



# Kapwa Kultural Center & Café Evaluation Mental Health Services Act (MHSA) Innovation (INN) Annual Report: FY23-24



SAN MATEO COUNTY HEALTH  
**BEHAVIORAL HEALTH  
& RECOVERY SERVICES**



# Kapwa Kultural Center & Café

## Mental Health Services Act (MHSA)

### Innovation (INN) Annual Report: FY23-24

This report was developed by RDA Consulting under contract with the County of San Mateo, Behavioral Health and Recovery Services.

RDA Consulting, 2024





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## Program Overview

The Kapwa Kultural Center & Café (KCC or program) is an innovative program funded by the Mental Health Services Act (MHSA) Innovation (INN) component. Designed and implemented through a collaborative effort between the County of San Mateo Behavioral Health and Recovery Services (BHRS) Office of Diversity and Equity (ODE), the Filipino Mental Health Initiative (FMHI), and the Daly City Partnership (DCP), the KCC seeks to introduce a new and innovative approach that includes a social enterprise business model to provide culturally responsive mental health and wellness services to Filipino/a/x youth in and around Daly City. Recognizing the unique mental health challenges faced by this community and using a social determinants of health (SDoH) framework, KCC addresses both mental health needs and workforce development opportunities for youth, ages 16-24, through a social enterprise model centered around a café.

Photo 1. Kapwa Care Open Mic Event



The San Francisco Bay Area is home to the second-largest population of Filipino/a/x Americans in the United States, with Daly City, California, standing out as the municipality with the highest concentration, where 33.2% of residents identify as Filipino/a/x. Despite their significant presence, research on the mental health challenges faced by Filipino/a/x individuals remains limited, with even less attention given to culturally responsive practices. This gap underscores the urgent need for resources like KCC, along with related data, which provides culturally informed wellness support, particularly for adolescent youth within the Filipino/a/x community.<sup>1</sup>

Over the past three years, KCC, in partnership with its BRIDGE Advisory Board<sup>2</sup> and Kapwa Youth Advisory (KAYA), has made significant progress toward its mission of becoming a cultural hub for Filipino/a/x youth, offering a safe space for mental health support, entrepreneurship mentorship, and cultural education. The program integrates wellness services, leadership development, and vocational training to holistically support youth, helping them connect with their cultural identity while learning useful and relevant life skills. KCC serves as both a community space and a revenue generator. In addition to hosting workshops and other events, going into its fourth year, KCC will generate revenue through selling boba tea and snacks ("merienda") from local businesses, space rentals for events and meetings, and seminars, further supporting the financial sustainability of the café operations and the youth-focused programming.

At the heart of the KCC's mission is the concept of "Ginhawa," which translates to "total wellness" or "well-being." This approach reflects a Filipino/a/x value of holistic health that encompasses physical, mental, and spiritual dimensions, grounded in the concept of "Kapwa"—the belief that the self is connected to others. By fostering this sense of shared identity and community, KCC

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<sup>1</sup> Social Enterprise Café proposal.

<sup>2</sup> This is an advisory board comprised of diverse members who represent the community, target population, and other key interest holders in all KCC planning and programming aspects.

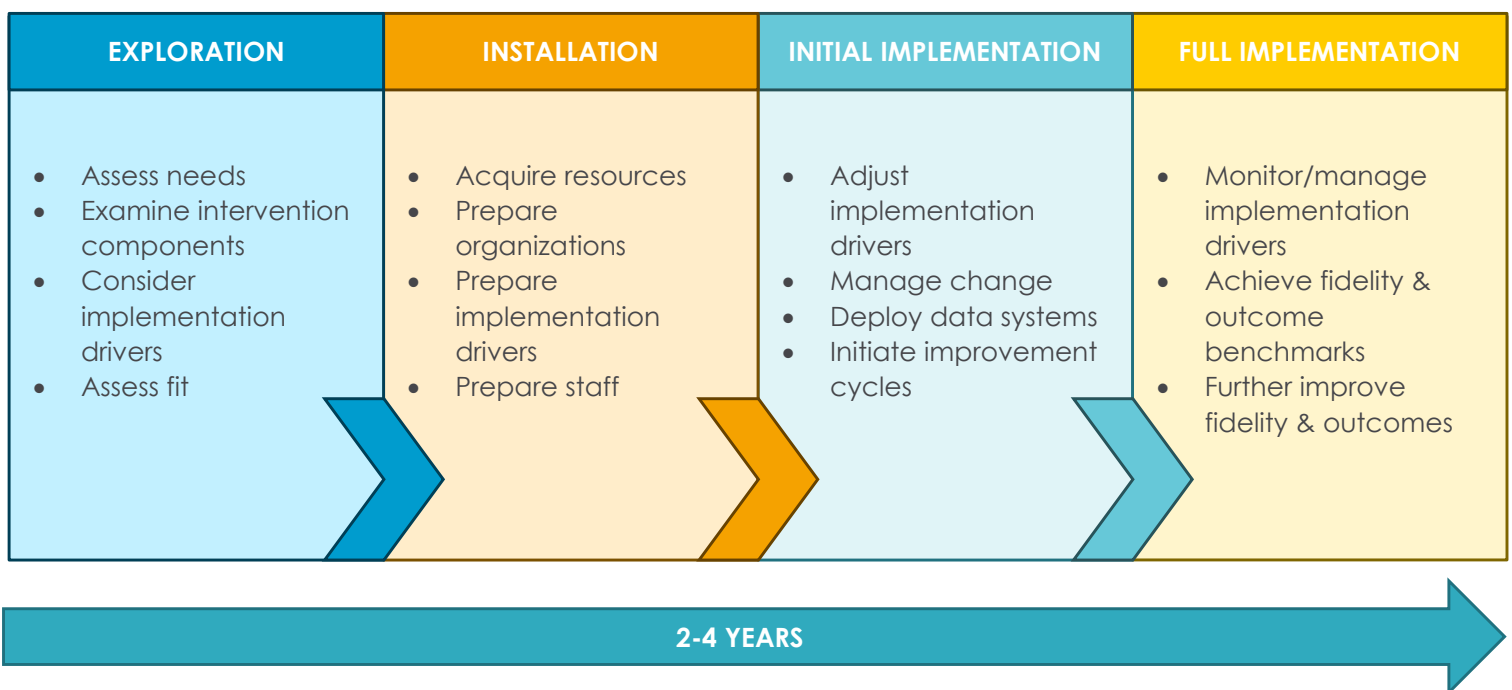


aims to improve mental health outcomes for Filipino/a/x youth, building protective factors and encouraging deeper engagement with culturally relevant services. Through its integrated, community-driven approach, the KKC is working to transform the mental health landscape for Filipino/a/x youth in San Mateo County.

## Program Implementation Progress

Program implementation generally progresses through four stages (Figure 1): **exploration**, where needs are identified and solutions are planned; **installation**, which involves building infrastructure, securing funding, and hiring and preparing staff; **initial implementation**, where the program is piloted and early challenges are addressed; and **full implementation**, focused on officially launching the program, refining and sustaining it for long-term success.<sup>3</sup>

**Figure 1. Implementation Core Components**



In its third year, KKC continued to progress in the initial implementation stage with plans to move into full implementation at the start of its fourth year. Considerable progress was made to reach this point in the initial implementation stage, marking a significant milestone for the program.

### Implementation Progress

**Exploration Stage (Prior to 2021).** KKC leadership team and their partners began exploring the idea of launching a social enterprise. The work that the team did to prepare the MHSA INN grant application set up the team for a successful start on their implementation journey.

**Installation Stage (Year 1: 2021-2022).** After the MHSA INN award, the KKC leadership team moved forward into the installation phase of implementation and this phase is detailed in the **first annual evaluation report** in 2022.

<sup>3</sup> Fixsen, D. L., Blase, K. A., Naoom, S. F., & Wallace, F. (2009). Core implementation components. *Research on social work practice*, 19(5), 531-540. [https://www.researchgate.net/publication/240699640\\_Core\\_Implementation\\_Components](https://www.researchgate.net/publication/240699640_Core_Implementation_Components)

## Initial Implementation Stage

**(Year 2: 2022-2023).** KKC initiated the initial implementation phase in year two. The KKC leadership team along with their partners at DCP, the BRIDGE Advisory Board, key interest holders, and KAYA members<sup>4</sup> worked to achieve: (1) the development of a pilot workshop series which was well received by youth; (2) the creation of infrastructure and a business plan, in partnership with a local Filipina restaurateur, that mapped out the staff that need to be hired and their funding sources moving forward; (3) validation of the earned income strategies developed by the KKC Directors with the Harvard Community Service Partners.

**(Year 3: 2023-2024).** In its third year, KKC has made substantial progress in its initial implementation stage, despite challenges along the way. The program also continued the workshops piloted in the second year, offering valuable opportunities for participants to develop skills in leadership, mental health, and wellness. One of the key accomplishments has been the successful youth retreat and leadership development sessions for KAYA members. These sessions provided an opportunity for youth to reconnect with their roles, reflect on their wellness journeys, and engage in leadership development and self-advocacy training. In this year, KKC leadership also launched its internship program, which saw six interns this year engaged in on-the-job training.

On the operational side, the café's design and construction are progressing well, with major architectural design completed, boba equipment purchased, as well as the replacement of a skylight and windows. The KKC leadership team is finalizing key elements such as outside awning, minor electrical work, refrigeration maintenance, plumbing, security camera system implementation, boba bench installation, and identification/installation of a point-of-sale system. The KKC leadership team actively involved the community in menu planning through boba focus groups, ensuring that the café reflects community needs and preferences.

A crucial aspect of KKC's success in this phase is the involvement of a Business Development Manager from Harvard. This manager has been instrumental in developing a long-term sustainability plan for the café, conducting a 360-degree review with interest holders and providing strategic advice on financial modeling, earned income strategies, and operational processes. The Business Development Manager has also created an executive summary to track progress and outline the path forward for the next several years, with a particular focus on earned income opportunities through café operations, workshops, and space rentals. The leadership is also pursuing additional funding through grant applications and local partnerships and has engaged a public relations agency to develop a marketing strategy for the café's soft launch.

Additionally, staffing turnover among partner organizations has created delays, but the leadership has successfully onboarded a Café Manager and an Operations Coordinator, who will play key roles in supporting the café's daily operations and higher-level strategic planning. In addition, the leadership also recruited and hired a Mental Health Program Services Coordinator, who will oversee program service implementation and tracking of services and resources.

Given the significant progress made during the initial implementation phase, the KKC leadership is set to conduct a soft launch of the café in October 2024, entering its fourth year of

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<sup>4</sup> This is a youth advisory board comprised of Filipino/a/x youths who represent the community, target population, and other key interest holders in all KKC planning and programming aspects.

implementation. This positions them to transition into the full implementation stage during the same period.

### Sustainability Challenges

Alongside implementation challenges carried over from the previous year (Table 1), the passage of Proposition 1<sup>5</sup> (Behavioral Health Services Act or BHSA) in 2024 adds uncertainty as to how this will impact the use of future BHSA funds, in particular Prevention and Early Intervention programs. As such, the KKC leadership team has had to accelerate efforts to diversify funding sources and secure sustainable financial supports. While this is not an immediate challenge, it is one that may have implications for the future of the program. However, the KKC leadership has been proactive and diligent in exploring and solidifying efforts to maintain program sustainability beyond the scope of MHSA INN funds, including transitioning the café to becoming a standalone 501(c)(3) (non-profit) organization.

**Table 1. Implementation Challenges**

Implementation Year	Challenge
<p><b>Year 1 (2021-2022)</b></p>	<ul style="list-style-type: none"> <li>• Securing a physical location for the café</li> <li>• KKC leadership balancing the duality of their roles as Daly City Partnership (DCP) staff and KKC leaders</li> <li>• Delays due to the COVID-19 pandemic, which impacted site assessments and project productivity</li> </ul>
<p><b>Year 2 (2022-2023)</b></p>	<ul style="list-style-type: none"> <li>• Delays in café construction due to necessary building upgrades, exacerbated by catastrophic weather</li> <li>• Staffing turnover among partner agencies, causing delays in continuity,</li> <li>• Complications in establishing a non-profit partnership with the county, which lacked experience in social enterprise projects, delaying guidance and resources for KKC leadership</li> </ul>

<sup>5</sup> California Budget & Policy Center. (n.d.). Q&A: *Understanding California Prop 1*. Retrieved September 19, 2024, from <https://calbudgetcenter.org/resources/qa-understanding-california-prop-1/>

Implementation Year	Challenge
<b>Year 3 (2023-2024)</b>	<ul style="list-style-type: none"><li>• Passage of Proposition 1 and its impact on the use of future BHSF funds, in particular Prevention and Early Intervention programs</li></ul>



# Evaluation Overview

In July 2021, BHRS contracted RDA to conduct a multi-year evaluation of the KKC, concluding in June 2026. The evaluation intends to:

- 1. **Evaluate implementation, outcomes, and impact of the KKC.**
- 2. **Comply with MHSA INN regulatory requirements, including annual evaluation reports to the Mental Health Services Oversight and Accountability Commission (MHSOAC).**

RDA conceptualizes its role as evaluation partners rather than external researchers. In this approach, RDA collaborates with BHRS and KKC partners to articulate program goals, develop process and outcome measures, and interpret and respond to evaluation findings. RDA incorporates opportunities for stakeholder participation throughout the evaluation process by including BHRS, the KKC, the BRIDGE Advisory Board, and the KAYA in developing the evaluation plan, reviewing evaluation tools, and interpreting evaluation findings.

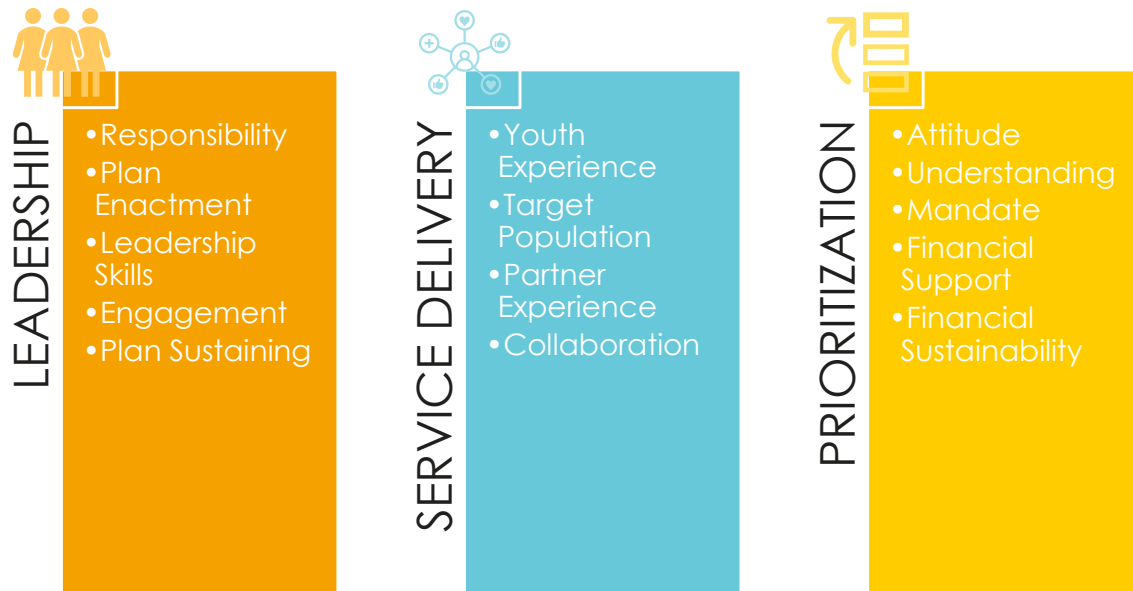
RDA supports BHRS' KKC program goals through both process and outcome evaluation components. The program evaluation includes assessment of KKC's development and implementation to support continuous program improvement (process evaluation), as well as the program's outcomes to understand the extent to which intended goals of the program are met (outcome evaluation). The evaluation utilizes a mixed methods approach, leveraging both qualitative and quantitative data to explore the research questions.

## Evaluation Domains

**RDA focused on three domains in KKC's third year of implementation: Leadership, Service Delivery, and Prioritization (**

Figure 2), to ensure the program is effective, meets community needs, and stays true to its mission. The Leadership domain looks at how well the KKC leadership team is making decisions, how they are planning for the program's future, and how their efforts are valued by key groups like the BRIDGE Advisory Board and KAYA members. Strong leadership is important for keeping the program running smoothly and ensuring it continues to grow. The Service Delivery domain focuses on the experiences of youth participants and partners who are part of KKC workshops and internships. It examines whether the program is helping youth with their personal and professional growth and whether it is reaching the right people in the community. This area also looks at how partner organizations and facilitators feel about working with KKC and how their feedback can improve future offerings. Lastly, the Prioritization domain ensures that KKC is staying true to its mission of creating a culturally relevant space for Filipino/a/x youth. It checks whether the community understands and feels connected to the center's mission and if the programs reflect the values and goals of the community. These three areas come together to provide a full picture of how KKC can continue serving and uplifting the community. More information on each of the domains is detailed below.

Figure 2. Kapwa Kultural Center & Café Evaluation Domains



### Leadership

The Leadership domain in this evaluation focuses on assessing the KKC leadership team's<sup>6</sup> effectiveness, decision-making capacity, interest holder perceptions, and forward planning for the program's sustainability. It aims to understand how well the leadership team is equipped to make decisions on behalf of KKC, and how empowered they feel in doing so. The domain also evaluates how KKC leadership's skills and project management are valued by key interest holders, such as the BRIDGE Advisory Board and KAYA members, shedding light on the leadership team's impact and the recognition of their efforts. Additionally, the domain explores the extent to which KKC leadership has engaged in long-term sustainability planning and how they have included interest holders in these discussions, emphasizing the importance of collaborative and forward-thinking strategies for the program's future.

### Service Delivery

The Service Delivery domain focuses on evaluating the experiences of both youth participants and external collaborators, such as partner organizations and workshop facilitators, in the KKC workshops and internship program. It assesses how youth participants engage with and perceive the programs, examining the extent to which these activities contribute to their personal and professional development. Additionally, it seeks to determine whether the program is effectively targeting its intended population, ensuring alignment with its goals. The domain also investigates the experiences of partner organizations and facilitators in collaborating with KKC leadership, exploring how they contributed to the programs and how these interactions might influence future offerings. Through these evaluation questions, this domain provides an understanding of how well the programs are meeting the needs of participants and collaborators, and how the program's implementation and its associated services can be improved moving forward.

<sup>6</sup> The KKC leadership team is comprised of an Director, Associate Director, and Outreach and Engagement Coordinator.

## **Prioritization**

The Prioritization domain focuses on understanding how well the core mission and values of KKC are communicated, understood, and reflected in its operations. It examines the extent to which youth participants, KAYA members, and other interest holders can articulate the purpose and mission of KKC, as well as whether they perceive that the mission is being accomplished. This domain also assesses how effectively the program has prioritized its mandate to create a culturally appropriate space for Filipino/a/x youth, particularly through the lens of its social enterprise model. These evaluation questions explore the alignment between the program's goals and its implementation, offering insight into how well the program's cultural and social aims are being realized and sustained in practice.

## **Evaluation Questions**

Evaluation questions reflect the purpose of the evaluation, help to guide evaluation activities, ensure the collection of appropriate data, and address local priorities. The questions for the evaluation of KKC are grouped into the three domains described above. Although separated to provide structure for the report process, domains and questions are interconnected and build off each other for a cohesive KKC evaluation. As previously mentioned, the evaluation questions for this reporting year were revised to align with the program's evolving direction, ensuring that both process and outcome evaluations were conducted in a way that was responsive to the program's current phase.

### **Leadership**

1. To what extent is the KKC leadership team equipped and empowered to make decisions on behalf of program?
2. To what extent are KKC leadership skills and project management valued by the BRIDGE Advisory Board, KAYA members, and other interest holders?
3. To what extent has KKC leadership engaged in long-term sustainability planning and included interest holder engagement in that planning?

### **Service Delivery**

4. How do youth participants experience the KKC workshops and internship program, and in what ways do these programs or activities impact their personal or professional development? Is the program targeting its intended population?
5. How did partner organizations and youth conference workshop facilitators experience their collaboration with the KKC leadership team, and what was their experience like in participating in and contributing to the workshops and internship program? What impacts, if any, do these experiences have for future offerings?

### **Prioritization**

6. To what extent can youth, KAYA, and interest holders discuss the purpose and mission of Kapwa Café? If so, do they feel as though the mission is being accomplished?
7. How has the program prioritized the mandate to create a culturally appropriate space for Filipino/a/x youth using a social enterprise model?

# Evaluation Methods

## Data Collection

Over the course of several planning meetings, RDA and KKC leadership worked together to identify expected measurable outcomes to address each evaluation question that would provide a comprehensive understanding of program activities and outcomes. In collaboration with KKC leadership, RDA then identified appropriate data sources for each outcome measure. **Appendix A** summarizes the evaluation domains, outputs/outcome measures, and corresponding data sources.

### Qualitative Data Sources

**Program Documentation & Observation.** RDA reviewed relevant program documentation to support analysis of the evaluation questions. This documentation included program descriptions, implementation plans, training materials, resource handouts, meeting notes, business plans, and other pertinent information provided by BHRS and the KKC interest holders. RDA also used meetings as opportunities to make additional observations.

**Focus Groups.** RDA conducted a total of five virtual focus groups from August to September 2023 with KKC leadership, internship partners, BRIDGE Advisory Board members, KAYA members, and interns, totaling 13 participants across all focus groups. KKC leadership and RDA worked together to develop each focus group protocol with each protocol containing a range of nine to 13 questions. Focus group discussions sought to identify strengths, gaps, and barriers with KKC development and programming, along with understanding stakeholder experience. The length of time for each focus group varied from 60 to 90 minutes. It is important to note that the individuals who participated in the focus groups represent only a subset of the overall sample, excluding KKC leadership. Therefore, these individuals will be referred to as “focus group participants” throughout the report to clarify that they are not reflective of the full sample.

**Table 2. Focus Group Overview**

Focus Group Participants	Time in Focus Groups (Minutes)	Topics Covered
KKC Leadership	90	<ul style="list-style-type: none"> <li>Funding and sustainability planning</li> <li>Interest holder support and collaboration</li> <li>Service development and leadership experiences</li> <li>Mission alignment and impact</li> </ul>
Internship Partners	60	<ul style="list-style-type: none"> <li>Partnership experience</li> <li>Alignment with Kapwa’s mission and goals</li> <li>Opportunities for improvement and future collaboration</li> </ul>



Focus Group Participants	Time in Focus Groups (Minutes)	Topics Covered
<b>BRIDGE Advisory Board</b>	90	<ul style="list-style-type: none"> <li>• Role and collaboration with Kapwa leadership</li> <li>• Partnerships and progress toward Kapwa Café</li> <li>• Mission alignment and cultural impact</li> <li>• Mental health needs and program impact</li> </ul>
<b>KAYA</b>	90	<ul style="list-style-type: none"> <li>• Contribution impact</li> <li>• KAYA involvement in Kapwa Café</li> <li>• KAYA capacity building, leadership interactions, and café development</li> <li>• Kapwa café impact</li> </ul>
<b>Interns</b>	60	<ul style="list-style-type: none"> <li>• Internship experience</li> <li>• Alignment with Kapwa's mission and leadership</li> <li>• Post-internship reflections</li> </ul>

**Quantitative Data Sources**

**Youth Experience Survey.** RDA, in partnership with KKC leadership, modified the Youth Experience Survey to capture youths' experiences with the Resiliency and Power of Youth Conference. The survey aimed to assess attendees' satisfaction and demographics, while also seeking their input on how to enhance the workshop series offered at the conference. RDA fielded the survey throughout July 2024 using the web-based platform, Alchemer. Participants were able to access the survey through a specified web link or by scanning the survey QR code. The survey was available in English and contained 34 questions, 11 of which were dedicated to attendees' demographic characteristics (e.g., age, current gender identity, etc.). All survey questions were optional and the survey itself was voluntary, with attendees who participated in the survey able to complete it in five minutes as most questions were close-ended and in Likert Scale format (disagree, somewhat disagree, neutral, somewhat agree, agree, does not apply). There was a total of 46 workshop attendees who participated in the survey. KKC leadership provided youth survey participants with an incentive. These participants will be referred to as "survey respondents" throughout this report.

**Internship Experience Survey.** RDA and KKC leadership co-adapted the Youth Experience Survey into the Internship Experience Survey. This version of the survey was designed to reflect the interns' experiences with the internship program. The survey aimed to assess several aspects of the internship, including participants' overall satisfaction, the support they received from KKC staff, the relevance of the internship to their personal and professional development, and its connection to their cultural background. The survey was fielded throughout August 2024 using the web-based platform, Alchemer. Participants were able to access the survey through a

specified link or by scanning a QR code. It was available only in English. The survey consisted of 37 questions, 11 of which were demographic questions aimed at understanding the characteristics of the participants. The survey questions were optional, and participation in the survey was entirely voluntary. Respondents were asked to provide feedback through a mix of question types, including Likert scale questions that measured their level of agreement with various statements. A total of four participants completed the survey. Throughout this report, these individuals will be referred to as "intern survey respondents" or "interns surveyed".

## Data Analysis

RDA emphasizes the importance of continuous quality improvement (CQI) as an underlying approach to how data will be analyzed and reported on. RDA conducted qualitative data analysis by organizing and cleaning KKC program documentation and observation materials, along with the KKC leadership, BRIDGE Advisory Board, KAYA, intern, and internship focus group responses.

Qualitative data informed both program development and implementation. To analyze qualitative data, RDA transcribed evaluation focus group participants' responses. RDA then thematically analyzed responses to identify recurring themes and key takeaways. RDA synthesized qualitative findings to learn what aspects of the program are most effective, how to improve, strengthen, and understand the preliminary impacts on KKC youth.

RDA utilized the statistical software, Stata 18, to generate descriptive statistics (e.g., means, frequencies, percentages) from the responses in the Youth Experience and Internship Experience Surveys. This data was used to analyze who KKC served, which workshops survey respondents participated in, the length of time survey respondents have participated in KKC events and activities, respondents' satisfaction, and intentions with KKC events and activities, as well as respondents' experiences with KKC's workshops, services, and staff. These quantitative data were integrated with findings from the focus groups to further bolster the analysis. Based on these findings, RDA will support KKC leadership in their data-driven decision-making and programmatic improvement efforts.

# Evaluation Findings

The following section presents the evaluation findings as they pertain to the evaluation questions mentioned above (see '[Evaluation Questions](#)' for more information). Findings are categorized by domain (Leadership, Service Delivery, Prioritization) and their associated evaluation questions.

## Limitations

As with any real-world program, there are inherent limitations to data collection and analysis, and while this report offers a snapshot into the experiences of youth who participate in KKC programs, these limitations must be considered. First, since **not all participants completed the surveys or focus groups**, we are capturing feedback from only a portion of the youth who engaged with KKC. For instance, while 46 youth responded to the Youth Experience Survey, there were over 100 who engaged in the actual workshops. In addition, only four of six interns responded to the Internship Experience Survey, which means the results may not fully reflect the experiences of the entire group. It is important to note that throughout the findings, percentages are provided for the respondents who participated in the Youth Experience Survey given the larger sample size, meanwhile frequencies are only provided for Internship Experience Survey findings as this sample size was less than 11.<sup>7</sup> This was done to protect the privacy of intern survey respondents. In addition, some findings in the demographics section are masked by an asterisk (\*) throughout to further maintain the privacy of any sample sizes smaller than 11.<sup>7</sup>

Additionally, because participation in the surveys was voluntary, there is the possibility of **self-selection bias**—those with particularly strong opinions, whether positive or negative, may have been more likely to participate. This could skew the results and overrepresent certain views. **Self-report bias** is also a consideration, as participants may unintentionally misrepresent their experiences, either by exaggerating or downplaying them.

Another factor is **social desirability bias**, where respondents might have felt the need to provide responses they believed were more favorable or acceptable, rather than being fully candid. For example, some participants may have spoken more positively about the program than they truly felt, especially if they were reluctant to express criticism.

**Recall bias** could also affect the findings, as participants were asked to reflect on past experiences, and their memories may not always be precise, especially for events that took place earlier in the year. Lastly, the **small sample size**, particularly for the internship survey, limits the ability to generalize the findings across all program participants.

Despite these limitations, the feedback collected can help guide KKC in refining its programming to better serve youth and the broader community moving forward.

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<sup>7</sup> RDA follows the [Department of Health and Human Services and Department of Social Services' de-identification guidelines](#) as well as [California Civil Code 1798.24](#) to protect participants' privacy so as to not identify any individual if a sample size is less than 11 individuals.

# DOMAIN: LEADERSHIP



This domain describes the impact that the leadership team has had on the development and implementation of KKC during the third year of program operations.

## EVALUATION QUESTION #1: TO WHAT EXTENT IS THE KKC LEADERSHIP TEAM EQUIPPED AND EMPOWERED TO MAKE DECISIONS ON BEHALF OF THE PROGRAM?

**The KKC leadership team operates within a non-hierarchical structure, prioritizing shared decision-making and open communication.** Collaboration is at the core of their efforts, with youth, community members, and partners contributing to initiatives like shaping strategies, addressing youth needs, and guiding strategic planning. Decision-making processes range from planning events and developing programs to collaborative discussions on staffing decisions. This inclusive approach ensures that diverse perspectives are considered, enhancing the program's effectiveness. As one participant noted, ***"I love that it's non-hierarchical. The decision-making is shared, and we all have a vested interest in it, which makes everything more collaborative and cohesive."***

**By fostering this collaborative foundation, the leadership team creates a culture of mutual support and shared responsibility.** They actively recognize individual strengths, encouraging members to contribute their unique skills, whether by developing initiatives from the ground up or assisting in day-of-event coordination. The organizational framework prioritizes consistent communication with structured agendas and regular check-ins, ensuring a focused approach. In moments of challenge, the team remains adaptable, ensuring that programming continues to meet the evolving needs of the community. Their commitment to cultural relevance and participant well-being reinforces a supportive environment, allowing individuals to feel empowered as they navigate personal and professional growth.

**The leadership team goes further by integrating decolonial practices, fostering vital conversations on how the legacy of colonization affects Filipino/a/x youth in their professional, familial, and academic lives.** This focus on identity and self-advocacy encourages participants to reflect on their experiences, fostering a deeper connection to the program's mission. As one leader shared, ***"We really started to connect when we talked about decolonizing mental health. It opened up conversations about family, identity, and self-advocacy in ways we hadn't experienced before."***

## EVALUATION QUESTION #2: TO WHAT EXTENT ARE KKC LEADERSHIP SKILLS AND PROJECT MANAGEMENT VALUED BY THE BRIDGE ADVISORY BOARD, KAYA MEMBERS, AND OTHER INTEREST HOLDERS?

**The KKC leadership team's skills and project management are highly valued by the BRIDGE Advisory Board, KAYA members, and other community partners.** They foster collaboration by engaging these groups thoughtfully, ensuring that contributions are recognized and integrated into the program. One participant shared, ***"I always appreciated how we created a paper trail with an agenda, ensuring everyone understood where we were, where we needed to go, and what we were aiming for."***

**Strategically, the leadership team successfully organizes complex projects like youth conferences, which showcase their coordination abilities while offering significant opportunities for youth leadership development.** By involving youth participants in both planning and execution, they nurture a partnership that positions youth as decision makers in the processes. One participant reflected, **"KAYA helped me realize my potential to lead, offering support that made me confident in taking charge and guiding others."**

This collaborative approach breaks down traditional adult-youth power dynamics, allowing youth to actively contribute to program direction and initiatives. Their involvement in organizing events like the youth conference enables them to apply skills, voice ideas, and take ownership of outcomes. This hands-on experience highlights the leadership team's ability to empower youth while strategically advancing the café's broader mission.

**EVALUATION QUESTION #3: TO WHAT EXTENT HAS KKC LEADERSHIP ENGAGED IN LONG-TERM SUSTAINABILITY PLANNING AND INCLUDED INTEREST HOLDER ENGAGEMENT IN THAT PLANNING?**

**The leadership team demonstrates a strong commitment to long-term sustainability through strategic planning and active stakeholder involvement.** Recognizing that KKC's success is the result of collective efforts, they emphasize involving all community members in shaping sustainability initiatives. As one leader expressed, **"We're building a legacy for many generations."**

**Transitioning to a 501(c)(3) nonprofit represents a significant opportunity for KKC to broaden its reach and better serve community needs.** The leadership views this transition as a pivotal step in advancing their mission. They are aware of the complexities in this transition, particularly in terms of financial stewardship and achieving operational efficiency. To address these, the leadership team is reining internal processes and actively forging relationships with foundations, investors, and consultants. A board member shared, **"We're making sure that there's always a pipeline of very connected and very aligned advisors to continually support [KKC]."** Through these proactive measures, the leadership team engages key partners at every step, securing KKC's place as a vital community resource for years to come.

In addition to their strategic priorities, **youth participants remain central to the restructuring process, ensuring that all efforts align with the program's mission and the community's needs.** By involving youth in decisions related to growth such as expanding revenue for the café, the team fosters a sense of ownership and inclusion. Annual retreats are held to review strategic goals and maintain alignment with KKC's mission and vision. The leadership's commitment to operational growth is always balanced with the community's priorities, ensuring that expansion efforts remain true to the program's core values. Their focus on community involvement, fiscal transparency, and youth-centered collaboration highlights their dedication to KKC's long-term success.



# DOMAIN: SERVICE DELIVERY



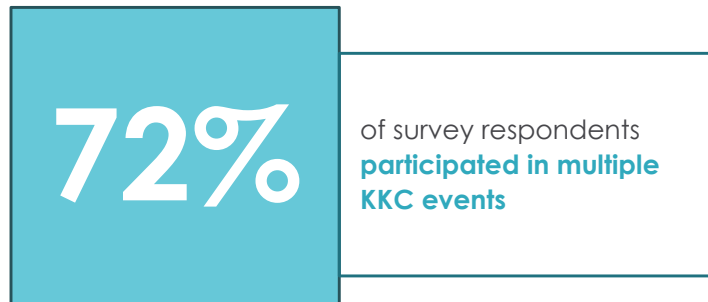
This domain reviews the impact of services delivered during the program year and provides an overview of demographics for youth who participated in services and completed a survey afterward.

**EVALUATION QUESTION #4: HOW DO YOUTH PARTICIPANTS EXPERIENCE THE KKC WORKSHOPS AND INTERNSHIP PROGRAM, AND IN WHAT WAYS DO THESE PROGRAMS OR ACTIVITIES IMPACT THEIR PERSONAL OR PROFESSIONAL DEVELOPMENT? IS THE PROGRAM TARGETING ITS INTENDED POPULATION?**

## Overview

In its third year of implementation, KKC continues to have a significant and positive impact on Filipino/a/x youth, helping participants deepen their connection to their cultural heritage while fostering personal growth, leadership skills, and practical life abilities. KKC's unique blend of cultural learning, community support, and professional development has created a meaningful space for youth to thrive.

**KKC programming keeps youth coming back for more**, showing that the café has successfully built a welcoming and fundamental space for participants. Nearly three-quarters of workshop participants surveyed participated in multiple KKC events (72%), with many attending at least one workshop ranging from one to three workshops.<sup>8</sup>



While the average number of workshops that youth attended slightly decreased compared to the previous year (average: two workshops; range: one to five workshops), these findings suggest that the program offers meaningful content that keeps youth engaged.<sup>9</sup> Similarly, half of the interns surveyed had previously engaged in KKC activities before joining the internship, further demonstrating the lasting connection youth form with the center (2 out of 4 interns surveyed).<sup>10</sup> This ongoing engagement signals that KKC is not only providing a cultural hub but also a safe, supportive space for youth to explore and grow.

**Workshops on wellness and leadership are KKC's most popular service offerings**, with a significant portion of workshop participants engaging in these sessions. Nearly three-quarters (71%) of workshop survey respondents attended the wellness (38%) and leadership (33%) workshops, indicating a strong interest in personal well-being and leadership development among youth. In contrast, fewer workshop survey participants attended the rites of passage and financial wellness workshops, with less than one-quarter of respondents participating (<25%) (Figure 3). These findings reflect a shift from the previous year, where the leadership workshop

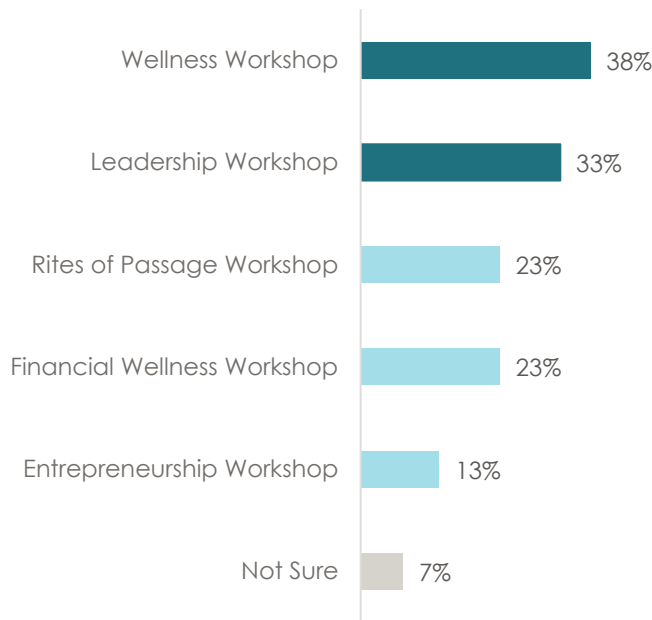
<sup>8</sup> Data Source: Youth Experience Survey, 2024.

<sup>9</sup> It is important to note that the recruitment and workshop timing were different between the previous year and this year.

<sup>10</sup> Data Source: Internship Experience Survey, 2024.

had the most participants (58%), and there was slightly less engagement in the wellness (36%) and entrepreneurship workshops (30%). Although other workshops like entrepreneurship and rites of passage had lower participation rates this year, they still serve an important role in providing holistic development opportunities for youth. KKC leadership could explore strategies to increase participation in these workshops by further emphasizing their cultural relevance and practical applications in Filipino/a/x communities.

**Figure 3. Workshops Survey Respondents Participated In, July 2024, N=39<sup>11</sup>**



### Comfort and Support in KKC Spaces



**KKC has created an environment that is culturally affirming, highly supportive, and inclusive.**

An overwhelming majority of workshop survey respondents agreed that the workshops provided a comfortable space (94%) (Figure 4).<sup>12,13</sup> Interns also reported feeling supported by staff, with all intern survey respondents agreeing they felt physically at ease during their internship experience (4 out

of 4 interns surveyed).<sup>14</sup> **In addition, KKC creates a space where youth feel they are supported, connected, or both.** Nearly all workshop survey respondents shared the sentiment that they would return to KKC for support and/or connection (96%) (Figure 4). Three out of four interns

<sup>11</sup> Data Source: Youth Experience Survey, 2024. Seven respondents did not report which workshops they participated in. Respondents could select more than one workshop, reflecting more than 100%.

<sup>12</sup> Data Source: Youth Experience Survey, 2024.

<sup>13</sup> For a breakdown of survey respondents' experiences with comfort and support in KKC spaces by sex assigned at birth, see **Appendix B**.

<sup>14</sup> Data Source: Internship Experience Survey, 2024.

surveyed felt this same way.<sup>15</sup> Similarly, three-quarters of interns surveyed would recommend KKC workshops and activities to someone they know;<sup>16</sup> meanwhile, a slightly higher proportion of workshop survey respondents would recommend KKC workshops and activities to someone they know (97%) (Figure 4).<sup>17</sup> To further strengthen interns' sense of support and connection, KKC leadership could consider implementing structured mentorship and peer support opportunities, such as pairing interns with experienced staff and creating more opportunities for peer interaction through group check-ins or collaborative projects.

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## KKC positively impacts youths' health and well-being.

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**KKC programming makes a strong impact on participants' emotional, mental, physical, and spiritual well-being, reinforcing both growth and community connection.** Most workshop survey respondents felt they learned something that benefitted their overall health (96%) (Figure 4).<sup>18</sup> In comparison, all intern survey respondents reported that they learned something from their internship that impacted their health and well-being (4 out of 4 interns surveyed).<sup>19</sup>

**The workshops provided survey respondents with useful and helpful lessons about culture, leadership, and financial literacy, all of which they could apply to their personal and community lives.** Many workshop survey respondents shared that they gained a deeper understanding of their Filipino/a/x roots, including learning about Kapwa (shared identity), Bayanihan (collective effort), ancestral knowledge, and the role of Babaylans (spiritual leaders, healers, midwives, wisdom keepers). Others reflected on how culture and food are intertwined, gaining an appreciation for traditional Filipino/a/x foods and their significance in community gatherings. Interns survey respondents also mentioned learning about values in Filipino/a/x culture, which helped them in both professional and personal contexts.

Several workshop survey respondents also learned critical leadership skills, noting that the workshops helped them reflect on their leadership styles and encouraged them to become more confident and self-aware. They discussed the importance of community impact, with some stating that leadership involves both self-reflection and accountability to others. Workshop survey respondents expressed how these insights helped them grow as leaders and connect more deeply with their communities. Similarly, intern survey respondents also reported learning important skills that improved their emotional and mental well-being, such as time management, leadership, and communication.

In addition to cultural and leadership lessons, many workshop survey respondents found the workshops practical, especially in terms of financial education. They learned about money management, including budgeting strategies like the 50-30-20 rule, which encourages saving,

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<sup>15</sup> Data Source: Internship Experience Survey, 2024.

<sup>16</sup> Data Source: Internship Experience Survey, 2024.

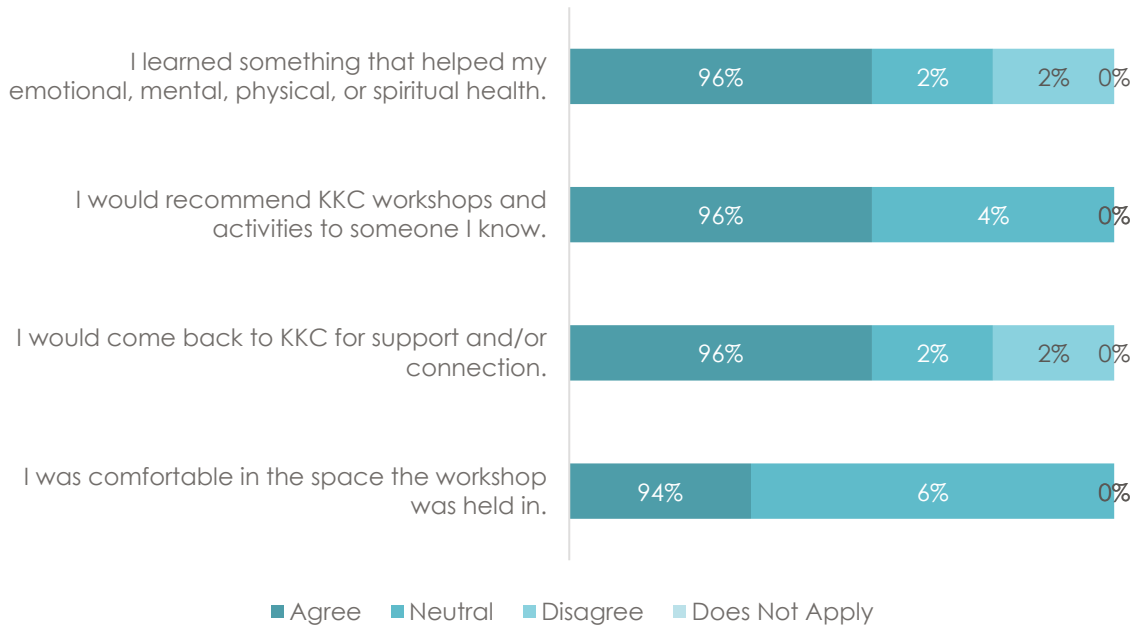
<sup>17</sup> Data Source: Youth Experience Survey, 2024.

<sup>18</sup> Data Source: Youth Experience Survey, 2024.

<sup>19</sup> Data Source: Internship Experience Survey, 2024.

spending, and investing money wisely. These financial planning skills were highlighted as helpful for future planning and personal success.

**Figure 4. Workshop Survey Respondents' Experiences with Comfort and Support in KKC Spaces,**  
July 2024, N=45<sup>20</sup>



**Experiences with KKC Groups, Services, and Staff**

**KKC staff continue to successfully support youth who engage in the program's workshops and activities. Nearly all workshop survey respondents reported they felt supported by KKC staff (93%)**

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<sup>20</sup> Data Source: Youth Experience Survey, 2024. One respondent did not respond to the statements.

Figure 5), whereas all interns surveyed felt this way (4 out of 4 interns surveyed).<sup>21</sup> However, fewer workshop survey participants felt supported from other partnering organizations (89%), signaling a potential area for growth in collaboration between KKC and its partners.<sup>22</sup> Meanwhile, all interns surveyed felt supported by partners (4 out of 4 interns surveyed).

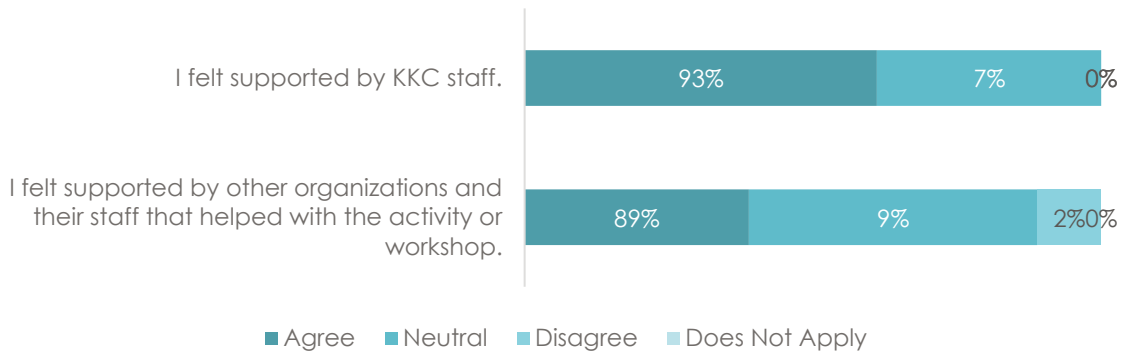
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<sup>21</sup> Data Source: Internship Experience Survey, 2024.

<sup>22</sup> For a breakdown of survey respondents' experiences with staff and partner support by sex assigned at birth, see [Appendix C](#).



**Figure 5. Workshop Survey Respondents' Experiences with Staff and Partner Support, July 2024, N=45<sup>23</sup>**



## KKC's programming is rooted in culture and community.

**One of the program's standout achievements is its ability to continually cultivate a strong sense of cultural identity and community belonging among Filipino/a/x youth.** Almost all workshop survey respondents (94%) felt more connected to their Filipino/a/x culture, and an even larger proportion (98%) reported feeling a greater sense of community (Figure 6). Most workshop survey respondents indicated that KKC workshops and activities were related to their cultural background and beliefs (89%).<sup>24</sup> All interns surveyed agreed that they felt more connected to their culture, a greater sense of community,

and that the workshops and activities related to their cultural heritage and beliefs (4 out of 4 interns surveyed).<sup>25</sup> Collectively, these findings underscore KKC's role as a vital cultural anchor for Filipino/a/x youth who may not have many opportunities to engage with their heritage in their daily lives. By integrating traditional Filipino/a/x values, practices, and language into its workshops, KKC provides a rare and precious space where participants can not only learn



and that the workshops and activities related to their cultural heritage and beliefs (4 out of 4 interns surveyed).<sup>25</sup> Collectively, these findings underscore KKC's role as a vital cultural anchor for Filipino/a/x youth who may not have many opportunities to engage with their heritage in their daily lives. By integrating traditional Filipino/a/x values, practices, and language into its workshops, KKC provides a rare and precious space where participants can not only learn

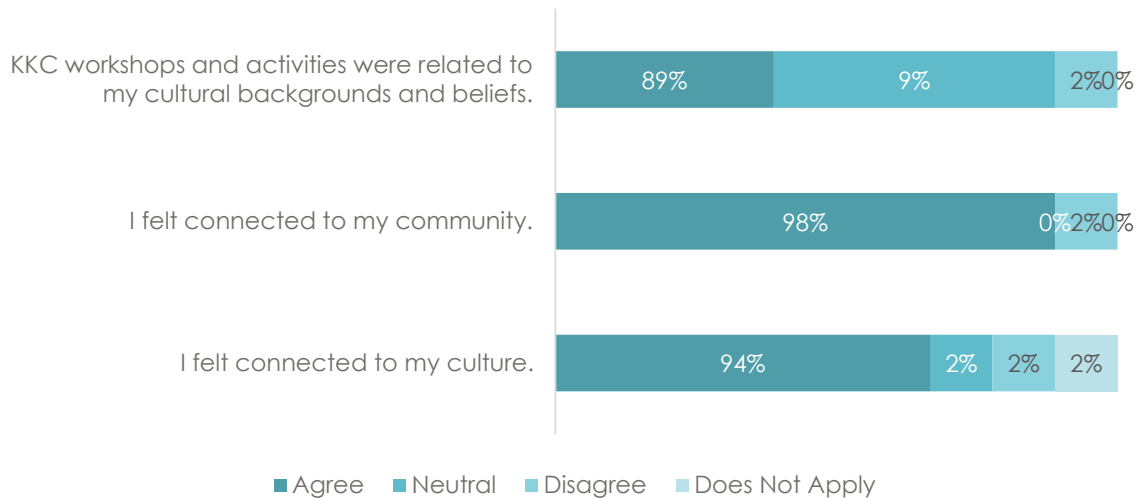
<sup>23</sup> Data Source: Youth Experience Survey, 2024. One respondent did not respond to these statements.

<sup>24</sup> For a breakdown of survey respondents' experiences with culture and community by sex assigned at birth, see **Appendix D**.

<sup>25</sup> Data Source: Internship Experience Survey, 2024.

about their culture but actively live it. This cultural immersion allows participants to build a deeper sense of identity and belonging, both to their Filipino/a/x roots and to a broader, supportive community of peers and mentors.

**Figure 6. Workshop Survey Respondents' Experiences with Culture and Community, July 2024, N=45<sup>26</sup>**



## KKC has positioned itself as a vital community resource.

**KKC has established itself as an important resource in the community, offering responsive services and connections to much needed resources for youth.** Almost all workshop survey respondents indicated that the workshops and activities met their needs (91%), demonstrating KKC's ability to deliver relevant and supportive programming (Figure 7). A sizeable proportion of workshop survey respondents asserted that KKC connected them to other services in the community that were helpful (80%). In addition, nearly all workshop survey respondents would feel comfortable reaching out to KKC staff if they ever needed services in the future (91%).<sup>27</sup> This highlights the trust and rapport established between KKC staff and the youth.

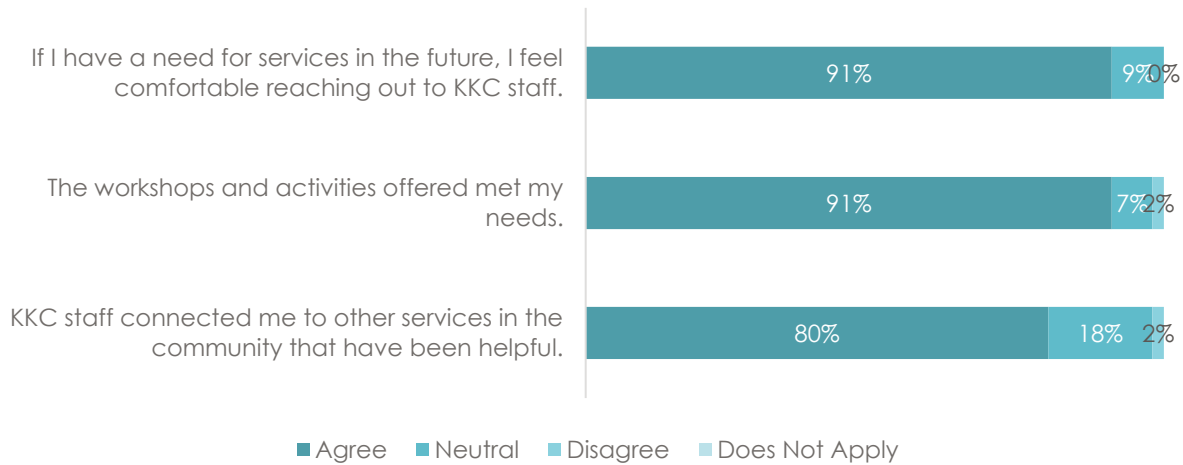
Compared to the workshop survey respondents, the interns who participated in the survey reported mixed experiences with the internship program. While only half of interns surveyed felt the internship met their needs or was exactly what they were looking for (2 out of 4 interns surveyed), all interns surveyed indicated they were successfully connected to other helpful

<sup>26</sup> Data Source: Youth Experience Survey, 2024. One respondent did not respond to these statements.

<sup>27</sup> For a breakdown of survey respondents' experiences with KKC support and community connections by sex assigned at birth, see [Appendix E](#).

community services (4 out of 4 interns surveyed).<sup>28</sup> A similar number of interns surveyed expressed that they would feel comfortable reaching out to KKC staff for future services (2 out of 4 interns surveyed). These findings may suggest that while KKC excels in connecting interns to community services, there may be opportunities to improve the alignment of the internship experience with intern expectations and to strengthen ongoing relationships with interns for future support.

**Figure 7. Workshop Survey Respondents' Experiences with KKC Support and Community Connections,**  
July 2024, N=45<sup>29</sup>



## KKC ensures its programming is **accessible and inclusive.**

**KKC staff work diligently to make its programs accessible and inclusive to all participants.** Most workshop survey respondents found the time of the workshops and activities worked for them (87%), and a slightly higher proportion appreciated that the sessions were held in their preferred language (89%) (Figure 8). Fewer workshop survey respondents felt that the workshops and activities were held at a place they could easily get to (85%).<sup>30</sup> All interns surveyed reported that the internship was scheduled at times that worked for them and in locations that were easy to access (4 out of 4 interns surveyed). Moreover, all interns surveyed expressed that they were able to engage in the internship in their preferred language (4 out of 4 interns surveyed). These efforts highlight KKC's commitment to inclusivity, ensuring that its services meet the needs of all participants. However, some interns surveyed suggested improving communication and planning to make the internship feel more organized and professional, which could further

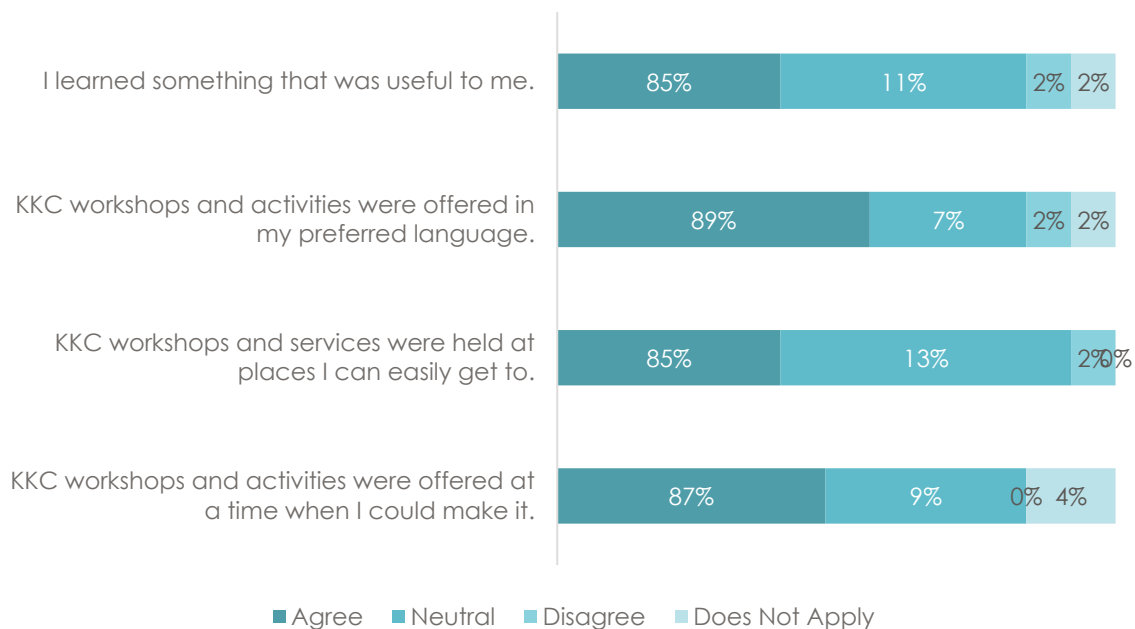
<sup>28</sup> Data Source: Internship Experience Survey, 2024.

<sup>29</sup> Data Source: Youth Experience Survey, 2024. One respondent did not respond to these statements.

<sup>30</sup> For a breakdown of survey respondents' experiences with KKC workshop and service accessibility and relevance by sex assigned at birth, see [Appendix F](#).

enhance accessibility and overall participant satisfaction. It is also worth noting that most workshop survey respondents (85%) and all interns surveyed (4 out of 4 interns surveyed) reported that KKC programs shared content that was useful to them (see '[Comfort and Support in KKC Spaces](#)' for more information on what respondents learned or felt was useful). All in all, workshop survey respondents were happy with the workshops and activities they participated in (91%)<sup>31</sup>, meanwhile, three-quarters of interns surveyed were happy with their internship experience (3 out of 4 interns surveyed). Many described the workshops as **“perfect”** and **“wonderful,”** with some noting that no improvements were necessary.

**Figure 8. Workshop Survey Respondents' Experiences with KKC Workshop and Service Accessibility and Relevance, July 2024, N=45<sup>32</sup>**



### Demographic Characteristics of Workshop and Internship Survey Respondents

Demographic data helps identify whether the program is effectively reaching its target population, Filipino/a/x youth, and allows KKC to make adjustments to better serve underrepresented groups. Additionally, this information ensures that KKC's culturally grounded programming resonates with the diverse identities within the Filipino/a/x community, fostering a deeper connection and sense of belonging among participants. By continuing to check in with the demographics of those that are engaging with the KKC the leadership team can ensure that they are continuing to seek out new voices, unique points of view, and members from all corners and facets of the community to continue to enrich and grow the KKC.

**KKC continues to reach its target population of Filipino/a/x youth, ensuring that participants feel represented and seen.** The demographics of the workshop attendees from those that completed a survey during the reporting period are displayed in Table 3. The average age of workshop survey respondents who elected to participate in the demographic portion of the survey was 18 years old, with a range of 13 to 26 years old. This is in alignment with KKC's

<sup>31</sup> For a breakdown of overall survey respondent satisfaction by sex assigned at birth, see [Appendix G](#).

<sup>32</sup> Data Source: Youth Experience Survey, 2024. One respondent did not respond to these statements.

intended population – Filipino/a/x youth between the ages of 16 to 24 – as the majority of workshop survey respondents fell within this age range (89%). More than three-quarters of workshop survey respondents indicated that English is their preferred language (78%). To this point, it is important to highlight that about one in ten (<10%) workshop survey respondents felt neutral (7%) or disagreed (2%) that the KKC workshops and activities were offered in their preferred language. As such, KKC may want to consider providing workshops and activities in different languages in the future. Nearly all workshop survey respondents identified their race as Asian/Asian American (93%), and almost all workshop survey respondents identified their ethnicity as Filipino/a/x (91%). These proportions are slightly lower compared to the previous year where all workshop survey respondents identified as the aforementioned race and ethnicity, which may suggest that KKC is attracting more diverse participants and may need to consider this in future programming planning. Over half of workshop survey respondents identified as female (58%), the majority identified as a cisgender woman/woman or cisgender man/man (80%), and more than half (58%) identified as bisexual (31%) or heterosexual or straight (27%). Nearly two-thirds (63%) of workshop survey respondents reside in Daly City (36%) or San Francisco (27%). For more detailed information on demographic characteristics of workshop survey respondents, see [Appendix H](#).

Demographic characteristics for the intern survey respondents followed a similar pattern to that of the workshop survey respondents. Intern survey respondents were between the ages of 17 to 19, and all identified their race as Asian/Asian American and their ethnicity as Filipino/a/x. The majority of intern survey respondents identified as female, cisgender woman/woman and, all interns surveyed preferred to speak English. Most intern survey respondents identified as heterosexual or straight or pansexual and many came from Daly City or San Francisco.

**Table 3. Demographic Characteristics of Workshop Survey Respondents, July 2024, N=45<sup>33,34</sup>**

Category	Percent
<b>Age (Years)</b>	
16-24	89%
<b>Preferred Language</b>	
English	78%
Tagalog	16%
<b>Race<sup>35</sup></b>	
Asian/Asian American	93%
<b>Ethnicity<sup>36</sup></b>	
Filipino/a/x	91%

<sup>33</sup> Data Source: Youth Experience Survey, 2024. One respondent did not respond to the questions.

<sup>34</sup> RDA follows the [Department of Health and Human Services and Department of Social Services' de-identification guidelines](#) as well as [California Civil Code 1798.24](#) to protect participants' privacy so as to not identify any individual if a sample size is less than 11 individuals.

<sup>35</sup> This demographic category reflects more than 100% since respondents were able to select more than one race they identified with.

<sup>36</sup> This demographic category reflects more than 100% since respondents were able to select more than one ethnicity they identified with.

Category	Percent
<b>Sex Assigned at Birth</b>	
Female	58%
Male	42%
<b>Intersex Identification</b>	
No	83%
<b>Current Gender Identity</b>	
Cisgender Man/Man	42%
Cisgender Woman/Woman	38%
<b>Sexual Orientation</b>	
Bisexual	31%
Heterosexual or Straight	27%
<b>Disability Status<sup>37</sup></b>	
No disability	82%
<b>City of Residence</b>	
Daly City	36%
San Francisco	27%
<b>Veteran Status</b>	
No	96%

**KKC Referral Sources**

Friends continue to be cited as the main referral source to KKC. Two in five survey respondents were referred to KKC by a friend (40%) (

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<sup>37</sup> This demographic category reflects more than 100% since respondents were able to select more than one ethnicity they identified with.

Figure 9).<sup>38</sup> Intern survey respondents were also mostly referred to KKC by a friend.<sup>39</sup> Of the survey respondents who reported where they heard about KKC, more than one-quarter were referred by more than one source (28%). On average, survey respondents were referred to the KKC by one referral source, with a range of one to four sources.

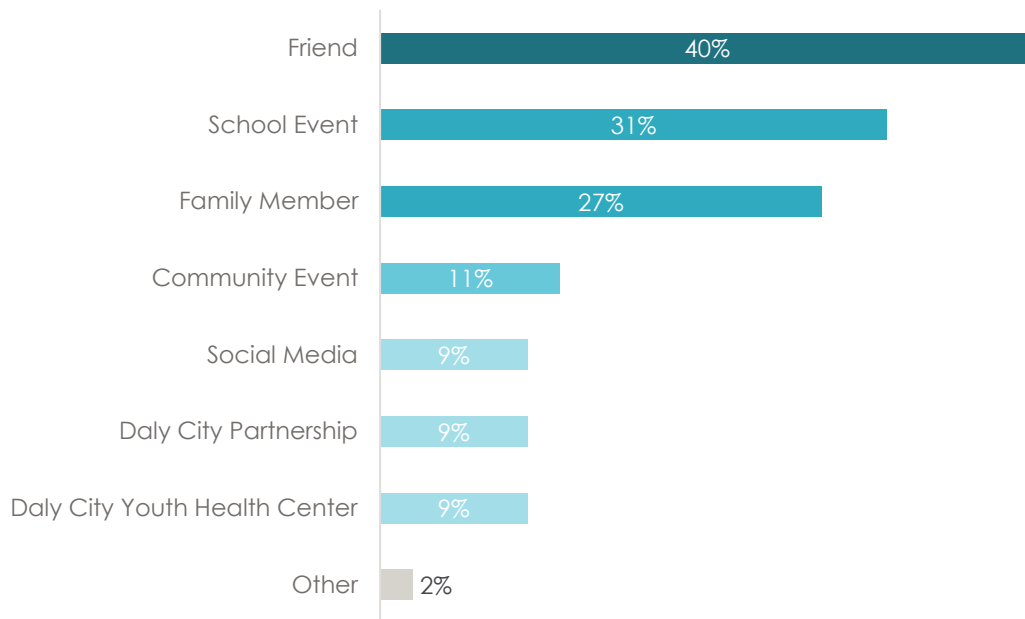
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<sup>38</sup> Data Source: Youth Experience Survey, 2024. One survey respondent did not respond to this question.

<sup>39</sup> Data Source: Internship Experience Survey, 2024.



**Figure 9. Workshop Survey Respondents' Referral Source to KKC, July 2024, N=45<sup>40</sup>**



### Youth Feedback on Opportunities for Growth for KKC Workshops and Activities

Several workshop survey respondents identified areas for enhancement that could elevate youths' experiences with the KKC to the next level. Because KKC targets youth, it is crucial to take their feedback into consideration to ensure the program continues to meet their needs. These suggestions are highlighted below (Table 4).

**Table 4. Workshop Survey Respondents' Feedback on KKC Workshops and Activities, July 2024<sup>41</sup>**



## Opportunities for Growth

### More Interactive Elements

Participants suggested adding more interactive components to the workshops. This could involve activities where attendees can participate more directly during the workshops.

### Better Organization

Some participants mentioned that the workshops could be better organized, particularly with scheduling, assigning students, and improving flow.

### More Breaks

Several participants suggested incorporating more breaks during the workshops to make the sessions less overwhelming.

### Workshop Length

A few participants noted that the workshops could be shortened, though some also enjoyed the pacing.

<sup>40</sup> Data Source: Youth Experience Survey, 2024. One survey respondent did not respond to this question.

<sup>41</sup> Data Source: Youth Experience Survey, 2024.

## Opportunities for Growth

### More Engagement

There were suggestions to make the workshops more engaging, such as offering different ways to listen to lectures or engage with the content.

### More Coaching & Support

One suggestion was to offer more coaching and guidance to volunteers to improve their experience and the overall flow of the workshops.

### Food Integration

One participant recommended incorporating food more directly into the learning experience, such as eating the food being discussed during the workshops.

### Advertising & Outreach

One suggestion highlighted the need for better promotion of the workshops to reach more participants, such as showcasing presenters in promotional materials.

### EVALUATION QUESTION #5: HOW DID PARTNER ORGANIZATIONS AND YOUTH CONFERENCE WORKSHOP FACILITATORS EXPERIENCE THEIR COLLABORATION WITH THE KKC LEADERSHIP TEAM, AND WHAT WAS THEIR EXPERIENCE LIKE IN PARTICIPATING IN AND CONTRIBUTING TO THE WORKSHOPS AND INTERNSHIP PROGRAM? WHAT IMPACTS, IF ANY, DO THESE EXPERIENCES HAVE FOR FUTURE OFFERINGS?

A part of the evaluation, RDA gathered insights from various partners, including the BRIDGE Advisory Board and internship hosts. However, direct feedback from the Youth Conference workshop facilitators was not collected.

#### **The BRIDGE Advisory Board, with its close connection to the KKC leadership, played a key role in aligning the organization's mission with community needs and contributing to strategic planning.**

Internship partners expressed that they enjoyed their collaboration with the leadership team, describing the experience as engaging and mutually beneficial. Nevertheless, there were challenges, particularly in orienting interns to their roles within daily operations, but the supportive relationship fostered meaningful learning opportunities. Despite these hurdles, both partners and interns found the experience valuable in cultivating future community leaders.

**Youth participants emphasized that conference workshops focusing on personal stories and professional insights resonated deeply with them.** This engagement strengthened connections between facilitators and attendees, reinforcing cultural identity and fostering a sense of community. Although direct feedback from workshop facilitators was not collected, the positive responses from youth suggest that the facilitators' collaboration with the KKC leadership team was highly effective. One youth participant expressed, **"You know, sometimes my voice can be suppressed or invalidated or even just outright ignored, but spaces like KAYA and Kapwa, and adult allies that intentionally listen—actively listen—to our voices... it just feels so different because you can feel that you're making an impact in real time."**



# DOMAIN: PRIORITIZATION

This domain discusses how KKC has prioritized impacting youth and the mandate to create culturally appropriate spaces for youth.

**EVALUATION QUESTION #6: TO WHAT EXTENT CAN YOUTH, KAYA, AND INTEREST HOLDERS DISCUSS THE PURPOSE AND MISSION OF KAPWA CAFÉ? IF SO, DO THEY FEEL AS THOUGH THE MISSION IS BEING ACCOMPLISHED?**

**Youth participants, KAYA members, and other community partners demonstrate a clear understanding of Kapwa Café's purpose and mission.** They articulate the mission as creating a culturally affirming space with an emphasis on supporting Filipino/a/x youth. When presented with the specific mission statement, participants agreed there is strong alignment between the KKC's practices and its stated goals. One youth participant expressed, **"It's incredible to see how they have made us, the youth, partners in this journey to achieve the mission statement. That's the beauty of it—we're addressing the mission and helping them achieve it."**

The BRIDGE Advisory Board and internship partners, feel that the mission is being effectively accomplished through the KKC's various programs and initiatives. The integration of Filipino/a/x culture into daily activities and the emphasis on mental health and decolonization practices resonate deeply with them. An internship partner noted, **"KKC has created a space where students feel empowered and can get in touch with different parts of their culture. It's notable that these interns are so insightful and inspiring, and there's a space where all this can happen."**

**EVALUATION QUESTION #7: HOW HAS THE PROGRAM PRIORITIZED THE MANDATE TO CREATE A CULTURALLY APPROPRIATE SPACE FOR FILIPINO/A/X YOUTH USING A SOCIAL ENTERPRISE MODEL?**

**KKC's development is deeply informed by the long prioritized culturally affirming programming for Filipino/a/x youth.** While the café has yet to open, the center's mission—to integrate leadership skills, workforce preparedness, entrepreneurial mentorship, and ethnic studies—has shaped the formation of its practices. Strategically located in Daly City, home to a significant Filipino/a/x population, the café aims to seamlessly weave Filipino/a/x culture into its daily operations. Through focus groups, it is evident that while many youth may not fully understand the complexities of a social enterprise model, their enthusiasm for the café is palpable. They see the café as a space where they can meaningfully contribute, whether by working as baristas, supporting marketing efforts, or assisting in the day-to-day operations. This active participation not only equips them with practical skills but also deepens their sense of ownership and connection to the café's mission.

The guiding principle of "Boba with a Purpose" further anchors the café's alignment with cultural and community objectives. This framework ensures that the café's operations offer youth real-world entrepreneurial and leadership experiences while reinforcing their cultural identity. As the café moves closer to opening, it remains a direct extension of KKC's mission, creating a space where cultural pride and economic opportunity go hand in hand. By intertwining the lessons learned at the center with the café's future activities, KKC will ensure that Filipino/a/x youth remain at the heart of everything it does.

## Key Program & Operational Learnings

The evaluation of KKC's current initiatives has revealed several key strengths and areas for growth as the center prepares for the café's official opening. While the café is still in development, the center has already begun aligning its day-to-day operations with its mission of empowering Filipino/a/x youth through culturally relevant practices. By embedding Filipino/a/x heritage into its social enterprise model, the center continuously ensures that its activities reflect its vision. This alignment is especially evident in the way youth-focused programs allow participants to connect with their cultural roots while developing critical leadership and entrepreneurial skills.

Each initiative—from internships to organizing events like the youth conference—reflects a deliberate effort to ensure that the café's mission of fostering personal growth and community engagement is upheld. The KKC leadership team, BRIDGE Advisory Board, KAYA, youth participants, and community partners work together to ensure that all activities meaningfully contribute to this vision. This ongoing alignment between practice and mission has created a strong foundation for the café as it nears its official launch.

Additionally, the non-hierarchical decision-making structure employed by the center has been effective in fostering collaboration and shared responsibility. Both youth participants and external partners appreciate being involved in key decisions, which has helped dismantle traditional adult-youth power dynamics and empowered participants to actively shape the café's direction. This approach has allowed the center to remain flexible and responsive to community needs, ensuring that its work remains relevant and impactful.

Moreover, KKC's success thus far has been driven by its strategic partnerships and a focus on operational improvements. Collaboration with community partners—including the BRIDGE Advisory Board, internship hosts, and workshop facilitators—has introduced a range of perspectives that have enriched the center's programming. Clear communication, regular check-ins, and structured coordination have cultivated a culture of mutual respect and engagement among all partners. Leadership's focus on streamlining operations, improving fiscal transparency, and addressing challenges by centering community interests has provided a strong foundation for future growth.

The involvement of youth in these efforts has been critical. Through internships and event participation, youth have gained valuable experience in leadership and program development, ensuring that KKC's mission remains responsive to community needs. Their collaboration with elder mentors has preserved cultural knowledge while introducing fresh perspectives that continually enrich the center's work. This multigenerational approach, along with the café's commitment to inclusivity, extends beyond the Filipino/a/x community, fostering cross-cultural engagement and reinforcing a sense of unity among diverse groups.

As the café moves closer to its opening, the lessons from this evaluation highlight the importance of maintaining these successful practices while addressing areas for growth. By continuing to build on its collaborative decision-making structure, refining feedback mechanisms, and staying aligned with its mission, Kapwa Café is well-positioned to evolve as a vital community resource for Filipino/a/x youth and beyond.

## Future Directions

As KKC moves toward its 501(c)(3) status and prepares for its official opening, its future success will depend on how well it integrates the key lessons learned during its development. Central to its mission is the focus on cultural identity, offering Filipino/a/x youth a space to reconnect with their heritage. This cultural grounding is essential, not just as a symbolic gesture but as a necessary tool to help participants navigate complex issues like generational trauma and identity formation. By embedding cultural sensitivity into its future operations, the café ensures that its programs deeply resonate with the community it seeks to serve.

Equally important is KKC's focus on mental health, a core part of the café's mission. Recognizing the intrinsic connection between cultural identity and mental well-being, KKC plans to provide holistic care that addresses both. Early lessons from program design and partnerships emphasize that youth benefit most when their cultural pride and mental health are prioritized together. This approach fosters personal resilience and equips young participants with tools to face challenges that are often unspoken within their communities. By doing so, the café aligns its SDoH efforts with its broader cultural mission, creating a space where healing and empowerment occur simultaneously.

As the café prepares to launch, adaptability remains a critical factor. The leadership's willingness to incorporate feedback and refine its programs ensures that the café will remain responsive to the evolving needs of the community and the behavioral health landscape changes being introduced to legislation like Proposition 1. By forming strategic partnerships, fine-tuning operational plans, building infrastructure to respond to new behavioral health requirements, and ensuring continuous improvement, the café positions itself for long-term sustainability. Streamlining operations and securing diverse funding sources will help KKC navigate the complexities of opening and growing a nonprofit, while maintaining its commitment to cultural and community-centered programming.

# Appendices

## Appendix A. Evaluation Domains, Outcome Measures, and Data Sources

Evaluation Domain	Outputs and Outcome Measures	Data Sources
<p><i>Evaluation Question #1:</i> To what extent are KKC leadership equipped and empowered to make decisions on behalf of the program?</p>		
<p><b>Responsibility &amp; Plan Enactment</b></p>	<ul style="list-style-type: none"> <li>Ability to meet project deadlines</li> <li>Accounting of delays in progress toward opening</li> <li>Implementation successes &amp; challenges</li> </ul>	<ul style="list-style-type: none"> <li>Focus Groups</li> <li>Program Documents</li> <li>Background/Observation</li> </ul>
<p><i>Evaluation Question #2:</i> To what extent are KKC leadership skills and project management valued by the BRIDGE Advisory Board, KAYA members, and other interest holders?</p>		
<p><b>Leadership Skills &amp; Engagement</b></p>	<ul style="list-style-type: none"> <li>Stakeholder satisfaction overall and with leadership</li> <li>Clarity and transparency among interest holders</li> <li>Diverse interest holders and support</li> </ul>	<ul style="list-style-type: none"> <li>Focus Groups</li> <li>Program Documents</li> </ul>
<p><i>Evaluation Question #3:</i> To what extent has leadership engaged in long-term sustainability planning and included stakeholder engagement in that planning?</p>		
<p><b>Plan Sustaining</b></p>	<ul style="list-style-type: none"> <li>Collaboration and communication (changes, successes, challenges)</li> <li>Business plan updates to reflect ongoing communication and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Focus Groups</li> <li>Program Documents</li> </ul>
<p><i>Evaluation Question #4:</i> How do youth participants experience the KKC workshops and internship program, and in what ways do these programs or activities impact their personal or professional development? Is the program targeting its intended population through its programming?</p>		
<p><b>Youth Experience and Target Population</b></p>	<ul style="list-style-type: none"> <li>Youth satisfaction</li> <li>Youth perceived value of programming</li> </ul>	<ul style="list-style-type: none"> <li>Youth Surveys</li> <li>Focus Groups</li> </ul>

Evaluation Domain	Outputs and Outcome Measures	Data Sources
	<ul style="list-style-type: none"> <li>Youth skill development</li> <li>Youth voice within services</li> <li>Youth demographics</li> <li>Barriers to access and participation</li> <li>Program improvement</li> </ul>	<ul style="list-style-type: none"> <li>Program Documents</li> </ul>
	<p><i>Evaluation Question #5: How did partner organizations and youth conference workshop facilitators experience their collaboration with the KKC leadership team, and what was their experience like in participating in and contributing to the workshops and internship program? What impacts, if any, do these experiences have for future offerings?</i></p>	
	<p><b>Partner Experience and Collaboration</b></p>	<ul style="list-style-type: none"> <li>Partner satisfaction and collaboration</li> <li>Collaboration clarity</li> <li>Effectiveness of communication</li> <li>Partner contribution experience</li> <li>Engagement and impact on youth</li> <li>Partnership sustainability</li> <li>Program improvement</li> </ul> <ul style="list-style-type: none"> <li>Focus Groups</li> <li>Program Documents</li> </ul>
Prioritization	<p><i>Evaluation Question #6: To what extent can youth, KAYA, and interest holders discuss the purpose and mission of Kapwa Café? If so, do they feel as though the mission is being accomplished?</i></p>	
	<p><b>Attitude and Understanding</b></p>	<ul style="list-style-type: none"> <li>Project awareness across interest holders and youth</li> </ul> <ul style="list-style-type: none"> <li>Focus Groups</li> <li>Program Documents</li> </ul>
	<p><i>Evaluation Question #7: How has the program prioritized the mandate to create a culturally appropriate space for Filipino/a/x youth using a social enterprise model?</i></p>	
<p><b>Mandate and Financial Support/Sustainability</b></p>	<ul style="list-style-type: none"> <li>Space evaluation by interest holders and youth</li> <li>Impact of funding sources and model of services</li> </ul> <ul style="list-style-type: none"> <li>Focus Groups</li> <li>Program Documents</li> </ul>	



## Appendix B. Workshop Survey Respondents' Experiences with Comfort and Support in KKC Spaces by Sex Assigned at Birth

What was your assigned sex at birth?		I was comfortable in the space the workshop was held in.		
		Agree	Neutral	Somewhat agree
<b>Female</b>				
	Count	23	2	1
	Percent	59%	67%	33%
<b>Male</b>				
	Count	16	1	2
	Percent	41%	33%	67%

What was your assigned sex at birth?		I would come back to Kapwa Kultural Center for support and/or connection.			
		Agree	Neutral	Somewhat agree	Somewhat disagree
<b>Female</b>					
	Count	22	1	3	0
	Percent	58%	100%	60%	0%
<b>Male</b>					
	Count	16	0	2	1
	Percent	42%	0%	40%	100%

What was your assigned sex at birth?		I would recommend Kapwa Kultural Center workshops and activities to someone I know.		
		Agree	Neutral	Somewhat agree
<b>Female</b>				
	Count	25	0	1
	Percent	63%	0%	33%
<b>Male</b>				
	Count	15	2	2
	Percent	37%	100%	67%

What was your assigned sex at birth?		I learned something that helped my emotional, mental, physical, or spiritual health.			
		Agree	Neutral	Somewhat agree	Somewhat disagree
<b>Female</b>					
	Count	24	1	1	0

	Percent	63%	100%	20%	0%
	<b>Male</b>				
	Count	14	0	4	1
	Percent	37%	0%	80%	100%

## Appendix C. Workshop Survey Respondents' Experiences with Staff and Partner Support by Sex Assigned at Birth

What was your assigned sex at birth?		I felt supported by Kapwa Kultural Center staff.	
		Agree	Neutral
<b>Female</b>			
	Count	25	1
	Percent	60%	33%
<b>Male</b>			
	Count	17	2
	Percent	40%	67%

What was your assigned sex at birth?		I felt supported by other organizations and their staff that helped with the activity or workshop.			
		Agree	Neutral	Somewhat Agree	Somewhat Disagree
<b>Female</b>					
	Count	20	3	3	0
	Percent	63%	75%	37%	0%
<b>Male</b>					
	Count	12	1	5	1
	Percent	37%	25%	63%	100%

## Appendix D. Workshop Survey Respondents' Experiences with Culture and Community by Sex Assigned at Birth

What was your assigned sex at birth?		I felt connected to my culture.				
		Agree	Disagree	Does not apply	Neutral	Somewhat agree
<b>Female</b>						
	Count	22	0	1	0	3
	Percent	65%	0%	100%	0%	37%
<b>Male</b>						
	Count	12	1	0	1	5

Percent	35%	100%	0%	100%	63%
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What was your assigned sex at birth?		I felt connected to my community.		
		Agree	Disagree	Somewhat agree
<b>Female</b>				
Count		22	0	4
Percent		61%	0%	50%
<b>Male</b>				
Count		14	1	4
Percent		39%	100%	50%

What was your assigned sex at birth?		Kapwa Kultural Center workshops and activities were related to my cultural background and beliefs.			
		Agree	Disagree	Neutral	Somewhat agree
<b>Female</b>					
Count		22	0	2	2
Percent		61%	0%	50%	50%
<b>Male</b>					
Count		14	1	2	2
Percent		39%	100%	50%	50%

## Appendix E. Workshop Survey Respondents' Experiences with KKC Support and Community Connections by Sex Assigned at Birth

What was your assigned sex at birth?		The workshops and activities offered met my needs.			
		Agree	Neutral	Somewhat agree	Somewhat disagree
<b>Female</b>					
Count		21	1	4	0
Percent		64%	33%	50%	0%
<b>Male</b>					
Count		12	2	4	1
Percent		36%	67%	50%	100%

What was your assigned sex at birth?		Kapwa Kultural Center staff connected me to other services in the community that have been helpful.			
		Agree	Neutral	Somewhat agree	Somewhat disagree

<b>Female</b>					
Count	18	4	4	0	
Percent	62%	50%	57%	0%	
<b>Male</b>					
Count	11	4	3	1	
Percent	38%	50%	43%	100%	

What was your assigned sex at birth?	If I have a need for services in the future, I feel comfortable reaching out to Kapwa Kultural Center staff.		
	Agree	Neutral	Somewhat agree
<b>Female</b>			
Count	22	3	1
Percent	58%	75%	33%
<b>Male</b>			
Count	16	1	2
Percent	42%	25%	67%

## Appendix F. Workshop Survey Respondents' Experiences with KKC Workshop and Service Accessibility and Relevance by Sex Assigned at Birth

What was your assigned sex at birth?	Kapwa Kultural Center workshops and activities were offered at a time when I could make it.			
	Agree	Does not apply	Neutral	Somewhat agree
<b>Female</b>				
Count	21	2	1	2
Percent	62%	100%	25%	40%
<b>Male</b>				
Count	13	0	3	3
Percent	38%	0%	75%	60%

What was your assigned sex at birth?	Kapwa Kultural Center workshops and services are held at places I can easily get to.			
	Agree	Neutral	Somewhat agree	Somewhat disagree
<b>Female</b>				
Count	19	4	3	0
Percent	61.29	66.67	42.86	0.00
<b>Male</b>				
Count	12	2	4	1

Percent	38.71	33.33	57.14	100.00
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What was your assigned sex at birth?	Kapwa Kultural Center workshops and activities were offered in my preferred language.				
	Agree	Does not apply	Neutral	Somewhat agree	Somewhat disagree
<b>Female</b>					
Count	24	0	1	1	0
Percent	65%	0%	33%	33%	0%
<b>Male</b>					
Count	13	1	2	2	1
Percent	35%	100%	67%	67%	100%

What was your assigned sex at birth?	I learned something that is useful to me.				
	Agree	Does not apply	Neutral	Somewhat agree	Somewhat disagree
<b>Female</b>					
Count	22	0	3	0	1
Percent	61%	0%	60%	0%	100%
<b>Male</b>					
Count	14	1	2	2	0
Percent	39%	100%	40%	100%	0%

## Appendix G. Workshop Survey Respondents' Overall Satisfaction with KKC Workshops and Activities by Sex Assigned at Birth

What was your assigned sex at birth?	Overall, how happy are you with the workshops and/or activities you attended?			
	A little Happy	A little unhappy	Neutral	Really Happy
<b>Female</b>				
Count	3	0	2	21
Percent	43%	0%	67%	62%
<b>Male</b>				
Count	4	1	1	13
Percent	57%	100%	33%	38%

## Appendix H. Demographic Characteristics of Workshop Survey Respondents

Category	Percent
<b>Age (Years)</b>	
<16	*
16-24	89%
25+	*
<b>Preferred Language</b>	
English	78%
Tagalog	16%
Cantonese	*
Ilocano	*
<b>Race<sup>42</sup></b>	
Asian/Asian American	93%
Black or African American	*
Native Hawaiian or Pacific Islander	*
Another Race <sup>43</sup>	*
Prefer not to answer	*
<b>Ethnicity<sup>44</sup></b>	
Filipino/a/x	91%
Another Ethnicity or Tribe <sup>45</sup>	*
Prefer not to answer	*
<b>Sex Assigned at Birth</b>	
Female	58%
Male	42%
<b>Intersex Identification</b>	

<sup>42</sup> This demographic category reflects more than 100% since respondents were able to select more than one race they identified with.

<sup>43</sup> Another Race includes Latino/a/x and/or Hispanic; Native American, American Indian, or Indigenous; and White or Caucasian.

<sup>44</sup> This demographic category reflects more than 100% since respondents were able to select more than one ethnicity they identified with.

<sup>45</sup> Another Ethnicity or Tribe includes Mexican/Chicano/a/x; Japanese; Chinese.

Category	Percent
No	83%
I am not sure	*
Yes	*
Prefer not to answer	*
<b>Current Gender Identity</b>	
Cisgender Man/Man	42%
Cisgender Woman/Woman	38%
Genderqueer/Gender Non-Conforming/Neither Exclusively Male nor Female	*
None of the above	*
Trans Man / Transgender Male / Trans-masculine / Female-to-Male (FTM) / Man	*
Another Gender Identity <sup>46</sup>	*
Prefer not to answer	*
<b>Sexual Orientation</b>	
Bisexual	31%
Heterosexual or Straight	27%
Prefer not to answer	*
Gay or Lesbian	*
Pansexual	*
Asexual	*
Questioning/Unsure	*
None of the above	*
Queer	*
<b>Disability Status<sup>47</sup></b>	
No disability	82%
Difficulty seeing	*
Not sure	*
Another type of disability <sup>48</sup>	*
Mental disability	*
Difficulty hearing or having speech understood	*
Prefer not to answer	*

<sup>46</sup> Another Gender Identity includes Questioning or Unsure of Identity and Gender Fluid.

<sup>47</sup> This demographic category reflects more than 100% since respondents were able to select more than one ethnicity they identified with.

<sup>48</sup> Another type includes learning disability and special needs.



Category	Percent
<b>City of Residence</b>	
Daly City	36%
San Francisco	27%
Lathrop	*
Brisbane	*
Colma	*
Millbrae	*
Redwood City	*
San Bruno	*
San Carlos	*
San Mateo	*
<b>Veteran Status</b>	
No	96%
Prefer not to answer	*
Yes	*