



Kapwa Kultural Center Evaluation
Mental Health Services Act (MHSA)
Innovation (INN) Annual Report: FY22-23



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

Kapwa Kultural Center Evaluation

Annual Report: FY22-23

Stephanie Duriez, PhD, Vanessa Guerrero, MPH, and John Cervetto developed this report, MSW, of RDA Consulting, SPC under contract with County of San Mateo, Behavioral Health, and Recovery Services.

RDA Consulting, 2023



SAN MATEO COUNTY HEALTH
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Program Overview

The Kapwa Kultural Center & Cafe (KKC or the program) is a Mental Health Services Act (MHSA) Innovation (INN) funded approach, a social enterprise, to providing culturally responsive and accessible services to the youth in and around Daly City. The County of San Mateo Behavioral Health and Recovery Services (BHRS), the Filipino Mental Health Initiative (FMHI), and the Daly City Partnership (DCP) have worked in partnership with the KKC's leadership team and BRIDGE Advisory Board over the last two years to facilitate the implementation of the KKC.

In this time, the KKC has made considerable progress to meeting the mission of the KKC: a community hub open to all people, especially Filipino/a/x youth, which provides culturally attuned mental health and wellness services, as well as opportunities for workforce development. Youth can receive mental health linkages and entrepreneurship mentorship all while learning more about their culture and identity. Additionally, KKC will employ a social enterprise business model, a café, that will generate revenue through the sale of boba tea and other food items "merienda" from local businesses, workshops, seminars, space rental for events and meetings, to support the financial sustainability of the café operations and the youth-focused programming.

Overall, the KKC's mission aims to help youth and the general community feel holistically well. This aligns with the goal of the KKC to establish a presence in Daly City that encourages Filipino/a/x youth to increase their engagement with community services that are meant to increase their overall *Ginhawa*; which roughly translates to "total wellness" or "well-being." This refers not just to physical health but carries notions of inner energy and the spirit. This is at the core of Filipino/a/x personhood. It is the notion of a "shared self" that extends the "I" to include the other. It bridges the deepest individual recesses of a person with anyone outside themselves, even total strangers. This holistic, cultural-based, and integrated approach is meant to foster protective factors and improve mental health outcomes for Filipino/a/x youth.

Program Description and Timeline

At the end of the second evaluation year of the KKC, the program moved from installation or start-up into the initial implementation stage and continues to build toward full implementation. The initial implementation stage saw the program accomplish an incredible amount of work in a short timeframe.

Initial Implementation Stage

As a reminder, when the KKC leadership team and their partners began exploring the idea of launching a social enterprise this was the first step of implementation.¹ The work that the team did to prepare the MHSA INN grant application set up this team for a successful start on their implementation journey. After the MHSA INN award, the KKC leadership moved forward into the installation phase of implementation and that is what was reported on in the first annual report in 2022.

In the second evaluation year, the program has decidedly moved into the initial implementation phase. The KKC leadership along with their partners at Daly City Partnership, their BRIDGE Advisory Group, valued community members, and the KAYA group worked to achieve:

¹ Fixsen, D. L., Blase, K. A., Naoom, S. F., & Wallace, F. (2009). Core implementation components. *Research on social work practice, 19*(5), 531-540.

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 restauranter, that has mapped out the staff that need to be hired and their funding sources moving forwarded.
3. Validation of the earned income strategies developed by the KKC Directors with the Harvard Community Service Partners.



Now, at the end of the second year and firmly in the initial implementation stage the program has been making incredible progress towards their goals.

Implementation Challenges

The program has managed change and has been able to push forward to keep the progress and momentum of the program forward by using the resources available to them to continue to build their community presence, pilot the services that they will be offering at KKC, and continuing to build a model of sustainability.

The challenges that the KKC leadership team has faced in the 2022-2023 can be grouped into three main areas 1) café delays; 2) staffing turnover among partners; and 3) the unanticipated complications that come with establishing a non-profit partnership with the county that lacks the expertise on staff to advise KKC leadership.

The first implementation challenge in this reporting period came is with the KKC physical space, or café space, which was mainly due to making necessary building upgrades. When catastrophic weather impacted the bay area in late 2022 and early 2023 it became clear that there would need to be repairs made to the building to ensure that it was brought up to code to pass inspection. Securing a contractor and completing that work has taken some time.

The second implementation challenge that KKC leadership has faced over the course of the year is staff turnover among partner agencies. While the relationships are still strong and thriving with partners, with the departure of staff and the arrival of someone new, there is a delay in getting them up to speed with the partnership that has been formed and all of the agreements made.

The final implementation challenge is the unanticipated complications that KKC leadership has faced in the past year is that of the unique type of project that the KKC team is developing, a social enterprise project, with the backing of the County, which has not engaged in this type of project before.

Evaluation Overview

In July 2021, BHRS contracted RDA to conduct a multi-year evaluation of the KKC, concluding in June 2024. 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 will support 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 will utilize a mixed methods approach, leveraging both qualitative and quantitative data to explore the research questions.

Evaluation Domains

During this second year, RDA focused on three distinct domains of inquiry to evaluate the implementation of the KKC (Figure 1). There were two distinct advantages to this approach. First, this is a crucial time in the implementation process and domain one allows RDA to check in on the lessons learned but also discuss how the program is setting itself up for long term sustainability. Additionally, domains two and three allowed for interventions to stop and take the time to reflect and assess their practices and gather feedback from each other and stakeholders on the progress made toward achieving fidelity to the model they aspire to. Second, the KKC is on a slight delay which allowed for only a narrow window of data collection in this first year of reporting. However,

taking this approach allowed for collection of robust qualitative findings on program development.

Figure 1. Kapwa Kultural Center & Cafe Evaluation Domains



Leadership

An integral part of the implementation of any program is the leadership component. This domain assesses the impact of leadership on the implementation of the KKC itself. The KKC is guided by a leadership team and Advisory Board since its inception. Using a qualitative data collection process, RDA staff conducted a focus group with KKC leadership, interviews with Advisory Board members and task force members, and KAYA members to collect feedback on how leadership has guided the process and whether there are opportunities for growth among leaders to support program development and implementation.

Service Delivery

This year this domain moved from assessing how KKC leadership were handling the components that impact the day-to-day operations of the KKC, to how the KKC implemented their first pilot of services to young people in the community. Understanding the lessons learned from the pilot, reviewing the feedback from those that participated in the development of the materials that were delivered to youth, and hearing from youth themselves is all important so that KKC leadership can grow and maintain successful practices.

Prioritization

A substantial component of KKC's learning goals is to understand how a social enterprise business model can support the work of impacting the lives of young people in a healthy and culturally affirming way. RDA assessed the attitudes and understanding of KKC leadership, BRIDGE Advisory Board members, and KAYA members, using focus groups and interviews, to understand the innovative approaches taken to achieve this mission.

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. Again, to reflect the direction that the project was moving in the evaluation questions had been updated at the beginning that moves the evaluation from a strictly process evaluation to a process and outcome evaluation.

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 Advisory Board, KAYA members, and other stakeholders?
3. To what extent has KKC leadership engaged in long-term sustainability planning and included stakeholder engagement in that planning?

Service Delivery

4. To what extent was KKC able to create a set of culturally responsive workshops based on the social determinants of health?
5. How did the youth experience the workshop series? What impact did participation in a workshop(s) have on youth?

Prioritization

6. How has the continued, and increasing leadership responsibilities of KAYA impacted them and their feelings of self-advocacy, agency efficacy, and connection to self and others?
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

KKC Program Documentation: 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 stakeholders.

Background Materials & Observation: RDA used extant documents to review, including background materials and relevant communications. RDA also used meetings as opportunities to make additional observations.

Focus Groups: RDA conducted a total of three virtual focus groups in September 2023 with KAYA members, KKC youth summer workshop attendees (not including KAYA members), and KKC leadership (Table 1). KKC leadership and RDA worked together to develop each focus group protocol with each protocol containing a range of 10 to 15 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 90 minutes to 105 minutes. The following phrases are used throughout this report to distinguish between focus group participants:

- KAYA members → KAYA focus group participants
- KKC youth summer workshop attendees → KKC youth workshop focus group participants
- KKC leadership → KKC leadership focus group participants
- KAYA members + KKC youth summer workshop attendees + KKC leadership → All focus group participants

Table 1. Focus Group Descriptions

Focus Group Participants	Time in Focus Group (minutes)	Topics Covered
KAYA Members	105	<ul style="list-style-type: none"> ● Understanding of self and community ● KAYA involvement in KKC ● Summer workshop series ● Skills and tools from outreach coordinator ● KAYA success and improvement ● KAYA involvement in KKC development ● KKC impact
KKC Youth Summer Workshop Attendees	90	<ul style="list-style-type: none"> ● Workshop awareness and understanding ● Workshop experience ● Workshop impact
KKC Leadership	90	<ul style="list-style-type: none"> ● Social enterprise model ● Advisory board involvement ● Service development ● Mission-driven innovation

Key Informant Interviews: In addition to focus groups, RDA held virtual 45-minute interviews with KKC task force members in September 2023. The key informant interview protocol was comprised of seven questions that focused on understanding task force members' experiences with the development and implementation of the KKC youth summer workshops, the support received from the community at large and KKC leadership in relation to the workshops, along with capturing task force members' perceptions on the summer workshops connection to the KKC mission and their influence on attendees' sense of cultural pride and belonging, and the sustainability of the workshops moving forward and into the new café space.

Quantitative Data Sources

Youth Experience Survey: RDA, in partnership with KKC leadership, designed the Youth Experience Survey to capture youths' experiences with the summer workshop series. The survey aimed to assess attendees' satisfaction and demographics, while also seeking their input on how to enhance the workshop series. RDA fielded the survey throughout July 2023 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 40 workshop attendees who participated in the survey. These participants will be referred to as survey respondents throughout this report.

Data Analysis

RDA emphasizes the importance of 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 background materials, along with the KAYA, KKC youth workshop, KKC leadership focus group and task force member interview 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 Survey. 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 and key informant interviews to further bolster the analysis. Based on these findings, RDA will support KKC leaders 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).

Domain 1: Leadership

This domain describes the impact that the leadership team has had on the development and implementation of KKC during the second 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?

KKC leadership has been strategic in their approach to the evolution of the social enterprise business model. In 2021 KKC applied for an opportunity to work with Harvard Community Service Partners, a non-profit organization made up of Harvard Business School alumni. In September 2023 the session with the group took place and the KKC leadership team was able to validate and augment their earned income strategies to add value and best leverage these strategies for maximum revenue potential. These potential revenue-generating activities include sale of boba tea and other food items “merienda” from local business, workshops, seminars, space rental for events and meetings. Additional considerations for revenue-generating activities have been raised such as the potential for the space to be used to prepare meals for individuals and families who may be experiencing food insecurity, the use of the space as a ghost kitchen rental, and as a place to host local artisans. Moreover, KKC leadership discussed making space for the sale of KKC merchandise. KKC leadership highlighted that these activities are designed to teach program participants entrepreneurship and skill-building, with a focus on the wellness and culturally responsive expression of the community.

KKC leadership actively engages in decision-making about how to involve various stakeholders to enrich their efforts and maintain engagement. KKC leadership discussed the evolution of the Advisory Board and its role in the development of KKC. They highlighted the transition from the Advisory Board's significant role in the program's creation to the Task Force groups' more active participation in workshop development. KKC leadership mentioned the need to balance between the two and stressed the importance of building strong foundational relationships with both the Advisory Board and Task Force members to keep everyone engaged and invested in the program. KKC leadership recognized that the diversity of perspectives and intergenerational collaboration enriched their efforts.

KKC leadership's journey has been marked by extensive learning experiences, strong relationships with Advisory Board and Task Force members, and a commitment to maintaining engagement among volunteers and contractors. KKC leadership has effectively navigated transitions and power dynamics, fostered open communication and transparency, while emphasizing the importance of adapting and problem-solving. They have demonstrated a deep commitment to their mission, even among an intergenerational team, and have evolved their mission statement and vision to be more detailed and aligned with their original vision. The focus on a cohort model, collaboration with partners like Stanford and Harvard, and a nuanced understanding of adult allyship have all contributed to their capacity to empower youth voices and resonate with diverse audiences. Their ongoing conversations and action items ensure that they are accountable to their youth members and work collectively and continually to dismantle power dynamics.

As pioneers in the use of a social enterprise model for an MHSa INN project in San Mateo County, KKC leadership continues to successfully navigate unanticipated barriers, setting a precedent for similar programs in the future. Taking on a social enterprise model has brought with it a number of challenges that KKC leadership has faced head on with their partners. While recognizing that while their partners have been supportive through lending their knowledge and capacity, there have been certain challenges in terms of fiscal planning for a social enterprise model. The anticipation that some partners might have a more robust knowledge base around the financial aspect of social enterprises, has not been the experience which has redirected leadership to leverage expertise from local business owners and consultants. Despite these challenges, KKC leadership appreciates partners' transparency in acknowledging that the fiscal facet of a social

enterprise model is a learning process for all and feel that these learnings will help programs in the years to come that may use a similar model.

Additionally, due to staff transitions within partner agencies, there has been a barrier to creating and sustaining a strong collaborative relationship with partners which impacts the relationship and shared vision. Nonetheless, KKC leadership has continued to engage in ongoing discussions with partners, emphasizing the importance of translating these collaborative aspirations into tangible actions and shared agreements. While most partners have been highly supportive of the KKC, there have been some instances when KKC leadership has desired a more significant collaborative role and a clearly defined structure from partners.

KKC leadership continually demonstrates their readiness for open discussions and dialogues, illustrating their commitment to empowerment and decision-making on behalf of the program.

They understand the need for flexibility, having navigated multiple transitions while establishing the social enterprise and addressing power dynamics. KKC leadership acknowledges that financial resources and positional authority are interconnected, fostering their curiosity and alignment with their core values. Identity, particularly as women of color, plays a pivotal role in their journey, fostering personal growth and the acquisition of assertiveness and empowerment. They have learned the importance of articulating their needs directly. The pursuit of liberation and decolonization remains central to KKC leadership with a focus to extend their mission to encompass their community and the broader world. For example, KKC leadership aims to provide equitable compensation to their team, even within a system often characterized by exploitation, emphasizing authenticity and valuing individuals' worth.

Overall, KKC leadership is making significant strides in equipping themselves to make decisions on behalf of the program, demonstrating adaptability, collaboration, and a commitment to fostering inclusivity and empowerment in their decision-making processes.

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

KKC Leadership Skills and Project Management. KAYA, Summer Workshop Series Stakeholders, and

“Having women at the forefront of an organization changed my understanding of myself. When I saw these powerful women, I could see myself in those roles. I am capable of doing that and being able to center mental health. Having Filipino women in leadership has helped center self even more, yes, the workshops and speakers too, but seeing women in these roles is it.”

– KAYA Respondent

Advisory Board respondents expressed a deep sense of value and appreciation for the leadership skills and project management efforts of the KKC's leadership team. Across all respondents there was an appreciation for the direction that the KKC leadership team is moving in and how they are able to keep the mission focused on the CommuniTree branches that will address the social determinants of health.

The KAYA respondents discussed how the leadership team has worked collectively and personally within KAYA, such as presenting at conferences and organizing workshops, was viewed as highly meaningful. Respondents noted

that they felt valued and respected in this supportive environment.

One respondent emphasized the personal growth and empowerment they experienced through KAYA activities and the appreciation of the café as a space where they could envision themselves as a future leader. KAYA focus group participants also highlighted the impact of having Filipina women in leadership roles as empowering.

Overall, KAYA members valued their leadership skills and project management efforts of the leadership team, particularly their inclusion and recognition within the organization. Of note, KAYA youth expressed that the relationship that has been cultivated between “KAYA and the KKC leadership team addresses the absence of an organic relationship between institutions and the people that they serve. More specifically, programs meant to serve the youth without any sort of representation that accurately serves the youth population. KKC's intention to ensure that not only do the youth have a seat at the table but have their own space of leadership, directly addresses the need to serve our adolescent population that has been underrepresented” (KAYA Respondent).

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

Over the past year, KKC leadership has demonstrated their ability to secure diverse funding sources apart from MHSA INN, reflecting their capacity to make decisions regarding the financial sustainability of the KKC. In addition to MHSA INN funds, KKC leadership secured funding from various sources. Pamana funds, identified by and Advisory Board member, were granted through the Citizen Diplomacy Action Fund (CDAF) from the United States Department, which amounted to just under \$10,000. The Give in May fundraising event provided \$23,000 over two years (2023 and 2024). In 2022, KKC leadership partook in Giving Tuesday which was a one-day fundraiser that generated \$1,500 for KKC. Also in 2022, KKC leadership was awarded Measure K funding of \$100,000 to assist with the café renovations. KKC leadership also received contributions from the Kaiser Foundation in 2023 (\$3,152) as well private donations (\$2,600), many of which come from recurring donors. From 2022 to 2023, KKC leadership has been able to secure \$139,252 in additional funds for KKC, amounting to more than three times the original revenue goal.

KKC leadership's comprehensive strategy for financial sustainability encompasses not only existing funding sources but also a diverse array of revenue-generating activities, all aimed at fostering entrepreneurship, skill-building, and wellness in the community, thereby ensuring long-term program sustainability, financial stability, and growth. In addition to the already secured funding, KKC leadership discussed the importance of financial sustainability through various revenue-generating activities, such as hosting workshops, seminars, or allowing the KKC café to be used for rental space and as a ghost kitchen. KKC leadership also emphasized the importance of merchandise and local artisans' contributions to revenue. They highlighted that these activities were designed to teach entrepreneurship and skill-building, with a focus on the wellness and culturally responsive expression of the community. KKC aims to provide a platform for individuals to express themselves and build entrepreneurial skills while leadership monitors budgets and sales. Collectively, existing funding sources and future revenue-generating activities will be used to fund KKC's café operations and programs, ensuring program sustainability. KKC leadership further emphasized the importance of sustainability, both financially and in terms of staff capacity, noting that they are also thinking about scalability and growth over the next five to fifteen years and are exploring support networks for achieving these goals.

Domain 2: Service Delivery

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

EVALUATION QUESTION #4: TO WHAT EXTENT WAS KKC ABLE TO CREATE A SET OF CULTURALLY RESPONSIVE WORKSHOPS BASED ON THE SOCIAL DETERMINANTS OF HEALTH?

KKC leadership's ability to create a set of culturally responsive workshops based on the Social Determinants of Health (SDOH) that can be considered highly successful.

KKC leadership embarked on extensive planning, reflecting on the necessity for clear communication, managing expectations, and not making assumptions about the understanding of tasks needed to facilitate each of the workshops offered in the summer of 2022. This open and collaborative approach helped address potential challenges effectively. The workshops encompassed critical aspects of wellness, identity, and financial empowerment, addressing the societal pressures and expectations placed on youth. They offered a beacon of hope, encouraging participants to explore alternative pathways to success. In addition, the workshops resonated with the youth by featuring speakers who shared relatable experiences, allowing them to see themselves in these role models. This approach significantly contributes to addressing various aspects of the SDOH through reducing stress and anxiety while addressing imposter syndrome and inspiring a sense of empowerment. KKC leadership's emphasis on the wholeness of self and the freedom to choose one's path contributes to enhancing overall well-being and agency. The relevance of these workshops and the diverse backgrounds of the speakers empower the youth and support their growth, effectively aligning with the principles of the SDOH. KKC leadership's commitment to learning, continuous improvement, and a strong focus on the well-being of the youth indicates the success of KKC in creating culturally responsive workshops that address the SDOH.

“It was really empowering to work side by side with my mentors. We got to work side by side to co create a workshop together. Despite the age gap they were able to value all of my ideas and my opinions and put action to it. It was interesting, for lack of a better word, and dynamic being in that kind of space. Felt really empowered.”

– KAYA Respondent

The inclusion of KAYA in the workshops planning process impacted KAYA not only through the skill building opportunities it brought but through the empowerment they felt in having their voice heard.

EVALUATION QUESTION #5: HOW DID THE YOUTH EXPERIENCE THE WORKSHOP SERIES? WHAT IMPACT DID PARTICIPATION IN A WORKSHOP(S) HAVE ON YOUTH?

KKC Youth Experience Survey Overview

The number of workshop attendees varied. Feedback from workshop participants and KAYA respondents indicated that the topic of the workshop, the day and time of the workshop, and the location of the workshop all played a role in enrollment. Specifically, KAYA respondents urge that future workshops take place in a location that is more easily accessible and well known within the community. Attendance at workshops varied from eight to 35 attendees. Of the total summer workshop attendees, there were 40 who elected to respond to the Youth Experience Survey and

share their experience with engaging in the workshops (Figure 2).² More than half (58%) of respondents were from the leadership (30%) and entrepreneurship (28%) workshops.

Nearly two-thirds of survey respondents reported that it was not their first time attending a KKC activity (60%), and the remaining respondents noted that it was either their first time attending such an event (37%), or that they were not sure (3%).

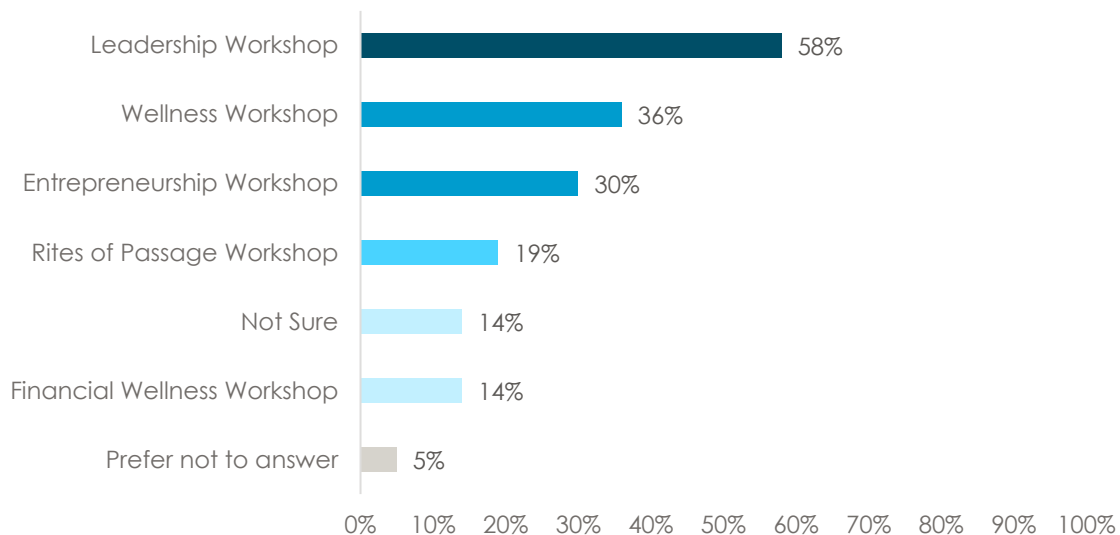
Survey respondents tended to participate in multiple workshops. On average, survey respondents participated in two workshops, with a range of one to five workshops.

Examining the distribution of youth participants in workshops is important as it can act as a guide for what may naturally be interesting to youth, as well as inform leadership which workshops needed greater marketing as to their importance in youth's lives. For example, as shown in Figure 3, more than half of survey respondents participated in the leadership workshop (58%) while less than one-fifth of survey respondents attended the financial wellness (14%) workshops.

Figure 2. Snapshot of Survey Responses



Figure 3. Workshops Survey Respondents Participated In, July 2023, N=36³



² Data Source: Youth Experience Survey, 2023. One respondent reported that they did not know which workshop they attended. Thus, they are not reflected in Figure 1 above.

³ Data Source: Youth Experience Survey, 2023. Four respondents did not report which workshops they participated in.

Survey respondents reported attending KKC services or activities for some time. More than two-thirds of survey respondents attended KKC services or activities for one to six months (35%). Fewer than one-fifth of survey respondents documented attending KKC services or activities for less than one month (15%).

KKC Youth Experience Survey: Workshop Space and Content

KKC workshop facilitators cultivated a strong sense of comfort for nearly all workshop survey respondents. Across all five workshops, 97% of all survey respondents indicated that they agreed or strongly agreed that KKC provided a comfortable space. KKC workshop facilitators also fostered an environment where **survey respondents felt they could come back for support, connection, or both.** The same percentage of survey respondents, 97%, reported they would return to KKC for connection and/or support. Furthermore, all survey respondents who participated in the KKC workshops would recommend KKC workshops and activities to someone they know. **Learnings from the KKC workshops impacted survey respondents' emotional, mental, physical, or spiritual health.** Notably, 100% survey respondents felt that the KKC workshops taught them something that helped their emotional, mental, physical, or spiritual health (Table 1).

The KKC summer workshops facilitated holistic personal development, nurturing self-awareness, empowerment, and a sense of belonging within a diverse and supportive community. Moreover, the KKC workshops proved to be a transformative experience for participants, with several key themes emerging from their shared learnings. Survey respondents who attended the workshops gained a deeper understanding of the complexity of human behavior, recognizing the coexistence of both positive and negative traits within individuals. They also acquired valuable skills in assertiveness and self-advocacy, enabling them to assert themselves and seek clarification when needed.

In addition, **the workshops addressed the crucial topic of negativity and gaslighting, equipping survey respondents with tools to identify and manage these negative influences in their lives.** The KKC workshops underscored the importance of self-care, with survey respondents emphasizing the need to "protect their energy." Identity and diversity were prominent themes, with survey respondents exploring various identities and learning the significance of using inclusive language.

KKC workshops also encouraged survey respondents to be their authentic selves and to be accepting of oneself, allowing individuals to embrace their true selves.

Workshops also fostered creative expression, with activities like storytelling and the exploration of Filipino cultural concepts like "babaylan" proving enriching.

The workshops also delved into spiritual awareness and financial wellness, imparting knowledge on managing finances wisely. Entrepreneurship was a central focus, with participants believing in their capacity to be entrepreneurs, gaining insights into business strategies, and learning about the importance of calculated risks. They were also introduced to community resources and the role of social enterprises, highlighting the workshops' comprehensive approach to personal growth and community engagement.

"There was a lot of color and imagery and engagement involved; it was a safe space in general for everyone to be themselves; there was also a lot of little mini crash-courses; yes, we're learning about this topic but there's also a lot of history around it; I felt like I wasn't just learning but feeling closer to the whole thing."

– Workshop Participant

Table 1. Survey Respondents' Experience with Workshop Space and Content, July 2023, N=36⁴

Statements	Agree	Somewhat Agree	Neutral	Somewhat Disagree	Disagree	Does Not Apply
I was comfortable in the space the workshop was held in.	92%	5%	3%	0%	0%	0%
I would come back to Kapwa Kultural Center for support and/or connection.	86%	11%	3%	0%	0%	0%
I would recommend Kapwa Kultural Center workshops and activities to someone I know.	97%	3%	0%	0%	0%	0%
I learned something that helped my emotional, mental, physical, or spiritual health.	89%	11%	0%	0%	0%	0%

KKC Youth Experience Survey: Groups, Services, and Staff

KKC workshop staff were able to make 100% of survey respondents feel supported as well as connected to their culture and community.

Meanwhile, nearly all survey respondents agreed or strongly agreed that KKC workshops and activities were relevant to their cultural background and beliefs and that the activities met their needs (97%). These results reflect back what the task force members who facilitated the workshops reported regarding how they hoped youth seemed to be engaging with them and the material.

Survey respondents also praised KKC staff for their ability to connect them to valuable community services and expressed a strong sense of comfort in reaching out to KKC for future needs.

With 100% of survey respondents reporting that KKC staff connected them to other services in the community that have been helpful. Equally important, 100% of

“There was a strong sense that there are adults that share your culture and care about your future and success. The youth really seemed to see the message and the vulnerability of the adults.”

– Workshop Taskforce Member

“I felt like I learned about so many resources I haven’t thought of before [which was] healing for younger me; another strength was community; by the second workshop, you feel like you’re friends with everyone.”

– Workshop Participant

⁴ Data Source: Youth Experience Survey, 2023. Four respondents did not respond to the statements.

young people indicated that, if needed, they would feel comfortable reaching out to KKC staff for services (Table 2).

Survey respondents commended KKC's commitment to making the workshops and activities accessible and inclusive, noting that workshop and activity timing, location, and language preference were all considered. Nearly all survey respondents were able to make it to the workshops and activities during the times offered and were appreciative that the workshops and activities were facilitated in their preferred language (97%). Similarly, almost all survey respondents reported that the workshops and activities were held at a location that was convenient for them to get to (94%). These responses are so important to sustainability of the program and will be important to continue to monitor as KKC moves into its permanent café.

Survey respondents shared common learnings that reflect a diverse and enriching workshop experience that combined personal development, cultural appreciation, and practical life skills. Many emphasized the significance of one's mindset, recognizing that the quality of their thoughts influences their overall well-being. Additionally, several survey respondents gained knowledge on how to mediate and recognize gaslighting, a crucial skill in navigating complex interpersonal situations. Others focused on broader concepts, such as learning about macrosystems and folklore, which expanded their understanding of cultural and societal contexts. **Notably, KKC workshops and activities shared content that was useful to survey respondents.** All survey respondents learned something that was useful to them from the workshops and activities they participated in (Table 2).

The workshops also fostered a sense of appreciation and connection to the KKC community, with enthusiastic expressions of love for the KKC. Survey respondents embraced the idea that it is acceptable not to conform to societal expectations and resonated with the message of choosing love as a guiding principle in life. They learned that the Philippines was named after King Philip, gaining historical knowledge, and discovered the availability of valuable resources to meet their needs.

Furthermore, **the workshops encouraged participants to write about themselves and the future, promoting self-expression and envisioning a positive future.** Business-related topics were also prominent, with survey respondents benefiting from business advice and financial insights, including the structure of a general business plan. Many survey respondents recognized

"The entrepreneurship workshop discussed how they went about starting their businesses; they thought on what the need is and if anyone had filled that gap; you want to bring something to the table nobody is doing yet; thinking outside the box..."

– Workshop Participant

"I definitely gained a lot of connections; I would say, a lot of the workshops – one of them was towards business and it was Filipino owned businesses; I learned a lot about our community when it comes to business [as well as] history and where a lot of things were map-wise; I definitely had a lot [of cultural connections] business-wise and emotional-wise."

– Workshop Participant

entrepreneurship as a viable career path, appreciating its potential for personal and professional

growth. All in all, survey respondents were happy with the workshops and activities they participated in (97%).

Table 2. Survey Respondents' Experience with KKC Groups and Services, July 2023, N=31⁵

Statements	Agree	Somewhat Agree	Neutral	Somewhat Disagree	Disagree	Does Not Apply
I felt supported by Kapwa Kultural Center staff.	97%	3%	0%	0%	0%	0%
I felt connected to my culture.	97%	3%	0%	0%	0%	0%
I felt connected to my community.	94%	6%	0%	0%	0%	0%
Kapwa Kultural Center workshops and activities were related to my cultural background and beliefs.	87%	10%	3%	0%	0%	0%
The workshops and activities offered met my needs.	87%	10%	3%	0%	0%	0%
Kapwa Kultural Center staff connected me to other services in the community that have been helpful.	90%	10%	0%	0%	0%	0%
If I have a need for services in the future, I feel comfortable reaching out to Kapwa Kultural Center staff.	90%	10%	0%	0%	0%	0%

⁵ Data Source: Youth Experience Survey, 2023. Nine respondents did not respond to the statements.

Statements	Agree	Somewhat Agree	Neutral	Somewhat Disagree	Disagree	Does Not Apply
Kapwa Kultural Center workshops and activities were offered at a time when I could make it.	94%	3%	3%	0%	0%	0%
Kapwa Kultural Center workshops and services were held at places I can easily get to.	78%	16%	3%	0%	0%	3%
Kapwa Kultural Center workshops and activities were offered in my preferred language.	90%	7%	0%	3%	0%	0%
I learned something that is useful to me.	97%	3%	0%	0%	0%	0%

Overall, the KKC summer workshop series left lasting impressions on survey respondents, fostering a profound and positive impact on their personal growth and well-being. The overwhelming consensus among survey respondents reflects the workshops as a space of comfort and support, where they felt empowered to explore their identities and connect with a diverse and supportive community. These workshops equipped survey respondents with valuable skills, fostered a sense of belonging and empowerment, and encouraged a deep appreciation for their culture and community. It is clear that participation in these workshops had a profoundly positive impact on the youth, enabling them to navigate life's challenges with confidence and a broader perspective. The upcoming year will see an expansion of these services and with the opening of the social enterprise café component, the KKC leadership will be able to support the continuation of workshops and other services and activities.

KKC Youth Experience Survey: Demographic Characteristics of Respondents

Similar to understanding which workshops youth are engaging with at a higher rate, it is also important to understand the youth that are participating in the workshop series. There are several

reasons to understand the young people that are coming to this workshop series. Within the community that is being served it is important to ask:⁶

- Who is in the room? Who may be trying to get into the room, but may feel like they cannot? Why may they feel that way?
- Whose ideas will not be taken as seriously because they are not in the majority?
- What conditions have we created that maintain certain groups as the perpetual majority here?

The KKC leadership team has created a space that many have reported has been a place where people are free to come as they are and to contribute what they have in the space that they are in both mentally and emotionally. 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.

The demographics of the attendees from those that completed a survey during the pilot period are displayed in Table 3. The average age of survey respondents who participated in the demographic characteristics portion of the survey was 19 years old, with a range of 15 to 23 years old. This age range is in line with KKC's target population. Slightly more half of respondents indicated that English is their preferred spoken language (55%), which is interesting feedback for the KKC team and may be something to consider on whether there be an opportunity to provide a workshop in languages other than English. All respondents identified their race as Asian/Asian American (100%), and nearly all respondents identified their ethnicity as Filipino/a/x (97%). Over half of respondents identified as female (59%), three-quarters of respondents identified as a cisgender woman/woman or a cisgender man/man (76%), and almost three-quarters of respondents identified as heterosexual or straight or queer (73%). Most respondents reside in Daly City (83%).

Table 3. Demographic Characteristics of Survey Respondents, July 2023^{7,8}

Category	Percent
Age (Years)	
<16	11%
16-24	89%
Preferred Language	
English	55%
Tagalog	41%
Visayan	4%

⁶ Stewart, D.-L. (n.d.). *Colleges need a language shift, but not the one you think (essay)*. Inside Higher Ed

⁷ Data Source: Youth Experience Survey, 2023.

⁸ The total number of respondents to the demographic questions are not reflected to protect the confidentiality of the individuals summarized in the data as some sample sizes yielded a response rate of lower than 11.

Category	Percent
Race⁹	
Asian/Asian American	100%
Latino/a/x and/or Hispanic	6%
Native Hawaiian or Pacific Islander	6%
Ethnicity¹⁰	
Filipino/a/x	97%
Mexican/Chicano/a/x	7%
Prefer not to answer	3%
Sex Assigned at Birth	
Female	59%
Male	41%
Intersex Identification	
No	79%
I am not sure	14%
Prefer not to answer	7%
Current Gender Identity	
Cisgender Woman/Woman	45%
Cisgender Man/Man	31%
Prefer not to answer	10%
Genderqueer/Gender Non-Conforming/Neither Exclusively Male nor Female	7%
None of the above	7%
Sexual Orientation	
Heterosexual or Straight	52%
Queer	21%
Questioning/Unsure	14%
None of the above	10%
Asexual	3%
Disability Status	
No disability	72%
Difficulty seeing	14%
Mental disability	10%

⁹ This demographic category reflects more than 100% since respondents were able to select more than one race they identified with.

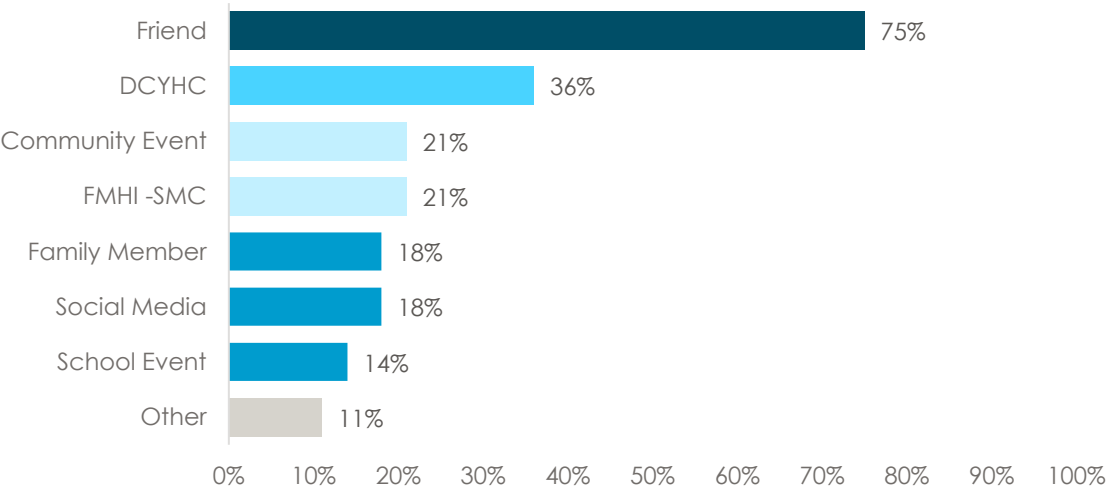
¹⁰ This demographic category reflects more than 100% since respondents were able to select more than one ethnicity they identified with.

Category	Percent
Prefer not to answer	3%
City of Residence	
Daly City	83%
San Francisco	14%
San Pablo	3%
Veteran Status	
No	100%

KKC Youth Experience Survey: Referral Sources

Survey respondents were typically referred to the KKC youth summer workshops by more than one source. Of the survey respondents who reported where they heard about KKC (n=28), 61% were referred by more than one source. On average, survey respondents were referred to the KKC youth summer workshops by two referral sources, with a range of one to six sources. As reflected in Figure 4, three-quarters of respondents were referred by a friend, while more than one-third were referred by Daly City Youth Health Center (DCYHC) (36%), and more than one-fifth were referred by a community event (21%) or the Filipino Mental Health Initiative in San Mateo County (FMHI-SMC) (21%). Fewer than one-fifth of respondents were referred by a family member (18%), social media (18%), school event (14%), or another source¹¹ (11%).

Figure 4. Survey Respondents’ Referral Source to KKC, July 2023, N=28^{12,13}



¹¹ Other Referral Source includes Youth Empowerment, Entrepreneurship, and Employment (YEEE).

¹² Data Source: Youth Experience Survey, 2023. Twelve respondents did not respond to this question.

¹³ These percentages total to more than 100% since survey respondents were able to select more than one response option.

Domain 3: Prioritization

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

EVALUATION QUESTION #6: HOW HAS THE CONTINUED, AND INCREASING LEADERSHIP RESPONSIBILITIES OF KAYA IMPACTED THEM AND THEIR FEELINGS OF SELF-ADVOCACY, AGENCY, EFFICACY, AND CONNECTION TO SELF AND OTHERS?

KAYA members feel greater understanding of themselves and their culture, their agency and empowerment comes from this understanding of self, guided by KKC leaders.

Participation in KAYA led to members' increased self-awareness and a deeper understanding of their Filipino identity. KAYA members found the workshops and activities were instrumental in helping them navigate their Filipino identity within the context of American society. They emphasized how KAYA encouraged them to be unapologetically outspoken about their experiences and feelings, particularly related to their Filipino heritage and mental health. Participants recognized KAYA as a safe space that empowered them to explore various aspects of their identity and mental health, building self-confidence, and a sense of agency. These discussions helped them navigate the complex terrain of being Filipino American, while also embracing their cultural heritage.

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?

KAYA members discussed the ways in which the KKC contributed to creating a culturally appropriate space for Filipino youth. They highlighted how the space cultivated a sense of cultural pride, belonging, and community through its programming, serving as a platform for discussions related to Filipino history, mental health, and the broader social justice issues affecting the community. Participants commended the space for addressing these issues without reservation, fostering conversations about Filipino American experiences, and helping to destigmatize personal narratives. Furthermore, they acknowledged the dedication of the leadership team in ensuring that their voices were represented in the planning and decision-making processes related to space. They felt that the space, through its inclusive and supportive approach, strengthened their bond with their Filipino heritage and the larger community. As

“I am an immigrant born in the Philippines and moved here when I was young. We have a history of stripping our culture and moving into the United States, that has been my experience. Our culture was stripped, there was so much trauma and discussion were stigmatized, but there wasn't anyone around to address or talk about these issues. KAYA was one of the first few people who really turned the table upside down and really addressed specific topics in Filipino mental health. How do we address this in a healthy and holistic manner and go back to our roots? They talk about skills and tools and the frame topics in a very nonwestern way, and it resonated with me. I never understood my trauma until it was addressed in that way. KKC staff are just great at guiding those conversations.”

– KAYA Respondent

KKC continues to move toward opening the café component of KKC, there are plans for KAYA to remain involved and have continued input.

All in all, KAYA focus group participants highly valued their involvement in the KKC and found that it significantly contributed to their personal growth, self-advocacy, and cultural connection. KKC leadership's project management and leadership skills were praised for creating a supportive and empowering environment. The participants noted that the KKC played a crucial role in cultivating cultural pride and providing a safe, open space for discussing essential issues that affect the Filipino American community. **KAYA focus group participants expressed a deep sense of appreciation and recognized the importance of the work being done at KKC and by its leadership team.** They acknowledged the efforts to decolonize and create a space that truly empowers the Filipino youth.

Appreciation for how KKC leadership has prioritized creating a culturally appropriate space for Filipino young people is not exclusive to KAYA. Members of the task force that assisted in the creation of the workshop series as well as BRIDGE Advisory Board members were emphatic about how important it is for a space like the one KKC is creating to exist.

“Cultural pride was huge. It is so important to center on cultural and identity and pride is so important. I wish that these was a program like this for my daughters when they were younger.”

– BRIDGE Advisory Board Member

Key Program & Operational Learnings

As KKC leadership approaches 2024 and the opening of the café space they are ready for the next steps as they have been preparing for this for well over a year as the building continued to be updated. The leadership team will be hiring staff, such as an administrative coordinator and a café operations manager/director and noted that they were aiming to hire these positions by the end of the first quarter in 2024. They also plan to work on staffing manuals, consider café management, and collaborate with the design team and the community to ensure that the café layout is intuitive for customers and that the community contributes to the space so that it is truly a shared space in the community.

KKC leadership shared that lessons from the previous year continue to resonate with them. These include topics on working with young people moving forward. First, they stressed the importance of retaining youth engagement and keeping them coming back while also encouraging them to bring in their peers. Second, KKC leadership stressed the importance of clear communication and establishing a feedback loop to facilitate the inclusion of youth voices in decision-making processes. They intend to continue humanizing the identities of young people and promote relationships based on respect, boundary-setting, and mentorship. Third, they highlighted the need for sustainability, both in financial and staff capacity terms. Lastly, they emphasized scalability and planning for the organization's growth over the next five to fifteen years while maintaining the quality of their services and remaining true to their mission and are currently exploring support networks for achieving these goals.

Lesson: Program start-ups for innovative and complex programs require substantial time and commitment

- Implementation of an innovative program comes with programmatic decisions, processes, and requirements to plan for. Given the complexity of a social enterprise café with many business consultants, partners, stakeholders and layers of decision-making, the installation and initial implementation process has been long and at times difficult. For example, the delay in having access to the café has required leadership creativity and effort to keep momentum for the project. Setting benchmarks and timelines can assist with the identification of tasks and what is needed for sustainability.

Lesson: The commitment to creating space with and not for the community takes organization and a reliance on others to carry the mission forward.

- A critical component of the KKC is ensuring that young people have a place to be seen and heard within their community. Similarly, the Filipino community values the voice of all generations and KKC brings that to the programming with the BRIDGE Advisory group. This has expanded the implementation working group for the KKC. While this does create a larger working group, which creates its own set of challenges, it also means that the program has many more resources to work with to make the program the best that it can be. It is important that KKC leadership seize these opportunities and share the responsibilities with those that are invested in the successful implementation of the program.

Future Directions

In the third year of the program, FY23-24, KKC will be able to move into the café space and have a home base. Additionally, with this new space the opportunities for continued growth and sustainability will expand as they will have access to forming additional partnerships due to the kitchen space available. While they continue to finalize the move into their new home the KKC team will continue to engage their community through attendance at outreach events, hosting events, and engaging with the KAYA group.

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

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

Leadership	<i>Evaluation Question #1:</i> To what extent are KKC leadership equipped and empowered to make decisions on behalf of the program?		
	Responsibility & Plan Enactment	<ul style="list-style-type: none"> Ability to meet project deadlines Accounting of delays in progress toward opening Implementation successes & challenges 	<ul style="list-style-type: none"> Focus Groups Program Documents Background/Observation
	<i>Evaluation Question #2:</i> To what extent are KKC leadership skills and project management valued by the Advisory Board, KAYA members, and other stakeholders?		
	Leadership Skills & Engagement	<ul style="list-style-type: none"> Stakeholder satisfaction overall and with leadership Clarity and transparency among stakeholders Diverse stakeholders and support 	<ul style="list-style-type: none"> Focus Groups Program Documents
	<i>Evaluation Question #3:</i> To what extent has leadership engaged in long-term sustainability planning and included stakeholder engagement in that planning?		
	Plan Sustaining	<ul style="list-style-type: none"> Collaboration and communication (changes, successes, challenges) Business plan updates to reflect ongoing communication and feedback 	<ul style="list-style-type: none"> Focus Groups Program Documents
Service Delivery	<i>Evaluation Question #4:</i> To what level do service delivery staff receive support needed from KKC leadership and the Advisory Board, to implement a culturally affirming model of integrated care for youth?		
	Staffing, Physical Environment, & Documentation	<ul style="list-style-type: none"> Staff satisfaction Youth satisfaction Youth voice within services 	<ul style="list-style-type: none"> Youth surveys Focus Groups Program Documents