERFAITH LEADERSHIP (2006 to 2009)

- 1. Hosted Interfaith Roundtables** that convened, in each of the five Supervisorial districts, faith-based leaders representing a broad diversity of religious beliefs who explored ways to address interfaith peace-building and human relations issues in practical ways

2. **Built Relationships and Networking Opportunities** for leaders of LA's disparate faith communities
3. **Strengthened the Commission's Network of Faith-Based Partners** to mobilize in averting intergroup violence in the case of threatened, large scale community crisis
4. **Educated Faith Leaders about their Role in Promoting Tolerance** and acceptance within their faith communities of people of all affinity and identity groups
5. **Developed Strategies to Address Bias-Related Acts of Violence** that faith leaders committed to undertake individually and collectively
6. **Raised Awareness about Hate, Intergroup Tensions and Gang-Related Violence** among faith based leaders as it relates to their respective communities

G. DAY LABORER CONFLICT RESOLUTION INITIATIVE

1. **Distributed and Presented on Commission's "Day Laborer Hiring Sites: Constructive Approaches to Community Conflict,"** the first publication of its kind in the country that serves as manual to resolving conflicts that arise at day laborer hiring sites (2002-present)
2. **Served as Experts on Day Laborer Issues** on community education panels and in the media (for example, <http://americacity.org/magazine/article/the-day-labor-dilemma-mills>) (2002-present)
3. **Provided Technical Assistance Resolving Day Laborer Conflicts** to governments and community activists from around the County (including Topanga Canyon, Agoura Hills, El Monte, etc.) as well as the nation (incl. New York, Arizona) (2002-present)

H. BOARD RECOGNITION/PROCLAMATIONS OF HUMAN RELATIONS SIGNIFICANCE

- **Arranged for Board Recognition** of several important human relations commemorations for Los Angeles County that provide opportunities for official inclusion of marginalized groups or critical human relations matters, including: Cultural Diversity Month, Human Rights Day, LGBT Pride Month, *zerohour* Day, Teens Make a Difference Day, Commendations of Distinguished *zerohour* High Schools (Hart, Pomona and Gardena High Schools) (2002-present)

IV. CRISIS RESPONSE This fourth strategic priority is to lead in responding to crises threatening intergroup relations due to civil unrest, war, terrorism and other critical incidents. The Commission draws from its 60 years experience in responding to intergroup incidents to prevent violence and minimize damage to communities resulting from major incidents of intergroup tension, violence or social unrest.

- A. **Created and Implemented Post 9/11 Response, *Plan for Unity and Tolerance*,** a multi-pronged outreach plan to preserve public safety, promote tolerance and unify County residents in the wake of 2000% increase in anti-Middle Eastern/Muslim hate crime in LA County following the 9/11 attacks.9/11. Plan included: mobilizing the community, through HRMAC networks, to prevent hate crimes against targeted communities; providing public education on the impact of hate crimes directed at Middle Eastern residents; implementing a media campaign to assist municipalities, organizations and residents in their outreach to and support of targeted and vulnerable communities; providing information and resources on hate crime hotlines, victim assistance agencies, and related community events; and distributing sample

letters for colleges, universities, K-12 schools, and employers to convey a message of tolerance and respect among their respective constituents. (2001-2003)

- B. Strengthened City, Community & Schools' Capacity to Prevent and Respond to Hate Crime, and Bias-Motivated Acts Arising from Intergroup Conflict, Civil Strife or Terrorist Incident** by providing these entities with tried and tested tools to avert violence and promote peace (2002-present)
- C. Conducted School Intergroup Crisis Response:** In response to a spate of large scale intergroup violence incidents at schools throughout Los Angeles from 2002-2006 (includes Jefferson, Santee, Taft, Grant, Artesia, Locke, Jordan, Kennedy, Washington Prep, Pomona, Hart, and Gardena High Schools) the Commission mobilized its crisis response partners (Department of Justice Community Relations Service and LA City Human Relations Commission) to respond to race/ethnic-based school violence by assisting schools in mediating conflicts between student perpetrator and victims, conducting post-crisis debriefs with media, students, teachers and parents to convey timely and accurate information, process experiences, calm fears, rectify perceptions, stem rumors, and avert retaliatory violence. (2002-2006)
- D. Coordinated Response to Racialized Gang Violence in Normandale Park, Harbor-Gateway Los Angeles:** In response to rash of racialized violence and gang shootings, the Commission helped lead a collaboration of government, law enforcement and community groups to conduct an assessment of community safety issues and create a report of recommendations to the City of LA to reduce violence and improve intergroup relations. Commission and partners also coordinated city and community resources to the area that resulted in increased police presence in and around the park, increased gang suppression, neighborhood watch and clean-up efforts, increased resident access to municipal services, trainings for residents in conflict management and cultural awareness, and significantly increased youth and adult park programming. The Commission sustained a presence in the area and thus was able to bring continuity and historical memory more formalized gang reduction efforts implemented by LA City later 2007. In 2008, the Commission secured Justice Administration Grant money through Supervisor Knabe's office to augment its racialized gang reduction work in the Harbor Gateway through its current GRACE project. (2003-2005)
- E. Implemented Inglewood Community Violence Prevention Relating to Police Officer Verdict:** Co-created and implemented *Multi-Agency Community Violence Prevention Plan for the City of Inglewood* which successfully averted community violence in response to verdicts in the Inglewood police trial of officer Jeremy Morse, the white officer on trial for criminal misconduct against 16-year old African-American who was videotaped being slammed against a car hood, and then punched by Officer Morse while handcuffed. Commission staffed Ambassador teams which monitored forums throughout Inglewood for community members to voice their sentiments and concerns regarding the verdicts. Staffed a media center to communicate factual information to the media in order to control rumors threatening to exacerbate potential violence. (2003)
- F. Conducted Artesia High School Racialized Conflict Response:** Following the shooting death of an Artesia High School football player, Commission responded to resultant tensions and conflicts between Latino students and Samoan and African American students. Taught workshops mandated for students involved in the conflicts on human relations and conflict resolution. Commission views this as a model of an alternative or additional consequence for bias related student conflicts that other schools could use to keep students in school while proactively addressing bias. (2005)
- G. Conducted Police Misconduct Demonstration Monitoring:** In response to demonstrator and law enforcement conflicts that occurred during massive marches and protests to proposed immigration legislation in 2007 (and recognition that most large scale urban violence have erupted from police misconduct incidents), Commission partnered with Department of Justice Community Relations Service (DOJ-CRS) and LAPD to monitor annual October 22nd Police Brutality marches since 2007. Met with law enforcement and protest organizers to clarify the Commission's and DOJ's roles as demonstration

monitors working with demonstration organizers to quell and mitigate conflicts in advance of any law enforcement response. (2007-present)

- H. Provided Crisis-Prevention Response to Racial Tensions in Santa Clarita:** Following race riots on Santa Clarita school campuses and reports from African Americans as being targets of discrimination, Commission facilitated meetings between African American families and Sheriff's to effect better relations and address concerns of African American families for more equitable treatment. Commission also implemented its *zerohour* program at the high school which ultimately resulted in various district human relations policy and programs. Worked with residents to establish Valle de Oro (VDO) Neighborhood Committee which assessed resident concerns, increased Sheriff patrols of the community, improved relations between Sheriff's station and residents, and created the Valle de Oro NOMAD LAB in response to the need for accessible after-school programming that would begin to heal the rift between African-American and Latino youth in the VDO housing development. (2007-present)
- I. Responded to Racialized Gang Violence in Monrovia-Duarte:** Following a renewed spate of racialized gang violence between African Americans and Latinos in the cities of Monrovia and Duarte, the Commission met with local government to propose recommendations to address the violence, provided victims with victim assistance, met with school officials to propose school based initiative to reduce racial tensions, and participated in community forums focused on strategizing long-term solutions to address the cyclical gang violence in the two cities (2008-present)

V. STRENGTHEN INTERNAL MANAGEMENT SYSTEMS

- A.** Revised existing and created new needed internal policies and procedures in response to issues identified by staff and commissioners (2003-present)
- B.** Upgraded Commission's capacity to utilize rapid, low cost methods of communicating with human relations partners via email, fax and website (2003-present)
- C.** Developed several new methods of evaluating performance of Commission programmatic efforts in accordance with Countywide "Performance Counts," including ones in partnership with outside institutions, such as attitudinal surveys (2003-2004)
- D.** Increased the organizational effectiveness of the Commission by customizing a new contacts management database software and system (CRM), including integrating with existing systems and providing necessary staff training (2007-present)
- E.** Improved Commission's performance measures by engaging expert consultants and staff sessions to review and refine current measures in the context of current work, and explore and evaluate the feasibility of additional methods of improving measurement of countywide intergroup relations (2004-2006)
- F.** Increased Commissions' effectiveness in network building and performance data collection by beginning to integrate elements into the Commission's new CRM database (2008-present)
- G.** Carried out a process that utilized an outside consultant to survey staff concerns about internal management systems, facilitated discussions, developed solutions, and began implementation of those solutions (2008-2010)

SECTION 4: IDENTIFY THE OUTCOME (RESULTS) OF THE ORGANIZATION'S ACCOMPLISHMENTS DURING THE EVALUATION PERIOD

1. **Prevented Large Scale Community Violence** by collaborating with key partners (U.S. Justice Department Community Relations Service, LAPD, LASD, non-profits such as Stop the Violence-Increase the Peace, faith institutions, etc.) to apply lessons learned from 1992 Los Angeles Civil Unrest to major incidents (includes Jeremy Morse case in Inglewood, LA May Day and Police Misconduct demonstrations, etc.) (2004-2009)
2. **Lowered Number of Anti-Muslim/Middle Eastern Hate Crimes Post 9/11 by Rapid Response and Plan for Unity and Tolerance** Commission actions and plan included ensuring elected officials and law enforcement leaders spoke out against stereotyping and scapegoating, generated media coverage of hate crimes and community speaking out in unison against such behavior, creating capacity in community non-profits via HCVAAI to carry out culturally relevant community education and communication strategies, and similar kinds of actions engaged in by the Commission. The number of anti-Middle eastern and anti-Muslim hate crimes declined precipitously in 2002 compared to 2001. (2002-2003)
3. **Reduced Average Annual Hate Crime Totals for LA County** Although there are many factors beyond our control that impact the numbers of reported hate crimes, the increase in our hate crime programmatic work has correlated with a 24% decline in the average annual total of hate crimes in this seven year evaluation period (2002-2008) (even with the spike in 2001 after 9/11) compared to the previous six year period, 1996-2001. HRC programs that have likely had the greatest impact are: (1) our Hate Crime Victim Assistance and Advocacy Initiative, (2) the *zerohour* youth public education and high school initiative, and (3) our annual hate crime report and Network Against Hate Crime which raise public awareness of hate crimes. (2002-2008)
4. **Decrease in Gang and Race Related Homicides in Pasadena-Altadena** from a high of 10 in 2007 to 1 in 2009. This reduction in intergroup and gang violence has occurred during the same time period of the Commission's Racialized Gang Violence Prevention Initiative in the Pasadena/Altadena area, funded in part by The California Endowment. (2007-2009)
5. **Reduction in Gang Crime in the Harbor Gateway** During the time period that the Commission's GRACE Project (see above in Accomplishments Section, Racialized Gang Violence Prevention) has increased community engagement and gang prevention/intervention activities, crime reports in the targeted neighborhood area are preliminarily showing a decline in gang-related crime, from 16 in the August 2008 to July 2009, compared to 5 during the period of August 2009 to January 27, 2010 thus far. We are not aware at this time of any other factor that would account for the decline. (See Attachment D: LAPD Harbor Area Gang Related Part 1 Crimes) (2009-present)
6. **Reduced Bias-Related Harassment of Students at Pomona High** Indicators of decline in intergroup conflict in the Commission's *zerohour* schools include: Pomona High having experienced a drastic drop in calls to police related to campus crime, according to the Pomona Police Chief; Pomona High's principal at the time compared the school's test scores to the other similarly situated high schools in the district, and attributed the higher test scores at Pomona High to the *zerohour* program's impact there. (2008)
7. **Reduced Hate Crimes at Hart High School** Hart High reported hate crimes declining on campus due to the Commission's *zerohour* human relations program and district efforts, which include the student human relations leadership class Change of Hart, Food For Thought, Parent Center, and other activities. All these factors, including a district mandate that student government classes be responsible for cultural diversity celebrations that have been a contributing factor to improving school safety and climate. (2008-2009)
8. **Institutionalized Human Relations into Key Parts of School Districts** effected through advanced integration of human relations through the *zerohour* program at pilot schools. One of the aims of the Commission's *zerohour* High School Initiative is to embed human relations into key aspects of a school's culture and structure. This was achieved in many ways. Two highlights are: The Hart Union High School District

created a Diversity Coordinator position district-wide to address human relations concerns; The Pomona Unified School District approved our *zerohour*-created *Diversity and Social Justice Class* as a for-credit course at the district’s high schools.

- 9. **Created Community Leaders To Prevent Racialized Gang Violence** Educated an average of 12 students per quarter and sponsored a minimum of six (6) graduates per year in completing professional certificated training in community/gang violence intervention through the *Vision 20/20 Community Violence Intervention-Prevention Institute*. (Sept 2009-present)
- 10. **Established Sustainable Infrastructure for RGVPI Community Leadership Development** - Recruited, educated, coordinated and engaged a minimum of 20 local volunteer practitioners each year as a resource for violence prevention, youth/young adult development and re-entry employment through the Vision 20/20 Community Intervention-Prevention Network. (2007-present)
- 11. **Nurtured Student Human Relations Leaders** Engaged over 300 youth in five pilot schools in leadership development and human relations trainings (2006 to 2009)
- 12. **Student to Student Human Relations Training** *Zerohour* youth leaders conducted over 100 campus wide human relations and diversity activities that reached over 15,000 students in five *zerohour* schools (2006-2010)
- 13. **Provided Human Relations Training to Key School Stakeholders** Reached over 2,000 students, teachers and administrators with human relations workshops and training through four annual *zerohour* conferences (2003-2006)
- 14. **Success of zerohour model Led to Major Federal Grant** Based on the success of the *zerohour* model, the Commission helped LAUSD and other county agencies to secure an \$8.8 million Safe Schools/Healthy Students Grant from the US Department of Education for the four-year Washington Involving Neighborhood (WIN) Project to establish a safe and respectful school climate at Washington Prep High and feeder schools through the implementation of such model programs as *zerohour* (2008)

SECTION 5: WHAT ARE THE ORGANIZATION'S OBJECTIVES FOR THE UPCOMING EVALUATION PERIOD?

The Commission's objectives for the upcoming evaluation period (July 1, 2010 to June 30, 2013) are based on the current strategic planning process the Commission is undergoing with its commissioners and staff and are subject to revisions as they are reviewed by CSS, the CEO, and the Board. These objectives are set forth in **ATTACHMENT C: STRATEGIC PLAN GOALS AND OBJECTIVES 07/10-06/13.**

SECTION 6: BROWN ACT COMPLIANCE

a. Is the organization aware of the Brown Act provisions?	Yes
b. Does the organization comply with the Brown Act?	Yes
c. How does the organization ensure compliance?	All Commissioners and key staff have received training on the Brown Act and its implementations as it pertains to our Commission. In the instances that questions arise as to the Act’s application, our Commission then consults with County Counsel.

SECTION 7: IDENTIFY THE ORGANIZATION'S USE OF RESOURCES (INPUTS) OVER THE EVALUATION PERIOD

PLEASE SEE ATTACHMENT B: COMMISSION BUDGET

REVENUE: With regard to the use of Commission resources, it should be noted that the Commission has no dedicated programmatic funding stream from state for federal sources for its initiatives. However, the Commission has successfully raised an increased its revenue to carry out its programs. Below is a summary of resources secured in this Self Evaluation period:

- A. *Zerohour*:** In 2002, the Commission secured \$320,000 from the County's Quality and Productivity Commission's Productivity and Investment Fund (PIF) to launch the zerohour youth public education campaign. The following year, the Commission we secured an additional \$50,000 in PIF funds to hire a grant writer.
- B. *Vision 20/20 Grant*:** The Commission secured \$250,000 from the California Endowment to implement the Vision 20/20 Collaborative in Pasadena Alta-Dena which has been carrying out community violence reduction strategies since 2008.
- C. *Harbor Gateway Grant*:** In 2009, the Commission secured \$160,000 in Justice Administration Grant funds through Supervisor Knabe's office for the implementation of the ***GRACE-Gang Reduction and Community Engagement Project*** in the Harbor Gateway region. This project is currently working to establish inter-group/human relations infrastructure through Latino-African American community building and large-scale social capital development among diverse ethnic and cultural groups in Harbor Gateway.
- D. *Washington Prep Grant*:** The Commission worked with LAUSD to secure an \$8.8 million Safe Schools/Healthy Students Grant from the US Department of Education for the four-year ***Washington Involving Neighborhood (WIN) projects***, a partnership led by LAUSD with the Human Relations Commission (CSS), county agencies (Children and Family Services, Probation, Mental Health, Public Health, Sheriff's, the Education Coordinating Council), and community non-profits to build a comprehensive model for Washington Prep High and all its feeder middle and elementary schools. WIN's goal is to establish a safe and respectful school climate through sustainable school-family-community partnerships and the use of research based prevention and early intervention programs, policies and procedures. The plan includes the full implementation of the Commission's *zerohour* school-based program into Washington Prep High School and its feeder middle schools (2009-present.)
- E. *Project One – One Love. One Mic. One Song*:** The Commission launched this campaign aimed at positively influencing youth attitudes and diminishing prejudice, hatred and violence by utilizing the universal language of music. In addition, the Commission engaged Jarritos Beverage Company to donate \$3,000 toward the project and an additional \$500 in prize money for the countywide youth songwriting contest phase of the project. Significant in-kind support came from the L.A. Music Academy and Oneness for this innovative project as well.
- F. *ABC Unified Safe Schools/Healthy Students Grant*:** Played a key role in securing a \$5.7 million dollar federal grant to assist the 30 schools in the ABC Unified School District with more intensive violence and hate prevention activities. Implemented interactive human relations programming to help students understand and respect their own and other's racial and cultural identities and gain cross-cultural conflict resolution skills and strategies.
- G. *Hate Crime Victim Assistance and Advocacy Initiative (HCVAAD)*:** In 2002, the Commission secured \$200,000 from the California Endowment to launch HCVAAD to provide culturally relevant and appropriate

hate crime victim assistance and education to traditionally underserved communities in Los Angeles. The Commission contracted with four community based non-profits with strong ties to their respective communities: the Asian Pacific American Legal Center, the Coalition for Humane Immigrant Rights of Los Angeles, the Muslim Public Affairs Council, and the Southern Christian Leadership Conference. To continue and strengthen the initiative, in 2004 the Commission sought and secured an additional \$225,000 from the Board of Supervisors to contract with the original four agencies and three additional ones: the Los Angeles Gay and Lesbian Center, Anti-Defamation League, and the South Asian Network. Each agency received \$37,500 per year to conduct these services.

- H. Corporate Support:** Since 2002, the Commission has raised approximately \$14,000 annually on average from its Corporate Advisory Committee corporate partners for John Anson Ford Awards Human Relations Awards event sponsorship. Additionally, the Commission has secured sponsorship from its corporate sponsors for the production of our annual Cultural Diversity Month posters and \$5,000 for a Diversity Mentor Program at Hart High School in the Santa Clarita Valley as part of the Commission's *zerohour* initiative there.
- I. U.S. Human Right Funders Group:** In 2008-09, the Commission Executive Director joined with Columbia Law School's Human Rights Institute Director to obtain a grant from the U.S. Human Rights Fund (USHRF) (<http://www.ushumanrightsfund.org/about-us>) to explore how global human rights laws and standards have been and can be utilized by state and local human rights/human relations commissions around the U.S. Through the International Association of Official Human Rights Agencies (IAOHRA), USHRF has made \$20,000 in funds available to the Commission for the Executive Director's time and costs advancing the goals of this grant through the Commission's work and IAOHRA. USHRF is holding a national conference on advancing human rights campaigns on local, state and national issues in the U.S. in June 2010 in Los Angeles and the Commission's Executive Director was invited to serve as a member of having a voice in the conference's structure and content.

ATTACHMENT A:
COMMISSION STRATEGIC PRIORITY AREA FOR YEARS 2002-2009

PRIORITY	DESCRIPTION	CORRESPONDING LA COUNTY STRATEGIC GOAL	COMMISSION PROGRAMS UNDER THIS PRIORITY
I) PUBLIC SAFETY	Enhance public safety through prevention/reduction of and planned response to hate crime and discrimination in our county	GOAL 8: PUBLIC SAFETY Ensure that the committed efforts of the public safety partners continue to maintain and improve to the highest level of safety and security standards for the people of LA County.	A. Hate Crime Annual Report B. Network Against Hate Crime C. Hate Crime Victim Assistance & Advocacy Initiative D. Racialized Gang Violence Prevention Initiative (RGVPI)
II) OUR YOUTH	Equip our youth with the knowledge and skills to improve intergroup relations in a multicultural society	GOAL 5: CHILDREN AND FAMILIES' WELL-BEING Improve the well-being of children and families in LA County as measured by achievements in the five outcome areas adopted by the Board: good health; economic well-being; safety and survival; social and emotional well-being; and educational/workforce readiness.	Zerohour/No Haters Here Youth Anti-Discrimination Initiative: A. zerohour School-Based Program B. Project One Youth Music Project C. Teens Make A Difference Day D. zerohour Public Education E. Homeless Anti-Prejudice Youth Curriculum & Speakers Bureau
III) CAPACITY BUILDING	Build or strengthen the capacity of local government and other key institutions to more effectively handle human relations issues in the region	GOAL 8: PUBLIC SAFETY GOAL 5: CHILDREN AND FAMILIES' WELL-BEING GOAL 3: ORGANIZATIONAL EFFECTIVENESS Ensure that service delivery systems are efficient, effective and goal-oriented.	A. Racialized Gang Violence Prevention Initiative B. Network Against Hate Crime C. zerohour School Based Program: D. Human relations mutual assistance consortium E. Day Laborer Conflict Resolution Initiative F. Media Image Coalition G. John Anson Ford Awards: H. Corporate Advisory Committee I. Interfaith Leadership: J. Reports & Publications:
IV) CRISIS RESPONSE	Lead in responding to crises threatening intergroup relations due to civil unrest, war, terrorism and other critical incidents	GOAL 8: PUBLIC SAFETY GOAL 5: CHILDREN & FAMILY WELL-BEING	A. Post 9/11 Plan for Unity and Tolerance B. Monrovia Duarte Racialized Gang Violence Response B. Harbor Gateway Racial Gang Violence Response C. School Intergroup Conflict Response D. Inglewood Community Response to Jeremy Morse Verdict E. Police Brutality March Monitoring E. Community Response to Tookie Williams Execution
V) STRENGTHEN INTERNAL MANAGEMENT SYSTEMS		GOAL 3: ORGANIZATIONAL EFFECTIVENESS	I. Internal Policies and Procedures J. Information Technology/Communication K. Performance Evaluation & Data Collection L. Contacts Management Systems

ATTACHMENT B: BUDGET DOCUMENTS

Human Relations Commission Sunset Review - Supporting Figures

Source: County Budget Books

ACTUAL Fiscal Year	02-03	03-04	04-05	05-06	06-07	07-08	08-09	Total	Average
Personnel	\$1,406,393	\$1,463,023	\$1,510,385	\$1,593,112	\$1,842,060	\$2,257,052	\$2,421,144	\$12,493,169	\$1,784,738
Services & Supplies	\$310,048	\$777,428	\$889,046	\$1,055,792	\$1,080,528	\$878,788	\$628,922	\$6,620,552	\$945,793
Travel	\$16,355	\$2,217	\$19,363	\$13,566	\$10,256	\$18,033	\$14,751	\$94,541	\$13,506
Gross Total	\$2,732,796	\$2,242,668	\$2,418,794	\$2,662,470	\$2,932,844	\$3,153,873	\$3,064,817	\$19,208,262	\$2,744,037
Revenue	\$686,788	\$159,358	\$95,466	\$204,311	\$38,573**	\$62,379**	\$0**	\$1,145,923	\$163,703
Net County Cost	\$2,046,008	\$2,083,310	\$2,323,328	\$2,458,159	\$2,894,271	\$3,091,494	\$3,064,817	\$18,062,339	\$2,580,334
Positions	19	19	22	22	23	25	25	n/a	22

BUDGET Fiscal Year	02-03	03-04	04-05	05-06	06-07	07-08	08-09	Total	Average
Personnel	\$1,455,000	\$1,503,000	\$1,764,000	\$1,838,000	\$1,982,000	\$2,318,000	\$2,510,000	\$13,370,000	\$1,910,000
Services & Supplies	\$385,000	\$778,000	\$911,000	\$1,099,000	\$1,273,000	\$883,000	\$967,000	\$7,296,000	\$1,042,286
Travel *	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$200,000	\$20,000	\$320,000	\$45,714
Gross Total	\$2,860,000	\$2,301,000	\$2,695,000	\$2,957,000	\$3,275,000	\$3,401,000	\$3,497,000	\$20,986,000	\$2,998,000
Revenue	\$723,000	\$133,000	\$182,000	\$331,000	\$377,000	\$232,000	\$258,000	\$2,236,000	\$319,429
Net County Cost	\$2,137,000	\$2,168,000	\$2,513,000	\$2,626,000	\$2,898,000	\$3,169,000	\$3,239,000	\$18,750,000	\$2,678,571
Positions	19	19	22	22	23	25	25	n/a	22

* Estimated.

** These revenue totals do not include grants awarded for Commission projects that were provided directly from funding sources to grantees (non-profit organizations, consultants, government entities, or community collaboratives.)

ATTACHMENT B: BUDGET DOCUMENTS

HRC Sunset Review - FY 02/03 through FY 08/09			
	Budgeted	Actual	Average
Direct Costs			
Personnel	\$13,370,000	\$12,493,169	\$1,784,738
Services and Supplies	\$7,296,000	\$6,620,552	\$945,793
Travel	\$320,000	\$94,541	\$13,506
Other			
Total Direct Costs	\$20,986,000	\$19,208,000	\$2,744,000
Indirect Costs			
Personnel			
Overhead			
Other			
Total Indirect Costs			
Total Costs	\$20,986,000	\$19,208,000	\$2,744,000

ATTACHMENT C:

COMMISSION OBJECTIVES 07/10-06/13

<p>GOAL 1: FOCUS ON YOUTH Empower youth with knowledge and skills to become change agents to improve intergroup relations in a multi-cultural society</p>	<p><u>Strategy 1: Integration of Human Relations into Key Institutions</u> - Integrate human relations strategies in the practices of key youth-serving institutions by developing and promoting replicable best practices and successful demonstration projects.</p>	<p>Objective 1: <u>Create Sustainable Human Relations Model at Washington Prep High</u>- Integrate human relations content, strategies and approaches into the culture and structure of Washington Prep high and two feeder middle schools via HRC's <i>zerohour</i> model funded by the WIN Safe Schools/Healthy Students federal grant collaborative (by June 30, 2013).</p> <p>Objective 2: <u>Consolidation and Transition for zerohour at Pomona, Hart, Gardena High Schools</u> - Consolidate <i>zerohour</i> program gains at Pomona, Hart, Gardena and other high schools with recognition and replication of those efforts at other schools in those and other school districts (for example, get recognized by those schools/school districts, write up guide for <i>zerohour</i> for use with Duarte and other school districts) by September 30, 2011.</p> <p>Objective 3: <u>Technical Assistance for Duarte Unified</u> - Assist Duarte Unified School District through provision of technical assistance in developing a strategy to address inter-ethnic conflict in their communities (for example, 3 meetings with our staff) by December 30, 2010.</p>
	<p><u>Strategy 2: Media and Internet Strategy to Reach Youth</u> - Utilize media and internet technology to expand reach of human relations educational messaging to and engagement with youth in the County of Los Angeles.</p>	<p>Objective 1: <u>Zerohour.com and Social Networking Websites</u> - Improve zerohour.com and other youth frequented websites (myspace.com and facebook.com) to include youth-oriented human relations messaging and skill-building interactions on an ongoing basis, beginning February 28, 2011</p> <p>Objective 2: <u>Social Marketing/Public Education Via Music</u> - Market <i>zerohour.com</i> via youth music (Project One's The Bricks) using youtube.com and other youth social networking internet sites by August 2010</p>
	<p><u>Strategy 3: Disparities and Inequities in Juvenile Justice System</u> - Improve intergroup relations and ensure advancement of human rights in the juvenile justice system by: addressing fundamental racial/ethnic, sexist, homophobic, and other disparities and inequities; providing skill-building and intergroup relationship building strategies that use intervention, education and advocacy</p>	<p>Objective 1: <u>Integration of Human Relations in Juvenile Corrections</u> - Develop a plan to ensure strategic HRC participation in key efforts to advance integration of human relations strategies in juvenile corrections facilities and processes in LA County by February 28, 2011.</p>
<p>GOAL 2: CRISIS RESPONSE (PUBLIC SAFETY) Ensure that vulnerable groups in LA County are safe regardless of their actual or perceived race, ethnicity, ancestry, national origin, gender, gender identity, sexual orientation, language, religious beliefs, disability, homeless status, or any other protected or arbitrary characteristic</p>	<p><u>Strategy 1: Hate Crime Prevention and Response</u> - Create collaborations, effective programs, and useful resources on hate crime that will reduce and prevent hate crime, as well as responses to hate crime that will send messages of solidarity and unity for targeted communities.</p>	<p>Objective 1: <u>Expand Analysis and Use of Hate Crime Data</u> - Complete plan to expand analysis and maximize use and sharing of hate crime report data (for example, a public hearing), which includes exploring partnerships with academia for these purposes by June 30, 2011:</p> <p>Objective 2: <u>Hate Crime Victim Assistance and Advocacy Initiative</u>: Procure new HCVA AI contract that build sustainability and effectiveness upon previous HCVA AI work by June 30, 2010.</p> <p>Objective 3: <u>Focus HRC Networks on Crisis and Hate Crime Response</u>: Develop and implement plan to utilize Commission networks (Network Against Hate Crime, HRMAC, Interfaith Initiative, CAC, MIC) and their collaboration with one another as part of a countywide network for crisis and hate crime response, education and prevention by December 31, 2011.</p> <p>Objective 4: <u>Resource List for Hate Crime Education and Trainings</u>: Develop a plan to create an ongoing, comprehensive L.A. County resource list of hate crime education and trainings to be kept on the HRC website. This list will be updated by those resource organizations, inclusive of HRC and its HCVA AI partners by June 30, 2012.</p>

	<p><u>Strategy 2: Lessons Learned on Large-Scale Discrimination and Bias Related Violence</u> - Update assessment and analysis of lessons learned from past, large-scale bias-related discrimination and violence (post 9/11/2001 scapegoating, 1992 Rodney King riots/rebellions), to design and carry out effective strategies to prevent, avoid or reduce the potential for future violence in LA County.</p>	<p>Objective 1: <u>Human Relations Strategies for Police-Community Relations</u>: Build on partnership with LASD, LAUSD police, and LAPD to ensure human relations approaches and lessons (for example, the HRC intergroup conflict assessment tool, the preventive placement of police patrol cars at mosques after 9/11 terrorist attacks, a public hearing) are integrated into these respective institutions by June 30, 2013. [Note opportunities for the 10th anniversary of 9/11, on Sept 11th 2011, and 20th Anniversary of 1992 Rodney King violence]</p> <p>Objective 2: <u>Crisis Response Implementation Guides</u>: Produce and evaluate implementation guides for HRC crisis response strategies for police and community leadership that applies the lessons learned from past outbreaks of large scale violence by December 31, 2012.</p>
	<p><u>Strategy 3: Human Relations Lens for County Government</u> - Integrate Human Relations principles, perspectives, and strategies into all county departments, starting with the Community and Senior Services (CSS) strategic plan.</p>	<p>Objective 1: <u>CSS Strategic Plan</u> - Work with CSS leadership to ensure human relations principles and approaches are integrated into the Board-approved CSS Strategic Plan by June 30, 2010.</p> <p>Objective 2: <u>Other Key County Departments</u>: Explore possible collaborations with key county departments (Public Health, Parks and Recreation, etc.) to integrate human relations into its principles and strategic plan by January 31, 2013.</p>
<p>GOAL 3: HOMELESS INITIATIVE Reduce prejudice and crimes against the homeless by integrating efforts to address anti-homeless prejudice and reduce violence against the homeless into HRC programs</p>	<p><u>Strategy 1: Anti-Homeless Prejudice & Violence Reduction:</u> Ensure that education on anti-homeless prejudice and violence reduction efforts are included in all HRC programs and projects</p>	<p>Objective 1: <u>Plan to Integrate Educational Elements</u> - Develop and implement plan to integrate education on anti-homeless prejudice and violence reduction efforts in all appropriate ongoing and new HRC programs and projects by June 30, 2010.</p> <p>Objective 2: <u>Quarterly Reports</u> - Communicate and inform the general public and specific audiences regarding Commission program activities in this area, beginning with quarterly reports to the Commission and Board offices by July 1, 2010.</p> <p>Objective 3: <u>Assess Effectiveness</u> - Develop and implement a plan to assess the significance and overall effectiveness of the Initiative by June 30, 2011.</p>
	<p><u>Strategy 2: Tracking Crimes Against Homeless Persons</u> - Collaborate with representatives from County criminal justice agencies to develop shared tracking practices to improve data collection on crimes against the homeless.</p>	<p>Objective 1: <u>Improve Countywide Data collection</u> - Improve data collection on crimes against the homeless in the County (for the purpose of measuring the level of crimes experienced by the homeless and to inform efforts to prevent and reduce such crime) by working through the CCJCC Task Force on Violence against the Homeless to develop definitions, methods and training, and institutional support, for needed changes in police practices and key county data collection points by August 31, 2012.</p> <p>Objective 2: <u>Changes in State Law</u> - Propose needed changes in state laws to mandate data collection and analysis on crimes against the homeless by state attorney general or other appropriate office by January 31, 2012.</p>
	<p><u>Strategy 3: Train Homeless Youth to Reach County Young People on Prejudice</u> - Train and support homeless youth, in collaboration with Covenant House, to educate youth from HRC's zerohour youth initiative.</p>	<p>Objective 1: <u>Implementation guides for HRC's Homelessness Initiative</u> - Evaluate, document and produce implementation guides for HRC's Homelessness Initiative projects to ensure the model's validity and potential for widespread use by December 31, 2010.</p> <p>Objective 2: <u>Develop Sustainability Plan</u> - Develop and begin implementation of a sustainability plan for Covenant House staff and homeless youth that addresses all forms of prejudice and teaches non-violence and conflict resolution skills by June 30, 2011.</p>
<p>GOAL 4: RACIALIZED GANG VIOLENCE PREVENTION Strengthen the Commission's role in racialized gang violence prevention and community engagement, including through the county's gang violence reduction initiative</p>	<p><u>Strategy 1: Develop and Implement Engagement/Prevention Models</u> - Collaborate with other county departments, local government and community stakeholders and local organizations to develop and implement community engagement/violence prevention models in areas of LA County affected by Racialized Gang Violence.</p>	<p>Objective 1: <u>Transition Plan for Pasadena-Altadena</u> - Develop and implement a transition plan to enable 20/20 Vision initiative in Pasadena-Altadena to continue to solidify and grow with decreased assistance from HRC staff by July 31, 2010.</p> <p>Objective 2: <u>Sustain and Grow Harbor Gateway Project</u> - Create sustainability and growth for the GRACE Project in the Harbor Gateway by identifying key local partners who will anchor the efforts over the medium and long term, with HRC support and assistance by November 30, 2010.</p> <p>Objective 3: <u>Support Countywide Gang Violence Reduction Plan</u> - Fulfill our role in the 2010-2013 Countywide Gang Violence Reduction Plan in all demonstration sites (Florence-Firestone, Harbor Gateway, Pacoima, Monrovia-Duarte) to ensure there are appropriate strategies and resources to address gang-involved intergroup conflict and</p>

		<p>violence by June 30, 2013.</p> <p>Objective 4: <u>Intergroup Relations Plan for LA City’s Summer Night Lights</u> - Develop and implement a plan to include an intergroup relations component (similar to the HRC component in LA County Parks and Recreation) in LA City’s Summer Night Lights program by June 30, 2011.</p> <p>Objective 5: <u>Community Intergroup Violence as Public Health Issue</u> - Explore community intergroup violence as a public health issue with other county stakeholders (including Public Health, Affirmative Action, and Board offices) by December 31, 2010.</p>
	<p><u>Strategy 2: Gang Prevention/Intervention and Re-Entry Programs</u> - Support, develop, and implement strategies to significantly reduce and ultimately eliminate racialized or racially motivated inter-ethnic gang violence through gang prevention/intervention and re-entry programs.</p>	<p>Objective 1: <u>Civic Organizing and RGVPI Publication</u> - Develop and implement a plan to produce a Commission publication on Civic Organizing and Racialized Gang Violence Prevention as a critical prevention/intervention/support strategy by June 30, 2011.</p> <p>Objective 2: <u>Spreading Seeds/Breaking the Cycle Publication</u> - Develop and implement a plan to produce a Commission publication on “Spreading Seeds/Breaking the Cycle” trainings as a critical prevention/intervention/support strategy by June 30, 2011.</p> <p>Objective 3: <u>Re-Entry and Jobs Plan</u> - Develop and implement a plan to include HRC strategies on re-entry programs and job creation and training efforts for high risk/high need gang-involved persons, including reducing discrimination against persons with criminal records (for example, with CSS re-entry programs and countywide employment policies) by June 30, 2011.</p> <p>Objective 4: <u>Evaluation and Implementation Guides for RGVPI</u> - Evaluate, document, and produce implementation guides for HRC’s Racialized Gang Violence Prevention Initiative to ensure their effectiveness and usefulness by other agencies and individuals by June 30, 2013.</p> <p>Objective 5: <u>Intergroup Conflict Prevention in Housing Developments</u> - Begin ongoing collaboration with public and private housing authorities at San Fernando Gardens, Valle de Oro, and other housing developments, to identify and implement steps needed to prevent and reduce intergroup tensions and violence in those facilities by June 30, 2012.</p>
	<p><u>Strategy 3: Communicate Significance and Effectiveness of RGVPI</u> - Communicate and inform the general public and targeted audiences (which include the LA County Board of Supervisors, County Offices, academic institutions, legislators and policy makers, potential funders and other supporters, and media) about the significance and overall effectiveness of the results of the Racialized Gang Violence Prevention Initiative.</p>	<p>Objective 1: <u>Develop RGVPI Communications Plan</u> - In collaboration with CSS communications staff, develop and begin implementation of a RGVPI communications plan and strategy by June 30, 2011.</p>

<p><u>GOAL 5:</u> <u>OPERATIONAL</u> <u>EFFECTIVENESS</u> Maximize the effectiveness of the Human Relations Commission's processes, structure and operations to support timely and high quality delivery of community-oriented and efficient public services</p>	<p><u>Strategy 1: Implement Practices for Long Term Sustainability of Programs</u> - Implement practices that increase long term sustainability and support of HRC programs and projects</p>	<p>Objective 1: <u>Calendar of Program Events and Program Summary</u> - Improve communication between branch staff, Commissioners and other stakeholders by implementing revamped ongoing calendar of program events, program summary that includes Supervisorial Districts beginning January 30, 2010.</p> <p>Objective 2: <u>Build Partnerships for Sustainability</u> - Begin ongoing, regular identification and development of partnerships with community-based organizations, foundations and other County departments and agencies to maximize effectiveness, funding sustainability and capacity building (for example, JAF Awards Event), by September 30, 2010.</p> <p>Objective 3: <u>Plan for Evaluation, Documentation, Communication for Grants</u> - Develop and begin implementation of an ongoing plan to collect HRC evaluation, program documentation and communication efforts in a coordinated fashion to facilitate provision of key information for grant applications and other resource development efforts by March 30, 2011.</p>
	<p><u>Strategy 2: Improve Operations and Program Delivery Systems</u> - Improve systems to increase operational efficiencies and overall program delivery.</p>	<p>Objective 1: <u>Tracking Program Costs</u> - In collaboration with CSS finance division, develop and begin implementation of a plan to track costs by program in order to determine program costs and plan more effectively by July 1, 2010.</p> <p>Objective 2: <u>Information Technology</u> - Assess and train staff to increase use of information technology available (Microsoft Outlook, Word, Excel, PowerPoint, CARTS and CRM), demonstrating improvement in skill levels by June 30, 2011.</p> <p>Objective 3: <u>Integrate Evaluation Methods</u> - Develop and begin implementation of a plan to integrate evaluation and data collection as standard protocols for all HRC programs and projects by December 31, 2012.</p> <p>Objective 4: <u>Adequate Time for Planning, Evaluation and Administration</u> Develop and begin implementation of a plan to ensure staff has adequate planning, evaluation, and administration time to improve organizational effectiveness and productivity by November 30, 2010.</p>
	<p><u>Strategy 3: Workforce Excellence</u>: Implement professional development and other management best practices to enhance organizational effectiveness and the recruitment, development, retention, overall performance and well being of HRC branch staff.</p>	<p>Objective 1: <u>Periodically Assess Staff Satisfaction</u> - Develop and begin implementation of a survey on Survey Monkey that periodically assesses staff satisfaction in all relevant areas to monitor and improve organizational effectiveness by December 31, 2010.</p> <p>Objective 2: <u>Address Issues Identified in Surveys</u> - Develop and begin implementation of a plan to address issues identified in staff survey results, especially staff development needs, by June 30, 2011.</p> <p>Objective 3: <u>Regular Review of Strategic Plan Objectives</u> - Begin regular assessment, reporting, analysis and any needed revisions of strategic plan objectives by the staff for the staff, Commission and other stakeholders by July 1, 2010.</p>