2011 SURVEY OF
YOUTH DEVELOPMENT ORGANIZATIONS
SERVING OLDER YOUTH & YOUNG ADULTS

Key Findings and Opportunities

HAWAI'I COMMUNITY
FOUNDATION

cai community attributes INTERNATIONAL

Study Background & Goals

- The Survey of Youth Development Programs was undertaken by the Hawaii Community Foundation (HCF) to develop a landscape of youth development-focused organizations and programs in Hawaii. Interest in and need for such a resource emerged from HCF's Youth Matters Initiative and work with the Youth Matters Network – a partnership of local youth-serving organizations working together to address pressing issues in their field.

- In exploring opportunities to support the work of Youth Matters and youth-serving organizations more broadly, HCF recognized that a clear lack of data stood in the way of more strategic efforts by service providers and funders. Both groups had limited insight into where, how, with what focus and with what attention to quality youth were being served in Hawaii. Many communities face similar challenges and, like HCF, look to inform and improve their efforts by collecting basic facts about organizations working with youth.

- To increase knowledge and connections/collaboration within the broad and diverse youth development field, this study focused on collecting key data on organizations serving 13-24 year olds. This study lays the ground work for ongoing planning, research and partnership by identifying:

  - ✓ *Geographic areas served with programs and number of sites serving such areas*
  - ✓ *Areas of program focus addressed*
  - ✓ *Populations actively recruited and/or served with specialized curricula*
  - ✓ *Basic information on funding sources and program fees*
  - ✓ *Indicators of quality in youth development programs*
  - ✓ *Areas of need in youth development programming*

Participant Parameters

- The broad set of youth needs are addressed in a variety of settings and with a mix of approaches by organizations and programs. As a landscape study, this project aims to have a similarly broad reach and to establish foundational knowledge about the field.

- The study set basic parameters, focusing on organizations/programs that:
  - Support youth as part of their not-for-profit mission rather than as part of a for-profit business model
  - Work with youth outside of a mandated classroom setting or curriculum

- The criteria on the right were used to identify organizations working within this not-for-profit, outside-of-school arena.

- We expect organizations whose programs meet these criteria to be working with youth directly and in ways that meet core standards of youth development approaches and fundamental youth needs.
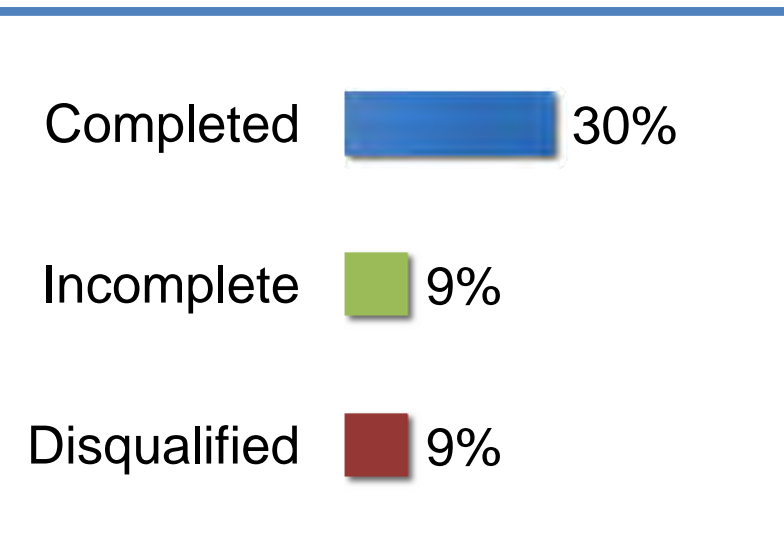
Program Criteria:

- ✓ **Serve youth in the 13-24 year old range**
- ✓ **Have primary and intentional or explicit goals of youth development in one of the following domains:**
  - ✓ **social and emotional competency;**
  - ✓ **self-sufficiency and life skills;**
  - ✓ **positive relationships and community connections;**
  - ✓ **positive values/empowerment or**
  - ✓ **intellectual/cognitive development**
- ✓ **Provide direct service and programs to youth**
- ✓ **Provide services and programs on an ongoing basis**
- ✓ **Provide services and programs outside of the core school day or curricular activities**
- ✓ **Are not part of for-profit organizations**

Methodology & Participation

➢ Approximately **443 organizations were invited** to participate in an online survey (note this excludes organizations for whom a workable email address was not available).

➢ A list of potential participant organizations was generated by HCF in partnership with the Youth Matters Network, local funders, and other youth development stakeholders.

　➢ *To increase the reach of the survey, organizations receiving an invitation to participate were encouraged to forward it on to other organizations. This "viral" approach generated additional participation and likely enabled the survey to reach and include some lesser known organizations.*

➢ An invitation was sent out to identified organizations in February 2011 and the survey was kept open for 1 month. One mass reminder and several targeted reminders were sent to organizations encouraging them to participate, complete their surveys, and forward on the link to the survey to other organization.

➢ Participation in the study was entirely voluntary and the only incentive provided was a chance at winning a gift card.

Based on best estimates of the number of invitations that reached organization:

Completed	30%
Incomplete	9%
Disqualified	9%

• Incomplete organizations started the survey but didn't answer all questions. They may have determined they were not appropriate study participants

• Disqualified organizations didn't meet the parameters of the study (outlined on page 3).

• The remaining organizations did not respond to the invitation or may have concluded they were not appropriate participants.

Areas of Exploration

The Survey of Youth Development Programs included questions covering the following topics. Organizations were directed to answer with respect to their last fiscal year.

Details on several of these question areas can be found in the appendix of this document:

- ✓ **Organization Background**
- ✓ **Budget and Funding**
- ✓ **Staffing**
- ✓ **Quality-Related Activities**
  - **i.e.: Professional Development Opportunities, Youth Leadership, Collaboration, Data Collection, Quality Assessment**
- ✓ **Size of Organization – Youth Served & Programs Offered**
- ✓ **Areas of Focus**
- ✓ **Populations Targeted & Served with Special Curricula**
- ✓ **Areas of Operation**
- ✓ **Fees & Financial Aid**
- ✓ **Organizational Needs**

Reporting Analytics

- The core function of this study was to create a snapshot of the landscape of youth development programs in Hawaii based on the sample of participating organizations. Accordingly, the reporting priority was to clearly and comprehensively account what the landscape looks like using key data on organization size, funding, budgets, program location, areas of focus, quality-related activities, etc.

- However, analysis in this report went well beyond basic reporting in the following ways:

  - Creation of over **30 new variables** that combine, regroup, and otherwise build on core questions to provide deeper insight and clearer reporting. Examples include: a composite measure of quality-related activities, totals for areas of focus and target populations, indicators of whether organizations offered programs in high poverty areas.

  - **Integration of American Community Survey Data and GIS mapping** to provide information on the geographic distribution of organizations/programs and alignment with population centers and high-need populations.

  - **Exploration of statistically significant differences** among subgroups of participating organizations across all questions. This line of analysis involved creation of crosstabs **involving over 75,000 discrete numbers or percentages** (e.g. percentage of local non-profit organizations with budgets of between $20,000-$100,000).

  - **Analysis of correlations** between key variables to identify where relationships between organization characteristics existed, e.g. number of professional development opportunities provided and size of budget. Correlations were run for **several hundred combinations of variables.**

- See the Appendix for further details on analysis.

Challenges

CHALLENGES WITHIN THE FIELD:

- Across youth development programs, the primary (and sometimes only) common thread is the age of participants – and even that can vary. Organization type, program goals, needs addressed, areas of focus, methodology and design differ enormously.

- The diversity of focus naturally leads to diversity in the organizations working in the field – including grassroots and local organizations responding to specific communities and needs. While invaluable to those communities, this diversity of organizations can result in silo-ing and lack of connections/coordination.

  o *A landscape study and analysis like the one completed here can significantly help to break down those silos, informing organizations about the work going on around them and fostering opportunities for collaboration. For funders, this analysis highlights opportunities for targeted investments within and across programs.*

  o *At the same time, this landscape study lays the groundwork for ongoing, systematic and expanded data collection. This study should be understood as a <u>first step</u> in using data to drive funding, planning programming. Key questions are informed by results of this study while deeper and more targeted questions are highlighted for future research. Moving forward, research needs to focus on the program level, including details about design, participant demographics, funding, etc..*

CHALLENGES WITHIN THE STUDY:

- This study was designed to address a number of significant challenges created by the fragmentation of the field and lack of existing data. However, results and insights presented here are subject to the following normal data limitations and qualifications:
  o *Encouraging and incentivizing participation*
  o *Creating a comprehensive and accurate list of organizations to invite to participate*
  o *Reaching organizations beyond "the known universe"*
  o *Developing a survey that gathered a mix of programmatic, geographic, and quality-related data*
  o *Circumscribing the scope of the survey, resolving questions about focusing on sites v. programs*
  o *Balancing length of survey, clarity and ease of completion*
  o *Establishing a strategic picture of the supply of youth development programs without data about the demand for services*
  o *Capturing information that is both immediately useful <u>and</u> lays the groundwork for future research and planning*
  o *Collecting accurate data given the constraints of self-report, misinterpretation of questions, and necessary estimation of data not collected or reported as asked in the survey*

Study Opportunities & Emerging Questions

- In commissioning this study, HCF has undertaken an essential and invaluable first step of establishing foundational knowledge about youth serving organizations in Hawaii. With this information, HCF and its partners should be able to begin:
  - *Identifying gaps in programs – geographic, focus area, target population, quality-related activities*
  - *Supporting and informing expansion of programs*
  - *Supporting and informing improvements in quality*
  - *Supporting targeted funding and technical assistance around key barriers*
  - *Fostering collaboration among programs/organizations with identifiable shared interests/challenges/target populations*

- At the same time, this study lays the groundwork for a great deal of subsequent research and fills critical knowledge gaps. With the 116 organizations represented in this study, a wider network has been established and can be tapped for future studies and data collection. Given what's known about these organizations and their programs, research efforts can target organizations with specific programmatic, geographic, funding or outreach focuses. Already the data gathered here is helping to inform complementary research efforts.

- Emerging questions around key issues merit follow up attention, including:
  - *Demand: How many youth need programs and with what focus, reach, design, etc.*
  - *Program Design: How are organizations engaging youth*
  - *Data Collection & Evaluation: What data do organizations have to share, how are they using data, etc.*
  - *Collaboration: What structure and leadership will be put in place to foster ongoing research and reflection*

ORGANIZATIONAL SNAPSHOT

Key Facts About Organizations Serving Hawaii's Youth

2011 Study Snapshot

- **Number of organizations that completed the survey**

  116 organizations

- **Number of programs these organizations provide For 13-24 year olds**

  1,373 programs*

- **Number of 13-24 year olds served by these organizations**

  93,363 youth**

- **Number of full and part-time staff working with youth in these organizations**

  1,918 staff

- **Total budget for youth-serving programs in these organizations**
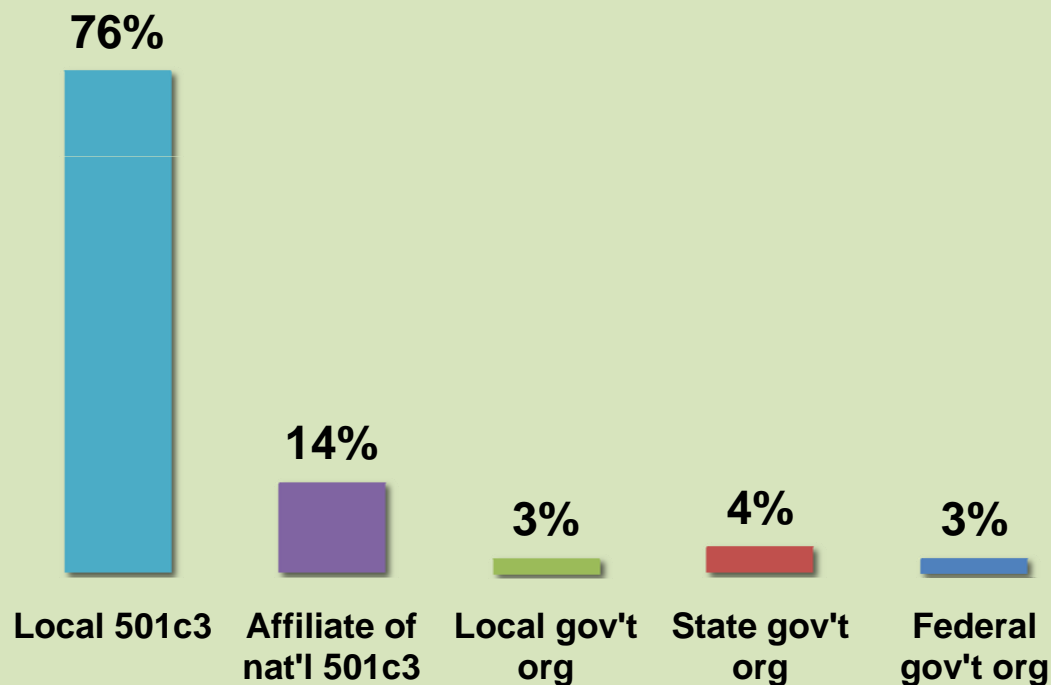
  $107,438,800

*Note that organizations were asked the number of programs they have serving 13-18 year olds and, separately, the number serving 19-24 year olds. They were instructed to double count programs that served both age groups. Consequently a precise number of discrete programs can't be determined and this figure is likely somewhat overstated.

**We expect that some youth are double counted because they were served by more than one organization during the identified time period. E.g. A 14 year old who participates in both the Boy Scouts and a Boys & Girls Club program would be counted/reported by both organizations.

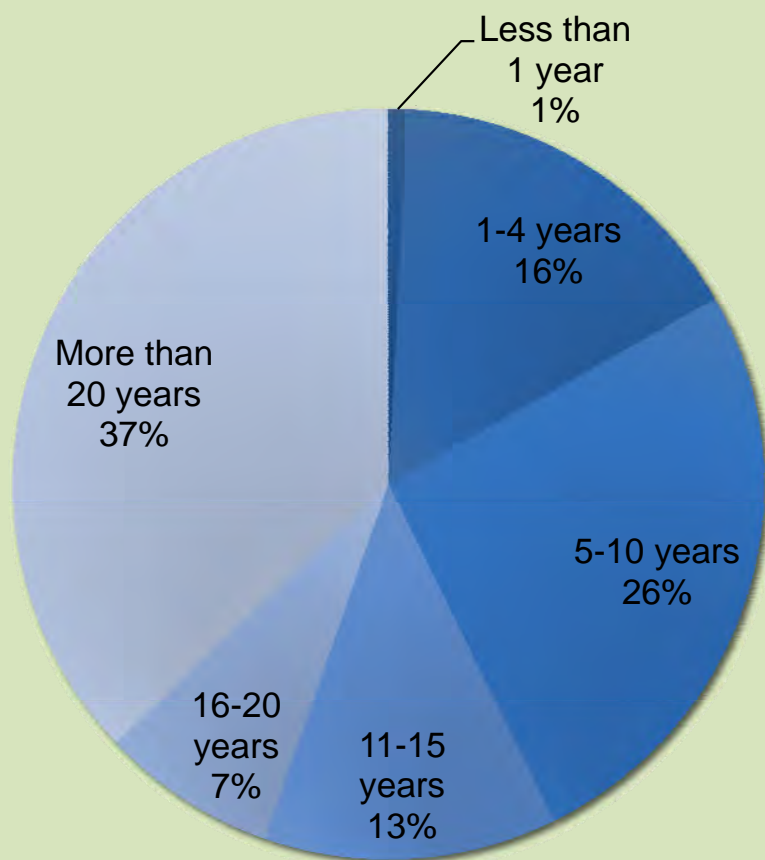# Types of Organizations Offering Youth Development Programs – 2011

% of Organizations Who Are:

76% — Local 501c3

14% — Affiliate of nat'l 501c3

3% — Local gov't org

4% — State gov't org

3% — Federal gov't org

- This chart shows the percentage of organizations that fall into each of the listed categories.

- Three quarters of organizations in the study (76%) are local non-profits.
  - *Typically, one would expect these to be organizations that have been created through local efforts and therefore attuned to local needs and opportunities.*

- 14% of organizations are affiliates of national organizations.
  - *These organizations tend to be larger than local non-profits and include some very sizable programs (e.g. Boy Scouts, Big Brothers/Big Sisters).*
  - *Despite affiliation with national organizations these organizations do not appear to engage in more quality-related behaviors overall. They are, however, more likely to engage youth in leadership roles – a organizational behavior correlated with program quality.*

- In total, non-profits make up almost 90% of organizations in this study of youth development providers.
  - *For-profit organizations and schools were excluded from the study, so high levels of non-profits may be a function of that screening criteria.*
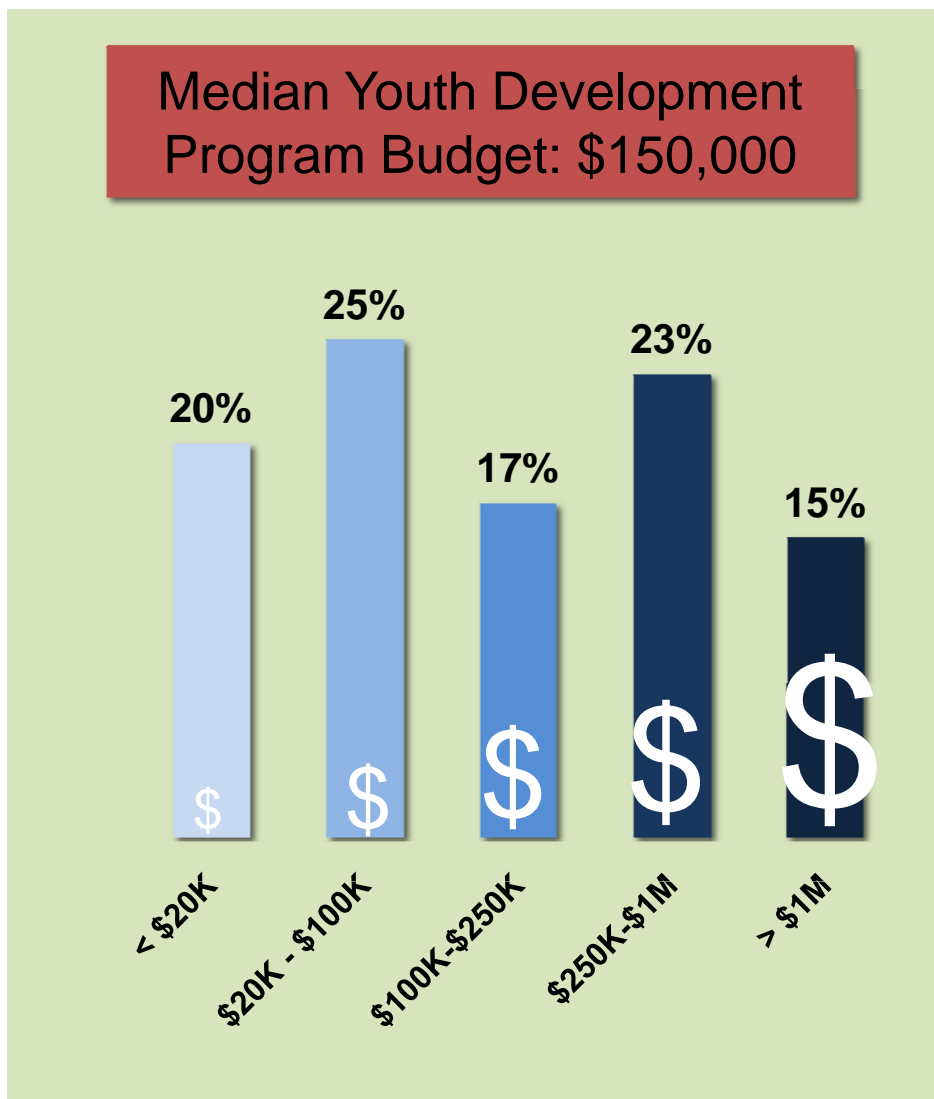
Age of Youth Development Programs – 2011

% of Organizations Who Have Offered Programs To Youth For:

Less than 1 year 1%

1-4 years 16%

5-10 years 26%

11-15 years 13%

16-20 years 7%

More than 20 years 37%

- Youth development programs in Hawaii have been operating for a varied length of time.
  - ○ *For example, only 1% of organizations have been offering programs for less than a year.*
  - ○ *Just over a third of organizations (37%) have been serving youth for over 20 years.*
  - ○ *The majority of organizations surveyed have been serving youth for at least 10 years.*

- Most organizations with established programs look very much like those with newer programs and report similar areas of focus, recruiting, etc. These organizations do not appear to be of higher quality overall – despite having more experience running youth development programs.
  - ○ *Organizations with established programs do tend to be bigger in terms of number youth served, staff and budget. They are also more likely to receive federal funding.*

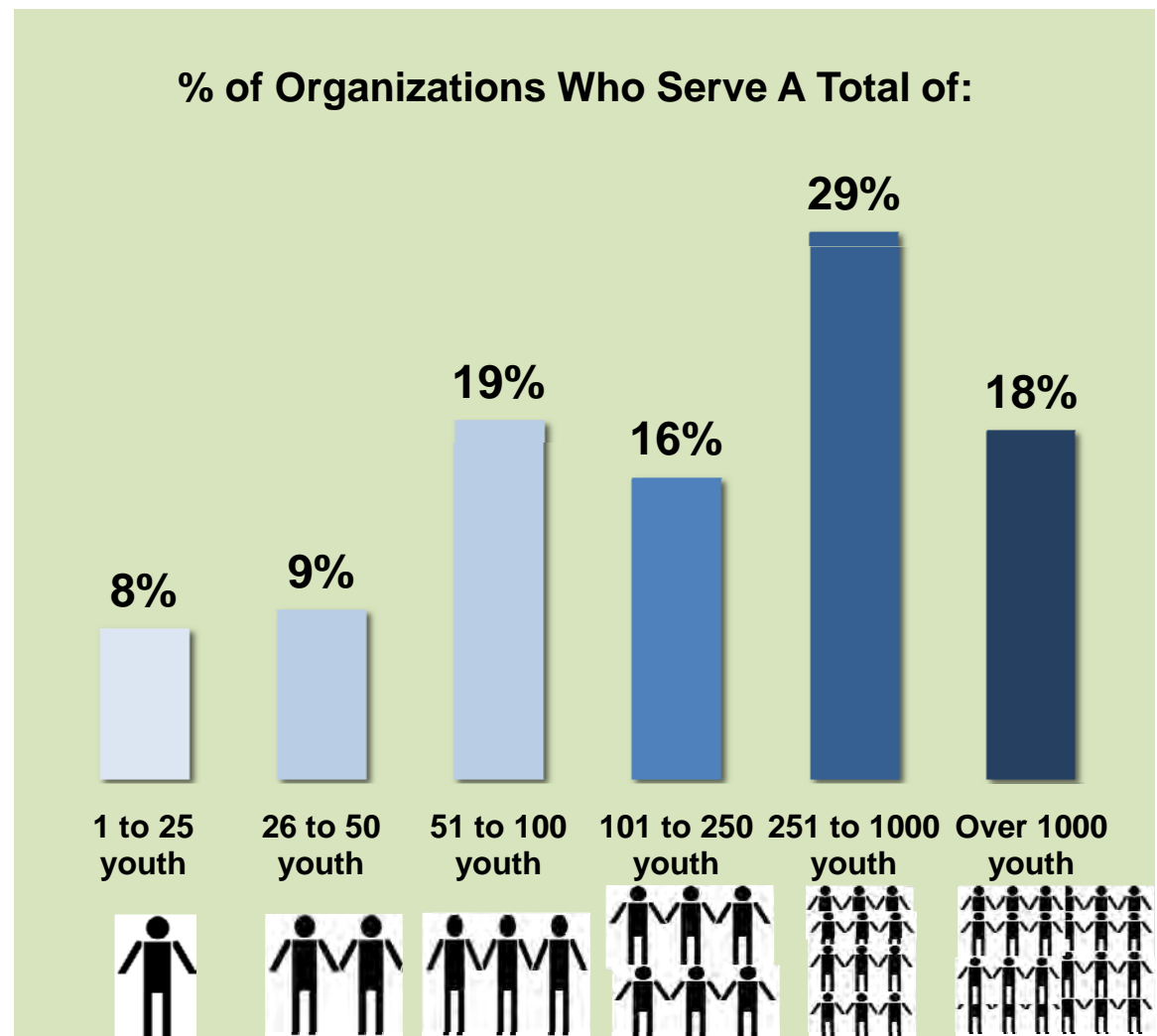# Distribution of Organizations By Size of Youth Programs' Budget – 2011

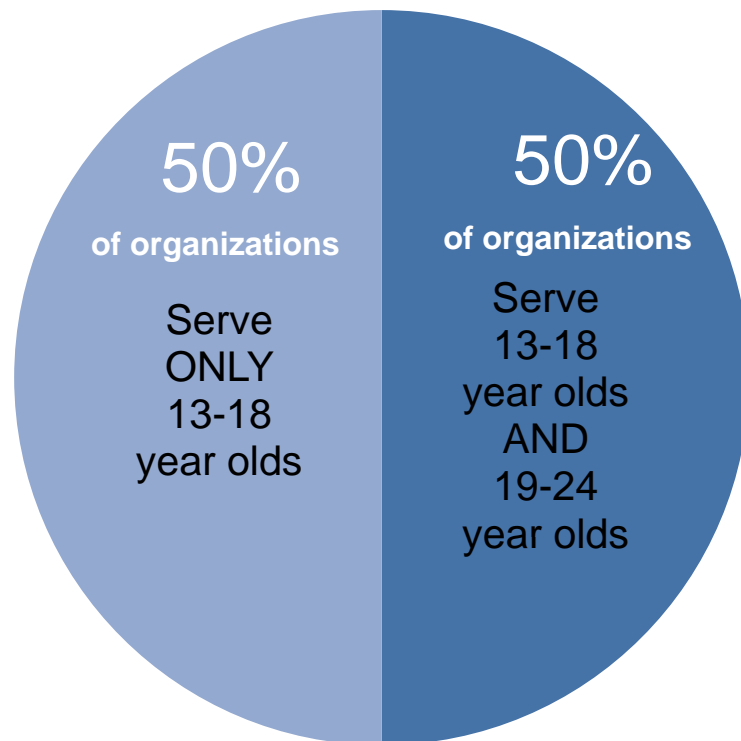**Median Youth Development Program Budget: $150,000**

- This chart reflects the percentage of organizations whose youth development program budget for the last fiscal year falls into each of the ranges shown.
  - *One in five organizations (20%) has a budget of less than $20,000. Nearly half of organizations (45%) report a budget of $100,000 or less.*

- The median budget for youth development programs among participating organizations was $150,000.
  - *The average budget was $950,785, but that number reflects a few outlier organizations with very large budgets.*
  - *17 organizations report budget over $1 million, including four with budgets of $10 million or more. These organizations significantly drive up the average, hence the notable difference between average and median.*

- Organizations with higher budgets differ in some expected ways from those with smaller budgets.
  - *Youth served, staff sizes, number of sites and number of islands on which programs are offered are all higher in organizations with larger budgets. These organizations are also more likely to have existed for a longer time.*
  - *They get, on average, a higher percentage of their funding from federal sources, which may be either the reason for or a result of their larger budgets.*

- Overall, organizations with bigger budgets don't appear to be higher quality – as indicated by the number of quality-related activities they engage in.
  - *They do appear to invest some of their resources in providing more professional development opportunities, collecting/tracking more data on their programs and actively recruiting certain populations at higher rates than lower budget organizations.*

Note: Data on budgets reflect "best guess" in many cases where organizations don't break out funding for youth programs. Additionally, figures reflect the last fiscal year and may have been reduced since.

Distribution of Organizations by TOTAL Number of Youth 13-24 Years Old Served – 2011

- Reflected here is the distribution of organizations by the number of youth 13-24 years old that they reported serving annually, e.g. 8% of organizations serve 25 or fewer youth annually.

- Hawaii is home to numerous organizations that reach significant numbers of youth. Of the organizations in this study, 22 (18%) report serving over 1,000 youth annually.
    - *As might be expected, larger organizations (those serving over 250 youth annually) tend to have been serving youth for longer. Among the well-established, big organizations in this study are the Boy Scouts and the Police Athletic League.*

- At the other end of the spectrum are organizations serving only a few youth (8% serving 25 or fewer annually).
    - *Although small in size and also typically in budget, these organizations are otherwise much like their larger counterparts.*

- Organizations report similar target populations, areas of focus, funding sources, etc. regardless of number of youth served.

% of Organizations Who Serve A Total of:

1 to 25 youth	26 to 50 youth	51 to 100 youth	101 to 250 youth	251 to 1000 youth	Over 1000 youth
8%	9%	19%	16%	29%	18%

Distribution of Organizations by Age of Youth Served – 2011

50% of organizations Serve ONLY 13-18 year olds

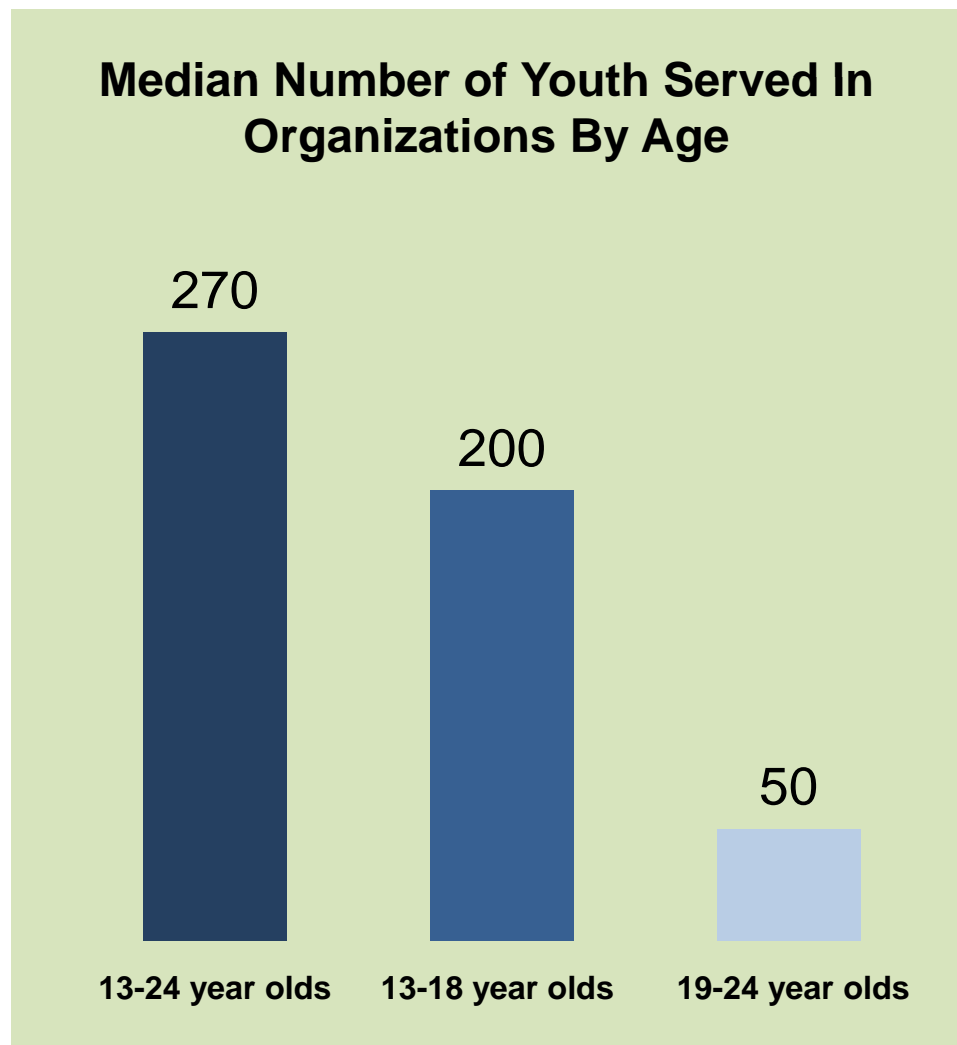50% of organizations Serve 13-18 year olds AND 19-24 year olds

- The chart at left shows that organizations in this study are split between half serving ONLY youth in the 13-18 year old range and half serving BOTH youth in the 13-18 year old AND 19-24 year old ranges.
  - *No organizations participating in this study serve ONLY 19-24 year olds.*

- Organizations serving youth across the full age range – i.e. youth in both the 13-18 and 19-24 year old ranges – appear to:
  - *Have a broader programmatic scope with more areas of focus*
  - *Actively recruit more target populations on average*

- These organizations also report higher levels of collaboration, perhaps facilitated by the wider array of populations served and programmatic interests.

- The absence of programs serving only 19-24 year olds may suggest that this age group is not typically treated as a distinct population. Either they fall into the upper reach of youth-serving organizations *or* they receive services from adult-serving organization not included in this study.

Note: The absence of programs serving 19-24 year olds exclusively may in part be an artifact of study design. Deciding to exclude schools from participation meant excluding community colleges, significant providers of services for 19-24 year olds. Additionally, the list of invited organizations was developed by HCF and its partners and necessarily limited organizations familiar to those institutions.
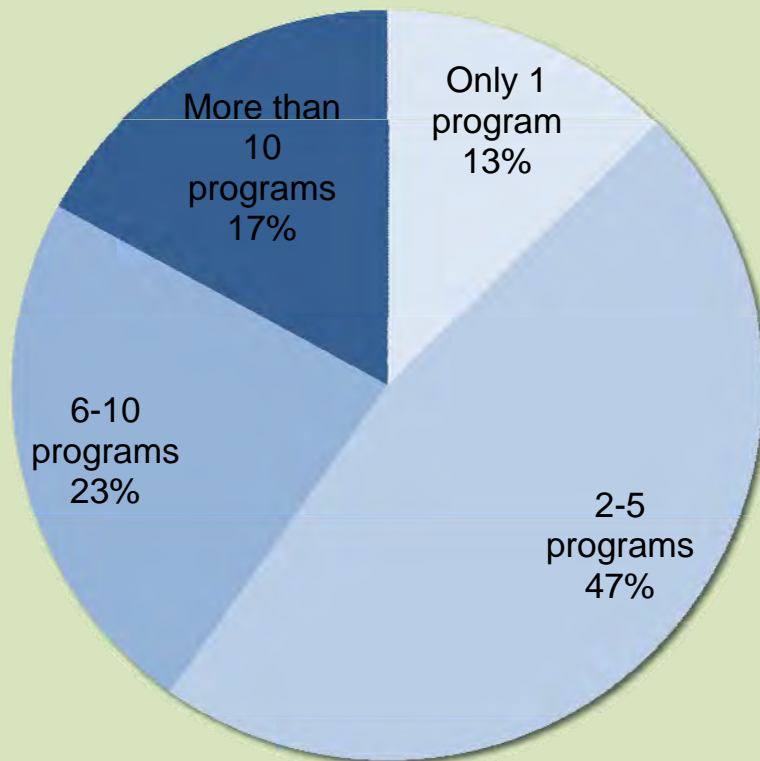
Median Number of Youth Served By Organizations: Total and By Age Range – 2011

- The chart at right shows the median number of youth served by each organization – total and broken out by age group.
  - *Across all organizations, the median number of youth served is 270. Organizations serving 13-18 year olds serve a median of 200 youth in that age range; those serving 19-24 year olds serve a median of 50 in that age range.*

- These figures reflect that among study participants, few organizations operated BIG programs for 19-24 year olds.

- Several possible explanations exist for the differences in number of youth served:
  - *A difference in program design for older youth – i.e. smaller more targeted programs.*
  - *A focus among youth development programs on younger youth with older youth generally aging-out of programs and not a target or significant population.*
  - *As noted on the previous page, 19-24 year olds being treated/served as adults and served by organizations with that orientation.*

- Further exploration of the services 19-24 year olds need and receive seems a natural follow-up to this study.

Median Number of Youth Served In Organizations By Age

Age Group	Median
13-24 year olds	270
13-18 year olds	200
19-24 year olds	50

Distribution of Organizations By Number of Programs – 2011

% of organizations offering:

A pie chart showing:
- Only 1 program 13%
- 2-5 programs 47%
- 6-10 programs 23%
- More than 10 programs 17%

- This chart shows the distribution of organizations by the number of programs they offer youth.

- For example, 13% of organizations offer only one program for youth.
  - *Likely these organizations are either smaller or working with youth along with other populations.*

- About half of the organizations surveyed (47%) offer between two and five youth serving programs.
  - *The median number of programs offered is four.*

- As we might expect, organizations with more programs differ most clearly in that they have bigger budgets.
  - *But even though they have more programs and might be expected to have more specialization in program design or outreach, they don't report having more focus areas or actively recruiting more target populations.*
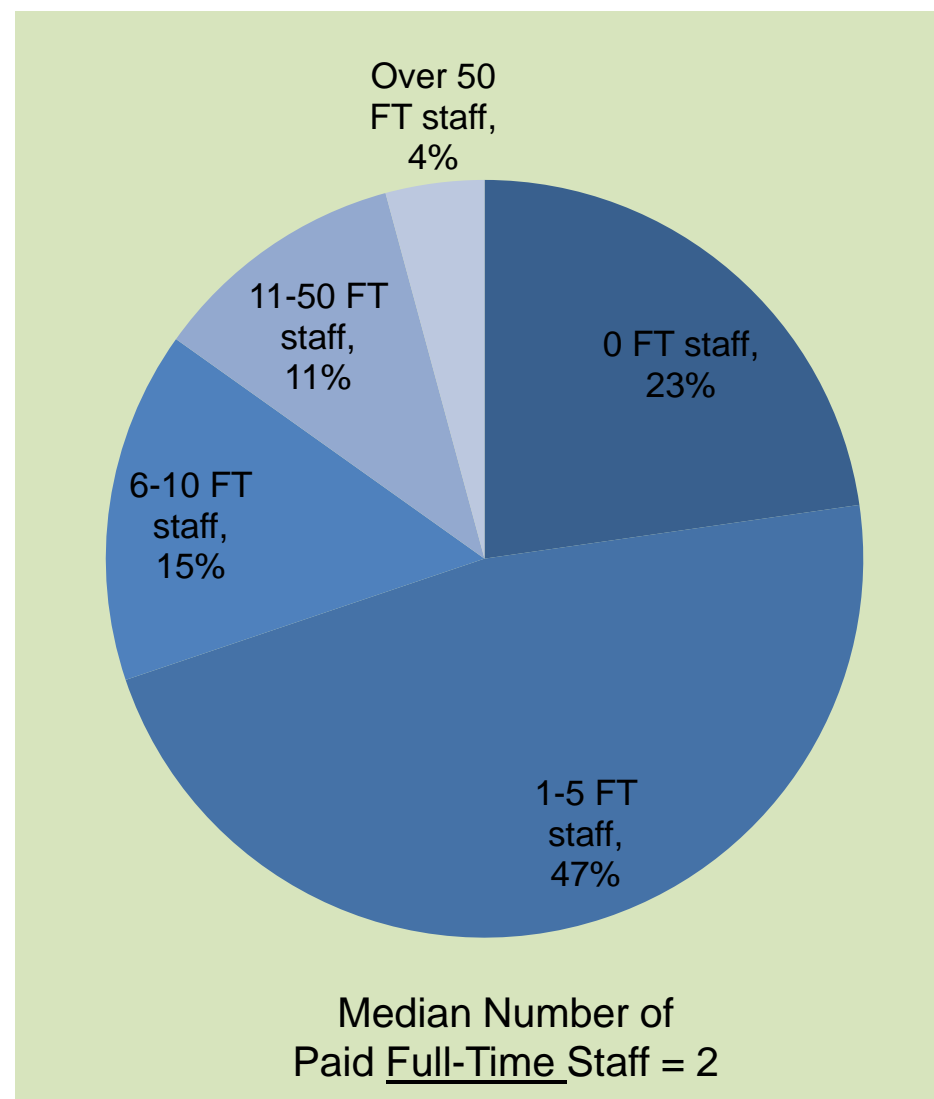
Note: Some programs may be double counted if they serve both 13-18 year olds AND 19-24 year olds. Organizations were directed to count such programs twice.

Number of Full Time Staff In Youth Development Programs – 2011

- The chart at right show the distribution of organizations by number of <u>full-time staff</u> working in youth development programs.
  - *Almost half (47%) of organization report small full-time staffs of one to five people.*

- A third of all organizations (35%) have part-time staff.
  - *Several organizations reported using specialized contract staff on a part-time basis to help staff their programs – e.g. artists, coaches, etc.*

- Only 10 organizations have NO paid-staff and rely entirely on volunteers. Almost half – 44% – of organizations report having 10 or more volunteers in their youth development programs.

- Across organizations and programs, the median ratio of youth to adults (paid and volunteer) is 12 to 1.
  - *This reflects total youth served divided by total staff and volunteers for each organization, not any program level data. In any given program the ratio may be quite different.*
  - *Excluding volunteers, that ratio rises to 29 to 1.*

Over 50 FT staff, 4%

11-50 FT staff, 11%

0 FT staff, 23%

6-10 FT staff, 15%

1-5 FT staff, 47%

Median Number of Paid <u>Full-Time</u> Staff = 2

Snapshot Data – Insights & Opportunities

- The landscape of youth development providers – as represented by the organizations in this study – shows a field dominated by local, established non-profit organizations. In most respects, these organizations look much like their nationally affiliated peers.

  - Moving forward, it might be useful to explicitly explore whether there are strengths unique to local organizations and national affiliates that can be leveraged to the advantage of one another. For example, might national affiliates have access to training or curricula that could be shared with local organizations? Could local organizations return the favor by sharing their nuanced understanding of cultural issues or community needs?

- Organizations focused on youth development appear to either serve 19-24 year olds as an extension of their services for younger ages, or they do not serve them at all (and might not consider them to be "youth").

  - This raises an outstanding and important question about where and how these older youth are being served as a comprehensive group.

  - Future research might explore exactly who is meeting the needs of 19-24 year olds (and whether this is through the lens of youth development or "adult" focused programs).

  - Exploring the role of community colleges would also be a natural follow-up to this study and could leverage some of the same questions and research design used here.

LOCATION

Where are youth being served?

Population Density of 10-17 Year Olds

The map at right shows the density of **youth 10-17 years old** live – with the darkest shades showing areas with the highest density of 10-17 year olds.

The area around Honolulu has the highest concentration of youth as well as the greatest absolute numbers.

This perspective is important as context for data on subsequent pages that show where programs can be found.

Density of 10 to 17 Year Olds

10 To 17 Year Olds per Square Mile

- More than 10 Per Sq Mi
- 6 - 10
- 1 - 5
- Less than 1 Per Sq Mi

Note: Data here is drawn from 2009 American Community Survey Data which reports on the population in specific age groups, none of which aligned with the 13-18 and 19-24 age breaks of this study. Therefore, we've reported population using the closest groupings.

Population Density of 18-24 Year Olds

The map at right shows the density of **older youth 18-24 years old** – with the darkest shades showing areas with highest density of these youth. As with younger youth, the highest concentration of 18-24 year olds is in Oahu.

Note: Data here is drawn from 2009 American Community Survey Data which reports on the population in specific age groups, none of which aligned with the 13-18 and 19-24 age breaks of this study. Therefore, we've reported population using the closest groupings.

Organizations Operating in Each High School Complex Area & Demographics – 2011

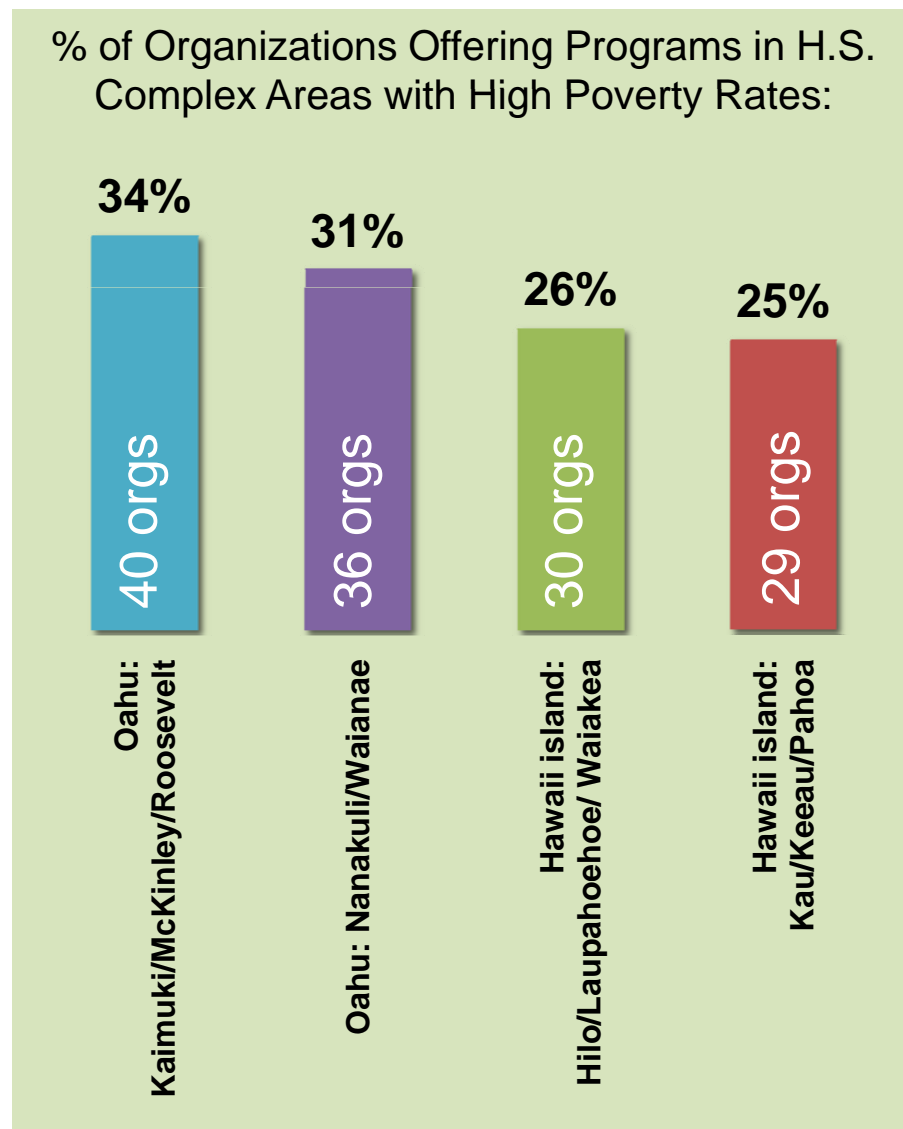| High School Complex Areas	# of organizations operating in HS Complex with programs for:		# of Youth 10-24 Year Olds Living In Complex Area	% of Population Living In Poverty
	13-18 yos	19-24 yos		
Oahu: Farrington/Kaiser/Kalani	42	17	19,920	8.3%
Oahu: Kaimuki/McKinley/Roosevelt	39	16	28,218	12.2%
Oahu: Aiea/Moanalua/Radford	32	12	22,671	5.5%
Oahu: Leilehua/Mililani/Waialua	30	11	24,241	6.5%
Oahu: Campbell/Kapolei	35	13	19,813	6.0%
Oahu: Nanakuli/Waianae	36	14	10,766	18.6%
Oahu: Pearl City/Waipahu	31	12	16,640	8.4%
Oahu: Castle/Kahuku	30	13	23,534	6.2%
Oahu: Kailua/Kalaheo	34	15	15,641	5.9%
Maui county: Baldwin/Kekaulike/Maui	30	15	27,763	7.5%
Maui county: Hana/Lahainaluna/Lanai/Molokai	28	14	5,581	8.2%
Hawaii island: Hilo/Laupahoehoe/Waiakea	30	12	11,019	14.1%
Hawaii island: Kau/Keeau/Pahoa	29	13	8,147	22.2%
Hawaii island: Honokaa/Kealakehe/Konawaena/Kohala	33	12	13,359	7.6%
Kauai: Kapaa/Kauai/Waimea	32	12	11,484	9.4%

Note: Data on population and poverty rates is drawn from American Community Survey Data from 2009.

Organizations Operating in Each High School Complex Area & Demographics *cont'd* – 2011
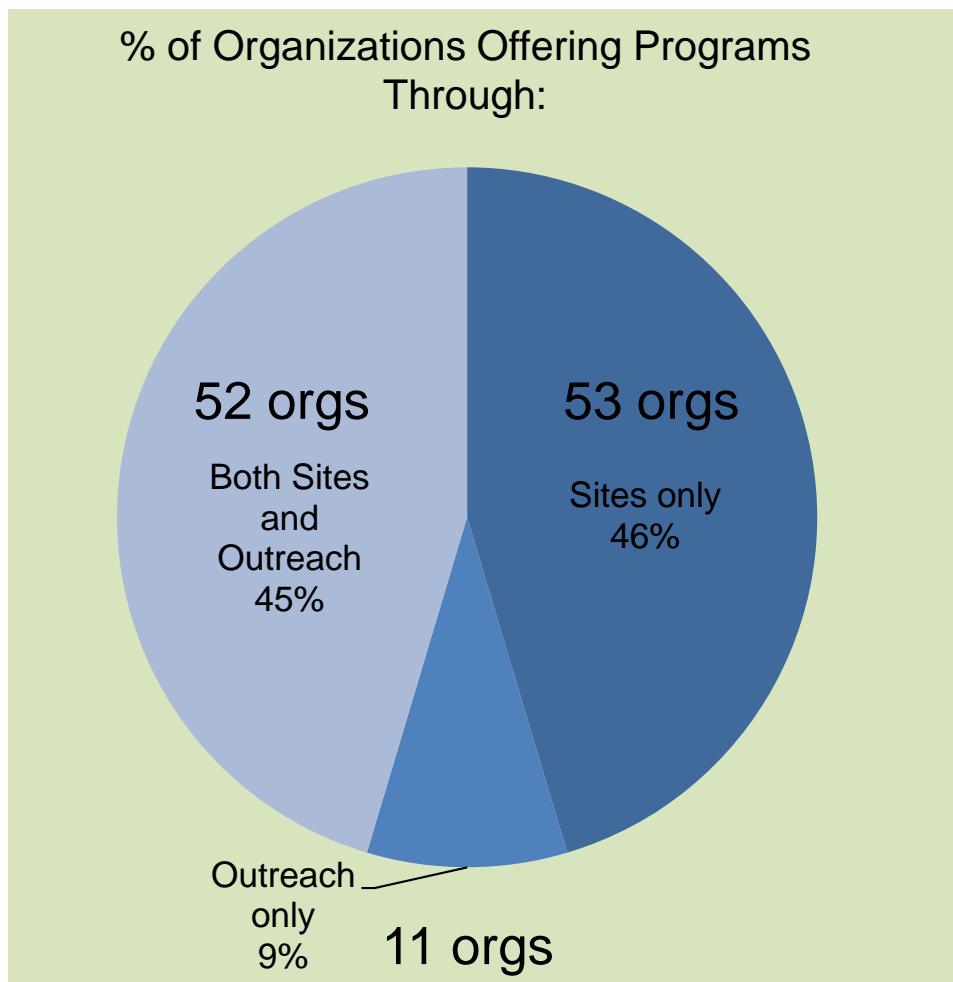
- In the table on the previous page, numbers in the first two columns reflect how many organizations operate in each of the listed high school complex areas.
  - *For example, 42 organizations offer programs for 13-18 year olds in Oahu: Farrington/Kaiser/Kalani.*

- The next column shows the total number of youth 10-24 years old living in the complex area, per 2009 American Community Survey Data. These figures provide context for understanding the number of potential program participants.
  - *For example, 19,920 youth 10-24 year olds live in Oahu: Farrington/Kaiser/Kalani.*

- The final column on the right shows the poverty rate for each high school complex areas, again based on 2009 American Community Survey Data. This data offers another perspective on demand – i.e. where populations with higher need are located.
  - *For example, the poverty rate in Oahu: Farrington/Kaiser/Kalani is 8.3%, below both the state and national averages.*

- Together this data shows that the number of organizations serving youth in a given complex area does not go up proportionally with the number of youth in the area – and may not keep pace with demand.
  - *For example, Oahu Farrington/Kaiser/Kalani has 3.5 times the number of 10-24 years olds of Maui County: Hana/Lahainaluna/Lanai/Molokai but only 1.5 times the number of programs.*

- The number of organizations operating in a complex areas also does appear to be correlated with poverty rate. Likely it is more closely tied to number of youth even if it does not go up in direct proportion to number of youth, as just noted.

- Participating organizations offer programs in an average of 4 different complex areas.
  - *40% of organizations offer programs in ONLY ONE complex area.*
  - *At the other end of the spectrum 11% of organizations report offering programs in ALL complex areas.*

- Looking at the high school complexes where organizations report having programs, 29% of organizations in this study offer programs on more than one island. The rest operate exclusively on one island.

Mapping Of Organizations By H.S. Complex Areas In Which They Operate Programs – 2011

The map at right shows the number of organizations operating programs in each complex area.

For example in Kauai: Kapaa/Kauai/Waimea, 32 organizations operate programs for youth ages 13-24.

Responding Organizations

Responding Organizations with Programs in Given School Complex Area

- 37 - 43
- 34 - 36
- 31 - 33
- 28 - 30

Organizations Offering Programs In High Poverty Rate H.S. Complex Areas – 2011

- Four high school complexes have poverty rates near or above the overall state rate of 12.5%. This chart shows the percentage and number of organizations offering programs in each of those four high school complex.
  - *For example, a quarter of the organizations in the study (25%) offer programs in the Oahu: Kau/Keeau/Pahoa complex area, which has a poverty rate of 22.2%.*
  - *In total, there are 59 organizations operating programs in one or more of the high school complex areas with high poverty rates listed at right. Note this is less than the sum of organizations listed at right because of organizations operating in more than one of these complex areas.*

- In most respects, these organizations look like the rest of the study participants. They are no more likely to report high levels of quality-related behaviors overall or higher numbers of focus areas or target populations.
  - *However, overall these organizations serve more youth and have higher budgets. They also provide more professional development activities than other organizations.*
  - *These organizations also serve significantly more 19-24 year olds than other organizations.*

- Organizations working in these areas are no more likely than other organizations to be actively recruiting youth from low-income households or serving such youth with specialized curriculum.
  - *However, they are more likely to be actively recruiting youth involved in or at danger of engaging in high-risk behaviors. It may be that this criteria – rather than income – defines target population for these organization.*

% of Organizations Offering Programs in H.S. Complex Areas with High Poverty Rates:

34%	**31%**	**26%**	**25%**
40 orgs	36 orgs	30 orgs	29 orgs
Oahu: Kaimuki/McKinley/Roosevelt	**Oahu: Nanakuli/Waianae**	**Hawaii island: Hilo/Laupahoehoe/ Waiakea**	**Hawaii island: Kau/Keeau/Pahoa**

Service Delivery Method: Site-Based v. Outreach – 2011

% of Organizations Offering Programs Through:

52 orgs
Both Sites and Outreach
45%

53 orgs
Sites only
46%

Outreach only
9%
11 orgs

Note: Most organizations who conduct outreach ALSO run site-based programs. The survey data does not distinguish between characteristics of these organizations' site-based v. outreach programs.

- This chart captures the percentage and number of organizations offering programs through outreach, community-based sites or both. As the chart shows, 91% of organizations offer site-based programs (46% only offer programs ONLY at sites; 45% offer site-based AND outreach programs).
  - *Among participating organizations, only 1 in 10 (11 organizations) offer programs exclusively through outreach.*

- We might expect organizations offering outreach to do more recruiting or address distinct focus areas. However, almost no differences emerge in the type or number of populations recruited and type or number of focus areas addressed by organizations with sites only v. those with outreach as well as sites.

- Organizations with outreach programs are more likely to:
  - *Get federal funding*
  - *Require a Bachelors degree for staff in most/all programs*
  - *Report higher numbers of quality-related practices including collaboration, professional development opportunities, and youth leadership*
  - *Recruit youth transitioning out of foster care*

Organizations Offering Program Sites In Each Region – 2011

% of Organizations Offering Programs At Sites In:

40% Honolulu, Oahu — 357 sites

25% Windward Oahu — 170 sites

11% Central Oahu — 114

25% Leeward Oahu — 158 sites

25% Maui County — 105 sites

33% Hawaii Island — 250 sites

21% Kauai — 100

Note: This question was asked only of the 102 organizations with site-based programs.

- Figures here indicate the percentage of organizations with site-based programs in each of the identified regions.
  - *For example, 40% of organizations with site-based programs have programs at sites in Honolulu.*

- Also shown here – on the bars – are the NUMBER OF SITES operated by participating organizations in each of the identified areas. In total, participating organizations operate 1,254 sites.
  - *As the chart shows, participating organizations operate programs at a total of 357 sites in Honolulu.*
  - *It's very likely that these are not distinct sites and in many cases organizations share sites, e.g. two programs operating out of a community center.*

- The median number of sites for participating organizations is four.
  - *Most organizations operate only a few sites, generally concentrated in one of these areas.*
  - *Median is used instead of average because of a few outlier organizations with unusually high numbers of sites, e.g. Boy Scouts.*

- The high numbers of programs in Honolulu especially (but several other areas as well) are driven largely by the Boy Scouts & Police Athletic League, both of which operate large numbers of sites.

Number of Program Sites In Each Region – 2011

The map at right shows the number of sites that organizations operate in each region.

For example on Hawaii Island there are more than 200 program sites.

The high number of sites on Hawaii Island may be tied to a scattered population. While a high number of sites in Honolulu, Oahu is likely a function of high numbers of concentrated youth (as show on the population density maps on pages 21 and 22).

Sites for Youth Development Programs

Number of Sites at Responding Organizations by Region

- More than 200
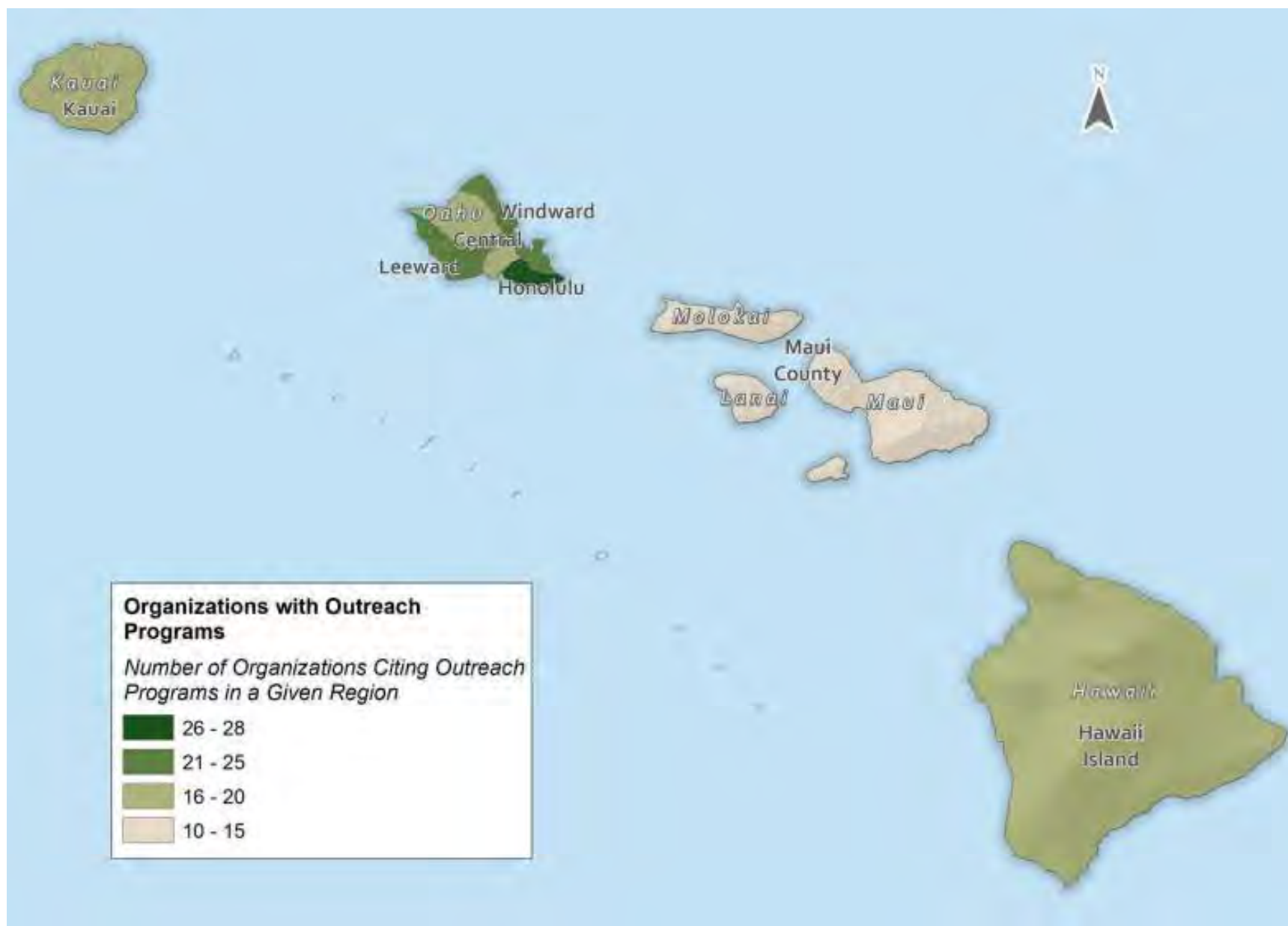- 161 - 200
- 120 - 160
- Less than 120

Organizations With Outreach Programs By Region–2011

- 63 organizations reported providing outreach services to youth.
- The chart shows the number of organization that provide outreach services within specific geographic regions.
  - *Almost half of outreach providers (28) offer programs in Honolulu.*
  - *In contrast, only 10 offer outreach programs in Maui County.*
  - *A total of 63 organizations in this study provide services through outreach (note this is more than the total of organizations reported in the chart at right because some organizations operate outreach programs in several regions.)*

- Roughly a third of these organizations report offering programs in each of the four H.S. Complexes with a poverty rate at or above that of the state (12.5%).

- Follow-up research on approaches to outreach and targeted populations would provide a richer understanding of these programs.

Number of Outreach-Providing Organizations with Programs In:

Region	Number
Honolulu, Oahu	28
Windward Oahu	24
Central Oahu	19
Leeward Oahu	24
Maui County	10
Hawaii Island	20
Kauai	19

Note: Some organizations operate outreach programs in more than one region and are duplicated .

Organizations Offering Outreach In Each Region – 2011

Organizations with Outreach Programs

Number of Organizations Citing Outreach Programs in a Given Region

- 26 - 28
- 21 - 25
- 16 - 20
- 10 - 15

Location – Insights & Opportunities

- Looking at the geographic distribution of programs in combinations with data on geographic distribution of youth suggests that there may be a gap in demand and supply.
  - Complex areas with high numbers of youth are not served by substantially higher numbers of programs so there may be un-served youth.
  - Exploring demand is a logical and strategic next step. Similarly, follow-up research should establish program capacity and number of youth served in each complex area. Participating organizations should be able to provide this data and it can be used to complement existing information.

- Half of participating organizations report providing services through outreach as well as sites. Study design did not probe the nature of that outreach or the youth targeted through those programs.
  - Exploring these issues is a natural follow-up to the landscape study and could be conducted through qualitative case studies. This would help answer questions about whether vulnerable populations are being reached where they are as well as through programs that require youth to come to central sites. It would also address questions about how youth are served in areas with decentralized populations.
  - Additionally, several large organizations working in low income high school complex areas appear not to actively target low income youth. Follow-up with these organizations to understand how they engage such youth would be useful in identifying gaps or under-served communities.

PROGRAM FEATURES

How are youth being served?

Program Focus Area Survey Questions

- In the Survey of Youth Development Programs, organizations were asked to identify primary areas of focus in their youth development programs.
  - *A "primary focus" is an area of youth development directly and explicitly targeted by a program.*

- Organizations had to indicate whether a given area was a primary focus for ALL, MOST, SOME or NO programs.

- The question listed 12 focus areas based on key areas identified by leading youth development organizations and funders nationally. (See Appendix for full description of focus areas.)

- The following pages reflect data on how participating organizations answered questions regarding areas of focus.
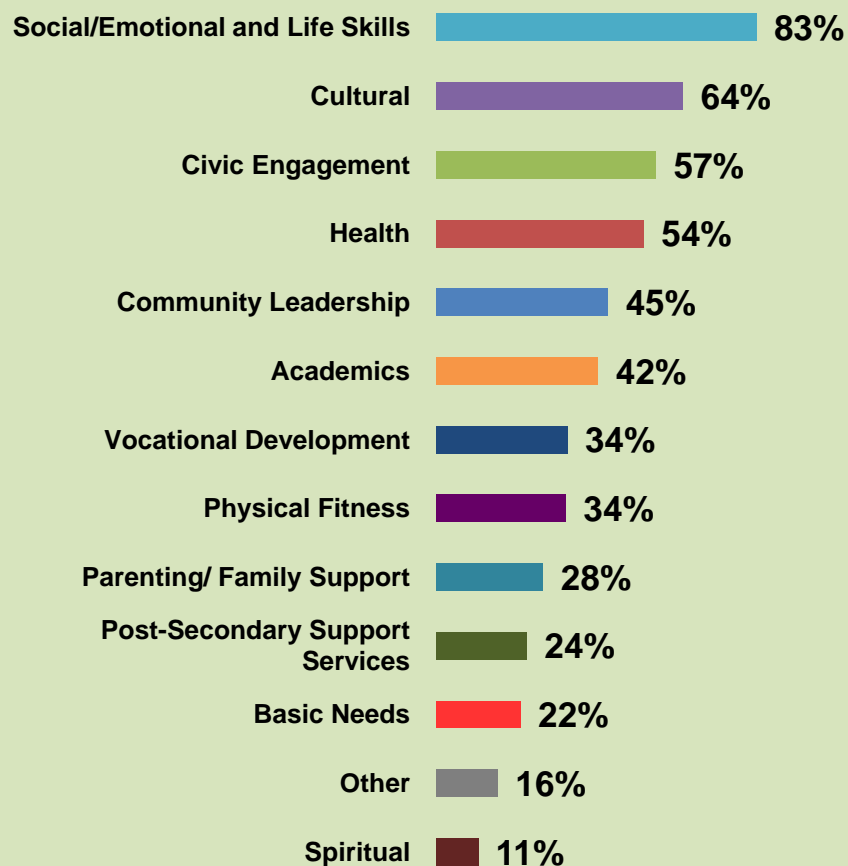

18. How many of your organization's youth development programs serving 13-24 year olds have as a primary focus each of the following focus areas?

"Primary focus" means that the program directly and explicitly targets youth development in this area.

	All programs	Most Programs	Some programs	No programs
Academics (e.g. improving school grades, tutoring, college preparation/readiness)	○	○	○	○
Physical fitness (e.g. sports)	○	○	○	○
Health (e.g. physical, mental, reproductive health)	○	○	○	○
Social/emotional and life skills (e.g. self-esteem building, gang prevention)	○	○	○	○
Cultural (e.g. music/dance performance skills, cultural knowledge)	○	○	○	○
Civic engagement (e.g. volunteerism)	○	○	○	○

Areas of Youth Development Program Focus – 2011

% of Organizations with a primary focus on:

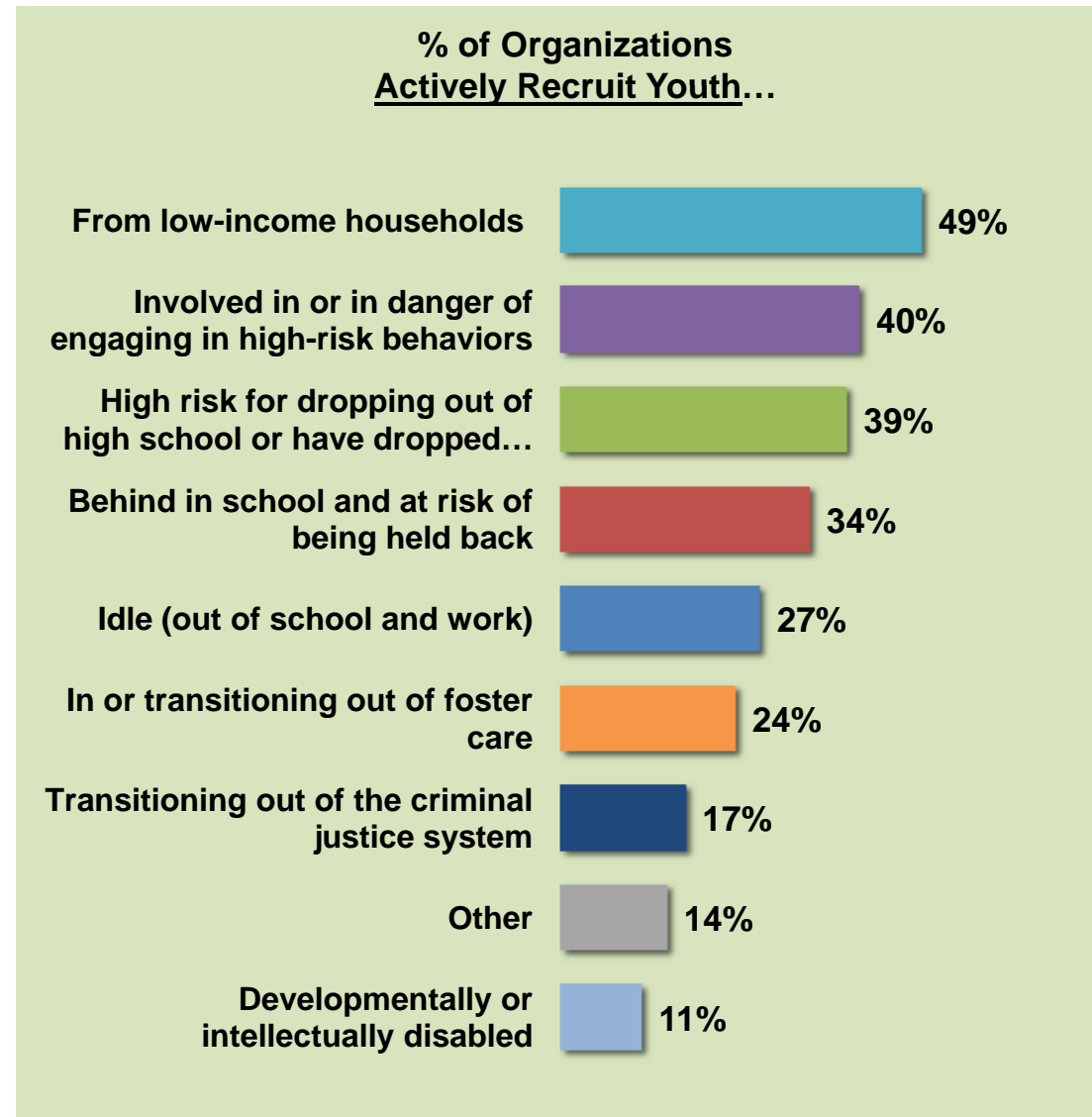| Area	Percentage
Social/Emotional and Life Skills	83%
Cultural	64%
Civic Engagement	57%
Health	54%
Community Leadership	45%
Academics	42%
Vocational Development	34%
Physical Fitness	34%
Parenting/ Family Support	28%
Post-Secondary Support Services	24%
Basic Needs	22%
Other	16%
Spiritual	11%

- The chart here indicates the percentage of organizations who said ALL/MOST of their programs had a primary focus in a given area – that is, they explicitly and directly targeted this area of youth development.
  - *For example, 83% of organizations report that development of social/emotional and life skills is a primary focus area.*

- The average number of program areas per organization was five, suggesting that most programs take a somewhat broad and encompassing approach to youth development.
  - *The more focus areas an organization identified, the higher its level of engagement with quality-related behaviors.*

- The top areas of focus shown here are consistent across organizations of different sizes and quality-levels.
  - *Higher levels of federal funding correlate with a focus on academics, civic engagement, health and vocational development – all areas that federal funding frequently targets.*

- Several areas of focus appear to be less widely served by youth development programs.
  - *In some cases they may be addressed by organizations screened out of this study – e.g. sports teams, community colleges.*
  - *Areas like basic needs or family support may fall outside the scope of a youth development approach. Given the importance of these focus areas further exploration of what organizations DO address them could be valuable.*

Note: Percentages are of organizations reporting area of focus as primary for ALL or MOST programs. If only some of an organization's programs address a focus, we expected it did not have an overall commitment to this area and so should be excluded.
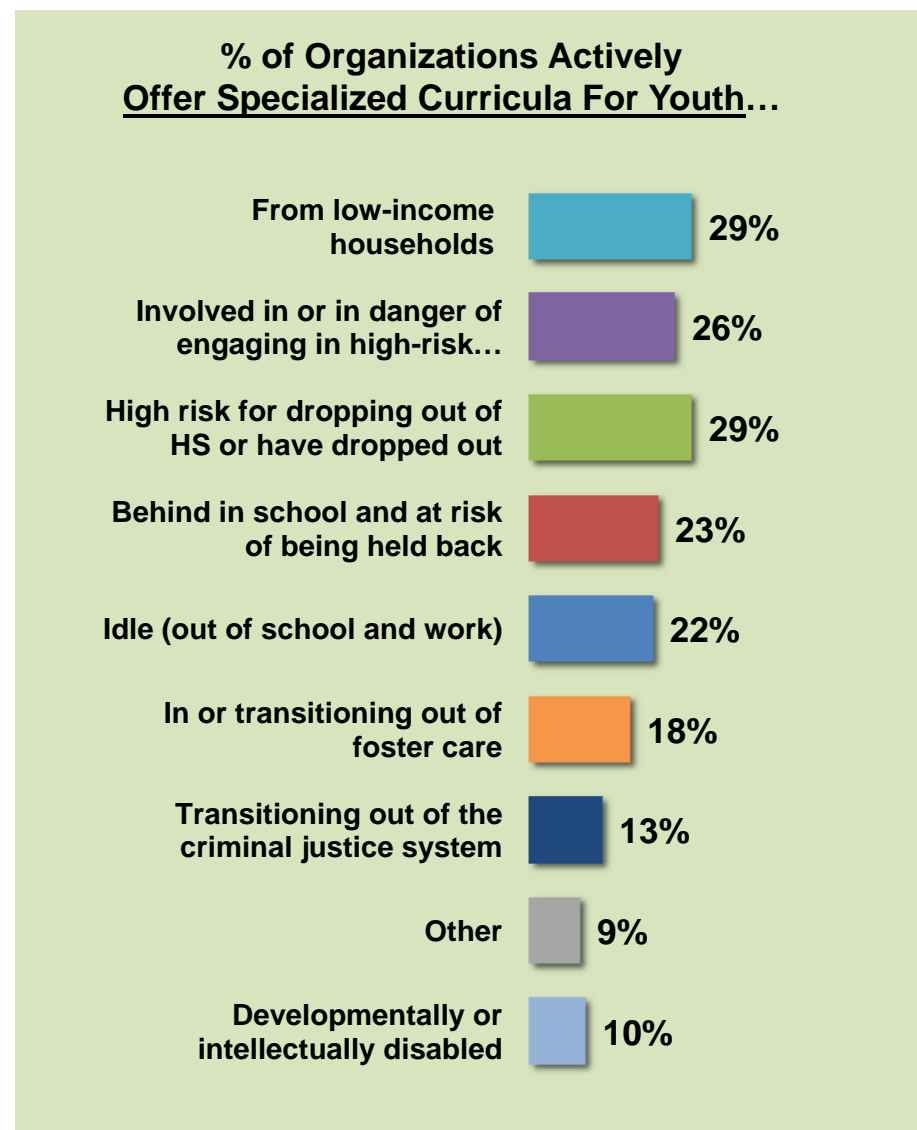
Youth Development Programs' Target Populations – 2011

- At right are the percentages of organizations in this study that actively recruit each of the listed target populations.
  - *For example, 49% (or roughly half) report that they recruit youth from low-income households.*

- Organizations actively recruit an average of three target populations.
  - *In their program descriptions, many organizations explicitly point to groups of high-risk youth they work with and identify this orientation as central to their goals.*

- The more of these critical populations an organization actively recruits, the higher its level of quality-related behaviors. This positive correlation suggests a link between explicitly reaching out to youth and working toward a quality program. In both cases, intentionality appears to be key.

- Organizations were not asked to indicate what "actively recruit" means for them. Exploring how organizations interpret and approach recruiting is a clear follow-up to this research.

% of Organizations Actively Recruit Youth…

Target Population	%
From low-income households	49%
Involved in or in danger of engaging in high-risk behaviors	40%
High risk for dropping out of high school or have dropped…	39%
Behind in school and at risk of being held back	34%
Idle (out of school and work)	27%
In or transitioning out of foster care	24%
Transitioning out of the criminal justice system	17%
Other	14%
Developmentally or intellectually disabled	11%

Youth Development Programs' Specialized Curricula – 2011

- In the chart here, we see percentages of organizations that serve each listed population of youth with a specialized curricula (as opposed to no curricula or one designed for a wider population).
  - *For example, 29% of organizations report using a specialized curricula in their work with low-income youth.*

- Notably fewer organizations use specialized curricula to serve the top four target populations than actively recruit those population – and they aren't necessarily the same organizations.
  - *This means that, for example, while an organization may be explicitly reaching out to and engaging youth at risk of dropping out of school they may not work with that youth using a specially designed curricula.*
  - *As an example, there are 43 organizations that actively recruit youth at risk of dropping out of school. Among those 12 use a specialized curricula in working with them and 31 do not. Another two organizations that use such a curricula don't actively recruit these youth.*

- The disconnect between recruiting and use of specialized curricula may not represent an oversight or challenge to quality programming and outcomes. In working with a given group, best practices may suggest the use of specific approach, e.g. mentoring, but not a particular curricula.
  - *However, it's clearly an issue worth exploring further along with identification of what curricula are in place.*

% of Organizations Actively Offer Specialized Curricula For Youth…

Population	%
From low-income households	29%
Involved in or in danger of engaging in high-risk…	26%
High risk for dropping out of HS or have dropped out	29%
Behind in school and at risk of being held back	23%
Idle (out of school and work)	22%
In or transitioning out of foster care	18%
Transitioning out of the criminal justice system	13%
Other	9%
Developmentally or intellectually disabled	10%

Snapshot of Organizations Actively Recruiting Youth From Low Income Families – 2011

- **55 organizations – half of those in the study** actively recruit youth from low income households. Highlights of these organizations include:
  - *Median size of 240 youth served/organization*
  - *Median budget is $82,500 (lower than overall median because several larger organizations don't report actively recruiting these youth and so are not part of this group)*
  - *An average of 25% of their funding is from federal sources – their top funder.*

- In total, these organizations serve 49,631 youth annually – not all of whom would be from low income backgrounds.

- Along with low income youth, these organizations recruit an average of five target populations – more than other organizations in the study. They also identify an average of six focus areas, a higher number than other organizations.
  - *These differences suggest that organizations recruiting youth from low income household may be more intentional and mindful about who they are serving and how. Results from this study suggestion this intentionality is correlated with higher levels of quality-related activities.*
  - *In fact, organizations actively recruiting low income youth report a higher level of quality-related activities, especially professional development and collaboration.*

Examples of Program Descriptions Provided by Organizations:

- *A comprehensive program that utilizes prevention strategies to target specific subsets of the total population that are deemed to be more at-risk than the general population. In this program, our goal is to use athletics, mentoring and proven curriculum as an effective tool in substance use prevention and intervention for youth and families.*

- *Our organization keeps low-income middle school (6th, 7th, 8th grade) youth safe and engaged during the "danger zone" hours of 3pm to 6pm, when they are most likely to participate in high risk behaviors.*

- *Primarily services youth living in the local housing projects who can't afford after school care. Program includes--tutoring, activities (dance, sports, art), mentoring, and community events.*
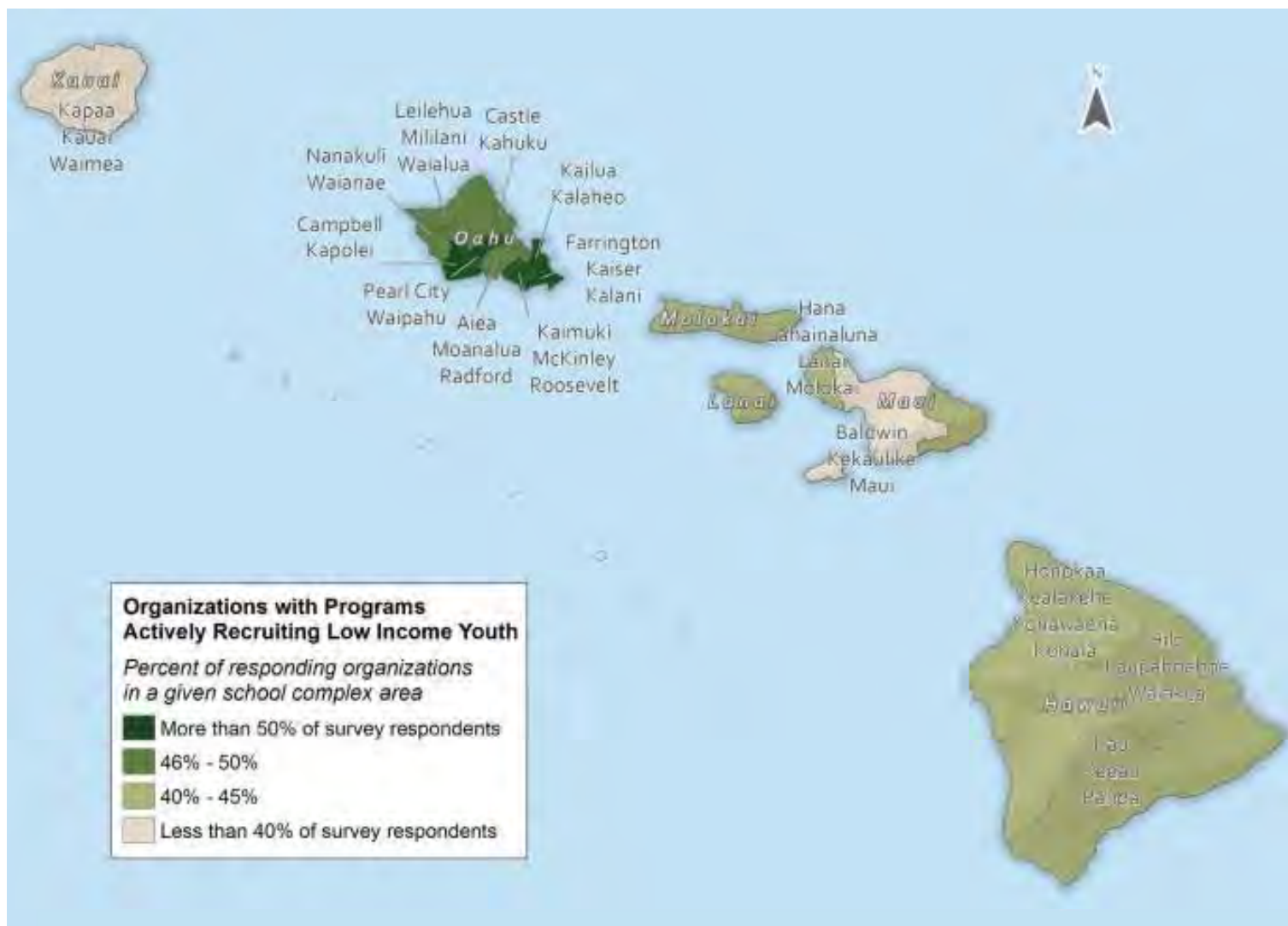
Mapping Of Percentage Of Organizations Actively Recruiting Youth From Low Income Households – 2011

The map at right shows the percentage of organizations in each complex area that actively recruit youth from low income households.
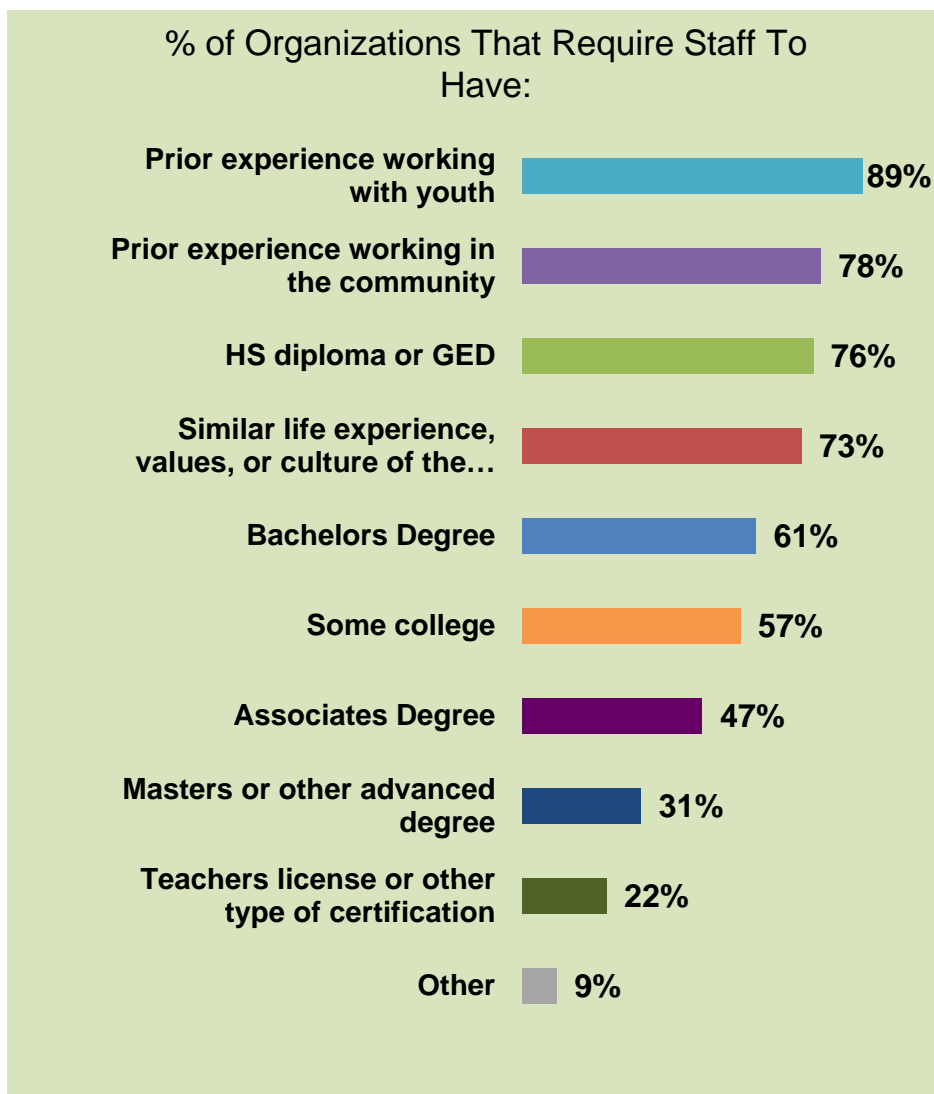
In 5 complex areas over half of the organizations working in the area actively recruit these youth. Only one of these areas with higher levels of organizations recruiting is ALSO an area with a higher rate of poverty (Kaimuki/McKinley/Roosevelt).

On the island of Hawaii, there are 2 complex areas with high poverty rates – Hilo and Kau. In both areas only 40-45% of organizations are actively recruiting low income youth.

It may be, however, that when working in such areas organizations don't see a need to target low income youth. Instead they may assume that if they simply reach out to the community they will engage those youth.

Organizations with Programs Actively Recruiting Low Income Youth

Percent of responding organizations in a given school complex area

- More than 50% of survey respondents
- 46% - 50%
- 40% - 45%
- Less than 40% of survey respondents

Desired Staff Qualifications In Youth Development Programs – 2011

% of Organizations That Require Staff To Have:

Qualification	%
Prior experience working with youth	89%
Prior experience working in the community	78%
HS diploma or GED	76%
Similar life experience, values, or culture of the…	73%
Bachelors Degree	61%
Some college	57%
Associates Degree	47%
Masters or other advanced degree	31%
Teachers license or other type of certification	22%
Other	9%

Note: These percentages reflect organizations who identified this as a qualification for ALL or MOST programs.

- Shown at left are the percentages of organizations that require staff in ALL or MOST programs to have a given qualification.
  - *For example, 89% of organizations look for staff with prior experience working with youth.*

- Clearly for most organizations, relevant experience – with youth, communities and culture – is more important than specific training or higher levels of educational attainment.
  - *Research on quality would support an orientation toward finding people who can connect well with youth. However research also points to value in more educated staff.*

- Where organizations look for specific training, often it's tied to program focus, e.g. arts and culture programs look for trained artists, athletic programs look for coaches, mental health programs look for licensed counselors.
  - *Organizations with higher levels of quality-related activities are more likely to look for staff with a BA. Knowing what positions require this degree would be useful in exploring approaches to quality, i.e. are staff with a BA working with youth directly or are they engaged in data collection, evaluation, etc.*

- Organizations with bigger budgets and those serving more youth do not appear to set higher standards for staff. However, organizations with larger budgets do provide more professional development opportunities and thus invest in staffing that way.

- Describing challenges they face in finding staff, many organizations talked about their emphasis on identifying staff who enjoy working with youth and share organizational missions.
  - *Many organizations suggested that providing training and mentoring can and does fill in gaps in knowledge/skills for their staff.*

Staffing Challenges – 2011

Organizations describe an approach to hiring that often prioritizes the right experience/attitude over specific qualifications. Wanting to work with youth – especially more challenging target populations – can require a special person and it appears that organizations make a point of looking for those people (as reflected in ranking of qualifications on previous pages). Research may support this approach as it highlights the importance of strong positive relationships between adult staff and participating youth in programs.

Organizations point to challenges when their youth development programs set high/specific criteria (e.g. Master's degree), or work with a particularly tough population or in a difficult area.

1 in 3 organizations cite staffing as an issue, typically one tied to either low salaries or limited applicant pool in a particular area or field. Almost half of organization say adding staff would improve their programs, often to allow for program expansion.

- o *45% say increasing staff size is one of the top two things that would most improve their programs*
- o *37% say attracting and retaining staff is a challenge*
- o *25% say providing staff development/training is a challenge*
- o *22% say paying staff higher salaries is one of the top two things that would most improve their programs*
- o *9% point to providing staff with development/training as a change that would most improve their programs*

Sample responses to a question asking organizations to describe their ability to meet desired staff qualifications:

- ➤ *Often we provide the training and qualifications we are looking for, and consider this part of our mission as a community building organization.*

- ➤ *We tend to hire more for cultural fit and what's needed by the program (i.e. based on program life cycle). This doesn't necessarily translate to a college degree, but to ability and experiences and talents.*

- ➤ *The pool of applicants with these desired qualifications is sufficient, but finding the person with the right heart is more challenging.*

- ➤ *It is difficult to attract individuals due to the salary compensation available.*

- ➤ *We have had some difficulty in retaining staff once they are trained because our program is currently funded on a temporary basis. Staff express they are looking for permanency especially because of the current economical outlook.*

- ➤ *It is challenging to find potential staff who meet all qualifications. We accept equivalent years of experience in lieu of education at times.*

- ➤ *We have been able to find qualified candidates for positions on Oahu, Maui and Hawaii. It has been more difficult finding candidates on Kauai and Molokai.*

Youth Development Program Staff Tenure/Retention – 2011

- Across organizations, an average of 82% of paid staff have been with the organization at least 1 year (this includes both full and part-time staff). (*Note: This figure is derived by dividing the reported # of employees who have been with the organization a year or more by the total # of reported full and part time staff.*)

- This average holds across organizations of different sizes, budgets and length of time serving youth.
  - *Furthermore, programs engaging in high levels of quality-related behaviors (e.g. collaboration, data collection) have no higher a rate of staff retention than those reporting fewer quality-related behaviors.*

- Few organizations mention staff retention in their description of staffing issues. In combination, these figures suggest that it may not currently be a significant problem for most organizations.
  - *As noted on the previous page a third of organizations report challenges attracting and retaining staff. However, those who point to staffing as a problem are more likely to point to finding rather than keeping staff.*
  - *Further exploration would help clarify what expectations organizations have for retention, i.e. how long do they expect staff at different levels/positions to stay with their organization?*

Program Features – Insights & Opportunities

- Data from this study appears to confirm other research suggesting a correlation between intentionality and quality.

  - In this study, the more focus areas an organization identifies and the more populations it actively targets, the higher the organization's level of quality-related activities. Both program focus and recruitment require a level of reflection and purpose that may naturally tie in to quality-related efforts like staff development, data collection, etc.

  - This hypothesis could be further explored with follow-up research on *how* organizations recruit and well as what it means to have a focus area. It would be useful to know if either involves quality-related activities identified in this study, e.g. data collection, collaboration, youth engagement/leadership.

- At the same time, there appears to be limited connection between *recruiting* a population and serving that population with a *specialized curricula.* Again, follow-up research with organizations would shed light on whether there is an unmet need for such curricula that funders might address or an intentional decision to use a broader approach in working with even special populations of youth.

- In hiring staff, another key element to achieving quality, programs are most likely to look for relevant experience with youth and in the community being served. Several programs described training and professional development efforts aimed at fostering youth/adult relationships. This might be an area for funding and support.

  - With respect to staffing, organizations report a relatively stable workforce but still point to challenges in staffing and a need for more staff. It would be useful, again, to probe this area further and understand what is driving the desire for more staff – Program expansion? Quality enhancement?

FUNDING

Where do programs get their support?

Youth Development Program Funding Sources – 2011

- Among organizations in this study, funding for youth development programs totaled **$107,438,000.**

- Across programs, the median expenditure per youth served is **$634/youth.**

- Data at right offers a snapshot of the significance of different funding sources – as indicated by:
  - *Average amount of youth development program budget which organizations get from that source*
  - *Number of organizations receiving funding from the source*
  - *Estimated total amount that source provided to participating organizations in the past year.*

- Federal and state governments represent the most significant funding sources – making programs vulnerable in a time of budget cuts.

- Participating organizations reported an average of four different funding sources supporting their youth development programs.

- Programs appear to be reasonably diversified in their funding.
  - *Only 20 organizations reported their programs had a single source of support.*

Funding Source	Average % of Funding From Source	Number of Organization With Funding From Source	Est. Total Amount Supporting Programs
Federal Gov't	20%	50	$32,523,551
State Gov't	17%	46	$19,716,232
Individuals/ Fundraisers	15%	66	$12,779,895
Hawaii Foundations	11%	52	$3,645,000
Community Foundation	10%	57	$2,455,936
County Gov't	7%	36	$4,799,592
Earned Income	7%	33	$54,242
Mainland Foundations	4%	26	$1,276,433
Corporate Contributions	3%	29	$6,725,843

Top Youth Development Program Funders – 2011

- In addition to reporting on their distribution of funding sources, participating organizations were asked to identify their top three funders.

- Responses varied with respect to specificity and clarity. The list at right reflects interpretation of that data and identification of sources that appear to be mentioned most often.

- The particular government funding sources youth development programs rely upon makes them especially vulnerable, e.g. arts funding.

- Non-government funding seems to be spread across a wider array of sources than government funding.

Federal
- Department of Health and Human Services (e.g. TANF)
- Department of Labor (e.g. Workforce Investment Act)
- Department of Education
- Department of Defense
- Department of Justice, Office of Juvenile Justice and Delinquency Prevention

State/County
- Department of Human Services (non-specific)
- Department of Human Services, Office of Youth Services
- Hawaii State Foundation on Cultural and the Arts
- Department of Education
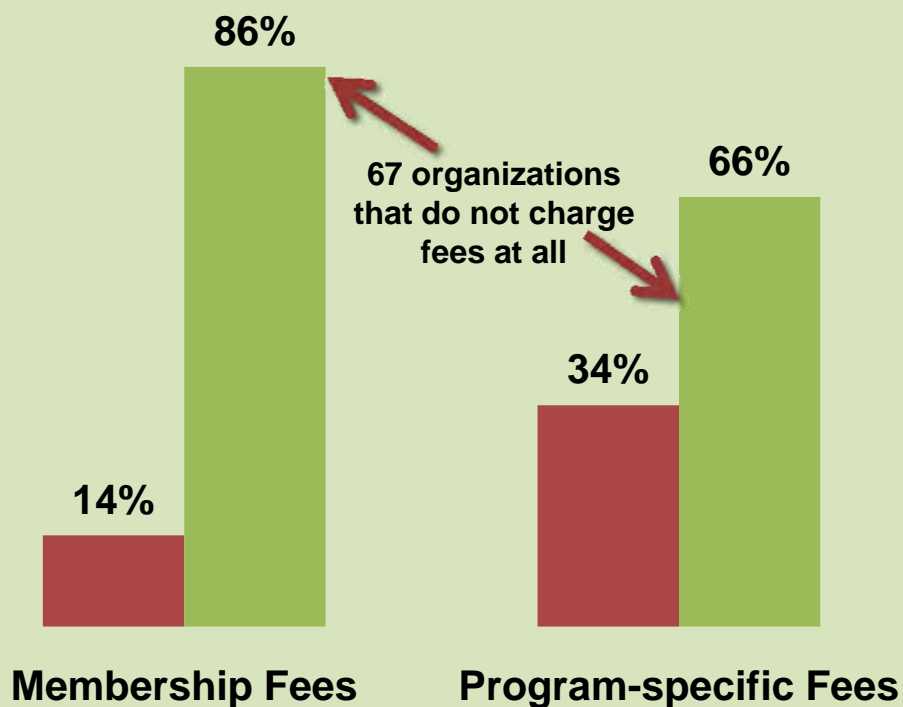- County Governments
- Office of Hawaiian Affairs

Private
- Hawaii Community Foundation
- Kamehameha Schools
- Hau'oli Mau Loa Foundation
- Harold K.L. Castle Foundation
- Kukio Community Fund

Types of Program Fees – 2011
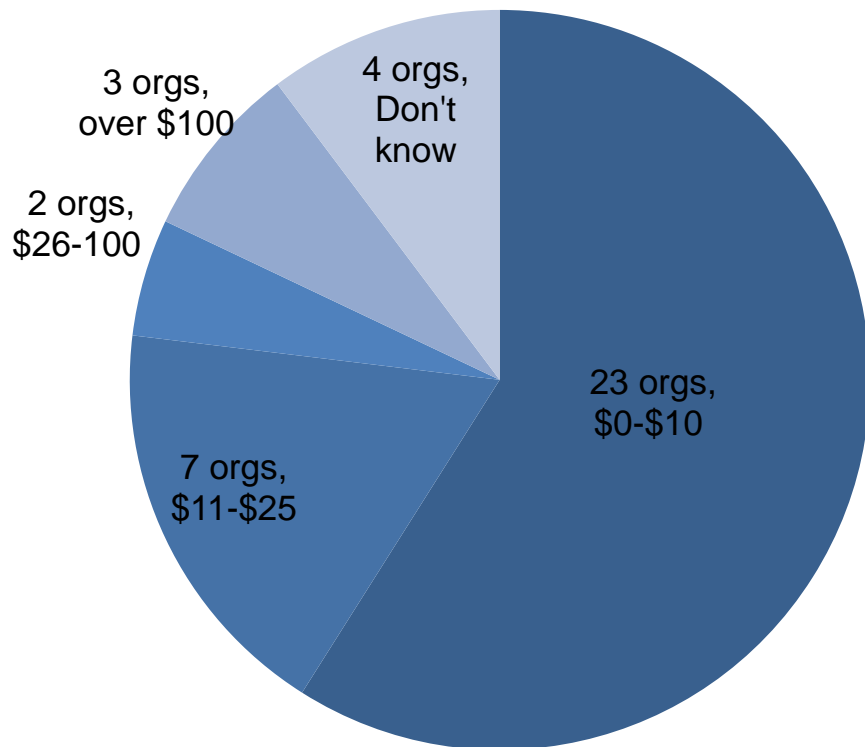
% of Organizations That:

■ Charge Fees ■ Do NOT Charge Fees

86%

67 organizations that do not charge fees at all

66%

34%

14%

Membership Fees   **Program-specific Fees**

- The chart at right presents data on the percentage of organizations charging either membership or program-specific fees in their programs.
  - *For example, 14% of organizations charge membership fees in at least some of their programs.*
  - *34% of organizations charge program fees in at least some programs.*

- Only 39 organizations report charging fees in any of their programs and in most cases if they do charge it's in only some, not most or all programs. As reported earlier, earned income accounts for an average of only 7% of program budgets.
  - *While this includes a few organizations that actively recruit youth from low income backgrounds, there's no indication those youth actually face fees.*
  - *Fee-charging organization are, in fact, less likely to be targeting youth from low income. They're also less likely to be recruiting youth at-risk of or engaged in high-risk behaviors or dropping out of school.*

- It is unlikely that fees are a barrier to participation for youth. Focus seems to be on making programs and services accessible and available.
  - *It should be noted that this study purposely excluded for-profit organizations where fees are undoubtedly prevalent and engagement of lower incomes youth/families is less common.*

Level of Monthly Program Fees – 2011

Number of Organizations Charging Monthly Fees Of:

- This chart shows the number of organizations whose program fees fall into the each of the ranges shown.
  - *For example, 23 organizations charge $10/month or less.*

- Clearly in the handful of programs where fees are charged, they are modest. Furthermore, the majority of those organizations provide financial assistance for at least some youth.

Note: This question was asked only of the 39 organizations that charge fees.

Funding – Insights & Opportunities

- Asked to describe their challenges, organizations consistently point to the need for more funding and more dependable funding. Under current economic conditions, these concerns can only be expected to get worse.
    - Organizations are looking for funds to expand, hire and train more staff, increase staff pay and improve facilities.

- Most organizations report some diversification of funding, though principally this is across government funding streams and foundations. Federal funding is a significant source of funding across Hawaii. Ongoing fiscal mapping research being commissioned by HCF will shed light on exactly where and how those funds are used.

- Earned income accounts for very little funding. Few organization charge fees across their programs, suggesting that even under financial pressure, programs remain accessible to youth.

QUALITY

What are programs doing now to achieve quality?

Why Quality Matters In Youth Development Programs

- Research consistently points to the potential for the hours youth spend out of school to be either an opportunity to grow, learn and develop, or a time to engage in risky behaviors, get into trouble and even find them themselves crossing paths with law enforcement. Additionally, years of study have established core assets that give youth the best chance at success as adults.

- Recent research has gone a step further to establish a connection between program quality and positive youth outcomes. Some of the key program elements tied to quality and better outcomes for youth include:

  ✓ *Positive social relationships between youth and program staff*
  ✓ *Lower staff turnover*
  ✓ *Genuine respect for youth*
  ✓ *Positive relationships among participating youth*
  ✓ *Mix of academic and non-academic skill-building activities*
  ✓ *Opportunities to empower youth through autonomy, choice and decision-making*
  ✓ *Awareness and reflection on program goals, strategies and outcomes*
  ✓ *Grounding in youth development principles*

- When organizations make a priority of working toward these practices, the youth they serve have a better chance of achieving progress in developing key skills and emotional competencies. Programs and their network of community partners – including funders – can look to these practices and principles in their strategic thinking and planning around program design. While not always elements that can be readily put into place, they are good standards to work toward.

- As a complement to such activities/practices, quality programs use evaluation to assess their impact and refine program design. Wherever possible they collect other forms of data to inform their program design, staffing, etc. They also use professional development opportunities to increase the ability of staff to implement these practices and approaches.

Sources include:
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Measuring Quality In The Survey Of Youth Development Programs – 2011

- Given the demonstrated connection between program quality and desired outcomes in youth development programs, it was a priority in this study to capture some basic data on quality-related activities in Hawaii's youth development programs.
  - Information collected can be used to identify areas of need, opportunities to support further quality improvements and correlations between quality-related activities and other organization characteristics.

- Ideally, evaluating quality entails a combination of self-evaluation, outside observation and objective data collection. The design of this study did not allow for such a robust approach. Instead, the study focused in on key activities that support quality and could be readily reported on by organizations. Specifically, organizations were asked to report on:

  - Professional development opportunities for youth development staff
  - Youth engagement activities (e.g. participation in program design)
  - Data collection
  - Collaboration with other organizations/institutions
  - Use of program quality assessment tools

- The approach taken here is clearly not comprehensive and relies entirely on self-reporting, as well as some proxy measures for the specific activities research has tied to youth outcomes. However, given the previous lack of data on quality and quality-related activities, it greatly enhances community knowledge and helps identify opportunities for program enhancement.

- We've combined these in such a way that we can assess the overall engagement quality-related activities within an organization.

- *See Appendix for specific quality-related questions included in the Survey of Youth Development Programs*

Professional Development Opportunities For Youth Development Program Staff – 2011

% of Organizations That Provide:

Category	Percentage
New staff orientation	82%
Ongoing training on curriculum or program models used in the organization	75%
Annual written performance evaluation	73%
Professional development workshops or conferences	71%
Identification of professional development/training goals	66%
Dedicated staff development days, continuing education, or other ongoing staff development/training	57%
Other	12%

- At left are the percentages of organizations who provide each of the listed professional development opportunities.
  - *For example, 82% of organizations provide New Staff Orientation*

- Almost all organizations (94%) offer some sort of professional development. On average, participating organizations provide four types of professional development opportunities.

- While quality indicators aren't all correlated, organizations that provide fewer professional development opportunities are *also* less likely to be going through a quality assessment process, collecting data and collaborating.

- And, conversely, organizations strong on professional development also attend to data collection, quality assessment and collaboration.

Organizations are designated "HIGHER QUALITY" on Professional Development if they offer AT LEAST HALF of the opportunities listed.
- *75% of organizations rate "HIGHER' for this quality measure*

Youth Engagement Activities in Youth Development Programs – 2011

% of Organizations Where:

Youth PARTICIPATE in the design, development, and/or delivery of youth programs at the organization

35%

Youth LEAD the design, development, and/or delivery of youth programs in the organization

26%

Youth PARTICIPATE in overall organization governance (e.g. on board)

16%

Note: These percentages include organizations which indicated that youth engage in selected activities in ALL or MOST of their programs.
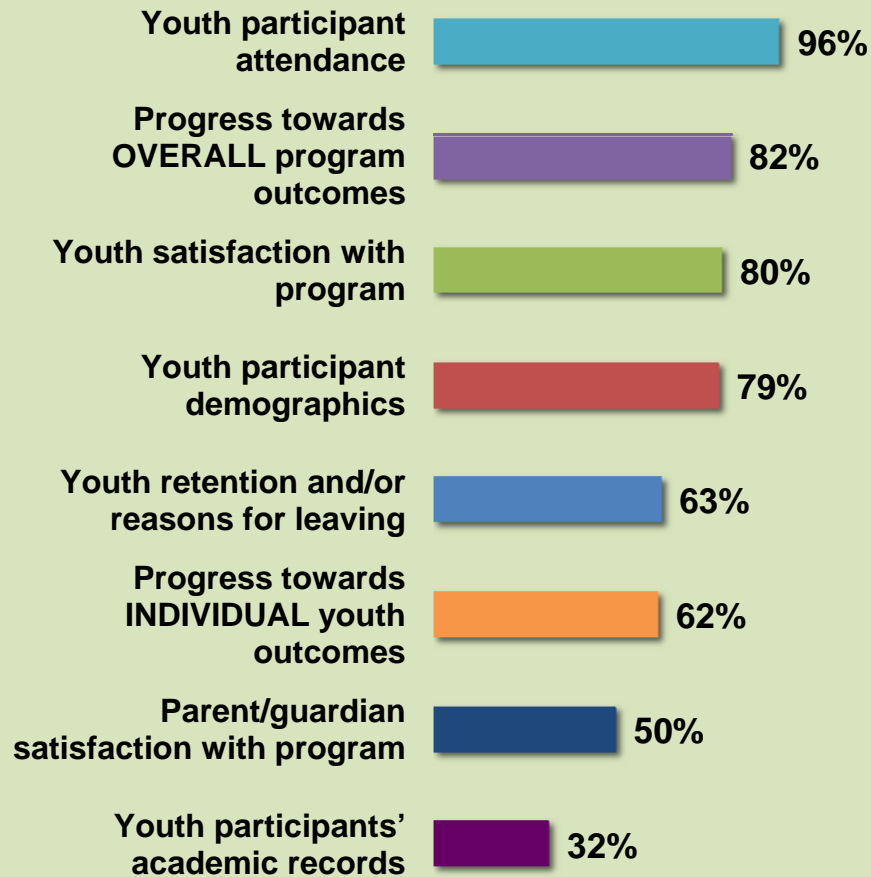
- This chart reflects the percentages of organizations in which youth engage in program/organization leadership activities in ALL or MOST programs.
  - *For example, in 35% of organizations youth participate in program design for most or all programs.*

- Creating opportunities for youth to participate in program design and governance remains clearly the exception not the rule as indicated by the low percentages of organizations providing such opportunities.

- Organizations that enable this are no more likely to be high on other indicators of quality. Instead, they are more likely to identify community leadership and civic engagement as areas of focus – which aligns with the leadership elements of the activities shown here.
  - *So youth participation may be a natural outgrowth not of intentional efforts at quality enhancement but rather a leadership development and organization mission.*
  - *If so, organizations may need education around the value of this type of youth engagement and its connection to quality/positive outcomes.*

Organizations are designated "HIGHER QUALITY" on Youth Engagement if ALL/MOST programs provide opportunities for at least one of these types of engagement.
- *26% of organizations rate "HIGHER" for this quality measure*

Data Collection In Youth Development Programs – 2011

% of Organizations That Track:

Category	%
Youth participant attendance	96%
Progress towards OVERALL program outcomes	82%
Youth satisfaction with program	80%
Youth participant demographics	79%
Youth retention and/or reasons for leaving	63%
Progress towards INDIVIDUAL youth outcomes	62%
Parent/guardian satisfaction with program	50%
Youth participants' academic records	32%

Note: These percentages include organizations where ALL or MOST of their programs tracked each type of data.

- Shown at left are the percentages of organizations who collect each type of program data in ALL or MOST of their youth development programs.
  - *For example, almost every participating organization – 96% - collect data on youth attendance in most or all programs.*

- Basic data like attendance is widely collected; measuring individual youth progress is less of a given.

- Unlike other quality-related practices, higher levels of data collection seem more prevalent among organizations with larger budgets. This makes sense as data collection can be time and resource intensive.

- These levels of data tracking are encouragingly high. Possible follow-up research could explore specific data collected and if/how that data is used by the organization.

Organizations are designated "HIGHER QUALITY" on Data Collection if they track AT LEAST HALF of types of data listed in ALL/MOST of their programs.
- *80% of organizations rate "HIGHER' for this quality measure*

Youth Development Organization's Collaboration With Other Organizations – 2011

% of Organizations That Collaborate By:

- Receiving or providing direct referrals: **73%**
- Developing and delivering programs: **69%**
- Publicizing programs: **68%**
- Advocating: **63%**
- Sharing resources: **58%**
- Sharing data: **43%**
- Sharing funding: **34%**
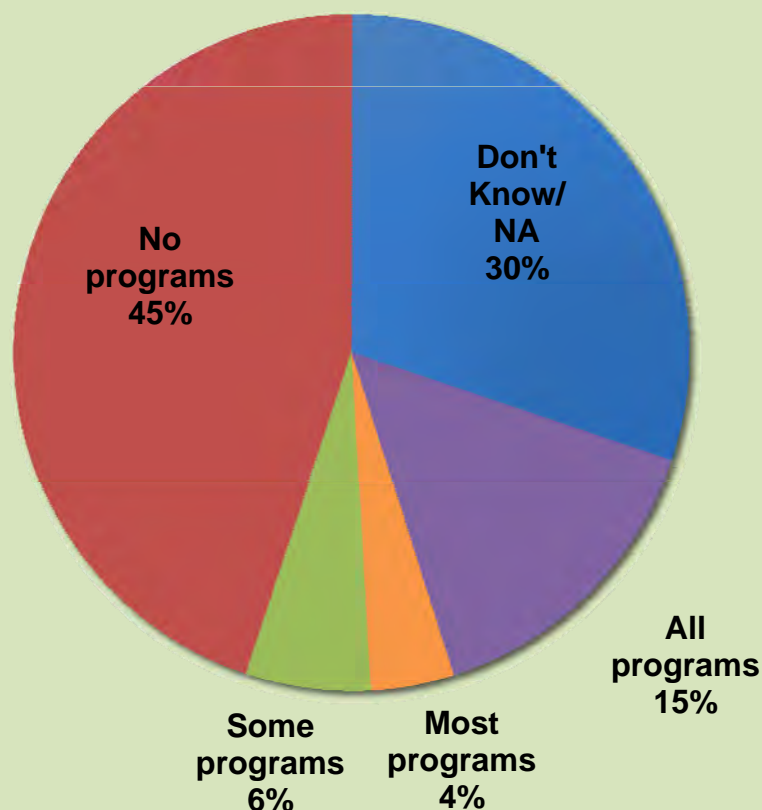- Other: **10%**
- No collaboration: **3%**

- Data at left shows the percentage of organizations engaged in different types of collaborations.
  - *For example, 73% make and receive direct referrals to and from other organizations, suggesting some interconnectedness and awareness of what other organizations are doing.*

Organizations are designated "HIGHER QUALITY" on Collaboration if they collaborate in AT LEAST HALF of the ways listed.
- *61% of organizations rate "HIGHER" for this quality measure*

Use of Program Quality Assessment Tools – 2011

% of Organizations That Use Assessment Tools in:

- No programs 45%
- Don't Know/ NA 30%
- All programs 15%
- Some programs 6%
- Most programs 4%

- The chart at right shows the percentages of organizations using quality assessment tools in All, Most, Some or None of their programs.
  - *45% of organizations aren't using such tools while another third (30%) don't know or don't see quality assessment tools as applicable.*
  - *Only a quarter of organizations surveyed report use of a quality assessment tool to evaluate youth development programs.*

- Approaches to evaluation include a mix of internally developed surveys and assessment tools and externally developed tools (e.g. High Scope Youth Program Quality Assessment).

Examples of Tools Used:
- **Internally developed evaluation instrument**
- **Parent and youth surveys**
- **Evaluators from University College of Education**
- **High Scope Youth Program Quality Assessment**

- Organizations doing assessment are – predictably – more likely to be engaging in the full array of quality related activities. While their assessment process may not always be ideal it does seem to reflect a larger commitment to developing good programs.

Organizations are designated "HIGHER QUALITY" on Quality Assessment if ALL/MOST of their programs use such tools.
- *19% of organizations rate "HIGH" for this quality measure*

Snapshot of Quality-Related Behaviors – 2011

Percentage of Organizations Reporting High/Low Levels of Quality-Related Activities		
Activity	**Higher Quality***	**Lower Quality***
Professional Development	75%	25%
Youth Engagement	26%	74%
Data Collection	80%	20%
Collaboration	61%	39%
Quality Assessment	19%	81%

Note: As detailed on previous pages, "Higher" means the organization reports engaging in at least half of the possible individual activities in this category. In the case of Quality Assessment the organization reports using a quality assessment tool in ALL/MOST of its programs.
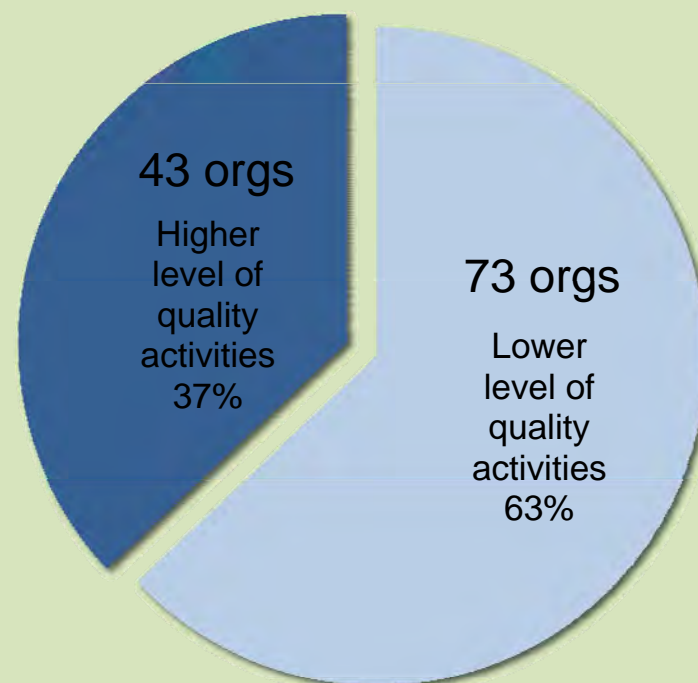
Overall Quality Measure of Youth Development Providers – 2011

- To get an overall snapshot of quality, we created a "quality measure" that combined the five components listed on the previous page: professional development, youth participation, data collection, collaborations and use of a quality assessment tool.

- While by no means a perfect measure of quality, this metric reflects how widely an organization/program engages in research-based supports of quality.

- Creating this composite variable allows for exploration of correlations with quality in the Hawaii youth development community and strategic thinking about how to support more wide-spread adoption of quality-related behaviors with an eye to enhanced youth outcomes.

Note on quality measure metric:

- *Every organization was scored for each of the individual quality-related activities, e.g. 50% if they engaged in half of the possible activities.*

- *To create a composite measure, scores for each of the five components were averaged to produce an overall percentage. Each organization wound up with a score between 0% and 100%.*

- *Organizations with overall quality score of 50% or more were designated as having a HIGHER LEVEL OF QUALITY ACTIVITIES/INDICATORS.*

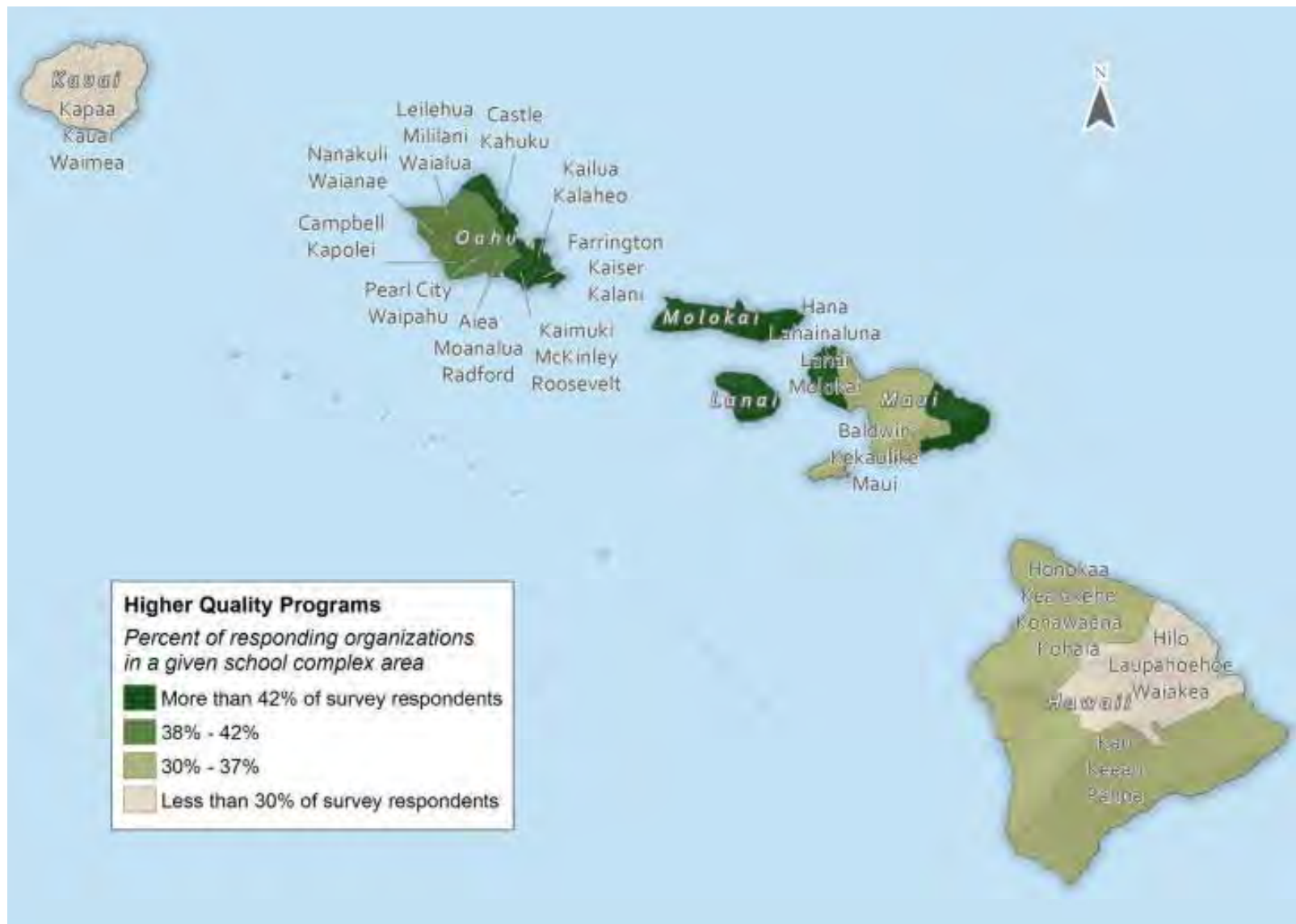## Percent and Number of Organizations By Level of Quality-Related Activities

43 orgs
Higher level of quality activities
37%

73 orgs
Lower level of quality activities
63%

*Note: Here "higher" means averaged quality measure of 50% or higher. "Lower" means below 50%.

Mapping Of Organizations With Higher Levels of Quality-Related Activities – 2011

The map at right shows the percentage of organizations in each complex area that actively recruit youth report higher levels of quality-related activities (as defined previously).

For example in Kauai fewer than 30% of participating organizations report higher levels of quality-related activities.

Higher Quality Programs

Percent of responding organizations in a given school complex area

- More than 42% of survey respondents
- 38% - 42%
- 30% - 37%
- Less than 30% of survey respondents

Quality – Insights & Opportunities

- Participating organizations report high levels of data collection, collaboration and professional development opportunities for staff. In identifying opportunities to support quality-related activities, it is important to further explore exactly what organizations are doing in each of these categories. Definitions of "higher levels" here may be generous given that we do not know specific practices.
  - Data collection should be seen as an essential first step. However, organizations need to be intentional in determining the data they gather and to use that data to inform program design, staffing, etc. Disconnected from such efforts, data is of limited value and its collection is not necessarily an indication of quality.
  - Similarly, collaboration needs to be in service of more effective program design and coordination, resource management, etc.
  - Finally, professional development opportunities can and should be driven by data, needs assessment and best practice research. Without such intentionality they may not, in fact, support quality.

- Organizations in this study fail to achieve higher levels of quality primarily because they do not use quality assessment tools and do not provide opportunities for youth to engage in program leadership and design.
  - These may be challenging areas to address or support as they may require shifts in organizational culture. As a starting point, case studies with organizations who *do engage* in these activities can point to strategies for encouraging them in other organizations.

- Higher numbers of focus areas and recruited populations both appear to be correlated with higher levels of quality-related activities and suggest an area of exploration. This suggests that, as other research has shown, intentionality can help drive and likely reinforce quality-related activities. As such, it should be encouraged and fostered in youth development programs.

- Data in this study also shows higher levels of federal funding are correlated with higher-levels of quality-related activities. One possible explanation for this is that federal funding often comes with explicit requirements vis-à-vis evaluation, professional development, collaboration and data collection. It would be valuable to further explore the activities of organizations with significant federal funding.
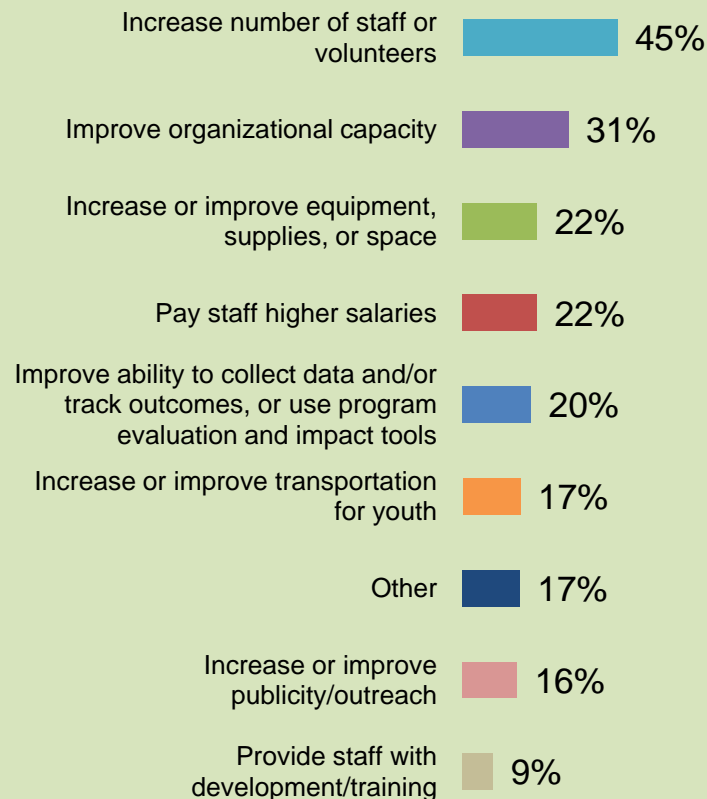
OPPORTUNITIES & NEXT STEPS

What do organizations need to achieve greater reach and quality?

Changes Organizations Believe Could Improve Their Youth Development Programs – 2011

% of Organizations Who Report The Top Two Changes That Could Improve Their Programs Were:

Change	Percentage
Increase number of staff or volunteers	45%
Improve organizational capacity	31%
Increase or improve equipment, supplies, or space	22%
Pay staff higher salaries	22%
Improve ability to collect data and/or track outcomes, or use program evaluation and impact tools	20%
Increase or improve transportation for youth	17%
Other	17%
Increase or improve publicity/outreach	16%
Provide staff with development/training	9%

- This chart shows the percentage of organizations that selected each of the listed items as the Top 2 organizational changes that would improve their programs.

  - *For example, 45% of organizations identified increasing their number of staff or volunteers as a top priority.*

- Additional research into the specific staffing and capacity building needs of organizations could point to funding and technical assistance opportunities.

- Among organizations selecting "other" funding is the primary need they cite. Both more funding overall and more reliable funding sources seen as key for organizational stability and capabilities:

  - *"It would significantly help in retaining staff if State funding were converted from temporary to permanent."*

  - *"Increase youth referred. There are hundreds more youth in Hawai`i who require our services, but are not referred due to State funding restraints. No females are currently being referred at all."*

Key Challenges Facing Youth Development Programs – 2011

% of Organizations Who List As Challenge:

Challenge	Percentage
Expanding our youth development programs	40%
Attracting and retaining qualified staff to work directly with youth	37%
Other areas	29%
Reaching vulnerable or high risk populations	25%
Using data and evaluation	24%
Providing staff development/training	25%
Increasing the participation and leadership of youth in its programs	22%
Collaborating with other organizations	15%
None / Not applicable	10%

- This chart shows the percentage of organizations that selected each of the listed items as an organizational challenge.
  - *For example, 40% of organizations identified expanding their youth development programs as an organizational challenge.*

- Regardless of the specific challenges identified, including "other", comments often indicate what organizations are really speaking to is a need for more funding. This is particularly salient for organizations wanting to expand or address staffing challenges:

  - *"We need more funding to expand."*

  - *"Due to funding constraints, it appears agencies are not interested in sharing resources and instead use a competition model."*

- Organizations also point to challenges inherent in working with youth in a fragmented, evolving field.

  - *"Youth work is not easy. We need other ways in retaining our youth workers and provide training for them to be successful."*

  - *"The basic idea of how to work with at-risk youth is often challenging."*

Opportunities To Explore –
Youth Development PROVIDERS

- Participating organizations report encouraging levels of professional development activities, data collection and collaboration.* To fully leverage these quality-related activities, organizations might start asking themselves:
  - *How are we tying professional development, data collection and collaboration to overall goals? Youth outcomes? Program design?*
  - *What resources do we need to expand these activities and/or make them more intentional?*
  - *What can we learn from peer organizations?*

- At the same time, organizations who use quality assessment tools and engage youth in program design/leadership are the exception rather than the rule – despite the fact that these activities are tied to quality and positive youth outcomes. Again, organizations might explore:
  - *What could we learn form quality assessment activities? What tools are available and adaptable to our program?*
  - *Do we have an organizational cultural that would welcome more youth leadership? If so, how do we foster that? If not, how can we change our culture?*

- All of these efforts require funding and many participating organizations are likely to experience budget cuts to even basic program elements. Given that likelihood:
  - *Where are cuts likely to be felt the most? What program areas? Populations of youth? Geographic areas?*
  - *What efforts need to be made to ensure the most vulnerable populations are still served and programs still reach youth across the state?*
  - *What strategies might allow for greater efficiencies through collaboration?*

- Data suggests that the more youth populations an organization actively recruits and the more focus areas they report, the more likely they are to engage in higher levels of quality-related activities. Thinking about how to achieve quality AND reach youth, organizations should consider:
  - *What does recruiting really mean? What strategic thinking, collaboration, data collection support this or are required by this?*
  - *How can organizations work to be intention in who they serve and how – especially in the face of difficult financial times?*
  - *What resources can funders provide to help organizations reflect on who they serve and how?*

Note: As stated elsewhere, all data is self-report and not subject to outside verification or clarification. Further, data cannot be put in context here through comparison to figures from other communities. However, it is a positive indicator that organizations report these activities and appear to care about engaging in activities/strategies linked to quality.

Opportunities to Explore–
Youth Development FUNDERS

- Results of this study suggest some encouraging results with respect to quality-related activities youth development providers engage in as well as links between intentionality and such activities. In looking for opportunities to support quality, funders might consider the following questions:
    - *What do the professional development, data collection, and collaboration efforts of organizations look like in practice? What is working in these arenas that can be fostered? And conversely, where are organizations running into barriers that funders can help address either with resources or training and technical assistance?*
    - *How can organizations with a demonstrated engagement in quality-related behaviors be used as models and mentors for other organizations?*
    - *What incentives can be put in place to promote these activities and make them front and center in program design/strategic planning?*

- The study also captures important insight into how significantly youth development organizations depend on government funding sources, especially federal funds. This makes organizations and programs vulnerable in a time of dramatic government budget cuts. Questions to ask include:
    - *What programs are most vulnerable? Where are they located? Who do they serve?*
    - *What measures – if any – do organizations have in place to continue running programs as funds are cut?*
    - *What efficiencies could be achieved through collaboration among organizations? Funders?*
    - *What approaches to funding might increase stability in organizations? Longer grant periods? Less restricted funds?*

- Designed to include programs serving 19-24 year olds, this study seems to have identified a gap in such programs and potentially an under-served group of older youth. While youth development programs may serve an age span that includes some of those youth, none in this study exclusively serve 19-24 year olds. This raises key questions such as:
    - *Who IS serving these youth? Where and with what areas of focus and approach?*
    - *Are there any funders explicitly supporting services for these youth? Through what organizations?*
    - *Is there a need for outreach and programming explicitly for 19-24 year olds? What are their distinct needs and challenges?*
    - *Is there a community of providers working with youth who can and should be convened or connected with youth development providers?*

APPENDIX:

Study Design Details

Data Analysis – Overview

- At right is a snapshot of a crosstab run as part of the analysis for this report. Each of the crosstabs run in reporting include – as rows – all of the questions in the survey as well as several newly created variables. As columns, crosstabs included many of the questions in the study as well as some of the dozens of new variables we created for analysis. (See next page for details.)

- Crosstabs allow us to look for statistically significant differences in the way subgroups of study participants respond to questions, e.g. do organizations with budgets of different sizes report statistically significantly different areas of program focus?

- In developing this report, we created over a dozen crosstabs, each with up to 10 variables as columns. In the context of these crosstabs we estimate that we looked at over 75,000 data points, i.e. numbers that reflected how a group of participant organizations responded to a question. While not exhaustive, our exploration addressed key questions and areas of interest.

- Our reporting on the data highlights places where statistically significant differences and/or statistical correlations point to useful and actionable findings. There are additional differences not explicitly noted in this report to avoid a laundry list of evident with not particularly insightful differences, i.e. simply listing out all the differences does not provide a coherent snapshot of trends or opportunities in the youth development field.

- Along with crosstabs we ran correlations to explore relationships between different variables/questions. Overall we looked at relationships between several hundred combinations of questions and assessed results for each combination. Again, we've reported on this with a focus on drawing out relevant and insightful relationships rather than simply listing all findings.

- The data gathered through this study should continue to be a valuable resource to HCF and its partners moving forward. Further – and more complicated – statisticaly analysis is certainly possible with investment of more time and resources. Additionally, as more focused questions arise, specific inquires into the data set are possible.

Data Analysis – Variables/Subgroups Included In Analysis

The list below includes many - but not all - of the questions or variables we looked at in analysis. These questions were included in crosstabs both as rows and as columns, which allowed us to look for differences by subgroups. For each of questions/variables listed below we looked at answers to all survey questions as well as other key variables.

- ✓ Total
- ✓ Type of Organization
- ✓ Delivery Structure
- ✓ Ages Served
- ✓ Number of Youth Served
- ✓ Funding Diversification
- ✓ Federal Funding Level
- ✓ Number of Paid Full Time Staff
- ✓ Overall Size of Staff (Full/Part Time)
- ✓ Budget (Range)
- ✓ Number of Sites
- ✓ Length of Time Serving Youth
- ✓ Populations Actively Recruited
- ✓ Total Number of Populations

- Recruited or Served
- ✓ Program Focus Areas
- ✓ Total Number of Program Focus Areas
- ✓ Fees Charged/Not Charged
- ✓ Fee Structure
- ✓ Number of Programs (Total & Range)
- ✓ High/Low Quality Measure
- ✓ Number of Professional Development Activities
- ✓ Level of Youth Engagement
- ✓ Level of Collaboration
- ✓ Level of Youth Participation (Range)
- ✓ Level of Data Collection

- ✓ Use of Quality Assessment Tool
- ✓ Specific Data Collected
- ✓ Specific Types of Collaboration
- ✓ Program Delivery In High Poverty Areas
- ✓ HS Complex Areas Served
- ✓ Regions Served
- ✓ Number of Regions Served
- ✓ Priorities For Program Improvement
- ✓ Program Challenges
- ✓ Desired Staff Qualifications
- ✓ Number of Desired Staff Qualifications

Program Focus Area Descriptions – 2011

Within the survey, organizations were asked to identify primary focus areas for their programs. The following is a list of the program area descriptions used. This list, developed in collaboration with HCF, is based on areas identified by several leading youth development funders:

- Academics (e.g. improving school grades, tutoring, college preparation/readiness)
- Physical fitness (e.g. sports)
- Health (e.g. physical, mental, reproductive health)
- Social/emotional and life skills (e.g. self-esteem building, gang prevention)

- Cultural (e.g. music/dance performance skills, cultural knowledge)
- Civic engagement (e.g. volunteerism)
- Community leadership (e.g. advocacy, community organizing)
- Vocational development (e.g. job readiness, career exploration, job site visits, job shadowing)
- Basic needs (e.g. housing stability, food support)
- Spiritual (e.g. religious/spiritual knowledge)
- Post-secondary (college/university) support services (e.g. mentoring, job or internship placement)
- Parenting and family support (e.g. parenting education, support to families)
- Other

Survey Questions on Quality-Related Activities

11. Which of the following professional development activities, if any, does your youth development program staff participate in? Please select all that apply.
- New staff orientation
- Identification of professional development/training goals
- Ongoing training on curriculum or program models used in the organization
- Dedicated staff development days, continuing education, or other ongoing staff development/training
- Professional development workshops or conferences
- Annual written performance evaluation
- Other (specify)
- None of the above (please elaborate on why)

12. Do youth participate in or lead the design, development, and/or delivery of youth development programs in the organization?

	All programs	Most programs	Some programs	No programs	Don't know/ Not Applicable
Youth PARTICIPATE in the design, development, and/or delivery of youth programs at the organization					
Youth LEAD the design, development, and/or delivery of youth programs in the organization					
Youth PARTICIPATE in overall organization governance (e.g. on board)					

13. Which of the following information, if any, do you collect and track about your youth development programs and participants?

	All programs	Most programs	Some programs	No programs	Don't know/ Not Applicable
Youth participant attendance					
Youth retention and/or reasons for leaving					
Youth participant demographics (e.g., age, gender, race/ethnicity, socioeconomic status, etc.)					
Progress towards INDIVIDUAL youth outcomes					
Progress towards OVERALL program outcomes					
Parent/guardian satisfaction with program					
Youth satisfaction with program					
Youth participants' academic records (e.g., report cards, graduation attainment)					

14. Does your organization use a youth program quality assessment tool to evaluate its youth development programs? e.g. National AfterSchool Association's Program Observation Tool or High Scope's Youth Program Quality Assessment Tool.
- Yes, in all programs (please indicate which tool)
- Yes, in most programs (please indicate which tool)
- Yes, in some programs (please indicate which tool)
- No, not in any programs
- Don't know/not applicable

15. In which of the following ways, if any, does your organization collaborate with other organizations in your youth development programs? Please select all that apply.
- Developing and delivering programs
- Publicizing programs
- Sharing funding
- Sharing resources (facilities, back office operations, staff, training, etc.)
- Receiving or providing direct referrals
- Advocating
- Sharing data
- Other (specify)