



THE RIPPLE EFFECTS OF TRUTH, RACIAL HEALING AND TRANSFORMATION (TRHT)

TRHT LOS ANGELES LEARNING REPORT | SEPTEMBER 2020



Contents

- Introduction..... 2**
- Shifting hearts and minds through awareness, training, and dialogue..... 9**
 - Elevating unsung heroes and untold stories..... 10
 - Listening, learning, and recharging through art and culture..... 11
 - Uncovering the hidden bias of good people..... 11
 - Key Takeaways..... 12
- Building capacity for racial equity dialogue..... 14**
 - Creating a space for dialogue 15
 - Building readiness for deeper exploration 16
 - Strengthening capacity to engage others..... 17
 - Addressing challenges and barriers 18
 - Committing to action 19
- Shifting organizational and sector policies, practices, and narratives 21**
 - Raising awareness and reducing bias within organizations 22
 - Building Momentum on the Road to Transformation 27
- Appendix A: Learning and Evaluation Methodology 29**
 - Evaluation Approach..... 29
 - Methodology..... 29
 - Descriptions of Evaluation Activities..... 30
 - Method Note: 30
 - Impact of TRHT-LA on the Evaluation Team: 30
- Appendix B: Resources 31**
 - Sources..... 31
 - Timeline 31
- Appendix C: Working Inventory of Related Initiatives and Programs in Los Angeles 2**
- Appendix D. Post survey data from implicit bias workshops 5**

Acknowledgements

Southern California Grantmakers (SCG) partnered with Engage R+D to conduct a developmental evaluation of TRHT efforts in the Los Angeles region from LA 2017 to 2020. Engage R+D is a California-based firm that partners with foundations, nonprofits, and public sector organizations to harness the power of learning and evaluation to promote equitable, just, and thriving communities. We are grateful for the opportunity to be part of the TRHT-LA journey and to many TRHT partners for sharing the stories, experiences and perspectives highlighted in this report. A special very thanks to the SCG team including Adele Lee, Dave Sheldon, Monica Banks, and Karen Freeman for their steady leadership, insightful contributions, and thoughtful guidance over the last several years. The project team and report authors include Cristina Whyte, Sonia Taddy-Sandino, and Jennifer J. García.

"...We need to push ourselves to discuss this differently ... in a way that really has potential to be transformative. It can't be business as usual. It has to be something different."

- Member of TRHT-LA Stewardship Group

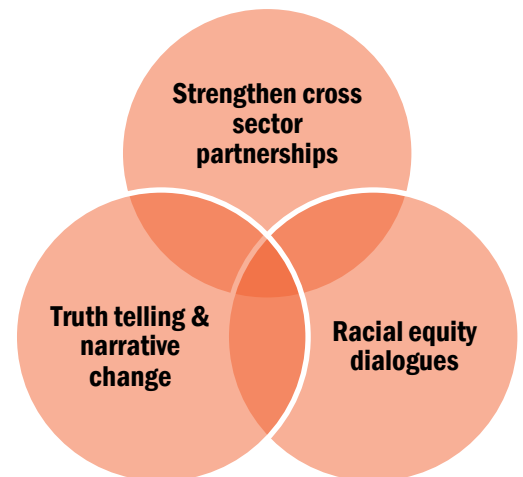
Introduction

Tribute to the Tongva People

With this report, we wish to honor and pay tribute to the Tongva People, the original stewards of this land and inhabitants of the Los Angeles basin long before Spanish settlers arrived in the late 1700s.

Our nation's democracy has long rested on the notion of opportunity, liberty, and justice for all, yet these hallmarks have been largely reserved for White people at the expense and systemic exclusion of Black, Indigenous and People of Color (BIPOC). Systemic racism in the United States is deeply rooted in our institutions, systems, and narratives about who belongs and who has value. Today, the legacy of slavery and the persistent narrative of exclusion often manifest as unacceptable outcomes and inequities for communities of color in health, education, economic mobility, housing, wealth, and political power. Most recently, the COVID-19 pandemic has further laid bare these enduring structural inequities as BIPOC are disproportionately – and often fatally - impacted by the health and economic crisis. At the same time, streets across the U.S. are spilling over with protestors rallying for Black lives and demanding an end to oppression and racist policies, practices, and behaviors. The road to transformation is long and daunting but in this moment of collective trauma “there are glimmers of hope.”¹

Truth, Racial Healing and Transformation in Los Angeles (TRHT-LA) is part of a \$24 million initiative funded by the W.K. Kellogg Foundation to support 14 multi-sector collaborations in communities across the United States. TRHT is an adaptation of the internationally recognized Truth and Reconciliation Commission (TRC) models that have been instrumental in resolving deeply rooted conflicts around the world. TRHT serves as a comprehensive, national and community-based process to plan for and bring about transformational and sustainable change and to address the historic and contemporary effects of racism. Through this initiative, the Kellogg Foundation and its TRHT partner sites seek to “jettison deeply held, and often unconscious, beliefs created by racism” and to dismantle the belief in a “hierarchy of human value.”²



Header picture taken at TRHT-LA's Annual Manzanar Pilgrimage.

¹ Powell, J. (2020, June 2). We're in a moment of collective trauma. But there are glimmers of hope. Othering and Belonging Institute. <https://belonging.berkeley.edu/glimmers-hope>



Southern California Grantmakers (SCG) serves as the convener of TRHT-LA, a multi-year effort that brings together diverse partners from the arts and entertainment industry, business, community and faith-based organizations, civic leadership, government, labor, media, philanthropy, schools, and youth organizations. The partnership seeks to build momentum and create a solid foundation to do the following:



Shift individual mindsets, behaviors, and actions through racial equity dialogues: Racial healing is a process for facilitating trust and building authentic relationships that bridge the divides created by real and perceived differences among people and in communities.



Promote truth telling to change narratives and dismantle beliefs in racial hierarchy: Racial healing also recognizes the need to acknowledge and tell the truth about past wrongs created by individual and systemic racism and address the present consequences.



Partner to change systems and organizational practices and policies that perpetuate racial bias: These efforts can inspire collective action within and across diverse groups of people to create policies, practices, and systems that foster more equitable organizations and communities.

Truth, justice, and racial equity in Los Angeles

Los Angeles is one of the most racially, culturally, and ethnically diverse regions of the country – making it a unique testing ground for truth-telling, racial healing, and transformation. With over 10 million people from more than 140 countries and over 224 different identified languages, Los Angeles has no majority population.³ It is the most populous county in the nation and home to more than a quarter of California’s residents. If it were a state, Los Angeles County would be the ninth largest in the Union.

While many now hail the region’s diversity as one of its greatest assets, Los Angeles County and the State of California have had a long and troubled past of racialized politics and narratives that have shaped our institutions, policies, practices, and beliefs. Historic events like the Watts uprising of 1965, the Rodney King uprising in 1992, and the most recent mass protests following the death of George Floyd are among the more visible manifestations of outrage over persistent racism and oppression.



Mural painted by students from the PiM Arts High School (Eden Prairie, MN) in Calhoun Square in Minneapolis (June 2020)

Despite some improvements in race relations over the years, there is shared recognition of the challenges, barriers, and resources needed to fully embrace racial, ethnic, and cultural equity in Los Angeles. A rapid scan of the headlines and various data sources provides evidence of setbacks and obstacles to overcome. In 2019, the number of hate crimes reported in Los Angeles was 40% higher than in 2016, according to data provided by the Los Angeles Police Department.⁴ This included an increase in anti-Jewish and anti-Black crimes in particular, and the number of hate

² Truth, Racial Healing and Transformation-Los Angeles. About TRHT. <https://www.racialequityla.org/about-trht>

³ *ibid*

⁴ Hanna, J., & Chan, S. (2020, January 23). Los Angeles hate crime numbers were 40% higher in 2019 than in 2016, officials say. CNN. <https://www.cnn.com/2020/01/23/us/los-angeles-hate-crimes/index.html>



crimes is likely worse than official data suggests. Hate crimes against Asian Americans in Los Angeles also spiked as COVID-19 spread across the region in the spring of 2020. There are many forms of racist behavior, microaggressions, and exclusionary policies in our society. A review of virtual every socio-economic indicator reveals that BIPOCs are systematically left behind and are continuously subject to exclusionary and racialized policies and practices every day.

Thanks in large part to a robust history of movement building in Los Angeles and a local favorable political climate, there are promising signs of change and “glimmers of hope.”⁵ The #BlackLivesMatter hashtag started several years ago by two Black women from LA has now become a global movement.⁶ Multiracial and intersectional social movements supporting diverse issues and populations from immigrant rights and criminal justice reform to gender and LGBTQ equity have surged in the last several years, contributing to a constant drum beat for change.

“Structural and institutional racism impacts every major institution and community in Los Angeles. We believe that racial healing and transformation happen by affecting the heart and the mind. Through a combination of individual engagement and systems change, the personal and structural beliefs in racial hierarchy will be dismantled.”

TRHT-LA website

The Impetus and Evolution of TRHT-LA

TRHT-LA builds upon these efforts and other notable cross-sector collaborations to advance racial equity in recent years. Public sector initiatives like [EmBRACE LA](#), launched by the City of Los Angeles, seek to engage Angelenos in critical dialogue about race, ethnicity, sexual orientation, diversity, and multiculturalism. In 2019, the City expanded its work by partnering with several nonprofits – [Advancement Project California](#), [Department of the Future](#), Community Coalition and [Revolve Impact](#) – to organize hundreds of produced and self-organized conversations focused on policy recommendations. As a result, the Los Angeles City Council voted to create the first Office of Racial Equity charged with building a citywide culture where equity, social justice, and community engagement are at the heart of decision-making.

The Los Angeles County Board of Supervisors has also sought to pioneer new efforts to advance racial equity, initially through its participation in the Government Alliance on Race and Equity (GARE) starting in 2014. In partnership with Race Forward and the Institute for a Fair and Inclusive Society at UC-Berkeley, the County became part of a national network of government cohorts working to achieve racial equity and advance opportunities for all.

More recently, the County launched the Equity Initiative, which grew out of two motions from the County Board of Supervisors in 2016 and 2017. The first motion in 2016 emphasized training for public safety officials to reduce the influence of implicit bias and strengthen relationships between the County and communities. The 2017 motion expanded that to include all departments as well as the review and assessment of best practices and specific plans to implement countywide convenings to promote awareness, commitment, and skill development.



Photo taken during the Blanket Exercise at the National Day of Racial Healing 2019.

⁵ Powell, J. (2020, June 2). We're in a moment of collective trauma. But there are glimmers of hope. Othering and Belonging Institute. <https://belonging.berkeley.edu/glimmers-hope>

⁶Castillo, A. (2020, June 21). How two Black women in L.A. helped build Black Lives Matter from hashtag to global movement. Los Angeles Times. <https://www.latimes.com/california/story/2020-06-21/black-lives-matter-los-angeles-patrice-cullors-melina-abdullah>

The philanthropic sector and Los Angeles Chamber of Commerce have also joined forces with public sector partners to advance opportunities and improved outcomes for communities of color. The California Endowment, the California Community Foundation, and the County of Los Angeles all launched multi-million dollar efforts like Sons and Brothers, My Brother’s Keeper, and BLOOM, focused on improving opportunities and outcome for African American boys and men (more examples of initiatives can be found in Appendix C). TRHT-LA adds to this growing drumbeat bringing additional energy and focus to cross-sector partnership, healing, and transformation.

In 2017, Los Angeles was selected as one of 14 communities across the country to participate in the W.K. Kellogg Foundation’s Truth, Racial Healing and Transformation (TRHT) and engage stakeholders from multiple sectors in addressing the present day inequities and beliefs in a hierarchy of human value. The *hierarchy of human value* refers to the false perception of inferiority or superiority based on race, physical characteristics or place of origin that has fueled racism and bias.⁷ As the Kellogg Foundation posits, “if America aspires to be a place where all children can thrive, where equal value of all human beings is the foundation of our society, then we must jettison racial hierarchy and replace it with the capacity to see ourselves in one another and transform the structural and systematic manifestations of this devastating belief.”

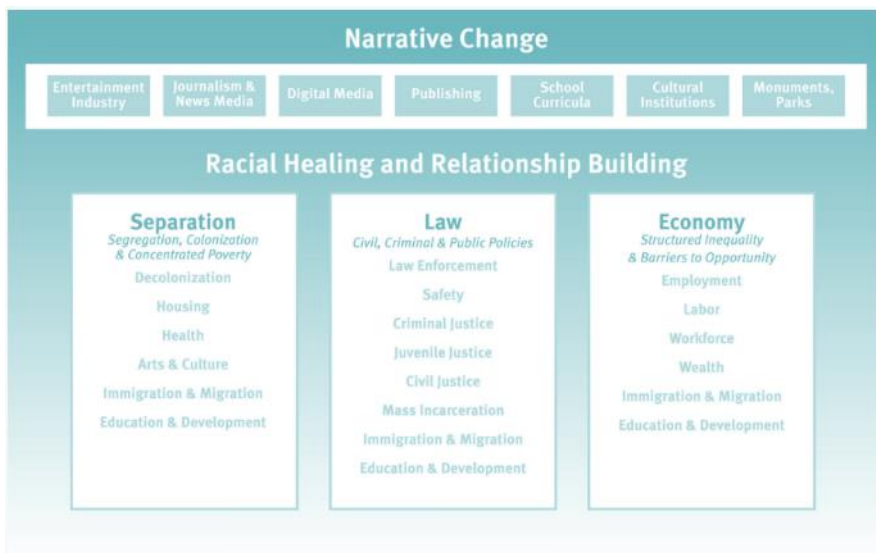
The TRHT framework is inspired by internationally recognized Truth and Reconciliation Commission (TRC) models that have sought to resolve deeply rooted conflicts around the world.⁸ It seeks to go beyond reconciliation to advance healing and transformation by building a new narrative and belief in equal and shared humanity.

“The biggest barrier to this work is inertia and apathy ...”

Philanthropic partner

While the overarching strategies focus on narrative change, racial healing and relationship building, the TRHT framework also seeks to dismantle and transform systemic drivers of inequity in our society including issue areas such as housing, health, arts and culture, immigration status, criminal justice, safety, education, employment, and wealth. Each of the 14 TRHT sites used the framework to guide their efforts, while focusing on the areas that reflect their unique circumstances, assets, and opportunities.

To catalyze efforts in Los Angeles, TRHT-LA initially assembled a core stewardship group made up of many of leaders from county-wide efforts mentioned earlier. Initial conversations centered around how to leverage TRHT in ways that connect, build upon, and advance racial equity work in ways that are truly transformative. As one public sector partner said, “our ideas are not new and there are new voices that want to be part of the conversation. We need to push ourselves to discuss this differently in a way that really has the potential to be transformative. It can’t be business as usual. It has to be something different.”



The Kellogg Foundation’s TRHT Framework

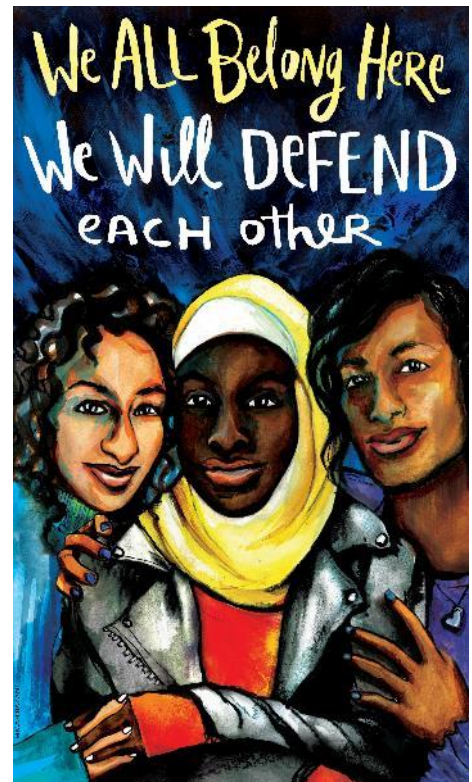
Leveraging the Kellogg Foundation’s TRHT framework, early conversations among cross-sector leaders began to map out a roadmap focused on shifting individual mindsets and behaviors, changing the narrative and enacting truly

⁷ TRHT Implementation Guide (2016). W.K. Kellogg Foundation. <https://healourcommunities.org/wp-content/uploads/2018/02/TRHTImplementationGuide.pdf>

⁸ Ibid

transformative systems change. The group initially began by sharing their aspirations, debating where to start, and ultimately articulating the principles outlined below to guide TRHT work in the region.

1. **Everyone is harmed by racism and the established hierarchy of human value.** Race is a social construct and dismantling it will take deep and intentional work and a groundswell of committed champions willing to take risks and engage in uncomfortable conversations.
2. **We are not starting from scratch.** There is a long history of racial tension and injustice in Los Angeles and many noteworthy efforts to create dialogue, promote healing, and shift the narrative. This work will build upon and leverage existing assets and efforts.
3. **Transformative change is intentional and incremental.** The problems we face related to racial hierarchy are hundreds of years in the making. This work will require deliberate engagement of those most impacted by racism and people in positions of power and influence.
4. **Engaging new voices and inspiring people in power to take courageous action against systemic racial injustice will tip the scale.** Dismantling structural and institutional racism requires strong advocates from sectors including business, government, philanthropy, labor, and entertainment. Little will change by preaching to the choir. New voices and nontraditional allies – particularly those with White privilege, influence, and power – can help change the narrative, policies and institutional practices.
5. **Community engagement is critical.** While this effort has been launched by a small group of champions, we recognize deep and lasting change will be elusive without authentic community engagement and leadership in every step along the way. We all must hold each other accountable for dismantling racial injustice.
6. **Engagement alone is not enough.** True transformation requires a commitment to action. We seek to engage individuals and organizations in dialogue and healing circles, embrace a shared set of principles for advancing racial equity, and inspire new allies and champions to take risks, disrupt business as usual, and take actions – large or small – to address implicit bias and dismantle institutional racism.



Artwork by Micah Bazant for Amplifier.org as part of the *We All Belong Here Campaign*

Listening, Learning, and Assessing Progress

To support continuous learning and document the TRHT-LA journey, SCG partnered with Engage R+D in 2017 to conduct a developmental evaluation. Given the evolving and dynamic nature of this work, the evaluation has focused on learning, using a guiding framework focused on three main areas of inquiry (see table below). Using a multi-methods approach (interviews, surveys, and observations), the evaluation team focused on lifting-up promising strategies, stories, and evidence that TRHT efforts are taking root.⁹

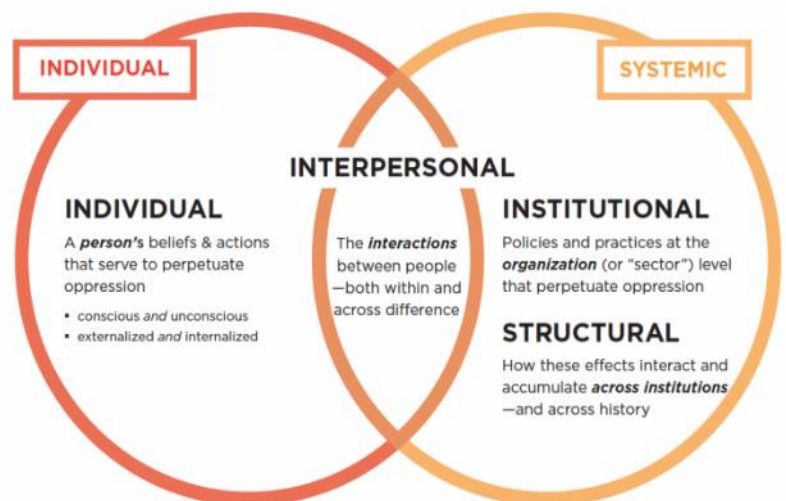
⁹ More detail about the evaluation approach and methods can be found in Appendix A

Learning Focus	Learning Questions	TRHT-LA Efforts
<p>Shifting beliefs and behaviors</p> <p>(Individual)</p>	<ul style="list-style-type: none"> In what ways is TRHT-LA creating new awareness, understanding, and dialogue among individuals? How and to what effect are implicit bias trainings leading to changes in attitude and actions? Who is participating and what are the potential ripple effects? 	<ul style="list-style-type: none"> Cultural and truth-telling events to raise awareness and shift perceptions Implicit bias training to shift mindsets and behaviors
<p>Building capacity for racial equity dialogue</p> <p>(Interpersonal)</p>	<ul style="list-style-type: none"> What has been the impact of racial equity dialogues? In what ways do racial equity dialogues deepen understanding and contribute to change? How and to what effect are multi-sector dialogues and community conversations shifting mindsets, behaviors, and practices? What are the ripple effects of racial equity dialogues? 	<ul style="list-style-type: none"> Racial equity dialogues where individuals listen, share, and engage in dialogue. Heart to Heart (H2H) training on how to facilitate racial equity dialogues.
<p>Shifting organizational and sector policies, practices, and narratives</p> <p>(Systemic)</p>	<ul style="list-style-type: none"> In what ways is TRHT-LA impacting organizational and sectoral attitudes, practices, and policies? How are various cross-sector actors building shared commitment and capacity to sustain efforts that dismantle systemic racism? How are diverse community voices infused in efforts to generate new narratives? 	<ul style="list-style-type: none"> Strengthening cross sector partnerships. Interrogating norms and practices in philanthropy Shifting organizational policies and practices

To better understand the ripple effects of TRHT strategies, we leveraged the National Equity Project’s *Lens of Systemic Oppression* to document shifts in beliefs, attitudes, behaviors, and practices within and across individual, interpersonal, institutional, and structural domains.¹⁰ This report is organized around the ways TRHT is influencing beliefs, behaviors and actions: (1) at the individual level (2) in interpersonal interactions and (3) in organizational and structural policies and practices within and across organizations and sectors.

While TRHT-LA is part of a longer journey to dismantle systemic racism, this report reflects the steady drumbeat, incremental progress, and growing momentum for racial, ethnic, and cultural equity in the Los Angeles region. We begin with a timeline of events to anchor this story.

**The Lens of Systemic Oppression
National Equity Project**



¹⁰ National Equity Project. *Lens of system oppression*. <https://nationalequityproject.org/wp-content/uploads/Lens-of-Systemic-Oppression.pdf>

TRHT Cultural Events 11

National Policy Landscape

Exclusionary policies and divisive rhetoric at the national level that contribute to a climate of racism and injustice.

Apr 2018
President declares "NO MORE" to DACA deal to support dreamers

Sept 2018
Administration seeks to radically alter public charge policies

May 2019
HUD publishes rule proposing to bar "mixed-status" families from public housing

Administration announces changes to subvert ACA civil rights protections

Jul 2019
USDA proposes rule eliminating Supplemental Nutrition Assistance Program (SNAP) to more than 3 million people

LA City and County

March 2018
County trains employees in implicit bias and cultural competency

April 2018
City Council and local organizations train 40+ facilitators to host 130+ dinner dialogues in LA homes

July 2018
County provides relief services for families separated at the border

Feb 2019
LA Homeless Services Authority (LASHA) reports impact of structural racism, discrimination, and unconscious bias on LA housing

Mayor Garcetti and community leaders discuss LAHSA report recommendations

April 2019
California's Strategic Growth Council adopts Racial Equity Action Plan

Sept 2019
LA City presents resolution to declare September embRACE LA month

LA County Department of Arts and Culture holds cultural equity and inclusion workshops for grantees and nonprofit arts organizations

Hate crimes in LA County reach highest level in 10 years

Dec 2019
L.A. City Council votes to move forward with new Office of Racial Equity in LA

TRHT-LA Program Activities and Events



May 19, 2018
The People's Home: Winston Street 1974



Aug 15, 2018
Celebrating Biddy Mason



Oct 10, 2018
Addressing Implicit Bias: For Philanthropy, Government, and Business



Oct 24, 2018
Commemoration of the Chinese Massacre of 1871



Jan 22, 2019
The Blanket Exercise



Strengthening Our Role as White People in Dismantling Racism: A Racial Justice Dialogue



Liberation through Capoeira



Jan 24, 2019
Intergenerational Dialogue on Race and Racism in Our Communities



Georgia Anne Muldrow, live at The World Stage



Jan 25, 2019
Sprouting Freedom - Radical Interventions with Plant Medicine



Jan 26, 2019
Deepening Racial Justice in Community Organizing



Mar 18, 2019
Undesign the Redline



April 20, 2019
Tongva History Walk: Remembering our Ancestors



April 27, 2019
50th Annual Manzanar Pilgrimage



June 14, 2019
400 Years of Inequality



Aug 15-17, 2019
Know Biddy: A Story of Resilience, Wreath Laying Ceremony and Walking Tour



Aug 27, 2019
Soul of a Nation: Art in the Age of Black Power



Oct 24, 2019
Vigil Concert: The Commemoration of the Chinese of 1871 Massacre

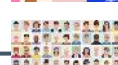


Dec 12, 2019
Addressing Implicit Bias 201

2020



Jan 22, 2020
Finding Voice: Using Art for Activism



June 11, 2020
Addressing Implicit Bias in the Age of COVID-19

¹¹ See Appendix B for references associated with this timeline.



“I don’t believe its
humanly possible to be
free from bias.”

- Robin DiAngelo

Shifting hearts and minds through awareness, training, and dialogue

Individual change

One of the core guiding principles of TRHT is the need to provide an accurate recounting of local and national history, understanding that history has largely been written by White dominant culture to maintain a racist hierarchy. There must also be an expansive and inclusive process to understand the different cultures, experiences, and perspectives that coexist in a community.¹²

Los Angeles is a fusion of many cultures and perspectives, some of which have been intentionally and historically disregarded or undervalued. Like many communities across the country, it is also a place with a painful history of racism and oppression of Black, Indigenous, and People of Color. TRHT-LA has sought to uncover and elevate voices, stories, and historic moments through a series of cultural and educational events. These events provide an opportunity to celebrate this fusion of culture as well as commemorate and mourn traumatic events that contribute to the racial and ethnic inequities that permeate our society today.

In addition, TRHT-LA has also sought to shift individual hearts and minds by expanding existing implicit bias trainings to engage more people in the philanthropic, business, and nonprofit sectors. In this section, we highlight the ways these events and trainings are influencing individual attitudes and perceptions as well as the potential to shift how they interact within their organizations and spheres of influence.

Our Learning Goals

- In what ways is TRHT-LA creating new awareness, understanding, and dialogue among individuals?
- How and to what effect are implicit bias trainings leading to changes in attitude and actions?
- Who is participating and what are the potential ripple effects?

¹² TRHT Implementation Guidebook (2016). W.K. Kellogg Foundation



Elevating unsung heroes and untold stories

Over the last three years, TRHT-LA has hosted 27 events throughout Los Angeles and neighboring counties. TRHT-LA's efforts to change dominant narratives have focused on events featuring local artists, influential individuals, art and cultural opportunities and walking tours of historic sites. All of these events and venues created critical space for truth telling, celebration, and stories that are often intentionally omitted from the history books.

Narratives and stories from a White dominant perspective can often minimize or demote the contributions of BIPOC. As novelist Chimamanda Adichie once said, "Stories have been used to dispossess and to malign. But stories can also be used to empower and to humanize. Stories can break the dignity of a people. But stories can also repair broken dignity." Bringing community truths, stories and history to light that are contrary to the dominant cultural narrative has the potential to transform the way people see their community, themselves, and their future.

TRHT-LA thoughtfully selected local history to highlight through public events that was representative of the diverse cultures across Los Angeles. Many of the events brought untold stories to life in new ways. For example, the [Tongva History Walk](#), guided by Tongva educators, historians, and cultural workers, offered Angelenos the opportunity to envision the principal ancestral village of the Tongva and Gabrieleno communities prior to the arrival of European settlers and missionaries in the late 1700s. This event introduced participants to indigenous worldviews and provided a new perspective of well-known Los Angeles spaces, like Placita Olvera, Union Station and other sites that are often unacknowledged or unrecognized and erased from history books.

Several events recognized painful history of racial injustice such as the [50th Annual Manzanar Pilgrimage](#). Hosted in partnership with Vigilant Love, a local racial equity nonprofit organization, it featured an all-day walking tour of one of the first American concentration camps where over 120,000 Japanese Americans were incarcerated during World War II. Over 1,000 people participated. The Commemoration of the Chinese Massacre of 1871 was another local event highlighting a painful moment in local history. TRHT-LA partnered with [The Chinese American Museum](#), [El Pueblo de Los Angeles Historical Monument](#) and [Scripps College](#) to present a vigil concert commemorating the seventeen Chinese men including a 15-year-old boy who were killed by a mob in Los Angeles as a result of local anti-Chinese sentiment.

Some TRHT-LA events placed the spotlight on influential figures within Los Angeles. In partnership with the [Biddy Mason Charitable Foundation](#), TRHT-LA hosted several events to honor the life of [Bridget "Biddy" Mason](#), an inspirational African American woman who was born a slave and went on to become a nurse, local real estate entrepreneur, and philanthropist.¹³ One participant who attended the wreath laying ceremony and walking tour shared, "It was really fascinating to hear about history, about some of our unsung heroes or sheroes that have really made an impact that aren't necessarily celebrated."¹⁴ Learning about unsung heroes of color often "inspires different conversations, different levels of learning for people who are born and live in LA and even others who aren't in LA."



"She's such a LA legend and I don't know that many of us really know about her as much as I think we should."

- Biddy Mason Event Participant

¹³ Born enslaved in Mississippi on August 15th, 1818, Biddy walked to California behind her master's wagon, where she ultimately gained her freedom, worked as a nurse and midwife, and became the first black woman to own land in Los Angeles. As Biddy's wealth grew, so did her generosity. She was a visionary philanthropist, regularly providing food and shelter for the poor, healing the sick, and visiting inmates in county jail. Despite her wealth and prominence, Biddy was buried for nearly 100 years in an unmarked grave at Evergreen Cemetery in Boyle Heights.

¹⁴ The evaluation team conducted an interview with one person who participated in several TRHT-LA events. The majority of the quotes in this section represent the participant's insights.



These events helped give voice to suppressed histories and inspire new thinking about what it means to contribute to a more inclusive and equitable Los Angeles.

Listening, learning, and recharging through art and culture

TRHT-LA created, co-hosted, and promoted a wide array of events that provided opportunities for Angelenos to experience art, music, dance and movement, healing, and discussion. For example, events highlighted the importance of activism, organizing, and movement building for racial justice causes. This included special exhibits at local museums, such as The **Broad Museum** with their exhibit of *Soul of a Nation: Art in the Age of Black Power 1963-1983*, which featured many artists native to Los Angeles. Another event, *Using Art as a Form of Activism*, called upon participants to combine the power of their voice through interactive discussions and zine making to illustrate how to find, use, and harness their voice in advancing social equity in their community.

During the 2019 National Day of Racial Healing, TRHT-LA booked local jazz musician **Georgia Anne Muldrow** to perform at The World Stage in Leimert Park Village. This particular venue, in the heart of Los Angeles, features educational and performance acts and has cultural significance within the local African American/Black community, particularly in South L.A.'s music and art landscape. In partnership with **Capoeira Batuque**, TRHT-LA provided an opportunity for Angelenos to experience and participate an introduction course to capoeira, an Afro-Brazilian cultural practice that incorporates movement, music, ceremony, and self-defense, at the 2019 National Day of Racial Healing. Capoeira, now practiced around the globe, was developed by enslaved Africans in Brazil as a means for liberation, self-determination, expression, and survival. These events, each highlighting artists, venues and history that is tied to activism and racial justice, provided opportunities for self-expression, emotional release, and healing for participants.

Uncovering the hidden bias of good people

Implicit bias is everywhere and affects everyone to varying degrees. The biases held by police officers, physicians, prosecutors, and criminal court judges can determine whether someone lives or dies. Biases held by teachers and school administrators affect educational practices and student outcomes. And for the philanthropy sector, implicit biases can affect the priorities set and supported by foundations and nonprofit organizations.

Through TRHT-LA, SCG has offered nonprofit, philanthropic business, and government partners one-day and two-day implicit bias workshops led by **Dr. Bryant T. Marks**, a minister, social psychologist, and trainer at the National Training Institute on Race & Equity. To date, Dr. Marks has trained over a thousand county employees including the Los Angeles County Children and Family Services, Executive Office of the Board of Supervisors, Human Resources, Public Health, and the Los Angeles Police Department. TRHT has expanded



Georgia Anne Muldrow performed at The World Stage in Leimert Park Village for the 2019 National Day of Racial Healing.



TRHT-LA partnered with Capoeira Batuque to host an introduction course to capoeira.



TRHT-LA partnered with Vigilant Love to host the 50th Annual Manzanar Pilgrimage

these trainings to other cross-sector partners, allowing individuals and organizational leaders to explore how implicit bias shows up in their personal and organizational behaviors and practices. His workshop provides descriptions of implicit bias, its causes, consequences, measurement, potential solutions, and implications for nonprofit, philanthropic, and government employees and organizations.

Given the history of racial tension and stark inequality in Los Angeles, SCG recognized the need to create opportunities for raising awareness, deepening understanding, and engaging in dialogue about racial bias. This work begins at the individual level by facing difficult, uncomfortable truths. Implicit biases are a result of the social context that we live in, the social norms, attitudes and beliefs that are learned from family, school, and media. Importantly, implicit bias is “not a character issue, but an exposure issue.” That is, having a bias towards another group does not make someone a “bad person,” but rather someone who has received a lifetime of biased messaging (e.g., racial stereotypes). How might confronting these truths at the individual level lead to dismantling preconceived attitudes and create space for broader transformations?



TRHT-LA provided implicit bias trainings with Dr. Bryant T. Marks from the National Training Institute on Race & Equity

SCG offered four Implicit Bias workshops between January and February 2019, reaching a total audience of 273 individuals from nonprofit, philanthropy, and government sectors (See Appendix D). Almost half of workshop participants were from nonprofits (46%). The majority of the workshop participants were women (81%) and half of attendees identified as White (50%). About two-thirds of attendees were between the ages of 31 – 55 years old (67%). The majority of attendees spent most of their lives in Southern California (60%). One-third of the attendees had heard of the TRHT-LA effort prior to attending the workshop.

Key Takeaways

The evaluation team, in coordination with Dr. Marks and SCG, designed and administered a post-survey to assess participant satisfaction and learning, which had a 99% response rate¹⁵. Overall, survey participants rated the workshop as “Very good” to “Excellent” and approximately 90% of attendees said they would recommend this training to their organization’s board, coworkers, work partners, friends, family, or religious community. Most importantly, survey data revealed a number of ways implicit bias training supports TRHT’s efforts to shift hearts and minds.

1 Participants reported increased self-awareness and willingness to discuss implicit bias with colleagues and peers

On average, survey participants shared that they had a better understanding of the concept of implicit bias, the difference between biased thinking and biased behavior, what implicit bias looks like in the real world, causes of implicit bias, how their own implicit bias may affect them and others, how they can reduce or manage their personal implicit bias and the bias within their organization. After the workshop, survey participants, on average, indicated that



¹⁵ The post-survey was administered in person immediately following the workshop, contributing to the high response rate.

they felt “somewhat confident” to “very confident” in their ability to discuss the idea of implicit bias within their organization. While quite a few people were familiar with many of the concepts presented in the workshop, others reported that they “need some time to absorb, reflect, integrate” all the information that was shared and that it was “a lot to process.” One participant shared what they liked most about the workshop was learning “how to manage my own biases and take action steps to reduce biases.”

Several participants indicated that the workshop sparked interest in doing more personal reflection, reading and research on the topic, e.g. “I would like to learn more/gather more data” and “would like to take more trainings about implicit bias,” and “[the workshop] opened my heart to personal/ professional change.” As one participant shared, the workshop provided an “excellent jumping off point for us to begin to examine our [organizational] practices.”

“That implicit bias is "baked in," and rather than feel guilty about it (or worse, deny it), I should recognize its existence and consciously strive to overcome it.”

- Implicit Bias Workshop Participant

2

Participants have an appetite for deeper conversations and help navigating implicit bias in the workplace:

The workshop has inspired leadership and employees in the nonprofit, philanthropic, and government sectors to allocate their resources to developing an organizational stance on diversity, equity, and inclusion. That said, participants want to learn more about how implicit bias impacts organizations and how to effectively address it. Many mentioned the need for more time and suggested a two-day workshop, which SCG plans to roll out in 2020. There was also an expressed desire to explore other intersectional issues and topics such as LGBTQ, gender equity, and White privilege.

“I hadn't realized that there was a tremendous amount of emotion among some staff, having to do with the way that they felt they had been treated by other staff. [Our organization attracts] people who view themselves as being enlightened on these kinds of issues. But I would hear stories about microaggressions and how people felt about the way they had been treated [by co-workers]. It was just eye opening...”

- Implicit Bias Workshop Participant

Some participants also shared challenges they encounter in confronting bias. “I still need an external facilitator to help,” one participant shared. “I'm not the best messenger (I'm White, most staff of color).” Another stated, “I still fear I'll make mistakes and our agency's equity process has generated a great amount of conflict. I need more confidence that it's ok to make people unhappy and ok for me to make a mistake.” And finally, one respondent pointed out the emotionally charged nature of these topics, saying “I feel very confident in the subject matter but still need practice managing my emotions when discussing [implicit bias].” Overall survey results revealed a healthy appetite to reflect on bias and translate those reflections into action by revisiting and revising organizational practices and decision-making processes to focus more on racial equity (e.g., hiring, review, data presentation, grant application submission and review). In section three of this report, we share more about these ripple effects and how they translate into shifts at the organizational level.





Building capacity for racial equity dialogue

Interpersonal change

As Kofi Annan once said, “Tolerance, inter-cultural dialogue and respect for diversity are more essential than ever in a world where peoples are becoming more and more closely interconnected.” The TRHT Framework highlights the powerful role that dialogue can have on emotional healing.¹⁶ Through dialogue and meaningful interactions, individuals have the opportunity to develop authentic relationships with individuals with different lived experiences and transform their communities.

Over the last three years, TRHT-LA has helped build the capacity of practitioners to facilitate racial equity dialogues, and strengthen interpersonal interactions. In 2019, TRHT-LA partnered with the California Conference for Equity and Justice and the Southern California Justice Dialogue Institute to build the capacity of practitioners to facilitate racial equity dialogues. These cohort-based efforts, known as Heart 2 Heart (H2H), help participants to develop personal readiness, skills, and knowledge to facilitate racial justice dialogues in community settings.

Efforts also included racial equity dialogue circles, often facilitated by H2H program graduates. Also known as “healing circles” in the TRHT framework, these dialogues offered spaces for listening and learning from others. TRHT-LA decided on using “racial equity dialogue” because participants felt that “healing circle” assumed an end result that may not be fully realized by dialogue participants.¹⁷

Our Learning Goals

- What has been the impact of racial equity dialogues on participants? In what ways do racial equity dialogues deepen understanding and contribute to narrative change?
- How and to what effect are multi-sector dialogues and community conversations, shifting mindsets, behaviors, and practices?
- What are the ripple effects of racial equity dialogues?

Header photo from TRHT-LA Website for their event called Raised in Race: A dialogue on Race and Childhood

¹⁶ TRHT Framework

¹⁷ One participant shared, “I question whether it was a healing circle. For me it was a learning circle, a listening circle. I have no idea if there was any healing. So, that word just feels off to me.”



In addition, events such as “White Talk: A Dialogue on Living Anti-Racist White Identities,” “Raised in Race: A Dialogue on Race and Childhood,” and “Intergenerational Dialogue on Race & Racism in Our Communities” included participants from various generations, sectors, geographic location, and communities. These programming efforts supported the creation of ripple effects for racial justice efforts to enter communities throughout Los Angeles.

The following sections describe how the H2H training, racial equity dialogues¹⁸, and TRHT-LA events built the capacity of Angelenos to engage in interpersonal dialogue and build relationships. Specifically we highlight efforts to: 1) create spaces for dialogue about racial equity, 2) build readiness for deeper exploration of racial equity and justice issues, 3) strengthen capacity to engage others, 4) address challenges and barriers to interpersonal dialogues, and 5) commit to action to bring racial justice to communities. The following sections provides descriptions for each step. These insights have been informed by TRHT-LA event information, key interviews, H2H participant focus groups and survey responses, and post-racial equity dialogue reflections¹⁹.



Creating a space for dialogue

TRHT-LA hosted events and trainings that provided opportunities for inclusive dialogues on racial equity with a diverse group of participants and affinity groups. Providing spaces for dialogue allowed participants to engage in internal reflection and build their understanding of racial equity topics.

Those that participated in racial equity dialogue circles shared that the experience increased their awareness about racial equity, helped uncover how equity issues impact their community, and highlighted the importance of truth-telling, sharing personal struggles with racial equity, and listening to the struggles of others. After the racial equity dialogues, participants mentioned they had a deeper understanding that racial injustice impacts everyone differently and that encountering racism and discrimination is a part of daily life



Participants gathered around during the Post Tongva History Walk Pot Luck in 2019

¹⁹ H2H training participants and California Conference for Equality and Justice (CCEJ) staff conducted seven racial equity dialogues between November 2018 and February 2019. After each dialogue, facilitators engaged the group in a closing activity called “Racial Justice Dialogue Reflection and Constellation.” The purpose of the closing activity was to identify principles that would guide individuals and the collective in their deeper work towards Racial Justice. To increase the comfort level of those involved in the dialogue closing activity, identifying demographic information (ex. gender, race/ethnicity, age) were not collected. Therefore, demographic information for the respondents is not available for racial equity dialogue participation in the closing activity. In addition, limited information was available about sectors, organizations, or community groups that participated in the dialogues.

for many individuals. Participants were also more aware that racism is present within and between races, and many realized the importance of making a conscious effort to acknowledge their own privilege and the racial disparities around them.

Trainings provided H2H training participants with the vocabulary, tools (e.g. resources about the history of oppression for different groups and reading lists), and space for truth telling. One participant shared, “[H2H] helped me feel like I have tools to start conversations and be a little less scared about them.” The training also included opportunities for participants to engage in racial equity dialogues with those of different racial backgrounds and in affinity group dialogues with those that identified as the same race. For some participants, the opportunity to share their truth and listen to others was “healing.” One affinity group H2H participant explained, “Being able to share my experiences and hear and listen to the experiences and stories of others was really healing for me. [...] I've never been a part of a racial affinity group. I've never had the opportunity to actually be with folks and identify as Latinx and really talk about the issues that our communities experience. So for me, that was healing.”

Building readiness for deeper exploration

CCEJ taught racial equity dialogue facilitators what being ready to engage in racial equity discussions means and why it is important. H2H participants described the tension of honoring and respecting where facilitators are at in their own personal racial equity arc and understanding the harm that facilitators who lack readiness can make in communities. One H2H participant explained, “There's value in meeting people where they are, and I feel we're at the point where we need to push that further and actually make it clear what their impact is... If we don't do this with the best awareness and understanding, we're going to hurt more... How do we very nicely tell people you're not ready to do this?”

H2H participants shared that “there's a pretty steep learning curve and it takes a while” to cultivate the level of readiness necessary to engage in this work. In focus groups, H2H participants identified factors that may facilitate a person’s readiness. These factors are described below with supporting quotes from H2H participants:

1

Understanding personal position, privilege, and connection to racism: H2H participants mentioned that it is important to do the internal work to understand who you are, what privileges

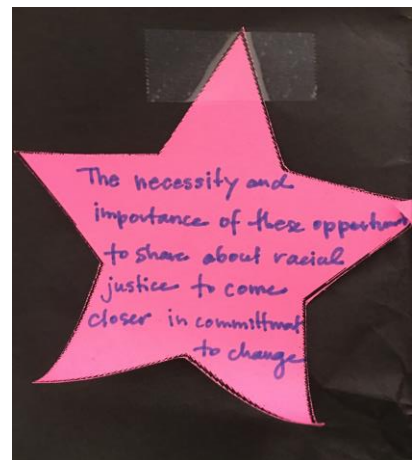
you hold, what status or power you have in society and how you benefit (or not) from White supremacy norms and cultures. One participant said, “No matter who you are, you contribute to racism in some way. Whether you are a White person that benefits from it or even a person of color who contributes to anti-Blackness or racial discrimination against other groups or just the trauma of systemic racism. All that has to get dealt with in some way.”

Engaging Youth in Racial Equity Dialogues

Librarians at the Los Angeles Public Library are also engaging in racial equity conversation and recently proposed a dialogue for young adults in their Teen'Scape program at the Central Library. Initially launched as a pilot, interest among youth was high and the first racial justice dialogue was full to capacity. It was moderated and facilitated by one of the practitioners trained through the TRHT-LA *Heart to Heart* program.

“Young people are so brilliant and truly they are so awake,” noted a SCG staff member. “The fact that students were wanting to engage in a conversation about what racial justice looks like and be open and vulnerable on a Saturday morning over the summer, gives me great hope for the future.”

Librarians were impressed by the response from teen participants, noting students who generally don't talk very much were surprisingly vocal and engaged. Teens specifically asked when they could come together for more. Given the success of the first session, librarians were planning more racial equity dialogues as part of the Teen'Scape program before COVID-19 put a temporary hold on their plans.



A response from a racial equity dialogue participant when asked: What is one thing/lesson you have learned after participating in this Racial Equity Dialogue today?

2

Being ready to listen: Training participants mentioned that being ready to listen to anything that people share and meeting them where they are at is vital to good racial equity dialogue facilitation. “We need to be open to listening to people at whatever level they come from and respect that.”

3

Being open to being vulnerable: H2H participants mentioned that allowing yourself to be vulnerable as a facilitator can empower racial equity dialogue participants to understand the significance of their stories, identify areas for personal growth, and inspire everyone to bring racial equity to their communities. One H2H participant explained, “I’m going to take this risk and if people respond in a way that feels untrusting, that’s okay because I still did what I needed to do. So, yeah. If there is some trust or vulnerability I think that that can lead to more racial equity and justice.”

4

Being prepared to feel defensive or uncomfortable: Training participants cautioned about the inevitable discomfort facilitators and racial equity dialogue participants will likely feel while participating in the racial equity dialogue. One H2H participant mentioned, “No matter what racial group you’re coming from, you’re going to hear something that makes you feel defensive. Like, ‘I’m not that person. What you said offended me.’”

“It’s a moment suspended in time to be heard, to share, to reflect, and to listen.”

- Heart 2 Heart Participant

5

Knowing where to go to decompress: Understanding how much you can process on your own and when you need support is a critical factor as a racial equity dialogue facilitator, especially for BIPOC. One H2H participant shared, “I think having a POC space or like for me a multi-racial space is very important because I think that’s where I would need to come back to, to debrief or decompress.”

Strengthening capacity to engage others

TRHT-LA sponsored training to build the capacity of participants to share, discuss, listen, and empathize with the lived experience of others. Survey data collected after the training suggests that the majority of participants felt that they had the capacity to engage others in dialogues and share information on racial equity (See Exhibit 1). In general, H2H participants shared that they felt better prepared to conduct racial justice dialogues and support others when they have experienced racial injustice. However, two-thirds reported that they needed more content knowledge to facilitate racial justice dialogues. All survey participants reported that they shared information from the training with various individuals in their families, organizations, and community. In addition, the majority shared that they held meetings on racial equity issues or facilitated racial equity dialogues after the training.



A racial equity dialogue circle at TRHT-LA's National Day of Racial Healing event

Racial equity dialogue circle and H2H participants expressed their willingness to being open to honoring and empathizing with different race-related experiences. Both groups shared that the experience of participating and conducting racial equity dialogues helped them gain a new level of consciousness about the experiences and perspectives of others, encouraged them to empathize and refrain from judgement, and helped them understand that everyone is unified through similar struggles. One H2H participant described that racial equity dialogues provide the opportunity for people to be “able to be moved by the experience of another” and “recognize more easily the divinity in other people.”

Exhibit 1. Interpersonal Gains of H2H Training²⁰

86% Felt more comfortable talking about issues of race and racial equity.	86% Felt prepared to support others when they have experienced harm, violence or collateral damage as a result of racial injustice
86% Felt prepared to conduct racial equity dialogues.	64% Felt that they needed more content knowledge to facilitate racial justice dialogues.
100% Shared racial equity resources with family, friends, co-workers and members of their community	100% Had conversations about racial equity with family, friends, co-workers and members of their community
64% Held meetings on racial equity issues with co-workers and community members	71% Facilitated a racial equity dialogue with family, friends, co-workers and members of their community

Addressing challenges and barriers

For many, racial equity dialogues uncovered differences between White participants and participants of color and their varying levels of awareness and life experience concerning topics related to racism and racial inequity. One H2H participant explained, “...It was almost like there were two different conversations. There was White people and where they were at and what they were thinking about and the questions that they had, and then there was folks of color in the room.”

Early on in the H2H training, it became clear to participants and facilitators that White participants were less equipped to engage in conversations about racial inequity and injustice than people of color. One participant mentioned, “I saw all of the facilitators be a little bit challenged on how to handle that, like ‘Oh. The White people need a little bit more instruction and a little bit more education than the people of color do.’”

Participants suggested that it would have been helpful to prepare White participants before dialogues by having them learn about the untold history of the United States, make sure that they are open to listening to what everyone is sharing, and that they were “going into the training with [their] whole heart.” One White participant discussed the difficulty processing the information from the training while engaging in self-reflection about racism and racial equity. “The challenge is trying to take in the training at the same time that you're dealing with the issues. That's where the challenge was for me.”

Despite the challenges that White participants faced during the training, H2H participants, overall, noted that White participants were “passionate” about learning more about racism and racial inequity issues.

Some participants felt that they were not quite ready to conduct racial equity dialogues. One participant shared, “Part of my fears are, there can be so much harm too, and how can I prepare myself and as a facilitator what can I do to decrease the amount of potential harm? That's one of the challenging things I think.” In response to this, a few participants discussed that it is essential to make sure that participants can create a trusting environment that acknowledges power dynamics while facilitating racial equity dialogues in order that “true healing can happen.”

“People of color can more quickly find their sense of solidarity as people who experience racism, although there's a lot of diversity within that experience and a lot of complexity, but White folks tend to not come equipped with a lot of tools and readiness.”

- Heart 2 Heart Participant

²⁰ H2H survey had 14 participants.

Committing to action

TRHT-LA created a diverse network of people that are committed to racial justice. Racial equity dialogue and Heart to Heart participants committed to taking action, individually and collectively, to move the hearts and minds of communities, systems, and institutions.

Individual Level. Racial equity dialogue participants shared that they realized their personal power, voice, and need for action and the power of building a sense of community. When asked how they would bring racial justice to their communities, racial equity dialogue participants shared that they would be open minded when meeting others and building meaningful relationships with people within their community. They mentioned that they would seek out opportunities and resources to learn more about the history of oppression of other racial groups. They also committed to humbly entering spaces or conversations and acknowledged that they do not know everything. Participants left the dialogue ready to listen to others and were eager to keep speaking up about racial injustice.

Similarly, H2H participants mentioned that they would actively unlearn White supremacy and remain open to listening and honoring the lived experience of those with different backgrounds. One participant shared, “I commit to try to put myself in other people's shoes when I hear stories of racism. I commit to listening closely to others’ racist comments and to respond in a way that might be productive of more understanding and empathy.” White participants committed to taking personal responsibility to educate themselves and those in their community about how to be anti-racist. One participant explained, “There's a ton of resources on the Internet so you shouldn't have to bother people on how to not be racist. Do some of that work on your own and then you can work in a community, in multiple communities, within your own community, within your own racial community, your family community.”

Community, systems, and institutions level. For community level or systems level commitments, H2H participants shared that they would be intentional about sharing transformative justice work and would fight for systems change by voting, writing or publishing relevant articles, educating and communicating with community members about racial equity, and mentoring those interested in dismantling oppression and self-hatred. Participants in racial equity dialogues conducted in a university setting shared that they would work with colleagues and students within their organization to create a more equitable university and encourage the campus to hold more opportunities for open dialogue among students, staff, and parents.

H2H participants also mentioned that they were committed to disrupting racist structures and systems that they are a part of by engaging youth and young adults to become involved in civic engagement efforts, holding



Photo was taken during a Liberation through Capoeira event hosted in partnership with TRHT-LA and the Paul Robeson Community Wellness Center

“I feel a responsibility of opening up channels with some of the tools that I've gained from [H2H]”

- H2H Participant



Photo was taken during the 2019 Tongva History Walk

space for an open dialogue with judges to discuss ways to inject fairness and racial equity in the justice system, and bringing racial equity dialogues into religious spaces.

The Ripple Effects of the H2H Training

We conducted an interview with a senior program director of a large nonprofit who participated in H2H (identifies as White). We learned about how the program impacted the participant's understanding about racial equity and whiteness. The summary below describes the participant's racial equity arc and the ripple effects during the H2H training and after.

Note: Everyone has different lived experiences based on their identity, culture, power, privilege, and position. This summary is based on the experience of one person who was willing to share her story with us. This summary may not reflect the experiences of all H2H training participants.

Summary

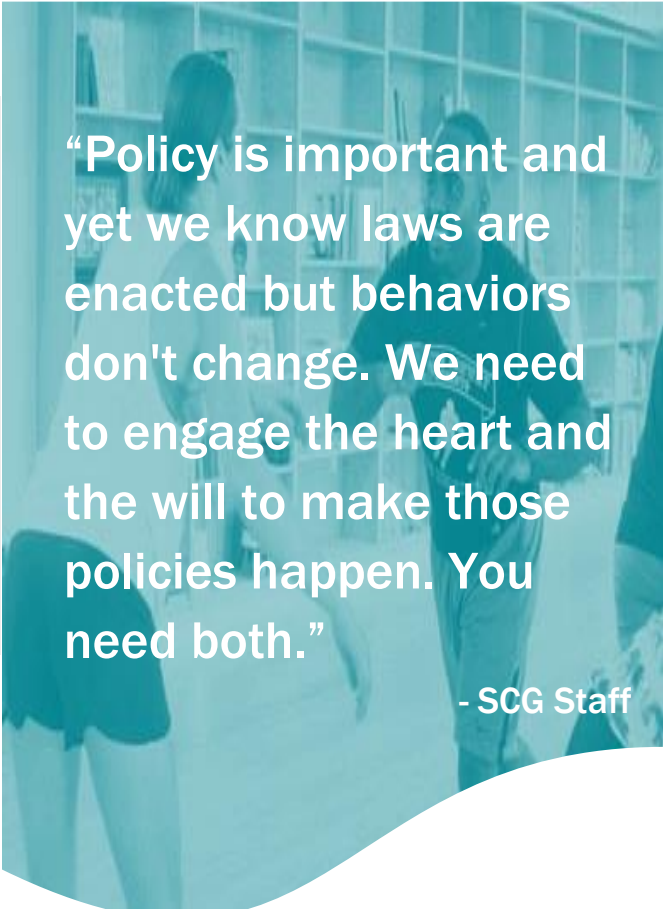
The H2H training was the first time the participant was asked to focus on Whiteness as an identity and asked questions such as, "What role do White people have in anti-racist work and what is our role with other White people and with ourselves to get on the journey?" The training covered topics that were new to the participant, such as White fragility, and exposed them to new experiences like participating in White anti-racist affinity groups. The training also guided the participant to reflect on being part of white people as a group – "What impact do we have on people of color and on Black and Indigenous people? How do we take up space physically? How do we take up space emotionally? How do we show up in a group, in conversation, and in dialogue?"

Throughout the training, the participant practiced how to listen to the lived experiences of others with empathy and applied this skill to mend fractured personal and professional relationships with BIPOC. The participant explained, "People want to be building these bridges and repairing these harms. People extend grace. I just had a situation where someone that I had been really racist to 10 years ago, we reconnected and she was able to really let me have it and I was able to breathe and listen to that." This conversation eventually led to the colleague forgiving the participant for past racist behaviors and opened doors to new opportunities to collaborate to address racial justice on a broader scale. The participant shared, "Now, she just invited me to work with her on a co-presentation about conflict and collaboration in the nonprofit sector about getting around White supremacy culture. We might do a panel where we share about that experience and how we moved through that together as a way to open up a conversation for others."

The participant continued to actively seek out opportunities to engage in dialogues about racial equity. "I started attending AWARE-LA meetings and be[ing] part of that community and also co-facilitating several White anti-racist dialogues with people I knew, people in my community, or people professionally. I really have tried to develop that side of my identity and put in some of the work of helping to support my people in their journeys. It's really changed how I relate to White people and to Black, Indigenous and other people of color." The participant also developed strong relationships with BIPOC from H2H and co-taught with a member of the African American caucus and facilitated a dialogue and the National Day of Racial Healing.

Outside of racial equity dialogue settings, the participant is comfortable bringing up issues of racial equity with people within her family and community. "I feel like I have the language to be able to offer help and a path and an understanding of both intention and impact. I'm able to do those kinds of little things in the moment and say something or explain why it's not okay."





“Policy is important and yet we know laws are enacted but behaviors don't change. We need to engage the heart and the will to make those policies happen. You need both.”

- SCG Staff

Shifting organizational and sector policies, practices, and narratives

Systemic change

TRHT-LA is a multi-faceted partnership of philanthropy, nonprofits, government, business, and other community partners that builds upon decades of diverse efforts to address racial inequities in the region. According to members of the initial TRHT-LA stewardship committee, one of the things that makes this effort unique and additive is the collaborative, intersectional, and cross-sector partnership. Collaboration in a region as populous and diverse as Los Angeles County is no small feat.

In many ways, TRHT-LA is providing a platform to amplify, deepen, and expand racial justice work beyond individuals and the usual partners. Early in the initiative, one public sector partner called out the scope, scale, and ambition of TRHT-LA as a defining characteristic, in part because it brings together city and county government, philanthropy, community-based organizations, the business sector, and others in new and ambitious ways. He reflected, “I think a lot of the right people are at the table. The challenging thing with an incredibly diverse county like LA is so many communities have a stake in the mission and objectives of THRT. It's tricky to include everyone without becoming so large that you're ineffectual at moving things forward.”

With SCG at the helm, TRHT-LA is engaging new collaborators, building trust, and influencing cross-sector partnerships in several critical ways. First, TRHT-LA is fostering deeper and more open dialogue about institutional and structural racism in the philanthropic sector in ways that simply did not happen before. While this may reflect other contemporary forces at play, racial equity and social justice has been infused into all of SCG's programming, conferences, and conversations with cross-sector partners. Second, there is evidence to suggest that TRHT-LA is deepening the quality of conversations about race, creating fertile ground for the region's philanthropic sector to examine how it perpetuates White dominant culture and norms. Conversations about racism, privilege and power are becoming more common and

Our Learning Goals

- In what ways is TRHT-LA impacting organizational and sectoral attitudes, practices, and policies?
- How are various cross-sector actors building shared commitment and capacity to sustain efforts that dismantle systemic racism?
- How are diverse community voices infused in efforts to generate new narratives?



an increasing number of foundations are actively investing in the social movements that pave the way for more transformational change.

Cultivating relationships and deeper dialogue

In addition to identifying shared goals and strategies, TRHT-LA has been engaged in the slow and deliberate work of developing relationships and deeper dialogue about racism and racial healing. According to one philanthropic leader of color, her early aspirations for the initiative were to “emerge with some tools and experiences that allow people to embrace complexity and differences of opinion,” rather than a “monochromatic or race-neutral experience.” For her and other members of the initial stewardship committee, this meant a deeper examination of race as a “manmade invention” and the “willingness to be comfortable with being uncomfortable.”

Three years after launching TRHT-LA, philanthropic partners and stakeholders have observed shifts in the nature and quality of conversations about individual and interpersonal behaviors as well as institutional and structural racism. “I don’t think we were ever in a place before TRHT to have those conversations, and this gave us some language and a framework to talk about it in a way that we weren’t before,” reflected one SCG staff member. TRHT has helped normalize these critical discussions and tap into a growing appetite to interrogate the structural reasons that prevent the transformative change that so many social sector actors aspire to.

In a world where urgency, productivity, and outcomes rule, TRHT-LA has created space to slow down and engage in dialogue and reflection. “One of the ways that I think THRT has been really special is being able to normalize having racial justice dialogues,” the SCG staff member shared. “That is so important because if we just talk in theory and in this cerebral way, it doesn’t lead to lasting change.” Another staff member reflected on the influence of White dominant culture, noting, “In western culture, we are so good at engaging our minds and have a difficult time showing up as our full selves. We talk a lot about that and what does that mean, because we have to also redesign and reimagine what *professionalism* means.”

Raising awareness and reducing bias within organizations

Reducing bias at the organizational level first requires addressing bias that exists within organizations and then taking action. There is evidence of ripple effects from the



Members of the initial stewardship committee taken during the 2019 National Day of Racial Healing



Photo shared in SCG President’s Message in February 2019 after TRHT-LA’s Annual National Day of Racial Healing events

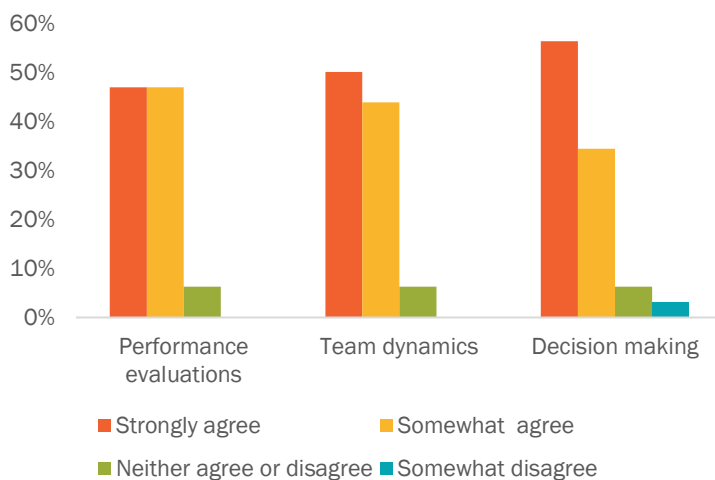
“Equity has been added to our list of core values and is being discussed in terms of how this value is lived out and implemented in our organization.”

- Implicit Bias Workshop Participant

implicit bias training on shifting organizational attitudes, practices, and policies. In addition to raising awareness about individual level biases, participants in the implicit bias workshop also reflected on the ways in which their respective workplaces may reinforce bias and contribute to unequitable work environments. Participants discussed concrete ways to reduce bias at the organizational level, which are described in greater detail below. A “part-two” Implicit Bias workshop focused on concrete strategies for reducing bias within organizations. A smaller group attended the part-two workshop where participants came away with a generally strong understanding of both components to reducing organizational bias:

- **100%** of survey respondents agreed/strongly agreed that they have a better understanding of the 3-step model for **addressing implicit bias in organizations** (assessment, awareness, action)
- **97%** of survey respondents agreed/strongly agreed that they have a better understanding of the 3 components of **taking action** (transparency, standards, and accountability).

Exhibit 2. Participants have a better understanding of the potential impact of implicit bias in the workplace (n=32)



In addition, participants reported increased understanding of how implicit bias affects performance evaluation (94% agreed/strongly agreed that they have a better understanding), team dynamics (94% of survey respondents agreed/strongly agreed that they have a better understanding) and decision making (91% of survey respondents agreed/strongly agreed that they have a better understanding).

The implicit bias workshop discussed actionable ways to address implicit bias in organizations and communities, and there is evidence of **organizational shifts** taking place among workshop participants. About two-thirds of participants took away concrete strategies to initiate change in their organizational policies. A majority of participants (83%) shared information about the training with their organization’s leadership and about 40% of participants were asked by their organizations to share information from the training with their co-workers and superiors and made an effort to change their organizational culture surrounding implicit bias. Bias reduction strategies discussed during the workshop include forming an equity committee within organizations/communities, changing or advocating to change performance evaluations within organizations, and assessing the potential impact of implicit bias on how decisions are made in an organization.

“As a result of the workshop, I am shifting some of the ways my grantees and I talk about our work, how we interact, and funding opportunities through the RFPs that our organization creates.”

- Implicit Bias Workshop Participant

- **Starting conversations.** "I've asked others to tell me what they perceive as my biases."
- **Sharing information.** "I plan to bring some of the research and information to our DEI Steering Committee to keep our decisions better informed while moving forward."
- **Shifting practices.** "[We created] an Equity Committee and are addressing the potential impact of implicit bias on how decisions are made in the organization."

Although fewer respondents reported formalized commitments on the part of their employer to provide access to implicit bias trainings (37%), a little less than a quarter have assessed or are assessing the organization's equity climate (23%), including **allocating resources for training and supports** to improve racial equity within their institutions, **reassessing hiring practices** and employee review processes, **disaggregating data** and data presentations to better communicate about inequity, and **hiring experts in DEI and implicit bias** to provide trainings and consultation.

Reducing bias in the workplace

One workshop participant shared specific strategies that his nonprofit organization has implemented to counter implicit bias and create a more inclusive and diverse work environment

1

Use gender pronouns. Put your pronouns on business cards and email signature blocks, and state your pronouns when introducing yourself. “When you don't already know the people that you're in a meeting with, [using gender pronouns] is one thing that affects both staff and clients and other community collaborators.”

2

Signal safe space for clients. “[Our organization] placed transgender flags around the building and at the reception desk in people's offices just as a little signal to say to transgender folks who come to the building that we are a safe space or at least let's say a safer space than the space outside.”

3

Question old practices. Where are you posting job openings? “[Previously] our HR department was just posting job openings in a very small number of places like basic nonprofit job websites, places like that, so we put together a list of... different kinds of affinity bar associations, like Black Lawyers Bar Association and the Latino Lawyers Bar Association and Gay and Lesbian Lawyers Bar Association. We went from having a list of maybe three places where we posted jobs to now having a list of maybe 50 in order to try to encourage greater diversity in who's seeing the ads and who's applying. [That practice is] organization wide and that's just one small example.”

4

Practice inclusive hiring practices. Create hiring committees that include diverse staff (racially, position in the organizational hierarchy, etc.). “We have a template of questions that our equity hiring committee have put together that's best practice kinds of questions to try to decrease the risk of implicit bias creeping into the interviews and the evaluation of the candidates. The hiring committee for a particular position will then agree on what the questions are going to be... and ask the same questions of every candidate. And then each member of the hiring committee will have a rubric and evaluate each candidate for each question using the number one through four or whatever, and then a place to write comments and then compare notes afterwards. So again, that process is supposed to reduce implicit bias.”

5

Seek input from BIPOC staff and really listen. “It was identified through [a company equity] audit and report that there was significant staff dissatisfaction with the quality of supervision and evaluations, that there's a lot of inconsistency in the quality of supervision. And that becomes an equity issue in so far as if you're already in an oppressed demographic, then you're going to experience poor supervision and evaluation processes as harming you disproportionately. [Leadership] took on the commitment to improving [supervision], saying that everyone who is supervising needs training on that because there just was none before. It was really acknowledged that we had very minimal policies and practices organization-wide related to supervision.”



Shifting organizational practices and policies

Enhanced programming has helped spur critical dialogue among SCG members, but SCG didn't stop there. They took stock of their own organizational policies, practices, and ingrained norms by committing to engage in uncomfortable conversations and shifting their organizational culture. Staff shared various ways TRHT has helped to spur organizational shifts as well as more transformative efforts to be an anti-racist organization. They established an equity team composed of diverse staff from various levels of the organization and reviewed all its policies from hiring practices and vendor selection to accountability structures and internal communications. They have been very intentional about bringing a racial equity lens to everything they do, challenging themselves to fully lean into their values, and model what it is they are asking others to do. The opportunity to question the status quo and learn from new approaches has been empowering and gratifying for SCG staff. "It's awesome that I get to be in a workspace and part of an initiative where making mistakes, repairing relationships, learning from those mistakes and then offering that to the larger SCG organization is part of the work and its part of my own personal growth. That's been really unique to this initiative."

In addition to internal shifts, SCG staff have infused racial equity into conversations with their board, promoting a bolder and more explicit stance on racial equity among the broader SCG membership. They've observed notable shifts and diminished reluctance, particularly in the wake of COVID 19 and the protests following the murder of George Floyd. "It's taking time, but the drumbeat is starting to make [people] understand," reflected one SCG staff member. "It's not going to be perfect and we're going to take a step forward and a step back at times, but the reality is that we're seeing that this is the role that we have to play. We need to be talking about race and racial equity and not be afraid to have that conversation."

Reimagining philanthropy's role as allies in efforts to dismantle systemic racism

The fact that SCG was the grant recipient created a unique opportunity for philanthropy to show-up in a different way. "Philanthropy wasn't just the funder writing the check," reflected one SCG leader, "but a participant in the different training programs" learning from and alongside nonprofit and public sector partners. As a result, "we are getting exposed to the work" in new and more transformative ways.

TRHT has influenced programming, communications, and how SCG engages with partners. "TRHT and the Kellogg framework helped us as an organization put a higher value on understanding historical racial narratives [which is] an important part of being able to make change. Often we look at what is happening now [without] really understanding the systemic and structural history." That's also true about the need to value "healing and even the ability to talk about what it would look like to repair damage, to make amends, and to do the work that needs to be done personally to heal." These types of conversations are showing up in SCG programming and conferences in ways that didn't systematically happen before.

"I feel like the messages we're carrying to philanthropy about how to be in relationship with nonprofits, especially those led by people of color, is different than it was before. Hosting [the racial equity briefing] allowed us to show-up in a different way, as true allies and partners in the work."

- SCG Staff

SCG is also elevating conversations about power and privilege by bringing speakers to discuss new approaches like trust-based and participatory grantmaking as well as speakers representing a broad range of historically marginalized populations. Members of the SCG team have observed deeper conversations that go beyond *acknowledging* power dynamics to explore ways to shift power and be more inclusive. "As an organization, we've pushed equity to the forefront and realized that this is the time funders need to make equitable change in relationship with nonprofit partners, in relationship with communities," reflected an SCG staff member "This is the time for us to be connected and not go back to business as usual before the pandemic."

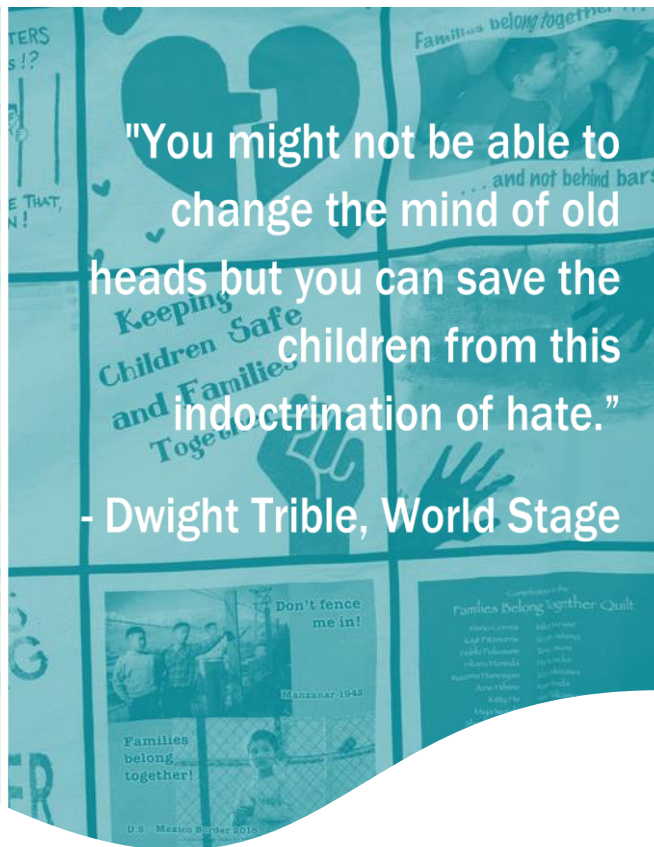


There is growing recognition that philanthropy is reckoning with the ways it has contributed to and perpetuated unhealthy power dynamics and White dominant culture. While there is still considerable ground to cover on the road to transformation, there is evidence of shifting attitudes, behaviors, and organizational practices. People are “showing up for each other across sectors, [and there has been] a shift in narrative,” an SCG staff member observed. There is also an understanding that community members should and will hold leaders and elected official “accountable for rebuilding that trust and the harm that has happened.”

Building a national community of practice

TRHT-LA also highlighted the benefits of being part of a national cohort and the opportunity to learn from sister-sites around the country. The Kellogg Foundation regularly brings site leads together for in-person convenings and conference calls. From Alaska to Chicago to Tennessee, every community has different assets, issues, and contexts, but all are united in their desire to share tools, strategies, wisdom, and inspiration. “The collective effort and solidarity to support each other across sectors, [to be part of] a greater movement of racial equity – not just in our home place but across the nation has been really rewarding.” – SCG staff member





"You might not be able to change the mind of old heads but you can save the children from this indoctrination of hate."
- Dwight Trible, World Stage

Concluding remarks: The road to racial equity and transformation

"Your story is important! Sharing your story can inspire theirs and inspire change. But others also have stories. Listening to others can inspire you to be a better person and may inspire change within yourself."

- Racial Equity Dialogue Participant

Building Momentum on the Road to Transformation

In the wake of deadly assaults on Black lives and outrage over the incendiary murder of George Floyd in May 2020, there has never been such widespread agreement that racism in the U.S. is a pervasive problem. The COVID-19 health pandemic has further magnified the deadly consequences of racial and ethnic disparities, with BIPOC disproportionately affected by the virus and the economic fallout of a national shutdown. According to a recent poll by Monmouth University, 76% of Americans, including 71% who identify as White, called racism and discrimination "a big problem" in the United States.²¹ Other polls reveal similar trends, suggesting a seismic shift in awareness and attitudes among people of all ages and ethnicities - Whites in particular. Never before has there been such a resounding crescendo that Black Lives Matter.

While this moment has been long in the making and primed by Black Lives Matter and other social movements, many believe this new groundswell represents an inflection point and an opportunity to advance more sweeping change. Policy shifts that were once considered radical, are now being seriously examined by elected officials and local leaders. Institutions and organizations of all types are examining their biases and racialized policies and practices. Individuals across the country are looking for ways to support Black-led organizations and Black-owned business. In June 2020, as activists and leaders call upon White Americans to educate themselves, the New York Times best seller list has been dominated by Black authors and books about race and White privilege.²² Topping the list is "White Fragility: Why It's So Hard for White People to Talk About Racism."

²¹ Russenello, G. (2020, January 5). Why Most Americans Support the Protests. The New York Times. <https://www.nytimes.com/2020/06/05/us/politics/polling-george-floyd-protests-racism.html>

²² Ward, M. (2020, June 11). The New York Times bestseller list this week is almost entirely comprised of books about race and white privilege in America. Business Insider. <https://www.businessinsider.com/new-york-times-bestseller-list-books-about-race-in-america-2020-6>



While the awakening of Whites to racial equity is a critical indicator of progress for BIPOC communities who regularly experience the impact of systemic racism, this awakening is simply not enough. This is particularly true for those who identify as BIPOC that work in historically White dominant sectors, such as philanthropy. A recent study conducted about the racial inequities within philanthropy suggests that race is a leading indicator of which organizations get funded, with White-led organizations receiving funding more often than Black-led organizations.²³ Specifically, average revenues for Black-led organizations were lower than White-led organizations by 24% and 76% lower when unrestricted net access was compared. Insights from studies such as these and the recent awakening for many within philanthropy has placed pressure on foundations to take a critical look at how they engage in grantmaking efforts, what biases they bring to the work, and how BIPOC communities are impacted by philanthropic efforts.

Considerations on the Road to Transformation

This long overdue reckoning and growing awareness holds tremendous promise, but the road to transformation will take deep soul-searching, healing, and an unequivocal commitment to action and accountability. We are still struggling to build a just and multiracial democracy and grappling with how to get there.

The deliberate and often slow work of TRHT practitioners and advocates has never been more important. As one TRHT-LA stakeholder shared at the onset, the biggest threat to dismantling systemic racism is “apathy and inertia.” The philanthropy sector is uniquely situated to use their power and influence to push for transformative change. Based on feedback from stakeholders and information gathered through this evaluation, we outline several actionable considerations for TRHT-LA on the road ahead.

<p>Shifting beliefs and behaviors</p> <p>(Individual)</p>	<p>Double down on efforts to shift hearts and minds by building awareness and changing behavior: TRHT-LA is helping individuals examine biases and “blind spots,” listen to stories with openness and empathy, and learn about untold histories that have been intentionally suppressed or ignored. Intentional programming can continue to help individuals listen, learn, and lean-in to uncomfortable conversations about racism and oppression. It should also focus on building individual capacity to move from awareness to action and behavior change.</p>
<p>Building capacity for racial equity dialogue</p> <p>(Interpersonal)</p>	<p>Expand the ripple effect by training more practitioner to facilitate racial equity dialogues: TRHT-LA is helping build the capacity of more trained individuals to meet the growing appetite for racial healing and expand dialogues to reach more people in their communities, workplaces, and spheres of influence. While the healing process is often slow and interactive, stakeholders shared examples of how this work is strengthening interactions between and across differences.</p>
<p>Shifting organizational and sector policies, practices, and narratives</p> <p>(Systemic)</p>	<p>Engage and prime more cross-sector leaders to commit resources and bolder actions to transform policies, practices, systems, and narratives. Racial equity work requires courageous conversations and the willingness to upend entrenched systems that historically favored Whites over BIPOC. TRHT-LA is well-positioned to be an influential ally and co-conspirator in advancing a bolder racial equity agenda in the region at a time when many more voices are demanding transformative change. Unprecedented times call for unprecedented solutions.</p>

²³ Dorsey, C., Bradach, J., & Kim, P. (2020). Racial Equity and Philanthropy: Disparities in Funding for Leaders of Color Leave Impact on the Table.

Appendix A: Learning and Evaluation Methodology

Evaluation Approach










A developmental approach with an equity lens was utilized to surface timely learnings and insights in ways that inform strategy and learning. While there is not a common definition or consistent understanding in the field about what equitable evaluation should look like, there are recognized practices and principles to help infuse an equity lens into our evaluation work. First, the evaluation strived to have an intentional focus on shared learning and continuous improvement. We assessed progress towards goals and documented both expected and unexpected outcomes of TRHT-LA efforts. Unlike more traditional evaluations, the developmental approach seeks to engage key stakeholders - funders, CBOs, community members, public sector representative - as active participants in the evaluation by gathering diverse perspectives, testing assumptions, reflecting on lessons, and creating space to pause and take stock of the work. These practices helped to ensure the inclusion of diverse perspectives and engagement of constituents as partners in learning and program improvement. We have also reflected on power dynamics and systemic drivers of inequity by surfacing and sharing information that is useful to everyone (funders, community residents, CBOs and broader field) and engaged diverse stakeholders to collectively define what success looks like. This required a mutual commitment to open, honest, and sometimes uncomfortable conversations about what's getting in the way or causing tensions. Throughout the evaluation, we strived to use evaluation as a tool for learning and to produce digestible products that can be shared with everyone.

Methodology

In year 1 of the evaluation a sequential explanatory mixed methods design was utilized in which quantitative survey data were collected first and qualitative interviews followed to explain the quantitative results. These evaluation activities focused on the development and evolution of the TRHT-LA core stewardship group and how members collaborate to advance racial equity in LA. The purpose was to explore how the TRHT-LA group worked together, developed and agreed upon core strategies, made decisions, and responded to emerging challenges and opportunities. The evaluation team also partnered with the stewardship committee to develop a theory of change of TRHT-LA called the Roadmap to Transformation.

In year 2, we conducted a multi-phase, exploratory sequential mixed methods design in which qualitative data were collected to inform the development of quantitative data collection tools. There were multiple phases of data collection so as to respond to the dynamic nature of TRHT-LA. Although TRHT-LA hosted many events, the main focus of the evaluation in year 2 was on the Heart 2 Heart (H2H) training, racial equity dialogues, and implicit bias training.

In year 3, we conducted a H2H survey and implicit bias survey. We also conducted 5 cross-sector interviews with key individuals to learn more about the impact that TRHT-LA has had across different sectors.

Stewardship Committee			H2H Training & Racial Equity Dialogue Circles				Implicit Bias Training	Cross-sector
Theory of change	Committee Interviews	Collaboration Survey	Listening Sessions	CCEJ Dialogue Closing Activity	Dream & Commitment Wall	Post-training Survey	Post-Training Survey	Interviews
								
Year 1			Year 2				Year 2 and 3	Year 3

Descriptions of Evaluation Activities

Stewardship Committee: The evaluation team facilitated a total of three theory of change sessions with the Core Stewardship Group including the October 2017 launch meeting and additional meetings in November 2017 and February 2018. The purpose of these sessions was to clarify short and long-term goals, strategies, and priorities for TRHT-LA, and begin to translate them onto a theory of change. Based on the preliminary evaluation framework and questions, the evaluation team adapted an existing survey tool (Wilder Collaboration Factors Inventory) to assess the strength of cross-sector relationships and the development of the Core Stewardship Group collaboration. Additionally, Engage R+D developed an interview protocol for Core Stewardship Group partners.

Heart 2 Heart (H2H) Training: Racial healing is a core element of the W.K. Kellogg Foundation TRHT framework and the Roadmap for Transformation. To assess the impact of the H2H training with California Conference for Equity and Justice (CCEJ), we conducted listening sessions with new racial healing practitioners and asked H2H participants to respond to questions on Dream and Commitment walls during their final training session. We conducted a survey with H2H participants and received 13 responses.

Racial Equity Dialogue Circles: To learn more about the impact of dialogues, the evaluation team leveraged existing data collection from dialogue closing activities and developed a high level summary of the findings in order to gain a better understanding of the power of racial equity dialogues.

Implicit Bias Training: TRHT-LA hosted implicit bias trainings for philanthropy, government, and nonprofits. We assisted TRHT-LA with analyzing post-training survey data to understand the effects of training efforts. We also collected more data from those that participated in the training in order to understand how the training has made a difference in participants' personal and professional lives and organizations in which they work.

Cross-sector Stories of Impact: Bringing racial equity and justice to communities, organizations and institutions is a core element of the W.K. Kellogg Foundation TRHT framework and the Roadmap for Transformation. Engage R+D leveraged the network that TRHT-LA has built throughout the initiative in order to identify individuals that could provide valuable insight into the impact TRHT-LA has made on individuals, communities, sectors, organizations, and institutions. By including multiple individuals with unique perspectives, Engage R+D helped TRHT-LA examine how their work to advance racial justice is permeating and proliferating across different sectors throughout Los Angeles.

Method Note: The comfort and safety of all TRHT-LA participants was a prime concern for everyone. Many individuals living in Los Angeles may feel threatened or uncomfortable sharing identifying information about themselves due to the current political and cultural climate we live in. We were very thoughtful and careful about how and from whom identifying demographic information (ex. gender, race/ethnicity, age, sector) should be collected. As a result, we only collected demographic information from participants that had built a relationship with TRHT-LA. Therefore, demographic information is only available for H2H training participants and implicit bias workshop participants.

Impact of TRHT-LA on the Evaluation Team: This evaluation has challenged and changed our evaluation practice in many positive ways. We feel that this evaluation has allowed us to grow personally and professionally. In the second year, we wrote a blog post on our company website about how this evaluation has influenced our practice. We would like to thank our TRHT-LA/SCG partners and the W.K. Kellogg Foundation TRHT initiative for the opportunity to learn, unlearn, and grow through this racial equity work.



Appendix B: Resources

Sources

- Castillo, A. (2020, June 21). *How two Black women in L.A. helped build Black Lives Matter from hashtag to global movement*. Los Angeles Times. <https://www.latimes.com/california/story/2020-06-21/black-lives-matter-los-angeles-patrisse-cullors-melina-abdullah>
- Hanna, J., & Chan, S. (2020, January 23). *Los Angeles hate crime numbers were 40% higher in 2019 than in 2016, officials say*. CNN. <https://www.cnn.com/2020/01/23/us/los-angeles-hate-crimes/index.html>
- National Equity Project. *Lens of system oppression*. <https://nationalequityproject.org/wp-content/uploads/Lens-of-Systemic-Oppression.pdf>
- Powell, J. (2020, June 2). *We're in a moment of collective trauma. But there are glimmers of hope*. Othering and Belonging Institute. <https://belonging.berkeley.edu/glimmers-hope>
- Russenello, G. (2020, January 5). *Why Most Americans Support the Protests*. The New York Times. <https://www.nytimes.com/2020/06/05/us/politics/polling-george-floyd-protests-racism.html>
- Truth, Racial Healing and Transformation-Los Angeles. About TRHT. <https://www.racialequityla.org/about-trht>
- Ward, M. (2020, June 11). *The New York Times bestseller list this week is almost entirely comprised of books about race and white privilege in America*. Business Insider. <https://www.businessinsider.com/new-york-times-bestseller-list-books-about-race-in-america-2020-6>
- W.K. Kellogg Foundation. (2016, December) *Truth, Racial Healing and Transformation Implementation Guide*. <https://healourcommunities.org/wp-content/uploads/2018/02/TRHTImplementationGuide.pdf>

Timeline

Event	Citation
April 2018 - Los Angeles City Council Partnered With The Organizations To Train 40+ Facilitators And Organizing 130+ Dinner Dialogues In Homes Throughout The City Of Los Angeles	embrACE LA. About. Embracela.Org/Aboutus
May 2018 - County Employees Trained In Implicit Bias And Cultural Competency	Los Angeles County Workplace Equity. <i>Implicit Bias and Cultural Competency</i> . https://Ceop.Lacounty.Gov/Implicit-Bias-And-Cultural-Competency/
Feb 2019 - LAHSA Report Shows How Structural Racism, Discrimination, And Unconscious Bias In Housing, Employment, Criminal Justice, And Child Welfare Policies Have Led To Overrepresentation Of Black People Experiencing Homelessness	Los Angeles Homeless Services Authority. (2019, February 26). <i>Groundbreaking Report On Black People And Homelessness Released</i> . https://www.lahsa.org/news?article=514-groundbreaking-report-on-black-people-and-homelessness-released&ref=Ces
Feb 2019 - Mayor Garcetti And Community Leaders Met This Morning To Discuss The Details And Proposed Recommendations In The Los Angeles Housing Services	Daniewicz, K. (2019, February 25). <i>A new study finds institutionalized racism a root cause of homelessness in Los Angeles</i> . USC Annenberg Media.



Authority's Report	http://www.uscannenbergmedia.com/2019/02/25/a-new-study-finds-institutionalized-racism-a-root-cause-of-homelessness-in-los-angeles/
April 2019 - California's Strategic Growth Council Adopted An Historic Racial Equity Action Plan	Pubic Health Institute. (2019, May 2). <i>Equity can happen anywhere:" California's SGC Adopts Racial Equity Action Plan.</i> https://www.phi.org/press/equity-can-happen-anywhere-californias-sgc-adopts-racial-equity-action-plan/
September 2019 – Embrace LA Month.	Podder, A. (2019, September 10). <i>City of Los Angeles Announces 150+ City-Wide Conversations About Race and Racism – Declares Month of September as Official Embrace LA Month.</i> My Social GoodNews.com. https://mysocialgoodnews.com/city-of-los-angeles-announces-150-city-wide-conversations-about-race-and-racism-declares-month-of-september-as-official-embrace-la-month/
September 2019 – LA County Department Of Arts And Culture Hold Cultural Equity And Inclusion Workshops For Grantees From Nonprofit Arts Organizations	Los Angeles County Arts and Culture. <i>Aligning Your Organization With CEII.</i> https://www.lacountyarts.org/calendar/aligning-your-organization-ceii-sep-3
September 2019 - Hate Crimes in LA County Reach Highest Level in 10 Years	Wenzke, M. (2019, September 25). <i>Hate Crimes in L.A. County Reach Highest Level in Nearly 10 Years, With Deadly Shootings the Worst Attacks.</i> KTLA. https://ktla.com/news/local-news/hate-crimes-in-l-a-county-reach-highest-level-in-nearly-10-years-with-deadly-shootings-among-worst-attacks/
Dec 2019 - L.A. City Council Votes To Move Forward With New Office Of Racial Equity In Los Angeles	CBS Los Angeles (2019, December 10). <i>LA Approves New Office Of Racial Equity.</i> https://losangeles.cbslocal.com/2019/12/10/la-approves-new-office-of-racial-equity/

Appendix C: Working Inventory of Related Initiatives and Programs in Los Angeles

This matrix summarizes existing assets and resources in Los Angeles County TRHT-LA can leverage as they move into implementation.

Initiative or Program Name	Funder(s) and/or Lead Organization(s)	Description
Days of Dialogue	Institute for Nonviolence	Days of Dialogue works with various host organizations to design and conduct facilitated dialogues on often-sensitive or contentious topics of interest to the organization or community. Dialogue planning can be initiated by host organizations or other interested parties.
BLOOM	California Community Foundation (CCF)	CCF launched Building a Lifetime of Options and Opportunities for Men in 2012 to redirect the lives of young Black males in South L.A. who have already had contact with the juvenile justice system. This seven-year, \$7 million initiative is based on the belief that these young men can still thrive if public and private entities, community-based organizations, employer networks and families engage them constructively.
EmbRACE LA: Equity. Inclusion. Justice.	City of Los Angeles, Human Relations Commission	In collaboration with Los Angeles Police Department and Department of Cultural Affairs, the Human Relations Commission's new initiative entitled embRACE LA: Equity.Inclusion.Justice is a new pilot program that focuses on promoting conversations and artistic expressions throughout the city of Los Angeles regarding race, ethnicity, sexual orientation, diversity, and multiculturalism.
Government Alliance on Race and Equity (GARE)	Race Forward and Haas Institute for a Fair & Inclusive Society at UC Berkeley	The Government Alliance on Race and Equity (GARE) is a national network of government cohorts working to achieve racial equity and advance opportunities for all. The Alliance is a joint project of the new Race Forward and the Haas Institute for a Fair & Inclusive Society. The Government Alliance was launched at the beginning of 2014.
Implicit Bias and Cultural Competency Training	County of Los Angeles	On August 16, 2016, the Los Angeles County (County) Board of Supervisors (Board) approved the motion "Improving Police-Community Relations through Law Enforcement Training" which focused on Cultural Competency and Implicit Bias training for the Sheriff's Department, as well as a number of County departments, agencies, programs and key community stakeholders. The intent of the request was to examine and summarize the required training guidelines related to implicit bias and cultural competency instruction, and to outline the continuous education and certification opportunities for various department personnel through in-service training, with the goal of reducing the influence of implicit bias to strengthen relationships between the County and communities of color.
L.A. Compact	Los Angeles Chamber of Commerce	The L.A. Compact is a bold commitment by Los Angeles leaders from the education, business, government, labor and nonprofit sectors to transform education outcomes from cradle to career, ensuring that today's

youth have the skills necessary to succeed in a 21st century global workforce. The creation of the L.A. Compact in 2008 stemmed from a shared belief that no single program or institution can singlehandedly solve the complex, large scale, education and workforce readiness challenges facing our region. Improving student outcomes at scale requires collective impact – the commitment to solve complex social problems by a group of actors from different sectors.

LA County Cultural Equity and Inclusion Initiative	Los Angeles County Arts Commission/Los Angeles County Department of Cultural Affairs	On November 10, 2015, the Los Angeles County Board of Supervisors committed itself to being at the forefront of implementing model programs and leading constructive County-wide conversations to ensure that arts and cultural organizations reflect and embrace the diversity of our communities, including in the key areas of leadership, workforce, programming, including artists, and audience/participant composition. Through the Cultural Equity and Inclusion Initiative, the Board seeks to have the County take a leadership role in creating and implementing effective and innovative strategies to ensure that arts and cultural organizations in the County reflect and serve the diversity of our communities. The commission became an official county department as of July 1, 2019.
LA Justice Fund	Los Angeles County, City of Los Angeles, Weingart Foundation, and CCF	A partnership with Los Angeles County, the City of Los Angeles, the Weingart Foundation and the California Community Foundation (CCF), the L.A. Justice Fund aims to reinforce a safety net that is pro-family, pro-economic growth and pro-civil and human rights.
My Brother's Keeper	County of Los Angeles, Chief Executive Office	On April 14, 2015, the Board of Supervisors approved a motion to implement the My Brother's Keeper (MBK) Community Challenge (Challenge) in Los Angeles County. The Board instructed the Chief Executive Office.
SLATE Z (South Los Angeles Transit Empowerment Zone)	Los Angeles Trade Technical College (LATTC) and LA's Promise	The goal of the Promise Zone initiative, created by President Obama in 2013, is to significantly reduce poverty by creating a federal partnership with communities. South L.A. is now one of thirteen urban Promise Zones in the nation. SLATE Z's goals focus on (1) living wage jobs; (2) investment in businesses, entrepreneurs, and community-oriented infrastructure; (3) educational attainment and career pathways; (4) Reduction in violent crime; and (5) safe, affordable public transit.
Sons and Brothers	The California Endowment	"Sons & Brothers" is a \$50 million, 7-year plan by The California Endowment to help all young people of color reach their full potential.

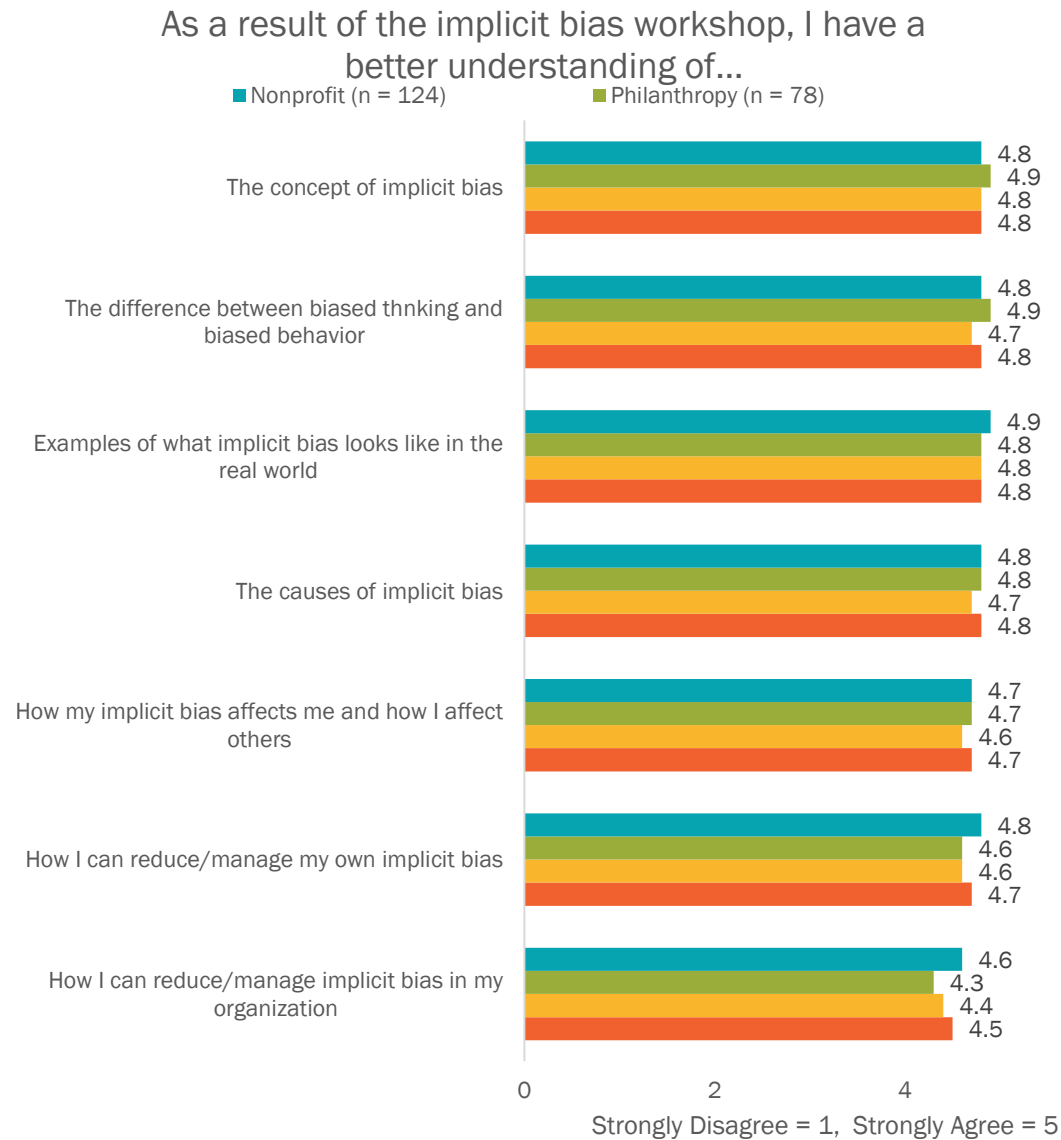
Women and Girls
Initiative

County of Los Angeles

On December 13, 2016, the Board of Supervisors adopted a motion establishing the Los Angeles County Initiative on Women and Girls (WGI). The WGI will examine the systemic issues that lead to inequitable gender outcomes and recommend changes to improve the quality of life for women and girls in the County. The WGI is led by the WGI Governing Council, comprised of fifteen experts from across the County appointed by the Board of Supervisors, and the Executive Director. Through extensive community outreach and engagement, the WGI will conduct:

- A Countywide study of the unique ways in which women and girls are impacted by the policies, programs, services, collaborations and other actions undertaken by the County;
- A thorough assessment of the County's recruitment, hiring, retention, promotion, testing, evaluation and other Human Resources policies to ascertain any disparate impacts they may have on women; and
- A thorough assessment of the County's abilities and deficits in ensuring gender equity, including an analysis of each Department's programmatic impacts, positive and negative, on women and girls in the County.

Appendix D. Post survey data from implicit bias workshops



Workshop Audience	Date	Type of Workshop	Attendance	%
Nonprofit	Jan. 11, 2019	One-day session	87	46%
Nonprofit	Jan. 14 & Mar. 8, 2019	Two half-day sessions	38	
Philanthropy	Feb. 8, 2019	One-day session	79	29%
Government	Feb. 14, 2019	One-day session	69	25%
Overall Totals		4 workshops	273	100%



Engage R+D is a California-based strategy and evaluation firm that partners with foundations, nonprofits, and public sector organizations to harness the power of evaluation, strategy, and learning to advance their mission. They are currently conducting a developmental evaluation of the Fight 4 All Fund, and working on learning and evaluation related to The Endowment's ACA grantmaking.