



Strategic Framework 2018-2021



MISSION

The mission of the Women and Girls Initiative is to establish Los Angeles County as a leader in creating opportunities and improving outcomes for all women and girls. We apply a gender lens when the County acts as an employer, a service provider and as a partner to: enhance equity and justice, increase leadership opportunities and capacity and create innovative pathways and partnerships.

VISION

Los Angeles County is a place where all women and girls are empowered to reach their full potential.

Guiding Principles and Purpose of Strategic Framework

In creating the WGI mission and vision, the Governing Council was clear that when we reference Women and Girls, we mean and advocate for all **Women and Girls**: older women, LGBTQ+, immigrants, women and girls of color, veterans, homeless, all religions, all ethnicities, all disabilities, and in all stages of life. The WGI is here to raise the voice of marginalized women and girls, create access to needed services, programs and work to lift low income Women and Girls so that they all have opportunities for success. The overarching goal of the WGI work is to provide Countywide sustainability for gender equity and economic advancement by adopting best practices to drive permanent gender-sensitive culture shifts in hiring and retention policies, service delivery and how the County does business with partners to impact how the County serves its Women and Girls.

The WGI Strategic Framework is designed to address issues raised in the 2016 Board motion that created the WGI. Specifically, the motion directed the WGI to use a gender lens in three important areas: the County as an employer, the County as a provider of services, and the County as a participant. Specific goals and objectives were determined based on data, community convenings, experience of Governing Council members and/or previous issues raised in the County. The Governing Council will periodically make recommendations for Board consideration that will address each strategic priority during the time span of the Strategic Framework. The Governing Council will provide an annual review and/or updates to this Strategic Framework with consideration of accountability and advocacy at all legislative levels.

The WGI has identified several priority areas served by County services and existing County programs. In such areas, the WGI will conduct gap analyses and organizational scans to determine where it is appropriate for the WGI to collaborate on existing work, initiate recommendations for new studies and/or the creation of new programs as well as create templates for centralized data collection disaggregated by gender. Such priority areas include: aging women, women's access to financial institutions, and violence against women to name a few.

Clarifying Definitions

Gender Equity*: When women and men, girls and boys, have equal rights, life prospects and opportunities and the power to shape their own lives and contribute to society.

Gender Justice: Tracking and ending gender-based inequalities that limit the economic mobility of Women and Girls and are reinforced in families, communities, private and government sectors.

Gender Lens: Decisions are made with particular attention to gender imbalances, intersectionality, multiple biases, perspectives, experiences and existing legislation.

Intersectionality: The interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

*** Although we use *gender equity* in alignment with the County's various equity initiatives; it is important to note that our work will promote *gender equality*, which refers to equal rights, responsibilities and opportunities for Women and Girls. By incorporating gender equality, we consider fairness along with the interests, treatment, needs, priorities and diversity of Women and Girls.**

STRATEGIC PRIORITY

GOALS & OBJECTIVES

<p>1. Create an equitable workplace where all people regardless of gender and age have equal opportunities for employment, advancement and leadership within the County of Los Angeles’ workforce.</p>	<p>1. Ensure operational pathways for equity in recruitment, hiring, compensation and promotions</p> <ul style="list-style-type: none"> A. Coordinate with County departments to implement the current best practices in gender equity in employment. B. Develop new best practices, where needed. C. Make recommendations concerning recruitment, hiring and retention policies to maximize opportunities for women within the County workforce. D. Establish metrics for success to track and report on County equity measures in employment.
	<p>2. Increase number of women in jobs of low representation</p> <ul style="list-style-type: none"> A. Effect gender parity in employment across the County workforce. B. Develop policies and programs to promote gender equity in the trades. C. Develop training programs to prepare Women and Girls for County employment. D. Evaluate processes and develop pathways to increase the number of women in the Sheriff, Fire and other departments as appropriate.
	<p>3. Create work environments that support women throughout their careers</p> <ul style="list-style-type: none"> A. Create report cards to promote supportive work environments. B. Develop recommendations for Board of Supervisors on affordable and flexible child and adult care options. C. Create an education reimbursement program that encourages professional development for the advancement of women. D. Create operational pathways that include current best practices in gender and age bias training. E. Monitor County’s Equity Oversight Panel (CEOP) program to verify utilization and effectiveness.
<p>2. Ensure economic mobility for Women and Girls of Los Angeles County by increasing their assets and income throughout their lifespan.</p>	<p>1. Increase number of women owned businesses applying for County contracts</p> <ul style="list-style-type: none"> A. Remove barriers and create opportunities to help women navigate regulatory requirements for County contracting opportunities. B. Create pilot outreach/marketing campaigns using a gender lens that specifically targets to inform women about County contracting opportunities. C. Increase number of women of color who qualify for prime procurement contracts and ensure companies are owned and operated by women.
	<p>2. Encourage women’s entrepreneurship to advance gender equity in Los Angeles County’s private sector workplaces</p> <ul style="list-style-type: none"> A. Develop strategies to encourage more women owned businesses in Los Angeles County. B. Identify sectors where women owned businesses are underrepresented. C. Ensure age equity in workplaces.
	<p>3. Ensure more women are employed by the County in construction and trades</p> <ul style="list-style-type: none"> A. Ensure Project Labor Agreements in all County construction projects have gender based language and are enforced. B. Create pipeline opportunities for women to enter construction and trades.

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<p>2. Ensure economic mobility for Women and Girls of Los Angeles County by increasing their assets and income throughout their lifespan.</p>	<p>4. Collaborate with Purposeful Aging Los Angeles to have workforce development programs have an age lens and provide workforce education and training programs for older women that lead to decent paying jobs</p> <ul style="list-style-type: none"> A. Advocate for required intersectional gender and age implicit bias training for all County employees. B. Create intersectional pathways to reduce the likelihood that the hiring process impedes or places barriers to the promotion of older women.
	<p>5. Identify penalties/fees imposed by the County that have the unintended consequence of pushing women further into poverty</p> <ul style="list-style-type: none"> A. Evaluate criminal justice imposed fees that are detrimental to women’s economic stability. B. Reduce/restructure fines and fees imposed by the County that have the unintended consequence of pushing women further into poverty. C. Monitor SB 10 bail reform implementation.
	<p>6. Improve financial competency that leads to economic mobility for Women and Girls</p> <ul style="list-style-type: none"> A. Increase access to banking and credit for women. B. Increase access to financial literacy education for Women and Girls. C. Reduce predatory lending to women. D. Address financial assets and opportunities for Women and Girls. E. Work with LACOE to have financial education and competency programs in schools.
	<p>7. Promote awareness of gender and age equity in County departments that create workforce development programs</p> <ul style="list-style-type: none"> A. Identify barriers for low-income Women and Girls to participate in workforce development programs. B. Identify best practices in the design and operation of workforce development centers to meet the needs of low-income women and older women. C. Educate youth about job opportunities in all sectors. D. County should track future employment trends. E. Identify successful programs and develop partnerships.
<p>3. All County services for Women and Girls are designed with a gender and age lens to ensure accessibility, responsive to needs and provide for well-being throughout their lifetime.</p>	<p>1. All new services/programs are designed with an intersectional gender and age lens</p> <ul style="list-style-type: none"> A. Create training and tools for Countywide education in applying a gender lens to service provision. B. Recommend equitable distribution of health and social services with gender and age lenses regardless of economic status. C. Expand core mission definitions of service accessibility to include statements on flexible weekend and evening hours, safety, age, gender and stigma reduction. D. Include WGI as a key participant in developing Community Schools to design equitable delivery of services and preventative measures are including healthy relationships and reproductive health education. E. All service providers receive trauma informed care and cultural competency training. F. Develop strategies to inform immigrant Women and Girls about available social services. G. County departments and external agencies providing services to older women have ageism implicit bias training.

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<p>3. All County services for Women and Girls are designed with a gender and age lens to ensure accessibility, responsive to needs and provide for well-being throughout their lifetime.</p>	<p>2. Provide gender-responsive services for all Women and Girls (and their children) involved with the criminal justice system</p> <ul style="list-style-type: none"> A. Ensure pathways are created to make comprehensive services accessible for Women and Girls. B. Ensure reentry programs are designed with a gender and age lens. C. Ensure reentry services are family-friendly and encourage continuity of contact throughout incarceration. D. Collaborate with the Sheriff Civilian Oversight Commission to address violence and excessive force in the jails. E. Provide recommendations for facilities to meet the specific physical and emotional needs of older women inmates.
	<p>3. Reduce the disproportionate impact of violence on Women and Girls at all stages of life in the County of Los Angeles</p> <ul style="list-style-type: none"> A. Partner with the Office of Violence Prevention, Department of Public Health and Department of Education to ensure solutions to reduce violence against Women and Girls are developed and implemented. B. Reduce gender motivated violence among marginalized Women and Girls. C. Create operational pathways for the well-being and safety for girls in the foster care system. D. Support Countywide efforts that address sex and human trafficking
<p>4. Empower the next generation of leadership by preparing Women and Girls for success in their careers and communities.</p>	<p>1. Increase girls' participation in STEAM education and training programs</p> <ul style="list-style-type: none"> A. Partner with County museums, libraries and the education community (K-college) to identify and close STEAM gap. B. Promote STEAM internships, apprenticeship, mentoring and job opportunities for Women and Girls. Increase civic participation.
	<p>2. Increase girls' participation in County sports programs</p> <ul style="list-style-type: none"> A. 50/50 participation by 2021. B. 50/50 for coaches and administrators. C. 50/50 opportunities for school districts.
	<p>3. Promote mentoring with County, non-profit and private sector</p> <ul style="list-style-type: none"> A. Create best practices annual convening/event to recognize and highlight successful mentoring programs. B. Create a resource list of current programs. C. Partner with local high school/colleges.
<p>5. Design County internal and external partnerships to increase opportunities and improve outcomes for Women and Girls throughout Los Angeles County.</p>	<p>1. Partners support County's goal for Women and Girls equity</p> <ul style="list-style-type: none"> A. Create County training or guidebook on hiring processes that promote gender equity. B. County training or guidebook on hiring processes designed to recruit and promote older women.

5. Design County internal and external partnerships to increase opportunities and improve outcomes for Women and Girls throughout Los Angeles County.	2. Advocate to other levels of government and a variety of partners to incorporate Women and Girls' equity <ul style="list-style-type: none"> A. WGI in partnership with appropriate Boards and Commissions convenes partners/contractors and others to solve community issues impacting Women and Girls. B. Increase the number of cities in LA County that specifically address Women and Girls' equity as a goal. C. Collaborate with wide variety of partners to educate on gender and age lens. D. Develop policy that promotes a bonus system for contractors who have implemented successful gender equity plans.
	3. Create working relationships and partnerships with County departments to achieve gender and age equity <ul style="list-style-type: none"> A. Use a cross-functional approach to promote the use of gender and age lens throughout County departments.

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