Introduction

Truth, Racial Healing & Transformation (TRHT) is a comprehensive, multi-year national and community-based process to bring about transformational and sustainable change. Through TRHT, the W.K. Kellogg Foundation (WKKF) partners with and supports local efforts to address the historic and contemporary effects of racism in communities and institutions. They work to replace the deeply held belief system that fuels racism with one that sees the inherent value of all people. TRHT communities engage in narrative change, racial healing and relationship building as part of an approach that undergirds efforts to transform society through the dismantling of institutional racism by specifically addressing separation, law, and the economy.

WKKF engaged over 170 national partners in 2015 and 2016 and, with them, developed and piloted the TRHT framework and process. In 2017, WKKF provided grants to plan and implement TRHT to 14 communities across the country: Alaska, Buffalo, Chicago, Dallas, Los Angeles, Baton Rouge, New Orleans, Saint Paul, Battle Creek, Flint, Kalamazoo, Lansing, Selma and Richmond. Each community determined its priorities and course of action toward implementation of the TRHT framework. In various communities, TRHT partners convene spaces and engage collaborators to uncover local truths about structural racism, influence the stories told and use racial healing practices to build trust and relationships. Community leaders work collaboratively and productively: from working with local civic and business leaders and police to address implicit bias and changing policies that negatively impact communities of color to empowering local artists and engaging youth to build movements and tell their own stories.
Purpose and Audience

Five years into the TRHT endeavor, we have been learning about the nuances and complexity of working toward effective TRHT implementation in community. Since the beginning of the formal TRHT efforts across the 14 communities in the U.S., we have learned important lessons about the work from our partners and communities. The purpose of this document is to share key learning and insights with a wide range of audiences—from those who are curious and interested in implementing the TRHT framework in their own local community to those that initially helped develop the TRHT framework and design team recommendations; former TRHT partners; community partners; and those working in a variety of sectors who are interested in learning how the TRHT work has unfolded. For more detailed insights about the TRHT communities and their work, see Truth, Racial Healing & Transformation: Resources & Lessons from Three Years of Community Collaboration.

Racial Healing is at the Heart of Racial Equity

Racial Equity is an aspirational pursuit insisting that all people—regardless of their racial/ethnic group identification, skin color or physical traits—will have equal opportunity to experience well-being in a just society. The social construct of race has been used to sustain a false hierarchy of human value that favors some racial groups over others (privileging “whiteness”) and determine access to resources and opportunities. Racial equity is a two-strand approach that focuses on systems transformation and racial healing. Racial equity work describes actions designed to dismantle racism; identify and address historic burdens; remove present day barriers to equal opportunities; and remediate historical injustices that continue to shape the racialized social, economic and political conditions in which people and institutions exist. When racial equity is achieved, an individual’s racial/ethnic identity would not be predictive of their day-to-day experiences or their life outcomes.

Racial healing is a process that restores individuals and communities to wholeness, repairs the damage caused by racism, and transforms societal structures into ones that affirm the inherent value of all people. This process provides an opportunity to acknowledge and speak the truth about past wrongs created by individual and systemic racism and address present-day consequences for people, communities, and institutions. Racial healing benefits all people because we are all living with and impacted by racialized narratives. To appreciate our shared humanity, we need to build
authentic, trusting relationships that are capable of transforming communities and institutions, while achieving justice and well-being for all children. Racial healing and building trusting relationships is at the core of the TRHT framework and at the heart of transformational work that leads to actualizing racial equity.

Racial healing is supported through respectful dialogue; recognition and affirmation of people and their experiences; connectedness to one’s cultural ways and practices; and the sense of agency nurtured through racial justice activism and organizing. Through healing on the personal, intergroup, and intragroup levels, people from different backgrounds appreciate their individual and shared humanity and build authentic relationships capable of transforming communities and institutions while achieving justice and well-being for all children and families. Racial healing is necessary for the coalition building and sustainable mobilization that can serve as the basis for meaningful policy change efforts and support change over the longer term.

Five areas comprise the TRHT Framework: Narrative Change (truth-telling), Racial Healing (and relationship building), Separation, Law, and the Economy. Two of them (Narrative Change and Racial Healing) are areas in which all TRHT implementations work as truth-telling and strong trusting relationships are foundational to any work to transform systems. See Figure 1, below, for a visual representation of the framework.
TRHT Work in the Community

When the TRHT efforts began among the WKKF-funded communities, the TRHT Framework and Implementation Guidebook served as key resources for the development of local community visioning processes that would identify the focus of work and guide the development of a local theory of change.

Over the last few years of engaging and supporting TRHT communities, we have gained insights about the varied applications of the TRHT Framework, differences in the development of unique place-based theories of change, and approaches to community visioning processes. As mentioned before, racial healing is central in the TRHT Framework, and we are learning that in TRHT communities where the healing work is centered, the work of building trust and relationships is broadening the range of partners, strengthening coalitions across more sectors and building collective engagement processes. We have found that where there has been intentional focus on racial healing and relationship-building, TRHT communities are reporting greater local collaboration and advancements.

While each TRHT community is unique and each local context differs, there are some important insights from this body of work that we highlight as key. This report is organized around important observations about various parts of the work and factors that support successful TRHT implementation locally:

- Collective leadership
- Community visioning
- Strong multiracial coalitions
- Facilitative work structures
Collective Leadership

Leadership is a practice and a skill used by individuals and collectives to support people, organizations, Native Nations and communities to set a common vision and collaborate to achieve their collective goals. The W.K. Kellogg Foundation believes that meaningful and enduring change must be driven by communities and Native Nations, in particular by those directly impacted by systemic racism, inequality and oppression. Leaders from communities and Native Nations have unparalleled knowledge and experience to identify and address needs and gaps in how their children are educated, how public and private resources and opportunities should be distributed, how their families and communities can be made healthy, whole and safe, and how success should be defined and measured.

The TRHT endeavor is informed by WKKF’s leadership approach and principles. Well-designed TRHT efforts thrive on collective leadership and encourage leaders to engage in co-creative processes that authentically engage communities and enable shared leadership, build community power and are asset-focused. Additionally, we support and fund leaders as they reach beyond their own communities and work to strengthen cross-cultural networks, coalitions and movements that advance racial equity.

Across communities, we are seeing that advances toward the community’s vision for progress are best observed in TRHT communities with a deep understanding of and a commitment to the TRHT framework and principles and where effective leadership operates flexibly and at multiple levels. Another key learning about leadership in this work is that TRHT implementation in local communities is largely characterized and most directly influenced by the leadership exercised. Below are types of leadership we have observed thus far in the TRHT process:

Leadership that activates systems and institutions. Leadership is expressed differently depending on the characteristics, experiences, and background of individual leaders as well as influenced by and how an organization’s resources, reputation and networks are leveraged in support of TRHT. For example, the Buffalo TRHT team, led by the Greater Buffalo Community Foundation (GBCF), has long cultivated deep and strong relationships with various community and organizational leaders across the city, enjoying good standing and a positive reputation in the community. This allowed GBCF to effectively use its convening power to bring together leaders from various sectors for a common purpose. Since the GBCF had begun doing racial equity work before launching its TRHT efforts, it leveraged its organizational resources to ensure the TRHT efforts had
dedicated staff and support for fundraising efforts, which resulted in successfully matching its TRHT endowment. To date, Buffalo’s Racial Equity Roundtable and efforts to open a reentry hub to link reentering citizens to coordinated services to help them move forward toward their short and long-term goals are beginning to transform the city.

TRHT Kalamazoo, led by The Kalamazoo Community Foundation (KCZF), also models effective organizational and individual leadership. The Kalamazoo team had worked closely in community across a variety of issues well before TRHT efforts were launched. KZCF has undergone its own racial equity journey and has benefitted from talented staff from the local area, which have adeptly developed relationships with the community. On the strength of its work in community, the Kalamazoo TRHT team has been able to engage in highly important citywide conversations; and on the strength of its relationships and past track records of results, it’s working closely with Kalamazoo’s law enforcement community to strengthen the diversity and racial equity-related training received by cadets at the local police academy. The TRHT Kalamazoo team has steadily increased staffing to support its growing TRHT work and has also successfully raised its match funds for its TRHT endowment fund. Additionally, thanks to its strong infrastructure and experience in working effectively with the local authorities’ emergency preparedness.

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1 WKKF gave endowment grants to the TRHT communities funded, requiring a match and meant to both provide long term sustainability for TRHT work and help build community power and support for the work.

2 To learn more about Buffalo’s TRHT efforts, see Truth, Racial Healing & Transformation: Resources & Lessons from Three Years of Community Collaboration (specifically the sections on work in Law and the Economy).

3 You can learn more about Kalamazoo’s TRHT work with the police academy here.
response systems, KZCF was able to leverage its organizational resources and networks to move with agility in responding to the recent COVID-19 health crisis. To provide additional crisis support, TRHT Kalamazoo launched its #TimeToHeal Virtual Healing Project, through which they facilitate conversations anchored in racial healing and trust-building—in a virtual or online context—that are aimed at personal and systems transformation.

**Leadership that facilitates collective action.** As mentioned earlier, there are various ways to exercise leadership. In the interest of the TRHT work flourishing, it is sometimes best to create synergy by connecting people, coordinating across various groups and initiatives and facilitating work behind the scenes rather than individual leaders taking center stage. Each TRHT team must take stock of its local assets, resources, and dynamics to best leverage their own strengths and advance TRHT efforts within the local context. In areas where there are several initiatives, priorities, and/or communities, working to coordinate all of these can be an effective and critically important contribution. For example, Battle Creek TRHT, with local philanthropic support, is co-led by independent local leaders collaborating closely across communities of color with a coalition of community leaders, organizers, activists, and youth. Given the various initiatives in the local area and the high level of coordination required to ensure alignment and strategic use of resources, and to prevent unnecessary duplication of efforts, the Battle Creek TRHT relies on the people power of its design teams to actively engage local officials, civic groups, and non-profit organizations. The growing intragroup collaboration of communities of color are working in various ways to advance racial equity and lead the local transformation to better serve all community members.

Whereas Battle Creek is a small midwestern city, TRHT Los Angeles covered an expansive and densely populated geographic area. With so many initiatives, organizations, and competing efforts, what has set TRHT Los Angeles apart, has been its collaborative and facilitative approach to leadership in this work. TRHT Los Angeles successfully partnered with local community-based groups and advocacy organizations to host several conversational dinners to create awareness and provide space for honest discussion about racial inequity. Local community members were paired with local policy makers to have dinners around the city and share their thoughts and ideas. In large part to better understand and address local community needs, and build on the momentum created,

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4 You can read coverage of KZCF’s COVID response [here](#).
5 You can read more about the work in Los Angeles [here](#) and [here](#).
the Los Angeles City Council unanimously approved a resolution creating the Office for Racial Equity.

**Leadership that activates community.** In addition to marshalling organizational resources to activate systems and institutions and/or working to create synergy and flow across several diffuse efforts, leadership also requires activating diverse cross-sections of the community, including unlocking the energy of young people and harnessing the wisdom of community Elders. Lansing TRHT chose to anchor its work in the direct experiences of young people across the city and has largely centered its TRHT efforts on supporting youth development through education and training as well as championing youth as agents of change and working on the issues they identify as priorities. Critical to their work has been respecting youth as credible sources of their own experience and approaching them as peers with shared leadership. By acknowledging and creating space for youth to exercise autonomy, Lansing TRHT\(^6\) created both youth-only spaces and intergenerational ones where everyone can learn and build together. This way everyone can support the work youth want to lead for themselves and their peers.

Whereas Lansing leads with its youth, Alaska TRHT leads with both youth and the multigenerational wealth of wisdom of their Elders. By incorporating and embedding Native values, the TRHT process in Alaska\(^7\), led by First Alaskans Institute (FAI), builds relationships and creates an established space for reciprocity of trust, so that the truth can be told. FAI has hosted dialogues with more than 15,000 people to date, from all

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\(^6\) To learn more about Lansing TRHT’s youth engagement efforts, see *Truth, Racial Healing & Transformation: Resources & Lessons from Three Years of Community Collaboration* (specifically the sections on Youth Leadership and Engagement).

\(^7\) To learn more about Alaska TRHT, see *Truth, Racial Healing & Transformation: Resources & Lessons from Three Years of Community Collaboration* (specifically the sections on Racial Healing and Trust Building).
walks of life—all racial backgrounds, sectors, organizations, governments, churches, schools and generations (young people to Elders)—by using a process where all people are welcome. They ask people to tell the truth of what has happened and also to look forward—to talk about the policy impact and what needs to happen within a social, an institutional and a system context, so that FAI can hear about aspects that need to change and start finding solutions. Out of these efforts grew a call for intergenerational healing and for a truth and reconciliation process.

**Challenges.** Without community trust in the individual leaders and organizations leading local TRHT work, sustaining the efforts over the long-term will be difficult. Where TRHT efforts have been successful in advancing racial equity and healing, there has been trust and support for the collective leadership. Also, we have observed that it is critically important to have the kind of leadership that can meet the moment. While various leadership approaches are valuable and necessary, local context and dynamics must be factored in when making choices about the type of leadership approaches that the work at a given phase requires.

As described in the examples in the above sections, **TRHT efforts require leadership that can activate systems, institutions, and people.** Strong individual and organizational leaders who can effectively leverage their resources are just as important as strong facilitative leaders that create synergy for the work by understanding their landscape and levers for action, adeptly navigating complex systems and networks and strategically connecting people to each other. Leaders that can reach many people to create a groundswell from the community are critically important for moving to collective action. Thus, for the long-term sustainability and success of TRHT efforts, individual and organizational leadership approaches must be well-aligned to advance the work identified by the community visioning processes, and these approaches must be flexible enough to adapt to the evolving nature of the work as it matures.

**Community Visioning**

The community is the backbone and driver of the TRHT design and implementation process. All communities possess the inherent capacity to solve problems. Those most impacted by racism and its effects have the deepest insight into innovative solutions that can transform beliefs and systems, improve outcomes and sustain change.
Community visioning and planning is an ongoing iterative process of working collaboratively to set strategic direction and address issues (i.e., persistent patterns of racial inequities) the community identifies. The process must be culturally appropriate, responsive to the context and respectful of the sovereignty of Native Nations to dismantle historic and contemporary racism and forge new relationships for collaboration within and across cultural communities. An effective community visioning and planning process deepens trusting relationships; builds individual and collective capacity; and demonstrates a commitment to shared leadership and to shaping institutional practices and systems so that community members can effectively navigate, engage, and collaborate as trusted partners. It respects, celebrates, honors, and builds on the community’s current and historic engagement efforts and creates environments wherein community values, culture, knowledge, languages, and aspirations are highly regarded.

As we reflect back, we see that a key learning is that the visioning process must be driven by the community and anchored in collective vision for the work. In communities where the TRHT work reflects the diverse needs and expresses the collective desires of the community, we see that deep and on-going efforts at community visioning were strategically planned and well-facilitated to ensure an inclusive process that involved multiple stakeholders at all stages of the work. Furthermore, a well-designed and executed community visioning process that involved a wide range of important local stakeholders was critical for gaining early support in launching the TRHT endeavor. As the work developed and challenges arose, coming back to the community’s vision—designed by the community for the community—helped local collaborators refocus and re-ground themselves.

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8 To read about how a few specific TRHT communities (Chicago, Dallas, and Kalamazoo) did this, see Truth, Racial Healing & Transformation: Resources & Lessons from Three Years of Community Collaboration, specifically, the section on Community Visioning & Planning.
**Challenges.** The community visioning process requires thoughtful planning, skillful facilitation and, in many cases, also takes time—the process must not be rushed. Whether community visioning happens in a few days or over the course of several months, what matters is that the process is clear and responsive to and commensurate with the community’s needs. The timeframe and process should be clearly communicated to the participants. In communities that span large geographic areas, or where there are several groups whose voices must be honored and included, more time for the community visioning process may be needed, and it should be not sacrificed for the sake of expediency.

Conducting a community vision with a very small or exclusive group of powerful stakeholders that only includes “grass tops” organizational leaders, but not the community members served by those organizations, can have devastating effects that cause harm, damaging trust not only in the community visioning process, but in the TRHT effort altogether. Thus, community visioning processes that also thoughtfully incorporate racial healing practices can be very helpful and go a long way to developing and/or repairing relationships that will be critical for advancing the work later.

**Strong Multiracial Coalitions**

Collective, community-driven efforts predicated on strong relationships that lead to coalition-building are the driving force behind achieving systems change and advancing the TRHT work. We are learning from our own analyses that when TRHT work is intentional about creating conditions that enable trust-building, we form relationships with key stakeholders. New and healthy relationships have emerged through multiracial, multigenerational and multi-sectoral collaboration in the core planning groups within each TRHT community. Also emerging in many of the TRHT communities are secondary groups identified as essential to the implementation of TRHT. Core planning and secondary groups are similar in terms of racial composition. This is consistent with what we know about group interaction and social networks. We are also learning that secondary groups seem more specialized, with an intentional representation of racial healing practitioners. This is encouraging, given that racial healing and relationship building is necessary for doing more intragroup work. In some communities, the TRHT work is expanding beyond the core planning groups, reaching other sectors and networks within their local communities. These are positive developments toward creating multiracial, broad-based coalitions for working across lines of difference for the advancement of local community priorities.
Challenges. Building strong multiracial coalitions does not come easily or quickly. While it may be natural to start coalition-building where we have the strongest relationships, unless we are intentional and strategic about reaching outside our networks, we will not broaden the coalitions enough to truly embody the richness and power of diversity. The question we must always ask ourselves throughout the process is: who is not present that should be? It is crucial for coalition-building that we are intentional in making time and space for meeting and connecting with new people. We are likewise learning that engaging Native Nations and Indigenous communities and AANHPI communities takes stronger efforts as well as intentionality.

Another key learning is that incorporating racial healing and relationship building throughout the process is necessary to help develop trust and build and/or repair relationships that will support people as they do the work. Racial healing is essential for building and maintaining healthy relationships across lines of difference—especially when the needs are great, the work is demanding, and the pressures are intense. Strong multiracial coalitions can work through conflict and come to view productive tension as healthy. Not only does individual and organizational leadership matter, but personal, intergroup and intragroup relationships are critically important for developing strong partnerships and coalitions that build momentum and support long-term sustainability of the work.

Facilitative Work Structures
Much like the need for a variety of leadership approaches depending on needs of a specific community or set of tasks, we are learning that the different stages of TRHT work require work structures that are flexible enough to adapt to the evolving nature of the work as it matures. Our Founder, Will Keith Kellogg, articulated a formula for change that relies on the leadership and authentic engagement of the local community. He said “It is only through cooperative planning, intelligent study and group action—activities on the part of the entire community—that lasting results can be achieved.” One important practice of WKKF’s approach to community engagement is to continuously practice cooperative planning, intelligent study, and group action. Below, we use this community engagement formula for reflecting on the various stages of the TRHT work.

Cooperative Planning. As detailed in earlier sections, the beginning stages of the TRHT work consisted of the convening partners, residents and organizations to elevate local voices in a collaborative community visioning process to create a shared vision of the TRHT work and further articulate a local theory of change aligned with the TRHT
Framework. Each TRHT community's work is supported by a TRHT Place Lead organization that convenes and coordinates this work. Per the TRHT Implementation Guidebook, each TRHT community developed design teams around Narrative Change, Racial Healing and whichever of the transformation areas (Separation, Law and/or Economy) the community decided to work on. Local community leaders who are connected to various vital sectors in the community comprise these design teams, with (co)chairs designated by the community. In some communities, the local TRHT leadership further organized itself by establishing sub-committees or sector-specific round tables. These sub-committees met regularly for planning and working collaboratively while also reporting back to the larger design teams. Each TRHT community determined what structures were needed to best facilitate work priorities identified by the group and have been adjusting along the way in response to local needs.

As mentioned in previous sections, racial healing and relationship building are central to this early and ongoing work. If people are successfully working together across lines of difference, racial healing work must continue to be prioritized. What we are learning in having launched a cohort of several TRHT communities is that there is a need for identifying, supporting and building the capacity of racial healing practitioners in each community as well as planning for long-term sustainability of this work.

**Group Action.** As TRHT communities moved from the early stages of creating a shared vision and planned their work, more energy shifted to organizing multisector partnerships, implementing the community vision and operationalizing the local theories of change. The work of building (and sometimes repairing) trust and strengthening relationships within and across communities continues. Each TRHT community's strategies reflect the nature of their priorities and what they believe are
the ways to make an impact and achieve results for their communities. Across TRHT communities, we have observed the following strategies for structuring and facilitating TRHT work:

- Developing and managing a sub-granting strategy that supports a portfolio of local non-profit organizations whose work directly supports the local TRHT theory of change;
- Launching communities of practice or developing cohorts of locally-based racial healing practitioners;
- Coordinating a strategy for implementing local narrative change efforts;
- Convening groups of leaders of specific sectors to discuss, plan and act on common issues; and
- Organizing new coalitions across lines of difference to see and work together on each other’s unique struggles and on shared concerns.

For more information about the strides made by communities in each of the TRHT framework areas of narrative change, racial healing, law, separation and the economy, please see *Truth, Racial Healing & Transformation: Resources & Lessons from Three Years of Community Collaboration*.

**Intelligent Study.** As work plans are implemented and the work moves to intermediate stages, it is important to better understand how selected strategies are working and if exerted efforts are having the intended outcomes. At this stage of the work, learning as well as understanding the work’s impact are critical for determining what types of adjustments to the theory of change, strategies and/or execution may be needed to continue making progress toward achieving the community vision. To track progress being made, the TRHT community’s leadership must clearly identify and communicate purpose, intended outcomes and methodologies. It is important to establish earlier rather than later the feedback mechanisms and learning structures that will inform the TRHT work. That is, early and clear decisions about how to structure the learning and evaluation work and to determine what data to collect and analyze—as well and what milestones or indicators of progress to be watching—is critical for gauging success of and adjusting TRHT efforts. Some examples of important activities that support intelligent study include developing community profiles, mapping formal and informal networks as well as locations of exerted power and influence, researching history and
racial narratives, conducting root cause analyses, conducting early and ongoing social network analyses and examining policies and their impact.

As mentioned earlier, the purpose of data collection, analysis and interpretation is learning in order to improve TRHT efforts. Developing and implementing a work structure that facilitates knowledge and learning will help TRHT communities make informed decisions about course-corrections and adjustments that may be needed to move closer to achieving their visions. Several TRHT communities implemented culturally responsive evaluation tools and metrics that help them learn about things they identified as mattering most to them, such as developing a customized rubric to track progress across design teams and work phases or developing tools to evaluate the various strategies implemented, as described in the previous subsection (Group Action).

**Challenges.** Over the course of the last five years, not only have we observed various approaches to structuring the work in ways that facilitate success in several TRHT communities, but we are also learning from TRHT communities that there is need for remaining flexible to navigate, clarify and refine work structures that better support their efforts, particularly as new realities emerge. For example, we are learning that a deep understanding of the TRHT Framework aids in local community efforts that align well with the TRHT Implementation Guidebook. To ensure effective TRHT implementation, local TRHT partners, collaborators and local evaluators must have a clear understanding of the TRHT framework and how it can be used to shape policy in ways that lead to transformational change. It is also critical to ensure alignment on the need for developing and implementing work structures. Processes that facilitate learning will
help community partners and evaluators understand that a key component of effective community engagement and leadership is achieving desired results—bringing to fruition the community vision. It is incredibly affirming and empowering for TRHT communities to own and articulate their story powerfully and with relevant data, including relevant advocacy for laws and policy changes. In this way, TRHT communities successfully draw others into the work, building momentum and energy to sustain efforts over the long term. Thus, in some TRHT communities, well-executed community visioning processes have led to highly contextualized and sophisticated theories of action nested within the larger TRHT Framework.

We are also learning that in places where there is not a deep understanding of the TRHT framework and/or where there is not a localized theory of change, the work is characterized by a series of diffuse activities that are topically related to various aspects of the TRHT framework areas, but are not unified as part of a clear or viable strategy that can achieve the overarching community vision. This has led to challenges in tracking progress or getting clear about what is working well and needs more investment, and what to stop doing because it is not working. Thus, we are learning that we must provide comprehensive guidance at the outset of the TRHT journey with clearly laid out expectations for each phase of the work, as well as ongoing guidance, support and technical assistance, so that TRHT partners are set up for success and afforded the best opportunity to effectively launch, implement, measure and communicate progress of a local TRHT effort.
Concluding Thoughts

Five years into the TRHT endeavor, we are learning about the nuances and complexity of working towards effective TRHT implementation in community. Since the beginning of the formal TRHT efforts across the 14 communities in the U.S., we have learned important lessons about the work from our partners and communities. To summarize, the following are four key observations and learnings:

1. **TRHT Community visioning processes must be locally driven and anchored in collective vision for the work.**

2. **TRHT efforts require leadership that can activate systems, institutions and people, and local implementation in community is largely characterized and most directly influenced by the collective leadership exercised.**

3. **Building stronger multiracial coalitions for TRHT efforts requires incorporating ongoing racial healing practices to develop trust and strengthen (repair) relationships.**

4. **TRHT efforts require facilitative work structures that are flexible enough to adapt to the evolving nature of the work as it matures.**

Perhaps the greatest learning in our journey to support TRHT efforts across the country is that this work is innovative in the field of racial equity and is therefore considered experimental in nature—we are continually learning about the TRHT theory of change and how it is being applied in a variety of contexts. Therefore, our learnings are largely descriptive and qualitative in nature. We are learning that, being a foundation that deeply values partnering with communities, we must lean into and live out our DNA—racial equity, community engagement and leadership. This work can often be messy and complicated, because that is the essence of being human—and this fact touches every aspect of the work.