City of Los Angeles Peace and Healing Center Program

harder+co community research

LA Civil Rights

Contents

Background

Introduction

The City of Los Angeles' Peace and Healing Centers (PHC) is a pilot program operated by the Civil + Human Rights and Equity Department (LA Civil Rights). Established in December 2020 as part of the Los Angeles Reforms for Equity and Public Acknowledgement of Institutional Racism (L.A. REPAIR) Innovation Fund, the PHC pilot program allocated $2 million to support eight community-based organizations (CBOs). These organizations were tasked with implementing culturally-informed programming aimed at addressing the enduring social, economic, and environmental harms exacerbated by institutional and structural racism. The PHC pilot program aimed to promote healing across the City of Los Angeles, specifically, in nine neighborhoods, or REPAIR Zones, experiencing disproportionate levels of harms indicated by employment and poverty data, rates of Internet access, COVID-19 case rates, the Centers for Disease Control's Social Vulnerability Index, CalEnviroScreen's environmental index, and lasting effects to the historically redlined neighborhoods.[1]

In each REPAIR Zone, at least 87% of residents identify as people of color and at least 16% of residents live below the poverty line.[2] The REPAIR Innovation Fund and its methodology also encompasses the City of Los Angeles' first participatory budgeting program. Exhibit 1 below illustrates the nine REPAIR Zones, with shaded areas depicting those with PHCs.

Exhibit 1. REPAIR Zones
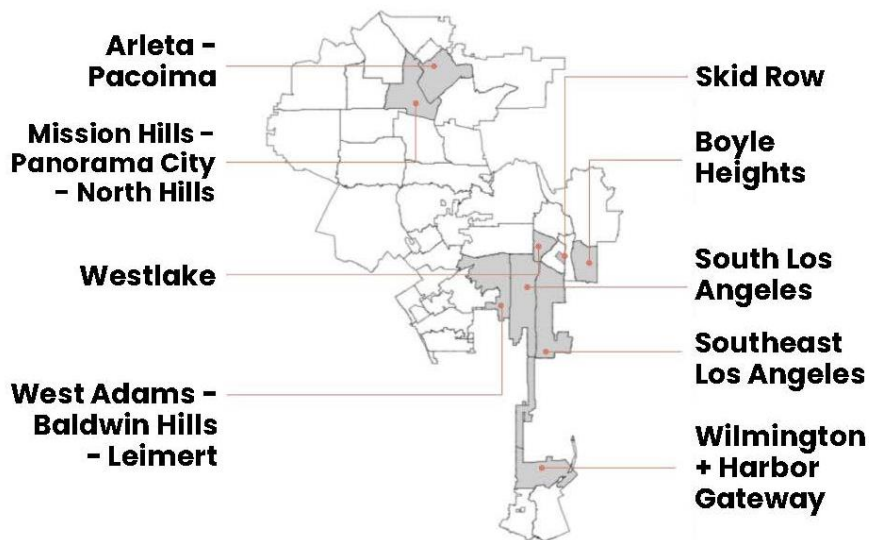
The PHC pilot program was designed to respond to persistent disparities still experienced by Angelenos today. While the focus of implementation for each PHC site varied, responding to the most pressing needs of each REPAIR Zone, all PHC

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[1] https://civilandhumanrights.lacity.gov/peaceandhealing

[2] https://civilandhumanrights.lacity.gov/our-programs/office-racial-equity/peace-healing-centers/peace-healing-center-frequently-asked

sites' services and programming were open to the public, free of charge and were provided without any eligibility requirements. Lastly, PHC sites also served as spaces that brought critical support and resources to communities during emergencies, facilitating critical, community-led dialogues.

LA Civil Rights strategically adopted a funding approach that involves the use of flexible and unrestricted funding, aligning with the principles of trust-based funding.[3],[4] This decision is atypical of traditional funding models characterized by high levels of prescription, oversight, contract monitoring, and specific reporting metrics. Instead, the organization used a trust-based approach, transforming the dynamic between LA Civil Rights and its community partners. This innovative funding approach is guided by LA Civil Rights' Office of Race & Equity's vision of Los Angeles as "a City that authentically engages communities most harmed by systemic racism, as leaders and collaborators, in the process of identifying data, distributing public resources, and reforming policies that impact outcomes of civil and human rights, and equity."[5] The PHC funding approach shares values uplifted by Grantmakers for Effective Organizations' resource article, "Centering Equity through Flexible, Reliable Funding," which include power-sharing, equity, humility, transparency, curiosity, and collaboration.[6]

In contrast to one-time transactions typical of traditional funding models, this approach views relationships with community partners as ongoing partnerships. The goal is to achieve more successful and rewarding outcomes through sustained collaboration. The effective implementation of the trust-based approach is designed to alleviate power imbalances in funding relationships, fostering a more equitable and cooperative environment.

Eight CBO's were selected to serve as inaugural PHC site operators across the nine REPAIR Zones:

- Bryant Temple AME Community Development Corporation (West Adams-Baldwin Village-Leimert Park)

- Central City Neighborhood Partners (CCNP, serving Westlake)

- Creating Justice Los Angeles (Creating Justice LA, Skid Row)

- El Nido Family Centers (Arleta-Pacoima and Mission Hills-Panorama City-North Hills)

- Para Los Niños (South Los Angeles)

- Proyecto Pastoral (Boyle Heights)

- Volunteers of America Los Angeles (VOALA, serving Southeast Los Angeles)

- YMCA Los Angeles (YMCA LA, Harbor Gateway-Wilmington-Harbor City)

Each CBO operator selected to participate in the PHC pilot program is located

> Through the PHC activities, LA Civil Rights intends to address **racial trauma**, build **stronger communities**, improve **government trust**, support **community organizations**, and strengthen **government community relationships**.

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[3] Multi-Year, Unrestricted Funding — Trust-Based Philanthropy (trustbasedphilanthropy.org)
[4] TBP+Approach.pdf (squarespace.com)
[5] About the Office of Race and Equity | Civil + Human Rights and Equity Department (lacity.gov)
[6] https://www.geofunders.org/resources/centering-equity-through-flexible-reliable-funding-1371

within the designated REPAIR Zone. Furthermore, the staff composition of each organization is structured based on lived and learned experiences, and staff is comprised of full-time staff, interns, and volunteers who collectively contribute to the implementation of program activities aimed at fostering healing within each REPAIR Zone. By partnering with local organizations, LA Civil Rights intended to address racial trauma, build stronger communities, improve public trust in government and strengthen government-community relations, and support community organizations. All PHC operators pledged to focus PHC programming on at least one of three types of healing outlined in the program's design: social, economic, and/or environmental healing as defined below.

Each CBO operator selected to participate in the PHC pilot program is located within the designated REPAIR Zone. Furthermore, the staffing composition of each CBO is structured based on lived and learned experiences. This includes a mix of full-time staff, interns, and volunteers who collectively contribute to the implementation of program activities aimed at fostering healing within each community. In partnering with local organizations, LA Civil Rights intended to address racial trauma, build stronger communities, improve government trust, support community organizations, and strengthen government community relationships. All the organizations pledged to focus program implementation on at least one of the three healing areas outlined in the program structure: social, economic, and/or environmental healing.

- **Social Healing** supports the betterment of individuals' social experiences and outcomes. This healing area intended to address the intersectional impacts for communities experiencing trauma from racism, COVID-19, gang violence, domestic violence, recidivism, education gaps, and inter-community relationships. Some examples include mental health workshops, healing through arts, and inter-community dialogue.

- **Economic Healing** supports economic mobility and access to economic opportunities. This healing area was intended to bridge the City's vision for equitable economies with the philosophical framework and field experience of local CBOs. Additionally, it intended to improve the intersectional impacts for communities experiencing economic divestments, wage theft, and low pay/low employment. Some examples include financial literacy, job placement, tax preparation, and higher education preparation.

- **Environmental Healing** supports the betterment of the environment and community access to green spaces. This healing area is intended to improve the intersectional impacts and environmental inequity affecting communities. Some examples include community gardens, nature access and programming, trees, and native garden planting.

About the Learning and Evaluation Partner

In January 2023, Harder+Company Community Research (Harder+Company) was contracted to serve as the learning and evaluation partner for the PHC pilot program. Harder+Company's approach to the learning and evaluation balances rigorous and equity-focused analytic methods with shared learning grounded in a participatory relationship with the LA Civil Rights team. As a learning partner, Harder+Company designed an implementation evaluation that was culturally responsive and equity-focused, community-based, and collaboratively implemented, to better understand the existing and emerging practices related to the PHC pilot program.

The evaluation allowed the LA Civil Rights team and PHC operators to better

understand how the PHC activities were operationalized, to elevate the narrative how, and to what extent, communities in REPAIR Zones were being served, and to capture the impact of those services.

Evaluation Methodology and Approach

An overarching approach of the evaluation was ensuring data-collection efforts supported and informed continuous learning throughout the implementation of the PHC pilot program. The evaluation team intentionally designed activities to generate meaningful and useful learnings about the implementation of the PHC pilot program, as well as to develop actionable and timely recommendations for LA Civil Rights as they advance their capacity to partner with community organizations to promote healing across REPAIR Zones.

The evaluation assessed the extent to which PHC sites' activities and programming aligned with the following hypothesized theories of change methodologies:

- **Collective Impact:** Brings people together in a structured way, to achieve social change. It starts with a common agenda by collectively defining the problem and creating a shared vision to solve it; establishes shared measurement which means agreeing to track progress the same way, allowing for continuous improvement; fosters mutually reinforcing activities that maximize the result; and encourages continuous communication to build trust and relationships among participants.

- **Narrative-Based Strategy:** Places storytelling at the center of social change by linking movement-building with an analysis of narrative power. It engages conflict by identifying the subjects and narrators of stories, uses language that captures the imagination, and speaks to make the story tangible, an outcome, and underlying assumptions.

- **Permaculture Design:** Is founded upon the principles of earth care, people care, and fair share. This creative design process is based on whole-systems thinking informed by ethics and design principles that mimic the patterns and relationships we find in nature. Permaculture design considers the ethics of land and nature stewardship; building; tools and technology; education and culture; health and spiritual well-being; finance and economics; and land tenure and community governance to advance social change.

More specifically, the learning and evaluation team prioritized the following aims:

1. Understand PHC sites' community outreach and engagement strategies, as well as their activities.

2. Assess how PHC sites implemented the theories of change and promoted healing and racial justice through their programming in REPAIR Zones.

3. Serve as a thought partner to LA Civil Rights and PHC sites to tell each PHC sites' story, support learning and capacity building, and to help sustain the work.

To achieve these aims, the evaluation sought to answer the following key questions:

1. Who were the communities being served, to what extent did they reflect the REPAIR Zones, and what services did PHC participants receive?

2. What were some facilitators and barriers for the implementation of PHC sites?

3. What were residents' experiences as PHC participants?

4. What mechanisms did PHC sites use to capture and respond to community needs?

5. What does healing mean to each REPAIR Zone community?

6. What does sustainability look like for PHC sites?

Methodology and Data Collection Activities

The evaluation approach incorporated both qualitative and quantitative methodologies to provide insight on the identified evaluation questions. To appropriately capture the work of this pilot initiative, data collection and analysis included a mixture of different types of evidence, incorporating systematic and emergent information. This approach allowed the evaluation to move toward centering an equity lens to data collection and analysis. The evaluation included the following activities:

- **PHC Staff Implementation Assessment:** The assessment included two components: 1) an online survey for PHC operators (the site's lead staff) distributed in March 2023. All PHC sites participated in the survey, achieving a 100% response rate. 2) a one-on-one conversation with each PHC operator to introduce the evaluation team, clarify program implementation timelines, learn about the site's capacity for data collection, identify technical assistance needs, and gather information on the site's learning goals and indicators of program success.

- **Monthly Virtual Site Operator Meetings:** Monthly meetings served as an opportunity for PHC operators to engage in a learning community as a cohort. These gatherings were not only utilized for knowledge exchange among participants but also leveraged as a valuable source for qualitative data collection. The learning and evaluation team recorded notes during these sessions, conducting a comprehensive theme analysis across all sessions. The insights gleaned from these meetings and theme analysis were integrated into our overall analysis plan. The learning and evaluation team, in collaboration with LA Civil Rights and with feedback provided by PHC operators, developed meeting agendas that promoted learning, discussions, problem-solving, and connections. A total of six-monthly meetings were completed between the months of January and November 2023.

- **One-on-One Technical Assistance (TA Meetings):** PHC operators participated in one-on-one meetings with the learning and evaluation team. These meetings served to provide technical assistance (TA), to address any challenges experienced by the PHC operators with the requested evaluation activities and facilitate the exchange of insights and lessons learned pertaining to both successes and challenges in PHC programming. The learning and evaluation team also prioritized creating opportunities to ensure that PHC sites were prepared to meaningfully engage in the evaluation and within their cohort. PHC operators received a TA guide that provided information on the evaluation approach and opportunities. While TA meetings could be scheduled as needed, each PHC operator met with a learning and evaluation team member at least once per month between the months of May – November 2023.

- **Monthly Data Tracker:** A monthly data tracker captured information on who was reached and learnings about the implementation of the work. Specifically, the tracker was an online form in which PHC operators provided details about the number and characteristics of individuals being served each month. Additionally, the data tracker captured information about the type of healing activities offered each month, as well as the staffing needs and reflections on key learnings or areas of impact for each reporting period. To enhance the capacity building among all PHC operators, the data tracker was implemented in May 2023 and captured data between the months of January and December 2023. The period from January, when programming commenced, to May, when the first data submission was requested, provided an opportunity for the adoptions of a collaborative evaluation approach. This collaborative approach carefully prioritized making sure all PHC operators were prepared for data collection, conducting an evaluation orientation, assessing for evaluation readiness, and understanding the implications that funding delays would have on PHC operators' capacity to collect data and begin programming. The learning and evaluation team was intentional to take the time to create a tool that was meaningful for all PHC operators and that they were equipped with adequate resources (e.g., training, technical assistance office hours, and a data dictionary) to use on a monthly basis. Upon its inauguration in May, PHC operators submitted cumulative data covering four months retrospectively for each preceding month. Subsequent to the initial submission in May, PHC operators continued to submit monthly data.

- **Sensemaking session:** Sensemaking sessions entail structured and guided discussions where individuals collaboratively strive to make sense of complex information. These sessions were purposefully crafted to cultivate a collective understanding and interpretation of data. By valuing and amplifying the expertise and intersectional identities of those involved, these sessions foster more profound and nuanced interpretations of the data. The learning and evaluation team facilitated one sensemaking session that leveraged the collective expertise and unique vantage points that the LA Civil Rights and the learning and evaluation teams brought. The session was an interactive meeting that focused on the review of evaluation findings, learnings, and nuances, to develop a shared understanding of the data and identifying recommendations based on the results to inform this final report.

Additionally, the learning and evaluation team systematically reviewed the scope of work for each PHC, aiming to learn about their goals, experience, capacity, and intended approach. Furthermore, the learning and evaluation team also reviewed supplemental data submitted through the monthly data tracker by PHC operators, which included monthly programming calendars, flyers, and photos of community events. Bi-monthly partnering meetings were held between LA Civil Rights and the learning and evaluation teams, serving as opportunities to collaborate on the evaluation approach, operationalize the conceptual frameworks guiding the PHC activities and programming, and utilize the emerging data from implementation to inform the evaluation and TA approaches. These data collection and partnering approaches enabled the learning and evaluation team to gain a more holistic understanding of the PHC sites' programming efforts.

Learning and Evaluation Findings

Key Takeaways

The following section presents the findings from the evaluation of the PHC pilot program. Overall, the PHC sites successfully served thousands of individuals and families in the selected communities. PHC operators designed, launched, and sustained service delivery with community members across the REPAIR Zones. Importantly, PHC operators demonstrated the capacity to provide services to diverse communities through a wide array of activities including monthly events, ongoing office hours, and regularly scheduled activities and support services; all strategically oriented towards promoting social, economic, and environmental healing. Furthermore, PHC activities aligned with the three theories of change guiding this pilot program: collective impact, narrative based strategy, and permaculture design. This alignment contributes to the overall effectiveness reported by PHC operators in engaging and serving their communities. This section provides information about the reach of the PHC pilot program, the communities served, and the demographic profile of participants served, the type of activities that were implemented as part of programming, and reflections on the experience and level of satisfaction of the individuals who were served through the PHC pilot program.

PHCs served thousands of individuals across diverse communities within each REPAIR Zone. Between January and November of 2023, the eight funded partners reached a total of 75,094 participants including a subset of 20,114 unduplicated participants (see Exhibit 1) across the REPAIR Zones and beyond. Because the funding allowed flexibility without demographic restrictions, PHC operators collected voluntary self-reported data from residents. The intention was to minimize barriers and enhance accessibility for REPAIR Zone residents, making optional self-reporting an aligned choice. See Exhibit 1 for data on how the PHC participants served reflected different age ranges, languages, and race/ethnicity. See Exhibits 7 and 8 in the appendices for the percentages of program participants reflecting different age and race/ethnicity backgrounds. For instance, Exhibit 1 demonstrates that each of the eight PHC site operators (i.e. 100%) served participants aged 0-17 years old. Meanwhile, Exhibit 7 in the appendix, 27 percent of the served participants fell within the age range of 0-17 years old. Community members participating in PHC programming were linguistically diverse and PHC operators valued language inclusivity within their programming with all PHC operators offering programming in Spanish and English. Other commonly reported languages included Korean, American Sign Language (ASL), and Mandarin. Additionally, PHC operators offered services to individuals of various racial and ethnic backgrounds, including those who identify as African American or Black, American Indian or Alaska Native, Asian and Pacific Islander, Hispanic or Latinx, Native Hawaiian, White, and Multi-racial individuals. Participants encompassed a diverse range of ages, spanning from infants to young adults and seniors. Considering PHC operators did not turn participants away but welcomed participants to utilize the PHC most convenient for them, PHC operators served residents across different REPAIR Zones (See Exhibit 9 in the appendices).

Community members participation in PHC activities reflect the rich cultural, social, and linguistic tapestry of the Repair Zones

Exhibit 1.   Who Peace and Healing Centers served

75,094   Participants were reached through PHC

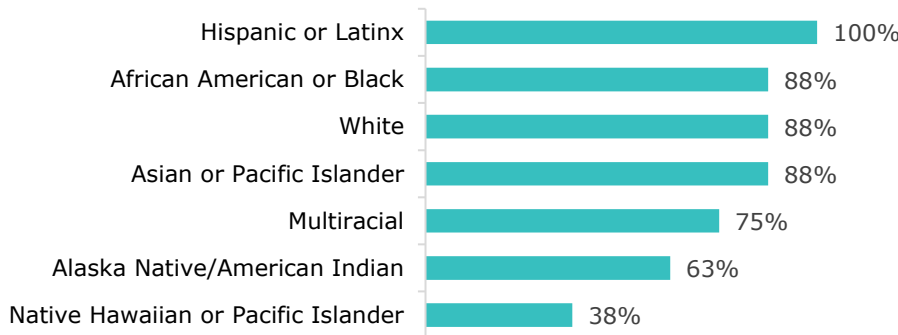**20,114**   Unduplicated participants were served

PHC operators served individuals **all age ranges**

Age	Percentage
0-17	100%
18-30	87%
31-64	100%
65+	100%

PHC operators offered programming in **a variety of languages** including:

100% English
100% Spanish
25% ASL
25% Korean
13% Mandarin

PHC operators served individuals of **diverse racial and ethnic** backgrounds:

Hispanic or Latinx	100%
African American or Black	88%
White	88%
Asian or Pacific Islander	88%
Multiracial	75%
Alaska Native/American Indian	63%
Native Hawaiian or Pacific Islander	38%

October 2023 Art programming at VOALA

PHCs were dedicated to reaching and serving priority populations within the REPAIR Zones, a commitment embedded in the design.

In collaboration with LA Civil Rights, PHC operators were mindful of the opportunity to use PHC sites as a safe space for all community members within the REPAIR Zones and especially those who may have been historically disconnected or underrepresented in City initiatives and programs. During this pilot program year, PHC sites offered programming to key priority populations including immigrants, refugees, individuals with disabilities, individuals experiencing homelessness, LGBTQ+ identifying individuals, those with low income, seniors, youth, those who are undocumented, and those who are uninsured (See Exhibit 10 in appendices for the percentage of sites who served each of these populations). PHC operators tailored their programming to address the unique needs of these populations. For example, one PHC offered self-defense classes for seniors due to the prevalence of assault and violence against seniors. This underscores the holistic, community-centered and inclusive nature of PHC programming.

January 2023 Yoga programming at CCNP

To reach diverse communities within each Repair Zone, each PHC site conducted outreach, provided programs and services tailored to community members in its service area. To better understand and respond to

specific community needs, PHC providers intentionally started with outreach strategies that allowed them to design tailored programs and activities that supported the unique needs of their communities. Specifically, PHC operators canvassed, talked to community members over the phone, solicited feedback during events and office hours, distributed flyers, and leveraged their networks and collaboratives. While there were some differences in programming, many similarities existed in how PHC sites implemented the work. A common thread among PHC sites was the leveraging of existing programming in their organizations, to support the launch and implementation of the program.

For instance, activities such as food distributions to foster environmental healing and financial workshops to promote economic healing were prevalent across PHC sites that already had experience with these types of programs. While their activities shared common themes, the delivery, content, and approach were tailored to the unique strengths and characteristics of each operator and their respective communities.

Healing Programming

PHC sites offered over 8,000 hours of healing programming in their respective REPAIR Zones.

Throughout the duration of the nine-month PHC pilot program the eight PHC sites offered a total of 8,263 hours of programming in their communities, including 3,375 hours of social healing, 2,355 hours of economic healing, and 1,274 hours of environmental healing (see Exhibit 2). In addition to the reported overall healing programming hours, PHC operators spent significant time engaging in other activities to make this programming possible. These activities included programming planning, coaching and capacity building, data collection and management, subcontractor management, internal staff meetings, trainings, professional development, outreach, identifying vendors, and more. Each healing area fostered opportunities to support the wellbeing of different components of community members' lives and most sites focused on at least two healing areas per month.

June 2023 Food distribution at Para Los Ninos

Consistent with the interconnected nature of healing, while PHC operators reported the primary healing area their programming targeted, qualitative data and insights gathered during one-on-one sessions with the learning and evaluation team revealed that the healing extended beyond individual areas. This highlights the inherent interdependence of healing areas, demonstrating that efforts in one domain can positively influence and contribute to healing in others. The holistic approach employed by PHC operators acknowledges the complex and intertwined nature of individual and community well-being.
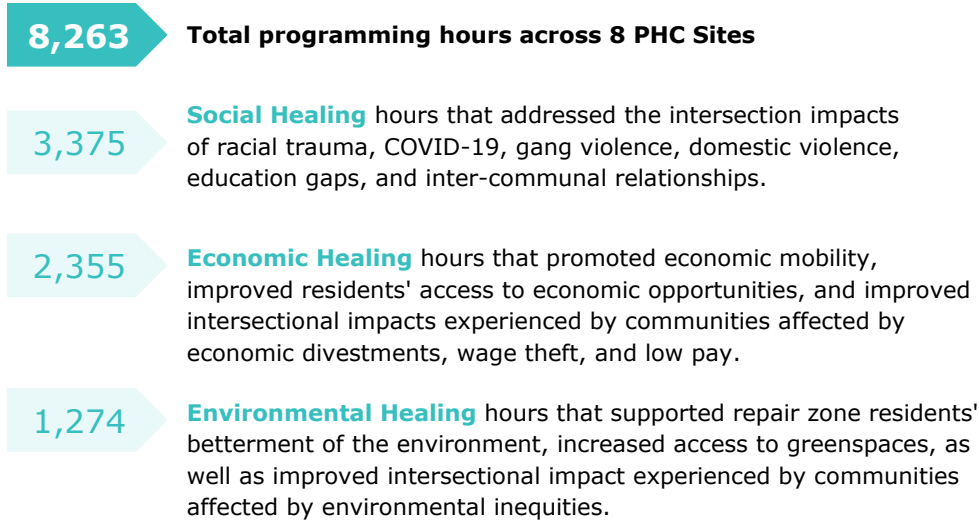

July 2023 Youth camping program at YMCALA

Exhibit 2.   **Peace and Healing Centers programming hours**

8,263   **Total programming hours across 8 PHC Sites**

3,375   **Social Healing** hours that addressed the intersection impacts
             of racial trauma, COVID-19, gang violence, domestic violence,
             education gaps, and inter-communal relationships.

2,355   **Economic Healing** hours that promoted economic mobility,
             improved residents' access to economic opportunities, and improved
             intersectional impacts experienced by communities affected by
             economic divestments, wage theft, and low pay.

1,274   **Environmental Healing** hours that supported repair zone residents'
             betterment of the environment, increased access to greenspaces, as
             well as improved intersectional impact experienced by communities
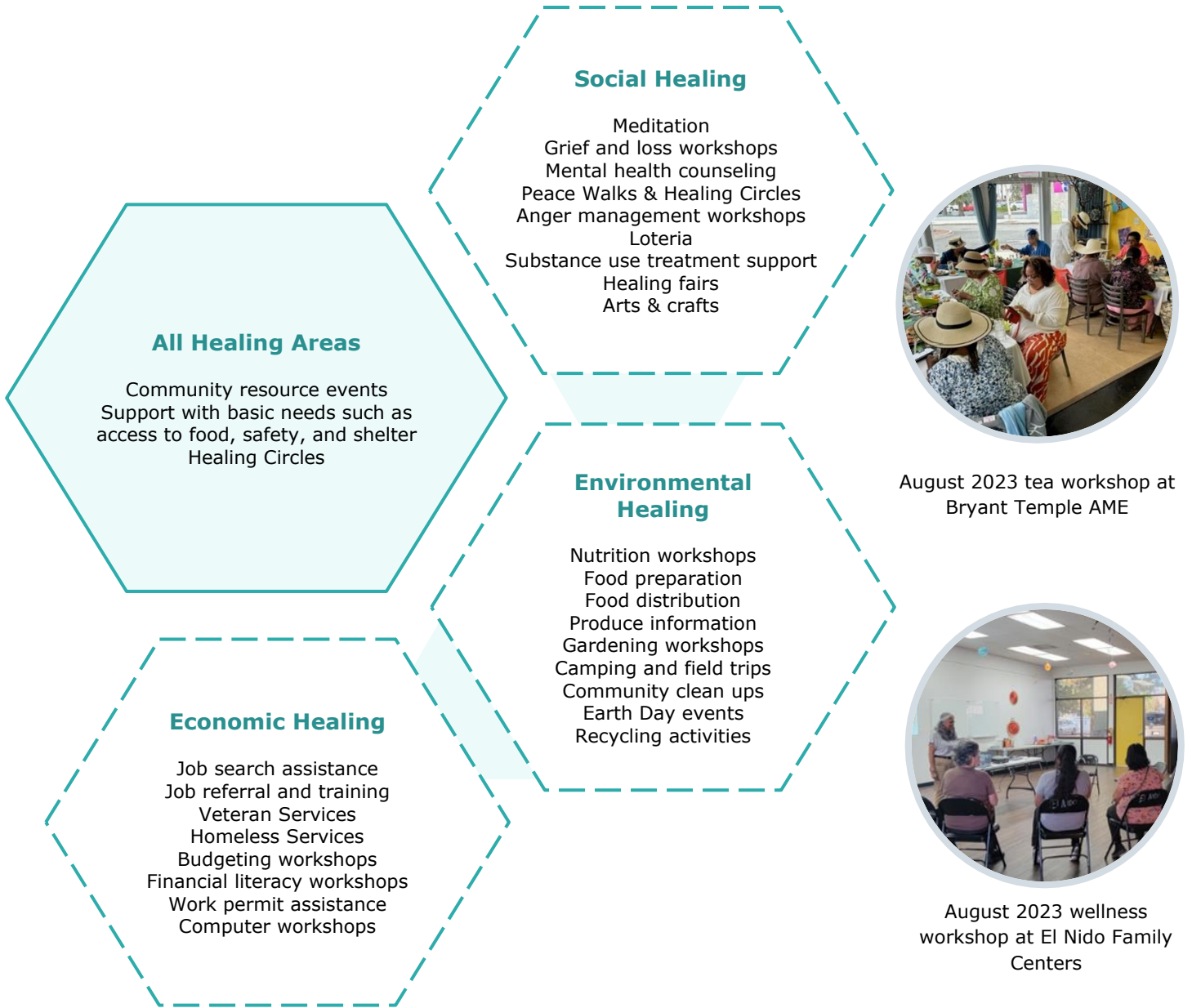   affected by environmental inequities.

PHC sites operationalized healing in creative ways.

PHC sites operationalized healing in a multifaceted way, ensuring that they were centering the needs of the community at the forefront. When asked to reflect on what healing meant to them, sites offered various reflections with the through line that to many, healing is restorative, non-linear, and includes physical, social, and emotional components. One site shared, "Healing includes going inward - the practice of "Capacitar"; healing yourself to help heal others - acknowledging that there are highs and lows but being together and caring for one another can be healing for the community." A prime example of a PHC site participating in the practice of "Capacitar" and meeting the needs of its community in times of crisis comes from Proyecto Pastoral, which hosted an emergency food sale to raise funds for a community member who had lost her home in a fire. Additionally, in reflecting on what healing means and how it looks in its REPAIR Zone, providers at El Nido Family Centers shared that healing "is the experience and faces of affirmation" - for providers at this PHC, this was apparent in the faces of "alegria" that participants showed after receiving tangible support, such as a food box or voucher.

Another site shared "Healing means multiple things, it means releasing past traumas, distressing by dancing, crying after sharing during women's circle, distressing when coloring, coming to the PHC instead of staying at home, acknowledging something is broken and working toward fixing what is broken." In alignment with this emergent conceptualization of healing, CCNP hosted a "Crayon Feeling/Free Writing Activity" and explained the following anecdote: "The activity encouraged participants to choose a color and decide to draw or scribble how they felt. One participant drew from a moment where she was really mad and didn't want to let it out at her family so she went for a long walk and during her walk she saw an abandoned house with beautiful flowers that made her want to stay and admire it, as she was looking at the flowers she saw a cat coming towards her and she pet it. She didn't realize as she was petting the cat that her tears were coming out, she took some time to breathe and then realized that her anger had gone away and was ready to go back home. As she was telling the story she was crying again but she was no longer angry but relieved that this activity allowed her to reflect on that situation and relieved that she had found something that helped her relax." Sites offered tailored activities for each healing area (see Exhibit 3).

Activities across healing areas overlapped slightly depending on how each site operationalized healing for that topic. For example, activities around food access were counted as economic healing in some sites while others considered this to be environmental healing, especially if this was related to gardening or increasing access to green spaces. Furthermore, programming activities were not mutually exclusive, meaning sites often designed programming that spanned more than one healing area intentionally. Regardless of the healing focus, sites designed activities in response to the needs of their communities, thus social healing and economic healing programming hours were the most reported programming across PHC sites. Though program activities may seem simple to some, they had a huge impact on the community. For example, Bryant Temple AME, whose definition of healing centered around peace and reconciliation of the community, organized the Vacation Bible School, which was a week-long event that brought together young people and adults in the community to reflect on faith, peace, positivity, and healing. This site anticipated 10-15 attendees and ended up reaching 100 community members; clearly signifying the importance of these spaces and activities. When asked to reflect on the types of programming activities, program leads at the LA Civil Rights department shared, "While healing can be multi-dimensional and complex; it can also be showing the community you are listening and understanding their needs. Trust is a core element."

Exhibit 3.   **Example PHC healing programming activities**

Social Healing

Meditation
Grief and loss workshops
Mental health counseling
Peace Walks & Healing Circles
Anger management workshops
Loteria
Substance use treatment support
Healing fairs
Arts & crafts

All Healing Areas

Community resource events
Support with basic needs such as access to food, safety, and shelter
Healing Circles

Environmental Healing

Nutrition workshops
Food preparation
Food distribution
Produce information
Gardening workshops
Camping and field trips
Community clean ups
Earth Day events
Recycling activities

Economic Healing

Job search assistance
Job referral and training
Veteran Services
Homeless Services
Budgeting workshops
Financial literacy workshops
Work permit assistance
Computer workshops

August 2023 tea workshop at Bryant Temple AME

August 2023 wellness workshop at El Nido Family Centers

July 2023 healing circle at CJLA

In addition to offering regularly scheduled programming activities, sites also coordinated monthly events. Monthly events refer to planned public, social occasions that have multiple activities, a large turnout and are typically centered around a specific theme. In total, PHC sites held 994 monthly events in their communities. These events encompassed a wide array of activities, ranging from resource fairs and farmers markets to peace walks and cultural celebrations, such as Dia De Los Muertos festivities. PHC sites were also accessible on a drop-in basis during dedicated office hours (at least 20 hours a week) where community residents could use the space freely and receive informal, one-on-one support. On average, PHC sites held 34 office hours weekly, with availability ranging from 20 to 70 hours a week. The opportunity to meet with PHC program leads was available during office hours, and office hours also allowed residents to relax in the open space.

Finally, PHCs were responsive to community needs, sites also facilitated emergency

response events. Throughout the duration of this pilot program, a total of four sites responded to community emergencies with events, many of which were related to gang violence in the community. In these instances, emergency event response took priority over other programming that was scheduled for that month. Many sites held vigils and healing circles with the community in response to these incidents of violence.

Community participants expressed strong satisfaction with healing programming, activities and events leading to feelings of community, empowerment, trust, safety and healing together.

PHC operators collected ongoing feedback from participants throughout the pilot program in various forms including one-on-one check-ins, community forums, monthly meetings, engaging in community outreach and canvassing. This feedback was essential in designing healing programming to ensure activities aligned with community members' interests and needs. PHC operators shared that participants reported high satisfaction with various components of the PHC pilot program, including the activities themselves and the opportunities that community members had to help co-design the activities and events. Many community members reported feeling a sense of empowerment and healing after attending events. Additionally, participants felt safe in spaces offered by the PHCs, and PHC operators observed increased engagements among participants as a function of trust and strong relationships. Perhaps the biggest testament to the high levels of satisfaction amongst community members is the increased awareness of the PHC as a resource in the community. Many sites shared that their biggest outreach successes have come from community members' word-of-mouth leading to increased participation in programming.

February 2023 senior Valentine's Day program at Proyecto Pastoral

Exhibit 4.   Staff had meaningful experiences with the programming offered

"When I look at the women, the empowerment, that is visible. I see this in the storytelling and culinary classes and seeing mom's and daughters come together. Restoring the social connection is what healing means in our communities. – PHC Staff

"We have let folks have a place to be regular, so much of what happens on the streets is what happens in people's homes, but they're judged. We have provided a safe space for folks to be regular people" – PHC Staff

"Families are excited and bringing more people. They like the events and classes that we offer" – PHC Staff

"Community members are already identifying some areas they want to focus on so they are using their voices to amplify the needs and tap into shifting from conversation to being proactive" – PHC Staff

Exhibit 5.   Participants had meaningful experiences with the programming offered

"I liked how this event taught my children about planting and the importance of the environment" – PHC Participant

"I loved being able to connect with my mom and sister while making art" – PHC Participant

"I felt identified with [staff member] and her personal story because I went through a similar thing. I really enjoy this time to connect with others and learn." -PHC Participant

"Me gusto compartir con mis hijas."

– PHC Participant

PHC operators were committed to continuously improving their programs

PHC operators' commitment to learning and improving extends beyond seeking feedback from the communities. Recognizing the importance of diverse perspectives, PHC operators solicited insights from collaboratives, networks, and their own staff. In reflecting on their approach during one-on-one sessions, PHC operators acknowledge the value of being flexible, reflective, and humble in their approach to programming and being ready to pivot when necessary. This flexibility not only allows for community input but also ensures the active engagement of PHC staff and community partners, fostering a dynamic and responsive environment.

Facilitators and Barriers to Implementation of PHC Sites

There were various facilitators and barriers that shaped the success and sustainability of the PHC sites. PHC sites attributed much of their success to collaboration, partnerships, and teams that were able to connect intentionally and authentically with REPAIR Zone residents. However, barriers to implementing the programming included challenges with funding disbursement, staffing, lack of resources, and responding to community challenges such as gun violence. Honing in on the facilitators while addressing challenges expressed by PHC communities and staff could ensure continued success in future endeavors.

September 2023
Gardening at CCNP

Facilitators to implementing PHC programming

Community partnerships were key to implementing the work and supplementing where gaps existed. PHC sites were adamant about using local community assets to address identified gaps in programming needs. PHC sites leveraged relationships with existing social services collaboratives, schools, and local businesses to expand community outreach and increase the breadth of programming services. This helped increase participation by leveraging partnerships for outreach and offer more activities and services based on the resources that partnerships provided. For example, during the pilot program period, Bryant Temple AME partnered with organizations including Fanatics.com and the South Central Prevention Coalition (SCPC) to host a sports merch giveaway and a vaccination clinic for its community. Bryant Temple AME has also worked with SCPC on every community event they have hosted, including an Easter event, a Black History Month event, Veteran's Day event, and Juneteenth event. In the

Skid Row REPAIR Zone, Creating Justice LA partnered with subcontractors like Skid Row Coffee and Hip Hop Smoothies Shop to provide economic healing to residents with free smoothies, coffee and groceries. Additionally, CCNP collaborated with the Office of Traffic Safety, City of Los Angeles to host a car seat workshop for eight mothers who needed a car seat for their children. See Exhibit 11 in the appendices for additional partnerships that made this work possible.

Collaboration with LA Civil Rights promoted successful implementation through support with navigating and leveraging City resources. PHC operators emphasized the role city collaboration played in effectively setting up their sites. Staff members across various sites were grateful for the guidance provided by the PHC program manager from LA Civil Rights. The PHC program manager's technical assistance included media and press coordination, assistance with elected offices, city resource navigation, and site visits and programmatic support. Media and press coordination consisted of supporting sites with external engagement and drawing attention to the center. Assistance with elected offices consisted of coordinating elected officials' attendance such as Council members to attend events. City resource navigation consisted of connecting sites with resources or other organizations to support their programming. Site visits and programmatic support consisted of one-on-one meetings to learn and identify ways to address any site-specific implementation needs and partnership during site visits to plan programming. Knowing the City was genuinely invested in supporting their organizations, offering support in problem-solving, and connecting sites with resources was crucial for sustaining their service delivery.

Assembling teams with staff who were ready to engage and reflected the community supported relationships and trust building. PHC sites were intentional in creating teams with lived experience that reflected the communities they were serving. Not only did these team members bring a level of creativity in outreach strategies and crisis management but having teams reflective of the REPAIR Zones created familiarity and safety for REPAIR Zone residents. In addition to bringing on staff who reflected the community, establishing staffing teams that can contribute to the mission of PHC sites involved offering staff training and capacity building opportunities. Through this initiative, staff, interns, and volunteers experienced several training and capacity building opportunities to strengthen their approach to implementing peace and healing programming.

Facilitating intentional community engagement fostered a sense of alignment and enhanced understanding of community needs. PHC sites encouraged direct interactions with REPAIR Zone residents by remaining accessible on a one-on-one basis and through community forums. By prioritizing these community touchpoints, PHC operators were able to be responsive to community needs which was reflected in programming shifts, such as adjusting hours to be more accessible and changing schedules to respond to community crises, such as gun violence, and offering programming in a variety of formats. See Exhibit 12 in the appendices for the percentage of PHC sites that offered different types of programming formats.

The intentional use of flexible and unrestricted operating funds by LA Civil Rights has demonstrated effectiveness, empowering PHC operators to prioritize community needs, adapt swiftly in programming, and focus on core programmatic work while remaining responsive to emerging community needs. The evaluation findings underscore the responsiveness of PHC operators to the priorities and needs within their communities. This adaptability is evident in the utilization of emergency programming activities and the adjustment of planned programming based on community engagement and participation levels. The deliberate strategy employed by LA Civil Rights, allowing for flexible and

Staff Training and Capacity Building

In addition to implementing programming, staff engaged in several training and capacity building opportunities such as:

► Trauma-informed care

► Safety procedures

► Burnout awareness

► Community outreach

► Drug usage and overdose medication administration

► Non-traditional leadership

► Art facilitation and supply techniques

► Guided meditation

► Building character

► Data tracking

► Motivational interviewing

► Group discussion facilitation

unrestricted operating funds, has proven effective.

Challenges to implementing PHC Sites

Delays in funding disbursement created undue barriers, especially for smaller organizations. The project's funding distribution model posed considerable challenges for several PHC sites, disproportionately burdening smaller organizations. Delays in reimbursement put a further strain on already limited resources, especially with organizations with less flexible financial resources. Future funders should recognize the impact that funding delays have on PHC sites' ability to fully staff their programming and navigate their organizational procedures such as securing supplies, materials, etc. Ensuring timely reimbursements in future initiatives would allow PHC sites to sustain high-quality services and relieve financial stress, allowing for more focus on programming.

Although most PHCs reported being fully staffed, they experienced staffing challenges related to managing the workload associated with implementing programming. Staffing challenges were particularly pronounced during staff transitions which led to delays in programming or increased workload for the remaining staff. This concern related to another staffing challenge PHC operators noted, which was having an overworked team.

Exhibit 6.   Staff, paid interns, and volunteer programming support
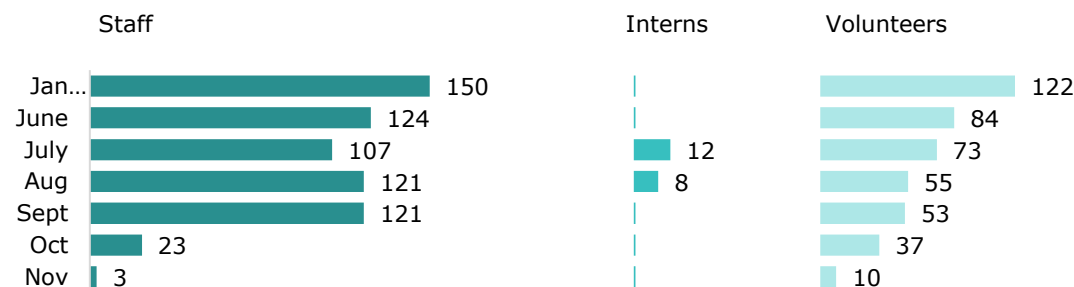
Peace and Healing Sites experienced challenges with data collection and reporting that could be avoided with more time for planning and preparation before program implementation. Sites agreed on the benefit of having a third-party evaluator involved in supporting the evaluation and learning. Despite this benefit, PHC operators reflected on challenges related to setting up the infrastructure needed to collect data for the PHC pilot program. The short timeframe of the PHC pilot program and lack of a planning period resulted in delays with implementing data collection due to the start-up time needed to create the structures and supports needed to collect and capture data. For some sites, there was the added challenge of hiring staff who could support programmatic implementation as well as data reporting.

Resource availability and access were a challenge to navigate, especially given the short implementation period. PHC operators leveraged available resources to achieve the initiative goals. While the PHC pilot program was successful, it was apparent that the allocated nine-month period created a challenge in obtaining resources needed to achieve program goals. Additionally, not all organizations began program implementation at the same time. Some organizations started implementing programs as soon as January while others began later in May.

Continuous violence in the REPAIR Zone communities created barriers for

organizations to implement activities. In response to continuous community violence, Peace and Healing Centers encountered challenges in implementing programming. PHC teams responded promptly to address community violence through adapting program topics and schedules while also increasing safeguards for staff and community members. This heightened demand for crisis intervention and community healing, increased the demand on staff members and a strain on designated Peace and Healing hours. Although some sites had pre-existing programming included as a component of their program model that focused on reducing gang violence and they were already set up to host emergency events when community violence occurred; nevertheless, community violence still posed challenges for programming.

Looking Ahead: Sustaining the Work

Sustaining the Success of the PHC Pilot Program

As the data on communities served and services offered highlights, the PHC pilot program generated significant success at both the organizational and community participant levels; thus, it is important to consider strategies for sustaining and expanding upon the accomplishments of all nine PHC sites. The positive reception of the PHC pilot program and the willingness of community agents to advocate for ongoing peace and healing initiatives contribute to the substantial momentum achieved by the PHC sites. This positive response justifies the need for the program to transition beyond its initial pilot phase, emphasizing the importance of securing stable and sustained funding for PHC programming to continue.

As the pilot period concluded, PHC operators shared insights on what the sustainability of peace and healing programming could look like for their community. Their ideas included:

Adapting the frequency and approach to PHC programming. PHC operators have integrated peace and healing programming into their overall program model. However, several planned to scale back some of the enhancements PHC funding allowed them to make, including the number of new programs or the frequency of programming (e.g. daily versus monthly) in order to continue within their existing resources.

Leveraging partnerships to continue offering peace and healing opportunities. For several PHC sites, PHC funding helped them form new partnerships that will play an important role in supporting their capacity to continue offering peace and healing programming. PHC operators emphasized the necessity to continue fostering partnerships to fill existing and emergent gaps in resources needed to serve their community. PHC operators also highlighted that through partnerships they are able to better serve the holistic needs of the community by sharing resources with other agencies and implementing collaborative programming.

Establishing a dedicated staffing team to support peace and healing programming. Volunteers accounted for 41% of the personnel that supported the overall pilot initiative. Between staff, interns, and volunteers, most PHC operators reported that their PHC was fully staffed. Among the sites that reported not being fully staffed, volunteers made up over 80% of their team. Although PHC operators are thankful for the support they received from volunteers, the heavy reliance on volunteers to implement the PHC pilot program signals the need for more paid staff to fulfill personnel needs.

Seeking continued and consistent funding. Across all PHCs, funding emerged as a common need to sustain and continue building on their peace and healing work. PHC operators explained that it is important that access to funding is timely and transparent. In light of the challenges associated with the funding for the PHC pilot program, PHC operators expressed the need for up-front transparency related to the process and timing for distributing city funding so they can plan accordingly. For a few sites, delays in funding resulted in their inability to pay staff and, in turn,

losing dedicated staff for the program. Several PHC operators also plan to apply for additional funding that can allow them to continue implementing services beyond the pilot funding period. A few PHC operators planned to pursue other grants or private funding to fulfill their financial needs. Although such endeavors are accessible avenues to sustain peace and healing programming for some sites, there are also sites who mentioned not having the internal capacity, such as a grant writer, to seek those types of funding options.

Closing and Recommendations

In its first year of implementation, the PHC initiative accomplished major milestones. The learning and evaluation team was tasked with assessing the extent to which the PHCs' activities and programming aligned with the three hypothesized theories of change methodologies (i.e., collective impact, narrative-based strategy, and permaculture design). Considering the program is a short pilot project and the anticipated outcomes associated with each of the theories of change are time dependent, the current evaluation can only speak to preliminary insight on PHC sites alignment with the theories of change.

Collective Impact. The evaluation findings demonstrate early signs of PHCs' ability to successfully engage several principles of collective impact (e.g., shared measurement, continuous communication). More specifically, all eight PHC operators supported the co-development of a data tracker that included shared metrics they each had, or built, the capacity to track, measure, and document their work. Example metrics included numbers served, characteristics of those served, staffing, the quantity of programming, office hours, and events, and qualitative descriptions of services and participant experiences. Furthermore, the evaluation findings also revealed preliminary evidence of PHC's successful efforts to ensure they promoted the continuous communication needed to foster relationships and trust with the REPAIR Zones they served. As evident by the data presented, PHC sites hosted consistent opportunities to engage community by way of daily office hours, several monthly events, and ongoing outreach and programming, which is often used as a chance to seek and listen to community voice.

Narrative-based strategy. The evaluation findings provided evidence of PHC's utilization of narrative-based strategies. PHC sites notably centered the voice of participants by gathering feedback on their needs and experiences and using that information to inform programming decisions. Such feedback loops were notable in their implementation of narrative-based strategy. Further demonstrating alignment with the narrative-based strategy, PHC sites did not take a prescriptive approach to defining healing programming but instead were responsive to the specific stories participants shared as experiences they valued, wanted, and needed to participate in. Sometimes this included making program changes in real time, such as which staff person was present for programming and the timely offering of emergency events.

Permaculture Design. The evaluation findings show the social, economic, and environmental healing and programming were often interconnected, covering more than one healing area at once. See Exhibit 13 in the appendices for the distribution of healing programming areas for each PHC site. This overlap in programming points to PHC sites recognizing the need for a systems perspective in promoting earth care alongside communities' overall healing.

As the evaluation findings provide preliminary support for the alignment of PHC sites and the hypothesized theories of change, opportunities remain to further assess this alignment. The next section highlights several recommendations for the city to consider for future efforts that can contribute to continued learning and assessment of the implementation of the theories of change.

Recommendations are as follows:

Funding

- **Continue providing funding in a non-prescriptive manner to allow sites the necessary flexibility to cater to the diverse needs of everyone in their community.**

  PHC operators appreciated the flexibility in spending parameters as it enabled them to tailor their approach to the distinct needs of the diverse populations within the communities they serve, a freedom not afforded by funding they received from other sources in the past. For example, historical funding opportunities through the city targeted specific populations, such as youth. All PHC operators served seniors, which reflects the range of participation the flexibility of funding yielded.

- **Support sites with longer funding cycles to encourage the continuation of healing programming.**

  In addition to encouraging LA Civil Rights to utilize flexible and unrestricted funding, there is a key recommendation for longer-term and sustained funding. This comprehensive approach serves multiple purposes, including fostering organizational health and serving as evidence to the trust the City places in their community partners. Longer funding cycles contribute to a more stable operational environment, freeing organizations from constant grant writing and funding-seeking activities, allowing for better attunement and alignment with community needs.

- **Ensure administrative factors including contracting and timely funding distribution are in place ahead of expected program launch dates.**

  In light of challenges related to the funding distribution timing, especially for smaller organizations, it is important for future iterations of this type of work to plan for a startup period dedicated to executing contracting and disbursing funds. This time will ensure the city has time to work on the series of administrative steps associated with finalizing contracts and funding. This time will also ensure sites have the resources they need in a timely manner to implement programming as planned. Depending on their capacity, they may not have the liquidity or financial means to cover costs up front to participants. Although the initial expectation for the pilot program was that all sites were to launch programming in January 2023, sites ended up launching their programming during different months (See Exhibit 14 in the appendices). A few sites were unable to launch because they needed access to the pilot funding first. Additionally, a few sites had challenges paying their staff because of delays in funding. The need for more timely distribution of funds signals the need for the city departments and offices to update processes to establish a faster turnaround period.[7]

Collaboration

- **Enhance the potential for collective impact by supporting partnerships among CBOs implementing Peace and Healing opportunities.**

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[7] https://cnmsocal.org/news/the-city-of-los-angeles-is-failing-its-service-providers/

As the data highlights, PHC operators found the programming technical assistance received from the City valuable. Therefore, it is strongly recommended to continue fostering the partnership with the City and PHC operators by continuing to offer this type of support during program implementation. In the implementation assessment, PHC operators noted specific support that they would like from the City, including: grant opportunities, learning more about City services, networking opportunities, press coordination, and support with volunteer and tabling events. Additional City support that may be helpful include crisis intervention and trainings for how to respond to unexpected community level events, such as gun violence.

It is also recommended to continue hosting monthly convening meetings that bring PHC operators together for an opportunity to hear from each other about various topics, share experiences, and build rapport. The implementation assessment revealed PHC operators were interested in monthly convening topics including networking, capacity building, implementation, theories of change, sustainability, and more.

Furthermore, encouraging the use of communication platforms to facilitate communication among PHC operators is also a relevant approach for promoting partnerships. The implementation survey found six out of eight PHC operators were interested in using a communication platform to network with other PHC operators to exchange ideas.

Incentivizing subcontracting to further encourage opportunities for smaller organizations who may not have the capacity to pursue contracts with the city is also a promising avenue to promote partnerships.

The City may consider serving as a central entity to help coordinate the infrastructure to support each of these efforts which collectively can contribute to the implementation of the collective impact framework.

- **Encourage collaborative programming and leveraging of learning and resources between PHC sites who serve interconnected REPAIR Zones.**

  As PHC operators continue to build their capacity, the city can encourage them to foster collaborations with each other, particularly those serving interconnected REPAIR Zones. Not only did all of the PHC serve their primary REPAIR Zones, they also all served residents in at least one other REPAIR Zone (See Exhibit 9 in appendices). Notably, three PHC sites served eight out of nine REPAIR Zones. One opportunity to encourage this type of collaboration is by supporting the observation of who PHC operators are serving, flagging areas of overlap, and inviting overlapping sites to network during operator convening meetings.

Equity and Flexibility in Program Design

- **Actively center equity and the intersectionality of both people and healing approaches when defining programming expectations and support.**

  Acknowledging CBOs have different levels of capacity given their unique organizational history and context, flexible programming expectations are an important condition for centering equity in defining accountability toward those expectations. Relatedly, it is important to right-size

expectations based on the evolving reality of program implementation. This can include listening and responding to challenges PHC operators raise during program implementation. It is not uncommon for unexpected challenges to emerge during program implementation; in the event such challenges emerge, it is important to take stock of how the challenge may be impacting PHC operators differently given their unique context.

Additionally, those who are most impacted by systematic disenfranchisement tend to be the same individuals who volunteer with CBOs whose mission it is to work against such injustices; thus, it is important to ensure that they are not further exploited by equipping CBOs with resources and funding to support dedicated staff and provide appropriate levels of compensation for volunteers.

- **Continue to capture narratives and shared measurement by taking a comprehensive and collaborative learning and evaluation approach.**

  PHC sites expressed appreciation for the collaborative evaluation approach the evaluation partners took to assess the work. PHC operators particularly expressed gratitude for the opportunity to actively participate in the design of evaluation questions and activities, access to monthly data reports, one-on-one technical assistance, and open office hours for evaluation and data support. They also noted interest in the mixed methodology that included both quantitative and qualitative data to capture the work they did in a well-rounded manner. Relatedly, it is important to ensure expected deliverables such as specific programming goals (e.g., a specified number of expected programming hours) are created collaboratively with PHC operators to ensure their relevance and feasibility. If the goal is to ensure consistent and responsive community programming, then deliverables should align with that goal. Instead of setting metrics measured by the full programming window (e.g., 1,400 overall hours), the current pilot revealed metrics around monthly or weekly goals were more relevant (e.g., two monthly events, 20 average office hours each week in the month).

  Future endeavors should also consider the preparation and capacity building that is necessary to meaningfully participate in evaluation and learning activities and build in time and funding for a planning phase prior to launching implementation.

  Across the various data collection activities and engagements, PHC operators expressed the challenges in comprehending, operationalizing, and integrating three healing areas and three theories of change within a 9-month pilot project. The transformation of abstract and theoretical concepts into practical applications demands time and experimentation. While all PHC operators demonstrated success in meeting this funding requirement, it likely came at an opportunity cost of diverting focus from potentially more fruitful or innovative activities. Thus, operationalizing multiple conceptual frameworks within a limited timeframe can impact the effectiveness of PHC programs. The preference for longer funding periods, as articulated by PHC operators, suggests LA Civil Rights could reconsider the funding timeline in future funding decisions when there are expectations for integration of conceptual frameworks. In addition, simplifying and reducing the number of conceptual frameworks to make it more manageable for PHC operators is another consideration for LA Civil Rights. Focusing on one or two primary healing areas and theories of change can enhance feasibility and effectiveness. Finally, continuing to

foster a trusting and collaborative approach for feedback would be beneficial in identifying the supports and technical assistance LA Civil Rights could offer PHC operators to ensure their success. To that end, we offer some implementation considerations to optimize program comprehensiveness while ensuring operational feasibility, ultimately enhancing the potential success and impact of PHC initiatives.
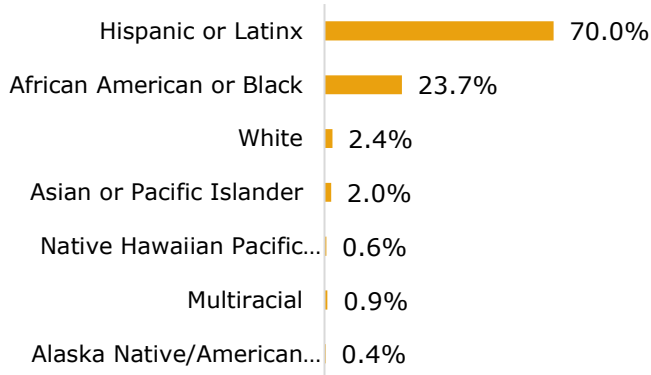
- o **Community Partner Input:** Seek input from PHC operators and community stakeholders to identify critical healing areas and theories of change aligned with community needs.

- o **Flexibility in Design:** Design the program framework to be flexible, allowing for adaptation based on community feedback, emerging needs, and the evolving context.

- o **Ensure consistency and alignment in the requested theories of change and required deliverables.** For example, if expected cut offs are to be set regarding the frequency or quantity of programming (i.e., total programming hours, average office hours, numbers of event) they should be set at the site level, so they are meaningful to the community they serve and reflect the complexity of the nature of this work as highlighted within the theories of change. To establish shared metrics, can reflect the extent to which each site reached their site level goals including reach, consistency, and high-quality participant experiences.

- o **Training and Support:** Provide adequate training and support to PHC operators, ensuring a thorough understanding of chosen healing areas and theories of change for effective implementation.

Appendices

Exhibit 7.   Ages of program participants served

Age group	Percentage
age 0-17	27%
age 18-30	13%
age 31-64	41%
age 65+	19%
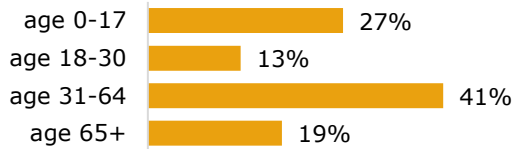
Exhibit 8.   Race/ethnicity of program participants served

Race/ethnicity	Percentage
Hispanic or Latinx	70.0%
African American or Black	23.7%
White	2.4%
Asian or Pacific Islander	2.0%
Native Hawaiian Pacific…	0.6%
Multiracial	0.9%
Alaska Native/American…	0.4%

Note: Out of the 20,114 unduplicated number of participants served, race/ethnicity data was reported on 12,359 of them. Out of the 12,359 participants for whom race/ethnicity data was reported 70% (8,652/12,359) were Hispanic or Latinx, 23.7% (2,927/12,359) were African American or Black, 2.4% (300/12,359) were White, 2% (251/12,359) were Asian or Pacific Islander, 0.6% (71/12,359) were Native Hawaiian or Pacific Islander, 0.9% (113/12,359) were Multiracial, and 0.4% (45/12,359) were Alaska Native or American Indian.

Exhibit 9.   REPAIR Zones served by each Peace and Healing Center

	BT	CCNP	CJLA	EN	PLN	PP	VOALA	YMCA LA
Arleta				★	•	•		
Boyle				•	•	★		
Mission				★	•			
Westlake	•	★	•	•	•	•	•	
WestAdams	★	•			•		•	
Skidrow			★		•	•	•	
SouthLA	•	•	•		★	•	•	•

Southeast	●	●	●		●	●	★	●
Wilmington	●			●	●	●		★

Note: BT = Bryant Temple AME Community Development Corporation, CCNP = Central City Neighborhood Partners, CJLA = Creating Justice LA, EN = El Nido Family Centers, PLN = Para Los Niños, PP = Proyecto Pastoral, VOALA = Volunteers of America Los Angeles

Exhibit 10.   Percentage of PHC sites who served each priority population

Priority population	Percentage
Youth	100%
Uninsured	88%
Undocumented	100%
Seniors	100%
Low-Income	100%
LGBTQ+	88%
Individuals experiencing homelessness	100%
Individuals with disabilities	88%
Immigrant/Refugee	100%
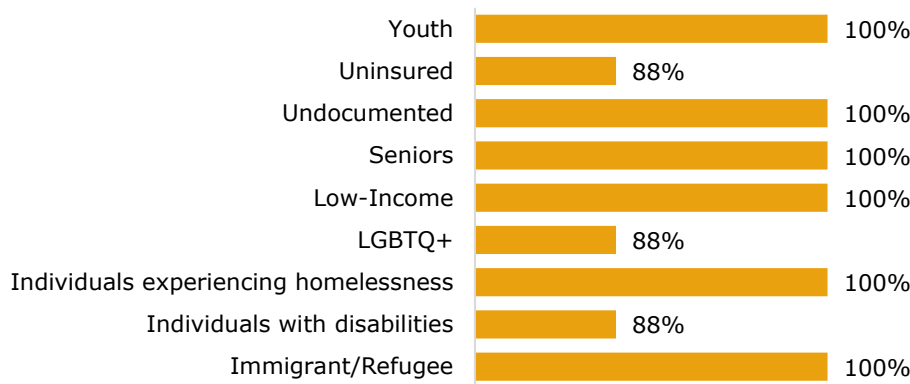
**Exhibit 11.   Collaborations by PHC site**

PHC site	Collaborations
CCNP	CCNP began a new collaboration with the HaGomel Foundation, implementing a second group of women's circle with 9 women participating CCNP collaborated with the Office of Traffic Safety, City of Los Angeles to host a car seat workshop for eight mothers that needed a car seat for their children
Proyecto Pastoral	Proyecto Pastoral collaborated with the CD-14 Council office to coordinate DOT and LAPD assistance for peace walks protesting gang violence. Proyecto Pastoral's partnerships with the Dolores Mission and a local nutritionist to host social gatherings and cooking classes for women experiencing homelessness
Bryant Temple AME	Bryant Temple AME collaborated with South Central Prevention Coalition on many community events, including an Easter event, a Black History Month event, Veteran's Day. Bryant Temple AME partnered with Fanatics.com to host a sports merch giveaway for the community.
El Nido Family Centers	El Nido Family Center collaborated with SEE-LA to navigate the launch of the Pacoima farmers market and obtain licenses for local vendors El Nido partnered with First 5 LA and Best Start collaboratives on tabling at resource fairs El Nido also partnered with Langdon Elementary to hold events such as Zumba classes and yoga classes for parents at the school
YMCA LA	YMCA LA's partnership with Wilmington Best Start, under the First 5 LA initiative, was instrumental in hosting Nina's World, a fun silent play about gender dynamics in Latino households. This partnership also helped provide materials and snacks for residents attending other community events YMCA LA collaborated with SBCC to hold many outdoor events

| Creating Justice LA | Creating Justice LA's subcontractors, specifically Eayikes, Skid Row Coffee, and Hip Hop Smoothies Shop, helped the PHC open facilities and provide economic healing with free smoothies, coffee and groceries
Creating Justice LA's collaboration with the Row Church LA was pivotal in conducting weekly outreach for the PHC along Skid Row |
| VOALA | VOALA partnered with the DMH Promotora Program to promote the PHC's events and activities |

Exhibit 12.   Percentage of PHC sites who providing each program format

Program Format	Percentage of PHC sites
In-person interactions at the PHC	100%
In-person interactions outside of the PHC site	100%
Online or virtual (including Zoom, or other virtual platforms)	50%
Hybrid format (includes in-person + Zoom or other virtual platforms)	12%
Other, please describe	12%

Exhibit 13.   Percentage of social, economic, and environmental healing programming across PHC sites

■ Social Healing   ■ Economic Healing   ■ Environmental Healing
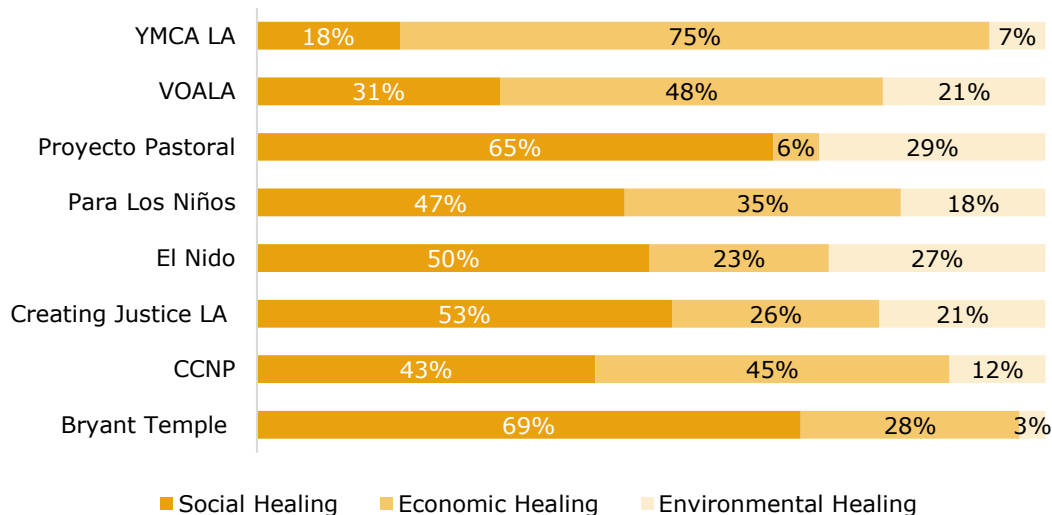
Exhibit 14.   PHC site operator programming launch dates

	Jan	Feb	Mar	Apr	May
CCNP	⟫⟫⟫				
PP	⟫⟫⟫				
BT		⟫⟫⟫			
El Nido			⟫⟫⟫		
PLN				⟫⟫⟫	

YMCA LA				≫≫
CJLA					≫≫
VOALA					≫≫

Note: BT = Bryant Temple AME Community Development Corporation, CCNP = Central City Neighborhood Partners, CJLA = Creating Justice LA, EN = El Nido Family Centers, PLN = Para Los Niños, PP = Proyecto Pastoral, VOALA = Volunteers of America Los Angeles

Exhibit 15.   Additional PHC site operator programming characteristics

PHC site	Total # of programming hours	Average # of open door office hours per week	Average # of staff and paid interns per month	Average # of volunteers per month
Bryant Temple AME	630	28.5	4	35
CCNP	645.5	20	50	18
Creating Justice LA	380	20	4	20
El Nido Family Centers	823	41.2	9	13
Para Los Niños	86.5	28.5	11	-
Proyecto Pastoral	2,191.5	20	31	-
VOALA	264	40.8	5	13
YMCALA	3,243	70	18	6

Note: BT = Bryant Temple AME Community Development Corporation, CCNP = Central City Neighborhood Partners, CJLA = Creating Justice LA, EN = El Nido Family Centers, PLN = Para Los Niños, PP = Proyecto Pastoral, VOALA = Volunteers of America Los Angeles

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