



# Kapwa Kultural Center & Café Evaluation Mental Health Services Act (MHSA) Innovation (INN) Cumulative Report:



# Kapwa Kultural Center & Café

## Mental Health Services Act (MHSA) Innovation (INN) Cumulative Report:

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

RDA Consulting, 2025





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# Executive Summary

## Kapwa Kultural Center & Café Evaluation

### About the Program

The Kapwa Kultural Center and Café (KKC) is an innovative social enterprise, cultural hub, and community space that provides culturally responsive mental health and wellness services, and workforce development supports to Filipino/a/x youth in Daly City. KKC's unique model recognizes mental health challenges through a social determinants of health and collective care framework, that honors Indigenous Filipino/a/x knowledge, while also centering the lived experience of Filipino/a/x community members. Serving as both a community space and revenue generator via café operations, KKC's youth-focused programming strengthens holistic well-being, connection with cultural identity and the advancement of a more equitable mental health landscape.

KKC is an innovative program funded through the Mental Health Services Act (MHSA) Innovation (INN) component, which aims to introduce and evaluate new best practices or approaches to the mental health system. As part of the MHSA INN, KKC aims to increase access to mental health services for underserved groups, particularly Filipino/a/x youth, ages 16-24.

Photo 2. Kapwa Community Event



### Evaluation Methodology

RDA used a mixed-methods approach to generate a comprehensive understanding of KKC's outcomes and impact across the grant period. Qualitative data sources included focus groups with KKC leadership, internship partners, BRIDGE Advisory Board members, KAYA members, workshop facilitators, a Business Development Manager and interns. In addition, monthly meeting documentation was also analyzed to capture program updates. Quantitative data sources included a Community Survey to capture community members' experiences with KKC.

7 Focus Groups  
14 Participants

198 Completed  
the Community  
Survey

# Evaluation Findings

## Evaluation Domain: Leadership

**Collaborative and Intentional Leadership.** Over time, KKC leadership has refined processes and workflows, while holding space to ensure intentional alignment with organizational goals. The collaborative style amongst the leadership team and their embodiment of living their values, has created a culture of mutual support and care across the organization that honors strengths and vulnerabilities.



**Partnership Driven.** Partnerships are at the core of KKC, and they have supported meaningful thought partnership, youth outreach, and offering of subject area expertise. The willingness of and receptiveness of leadership toward receiving recommendations and feedback with a curious mindset, allowed for strengthened financial sustainability and refined program direction.



**Value-Rooted and Relational.** Building trusting relationships and a mindset of shared responsibility allowed leadership to lean on others for expertise and uplift people's strengths. Despite challenges among staffing transitions and financial sustainability, KKC's values and emphasis around cultural healing and commitment towards nurturing youth leaders deeply ground staff, partners, and youth.



*“What is it if not to reap what you sow with those you care about.”*

**Photo 2. Kapwa Café Opening Celebration**



## Evaluation Domain: Service Delivery

**Cultural Impact.** 90-98% of respondents feel more connected to Filipino/a/x identity, community, and culture through engagement with KKC. This is attributed to the welcoming space and culturally affirming environment created by KKC (100% of respondents agree), and its function as a learning hub, particularly via workshops, to deepen understanding of Filipino/a/x history and traditions.



**Leadership Pipeline.** More than 80% of survey respondents gained confidence within leadership, teamwork and advocacy skills. They note that KKC deepens a sense of purpose, direction, and ancestral connection.



**Intergenerational Healing.** 94-95% affirm strengthened intergenerational support and connection, and community healing spaces that promote sharing of Filipino/a/x identity. One participant shared, "KKC exists for every stage of life where the activities apply to everyone no matter your age."



**Expanded Community Reach.** KKC has successfully reached its intended population of Filipino/a/x youth, and has also expanded, through diversified engagement pathways, to include a broader intergenerational community via use of the physical space, relationship building, and digital outreach.



99% Agree that KKC contributes positively to their community.

## Evaluation Domain: Prioritization

**Clear Understanding of the Mission.** Youth participants, KAYA members, and community partners demonstrate a clear understanding of KKC's mission and believe there is strong alignment between the mission, goals, and practices. The integration of Filipino/a/x culture into daily practices, particularly the emphasis on mental health and decolonization practices is deeply affirming, both in meeting the needs of Filipino/a/x communities and other non-Filipino communities.



**Informed by Culturally Affirming Elements.** The café space, intentional interior design, use of traditional colors, and visual elements of solidarity affirm belonging for youth and create an intergenerational, community space. Additionally, the culturally affirming, youth-led and centered programming bolsters youth leadership skills and empowerment, via integration of mental health, ethnic studies, entrepreneurial mentorship, financial literacy, and the arts.



***“When you see those interior designs you are reminded of home and the Philippines, and you are reminded of the motherland. It’s powerful to have a space in the USA to be such a reflection of a country so far away. Going around the space you can tell it’s not just a Filipino/a/x space, you can tell that everyone is welcome... When you go into that space, it doesn’t matter what you look like, sexual orientation, etc., you are always welcomed. It’s a very affirming space and shows that we deserve to be liberated...KKC has reached the youth because they are offering inclusive education, not just for POC, this is for everyone, and it’s beneficial for everyone.”***

**-Youth Participant**

## Recommendations

As KKC enters its next phase, the following recommendations focus on sustainability, depth of impact, and long-term community benefit.

**01.**

Strengthen outreach and visibility for underutilized opportunities (financial, entrepreneurship, and job-related activities).

**02.**

Formalize and resource the leadership pipeline from first contact through alumni roles.

**03.**

Deepen behavioral health supports and partnerships while maintaining cultural grounding.

**04.**

Continue to lean into intergenerational engagement as a distinctive strength.

**05.**

Invest in operational infrastructure, data systems, and staff care to support sustainable growth.



## Program Overview

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

Photo 3. Kapwa Care Open Mic Event



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

Over the past four years, KKC, in partnership with its BRIDGE Advisory Board<sup>2</sup> and Kapwa Youth Advisory (KAYA), has made significant progress toward its mission of becoming a cultural hub for Filipino/a/x youth, offering a safe space for mental health support, entrepreneurship mentorship, and cultural education. The program integrates wellness services, leadership development, and vocational training to holistically support youth, helping them connect with their cultural identity while learning useful and relevant life skills. In the final year of implementation, KKC served **5,223** number of youth across its programming. KKC serves as both a community space and a revenue generator. In addition to hosting workshops and other events, going into its fourth year, KKC will generate revenue through selling boba tea and merienda (light snacks) from local businesses,

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

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

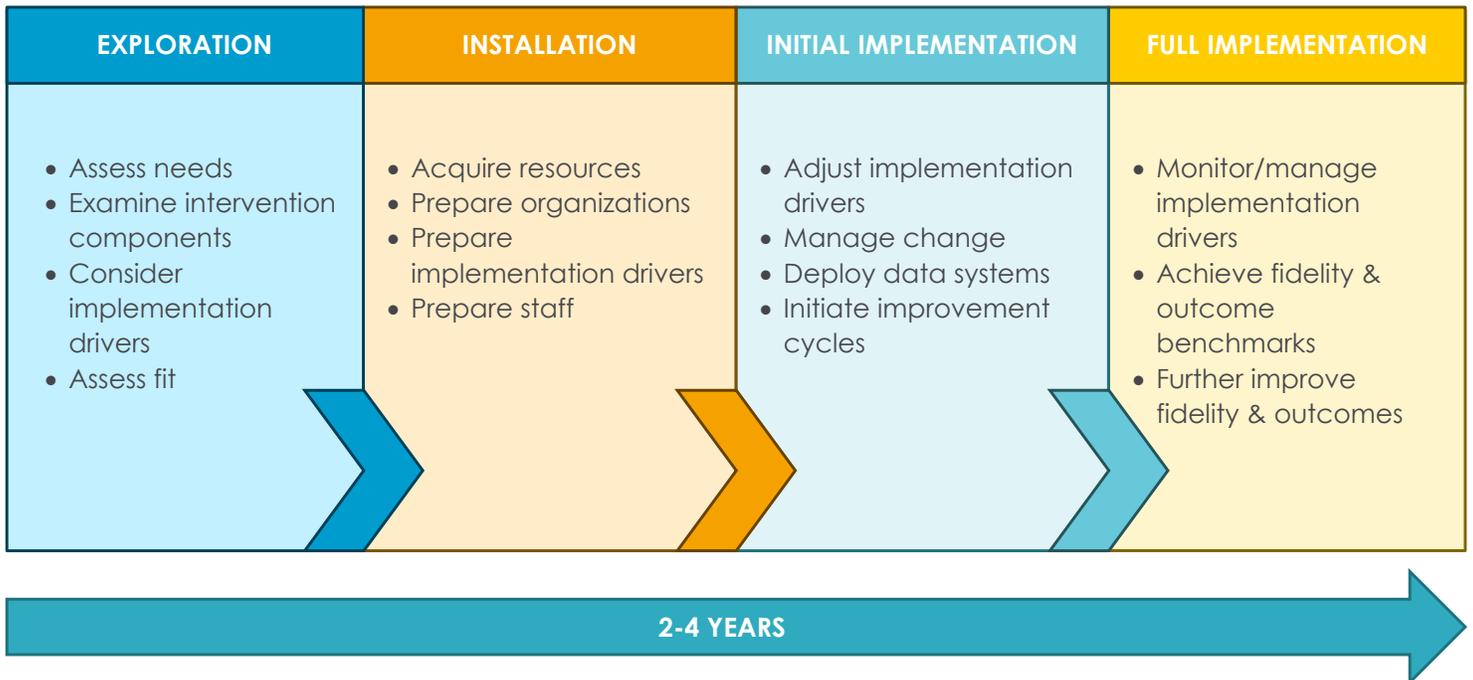
space rentals for events and meetings, and seminars, further supporting the financial sustainability of the café operations and the youth-focused programming.

At the heart of the KKC's mission is the concept of "Ginhawa," a Filipino/a/x understanding of total wellbeing that recognizes healing as relational, communal, and rooted in ancestral knowledge. Grounded in Kapwa the belief that the self is connected to others, this approach honors Indigenous Filipino/a/x worldviews that have long prioritized collective care and balance across the physical, mental, spiritual, and social dimensions of life. By fostering this sense of shared identity and community, centering lived experiences of Filipino/a/x community members, KKC resists Western, individualistic models of mental health and instead fosters pathways of healing that emerge from the community itself. Through this community-driven, culturally grounded framework, KKC works alongside Filipino/a/x youth in San Mateo County to strengthen protective factors, reclaim cultural identity, and advance a more equitable and culturally resonant mental health landscape.

## Program Adaptations

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

**Figure 1. Implementation Core Components**



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

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

### Implementation Progress

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

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

### Initial Implementation Stage

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

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

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

A crucial aspect of KKC's success in this phase is the involvement of a Business Development Manager from Harvard. This manager has been instrumental in developing a long-term sustainability plan for the café, conducting a 360-degree review with interest holders and providing strategic advice on financial modeling, earned income strategies, and operational

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

processes. The Business Development Manager has also created an executive summary to track progress and outline the path forward for the next several years, with a particular focus on

earned income opportunities through café operations, workshops, and space rentals. The leadership is also pursuing additional

funding through grant applications and local partnerships and has engaged a public relations agency to develop a marketing strategy for the café's soft launch.

**Photo 4. KKC Tea Tasting Session**



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

Given the significant progress made during the initial implementation phase, the KKC leadership is set to conduct a soft launch of the café in October 2024, entering its fourth year of implementation. This positions them to transition into the full implementation stage during the same period.

### **Full Implementation Stage**

**(Year 4: 2024-2025).** In its fourth and final year, KKC continued to make significant strides towards sustainable scaling, particularly around diverse funding partnerships, despite fiscal challenges. One particular challenge was that while it was forecasted that KKC's separation from the County and Daly City partnership would be complicated, what was not anticipated was that the program would move through MHS funding by the end of September 2025, and month earlier than the anticipated contract expiration date with the County. KKC quickly pivoted and were able to become self-sufficient at the September mark through their establishment as a 501(c)3, along with a range of funding mechanisms, including various private grants, loans, refined campaigns and messaging to support donations, fundraising events, and leveraging of unique earned income strategies (e.g. venue rental). Notably, KKC's intentional focus on cultivating strategic and diverse relationships, through community outreach and events, further strengthened their funding sustainability strategy and allowed for the continued success of existing and new offerings.

On the operational and business side, the café officially opened its doors on June 20th, 2025. Despite challenges with staffing transitions and restructuring, interns and KKC staff continued to step up and support operational and business needs, ensuring a timely opening of the café space. Additionally, throughout the year, KKC worked to build out the business and operational needs of the space, supporting inventory check processes through Toast, obtaining a business credit card, and ensuring appropriate infrastructure is in place such as CRM tools, HR,

accounting, necessary insurance coverage, and acquisition of a business permit. During the café soft opening in May, the KKC team was able to test out products and workflows, and have since further expanded their drink menu, offering seasonal drinks. Lastly, their success has expanded to include the Kapwa Gardens Bus, allowing them to venture into the catering space.

**Table 1. Implementation Challenges**

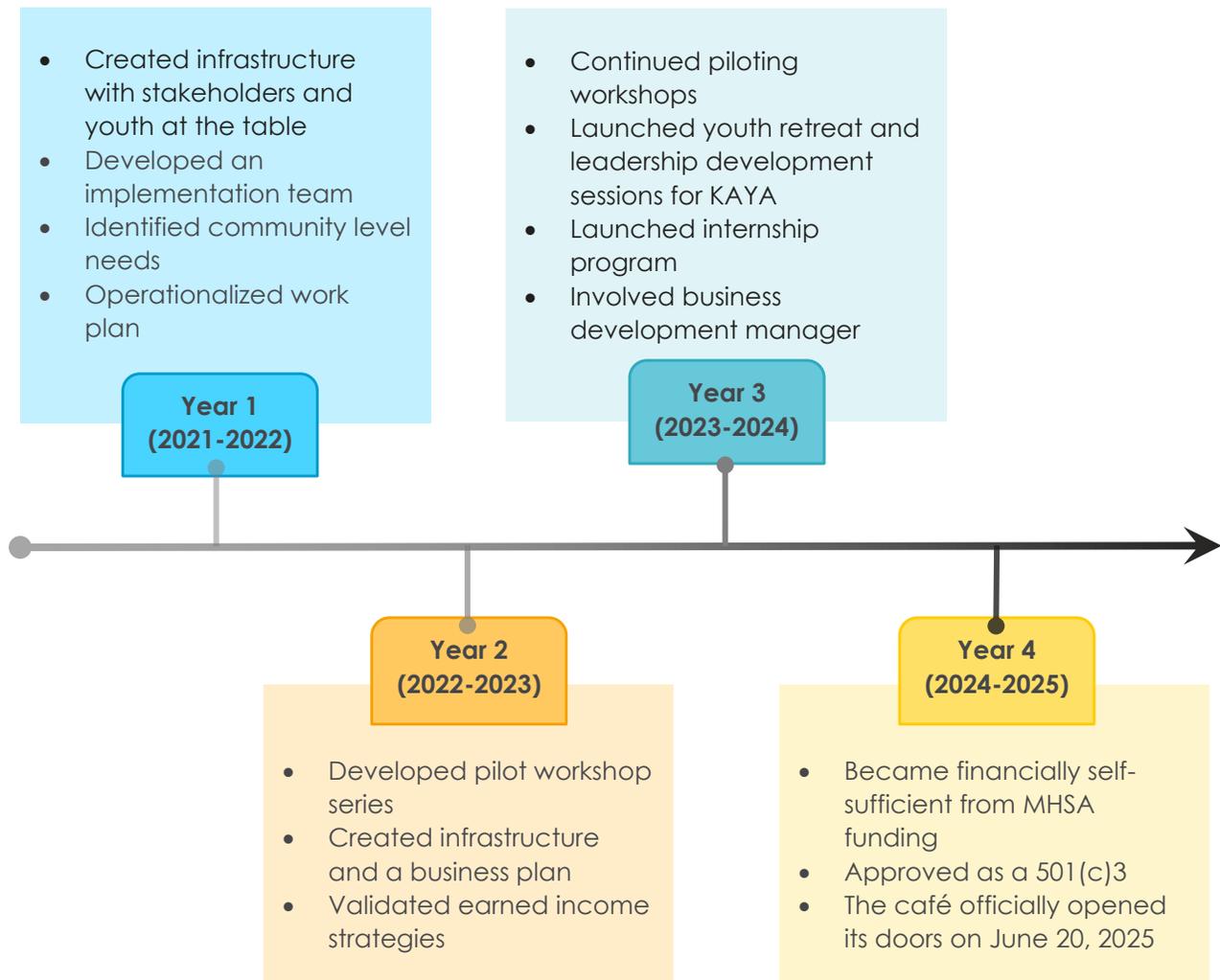
Implementation Year	Challenge
<p><b>Year 1 (2021-2022)</b></p>	<ul style="list-style-type: none"> <li>• Securing a physical location for the café</li> <li>• KKC leadership balancing the duality of their roles as Daly City Partnership (DCP) staff and KKC leaders</li> <li>• Delays due to the COVID-19 pandemic, which impacted site assessments and project productivity</li> </ul>
<p><b>Year 2 (2022-2023)</b></p>	<ul style="list-style-type: none"> <li>• Delays in café construction due to necessary building upgrades, exacerbated by catastrophic weather</li> <li>• Staffing turnover among partner agencies, causing delays in continuity,</li> <li>• Complications in establishing a non-profit partnership with the county, which lacked experience in social enterprise projects, delaying guidance and resources for KKC leadership</li> </ul>
<p><b>Year 3 (2023-2024)</b></p>	<ul style="list-style-type: none"> <li>• Passage of Proposition 1 and its impact on the use of future BHSA funds, in particular Prevention and Early Intervention programs</li> </ul>

Implementation Year	Challenge
<p><b>Year 4 (2024-2025)</b></p>	<ul style="list-style-type: none"><li>• Discrepancies in detachment were forecasted and MHSa fund expenditures were expected to run through September, despite the contract with the county through October.</li></ul>

**Photo 5. KKC Team**



**Figure 2. Implementation Highlights**



**Funding Summary**

In July 2021, KKC was awarded an MHSA Grant, allocating a net of \$2,415,000 million for the INN portion of the project. A KKC Transaction Ledger Reconciliation was later completed for fiscal years 2021-2024. In February 2025, KKC began reforecasting and adjusting budget numbers, using the County’s Beginning Budget total (remainder from MHSA Grant) and a total of accumulated Direct Public Support (non-MHSA Grant related). Given the standard/normalized burn rate, KKC was expected to have enough to sustain them through October 15, 2025. A financial timeline visual can be found in [Appendix B](#).

To ensure financial sustainability past the October date, the County recommended KKC & Café to boost their business development efforts, ramp up boba tea/cafe sales, execute the developed transition plan, and potentially secure a non-profit loan of “fund me campaign” to venture out. Interest holders and the community also participated in the decision for early termination of an INN project. Finally, acceleration triggers that contributed to the early termination of the INN Project include hiring a business consultant to jump-start the social enterprise, hiring the Foundation Group who provided guidance for becoming a 501(c)(3), the early obtainment of 501(c)(3) Tax Exempt status, and hiring staff early.

# Evaluation Overview

In July 2021, BHRS contracted RDA to conduct a multi-year evaluation of the KKC. Originally intended to conclude in June 2026, due to the early detachment from DCP,<sup>5</sup> the evaluation concluded in October 2025 instead. Despite this, the purpose of the evaluation throughout the course of this project was 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).**

As such, this is the final cumulative evaluation report, highlighting KKC's impact on the community over the past four years (July 2021 to October 2025).

## Evaluation Approach

RDA conceptualizes its role as evaluation partners rather than external researchers. In this approach, RDA collaborated with BHRS and KKC partners to articulate program goals, develop process and outcome measures, and interpret and respond to evaluation findings. RDA incorporated opportunities for interest holder 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 supported BHRS' KKC program goals through both process and outcome evaluation components. The program evaluation included 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 were met (outcome evaluation). The evaluation utilized a mixed methods approach, leveraging both qualitative and quantitative data to explore the evaluation questions.

## Evaluation Domains

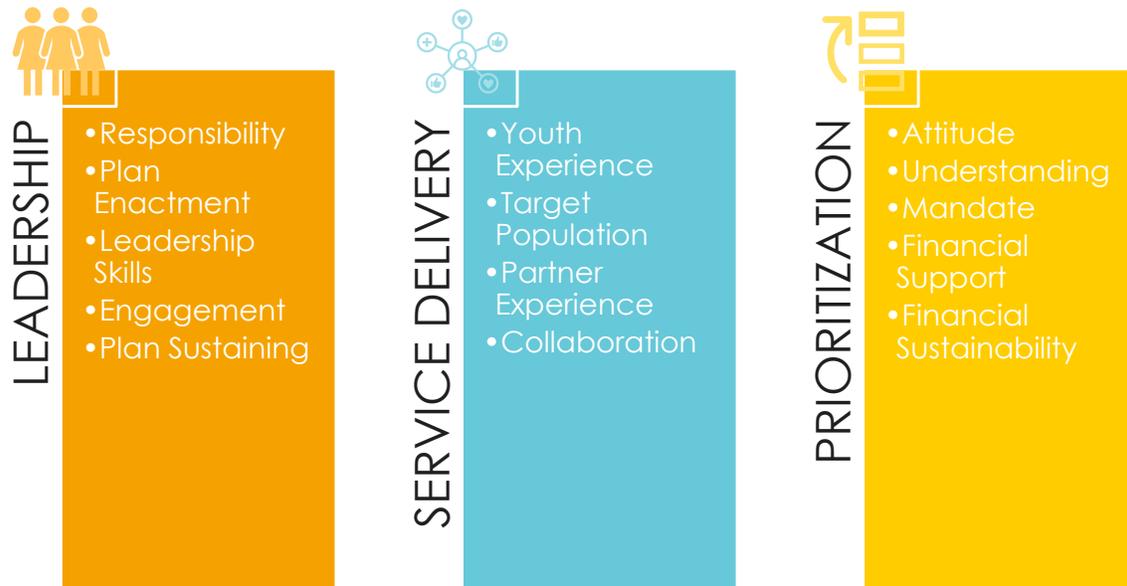
RDA focused on three domains in KKC's fourth year of implementation: Leadership, Service Delivery, and Prioritization

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<sup>5</sup> See '[Financial Narrative](#)' for more information.

Figure 2), to ensure the program was effective, met community needs, and stayed true to its mission. The Leadership domain looked at how well the KKC leadership team made decisions, how they collaborated with program partners, how they planned for the program's future, what lessons were learned, and how their efforts were valued by key groups like the BRIDGE Advisory Board and KAYA members. The Service Delivery domain focused on the experiences of youth participants and partners who were part of KKC workshops, events, activities, and internships. It examined whether the program helped youth with their personal and professional growth and whether it reached the right people in the community. This area also looked at how partner organizations and facilitators felt about working with KKC and how their feedback could improve future offerings. Lastly, the Prioritization domain looked at whether KKC stayed true to its mission of creating a culturally relevant space for Filipino/a/x youth. It checked whether the community understood and felt connected to the center's mission and if the programs reflected the values and goals of the community. These three areas came together to provide a full picture of how KKC can continue serving and uplifting the community. More information on each of the domains is detailed below.

Figure 2. Kapwa Kultural Center & Café Evaluation Domains



### Leadership

The Leadership domain in this year's cumulative evaluation examined how the KKC leadership team<sup>6</sup> developed its skills, capacity, and organizational structures over the full four years of the program under the MHSa INN grant. The domain assessed how effectively the team guided program implementation, made decisions, and planned for the program's sustainability and next phase. It also evaluated the extent to which KKC leadership felt empowered in their roles and how their project management, communication, and collaboration were perceived by advisory boards, partner organizations, and program facilitators. Over the four-year period, the evaluation considered how relationships between KKC and its advisory bodies, collaborators, and community partners contributed to program outcomes. Additionally, this domain explored the most significant successes and challenges KKC experienced during its life cycle. It identified the aspects of the KKC model that proved most effective, sustainable, and culturally grounded, as well as those that required adaptation.

### Service Delivery

The Service Delivery domain evaluated how KKC's workshops, internships, and community events evolved across the full duration of the program to meet the personal, professional, and cultural needs of Filipino/a/x youth. This domain focused on how youth engaged with the offerings, how they experienced the programming, and the extent to which these activities contributed to their growth, connection to culture, and sense of belonging. The evaluation also assessed how effectively KKC reached and engaged its intended population and how this reach changed over the four years. It considered both program participation trends and shifts in youth priorities, community needs, and contextual factors influencing attendance and

<sup>6</sup> The KKC leadership team is comprised of an Executive Director, Senior Operations Director, and Community Engagement Manager.

engagement. In addition, the domain investigated the experiences of partner organizations and facilitators who collaborated with KKC throughout the program.

### **Prioritization**

The Prioritization domain examined how well KKC's mission and core values were communicated, upheld, and reflected in its operations across the full program period. It explored the extent to which youth participants, leadership, and partners felt that KKC successfully created a culturally appropriate and affirming space for Filipino/a/x youth through its social enterprise model. The evaluation assessed whether participants and collaborators could consistently articulate the purpose of KKC, how they understood its cultural mission, and whether they believed the program lived out its intentions in practice. This included examining how KKC centered cultural identity, community care, and youth empowerment in its activities and whether these commitments were experienced in the ways they were intended to be by those who engaged with the program.

## **Evaluation Questions**

Evaluation questions reflect the purpose of the evaluation, help to guide evaluation activities, ensure the collection of appropriate data, and address local priorities. The questions for the evaluation of KKC are grouped into the three domains described above. Although separated to provide structure for the report process, domains and questions are interconnected and build off each other for a cohesive KKC evaluation. As mentioned previously, this year's evaluation questions were revised to offer a clearer understanding of the program's implementation, its outcomes and the impact it made over the course of the MHSA INN grant, from July 2021 through October 2025.

### **Leadership**

1. Over the life of the program, how has the KKC leadership team developed its skills, capacity, and structures to guide the program effectively and plan for its sustainability or next phase?
2. Over the past four years, how have relationships between KKC and advisory boards, partner organizations, and facilitators contributed to program success and outcomes?
3. What are the most significant successes and challenges experienced by KKC over the past four years, and what lessons can be drawn from them? Which aspects of the KKC model are most worth sustaining, replicating, or adapting for other communities or future initiatives??

### **Service Delivery**

4. Since KKC began, how have its workshops, internships, and events evolved to meet the needs and priorities of Filipino/a/x youth, and what impacts have these had on participants' personal, professional, and cultural growth?
5. To what extent has the program effectively reached and engaged its intended population, and how has this reach changed over the past four years?

### **Prioritization**

6. Looking across the full program period, to what extent do youth, leadership, and partners feel KKC has achieved its mission of creating a culturally appropriate space for Filipino/a/x youth through a social enterprise model?

# Evaluation Methods

## Data Collection

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

### Qualitative Data Sources

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

**Focus Groups.** RDA conducted a total of seven virtual focus groups from September to November 2025 with KKC leadership, internship partners, BRIDGE Advisory Board members, KAYA members, workshop facilitators, a Business Development Manager, and interns, totaling 14 participants across all focus groups. KKC leadership and RDA worked together to develop each focus group protocol with each protocol containing a range of eight to eleven questions. Focus group discussions sought to identify strengths, gaps, and barriers with KKC development and programming, along with understanding interest holder experience. The length of time for each focus group varied from 60 to 90 minutes. It is important to note that the individuals who participated in the focus groups represent only a subset of the overall sample. Therefore, these individuals will be referred to as “focus group participants” throughout the report to clarify that they are not reflective of the full sample.

**Table 3. Focus Group Overview**

Focus Group Participants	Time in Focus Groups (Minutes)	Topics Covered
KKC Leadership	90	<ul style="list-style-type: none"><li>Funding and sustainability planning</li><li>Interest holder support and collaboration</li><li>Service development and leadership experiences</li><li>Mission alignment and impact</li></ul>

Focus Group Participants	Time in Focus Groups (Minutes)	Topics Covered
<b>Internship Partners</b>	60	<ul style="list-style-type: none"> <li>Partnership experience</li> <li>Alignment with Kapwa's mission and goals</li> <li>Opportunities for improvement and future collaboration</li> </ul>
<b>BRIDGE Advisory Board</b>	90	<ul style="list-style-type: none"> <li>Role and collaboration with Kapwa leadership</li> <li>Partnerships and progress toward Kapwa Café</li> <li>Mission alignment and cultural impact</li> <li>Mental health needs and program impact</li> </ul>
<b>KAYA</b>	90	<ul style="list-style-type: none"> <li>Contribution impact</li> <li>KAYA involvement in Kapwa Café</li> <li>KAYA capacity building, leadership interactions, and café development</li> <li>Kapwa café impact</li> </ul>
<b>Interns</b>	Not applicable (responses submitted through email)	<ul style="list-style-type: none"> <li>Internship experience</li> <li>Alignment with Kapwa's mission and leadership</li> <li>Post-internship reflections</li> </ul>
<b>Workshop Facilitators</b>	90	<ul style="list-style-type: none"> <li>Program development over time</li> <li>Observed impact on youth</li> <li>Reach and engagement</li> <li>Collaboration with KKC Leadership</li> <li>Mission and cultural relevance</li> <li>Lessons learned and future directions</li> </ul>
<b>Business Development Manager</b>	90	<ul style="list-style-type: none"> <li>Leadership growth and capacity over time</li> <li>KKC sustainability</li> <li>Program development and youth impact over the years</li> <li>Evolution of partnerships</li> <li>Mission and cultural relevance over four years</li> <li>Lessons learned and future directions</li> </ul>

## Quantitative Data Sources

**Community Survey.** RDA, in partnership with KKC leadership, co-created the Community Survey to capture community members' experiences with KKC. This survey served as the primary quantitative data source for this cumulative evaluation. The instrument contained 49 questions, including 11 items dedicated to participant demographics. The survey featured a wide range of closed-ended questions designed to measure participants' experiences, perceptions, and outcomes across key areas of the program such as cultural identity, leadership development, behavioral health and wellness, financial and job readiness, school engagement, and community safety. Collecting demographic information allowed the evaluation team to better understand who the program reached over the four-year period, but it is important to note that these questions were optional. The survey was administered to youth, partners, and community members connected with KKC and included standardized response options such as Likert-scale ratings (strongly agree, agree, neutral, disagree, strongly disagree), check-all-that-apply items, and demographic categories. All questions were optional, and participation was voluntary, allowing respondents to complete the survey at their own pace. Fielding occurred from September to November 2025 through the web-based platform Alchemer. Participants could access the survey using a designated web link or by scanning a QR code, and the survey was available in English. A total of 198 community members participated, and these individuals will be referred to as "survey respondents" throughout this report.

## Data Analysis

RDA approached data analysis for the cumulative evaluation through a continuous quality improvement (CQI) lens, emphasizing methods that support reflection, learning, and ongoing program strengthening. Both qualitative and quantitative data sources were analyzed to generate a comprehensive understanding of KKC's outcomes and impact across the four-year grant period.

### Qualitative Data Analysis

Qualitative data informed both program development and implementation. RDA created a detailed codebook and analyzed all qualitative sources including focus groups, interviews, and meeting notes using an inductive thematic coding approach. All transcripts and notes were systematically coded, and the evaluation team conducted an interrater reliability check to ensure consistency in coding and interpretation. Through this process, RDA identified recurring themes, strengths, emerging challenges, and key takeaways that illuminate how KKC's model supported cultural identity, belonging, youth development, leadership pathways, and community wellness.

### Quantitative Data Analysis

Quantitative analysis was conducted using data from the 2025 Community Survey, which served as the primary numeric data source for the cumulative report. RDA used Stata 18 to clean the dataset, calculate descriptive statistics, and run cross-tabulations to examine demographic patterns and perceived program impacts. Analyses included response frequencies, percentages, and distribution patterns across key outcome areas such as cultural identity, community connection, mental health and wellness, learning about Filipino/a/x history and traditions, sense of purpose, and perceived community impact of KKC.

RDA examined how different groups (race, ethnicity, gender identity) responded to core outcome statements (e.g., “KKC provides a welcoming space,” “I feel more connected to my ancestors,” “Participating in KKC’s workshops has deepened my understanding of my cultural identity”). Cross-tabulations were used to explore variation across demographic groups, including calculating Pearson chi-square statistics to assess whether differences were statistically significant.

These quantitative findings were integrated with the qualitative themes to produce a robust understanding of trends in program participation, perceived outcomes, and the broader community impact of KKC over the four-year grant cycle. Together, the mixed-methods analysis supports KKC leadership in making data-driven decisions about program refinement, sustainability planning, and future community engagement efforts.

## Cultural Responsiveness of Evaluation

RDA approached the KKC evaluation using a culturally responsive lens that centered Filipino/a/x values, community knowledge, and youth voice throughout the four-year grant period. The evaluation was intentionally designed to reflect the cultural foundations of Kapwa and measured outcomes that hold meaning for Filipino/a/x youth, families, and community members, such as cultural identity, connection to ancestors, community well-being, and intergenerational knowledge-sharing.



### **Engaging Community Partners and Leadership as Thought Partners in the Evaluation**

A key feature of the evaluation was its collaborative design process. KKC leadership, KAYA youth, and BRIDGE Advisory Board members served as thought partners in designing the evaluation and developing and refining data collection tools, as well as to engage in the interpretation of findings through “data parties”. These “data parties” created space for community

members to review preliminary findings, share interpretations, and help contextualize patterns that appeared surprising, expected, or emergent. Through these conversations, interest holders contributed cultural insights, clarified nuances behind quantitative and qualitative trends, and ensured that the meaning-making process honored community context. The “data parties” also allowed the evaluation team to verify and refine interpretations so that no conclusions were made without grounding them in lived experience. This collaborative sense-making process reinforced the evaluation’s commitment to shared understanding, mutual learning, and culturally responsive practice.

Moreover, each year, RDA worked closely with the KKC leadership team to revisit and refine the evaluation questions to ensure they reflected the program’s evolving needs, priorities, and areas of inquiry. This process included structured data collection planning sessions where the team and KKC leadership reviewed existing questions, identified emerging areas of interest, and used a feasibility matrix, prioritizing areas of high importance and high feasibility, to determine which questions should guide each year’s evaluation cycle. Based on these priorities, RDA and KKC co-developed and refined the data collection tools used throughout the program, including the youth survey, general feedback survey, internship survey, and community survey.

Furthermore, RDA maintained transparency by sharing raw survey data with KKC leadership on a regular basis and by providing opportunities both in meetings and asynchronously for interest

holders to review draft reports, slide decks, and other materials and offer feedback. For example, as part of the review process for this report, the RDA team developed a glossary of terms section to reflect the community's cultural language, which is found in [Appendix C](#).



### **Using Multiple Forms of Evidence to Reflect Community Voice**

To capture the diversity of youth and community experiences, the evaluation used multiple data sources, including focus groups, interviews, program documentation, and surveys (youth experience survey, general feedback survey, internship survey community survey). This multimethod approach elevated relational ways of knowing and allowed participants to share their perspectives in various formats that honored their comfort and communication styles.



### **Ensuring Validity Through Collaborative Qualitative Coding, Interrater Reliability and Equity-Focused Quantitative Analysis**

Qualitative analysis was strengthened through the development of a shared codebook and an interrater reliability process, ensuring that themes were interpreted consistently and with cultural sensitivity. This collaborative analytic approach reduced the risk of outsider bias and preserved the cultural meaning embedded in participants' stories. Throughout the analysis, RDA applied a strengths-based lens, emphasizing youth leadership, cultural pride, healing practices, and community resilience, rather than deficit narratives. In addition to the qualitative analysis, the evaluation incorporated an equity-focused quantitative analysis to examine whether experiences and outcomes differed across demographic groups. Described in more detail previously,<sup>7</sup> RDA conducted chi-square tests to explore associations between key outcome measures and respondents' race, ethnicity, and gender identity. This approach allowed the evaluation to assess potential disparities in how participants experienced cultural connection, wellness, safety, leadership development, and program impact. By examining patterns across identity groups and determining whether observed differences were statistically significant the evaluation applied an equity lens that aligned with culturally responsive evaluation practices.

## **Dissemination of Evaluation Results**

Dissemination of evaluation results has been an ongoing and collaborative effort between the KKC leadership team and SMC BHRS. Each year, KKC and the County have worked to ensure that evaluation findings are shared with community members, partners, funders, and other interest holders in accessible and intentional ways.

SMC BHRS has traditionally disseminated the annual evaluation reports by posting them publicly on the County website, making the findings available to community members, policymakers, and partner organizations seeking to understand the program's impact. This public availability supports transparency, promotes community learning, and contributes to broader awareness of culturally grounded youth programs within the County.

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<sup>7</sup> See '[Data Analysis](#)' for more information.

KKC leadership has also used evaluation findings strategically to advance program sustainability, visibility, and partnership development. Each year, the leadership team has created slide decks summarizing key findings to share with potential collaborators, funders, school partners, and community organizations. These presentations have helped KKC articulate its impact, highlight the outcomes of its cultural, leadership, and wellness programming, and demonstrate the value of its work in the broader Filipino/a/x community. KKC has also used findings to strengthen grant applications, refine program strategy, and communicate its successes and lessons learned to both internal teams and external interest holders.

Together, these dissemination efforts have supported a shared understanding of KKC's contributions to cultural belonging, youth development, and community well-being. They have also ensured that evaluation results are used not only for accountability and reporting, but as a tool for storytelling, resource development, continuous improvement, and community empowerment.

**Photo 6. KKC Anniversary Celebration**



# Evaluation Findings

The following section presents the evaluation findings as they pertain to the evaluation questions mentioned above. Findings are categorized by domain (Leadership, Service Delivery, Prioritization) and their associated evaluation questions.

## Limitations

As with any real-world program, there are inherent limitations to data collection and analysis, and while this report offers a snapshot into the experiences of youth who participate in KKC programs, these limitations must be considered. First, since **not all participants completed the surveys or focus groups**, we are capturing feedback from only a portion of the youth who engaged with KKC. For instance, while 198 youth, families, and community members responded to the Community Survey, there were over X who engaged in KKC events, workshops, activities, or visited the space. It is important to note that throughout the findings, percentages may be provided for the respondents who participated in the Community Survey given the larger sample size, however there are instances where frequencies are only provided where any sample sizes are less than 11.<sup>8</sup> This is done to protect the privacy of survey respondents.

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

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

**Recall bias** could also affect the findings, as participants were asked to reflect on past experiences, and their memories may not always be precise, especially for events that took place earlier in the year.

Because KKC was an innovative and evolving program, the evaluation needed to remain flexible and adaptive to the changing needs, priorities, and implementation realities across the four-year period. Each year, the evaluation questions and data collection tools were refined in collaboration with the KKC leadership team to remain responsive to emerging interests and feasibility considerations. As a result, the surveys administered throughout the program assessed different groups and focused on evaluation questions that were prioritized for that specific year. While this responsive approach aligned with the program's innovative nature and ensured that data collection remained respectful and relevant, it also made it **challenging to identify consistent trends across years** for this cumulative report. In recognition of these limitations, the evaluation team developed the Community Survey for the final year of the grant to more

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<sup>8</sup> RDA follows the [Department of Health and Human Services and Department of Social Services' de-identification guidelines](#) as well as [California Civil Code 1798.24](#) to protect participants' privacy so as to not identify any individual if a sample size is less than 11 individuals.

broadly capture program outcomes and impact across cultural identity, wellness, leadership, safety, and community connection.

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

**Photo 4. Kapwa Café Boba**



# DOMAIN: LEADERSHIP



This domain describes the impact that the leadership team has had on the development and implementation of KKC across the course of the program under the MSHA INN grant.

**EVALUATION QUESTION #1: OVER THE LIFE OF THE PROGRAM, HOW HAS THE KKC LEADERSHIP TEAM DEVELOPED ITS SKILLS, CAPACITY, AND STRUCTURES TO GUIDE THE PROGRAM EFFECTIVELY AND PLAN FOR ITS SUSTAINABILITY OR NEXT PHASE?**

**Across four years, KKC leadership described growing from an “all hands-on deck” environment into a more focused, reflective, and organized leadership team.** In the early years, the KKC leadership team approached partnerships openly but also learned to be more discerning after experiencing misalignment with outside organizations. They shared that taking time to observe, ask questions, and understand others’ values helped them make decisions that better protected and aligned with the program. KKC leadership also embodied this approach through their shared commitment to decolonization practices in their leadership styles and programming. One leader shared, **“Everything done at KKC is rooted in decolonization. Taking back what’s ours, our identity, our power. Becoming agents of change, transforming our communities, Daly City, the county, the Bay Area is at the heart and core of KKC...When we talk about healing, this is not just personal healing, but healing in our languages and our culture.”**

As responsibilities shifted, the team developed systems for administration, fundraising, financial planning, and documentation. This included centralizing data, creating workflows for vendors and contractors, and reducing operational inconsistencies that made the early years difficult. Leadership also grew more confident with budgeting and communicating with funders, supported by guidance from advisors and a program partner who helped them contextualize data and understand financial forecasting.

They also bolstered their collaborative leadership style. Cross-training allowed team members to step into each other’s roles when needed, and they prioritized communication, intentional check-ins, and covering for one another during busy periods. Leadership emphasized “living their values”, practicing Kapwa, integrity, and collective care not only with youth but also with each other. These values helped them pace themselves, delegate effectively, and create a culture of mutual support. As one leader shared, **[the KKC leadership team is the] “embodiment of walking the walk. Lots of love, care, kindness, generosity, and confidence in one another. They build on one another’s strengths, hold one another’s vulnerabilities.”**

**EVALUATION QUESTION #2: OVER THE PAST FOUR YEARS, HOW HAVE RELATIONSHIPS BETWEEN KKC AND ADVISORY BOARDS, PARTNER ORGANIZATIONS, AND FACILITATORS CONTRIBUTED TO PROGRAM SUCCESS AND OUTCOMES?**

**KKC’s progress across the four years was strengthened by thoughtful, collaborative partnerships.** Advisory Board members, contractors, and program partners played key roles in helping leadership expand programming, refine systems, and think strategically about long-term sustainability. Leadership consistently noted that these relationships allowed them to access

expertise beyond their own strengths, whether in business planning, curriculum development, earned-income strategies, or financial analysis.

One program partner shared that leadership was highly open to recommendations and approached feedback with humility and curiosity. They highlighted leadership's willingness to learn about forecasting, budgeting, scenario planning, and connecting their social enterprise model to financial sustainability. Partners also described a shift over time from a primarily clinical/community-focused background to a more balanced model that integrated mission, operations, and financial strategy.

Leadership emphasized the importance of "passing the baton" when external expertise was needed and shared that contractors helped them strengthen earned-income planning, refine processes, and carry out tasks that required specialized skills. Community partners also supported outreach, helped bring more youth into the space, and offered helpful feedback that guided program direction.

**EVALUATION QUESTION #3: WHAT ARE THE MOST SIGNIFICANT SUCCESSES AND CHALLENGES EXPERIENCED BY KKC OVER THE PAST FOUR YEARS, AND WHAT LESSONS CAN BE DRAWN FROM THEM? WHICH ASPECTS OF THE KKC MODEL ARE MOST WORTH SUSTAINING, REPLICATING, OR ADAPTING FOR OTHER COMMUNITIES OR FUTURE INITIATIVES?**

**Across the four years, KKC's greatest successes have come from strong relationships, staying rooted in their values, and commitment to collective leadership.** KKC leadership described learning that meaningful work cannot and should not be done alone. Instead, progress has come from choosing trustworthy partners, leaning on each other, and growing a leadership model where everyone contributes their strengths. As one leadership participant put it, **"What is it if not to reap what you sow with those you care about."** This mindset of shared responsibility has strengthened communication, improved collaboration, and helped the team move through challenges with confidence and care.

Leadership also reflected on how much they have learned about knowing their limits and honoring capacity. Early years required constant pivoting, long hours, and rapid problem-solving. Over time, leaders learned to approach the work with humility, pace themselves, and ask for help whether from consultants, advisors, or community members. They emphasized the importance of listening deeply to youth and community, making decisions with intention, and grounding every step in their cultural values. One leader described the work as "not for the faint of heart," but shared that staying rooted in integrity, Kapwa, and collective care made the hardest periods more manageable.

Youth and partner focus group participants echoed these lessons. KAYA focus group participants shared that KKC has taught them about identity, community, mental health, and leadership. They described how KKC shaped their sense of self, opened doors to new opportunities, and empowered them to support other young people. BRIDGE Advisory Board focus group participants highlighted KKC's youth-led structure, deep community reach, and commitment to values as major successes worth sustaining and replicating. Workshop facilitators and internship partner focus group participants emphasized the impact of KKC's internship pathways, describing them as meaningful, life-changing, and essential for youth development.

Participants also reflected on ongoing challenges. Leadership, interns, and partners who participated in focus groups named staffing limitations, financial uncertainty, and the workload of running both a community space and a social enterprise as continued pressures. BRIDGE advisory board focus group participants noted the need for sustainable funding relationships, stronger systems, and the right people in the right roles to support growth. Some internship partner focus group participants pointed out that funders often prioritize numbers over depth, creating tension for a values-driven, relationship-centered program like KKC.

Despite these challenges, leadership, internship partner, BRIDGE advisory board, and KAYA focus group participants consistently named KKC's strengths: strong values, community trust, cultural grounding, youth-led programming, and the team's ability to pivot when needed. Youth envisioned a future where KKC expands its reach through additional chapters, cultural trips, cross-cultural partnerships, and more academic and career pathways. These insights suggest that KKC's most replicable practices include its relational leadership model, emphasis on cultural healing, and commitment to nurturing youth leaders who carry these lessons into their own communities.

**Photo 7. KKC Anniversary Celebration**



# DOMAIN: SERVICE DELIVERY



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

**EVALUATION QUESTION #4: SINCE KKC BEGAN, HOW HAVE ITS WORKSHOPS, INTERNSHIPS, AND EVENTS EVOLVED TO MEET THE NEEDS AND PRIORITIES OF FILIPINO/A/X YOUTH, AND WHAT IMPACTS HAVE THESE HAD ON PARTICIPANTS' PERSONAL, PROFESSIONAL, AND CULTURAL GROWTH?**

## Cultural Identity and Community Connection<sup>9</sup>

The findings in this subsection focus first on the experiences of survey respondents who actively engaged in KKC's cultural and community events. Out of 150 total survey respondents, 103 (69%) participated in events or workshops, and their reflections form the core of the results that follow. Their engagement provides insight into how KKC's programming supports cultural identity, connection to Filipino/a/x culture, and a sense of community belonging.

At the same time, a portion of survey respondents, 42 (28%) who did not participate, three (2%) who did not know about the offerings, and two (1%) who preferred not to share, also provided feedback. Their perspectives are presented at the end of this subsection to illustrate how KKC's cultural presence, visibility, and community role resonate even among non-participants, revealing broader community-level impacts that extend beyond direct participation.

**Survey respondents who engage with KKC feel that Filipino/a/x culture is important in their daily lives. Out of 152 survey respondents, 96% of respondents reported that their cultural identity plays an important role in their everyday lives (**

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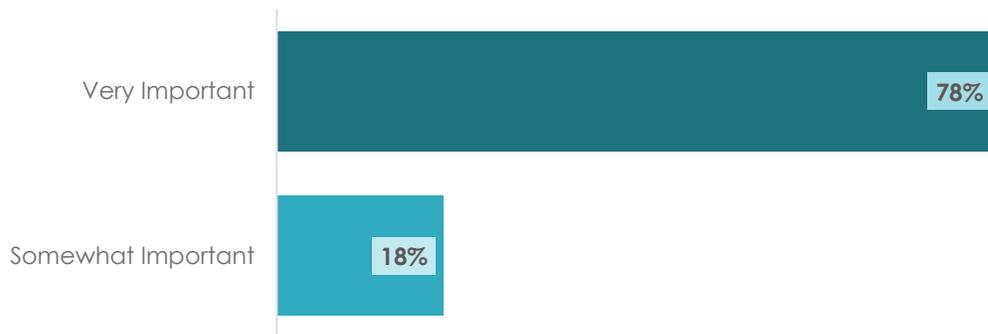
<sup>9</sup> To protect confidentiality, demographic groups with fewer than 11 respondents ( $n < 11$ ) are not reported individually throughout this section. Percentages for these groups are masked, and only overall patterns or sufficiently large groups are shown.

Figure 3). Only a very small number said culture was “not very important,” “not sure,” or preferred not to share. When comparing responses across gender identities, there were no statistically significant differences<sup>10</sup> ( $\chi^2 = 4.31, p = .997$ ). However, differences were statistically significant by both race ( $\chi^2 = 41.07, p < .001$ ) and ethnicity ( $\chi^2 = 63.85, p < .001$ ). Only two groups had enough respondents to report safely. Among Asian/Asian American respondents ( $n = 63$ ), 56 individuals (89%) said that Filipino/a/x culture is “very important” in their daily lives. Among Filipino/a/x respondents ( $n = 59$ ), all 59 participants (100%) reported that Filipino/a/x culture is “very important.”

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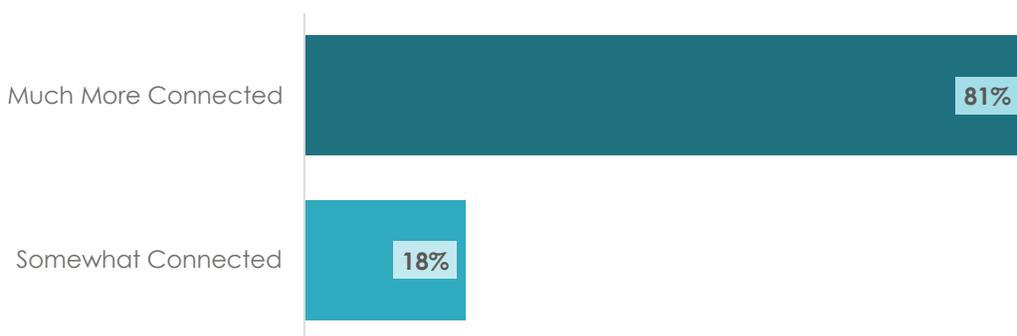
<sup>10</sup> Statistical significance helps us understand whether the patterns we see in the data are likely real. When a result is “significant,” it means the difference is strong enough that it is probably not just due to random chance, and we should pay attention to it. When a result is not significant, it means the groups responded similarly overall.

**Figure 3. How important is Filipino/a/x culture in your daily life?, N=152<sup>11</sup>**



**Across all respondents, the vast majority reported that KKC helped them feel more connected to the Filipino/a/x community.** Among the 90 respondents to this statement, 90% said they felt connected to the Filipino/a/x community (Figure 4). Only a very small number indicated that the question did not apply to them or preferred not to answer. When comparing responses across gender identities, there were no statistically significant differences ( $\chi^2 = 15.51, p = .416$ ). This suggests that people across gender identities felt similarly connected to the community through their involvement with KKC. Responses across race groups also did not differ significantly ( $\chi^2 = 2.20, p = .999$ ). The only racial group with enough respondents to report safely was Asian/Asian American respondents ( $n = 63$ ), among whom 50 respondents (79%) reported feeling “much more connected.” Similarly, responses across ethnic groups showed no statistically significant differences ( $\chi^2 = 3.91, p = .689$ ). The only ethnic group large enough to report individually was Filipino/a/x respondents ( $n = 59$ ), 50 of whom (85%) indicated they felt “much more connected.”

**Figure 4. Has KKC helped you feel more connected to the Filipino/a/x community?, n=90<sup>12</sup>**



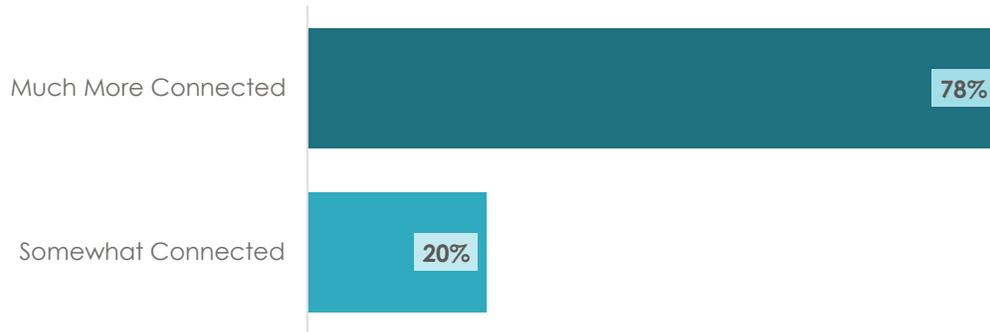
**Survey responses show that KKC plays a strong role in helping youth and community members feel more connected to Filipino/a/x culture.** Out of 90 respondents, 98% said they felt connected to Filipino/a/x culture (Figure 5). In total, 98% of respondents described increased connection. Only a very small number said the question did not apply to them or that they were unsure. When looking at responses by gender identity, there were no meaningful differences ( $\chi^2 = 13.07, p = .364$ ). Responses by race showed statistical significance, ( $\chi^2 = 27.73, p = .006$ ), meaning that

<sup>11</sup> Data Source: Community Survey, September-November 2025.

<sup>12</sup> Data Source: Community Survey, September-November 2025.

some groups experienced KKC's cultural impact more strongly. Across racial groups, the only category large enough to report individually was Asian/Asian American respondents ( $n = 24$ ), of whom 22 (92%) felt "much more connected". A similar pattern appeared across ethnic groups: the only reportable group was Filipino/a/x respondents ( $n = 25$ ), with 23 (92%) feeling "much more connected."

**Figure 5. Has KKC helped you feel more connected to Filipino/a/x culture?,  $n=90$ <sup>13</sup>**



**KKC is widely experienced as a warm and culturally affirming environment by survey respondents.** Out of 90 survey respondents, 100% agreed that KKC provides a welcoming space where Filipino/a/x culture is celebrated (Figure 6). When these responses were compared across gender identities, there were no meaningful differences ( $\chi^2 = 4.57, p = .471$ ). Responses were consistent across both race and ethnic groups. Analyses showed no statistically significant differences by race ( $\chi^2 = 1.09, p = .955$ ) or ethnicity ( $\chi^2 = 4.07, p = .254$ ), indicating that respondents across demographic groups felt similarly welcomed at KKC. The only groups large enough to report safely were Asian/Asian American respondents and Filipino/a/x respondents. Among Asian/Asian American respondents ( $n = 63$ ), 56 (89%) "strongly agreed" that KKC provides a welcoming cultural space. Among Filipino/a/x respondents ( $n = 59$ ), 54 (92%) "strongly agreed."

**Figure 6. KKC provides a welcoming space where Filipino/a/x culture is celebrated,  $n=90$ <sup>14</sup>**



<sup>13</sup> Data Source: Community Survey, September-November 2025.

<sup>14</sup> Data Source: Community Survey, September-November 2025.

**Survey respondents view KKC as a welcoming space where Filipino/a/x culture is shared with the community.** Across 90 survey respondents, 100% agreed that KKC provides a welcoming space for sharing Filipino/a/x culture, with no respondents expressing disagreement (Figure 7). When results were compared across gender identities, there were no meaningful differences ( $\chi^2 = 1.34, p = .931$ ), indicating that respondents across gender groups shared similar perceptions of KKC's welcoming environment. Patterns were also consistent across both race and ethnic groups. Analyses showed no statistically significant differences by race ( $\chi^2 = 1.83, p = .872$ ) or ethnicity ( $\chi^2 = 0.50, p = .974$ ), suggesting that respondents across demographic groups experienced KKC as an equally welcoming cultural space. The only groups with enough respondents to report individually were Asian/Asian American and Filipino/a/x participants. Among Asian/Asian American respondents ( $n = 63$ ), 56 (89%) strongly agreed that KKC provides a welcoming cultural space. Among Filipino/a/x respondents ( $n = 59$ ), 54 (92%) strongly agreed.

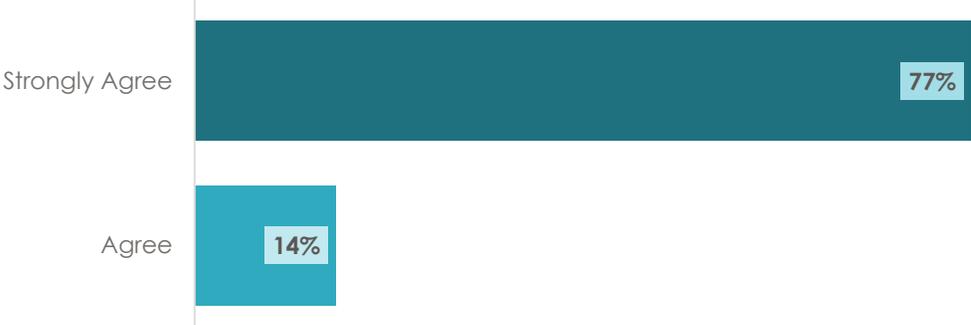
**Figure 7. KKC provides a welcoming space where Filipino/a/x culture is shared with the community,  $n=90$ <sup>15</sup>**



**Survey responses show that KKC is viewed as a space where young people can learn about and reconnect with their cultural roots.** Out of 90 survey respondents, 91% agreed that KKC helps them discover their Filipino/a/x cultural identity (Figure 8). Only a small number reported that the question did not apply or that they were unsure. When results were compared across gender identity, there were no meaningful differences ( $\chi^2 = 22.72, p = .090$ ). This indicates that respondents across gender identities felt similarly positive about KKC's role in cultural identity development. Responses by race also showed no significant differences ( $\chi^2 = 9.12, p = .871$ ). The only group with a large enough sample to report safely was Asian/Asian American respondents ( $n = 63$ ), who overwhelmingly felt that KKC helped them connect with or rediscover their Filipino/a/x identity, with 49 out of 63 (78%) who “strongly agreed.” In contrast, there were significant differences by ethnicity ( $\chi^2 = 50.60, p < .001$ ). The group with a reportable sample size was Filipino/a/x respondents ( $n = 59$ ), with 50 out of 59 (85%) who “strongly agreed.”

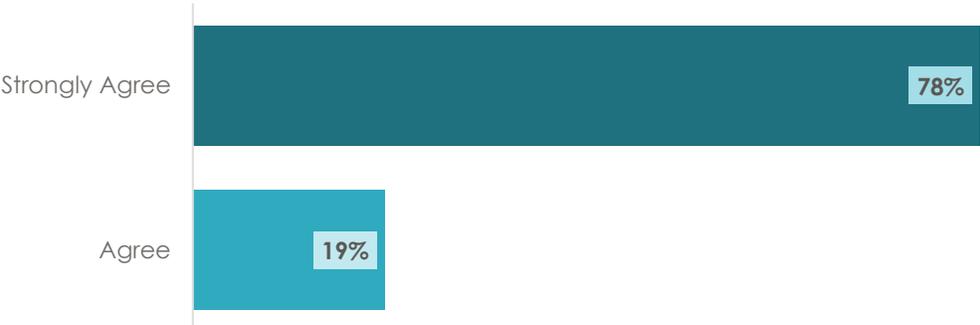
<sup>15</sup> Data Source: Community Survey, September-November 2025.

Figure 8. KKC provides a space where you can discover your Filipino/a/x cultural identity, n=90<sup>16</sup>



**KKC functions as a learning hub for Filipino/a/x history and traditions.** Survey respondents overwhelmingly affirmed this, with 97% in agreement that KKC provides a space to learn about Filipino/a/x history and traditions (Figure 9). Only a very small number reported being unsure or that the item did not apply to them. When examining responses by gender identity, there were no meaningful differences ( $\chi^2 = 6.56, p = .766$ ). Across racial groups, responses were also consistent ( $\chi^2 = 3.71, p = .959$ ). The only racial group large enough to report safely was Asian/Asian American respondents ( $n = 63$ ), among whom 52 (83%) “strongly agreed.” There were similarly no statistically significant differences across ethnic groups ( $\chi^2 = 6.41, p = .379$ ). Filipino/a/x respondents formed the only ethnic group large enough for public reporting ( $n = 59$ ), and among them, 48 (81%) “strongly agreed.”

Figure 9. KKC provides a space to learn about Filipino/a/x history and traditions, n=90<sup>17</sup>

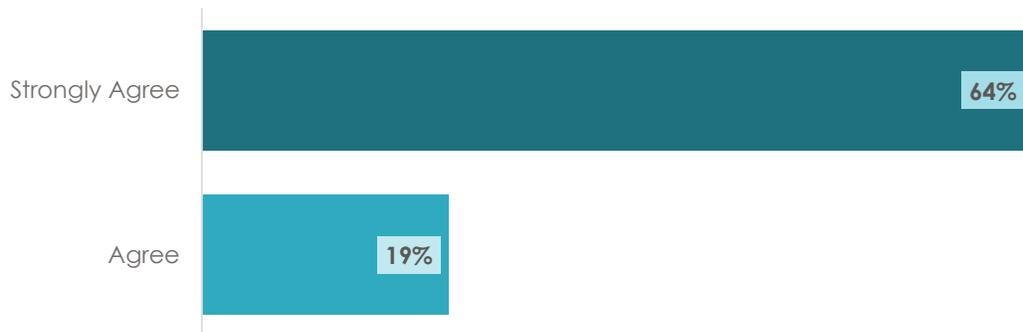


**KKC workshops have been a key way for survey respondents to deepen their understanding of their Filipino/a/x cultural identity.** Across all 90 survey respondents, 83% agreed that KKC’s workshops helped deepen their cultural understanding (Figure 10). Only a small number indicated that the question did not apply to them or that they were unsure. When responses were compared across gender identities, there were no meaningful differences ( $\chi^2 = 21.05, p = .135$ ), indicating that respondents of all gender identities felt similarly supported by KKC’s workshops. Responses also did not differ significantly by race ( $\chi^2 = 6.95, p = .959$ ). The only racial group large enough to report safely was Asian/Asian American respondents ( $n = 63$ ), among whom 41 respondents (65%) “strongly agreed” that the workshops deepened their cultural

<sup>16</sup> Data Source: Community Survey, September-November 2025.  
<sup>17</sup> Data Source: Community Survey, September-November 2025.

understanding. Likewise, differences across ethnic groups were not statistically significant ( $\chi^2 = 12.76, p = .174$ ). Filipino/a/x respondents were the only group large enough to report individually ( $n = 59$ ), and 40 respondents (68%) “strongly agreed.”

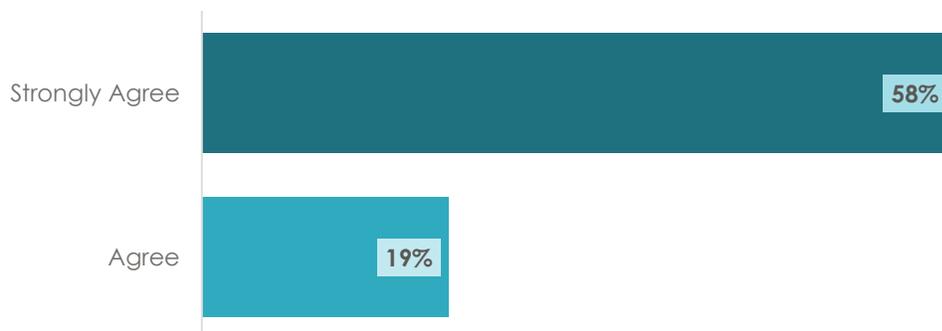
**Figure 10. Participating in KKC's workshops has deepened my understanding of my cultural identity,  $n=90$ <sup>18</sup>**



**KKC contributes to a stronger sense of purpose and direction among survey respondents.**

Among the 89 respondents who answered this question, a large majority reported positive impacts where 84% agreed that KKC helped them gain a stronger sense of purpose (Figure 11). Only a small number indicated that the statement did not apply to them or that they were unsure. When responses were compared by gender identity, there were no significant differences ( $\chi^2 = 12.76, p = .621$ ), indicating that participants across gender groups felt similarly supported in gaining a sense of direction through KKC. Differences by race were also not statistically significant ( $\chi^2 = 10.24, p = .804$ ), showing that racial groups experienced comparable benefits. The only racial group with enough respondents to report safely was Asian/Asian American participants ( $n = 62$ ), among whom 37 respondents (60%) strongly agreed that KKC strengthened their sense of purpose. Likewise, no significant differences emerged across ethnic groups ( $\chi^2 = 14.17, p = .116$ ). The only ethnic group large enough to report individually was Filipino/a/x respondents ( $n = 58$ ), with 36 respondents (62%) strongly agreeing.

**Figure 11. Through KKC, I have gained a stronger sense of purpose and direction in my life,  $n=89$ <sup>19</sup>**

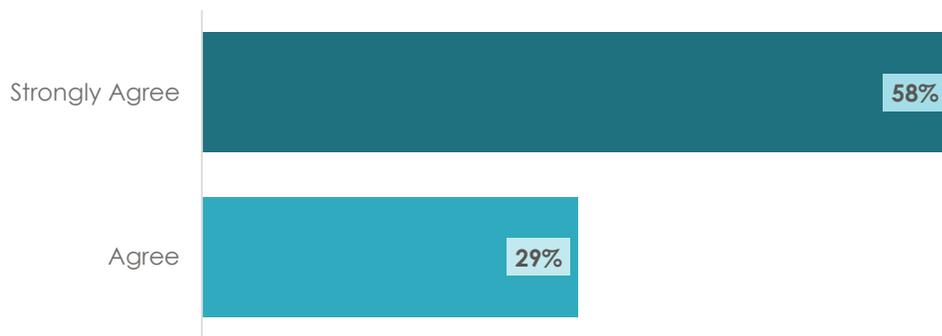


<sup>18</sup> Data Source: Community Survey, September-November 2025.

<sup>19</sup> Data Source: Community Survey, September-November 2025.

**KKC strengthens survey respondents' sense of ancestral connection.** Across the 90 respondents, this belief was widespread with 87% agreeing that KKC helped them feel more connected to their ancestors (Figure 12). Only a small number were unsure or indicated the item did not apply to them. Across gender identities, responses did not differ significantly ( $\chi^2 = 11.55, p = .713$ ), indicating that participants felt similarly supported in strengthening their ancestral connection through KKC programming. Differences by race were also not statistically significant ( $\chi^2 = 21.17, p = .131$ ). The only racial group with enough respondents to report individually was Asian/Asian American respondents ( $n = 63$ ), of whom 38 (60%) “strongly agreed” that KKC increased their connection to their ancestors. Similarly, ethnic group differences were not statistically significant ( $\chi^2 = 11.60, p = .237$ ). Filipino/a/x respondents were the only ethnic group large enough to report individually ( $n = 59$ ), with 38 (64%) “strongly agreeing.”

**Figure 12. I feel more connected to my ancestors because of KKC,  $n=90$ <sup>20</sup>**

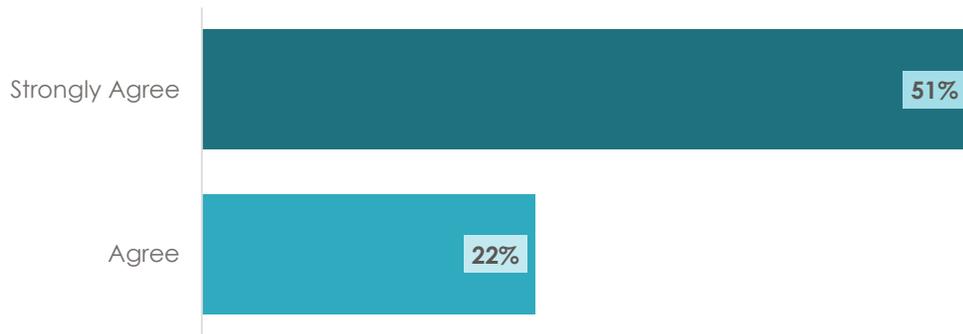


**KKC helps survey respondents build confidence and resilience.** Across all respondents, most expressed a positive impact, with 73% in agreement that KKC has equipped them with tools to handle challenges more positively (

<sup>20</sup> Data Source: Community Survey, September-November 2025.

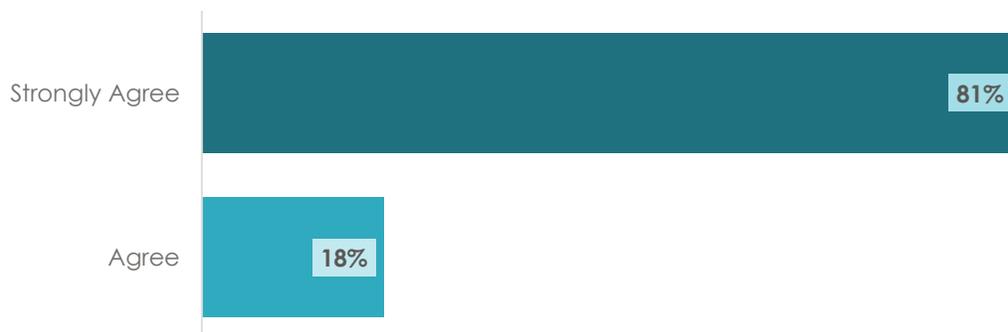
Figure 13). Only a small number selected “not applicable,” “not sure,” or “disagree”. Differences in responses by gender identity were not statistically significant ( $\chi^2 = 19.11, p = .515$ ), indicating that respondents across gender identities felt similarly supported in developing coping tools through KKC’s programming. Responses by race also showed no significant differences ( $\chi^2 = 13.26, p = .866$ ). The only racial group large enough to report individually was Asian/Asian American respondents ( $n = 63$ ), among whom 32 respondents (51%) “strongly agreed” that KKC has helped them face challenges in a positive way. Findings were also consistent across ethnic groups, with no statistically significant differences ( $\chi^2 = 11.33, p = .254$ ). The only ethnic group large enough to report individually was Filipino/a/x respondents ( $n = 59$ ), of whom 34 respondents (58%) “strongly agreed.”

**Figure 13. KKC has given me the tools I need to help me face challenges in a positive way,**  $n=90^{21}$



**KKC helps to enhance the community according to survey respondents.** Among all survey respondents, almost all expressed strong agreement with this statement, with 99% agreeing that KKC contributes positively to their community (Figure 14). Only one respondent selected “not sure”. When responses were compared by gender identity, no statistically significant differences emerged ( $\chi^2 = 11.23, p = .340$ ), indicating that respondents across gender identities similarly viewed KKC as a positive influence on their community. Findings by race were also not statistically significant ( $\chi^2 = 1.76, p = .998$ ). The only racial group large enough to report individually was Asian/Asian American respondents ( $n = 63$ ), among whom 52 respondents (83%) strongly agreed that KKC helps make their community better. Likewise, differences across ethnic groups were not significant ( $\chi^2 = 1.21, p = .976$ ). The only ethnic group with enough respondents to report individually was Filipino/a/x respondents ( $n = 59$ ), with 50 respondents (85%) strongly agreeing.

**Figure 14. KKC helps to make my community better,**  $n=90^{22}$



**Many respondents emphasized that KKC creates intentional opportunities for intergenerational cultural exchange.** Across 90 survey respondents, the vast majority viewed this positively, where 94% agreed that KKC supports generational sharing of Filipino/a/x cultural identity (Figure 15). Only a small number reported being unsure or did not agree. Comparisons by gender identity showed no statistically significant differences ( $\chi^2 = 6.56, p = .969$ ), indicating that respondents

<sup>21</sup> Data Source: Community Survey, September-November 2025.

<sup>22</sup> Data Source: Community Survey, September-November 2025.

across gender identities felt similarly about KKC's role in creating intergenerational cultural spaces. Findings by race were also not statistically significant ( $\chi^2 = 2.41, p = .999$ ). The only racial group large enough to report individually was Asian/Asian American respondents ( $n = 63$ ), of whom 52 (83%) "strongly agreed" that KKC provides opportunities for different generations to share cultural identity. Similarly, ethnic group differences were not statistically significant ( $\chi^2 = 1.15, p = .979$ ). Filipino/a/x respondents were the only group with a sufficient sample size ( $n = 59$ ), and 50 (85%) "strongly agreed."

**Figure 15. KKC has provided opportunities for different generations to share their cultural knowledge and experiences with one another,  $n=90$ <sup>23</sup>**



**Survey responses report that KKC cultivates a space where different generations can feel supported and connected.**

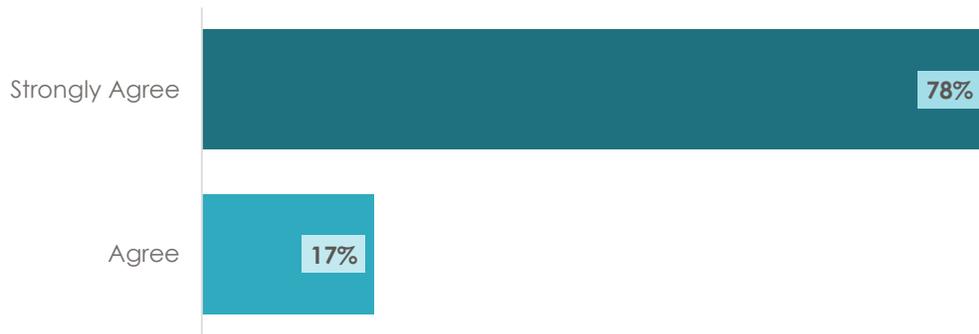
Among 90 respondents, 95% agreed that KKC helps build intergenerational support networks (Figure 16). Only a very small number reported feeling unsure or did not agree. When examining responses by gender identity, there were no statistically significant differences ( $\chi^2 = 10.01, p = .819$ ), indicating that respondents across gender identities generally experienced KKC as a supportive intergenerational space. Findings by race were also consistent, with no significant differences across groups ( $\chi^2 = 4.19, p = .997$ ). The only racial group with a large enough sample to report was Asian/Asian American respondents ( $n = 63$ ), 50 respondents (79%) "strongly agreed" that KKC created a supportive intergenerational space. Similarly, responses across ethnic groups did not differ significantly ( $\chi^2 = 4.57, p = .600$ ). The only ethnic group large enough to report was Filipino/a/x respondents ( $n = 59$ ), 48 respondents (81%) "strongly agreed."

BRIDGE Advisory Board focus group participants described KKC's evolution as one that is grounded in ancestral values and cultural continuity, emphasizing that its growth has been guided by partnerships centered on Kapwa and decolonized frameworks for healing and identity. Participants noted that KKC's ability to expand partnerships while maintaining its cultural and mental health roots has strengthened its community trust and relevance.

KAYA focus group participants further reflected that KKC functions as an intergenerational cultural home that welcomes people across ages, roles, and identities. Participants described moving between educational workshops, artistic expression, and community healing spaces as central to their experience of belonging and cultural affirmation. One participant shared that, **"KKC exists for every stage of life where the activities apply to everyone no matter your age."**

<sup>23</sup> Data Source: Community Survey, September-November 2025.

**Figure 16. KKC created a space for different generations to feel supported and connected,**  
n=90<sup>24</sup>



### Perspectives from Community Members Who Did Not Participate in KKC Events or Workshops

Even among community members who did not participate in KKC's cultural or community events, survey responses show consistently positive perceptions of KKC's cultural impact, community value, and contributions to well-being. Although these respondents did not directly engage in cultural programming, they still viewed KKC as playing an important role in strengthening Filipino/a/x identity and supporting the broader community.

Among the 45 respondents who did not participate in cultural or community events, **most still believed that KKC strengthens Filipino/a/x cultural identity in the community.** Thirty-five respondents (78%) strongly agreed, and 3 respondents (7%) agreed,<sup>25</sup> while only a small number reported being unsure or indicated that the question did not apply to them.

Non-participants similarly expressed **strong confidence in KKC's contributions to the community.** Among the 45 non-participants, 35 respondents (78%) strongly agreed and 3 respondents (7%) agreed that KKC has a positive impact on the broader community.<sup>26</sup> Only a small number were unsure or selected "not applicable."

A comparable pattern emerged when non-participants were asked about KKC's role in supporting community well-being. Out of 45 respondents, 35 (78%) strongly agreed and 4 (9%) agreed that **KKC contributes to community well-being through programs supporting mental health, youth development, and cultural connection.**<sup>27</sup> Only a small number reported uncertainty or indicated the question did not apply.

### Leadership<sup>28</sup>

The findings in this subsection focus first on the experiences of survey respondents who actively participated in KKC's leadership activities. Out of 147 total survey responses, 43 respondents (29%) reported taking part in at least one leadership opportunity at KKC, including mentorship

<sup>24</sup> Data Source: Community Survey, September-November 2025.

<sup>25</sup> Data Source: Community Survey, September-November 2025.

<sup>26</sup> Data Source: Community Survey, September-November 2025.

<sup>27</sup> Data Source: Community Survey, September-November 2025.

<sup>28</sup> To protect confidentiality, demographic groups with fewer than 11 respondents (n < 11) are not reported individually throughout this section. Percentages for these groups are masked, and only overall patterns or sufficiently large groups are shown.

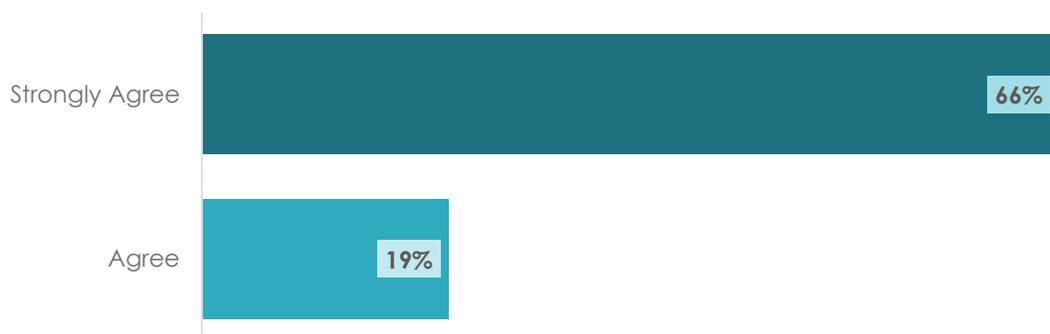
and coaching, public speaking or advocacy opportunities, youth leadership workshops, KAYA, BRIDGE Advisory Board participation, and other leadership avenues. Their experiences form the core of the results that follow, providing insight into how KKC develops leadership skills, confidence, and opportunities for youth and young adults.

At the same time, a substantial portion of respondents did not participate in leadership programming. Seventy-nine respondents (54%) indicated they had not participated in any leadership activities, 25 respondents (17%) reported that they did not know about these opportunities, and six respondents (4%) preferred not to share. These perspectives are presented at the end of this subsection to illustrate how KKC's leadership impact resonates even among those who were not directly engaged, highlighting broader community-level perceptions of KKC's leadership role.

**KKC is viewed as a place where youth and young adults can access leadership opportunities.**

Out of 32 respondents, 85% agreed that KKC provides leadership opportunities for youth and young adults in the community (Figure 17). Only a small number were unsure, selected “not applicable,” or preferred not to answer. When responses were compared across gender identities, there were no statistically significant differences ( $\chi^2 = 1.63, p = .653$ ). This suggests that respondents across gender identities experienced KKC as offering leadership opportunities in a similar way. Patterns were also consistent across racial groups, with no statistically significant differences ( $\chi^2 = 5.55, p = .236$ ). Among Asian/Asian American respondents ( $n = 16$ ), all 16 (100%) agreed that KKC provides leadership opportunities, including 15 (94%) who “strongly agreed.” Differences by ethnic group were not statistically significant ( $\chi^2 = 6.90, p = .075$ ). Filipino/a/x respondents formed the only ethnic group large enough to report individually ( $n = 18$ ). Among them, all 18 (100%) agreed that KKC offers leadership opportunities, and 16 (89%) “strongly agreed.”

**Figure 17. KKC provides leadership opportunities for youth and young adults in the community,  $n=32$ <sup>29</sup>**

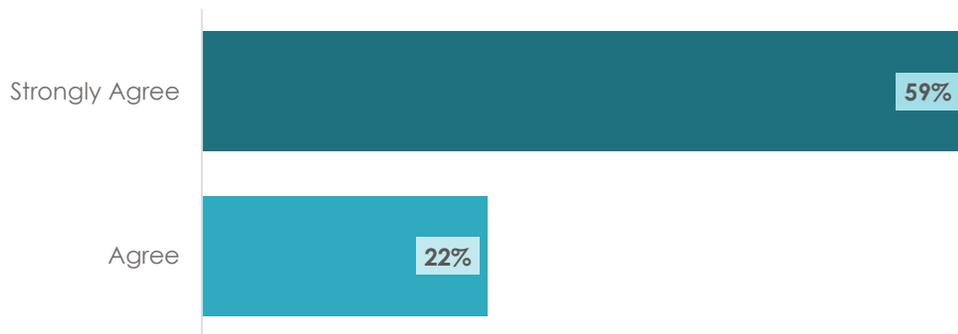


**KKC strengthens respondents' leadership confidence.** Among 32 respondents, 81% agreed that participating in KKC leadership activities helped them feel more confident in their leadership skills (Figure 18). Only a very small number selected “not applicable.” When examined across gender identities, no statistically significant differences emerged ( $\chi^2 = 3.05, p = .803$ ), suggesting that participants across gender identities experienced similar boosts in leadership confidence. Differences across racial groups were also not statistically significant ( $\chi^2 = 8.98, p = .062$ ). The only

<sup>29</sup> Data Source: Community Survey, September-November 2025.

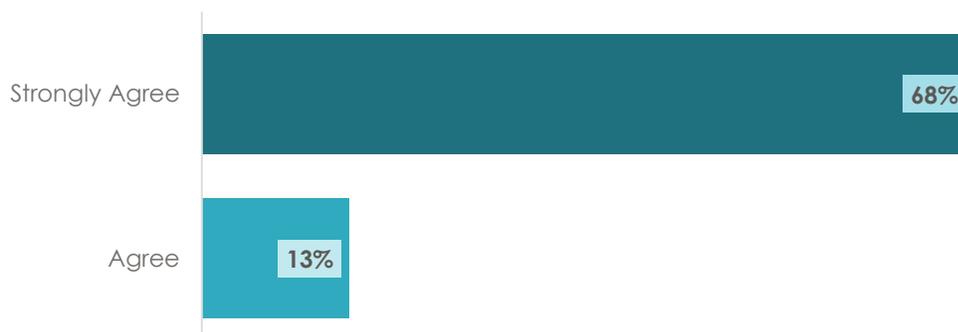
racial group large enough to report individually was Asian/Asian American respondents ( $n = 16$ ), among whom 15 (94%) “strongly agreed.” In contrast, ethnic group differences were statistically significant ( $\chi^2 = 23.62, p = .001$ ). Filipino/a/x respondents ( $n = 18$ ) made up the only group with a sufficient sample size, and nearly all—15 respondents (83%)—“strongly agreed” that KKC strengthened their confidence.

**Figure 18. As a result of participating in KKC leadership activities, I feel more confident in my leadership skills,  $n=32$ <sup>30</sup>**



**KKC helps respondents build collaboration and teamwork skills.** Across 31 respondents, 81% agreed that they gained teamwork and collaboration skills through KKC leadership activities (Figure 19). Only a very small number selected “agree,” “not applicable,” or “not sure.” There were no statistically significant differences by gender identity ( $\chi^2 = 2.20, p = .900$ ), indicating that participants across gender groups similarly gained teamwork skills. Racial group differences were statistically significant ( $\chi^2 = 9.98, p = .041$ ). Asian/Asian American respondents ( $n = 15$ ) formed the only racial group with a sufficient sample size, and all 15 (100%) “strongly agreed.” Differences across ethnic groups were also statistically significant ( $\chi^2 = 21.20, p = .002$ ). Filipino/a/x respondents ( $n = 17$ ) were the only ethnic group large enough to report individually, and 16 (94%) “strongly agreed.”

**Figure 19. As a result of participating in KKC leadership activities, I have gained skills in teamwork and collaboration,  $n=31$ <sup>31</sup>**



<sup>30</sup> Data Source: Community Survey, September-November 2025.

<sup>31</sup> Data Source: Community Survey, September-November 2025.

**KKC supports goal-setting and personal growth according to survey respondents.** Among 32 respondents, 68% agreed that KKC leadership activities helped them learn how to set personal and professional goals (Figure 20). Only a small number selected “not applicable,” “not sure,” or preferred not to share. No statistically significant differences were found across gender identities ( $\chi^2 = 5.60, p = .935$ ). Differences by race were statistically significant ( $\chi^2 = 43.51, p < .001$ ). Asian/Asian American respondents ( $n = 16$ ) formed the only racial group large enough to report individually, and 15 (94%) “strongly agreed.” Differences by ethnicity were also statistically significant ( $\chi^2 = 21.31, p = .046$ ). Filipino/a/x respondents ( $n = 18$ ) were the only ethnic group with sufficient sample size, and 14 (78%) “strongly agreed.”

**Figure 20. As a result of participating in KKC leadership activities, I have learned how to set personal and professional goals,  $n=32$ <sup>32</sup>**

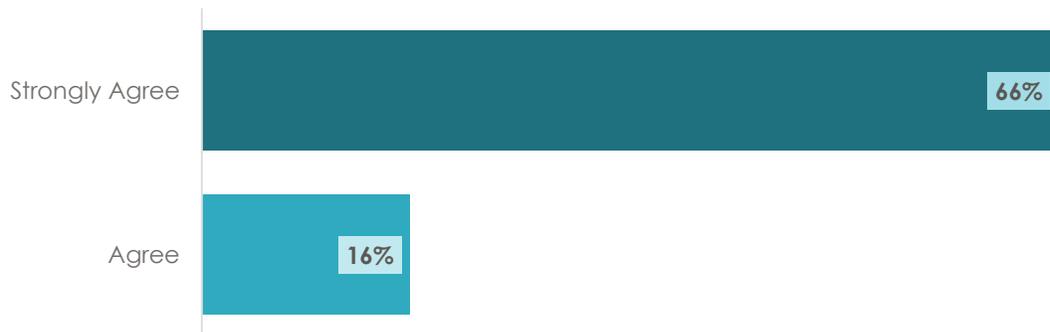


**KKC prepares youth to take on leadership roles in their communities.** Out of 32 respondents, 82% agreed that KKC helped prepare them to take on leadership roles within their communities (

Figure 21). Only a few selected “not applicable” or “not sure.” No statistically significant differences were found across gender identities ( $\chi^2 = 3.43, p = .945$ ), indicating that participants across gender groups felt similarly supported in taking on leadership roles. Differences across racial groups were not statistically significant ( $\chi^2 = 5.81, p = .669$ ). Among Asian/Asian American respondents ( $n = 16$ ), 15 (94%) “strongly agreed.” Ethnic group differences were statistically significant ( $\chi^2 = 22.61, p = .001$ ). Filipino/a/x respondents ( $n = 18$ ) formed the only group large enough to report individually, with 15 (83%) “strongly agreeing.”

<sup>32</sup> Data Source: Community Survey, September-November 2025.

**Figure 21. KKC prepares youth to take on leadership roles in their communities,  $n=32$ <sup>33</sup>**

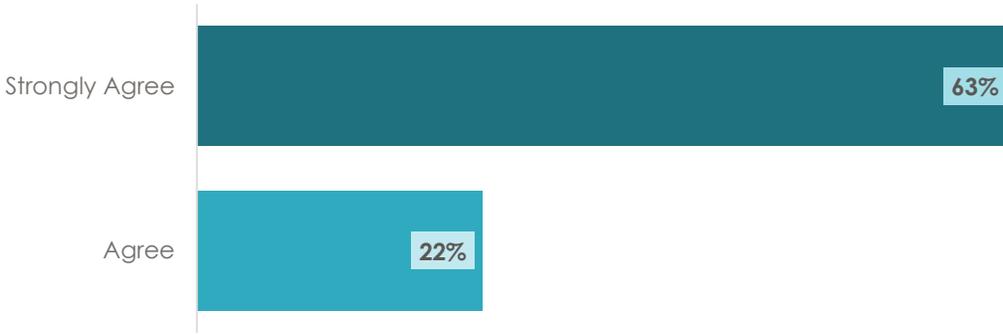


**KKC helps respondents feel more prepared to advocate for themselves and others.** Across 32 respondents, 85% agreed that leadership activities helped them become more prepared to advocate for themselves and others (Figure 22). Only a small number selected “not applicable.” No statistically significant differences emerged by gender identity ( $\chi^2 = 3.05, p = .803$ ). Differences by race were close to statistical significance but not significant ( $\chi^2 = 8.98, p = .062$ ). Among Asian/Asian American respondents ( $n = 16$ ), 15 (94%) “strongly agreed.” Ethnic group differences were statistically significant ( $\chi^2 = 23.62, p = .001$ ). Filipino/a/x respondents ( $n = 18$ ) were the only group large enough for individual reporting, and 15 (83%) “strongly agreed.”

**Figure 22. As a result of participating in KKC leadership activities, I feel more prepared to advocate for myself and others,  $n=32$ <sup>34</sup>**

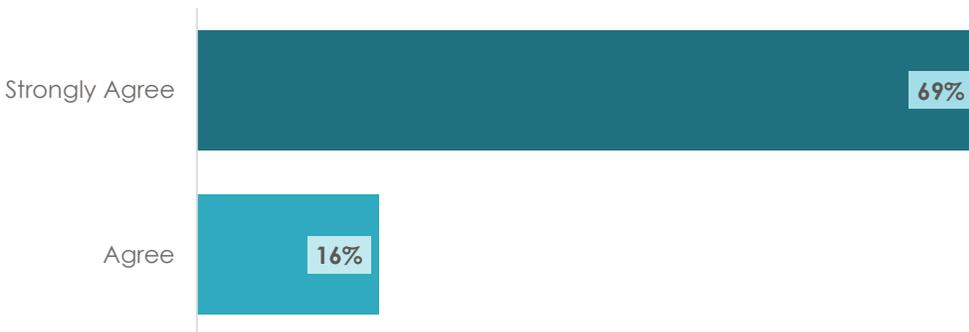
<sup>33</sup> Data Source: Community Survey, September-November 2025.

<sup>34</sup> Data Source: Community Survey, September-November 2025.



**KCC provides opportunities to practice decision-making skills.** Out of 32 respondents, 85% agreed that KCC leadership activities provided opportunities to practice decision-making (Figure 23). Very few selected “not applicable.” There were no statistically significant differences by gender identity ( $\chi^2 = 2.01, p = .919$ ). Race differences were not statistically significant ( $\chi^2 = 5.55, p = .236$ ). Among Asian/Asian American respondents ( $n = 16$ ), 15 (94%) “strongly agreed.” Ethnic group differences were statistically significant ( $\chi^2 = 22.61, p = .001$ ). Filipino/a/x respondents ( $n = 18$ ) were the only ethnic group large enough to report individually, with 15 (83%) “strongly agreeing.”

**Figure 23. KCC provides opportunities to practice decision-making skills,  $n=32$ <sup>35</sup>**

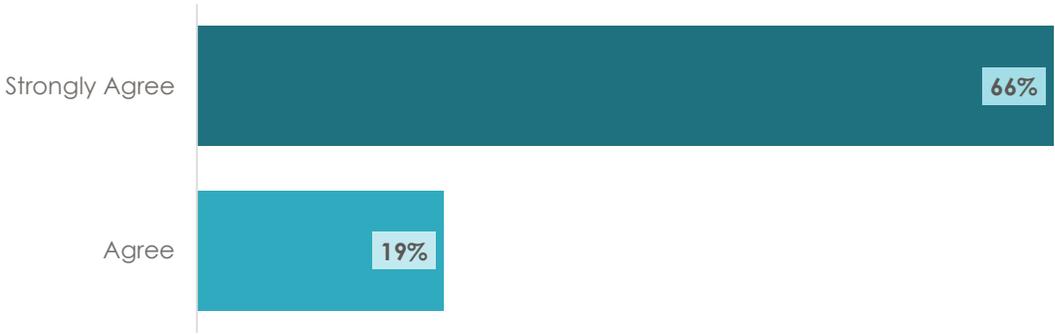


**KCC helps respondents feel more comfortable expressing their ideas publicly.** Among 32 respondents, 85% agreed that KCC helped them feel more comfortable speaking up and expressing their ideas in public settings (Figure 24). Very few selected “not applicable.” There were no statistically significant differences across gender identities ( $\chi^2 = 2.01, p = .919$ ). Patterns were consistent across racial groups ( $\chi^2 = 5.55, p = .236$ ). Asian/Asian American respondents ( $n = 16$ ) formed the only racial group large enough to report individually, with 15 (94%) “strongly agreeing.” Ethnic group differences were statistically significant ( $\chi^2 = 22.61, p = .001$ ). Filipino/a/x respondents ( $n = 18$ ) were the only ethnic group large enough to report, and 15 (83%) “strongly agreed.”

**Figure 24. Because of KCC, I feel more comfortable expressing my ideas in public,  $n=32$ <sup>36</sup>**

<sup>35</sup> Data Source: Community Survey, September-November 2025.

<sup>36</sup> Data Source: Community Survey, September-November 2025.



**KKC connects youth with mentors and role models who support their growth as leaders.** Across 32 respondents, 68% agreed that KKC helped connect them with mentors or role models who contributed to their leadership development (Figure 25). Only a small number selected “not applicable” or “not sure.” Responses did not differ significantly by gender identity ( $\chi^2 = 10.35, p = .323$ ). Differences across racial groups were also not statistically significant ( $\chi^2 = 15.81, p = .200$ ). Among Asian/Asian American respondents ( $n = 16$ ), 12 (75%) “strongly agreed.” Ethnic group differences were statistically significant ( $\chi^2 = 17.44, p = .042$ ). Filipino/a/x respondents ( $n = 18$ ) were the only group large enough to report individually, with 14 (78%) “strongly agreeing.”

**Figure 25. KKC has connected me with mentors or role models who have supported my growth as a leader,  $n=32$ <sup>37</sup>**



**KKC inspires respondents to become future mentors or role models.** Among 32 respondents, 79% agreed that participating in KKC made them want to serve as a mentor or role model for younger generations (

<sup>37</sup> Data Source: Community Survey, September-November 2025.

Figure 26). Only a small number selected “not applicable.” No statistically significant differences were found across gender identities ( $\chi^2 = 7.73, p = .259$ ). Differences across racial groups were statistically significant ( $\chi^2 = 16.21, p = .040$ ). Asian/Asian American respondents ( $n = 16$ ) were the only racial group with a sufficient sample size, and 15 (94%) “strongly agreed.” Ethnic group differences were also statistically significant ( $\chi^2 = 14.94, p = .021$ ). Filipino/a/x respondents ( $n = 18$ ) made up the only ethnic group large enough to report individually, and 16 (89%) “strongly agreed.”

KKC leadership focus group participants described youth leadership as a multi-year developmental pipeline, with many youth moving from early engagement through internships and into advocacy, mentoring, and student leadership roles. Participants emphasized that leadership programming has continuously evolved based on youth feedback, shifting from planned workshop models toward more flexible, responsive formats.

Workshop facilitator focus group participants observed clear increases in youth confidence, vulnerability, and agency over time, with one participant sharing, ***“It was really beautiful to see how they grew and matured during the internship.”*** Youth were described as increasingly willing to speak publicly, share lived experiences, and take on leadership responsibilities within both KKC and their schools.

**Figure 26. Participating in KKC has made me want to become a mentor or role model for younger generations,  $n=32$ <sup>38</sup>**



### Perspectives from Community Members Who Did Not Participate in Leadership Activities

Even among respondents who did not take part in KKC's leadership programs, survey results show consistently positive perceptions of KKC's leadership impact on the broader community. Across 98 non-participants, the vast majority (93%) believed that **KKC's leadership activities are beneficial to the community**. Only a small number were unsure, selected "not applicable," or preferred not to share.

Non-participants also expressed **strong confidence in KKC's role in supporting the development of future community leaders**. Out of 99 respondents, 94% agreed that KKC plays an important role in developing community leaders. Only a very small number were unsure or indicated that the statement did not apply to them.

Similarly, non-participants overwhelmingly viewed **KKC's leadership activities as empowering youth to take on leadership roles**. Among 99 respondents, 94% agreed that KKC helps prepare and motivate youth to step into leadership positions. Only a small number selected "not applicable" or "not sure."

### Financial, Entrepreneurship, and Job-Related Activities

The findings in this subsection focus first on the experiences of survey respondents who participated in KKC's financial education, entrepreneurship, and job-related activities.<sup>39</sup> Out of 152 responses, most respondents had not taken part in these activities: 92 respondents (72% of cases) reported that they had not participated, and 21 respondents (16%) indicated that they did not know these opportunities existed. A smaller portion participated in specific offerings, including the Entrepreneurship Workshop (9%), Financial Workshop (8%), and the KKC Internship Program (7%). These patterns show that while KKC offers a range of financial, entrepreneurship, and workforce-oriented programming, direct participant exposure remains relatively limited, and many youth may not yet be aware of these opportunities.

<sup>38</sup> Data Source: Community Survey, September-November 2025.

<sup>39</sup> Demographic subgroup analyses (gender, race, ethnicity) are not reported for this subsection because all subgroup samples contained fewer than 11 participants, which does not meet reporting guidelines for statistical reliability or confidentiality.

At the same time, a large number of respondents did not participate in any of these activities yet still shared their perceptions of KKC's role in supporting community financial wellbeing, entrepreneurship pathways, and job preparation. These perspectives are presented at the end of this subsection to illustrate how youth and community members perceive the value of these activities even without direct involvement.

### **Financial Education**

**KKC's financial education activities help strengthen financial confidence, decision-making skills, and awareness of financial resources among participating youth. Among 22 respondents who had participated in financial activities at KKC, 68% agreed that these activities helped them feel more confident in managing financial matters ("Since participating in KKC's financial activities, I feel more confident in managing my finances") (**

Figure 27). Only a small number selected “not applicable,” reflecting that most participants were able to assess the impact of these activities based on lived experience.

**Respondents also reported increased confidence in making financial decisions for their future.**

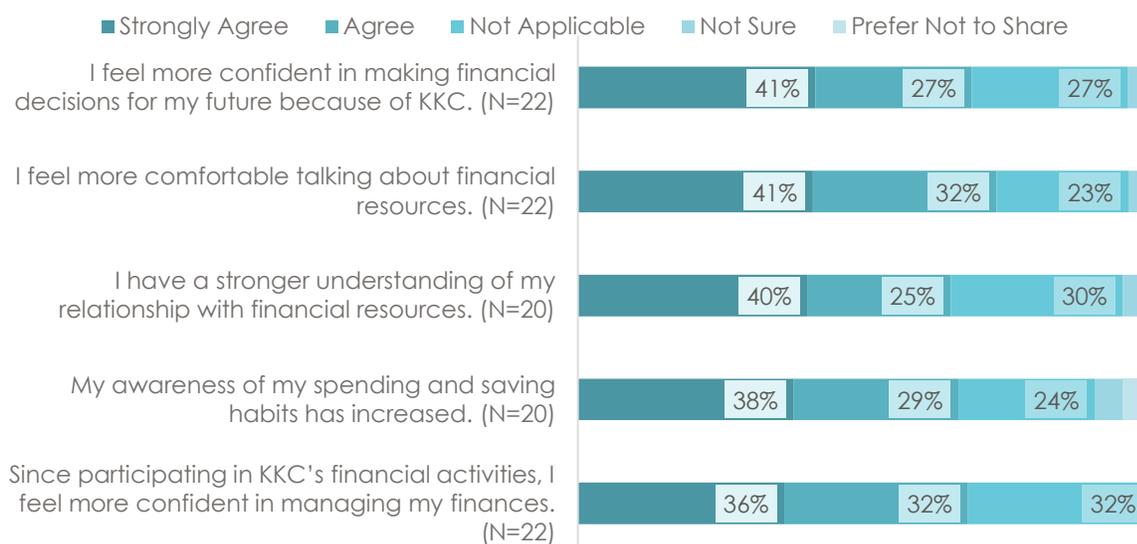
Out of 22 respondents, 68% agreed that KKC helped them make more informed financial decisions (“I feel more confident in making financial decisions for my future because of KKC”), while very few selected “not sure” or “not applicable.” Similarly, 73% agreed that they felt more comfortable talking about financial resources as a result of KKC’s financial education workshops (“I feel more comfortable talking about financial resources”) (

Figure 27), signaling increases in financial communication skills and confidence.

**Respondents also described positive shifts in their understanding of their financial habits.** Out of 20 respondents, 65% agreed that their awareness of their spending and saving habits increased because of KKC (“I have a stronger understanding of my relationship with financial resources”), and 67% agreed that they were more aware of their spending and saving practices (“My awareness of my spending and saving habits has increased”) (

Figure 27). These findings suggest that KKC's financial activities support youth in developing foundational financial literacy, increasing both self-awareness and confidence in financial decision-making.

**Figure 27. Respondents' Level of Agreement with Perceived Financial Education Outcomes<sup>40</sup>**



## Entrepreneurship

**KKC's entrepreneurship programming helps respondents build knowledge of what it takes to start and run a business, develop entrepreneurial confidence, and explore entrepreneurship as a possible career path.** Among 21 respondents, 52% agreed that KKC helped them understand what it takes to start a business ("KKC has increased my knowledge of what it takes to start a business"), while another 33% strongly agreed. Similarly, 68% of 22 respondents agreed that KKC increased their understanding of what it takes to run a business ("KKC has increased my knowledge of what it takes to run a business") and 64% felt more confident in their ability to create a business plan ("I feel more confident in my ability to create a business plan because of KKC") (Figure 28), suggesting that the program is helping youth understand both the launch and operational phases of entrepreneurship.

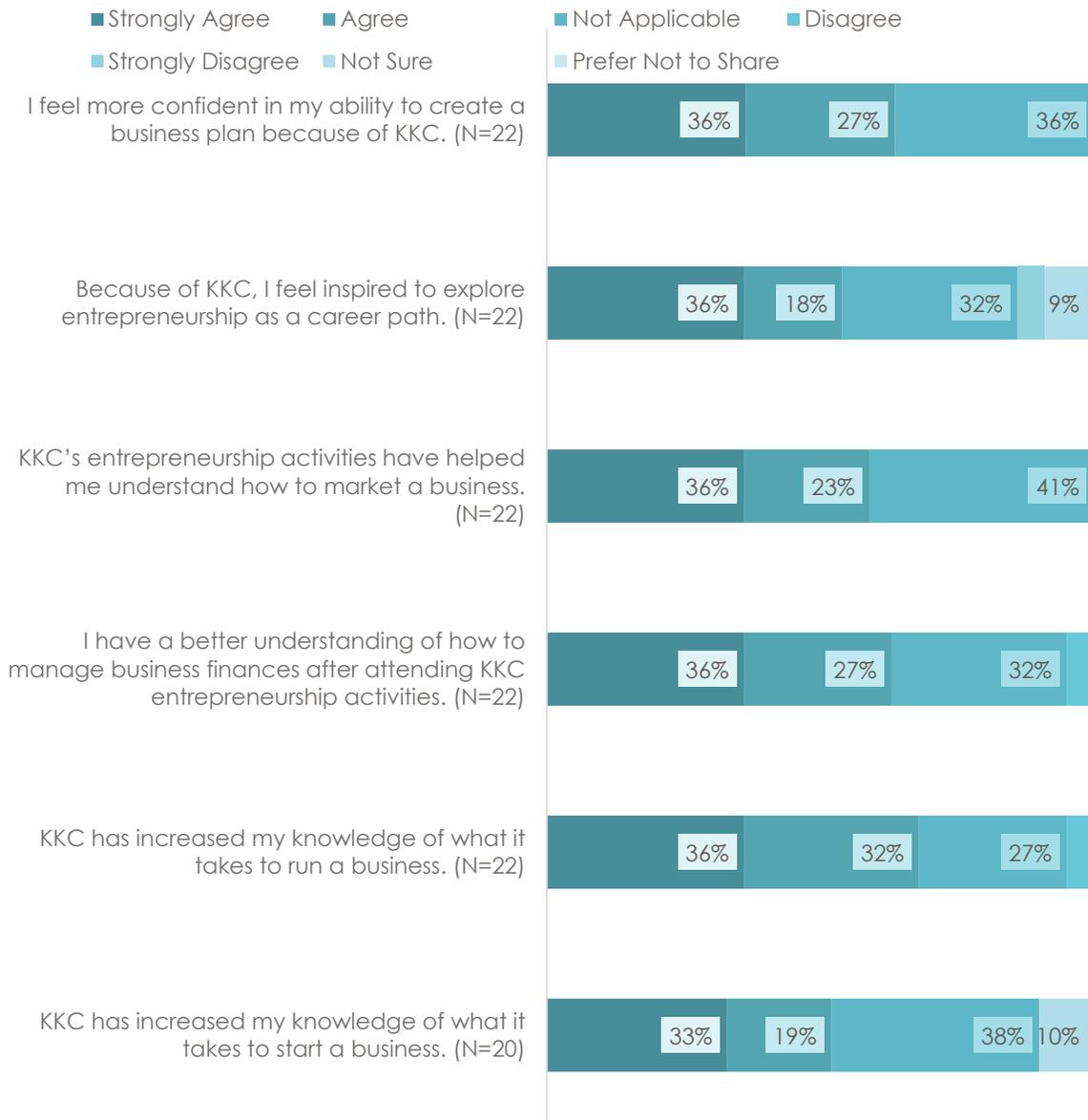
**Respondents also reported increases in their ability to manage business finances.** Out of 22 respondents, 64% agreed that KKC helped them better understand how to manage business finances after attending entrepreneurship workshops ("I have a better understanding of how to manage business finances after attending KKC entrepreneurship activities"). In addition, 59% agreed that entrepreneurship programming helped them build marketing knowledge ("KKC's entrepreneurship activities have helped me understand how to market a business") (Figure 28), demonstrating that youth are gaining exposure to the diverse components of running a successful enterprise.

**KKC's entrepreneurship activities appear to support young people in envisioning entrepreneurship as a viable future pathway.** Among 22 respondents, 55% agreed that the program inspired them to consider entrepreneurship as a career ("Because of KKC, I feel inspired to explore entrepreneurship as a career path") (Figure 28). These findings indicate that

<sup>40</sup> Data Source: Community Survey, September-November 2025.

entrepreneurship programming is not only skill-building but potentially expanding youths' sense of what is possible for their futures.

**Figure 28. Respondents' Level of Agreement with Perceived Entrepreneurship Activity Outcomes<sup>41</sup>**



### Job-Related Activities

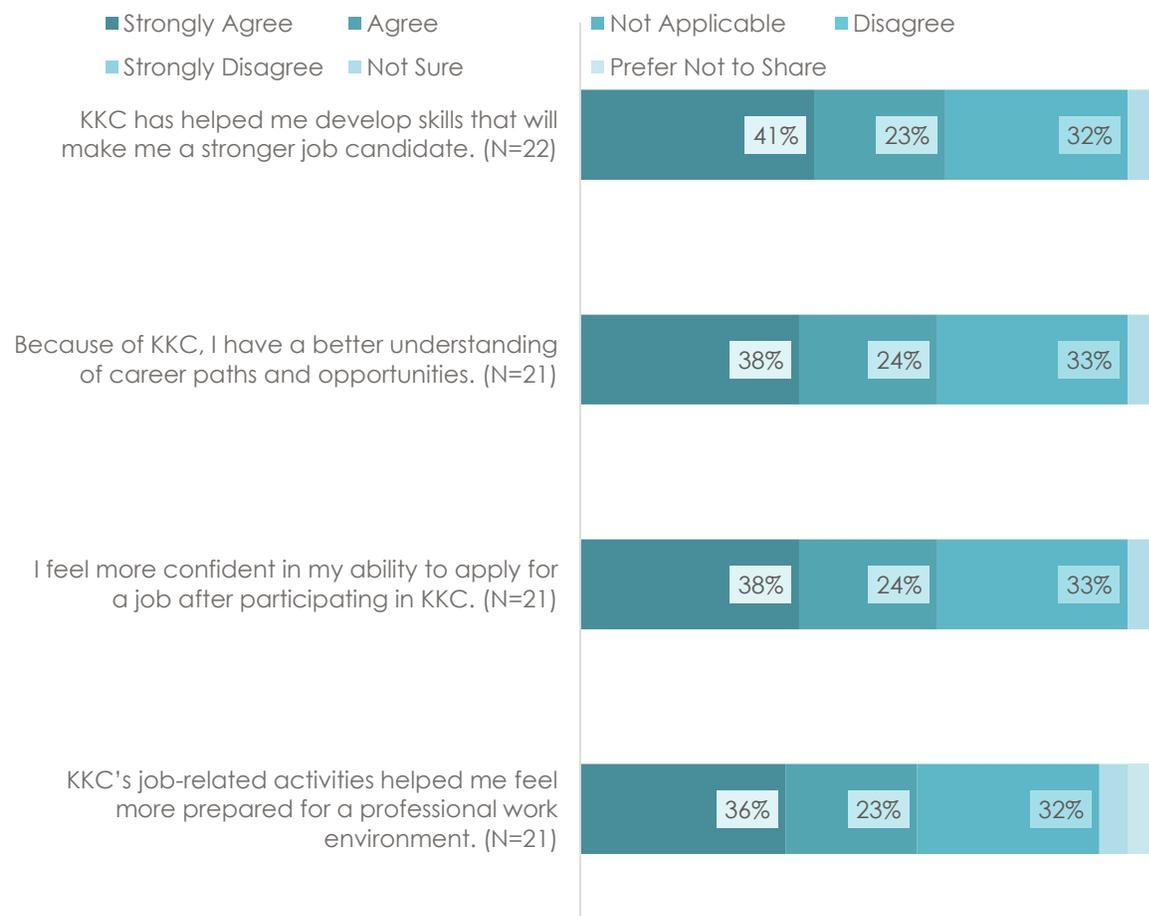
**KKC's job-related programming helps participants develop career-oriented skills, understand job pathways, and feel more prepared to apply for and secure employment.** Among 22 respondents, 64% agreed that job-related activities helped them develop skills that would make them stronger job candidates ("KKC has helped me develop skills that will make me a stronger

<sup>41</sup> Data Source: Community Survey, September-November 2025.

job candidate"). Similarly, 62% agreed that KKC helped them better understand career opportunities ("Because of KKC, I have a better understanding of career paths and opportunities") (Figure 29), suggesting that the programming is exposing youth to a broad range of potential career trajectories.

**Participants also reported increases in job application confidence.** Among 21 respondents, 62% agreed that they felt more confident applying for jobs after participating in KKC's job-related activities ("I feel more confident in my ability to apply for a job after participating in KKC"). Findings also showed that 59% felt more prepared for the professional workplace overall ("KKC's job-related activities helped me feel more prepared for a professional work environment") (Figure 29), indicating that KKC is building both practical and interpersonal readiness for employment. These results collectively suggest that KKC's job-related programming strengthens a range of employability skills for the young people who participate in them.

**Figure 29. Respondents' Level of Agreement with Perceived Job-Related Outcomes<sup>42</sup>**



BRIDGE advisory board focus group participants explained that financial education programming evolved in direct response to youth feedback that earlier information-sharing approaches were too abstract. Financial workshops were redesigned to focus on practical

<sup>42</sup> Data Source: Community Survey, September-November 2025.

budgeting, saving, and decision-making strategies, which youth later applied in capstone projects. One participant expressed that, **“The shift to concrete financial strategies made the biggest difference.”**

Workshop facilitator focus group participants described entrepreneurship programming as expanding from conceptual business discussions into applied mentorship, retail operations, and vendor development. These experiences supported youth in understanding business systems, marketing, and income generation.

### **Perspectives from Community Members Who Did Not Participate in Financial, Entrepreneurship, or Job-Related Activities**

Even among respondents who did not directly participate in these activities, survey results show strong positive perceptions of KKC’s economic empowerment and job-readiness programming. Among 104 non-participants, 90% agreed that **KKC’s financial education benefits families in the community** (“I believe financial education at KKC benefits families in our community”), with only a small number selecting “not sure,” “not applicable,” or “disagree.”

Non-participants also expressed strong confidence in the value of KKC’s entrepreneurship programming. Out of 104 respondents, 90% agreed that **KKC’s entrepreneurship activities help create economic opportunities for the community** (“I believe KKC’s entrepreneurship activities help create economic opportunities for the community”). Very few selected “not applicable,” “not sure,” or “prefer not to share,” suggesting broad community recognition of the program’s economic impact.

Similarly, non-participants overwhelmingly believed that **KKC plays an important role in helping individuals prepare for employment**. Among 104 respondents, 83% agreed that KKC helps prepare individuals for job opportunities (“I believe KKC helps prepare individuals for job opportunities”), and 83% agreed that job-related activities support pathways into behavioral health careers (“I believe job-related activities have supported pipeline pathways to behavioral health careers”). Only a small portion of respondents were unsure or indicated that the statements did not apply to them.

### **Behavioral Health**

The findings in this subsection focus first on the experiences of respondents who received behavioral health supports at KKC.<sup>43</sup> Out of 124 survey respondents, 20 individuals (16%) reported receiving behavioral health services at KKC. A larger portion, 81 respondents (65%), indicated that they had not received behavioral health support, and 18 respondents (15%) shared that they did not know these services were offered. Five respondents (4%) preferred not to share.

**KKC helps normalize conversations about behavioral health.** Across 24 respondents, 83% agreed that “It is easier to talk about behavioral health in my community” because of their involvement with KKC (Figure 30). Only a few respondents selected “not applicable” or “not sure.” This suggests that KKC can be a space where discussions around behavioral health are welcomed and destigmatized.

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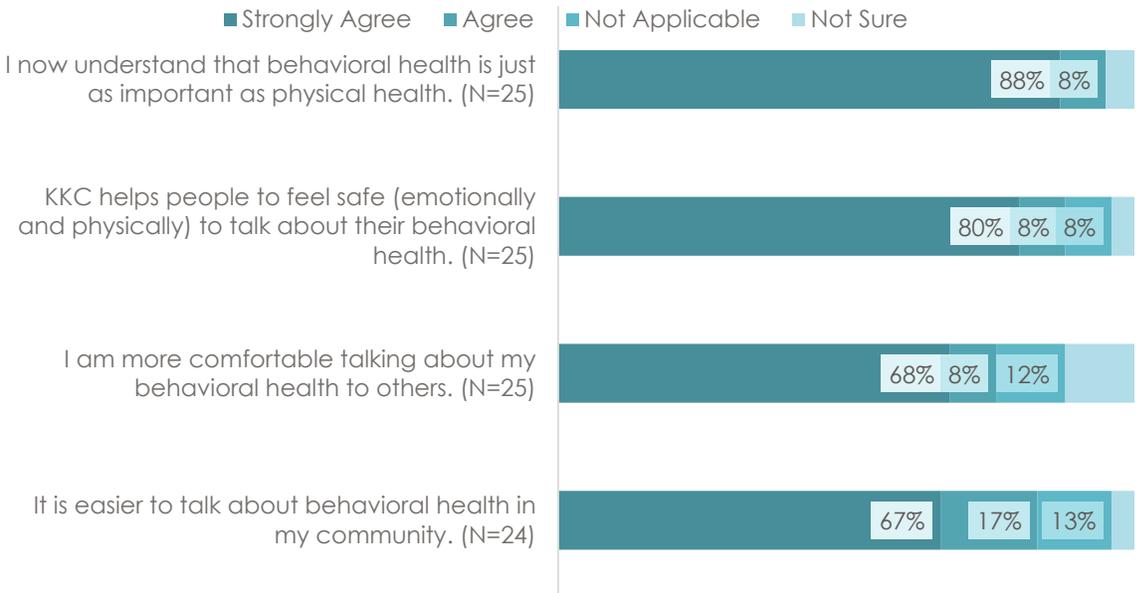
<sup>43</sup> Because the total number of behavioral health respondents was small (n = 20–25 across statements), all gender, racial, and ethnic subgroups had fewer than 11 respondents. Therefore, demographic comparisons are not included for this subsection.

**KKC helps respondents feel more comfortable discussing their own behavioral health.** Out of 25 respondents, 76% agreed that “I am more comfortable talking about my behavioral health to others” (Figure 30). A small number selected “not applicable” or “not sure.” These results suggest that for those who accessed behavioral health support, KKC created an environment that helped them become more open, confident, and supported when sharing their behavioral health needs.

**KKC helps respondents feel emotionally and physically safe when discussing behavioral health.** Among 25 respondents, 88% agreed that “KKC helps people to feel safe (emotionally and physically) to talk about their behavioral health” (Figure 30). Very few selected “not applicable” or “not sure.” This finding highlights the extent to which KKC fosters a sense of safety and trust that may encourage youths’ willingness to seek support or share their experiences.

**KKC supports increased understanding of behavioral health as a core part of overall health.** Across 25 respondents, 96% agreed that “I now understand that behavioral health is just as important as physical health” (Figure 30). Only one respondent selected “not applicable.” This suggests that KKC’s wellness messaging resonates strongly with participants, reinforcing the importance of mental health care as part of general well-being.

**Figure 30. Respondents' Level of Agreement with Perceptions of KKC's Impact on Behavioral Health Stigma<sup>44</sup>**



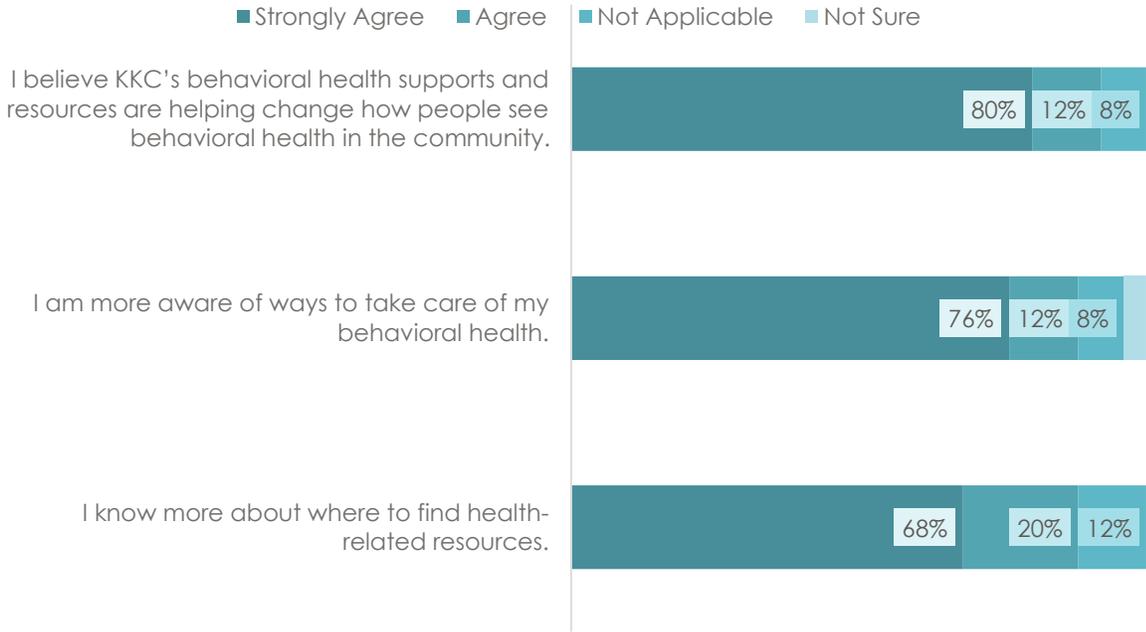
**KKC’s behavioral health supports help shift attitudes and understanding about behavioral health.** Out of 25 respondents, 92% agreed that “I believe KKC's behavioral health supports and resources are helping change how behavioral health is viewed in my community” (Figure 31). These responses indicate that KKC’s behavioral health efforts may be contributing to broader cultural shifts around mental health acceptance and awareness.

<sup>44</sup> Data Source: Community Survey, September-November 2025.

**KKC helps respondents develop behavioral health self-care awareness.** Among 25 respondents, 88% agreed that “I am more aware of ways to take care of my behavioral health” (Figure 31). Only a few selected “not applicable” or “not sure.” These findings highlight the practical value of KKC’s behavioral health programming in building strategies for managing stress, wellness, and emotional regulation.

**KKC helps respondents understand where to access health-related resources.** Across 25 respondents, 88% agreed that “I know more about where to find health-related resources” because of KKC (Figure 31). A small number indicated that the statement was not applicable. This suggests that behavioral health supports at KKC may also increase awareness of referrals, community-based services, and pathways to care.

**Figure 31. Respondents' Level of Agreement with Perceptions of KKC's Impact on Behavioral Health Awareness, n=25<sup>45</sup>**



**KKC supports improvements in behavioral health.** Out of 25 respondents, 88% agreed that “My behavioral health has improved” because of their involvement with KKC (Figure 32). These findings reflect strong participant-reported growth tied to feeling supported, heard, and connected to culturally relevant resources.

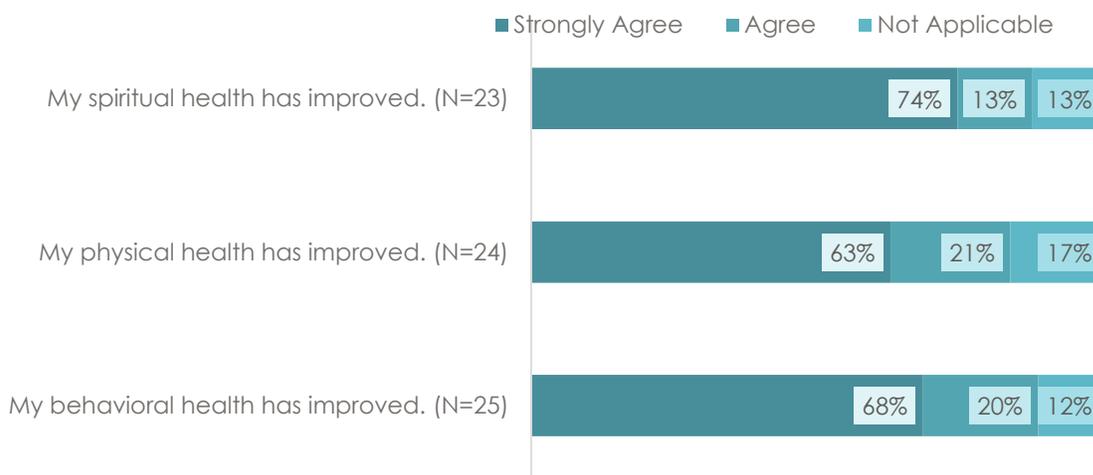
**KKC supports improvements in physical health.** Among 24 respondents, 84% agreed that “My physical health has improved” (Figure 32). These results suggest that KKC’s programming may produce holistic wellness benefits extending beyond behavioral health alone.

**KKC supports improvements in spiritual health.** Across 23 respondents, 87% agreed that “My spiritual health has improved” due to their involvement with KKC (Figure 32). This aligns with how

<sup>45</sup> Data Source: Community Survey, September-November 2025.

cultural arts, identity-affirming spaces, and intergenerational practices at KKC often integrate spiritual and cultural dimensions of healing.

**Figure 32. Respondents' Level of Agreement with Perceptions of KKC's Impact on Health and Well-Being<sup>46</sup>**



KKC leadership focus group participants described behavioral health programming as increasingly essential due to heightened youth stress related to political climate, immigration pressures, and social instability. Participants emphasized that KKC serves as both a safe and brave space where youth feel emotionally protected while processing difficult topics, with one stating that, **“Youth got emotional, cried, and opened up about culture, bullying, and immigration.”**

Workshop facilitator focus group participants observed that youth became increasingly open to discussing mental, emotional, spiritual, and cultural wellness, reflecting a shift toward holistic definitions of health that integrate identity and community.

### School Experiences

This subsection summarizes the experiences of the 23 respondents who reported that KKC had an impact on their schooling.<sup>47</sup> Their feedback highlights how KKC may support motivation, academic engagement, school relationships, and future educational aspirations.

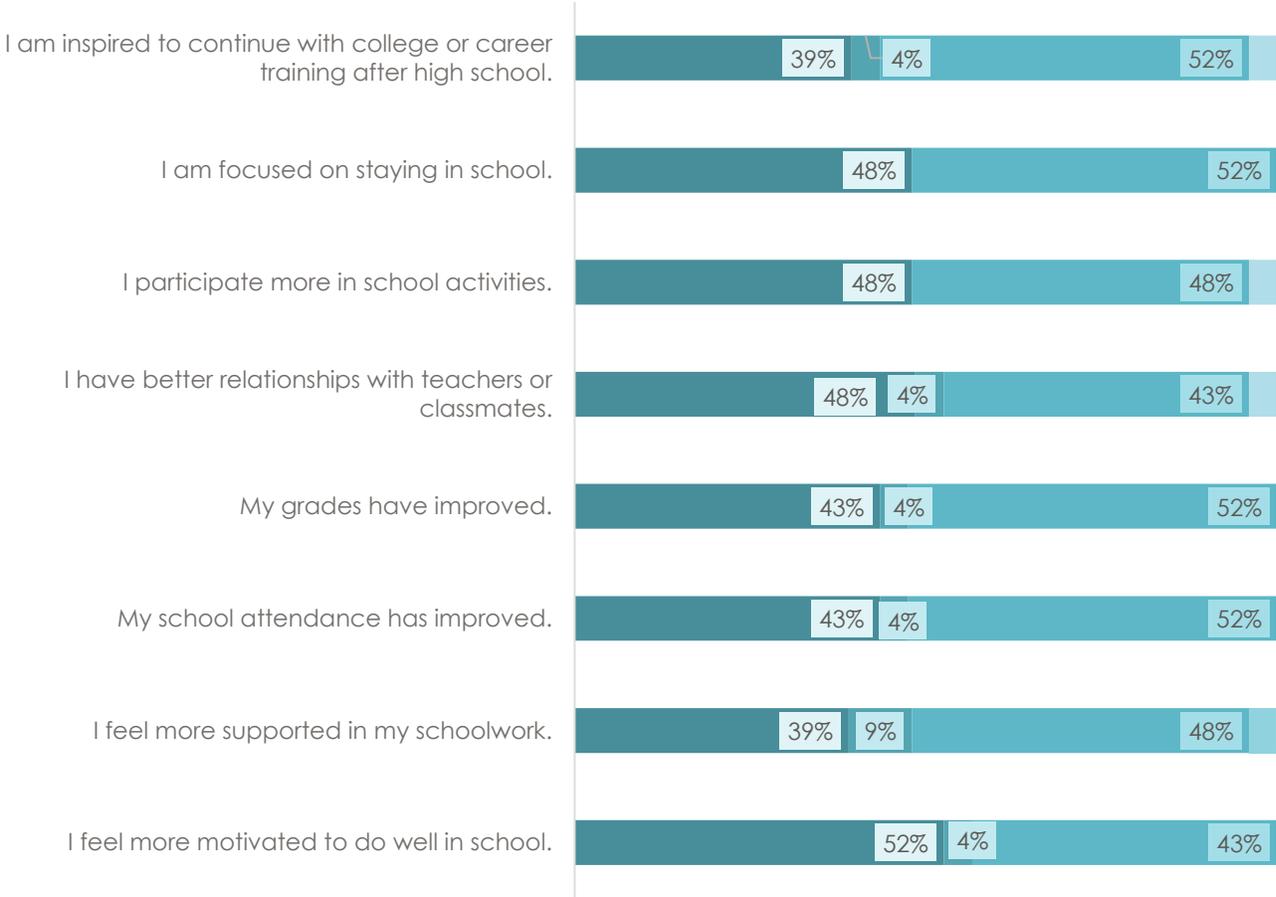
**KKC appears to positively influence motivation, academic engagement, and school-related confidence** among respondents who reported school impacts. Among the 23 respondents, more than half agreed that KKC helped them feel more motivated to do well in school and more supported in their schoolwork, with many selecting “strongly agree” when the items were applicable. Respondents also reported improvements in attendance and grades, with 48% “strongly agreeing” that these areas had improved. Similarly, about half noted stronger relationships with teachers or classmates and greater participation in school activities (Figure 33), highlighting KKC’s contribution to cultivating connection and engagement in school settings.

<sup>46</sup> Data Source: Community Survey, September-November 2025.

<sup>47</sup> Because all gender, racial, and ethnic subgroup counts were below 11, demographic comparisons are not reported in this section to protect respondent privacy.

**KKC also supports persistence in school and future aspirations.** Nearly half of respondents agreed that they felt more focused on staying in school, and 43% reported feeling inspired to pursue college or career training after high school (Figure 33). Overall, the experiences of these 23 respondents suggest that when school-related support is relevant to a young person’s situation, KKC plays a role in promoting motivation, connection, and future-oriented planning.

**Figure 33. Respondents' Level of Agreement with Perceptions of KKC's Impact on School Experiences, n=23<sup>48</sup>**



**Perspectives from Community Members Who Did Not Report School Impacts**

Even among respondents who did not personally report school-related impacts, survey responses show strong confidence in KKC’s role in supporting student success. Among 94 respondents, 81% agreed that KKC helps students do better in school (“I believe KKC helps students do better in school”), with most selecting “strongly agree” and only a small number indicating “not applicable,” “not sure,” or disagreement. These perspectives suggest that, beyond direct academic outcomes, community members broadly view KKC as a positive influence on students’ educational experiences and success.

<sup>48</sup> Data Source: Community Survey, September-November 2025.

## Neighborhood Safety

**KKC appears to contribute to a stronger sense of neighborhood safety and supportive environments** among respondents who indicated impacts in this area.<sup>49</sup> Among the 22 respondents, a majority felt safer in their neighborhoods, with 73% agreeing or strongly agreeing with the statement. Respondents also reported building more positive friendships, with 77% agreeing overall and most selecting “strongly agree.” Similarly, 82% agreed that they spend more time in spaces that support their physical, mental, or spiritual health, and 82% reported staying away from negative influences because of KKC. Consistent with these patterns, 82% of respondents agreed that they have a safe place to go instead of being in unsafe environments (

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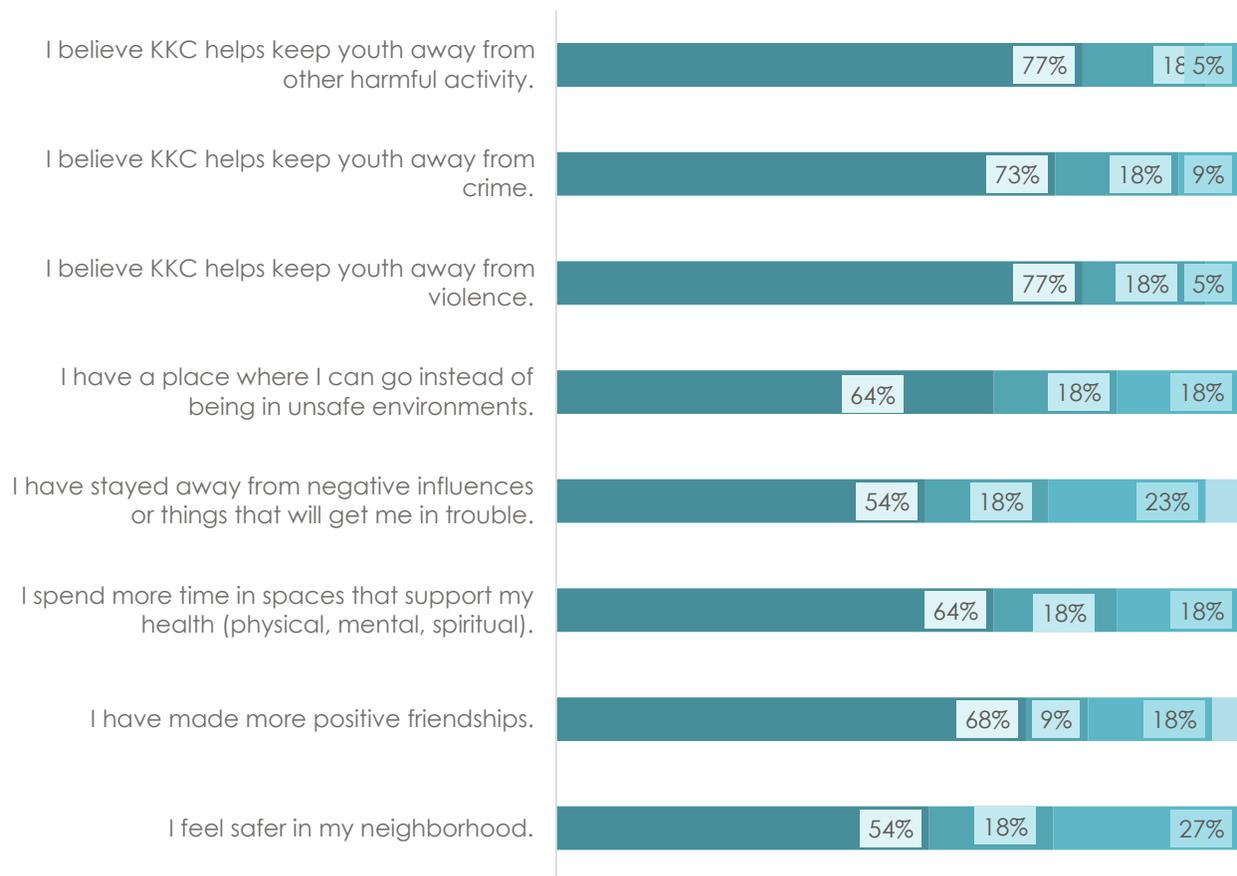
<sup>49</sup> As with other small-sample domains in this report, demographic subgroup sizes were fewer than 11 for all gender, racial, and ethnic categories; therefore, disaggregated findings are not presented to protect respondent confidentiality.

Figure 34).

Respondents also perceived **KKC as a place that helps to prevent violence and harm in the community**. Across the 22 individuals, 95% agreed that KKC helps keep youth away from violence, 91% agreed that KKC helps keep youth away from crime, and 95% agreed that KKC helps keep youth away from other harmful activities (

Figure 34). Overall, these results suggest that KKC provides supportive, safe, and protective environments for youth, contributing to both individual well-being and a broader sense of community safety.

**Figure 34. Respondents' Level of Agreement with Perceptions of KKC's Impact on Neighborhood Safety Outcomes, n=22<sup>50</sup>**



KKC leadership focus group participants described KKC as a “third space” that offers youth stability, structure, and belonging when school or home environments feel overwhelming. Participants emphasized that KKC’s physical space allows youth to decompress, build relationships, and stay connected to positive influences.

KAYA focus group participants described creative and intergenerational programming such as art nights, open mics, and community collaborations as much needed outlets for emotional regulation and stress relief, reinforcing KKC’s role in keeping youth connected to safe, health-supportive environments. One participant expressed that, “[**KKC is a space] that is a home for everyone and a space for individuals to come back to whenever they want or whenever they want an escape from reality.**”

### Perspectives from Community Members Who Did Not Report Neighborhood Safety Impacts

Respondents who did not identify neighborhood safety as a direct area of impact still expressed strong beliefs that KKC contributes to safer environments for youth. Among 94 respondents, 95% agreed that KKC provides a space where youth can participate in positive activities (“KKC

<sup>50</sup> Data Source: Community Survey, September-November 2025.

provides a space where youth can participate in positive activities"), and 90% agreed that KKC plays a role in keeping youth away from harmful activities ("I believe KKC plays a role in keeping youth away from harmful activities"). Similarly, 95% agreed that more young people should have access to KKC's programs to stay safe ("I believe that more young people should have access to KKC's programs to stay safe"). Taken together, these findings show that even those who did not report personal neighborhood safety impacts still view KKC as a crucial protective space that supports youth safety and positive engagement in the community.

**EVALUATION QUESTION #5: TO WHAT EXTENT HAS THE PROGRAM EFFECTIVELY REACHED AND ENGAGED ITS INTENDED POPULATION, AND HOW HAS THIS REACH CHANGED OVER THE PAST FOUR YEARS?**

**KKC has not only successfully reached its intended population of Filipino/a/x youth, but that its reach has steadily expanded over time to include a broader, more intergenerational community** connected through physical space, relationships, and digital outreach. Survey data show that awareness of KKC is widespread and that first contact with the organization is most often relational and community-based. Among 188 respondents, 86% reported being aware of KKC prior to taking the survey, including 59% who had participated in KKC activities and 27% who were aware but had not participated. Only 14% indicated that they had not previously known about KKC (Table 4). Respondents most commonly learned about KKC through friends (27%), community events (17%), and social media (14%), followed by schools, family members, and partner organizations (Table 5). These findings reflect an outreach model rooted in personal connection, visibility at community gatherings, and growing digital presence. KAYA focus group participants echoed this, emphasizing that Instagram and TikTok have become tools for youth engagement, often serving as the bridge between seeing KKC online and attending events in person.

**Table 4. Respondents' Awareness of KKC, n=188<sup>51</sup>**

Before taking this survey, were you aware of KKC and its programs?	Count	Percent
No, I was not aware of KKC	27	14%
Yes, I have participated in KKC activities	111	59%
Yes, but I have not participated in KKC activities	50	27%

**Table 5. How Respondents Learned about KKC, n=222<sup>52</sup>**

How did you learn about KKC?	Count	Percent
Friend	61	27%
Community Event	38	17%
Social Media	32	14%
Filipino Mental Health Initiative (FMHI) – SMC	27	12%
School Event	15	6%
Family Member	14	6%

<sup>51</sup> Data Source: Community Survey, September-November 2025.

<sup>52</sup> Data Source: Community Survey, September-November 2025. Respondents were able to select more than one response, reflecting more than the total N=198. In addition, data where n<11 are masked with an asterisk (\*) to protect respondent confidentiality.

How did you learn about KKC?	Count	Percent
FMHI – San Francisco	*	*
Other	*	*
Daly City Partnership	*	*
Daly City Youth Health Center	*	*
None of the Above	*	*

As awareness has grown, **KKC’s engagement pathways have also diversified, moving from primarily event-based participation to a layered ecosystem of involvement** that includes workshops, volunteering, leadership, internships, and employment. Among 153 survey respondents, nearly 69% reported attending KKC events, 55% had visited the physical café space, and 29% had attended workshops. Smaller proportions reported volunteering, interning, or working at KKC (Table 6). These patterns reflect both broad community access and deeper leadership pipelines. Workshop facilitator focus group participants described how the opening of the café marked a pivotal shift in reach, transforming KKC from a primarily program-based organization into a consistent gathering place where people could casually enter community through food, art, and conversation. One participant described the café as offering **“a container for being, becoming, and belonging,” where youth could show up without needing to already be part of a formal program.**

**Table 6. Respondents' Involvement with KKC, n=302<sup>53</sup>**

How have you been involved in KKC?	Count	Percent
I have attended KKC events.	105	69%
I have visited KKC’s physical location.	84	55%
I have attended KKC workshops.	44	29%
I have not participated in KKC events or activities.	20	13%
I volunteered at KKC.	19	12%
Other	15	10%
I work at KKC.	*	*
I interned at or for KKC.	*	*
Prefer not to share	*	*

**KKC’s geographic reach remains strongly rooted in San Mateo County while extending into nearby cities through family networks, schools, and creative partnerships.** Survey respondents most commonly reported living, working, shopping, or attending events in San Mateo County (Table 7), with Daly City, San Francisco, and South San Francisco representing the largest concentrations of residence. This geographic pattern mirrors KKC’s original service area while also reflecting its growing visibility across the broader Bay Area. Workshop facilitator and KAYA focus group participants noted that youth often first encounter KKC through school-based outreach, tabling, or word of mouth before later entering the physical space for events and workshops.

<sup>53</sup> Data Source: Community Survey, September-November 2025. Respondents were able to select more than one response, reflecting more than the total N=198. In addition, data where n<11 are masked with an asterisk (\*) to protect respondent confidentiality.

**Table 7. Respondents' Connection to San Mateo County, n=488<sup>54</sup>**

Do you live, work, or spend time in San Mateo County?	Count	Percent
I live in San Mateo County.	98	64%
I attend community events or activities in San Mateo County.	96	63%
I shop, dine, or do business in San Mateo County.	96	63%
I visit family or friends in San Mateo County.	84	55%
I work in San Mateo County.	46	30%
I receive services or support in San Mateo County.	35	23%
I go to school in San Mateo County.	22	14%
Other	*	*
Prefer not to share	*	*

**Demographically, KKC continues to strongly reach its intended Filipino/a/x youth population while also engaging a wider and more intergenerational audience over time.** The majority of respondents identified as Asian/Asian American and Filipino/a/x, and English and Tagalog were the most commonly spoken languages at home. Respondents reflected a diversity of gender identities, sexual orientations, and disability experiences. While many respondents were adults over age 26, a substantial portion were still within the youth and young adult range, illustrating that KKC is no longer serving a narrowly defined age group but instead supporting multiple generations (Table 8). KKC Leadership focus group participants shared their surprise at how intergenerational KKC's engagement has become, particularly noting the consistent presence of elders, families, and youth in shared spaces such as “crafternoons,” creative workshops, and café gatherings.

**Table 8. Demographic Characteristics of Respondents<sup>55</sup>**

Category	Count	Percent
<b>Age (Years)</b>		
16-24	26	24%
25+	81	76%
<b>Language<sup>56</sup></b>		
English	96	84%
Tagalog	14	12%
<b>Race<sup>57</sup></b>		
Asian/Asian American	87	78%
Other	25	22%
<b>Ethnicity</b>		
Filipino/a/x	84	79%

<sup>54</sup> Data Source: Community Survey, September-November 2025. Respondents were able to select more than one response, reflecting more than the total N=198. In addition, data where n<11 are masked with an asterisk (\*) to protect respondent confidentiality.

<sup>55</sup> Data Source: Community Survey, September-November 2025. Category totals masked to protect respondent confidentiality.

<sup>56</sup> Data Source: Community Survey, September-November 2025. Not all subcategories are listed to protect respondent confidentiality where n<11.

<sup>57</sup> Data Source: Community Survey, September-November 2025. Other races include Latino/a/x or Hispanic, Black/African American, White, Native Hawaiian Pacific Islander, more than one race.

Category	Count	Percent
Another ethnicity or tribe	14	13%
<b>Sex Assigned at Birth</b>		
Female	72	64%
Male	39	35%
<b>Gender</b>		
Cisgender Woman / Woman	62	55%
Cisgender Man / Man	34	30%
Other <sup>58</sup>	17	15%
<b>Sexual Orientation</b>		
Heterosexual or Straight	73	65%
Other <sup>59</sup>	40	35%
<b>Disability Status<sup>60</sup></b>		
No disability	76	68%
Mental disability	15	14%
<b>City</b>		
Daly City	31	28%
San Francisco or South San Francisco	26	23%
<b>Veteran Status</b>		
No	112	98%

Across qualitative data sources, participants consistently described KKC's reach as expanding from early, youth-centered programming into an increasingly visible, multi-generational, and community-anchored ecosystem. Workshop facilitator focus group participants reflected on KKC's early pre-pandemic focus on youth and intergenerational storytelling series that connected elders and younger generations through shared memory and healing. Over time, that reach expanded through the development of the café, creative events such as open mics and scratch sessions, entrepreneurship programming, school-based outreach, and intentional partnerships with educators and community organizations. KAYA focus group participants described how small, informal interactions such as stopping at a table at a school event or seeing a post online often became the starting point for deeper involvement. One participant reflected that even brief conversations can **“lead into something bigger”** and create a sense of inspiration and belonging that draws youth into community spaces.

**KKC has not only expanded its reach over time, but that those who engage with the organization report extremely high levels of satisfaction with their experiences.** Among community members who completed the satisfaction item, nearly nine in ten respondents (86%) strongly agreed that they were satisfied with KKC's services, activities, and programs, while an additional 9% agreed. Only one respondent expressed dissatisfaction. This overwhelming level of satisfaction suggests that as KKC's visibility and participation have grown, the quality and relevance of engagement have remained strong.

<sup>58</sup> Other includes genderqueers / gender non-conforming / neither exclusively male nor female, none of the above, prefer not to share, trans woman / transgender female / trans-feminine / male-to-female (MTF) / woman.

<sup>59</sup> Other includes asexual, bisexual, gay or lesbian, none of the above, pansexual, prefer not to share, queer, questioning / unsure.

<sup>60</sup> Data Source: Community Survey, September-November 2025. Not all subcategories are listed to protect respondent confidentiality where n<11.



# DOMAIN: PRIORITIZATION

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

**EVALUATION QUESTION #6: LOOKING ACROSS THE FULL PROGRAM PERIOD, TO WHAT EXTENT DO YOUTH, LEADERSHIP, AND PARTNERS FEEL KKC HAS ACHIEVED ITS MISSION OF CREATING A CULTURALLY APPROPRIATE SPACE FOR FILIPINO/A/X YOUTH THROUGH A SOCIAL ENTERPRISE MODEL?**

**Youth participants, KAYA members, and other community partners demonstrate a clear understanding of Kapwa Café's purpose and mission.** They articulate the mission as creating a culturally affirming space with an emphasis on supporting Filipino/a/x youth. When presented with the specific mission statement, participants agreed there is strong alignment between the KKC's practices and its stated goals. One youth participant expressed, ***"It can be hard to find spaces like that, and it feels really genuine and authentic...they do it with a lot of heart. It's coming from a place of love and actual care. I've never gone into the space without feeling comfort or feeling like I don't belong. I've never been able to find a space that replicates the same feeling or environment."***

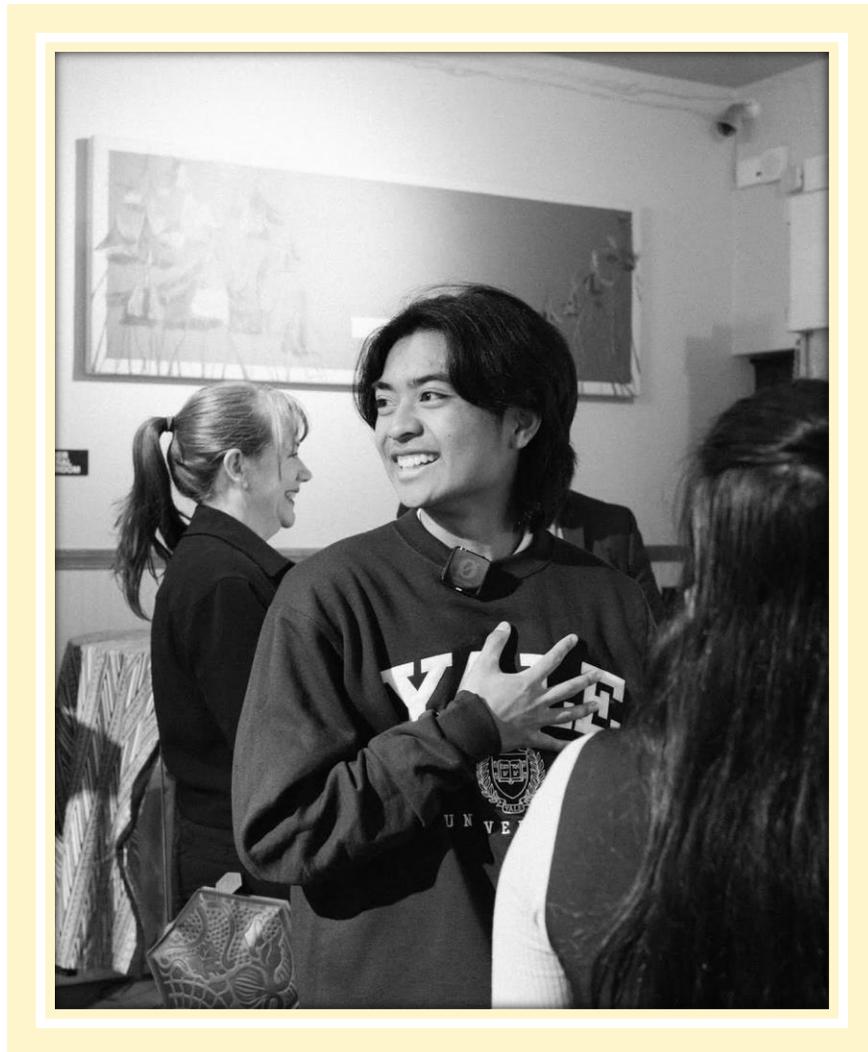
Overall, the BRIDGE Advisory Board, workshop facilitators and internship partners feel that the mission is being effectively accomplished through KKC's various programs, initiatives, intern capstone project, and commitment towards values. The integration of Filipino/a/x culture into daily activities and the emphasis on mental health and decolonization practices resonate deeply with them. A few workshop facilitators shared the importance of also meeting the needs of other non-Filipino communities. One partner noted, ***"There is not a lot of spaces in San Mateo County for Filipino/a/x youth. I have seen how impactful it is for them to go through the content and experience. I think the interns really embody their cultural values as well."***

**KKC's café space and offerings are deeply informed by the culturally affirming programming for Filipino/a/x youth.** The center's mission is prominently centered in all of the work and services provided. The physical space serves as a container and third space for intergenerational community gathering, allowing youth and elders to hang out, drink boba, and attend events. Youth leadership skills and empowerment are bolstered through the range of programming offered, integrating mental health, ethnic studies, entrepreneurial mentorship, financial literacy, and the arts. The youth-led and centered programming keeps them coming back after they move on to other endeavors, and the safe space allows them to channel creative expression as a form of resistance. This active participation equips youth with practical skills and deepens their sense of ownership and connection to the café's mission.

The guiding principle of "Boba with a Purpose" further anchors the café's alignment with cultural and community objectives. This framework ensures that the café's operations offer youth real-world entrepreneurial, social media marketing, and leadership experiences while reinforcing their cultural identity. Furthermore, the intentional interior design of the space, through use of traditional colors and elements of solidarity with other historically marginalized communities, deeply affirms belonging for youth. One young person shared, ***"When you see those interior designs you are reminded of home and the Philippines, and you are reminded of the***

*motherland. It's powerful to have a space in the USA to be such a reflection of a country so far away. Going around the space you can tell it's not just a Filipino/a/x space, you can tell that everyone is welcome... When you go into that space, it doesn't matter what you look like, sexual orientation, etc., you are always welcomed. It's a very affirming space and shows that we deserve to be liberated...KKC has reached the youth because they are offering inclusive education, not just for POC, this is for everyone, and it's beneficial for everyone."*

Photo 5. Kapwa Youth Community Member



## Conclusion

Over the four years, KKC has grown into a trusted community space that supports Filipino/a/x youth not only through programming, but through an ecosystem of care that reflects the realities of young people's lives. The CommuniTree framework illustrates this clearly: youth growth does not happen in isolation, but through connected supports that touch culture, wellness, education, leadership, safety, and economic opportunity.

This evaluation shows that KKC is addressing many of the conditions that shape long-term well-being such as access to safe spaces, belonging, positive identity, supportive relationships, leadership pathways, behavioral health awareness, and economic and educational opportunity. These are not short-term outcomes. They are the foundations that help prevent harm, strengthen resilience, and support youth across their life course.

KKC's model demonstrates what becomes possible when community spaces that put culture at the forefront are supported to grow over time. Youth return not only as participants, but as leaders, mentors, organizers, and workers. Community members engage not only as attendees, but as partners and advocates. This sustained engagement reflects both the deep trust that KKC has built and the continued relevance of its work.

As KKC steps into its next phase, the need for stable funding, staffing, and long-term partnerships becomes even more important. The organization is now carrying multiple roles at once: café, cultural hub, youth leadership pipeline, behavioral health-affirming space, and social enterprise. Continued investment and partnerships will allow KKC to strengthen its roots, expand its branches, and ensure that the young people it serves continue to have access to the opportunities, safety, healing, and leadership pathways they deserve.

**Photo 8. KKC Healing, Connection, Kapwa Session**



# Recommendations

As KKC enters its next phase, the following recommendations focus on sustainability, depth of impact, and long-term community benefit.

- **Strengthen outreach and visibility for underutilized opportunities (financial, entrepreneurship, and job-related activities).**
  - Use the same relational strategies that have been successful for events (friends, schools, social media, community tabling) to promote financial education, entrepreneurship, and job-related programming more explicitly.
  - Co-design outreach messages with youth who have participated in these activities so they can share concrete stories of impact (e.g., budgeting skills, business ventures, job readiness) that resonate with peers and families.
- **Formalize and resource the leadership pipeline from first contact through alumni roles.**
  - Map the existing leadership pathway (e.g., first event to workshop to internship to advanced leadership roles to alumni leadership) and identify gaps where youth may disengage.
  - Create clear role descriptions, stipends when possible, and alumni engagement opportunities so that former interns and youth leaders can continue mentoring, facilitating, or advising.
- **Deepen behavioral health supports and partnerships while maintaining cultural grounding.**
  - Continue investing in behavioral health services and wellness programming that center Filipino/a/x cultural practices, language, and intergenerational healing.
  - Strengthen referral pathways with community clinics, schools, and behavioral health providers so youth and families who need more intensive support can access care while still staying anchored to KKC as a culturally safe space.
- **Continue to lean into intergenerational engagement as a distinctive strength.**
  - Build on the growing presence of elders and families by designing more intergenerational offerings (e.g., crafternoons, storytelling circles, financial workshops for youth and caregivers, cross-generational mentorship).
  - Invite elders, caregivers, and community partners to co-facilitate selected activities with youth, reinforcing shared leadership while maintaining youth-centered decision-making.
- **Invest in operational infrastructure, data systems, and staff care to support sustainable growth.**
  - Continue to refine administrative, financial, and data systems so staff can spend more time on relational work and less on ad-hoc problem-solving (e.g., streamlined service logs, simple dashboards that leadership can use for decision-making).

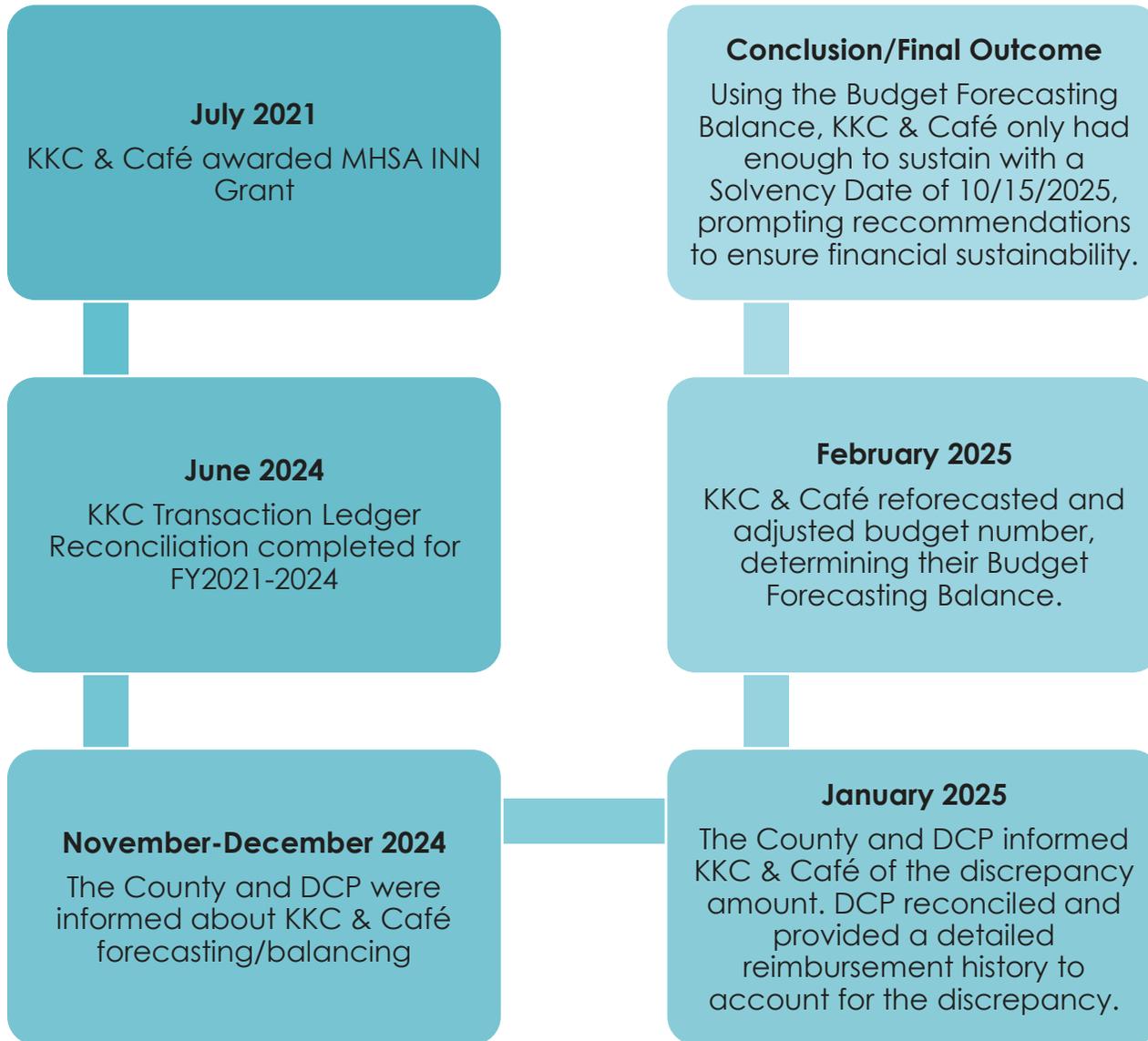
# Appendices

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

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

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

## Appendix B. Financial Narrative Timeline



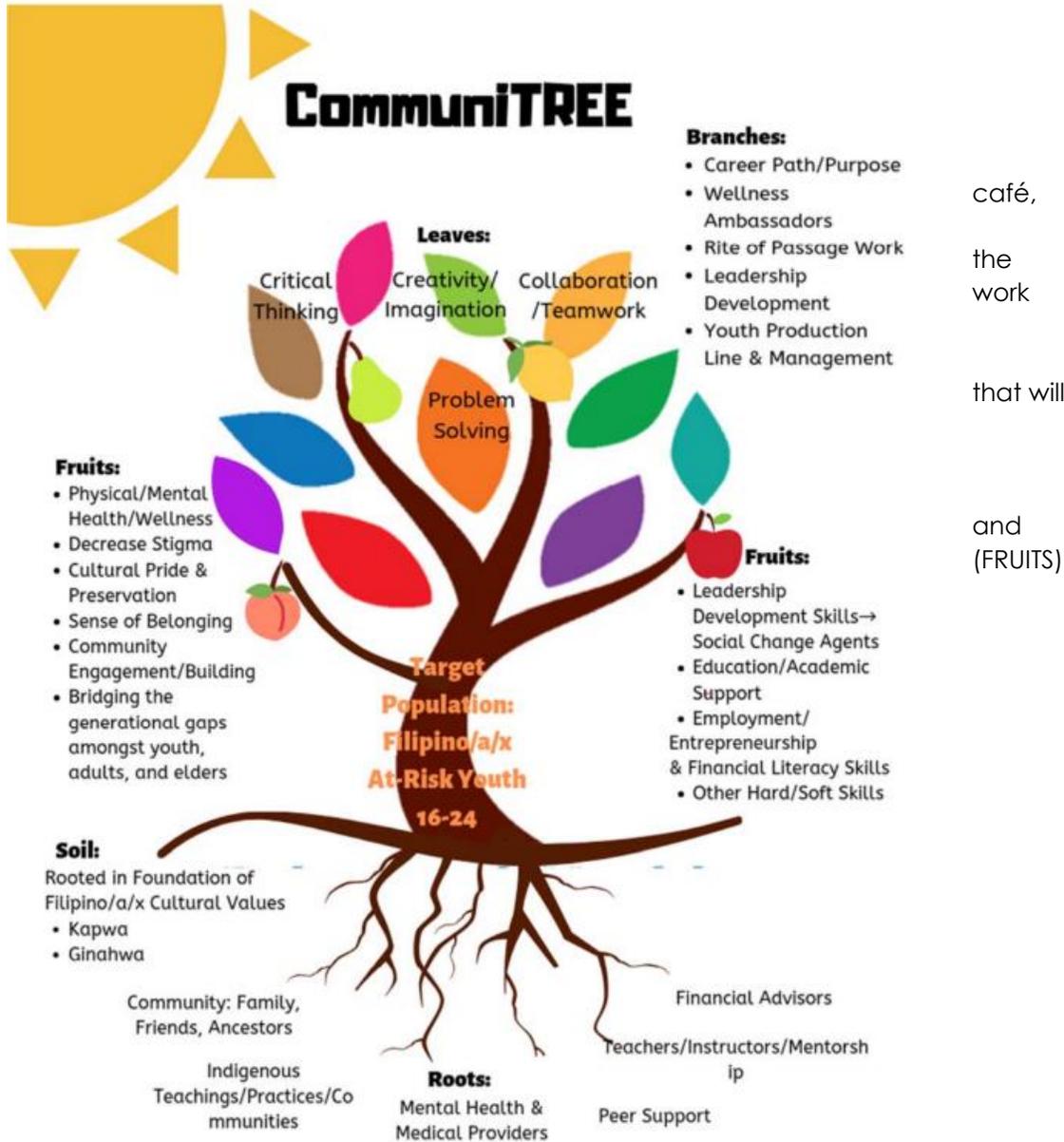
# Appendix C. Glossary of Filipino/a/x Cultural Terms

**Kapwa:** the Filipino/a/x belief of togetherness, that the self is connected to others. This approach honors Indigenous Filipino/a/x worldviews that have long prioritized collective care and balance across the physical, mental, spiritual, and social dimensions of life.

**Ginhawa:** a Filipino/a/x understanding of total wellbeing that recognizes healing as relational, communal, and rooted in ancestral knowledge.

## CommuniTREE

**Framework:** A framework that represents the programming component of the which uses a tree as a metaphor to depict values that ground the (SOIL), the supports needed (ROOTS) for success, the strategies get KKC there (BRANCHES), the resulting youth capacity (LEAVES) health outcomes KKC expects to impact.



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