KAPWA
KULTURAL CENTER

Kapwa Kultural Center & Café Evaluation
Annual Report: 2021-2022

RDA CONSULTING

COUNTY OF SAN MATEO CALIFORNIA

SAN MATEO COUNTY HEALTH
BEHAVIORAL HEALTH
& RECOVERY SERVICES

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Presented By:

RDA Consulting

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Program Overview

The Kapwa Kultural Center & Café (KKC) is a Mental Health Services Act (MHSA) Innovation project introducing a new and innovative 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) and the Office of Diversity and Equity (ODE)'s Filipino Mental Health Initiative (FMHI) have collaborated with the Daly City Partnership (DCP), which provides fiscal oversight of MHSA funding to KKC as it is a department within the DCP. These entities, alongside KKC's leadership team and Building Restoring and Innovating our Dedication to Generational Enrichment (BRIDGE) Advisory Board, have created a strong partnership over the last year to facilitate the implementation of the KKC.

In the first year, the KKC staff have also made considerable progress to meeting the goal of the KKC: a social enterprise café and community hub open to all people, especially Filipino/a/x youth, which provides culturally attuned behavioral health and wellness services, as well as opportunities for youth development. Youth can receive behavioral health linkages and entrepreneurship mentorship through their involvement and employment at KKC, all while learning more about their culture and identity. Additionally, KKC uses a social enterprise café business model to generate profit through the sale of boba tea and food items, to support the financial sustainability of KKC operations and the youth-focused programming. In the following section a description of the status of the KKC and the barriers and successes that have been encountered in the first year are provided.

Overall, the KKC's mission aims to help youth and the general community feel holistically well. This aligns with the goal of the KKC, and the DCP, 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. Additionally, the KKC is founded in the core value of Kapwa: 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 first year, the KKC finds itself moving from the installation stage or start-up phase to the initial implementation stage. The installation stage of implementation saw the program accomplish an incredible amount of work in a short timeframe. Moving from the installation stage, KKC leadership has taken several steps to set the program up for success.

Installation Stage of Implementation

In its first year, the KKC was able to build from the exploration phase of implementation, more commonly known as the proposal stage of grant funding. In the installation phase, the KKC leadership along with their partners were able to achieve:

1. **The creation of infrastructure with stakeholders and youth at the table.** At least once a month, the KKC brought together the BRIDGE Advisory Board to discuss a variety of topics that range from sustainable funding, location for the KKC, to logo designs and community

outreach opportunities, among others. Most critically, the KKC leadership team is also collaborating with the BRIDGE Advisory Board on the services that will be provided once the KKC location is open including:

a. Career Path/Purpose – school-to-career prep
b. Wellness Ambassadors – linkages to wellness and mental health services in the community
c. Rite of Passage Work - cultural identity formation
d. Leadership Development – arts-based projects that will address mental health and wellness related social issues facing the community
e. Youth Production Line and Management financial literacy and wellness
f. Entrepreneurship Skill Building – providing learning opportunities and connections to entrepreneurs in the community to foster creativity and growth

2. **The development of an implementation team with fidelity in mind.** This activity within the installation stage is seen through the evolution of KKC leadership roles and how they are responsive to the strengths, skill sets, and how each growth of each member of leadership. Additionally, KKC leadership began the development of and recruitment for the Kapwa Youth Advisory (KAYA). The recruitment of young people occurred very organically through either word of mouth or outreach by the KKC staff. This group of young people will be advising the KKC leadership team and the BRIDGE Advisory Board on several different areas from service delivery to KKC design and layout. In the second half of the year, the youth attended a leadership retreat, a two-day seminar on entrepreneurship, and attended outreach events.

3. **The identification of needs for work at the community level including the establishment of an advocacy agenda.** Throughout the first year of the program, KKC has done an incredible amount of outreach within the community. Demonstrated through KKC's presence at community events, outreach within the schools to inform youth about the KKC, participation in conferences, and creation of a social media presence. Not only has this level of outreach allowed for the community to learn about KKC but it has also allowed the community to show their support for KKC, exemplified in a fundraising drive in May 2022 when the KKC raised more than $20,000.

4. **The operationalization of the work plan based on a list of startup issues.** The proposal submitted for Mental Health Services Act (MHSA) Innovation (INN) funding outlined the work plan around the list of start-up activities. For example, the proposal timeline included hiring staff – including a Senior Director, Associate Director, and Community Outreach and Engagement Coordinator, identifying the KCC physical location, the purchase of materials and inventory, furniture/equipment, licensing, and permitting. In addition to the identification and securing of the physical location for the KKC, the leadership team also engaged in identifying the design team of architects to manage the renovation to ensure integration of community input on layout, themes, and functionality. This work also included doing outreach to business advisors to engage in discussions regarding the KKC social enterprise business plan and sustainability. Finally, one of the things that KKC leadership has been working on from the initial funding through MHSA INN was how the social enterprise would secure additional funding sources to ensure it became a sustainable social enterprise model and community fixture for young people. With the

approval of Measure K[1] funding in July 2022 for a one-time award of one hundred thousand dollars, the leadership team once again showcased their ingenuity and commitment to their work plan. This funding was used to invest in startup activities, namely for the renovation of the physical space for KKC which included partial construction costs such as interior and exterior modifications, the installation of light fixtures, signage, and furniture.

Implementation Challenges

During the implementation of any new program or innovation, there are going to be challenges or barriers encountered. The KKC experienced both challenges they had anticipated along with unanticipated challenges. The implementation of the KKC is no different. **In the first year, the most significant hurdle that KKC faced was finding a physical location.** In early 2022, KKC leadership, alongside their partners, began negotiations with an indoor Daly City mall as a potential location for KKC. This location sees a lot of foot traffic but as time went on concerns arose over costs, issues with contracting, and the adequacy of the available space for both a KKC and community gathering space.

When it became clear that the mall was not going to be the right option, KKC leadership pivoted immediately to search for additional locations. In late fall of 2021, KKC leadership considered a Daly City-owned space which housed Pat's Closet and met extensively with city council members to ascertain feasibility of this space for KKC. When it became clear that this space was not a viable option, KKC leadership toured other potential spaces including the Alice Bulos Community Center and Daly City Emergency Food Pantry and Dining Center, both in Daly City. KKC leadership ensured to keep the BRIDGE Advisory Board informed of this process at each step of the way and even had them tour one of the spaces. Around this same time, KKC leadership was also involved in conversations with Serramonte Mall management about leasing space while exploring other commercial real estate listings available as well. For all prospective locations, KKC leadership focused most of their energy on time and planning which involved the creation and delivery of presentations, relationship-building, and extensive discussions centered around space negotiations.

After a couple of months of searching for an alternate space, a member of the Filipino/a/x community came forward and discussed with the KKC leadership team that they would be closing their second-generation Filipino/a/x restaurant. They entered negotiations and, in late March 2022, KKC received confirmation that they would enter the lease drafting process for the space. Between April and November 2022, the KKC leadership team has been working with their attorneys to finalize the lease, the permits, have a surveyor take measurements of the space to order equipment and furniture, and have hosted their first community event in the space to introduce the community to KKC.

Apart from difficulties experienced with securing a physical location for KKC, **KKC leadership faced challenges with balancing the duality of their role as both DCP staff members and KKC leaders.** That is, as KKC leadership planned and executed tasks related to KKC they also had to meet the requirements and deliverables as new staff members of DCP such as onboarding. This

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[1] Measure K is a San Mateo County half-cent sales tax extension passed by local voters in November 2016 to support essential County services and to maintain or replace critical facilities, providing local funds for local needs. For more information see, **Measure K Frequently Asked Questions**.

entailed learning DCP's systems, reviewing protocols, and establishing relationships with DCP support and administrative staff.

Project timeline delays are also attributable to the backdrop of the COVID-19 pandemic and the shelter-in-place (SIP) ordinance in effect in March 2020 to slow the spread of the virus. In response to this, individual and community health and safety became KKC leadership's highest priorities, thus KKC leadership shifted efforts to focus on well-being needs rather than KKC-related matters. In addition, it was difficult for KKC leadership to successfully navigate the installation and implementation stages of the KKC since the SIP restricted their ability to physically access resources, conduct in-person market research, and engage in site location assessments. Overall, KKC's leadership felt an impact on the level of productivity toward the establishment of the KKC from the pandemic which prolonged its launch.

Initial Implementation

As the first year of the program concludes and KKC moves into year two, the program is moving directly into the initial implementation stage. The delay in securing and setting up the space for operations has pushed out the timeline for the opening from June 2022 to an anticipated soft launch of May 2023. The eleven-month delay has been used to 1) ready the physical space for the KKC, including meeting all necessary licensing and permitting requirements, 2) provide additional leadership training to KAYA to prepare for them for active roles in the KKC; 3) allow additional time for the members of the BRIDGE Advisory Board that will be assisting with planning and/or delivering services in the space; and 3) hire additional staff to manage the space and grow the KKC program.

This will bring an exciting new phase to all those that have been working diligently to see KKC to fruition, but it will also allow for additional areas of data collection that were not possible for the program this year. However, with services planned for 2023, the program is anticipating being able to learn more about what youth need and how KKC can best serve them where they are at.

Evaluation Overview

In November 2021, BHRS contracted RDA to conduct a multi-year evaluation of the KKC. 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 KKC program goals through both process and outcome evaluation components. The program evaluation includes assessment of the 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
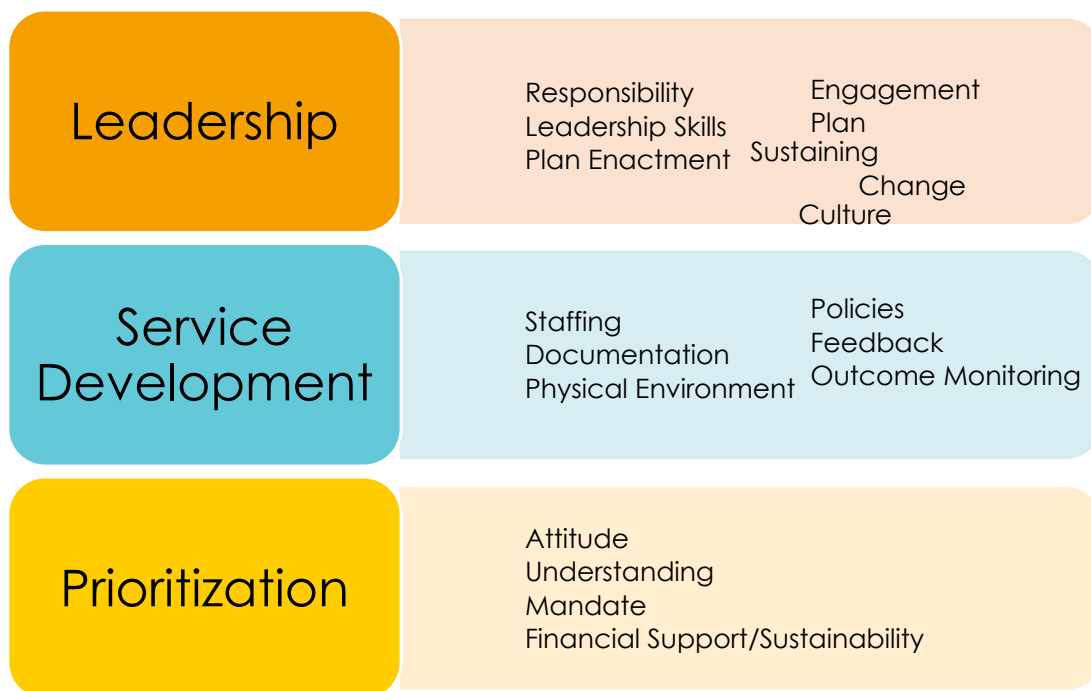
evaluation). The evaluation will utilize a mixed methods approach, leveraging both qualitative and quantitative data to explore the research questions.

Evaluation Domains

During this first 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 when it is impossible 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 slightly delayed opening timeline 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 & Café Evaluation Domains

Leadership	Responsibility Leadership Skills Plan Enactment	Engagement Plan Sustaining Change Culture
Service Development	Staffing Documentation Physical Environment	Policies Feedback Outcome Monitoring
Prioritization	Attitude Understanding Mandate Financial Support/Sustainability	

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 BRIDGE Advisory Board since its inception. Using a qualitative data collection process, RDA staff conducted focus groups with KKC leadership, BRIDGE Advisory Board 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 Development

This domain assesses the program components that impact the day-to-day operations of the KKC. For example, KKC leadership have worked diligently to identify qualifications for the direct-service

positions within the KKC. Understanding the impact of those staffing positions will be helpful for leadership to support future staff expansions or hiring decisions. In addition, this domain considers the crucial role that the physical environment will play in service interactivity. While RDA staff may not be able to make an in-person visit to the site, it is important to understand how the physical layout may or may not create barriers to participation in classes and workshops with sensitive topics.

Prioritization

Incorporating component of KKC's learning goals is to understand how a social enterprise model incorporating youth development and behavioral health programming on-site can impact 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, to understand the innovative approaches taken to achieve this mission. Simultaneously, RDA recognizes that sustainability is a critical building block of any successful program. Since the KKC intends to serve all youth, regardless of their insurance status, it was necessary to understand the social enterprise business plan that will not only support the startup phase, but the long-term growth of the KKC.

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.

Leadership

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

Service Development

4. To what level do service delivery staff receive support needed from KKC leadership and the BRIDGE Advisory Board, to implement a culturally affirming model of integrated care for youth?
5. What policies have been developed to guide the day-to-day operations of the services delivered to youth and what plan is in place to complete a Quality Assurance (QA), or Continuous Quality Improvement (CQI) process?

Prioritization

6. To what extent can youth, KAYA, and stakeholders discuss the purpose and mission of KKC? If so, do they feel the work that has been done to date supports the mission?

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. Given the data collection constraints, to obtain the necessary information to answer the evaluation questions in this first annual report, RDA focused on and utilized only qualitative 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, the social enterprise 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 between August and September 2022 with KAYA members, BRIDGE Advisory Board 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 12 to 17 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 minutes to 120 minutes and there were three to six participants in each group. The following phrases are used throughout this report to distinguish between focus group participants:

- KAYA members → KAYA focus group participants
- BRIDGE Advisory Board members → BRIDGE Advisory Board focus group participants
- KKC leadership → KKC leadership focus group participants
- KAYA members + BRIDGE Advisory Board members + KKC leadership → All focus group participants

Table 1. Focus Group Descriptions

Focus Group Participants	Total Number of Participants	Total Time in Focus Group (minutes)	Total Number of Questions Asked	Topics Covered
KAYA Members	6	60	14	• KAYA recruitment and orientation • Understanding of KAYA role • KAYA involvement • KKC impact
BRIDGE Advisory Board	5	120	17	• BRIDGE Advisory Board involvement • Role of KKC leadership • Mission-driven innovation • Long-term sustainability of KKC
KKC Leadership	3	90	12	• Leadership role experience • Stakeholder engagement • Mission-driven innovation • Long-term sustainability of KKC

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 data analysis by organizing and cleaning KKC program documentation and background materials, along with the KAYA, BRIDGE Advisory Board, and KKC leadership focus group responses. For future evaluation reports, to analyze the quantitative data, both descriptive and pre-post analyses to describe outcomes as well as to identify changes in knowledge, attitudes, and skills of youth participants both before and after receiving KKC services.

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. 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). As detailed previously, there were several delays in program implementation which affected service delivery and other program components. Therefore, only evaluation questions tethered to the leadership (EQ1, EQ2, EQ3) and prioritization (EQ6, EQ7) domains could be pursued in this reporting period and their respective findings are detailed below. Evaluation questions related to the service development domain (EQ4, EQ5) will be assessed and incorporated in future reports beginning with year two of program implementation.

Leadership

This subsection describes the impact of leadership on the development and implementation of KKC itself during this first year of program implementation.

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

KKC leadership is hard working, community-focused, and resourceful – deferring to stakeholders and community members when making both large and small decisions. By utilizing a participative leadership style, the leadership team leverages stakeholder expertise, experience, and skill to make well-rounded decisions on behalf of the KKC.

Despite barriers faced at the onset of program development and implementation, KKC leadership have harnessed their individual experiences and external networks to arrive at prompt and sound solutions to overcome several challenges. KKC leadership demonstrated their capability to make decisions on behalf of the KKC by describing the ways they have addressed obstacles during the planning and design phases of the KKC. One challenge identified by KKC leadership involved the business and organizational requirements necessary to create a social enterprise (i.e., a nonprofit entity with a for-profit arm). To run a social enterprise successfully, there were many required partnerships established with an array of professionals, such as lawyers, contractors, consultants, and many more. To achieve this, KKC leadership worked strategically with one another, tapped into existing personal and professional relationships, and formed new bonds with potential stakeholders to create successful partnerships to facilitate the implementation of the social enterprise business model. Another challenge KKC leadership endured was associated with the complexity of KKC's design and how to communicate that to stakeholders and the broader community. Collectively, KKC leadership overcame this challenge by streamlining messaging (e.g., the creation of a brand that embodies the essence of the KKC) and creating a sense of identity that would differentiate KKC from other entities (e.g., sharing the origin of KKC with

stakeholders and allowing them a space to dive into and share their culture). Lastly, KKC leadership shared that there were many instances when the team had to pivot or change course when unexpected difficulties and situations arose. For example, the contractor hired to lead the KAYA retreat could not attend at the last minute. This retreat was integral to launching KKC and, as a result, KKC leadership led the retreat themselves with minimal preparation.

In light of the challenges experienced, **community mobilization and stakeholder engagement were the most prominent successes of KKC leadership.** KKC leadership focus group participants agreed that leadership was able to successfully mobilize the community by generating a lot of interest and support through outreach and the preexisting deep connections leadership has to the Daly City community. Moreover, KKC leadership actively engaged with stakeholders, particularly the BRIDGE Advisory Board and KAYA, to represent the voice of the broader community as well as provide needed expertise and skill. Across all focus group participants, it was clear that KKC leadership relied heavily on their stakeholders when making decisions and sought out their input regularly. Thus, the skill sets of the BRIDGE Advisory Board and KAYA contributed to KKC leadership's ability to make thoughtful decisions on behalf of KKC.

"I feel like a huge part of our accumulated success comes from the ways in which we nurture and foster community within each other."

— KKC Leadership Focus Group Participant

Through KAYA members, KKC leadership ensures that youth voices are heard and woven into all aspects of program decision-making. KAYA focus group participants viewed themselves as ambassadors who connect with youth to spread KKC messaging and shatter mental health stigma. They see this through their advocacy, presence, and messaging to their peers during outreach events and in their lives outside of the KKC. With this as a driving force and support from KKC leadership, KAYA focus group participants feel confident and comfortable representing the youth voice in many of the decisions made by KKC leadership. For example, KAYA focus group participants mentioned that they were heavily involved in tailoring informational materials and messaging towards youth. In addition to youth representation, there were three central skills KAYA focus group participants identified that have and will continue to contribute to the success of KKC: leadership, authenticity, and vulnerability. While there has been a focus for KAYA members to foster their leadership skills, they also have had opportunities to nurture their people skills that assist the implementation of KKC, and the decisions made.

"[Our role as KAYA members is] to make sure the target audience is reached."

— KAYA Focus Group Participant

"I feel like part of the [KAYA] role is to network with other folks, to be ambassadors, to destigmatize mental health, to be involved in creating things and messaging for youth."

— KAYA Focus Group Participant

Along with KAYA, the BRIDGE Advisory Board also provides skills, expertise, and experience that equips the KKC leadership team with making decisions on behalf of the KKC. In the BRIDGE Advisory Board focus group, participants highlighted that their role includes subject matter expertise and capitalizing on strengths of the group for the betterment of the KKC. Participants reported offering experience and expertise in areas such as nonprofit management, advocacy, organizational and strategic development. As KKC is a social enterprise, these skills are undoubtedly valuable when making decisions that involve program development and implementation.

"I'd say providing support, advice, and input at each step of KKC development…one meeting might be about the logo, securing more funding, etc….Lending my voice and expertise…Everyone contributing our strengths is how we come together."

— BRIDGE Advisory Board Focus Group Participant

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

Stakeholders value KKC leadership skills and project management as it is grounded in community involvement, transparency, efficiency, and relationship-building. In a focus group discussion, BRIDGE Advisory Board members were overwhelmingly positive about the leadership team and felt that the team had many strengths contributing to the success of the KKC. Firstly, there was a consensus among all participants that the leadership team has done well with the development and implementation of KKC. The original proposal was community-focused, the team made the right connections needed to move the program forward, and program activities were regularly ahead of schedule. Participants noted that the leadership team was able to achieve this by working hard and planning well, which contributed to success both during and after the COVID-19 pandemic. Additionally, one focus group participant noted that the leadership team was intentionally transparent in the planning and design of KKC. For example, the leadership team acknowledged when they did not know something and always reached out for support when needed, especially from stakeholders. A central element of KKC leadership has been stakeholder engagement, highly valued by both KAYA and BRIDGE Advisory Board members.

"I'll add to the heart they are passionate about what they do and caring of us as individuals, which is definitely a big thing for us…and along with the strengths, if they don't know something they ask and figure out who to bring in to assist them…they don't know everything [about] the business side of running a business so they've brought in so many other people to give them information or assistance"

KKC leadership not only blends youth voice into a range of program decisions but also boosts KAYA members' confidence in their decision-making abilities and holds their input to high regard. In the KAYA focus group, one participant emphasized that KKC leadership includes them in the "dialogue for big and small decisions." Focus group participants also underscored that KKC leadership values their input. For example, a focus group participant shared that in their experience with other organizations youth voice is often ignored, highlighting that with KKC, "There has never been a time when their voices have been thrown aside." Prior to joining KAYA, focus group participants felt uncertain and at times doubted their capabilities to use their knowledge and contribute their ideas to inform KKC programming and development. However, after speaking with the KKC Outreach and Engagement Coordinator, these participants left the conversation feeling nurtured, understood, supported, and empowered. The KKC Outreach and Engagement Coordinator helped these participants to realize that the difference they wanted to make in their community was attainable and that their opinions mattered.

According to KAYA focus group participants, the KKC Outreach and Engagement Coordinator for KKC places enormous value on KAYA members' voices and their culture which has increased their confidence. Most notably, focus group participants were both surprised and grateful that their feedback was respected and incorporated in KKC decisions as this has not been the case in some participants' prior experiences with other organizations. In fact, focus group participants viewed this as the greatest strength of KKC and KAYA. That is, the ability of KKC leadership and the BRIDGE Advisory Board to not only share the decision-making space with KAYA members but also treat them as equals.

Like KAYA focus group participants, BRIDGE Advisory Board focus group participants voiced similar sentiments regarding KKC leadership's focus on stakeholder engagement. Overall, focus group participants expressed that there is very strong involvement and connectedness with the KKC leadership team. Focus group participants expressed that the KKC leadership team actively listens to them and takes their input very seriously.

Relationship-building is also a top priority for KKC leadership, and their efforts are well-received by KAYA members and BRIDGE Advisory Board members alike. Along with inviting KAYA members to participate in decision-making, KKC leadership prioritized relationship building. Focus group participants expressed deep admiration for the manner in which the KKC Outreach and Engagement Coordinator took the time to get to know them as individuals, relate to them, and lead with care and vulnerability. This truly resonated with the focus group participants and has largely influenced the way in which they will lead in the future.

"[The KKC Outreach and Engagement Coordinator] humanizes the word leadership. She really wants to know us rather than our resumé. She doesn't make us feel like we have to be the best of the best all the time. She just wants us to be our authentic selves. She provides a vulnerable feeling for the whole group to be ourselves and talk about anything. I have learned a lot from her as a leader. Being vulnerable is always a plus."

— KAYA Focus Group Participant

Similar to what was said in the focus group with KAYA members, the BRIDGE Advisory Group also felt that the KKC leadership team's care for stakeholders is a big strength. Participants noted that the KKC leadership team cares for the BRIDGE Advisory Board as individuals and actively creates a culture where members feel safe to share. Through the personal relationship-building that KKC leadership fosters, participants realized that they all have similar goals and motivations to KKC leaders and the KKC mission, which creates a sense of identity and unity among the group.

Apart from engaging KAYA and BRIDGE Advisory Board members in the decision-making process, **KKC leadership takes the time to get to know them on a deeper level and understand how their individual strengths can be maximized.** This generates a greater sense of comfortability for BRIDGE Advisory Board members to provide ongoing conducive feedback to KKC leaders . BRIDGE Advisory Board focus group participants noted that the team consistently seeks out feedback from the board through brainstorming sessions that use targeted techniques such as breakout exercises, feedback cycles, and post-meeting reach out, to elicit feedback. Furthermore, participants discussed that the KKC leadership team has made a concerted effort to report updates to the board and if there were any tasks that needed to be done, the KKC leadership team looked to the strengths of individual BRIDGE Advisory Board members to fill those needs. By doing this, BRIDGE Advisory Board members have felt that they are positively contributing to the development of KKC and view this collaboration as fun and enjoyable.

"It's like we're a very functional family. We come together and when there's no projects there's no grudges or drama. We have fun together and we work together, and we make things happen."

— BRIDGE Advisory Board Focus Group Participant

"The leadership has made good use of the BRIDGE Advisory Board and has been effective in making us feel we have a say in informing KKC and programming…"

— BRIDGE Advisory Board Focus Group Participant

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

KKC leadership has demonstrated an interest in long-term sustainability and has begun planning. Stakeholders are aware of sustainability planning and KKC leadership is continuing to strengthen stakeholder engagement to include KAYA and BRIDGE Advisory Board members in decision-making for years to come.

BRIDGE Advisory Board members view KKC leadership as forward-thinking in terms of sustainability planning and profoundly committed to this effort. In the BRIDGE Advisory Board focus group, participants were aware that the leadership team was engaging in long-term sustainability planning. One focus group participant noted that the leadership team has expressed a desire to evolve the KKC – the leadership would like the KKC to move from a storefront building to an expansive cultural community space beyond the initial five years of funding. With the KKC being

in a centralized location, there is promise of sustainability. Additionally, the same participant noted that the leadership team has been and continues to be committed, showing a lot of grit and ambition in bringing the KKC to life. The leadership team's commitment is displayed through the relationships they have created with stakeholders and a focus group participant affirmed that this type of leadership brings about mental and emotional stability in the long-term. Lastly, another focus group participant noted that the leadership team is aware of the need for different funding streams and has taken steps to find those opportunities for long-term sustainability after the innovation pilot term ends.

Aside from the diversification of funding streams, KKC leadership understands that a more comprehensive strategy is needed to produce an effective sustainability plan. The BRIDGE Advisory Board's understanding of KKC leadership's engagement in long-term sustainability planning was confirmed and expanded upon in the focus group discussion with members of the KKC leadership team. In the focus group discussion, KKC leadership expressed that to promote sustainability, the team needs to elicit stakeholder feedback, diversify funding streams, and redefine sustainability. Focus group participants raised concern over the need for increased stakeholder feedback moving forward into the future of the KKC. Although focus group participants noted that KAYA and the BRIDGE Advisory Board were heavily involved in the planning process, time is now very limited and makes it difficult to continue making space for that level of ongoing stakeholder feedback. A focus group participant noted that meetings have been scaled down to every other week, which only allows time for KKC leadership to share updates and plan next steps. KKC leadership expressed that they hope to have a better system in place to elicit ongoing stakeholder feedback in the future. Additionally, a focus group participant noted that seeking out diverse funding streams, such as a passive income stream, is crucial for long-term sustainability. This same participant also emphasized that the KKC's sustainability is not entirely economic. The KKC's mission is to help youth prosper as citizens and community members through learning hard skills and connecting with others. Thus, the KKC is sustainable in nature because its mission benefits youth and ultimately the community for years to come. This new definition of sustainability is valued by the leadership team and drives their work forward into the future.

"It's also in how sustainability is defined and looking at the impact beyond economic sustainability. We are doing the whole "trying to teach to fish" [method]. We need to be building sustainable citizens and we are trying to find loopholes from traditional pathways by providing expansive and plentiful options to build their capacity. Creating a space where the community can learn hard skills is sustainability."

— Focus Group Participant

Prioritization

This subsection articulates how KKC, a social enterprise, can support the work of impacting the lives of young people in a healthy and culturally affirming way. This section also reveals how stakeholders view the mission of KKC and whether steps have been taken to achieve this mission.

EVALUATION QUESTION #6: TO WHAT EXTENT CAN KAYA AND BRIDGE ADVISORY BOARD MEMBERS DISCUSS THE PURPOSE AND MISSION OF KKC?

The BRIDGE Advisory Board and KAYA members had similar views on what the mission of KKC is aimed to achieve, expressing that the KKC's mission is centered around youth, leadership, culture, and mental health. These sentiments were in line with how the KKC leadership team described the mission of KKC, pointing to a sense of unity and mutual understanding across.

The BRIDGE **Advisory Board and KAYA members view KKC as a space for mental health services, leadership skill building, and cultural pride, all of which will be demonstrated through youth's current and future experiences and endeavors.** In the BRIDGE Advisory Board focus group, participants had similar mission statements for KKC. Generally, focus group participants expressed that KKC is a space that provides youth with mental health services, as well as opportunities for learning and growing as entrepreneurs and leaders. Moreover, focus group participants noted that the mission of KKC will be achieved "one youth at a time." In the end, the KKC will know it was successful in its mission through the youth, themselves. Ideally, youth that become entrepreneurs or hold leadership roles as adults can come back to the KKC and talk about their experience.

In addition to the KKC's focus on building leadership skills, KAYA focus group participants emphasized KKC's power to evoke a sense of belonging and cultivate cultural pride. In a space like KKC, youth will be able to use the KKC to "explore their culture at their own pace" and individualize their experiences.

The way the BRIDGE **Advisory Board and KAYA members described the purpose and mission of KKC is consistent with the views held by the KKC leadership team, illustrating KKC as a hub for holistic wellbeing.** In the leadership focus group discussion, participants were able to discuss the importance of meeting the mission of the KKC and the impact that it will have on youth for years to come.

"The mission of KKC is to offer culturally affirming services whether that be mental health development or in leadership entrepreneurship and bring in the intergenerational aspect of it which is important to the Filipino community and making sure it's very open, welcoming and in the spirit of Kapwa."

— BRIDGE Advisory Board Focus Group Participant

"The Kultural Center is a location where young people can feel empowered, gain skills, and connect with Filipino culture."

— BRIDGE Advisory Group Focus Group Participant

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

KKC leadership recognizes the significance culture plays in influencing positive change and infuses it into each element of the program, including the physical space. There was a unanimous assertion from all focus groups that KKC prioritizes the goal of creating a culturally appropriate space for Filipino/a/x youth. The BRIDGE Advisory Board focus group said it best, noting that culture is the undercurrent that influences all aspects of KKC. Specifically, participants expressed that leadership, mental health, skill-building, and all other components of KKC are rooted in Filipino/a/x culture. KAYA members and KKC leadership also agree that culture is at the heart of the KKC's mission and at the center of all programming. Through the focus group discussions, KAYA members and KKC leadership elaborate on how the KKC is a place for youth to connect with their culture and with their community through food, art, and wellness.

"KKC is a community wellness model for leadership empowerment and cultural resilience and celebrating our place in the world, our history of resilience (and taking pride in that), and that we are part of this community, and we are also part of our roots in the Philippines."

— BRIDGE Advisory Board Focus Group Participant

KAYA focus group participants firmly believe in KKC's ability to cultivate cultural pride, which can serve as a protective factor for mental health and has the power to ameliorate shame tied to colonialism and build confidence among Filipino/a/x youth. As said prior, focus group participants feel as though youth will be able to use the KKC to "explore their culture at their own pace" and individualize their experiences. As an example of this, focus group participants mentioned that youth will have the opportunity to take part in various discussions about mental health and culture, including the impacts of colonialism and stereotypes on these topics. In turn, focus group participants hope that this will destigmatize mental health, break down colonial mentality, and reinforce and enhance cultural pride and traditional practices. To this point, focus group participants elevated an iteration of Dr. Jose Rizal's famous quote, "No history, no self. Know history, know self." Focus group participants reiterated the detrimental effects that colonization continues to have on the mental health of Filipino/a/x youths, emphasizing that it perpetuates a feeling of being ashamed of where they come from which leads to internalization. This internalization then exacerbates these youths' feelings of suicidal ideation, low self-esteem, depression, and many other mental health conditions. With culture and wellness as one of the main components of KKC programming, focus group participants articulated that youth will be able to interact with a multitude of services that will help to inform and shape their cultural identity and, consequently, address their mental health needs. One focus group participant voiced that as a KAYA member, they already feel a sense of belonging and, with time, their "Filipino-ness" will only be amplified, building up their confidence to take up space "as a Filipino woman."

"With programs like [KKC], it is possible to have a better understanding of yourself and your history and your people and you can impact what you have now."

— KAYA Focus Group Participant

KKC leadership believes the program is a culturally appropriate space for Filipino/a/x youth because the KKC prioritizes relationship building and connection through art, food, and wellness. As said prior, the leadership team views the KKC as a place to help youth and the general community experience holistic wellbeing and cultural healing. Focus group participants expressed that the KKC achieves this mission through art, food, and wellness. By creating a space for gathering with art and food at the KKC, people are drawn together and can connect. Focus group participants also noted that the KKC is a multi-functional space that has the capacity to host a variety of events, such as cooking and movement classes, open mic nights, as well as other workshops that promote wellness and honor Filipino/a/x culture.

> *"Words that come to mind [include] community, connection, ancestral healing, and preservation of our culture."*
>
> *— Leadership Focus Group Participant*

Key Program and Operational Learnings

KKC and the additional partners that compose the implementation team, have been working to see KKC successfully implemented in the first year have made great implementation progress. Some of the implementation efforts and accomplishments by the KCC team under the MHSA INN grant during the year were:

- Key KKC staff were hired…
- A site was chosen with the permit process underway and design plans being finalized.
- The implementation team meets at least once a month, with KKC leadership meeting with the BRIDGE Advisory Board, and evaluators in addition to the implementation team.
- KKC leadership successfully recruited an incredibly engaged and invested KAYA group with young people committed to creating space that will serve their community.
- An evaluation plan that is meant to grow with the program to assess the program at each stage of implementation has been designed will be revisited each year to ensure it meets the program where it is at for the upcoming year.

In this section of the report, important lessons learned from the planning and implementation process are highlighted to support similar initiatives and programs. They also address evaluation questions related to success and challenges of implementation. These learnings were compiled from implementation meetings and data collection efforts.

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 the program, a social enterprise incorporating behavioral health and youth development programming, the many 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 physical space 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 program with KAYA and 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.

Program Changes From Initial Design

KKC leadership did make several pivots throughout the first year of implementation. However, there has not been a significant impact on program design. The biggest impact that the program is anticipating as the program moves into year two is that the piloting of services currently under development may need to be held in alternate physical locations as the setup of the KKC physical location is completed.

Future Directions

In the second year of the program, FY22-23, KKC will continue to finalize site plans with an expected soft launch in May 2023. While KKC awaits their site to be completed, the program will be piloting the first round of services to youth. The plan is to offer these services at borrowed spaces located in their partner's locations (i.e., Daly City Partnership, Daly City Youth Health Center, etc.). Additionally, KKC leadership will be engaged in hiring additional staff for case management as well as to manage the day-to-day operations of the KKC, the social enterprise component of KKC. Finally, KKC has plans to continue to engage with the community through attendance at outreach events, hosting events, and engaging with the KAYA group.

Appendix A.

Evaluation Domains, Outcome Measures, and Data Sources

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Evaluation Domain		Outputs and Outcome Measures	Data Sources
Leadership	*Evaluation Question #1:* To what extent are KKC leadership equipped and empowered to make decisions on behalf of the KKC?		
	Responsibility & Plan Enactment	• Ability to meet project deadlines • Accounting of delays in progress toward opening • Implementation successes & challenges	• Focus Groups • Program Documents • Background/Observation
	Evaluation Question #2: To what extent are KKC leadership skills and project management valued by the BRIDGE Advisory Board, KAYA members, and other stakeholders?		
	Leadership Skills & Engagement	• Stakeholder satisfaction overall and with leadership • Clarity and transparency among stakeholders • Diverse stakeholders and support	• Focus Groups • Program Documents
	Evaluation Question #3: To what extent has leadership engaged in long-term sustainability planning and included stakeholder engagement in that planning?		
	Plan Sustaining	• Collaboration and communication (changes, successes, challenges) • Social enterprise business plan updates to reflect ongoing communication and feedback	• Focus Groups • Program Documents
Service Delivery	*Evaluation Question #4:* To what level do service delivery staff receive support needed from KKC leadership and the BRIDGE Advisory Board, to implement a culturally affirming model of integrated care for youth?		
	Staffing, Physical Environment, & Documentation	• Staff satisfaction • Youth satisfaction • Youth voice within services	• Youth surveys • Focus Groups • Program Documents

	Evaluation Domain	Outputs and Outcome Measures	Data Sources
	Evaluation Question #5: What policies have been developed to guide the day-to-day operations of the services delivered to youth and what plan is in place to complete a QA, or CQI process?		
	Policies, Feedback, & Outcome Monitoring	• Impact of policies • Evidence of change from monitoring and feedback	• Focus Groups • Program Documents
Prioritization	Evaluation Question #6: To what extent can KAYA, and BRIDGE Advisory Board members discuss the purpose and mission of KKC? If so, do they feel as though that mission is being accomplished?		
	Attitude & Understanding	• Project awareness across stakeholders and youth	• Focus Groups • Program Documents
	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?		
	Mandate & Financial Support / sustainability	• Space evaluation by stakeholders and youth • Impact of funding sources and model on services	• Focus Groups • Program Documents