

TOGETHER WE ARE STRONGER

A Landscape Study of Girl-Serving Organizations

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Table of Contents

Executive Summary	4
Introduction	7
Methods	9
Demographic Profile	11
Successful Practices of Bay Area Girl-Serving Organizations	19
Current Needs & Challenges of Girl- Serving Organizations	22
Conclusion & Recommendations	26
In Their Own Words	29
Appendix A. Survey Data Book	31

Executive Summary

Since its foundation in May 2012, the Alliance for Girls, a project of the Evan Gunther Foundation, has played a vital role in supporting Bay Area girl-serving organizations through advocacy, research, leadership development, and connection. The Alliance for Girls has grown to an association of approximately 60 Bay Area organizations and acts as a convener, educator, and advocate for girls and organizations that serve them. The goal of the Alliance for Girls is to be a leading voice for girls and young women in Bay Area. With this goal in mind, in 2014 the Alliance commissioned the *2014 Landscape Study of Girl-Serving Organizations*.

Study Goals & Research Questions

The goal of the *Landscape Study of Girl-Serving Organizations* is to gather key demographic data on girl-serving organizations as well quantify the sector's strengths, challenges and unifying practices. The research study aims to answer the following questions:

- *What are the common barriers that girl-serving organizations face in fulfilling their missions?*
- *What are common practices among girl-serving organizations?*
- *What are the shared goals/standards of success among girl-serving organizations?*
- *What are the key characteristics of girl-serving organizations?*

Methods

Data for this study were collected using the following methods:

Academic research and demographic data review. The first phase of the landscape study consisted of a review of existing secondary data in three primary areas:

(1) challenges non-profits face in achieving their goals, (2) gender responsive practices, and (3) demographic data on Bay Area girl-serving organizations.

Web-based survey. The web-based survey was implemented in San Francisco, Alameda, Marin, San Mateo, Contra Costa, and Santa Clara counties. In total, 169 girl-serving organizations were invited to participate in the landscape study. Of those, 104 respondents representing 100 organizations participated in the landscape study.¹

Key Findings

Demographic Profile

- Girl-serving organizations represented in this landscape study serve a total of 328,682 girls and young women per year throughout San Francisco, Alameda, Marin, San Mateo, Contra Costa, and Santa Clara counties.
- Alliance for Girls member organizations annually serve approximately 216, 221 girls and young women.
- Girl-serving organizations vary in budget size. Thirty-seven percent of organizations have budgets that range from under \$250,000 to \$500,000, followed by 16 percent of organizations with budgets of \$500,000 to \$1,000,000. A large proportion of organizations (46 percent) have budgets that range from \$1,000,000 to over \$5,000,000.

¹ Four organizations had more than one respondent complete the web-based survey.

- Over half of girl-serving organizations (62.0 percent) have anywhere from 1 to 24 full-time equivalent employees. Publicly collected data also reveal that organizations in this study on average employ 57 professionals and annually they employ a total of 4,961 professionals in the community.
- Girl-serving organizations tend to serve high school age youth (14 to 17 years old) and highly diverse ethnic groups. Nearly all organizations reported serving the Latino (90 percent) and African American communities (89.4 percent). They also focus their efforts and programming toward low-income children, youth, and families as well at-risk young women.
- The three primary services provided by girl-serving organizations include leadership development (34.5 percent), body image and wellness (28.7 percent), and training and skills building (26.4 percent). Services tend to be offered in K-12 schools (51.9 percent), at program's locations (48.1 percent), and community centers (25.0 percent).

Successful Practices of Girl-Serving Organizations

Gender Response Practices

What sets girl-serving organizations apart from traditional youth development programming is that they meet the social, emotional, and developmental needs that are unique to girls and young women. Girl-serving organizations use a gender responsive framework to design and deliver programs and services that respect and honor girls' and young women's development, strengths, risk factors, and unique needs. Organizations in this study

reported using the following gender responsive practices in their programming:

- Overall, survey respondents believed that their organizations engage in building positive relationships with girls and young women (100.0 percent), integrate relevant issues into programming (94.7 percent), and have staff and volunteers who reflect the racial and ethnic backgrounds of girls and young women served (92.6 percent).
- Survey respondents indicated that their organizations deliver programs and services in a comfortable and inspiring setting for girls and young women (96.9 percent), deliver programs and services in a safe environment (96.8 percent), and encourage girls and young women to express themselves and share their feelings (95.8 percent).

Youth Development Practices

A goal of the research study is to find out how organizations serving girls and young women in the Bay Area put into practice youth development principles in the programs and services they provide. Survey respondents ranked the following as top youth development practices in their organizations:

- Empowerment (64.0 percent),
- Leadership (37.0 percent)
- Safe, nurturing, and inspiring environments (33.0 percent).

Needs & Challenges of the Girl-Serving Sector

Organizations serving girls and young women in the Bay Area face both common and unique challenges to providing services and fulfilling their missions. Girl-serving organizations in this study identified

challenges related to fundraising, human resources, and programming.

- The top two fundraising challenges that survey respondents identified were “having adequate fund development staff” (48.1 percent) and “board involvement in fundraising” (40.4 percent).
- The top two challenges that survey respondents identified in terms of human resources were “maintaining fair salary levels for employees” (48.1 percent) and “hiring and retaining qualified staff” (30.8 percent). A close third was “providing professional development opportunities for staff” (26.9 percent).
- The top two challenges survey respondents identified related to programming were “collecting data on program activities, client demographics, and evaluation data” (48.5 percent) and “assessing program outcomes” (43.7 percent).

Recommendations

The landscape study provides a platform to discuss recommendations that have the potential to strengthen and support the girl-serving sector. The following recommendations emerged from the landscape study:

- ***Focus on providing low cost technical assistance on fundraising, board development, and program evaluation.*** Despite the influential work of girl-serving organizations, they still need support to capitalize on their success. Survey respondents identified a need for joint fundraising convenings as well as additional support in engaging board

members in fundraising and in recruiting and retaining qualified board members.

- ***Create networking and cross training opportunities that allow organizations providing similar services to come together.*** Trainings and networking opportunities were some of the most requested supports from survey respondents. Survey respondents also identified a need for connecting more experienced leaders in the sector with newer and emerging organization leaders.
- ***Focus on providing professional development trainings for organization leaders, staff members, volunteers, girls, and young women.*** Survey respondents would like their funders and support organizations to provide professional development opportunities that allow organization leaders and staff members to develop leadership and program design skills.
- ***Continue to fund and support research on the girl-serving sector.*** This landscape study is the first step in gaining an understanding of the impact of the girl-serving sector in the Bay Area. There is a need for future research to collect additional quantitative and qualitative data on the gender responsive practices, needs, challenges, and unifying practices of girl-serving organizations. Lastly, any future research should include the voice and experiences of girls and young women who receive services from girl-serving organizations.

Introduction

The Greater San Francisco Bay Area is home to approximately 3,615, 317 girls and women². Girl-serving organizations in the Bay Area play a critical role in the daily lives of girls and women by providing vital services that range from academic support to health services. Moreover, girl-serving organizations respond to the unique needs of girls and women offering programming and services that are meaningful, gender responsive, culturally relevant, transformative, and empowering. By providing services and programming tailored to the unique needs of girls and women, girl-serving organizations not only contribute to their health and well-being, but they also contribute to the health, vitality, and well-being of the entire Bay Area.

Recognizing the profound and invaluable work of girl-serving organizations in the Bay Area, the Alliance for Girls identified a need to conduct an in-depth study that would gather key demographic data on girl-serving organizations as well quantify the sector's strengths, challenges and unifying practices. With this in mind, the Alliance for Girls commissioned the *2014 Landscape Study of Girl-Serving Organizations*. As noted earlier, the goal of the landscape study was to gather baseline data on key demographic characteristics of girl-serving organizations as well as gain an understanding of sector's current needs. The landscape study was guided by the following objectives and research questions:

Research Objectives

- *Provide data that can be used by Alliance for Girls to increase engagement and collaboration among member agencies.*
- *Provide data that can be used by Alliance for Girls to inform policy goals and recommendations.*
- *Identify major systemic barriers Bay Area girl-serving organizations face in fulfilling their missions.*
- *Capture the factors that contribute to program success.*
- *Identify common practices among member agencies.*

² Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates. Includes nine primary Bay Area Counties: San Francisco, Alameda, Main, Contra Costa, Santa Clara, Napa, San Mateo, Solano, and Sonoma.

Research Questions

- *What are the common barriers that girl-serving organizations face in fulfilling their missions?*
 - *What are the unique barriers that girl-serving organizations encounter when trying to fulfill their missions?*
 - *What is currently being done to address these barriers and challenges?*
 - *Aside from funding, what supports exist that help girl-serving organizations fulfill their missions?*
- *What are common practices among girl-serving organizations?*
- *What are the shared goals/standards of success among girl-serving organizations?*
- *What are the key characteristics of girl-serving organizations?*
 - *What communities do they serve?*
 - *How many girls and young women do organizations serve?*
 - *What services do they provide to girls and young women?*
 - *Where do they provide services?*
 - *What are their gender responsive practices?*
 - *How do girls and young women learn about the services that are offered at these organizations?*

Defining Girl-Serving Organization

For the purposes of this landscape study, girl-serving organizations were defined as organizations that *only* serve girls and young women as well as organizations that offer *girl specific programming* in addition to their general programming. Further, the landscape study included organizations with a commitment to advocating for girls and women issues in various capacities. These organizations do not necessarily provide direct services, but instead provide support to the sector by researching girls and women's issues, funding programs, advocating for girls and women, coaching, and educating the larger community on the realities, needs, and strengths of girls and women.

Organization of this Report

This report will present key findings from the *2014 Landscape Study of Girl-Serving Organizations*. The next section of this report highlights the research methods used in the landscape study. This is followed by a presentation of key demographic data of girl-serving organizations. Next, the report highlights key themes and findings from the survey by specifically discussing gender responsive practices, youth development practices, as well as the current needs and challenges of girl serving organizations. The final section discusses a brief summary of primary findings and recommendations. Where appropriate, the report will present secondary data to support survey findings.

Methods

Data for this study were primarily collected through a web-based survey that was administered to Alliance member organizations as well as non-member organizations. Additionally, the research methods included a review of secondary data in order to gain a deeper understanding of girl-serving organizations. What follows is a detailed discussion of the research methods used in the study.

Academic Research and Demographic Data Review

The first phase of the landscape study consisted of a review of existing secondary data in three primary areas: (1) challenges non-profits face in achieving their goals, (2) gender responsive practices, and (3) demographic data on Bay Area girl-serving organizations. This phase of the study informed the development of the web-based survey and provided preliminary demographic data on girl-serving organizations. The preliminary demographic data collected included organizational budgets, number served, age of girls served, services provided, number of employees, number of volunteers, and length of time organizations had been active in their communities. The preliminary data were collected through GuideStar, IRS tax forms, organizations' annual reports, and strategic plans.

Web-based Survey

In order to address the research questions comprehensively, the landscape study needed to include the voices of Alliance For Girls member organizations as well as the input of non-member girl-serving organizations in San Francisco, Alameda, Marin, San Mateo, Contra Costa, and Santa Clara counties. For this reason, the study relied heavily on the implementation of a web-based survey that gathered data on key characteristics of girl-serving organizations, gender responsive practices, needs and challenges of the girl-serving sector. Below, a detailed discussion is presented on the survey implementation process, study response rate, and organizational representation in the study.

Alliance review and piloting process

The initial draft of the web-based survey was reviewed by and edited in collaboration with the Alliance for Girls Research and Advocacy Committee. The committee, which is comprised of representatives from five girl-serving organizations, revised survey questions and provided guidance on the overall design of the web-based survey. After the review process, the web-based survey was piloted with three Alliance member organizations. The piloting process assessed the duration of the survey and whether the questions met the needs of the study.

Implementation and response rate

The web-based survey was implemented in San Francisco, Alameda, Marin, San Mateo, Contra Costa, and Santa Clara counties. Qualtrics was the primary web-based software used to distribute the survey to potential respondents. The survey was distributed to 64 Alliance member organizations and to 105 non-member girl-serving organizations. In total, 169 girl-serving organizations were invited to participate in the landscape study. Of those, 104 girl-serving respondents representing 100 organizations participated in the landscape study³. As the table below shows, this equals a 61 percent response rate. It is important to point out, that this response rate exceeds the response rate reported by traditional landscape studies. Typically, traditional landscape studies tend to have a 25% to 30% survey response rate⁴.

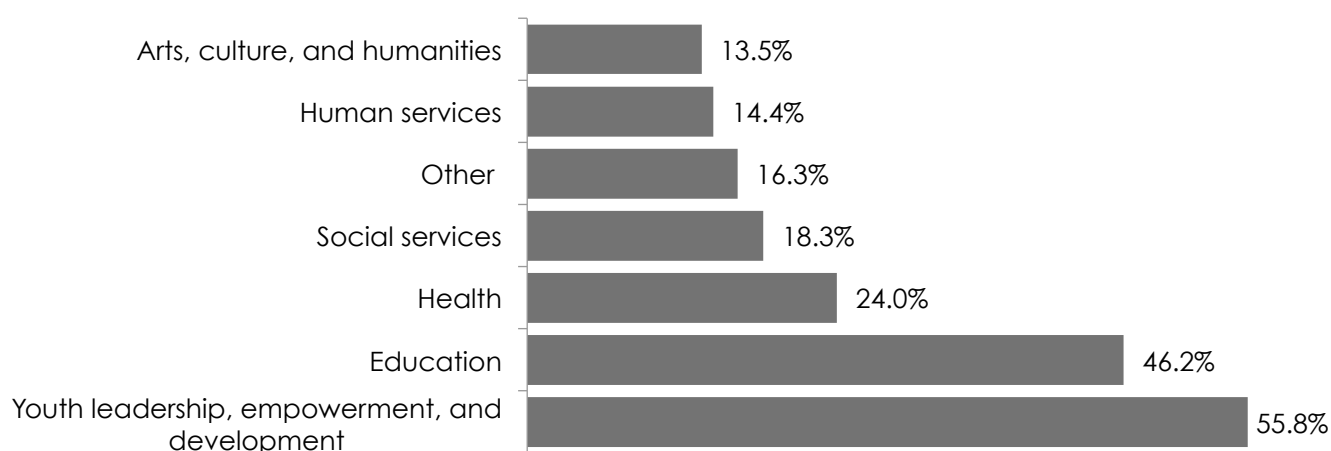
Exhibit 1. Study Response Rate

Girl-Serving Organizations	Total invited	Surveys completed	Response rate
Member organizations	64	48	75%
Non-member organizations	105	56	53%
Total	169	104	61%

Organizations represented in the study

Approximately half of the girl-serving organizations in the study (55.8 percent) focus on youth leadership, empowerment, and development. This was closely followed by organizations whose mission focuses on education (46.2 percent) and health (24 percent). Organizations in the human services and social services sector make-up a third of the organizations in the study (32.7 percent).

Exhibit 2. Type of Organizations in Study



³ Four organizations had more than one respondent complete the web-based survey.

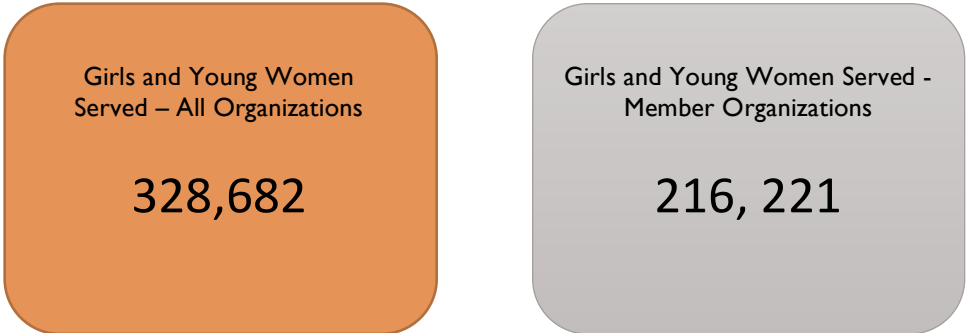
⁴ Examples of traditional landscape studies include the Marin County Landscape Study 2013 (24% survey response rate) and the 2014 South Monterey Nonprofit Landscape Study (23% survey response rate).

Demographic Profile

The first section of this report will summarize key characteristics of girl-serving organizations. Key data covered in this section include number girls and young women served, organizational budget, service reach, age groups served, ethnic populations served, special populations served, location of services, and types of services offered to girls and young women.

Number of Girls and Young Women Served

Girl-serving organizations represented in this landscape study serve a total of 328,682⁵ girls and young women per year throughout San Francisco, Alameda, Marin, San Mateo, Contra Costa, and Santa Clara counties. Further, the Alliance for Girls member organizations annually serve approximately 216, 221⁶ girls and young women.



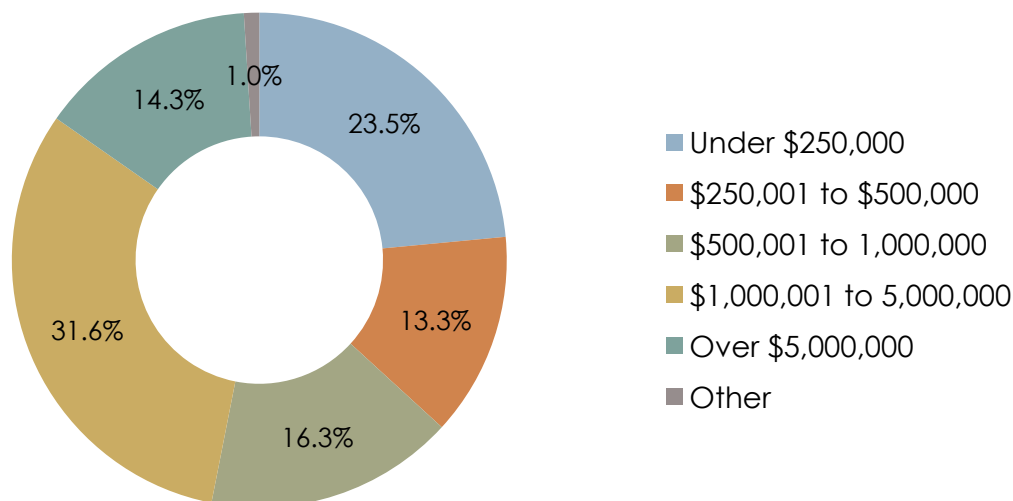
Annual Operating Budget

Girl-serving organizations reported having a range and variety in terms of their annual operating budgets. This suggests that the organizations represented in the study are both large and small with regards to budget size. As indicated below, one third of organizations (31.6 percent) in the study had budgets that ranged from \$1,000,001 to 5,000,000. On the other hand, close to a quarter (23.5 percent) of organizations had budgets under \$250,000.

⁵ This total was calculated based on data that was gathered through public sources. Secondary data was only available for 74 organizations that participated in this study.

⁶ This total was calculated based on data that was gathered through public sources. Secondary data was only available for 40 AFG member organizations that participated in this study.

Exhibit 3. Annual Operating Budgets (n=98)



As expected, organizations in the study reported dedicating 91% to 100% of their operating budgets to only serving girls and women. However, it is important to point out that organizations with a co-ed model reported more of a range in terms of the percentage of their annual budget dedicated to only serving girls and young women. As the exhibit below shows, a third of these organizations (32.0 percent) reported committing less than 25% of their budget to serving girls and young women. Similarly, a third reported dedicating 51 to 90 percent of their budget to girls and young women.

Exhibit 4. Budget Dedicated to Services for Girls – Co-ed Organizations Only (n=50)

	Percent (%)
Less than 25%	32.0%
25% to 50%	22.0%
51% to 90%	34.0%
91% to 100%	12.0%

Number of Employees

Data show that over half of girl-serving organizations (62.0 percent) have anywhere from 1 to 24 full-time equivalent employees. As exhibit 6 shows, unsurprisingly, an organization’s annual operating budget is correlated with its capacity to employ a larger number of individuals. Girl-serving organizations with budgets between \$1,000,000 and \$5,000,000 tend to employ over 25 individuals, while smaller organizations have a maximum of four employees.

Exhibit 5. Number of Employees (n=100)

	Percent (%)
None	9.0%
1 to 4	32.0%
5 to 24	30.0%
25 to 50 +	29.0%

Exhibit 6. Annual Operating Budget and Number of Full-time Equivalent Employees

	None	1 to 4	5 to 24	25 to 50 +
Under \$250,000	31.8%	68.2%	-	-
\$250,001 to \$500,000	15.4%	84.6%	-	-
\$500,001 to \$1,000,000	-	25.0%	75.0%	-
\$1,000,001 to \$5,000,000	-	6.6%	46.7%	46.7%
Over \$5,000,000	-	-	7.7%	92.3%

Number of Volunteers

A large proportion of organizations (37.0 percent) reported having 1 to 24 volunteers in the past year. Similarly, one third of organizations indicated having 25 to 100 volunteers. Approximately 17 percent of organizations reported utilizing 101 to 250 volunteers. Less than ten percent of surveyed organizations indicated managing over 250 volunteers.

Exhibit 7. Number of Volunteers (n=100)

	Percent (%)
None	3.0%
1 to 24	37.0%
25 to 50	19.0%
51 to 100	15.0%
101 to 150	4.0%
151 to 200	10.0%
201 to 250	3.0%
251 or more	9.0%

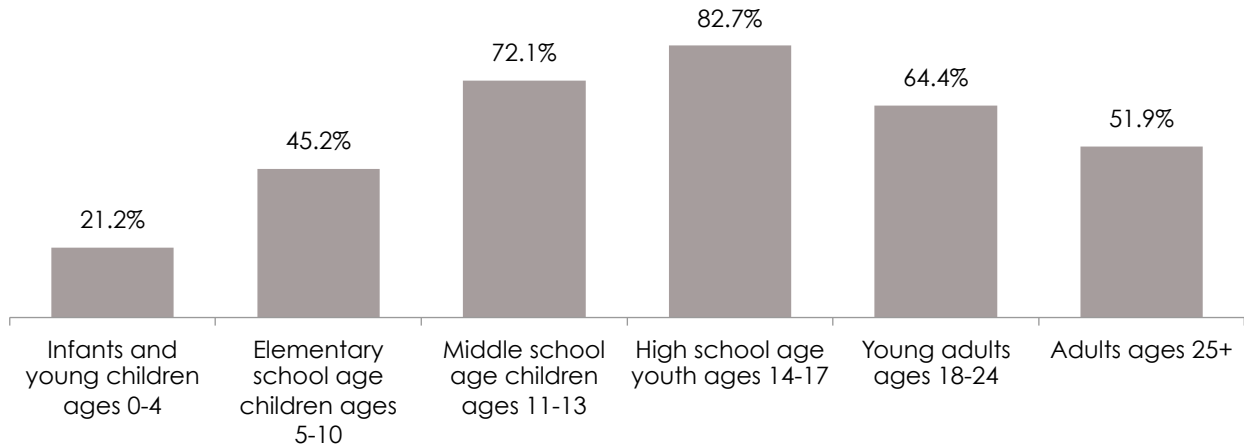
Populations Served

According to survey data, girl-serving organizations tend to serve high school age youth (14 to 17 years old) and highly diverse ethnic groups. They also focus their efforts and programming toward low-income children, youth, and families as well at-risk young women. Additionally, the data show that organizations primarily serve clients with low socioeconomic status who fall in the very low-income economic group. The sections below provide more detailed data regarding the populations served.

Age groups served

Survey participants reported that their organizations primarily serve high school age youth (82.7 percent) and middle school age youth (72.1 percent). Moreover, a substantial proportion of organizations also reported working with elementary school age children (45.2 percent), young adults ages 18 to 24 (64.4 percent) and adults ages 25 and over (51.9 percent). Data also show that girl-serving organizations are less likely to serve infants and young children ages 0 to 4 (21.2 percent).

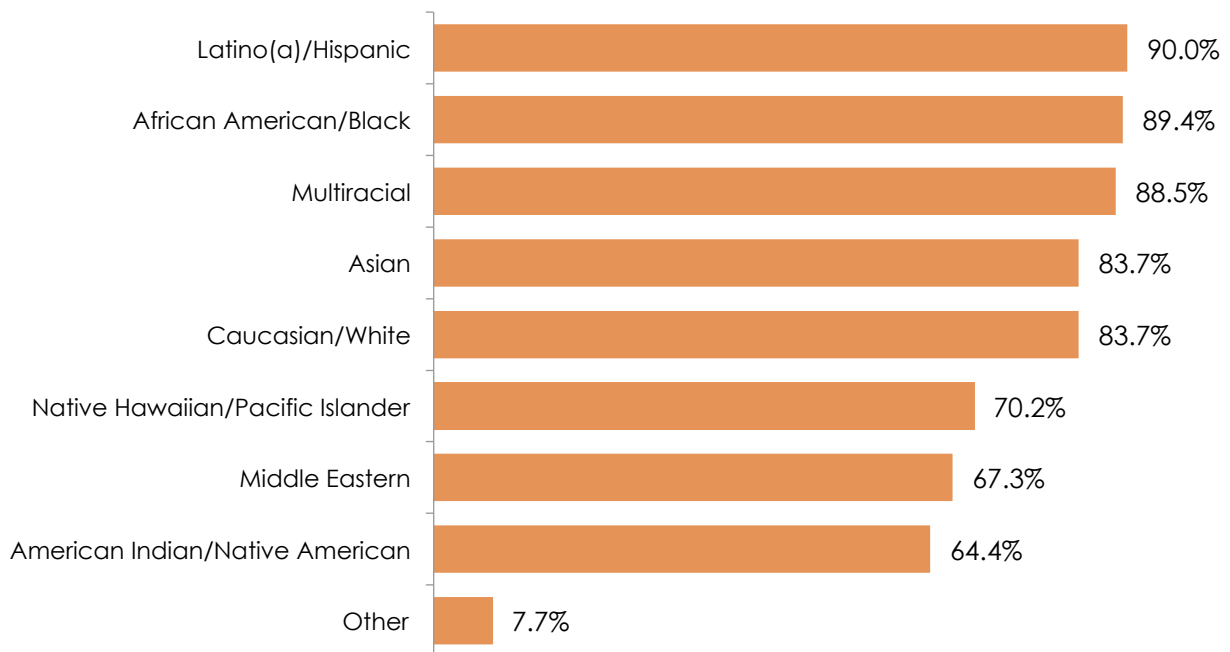
Exhibit 8. Age Groups Served (n=104)



Ethnic groups served

As noted earlier, organizations in the study serve highly diverse ethnic groups. Nearly all organizations reported serving the Latino (90.0 percent) and African American communities (89.4 percent). The least served ethnic groups were the Native American and Middle Eastern communities (70.0 percent), but even then more than half of survey respondents indicated that they serve these groups.

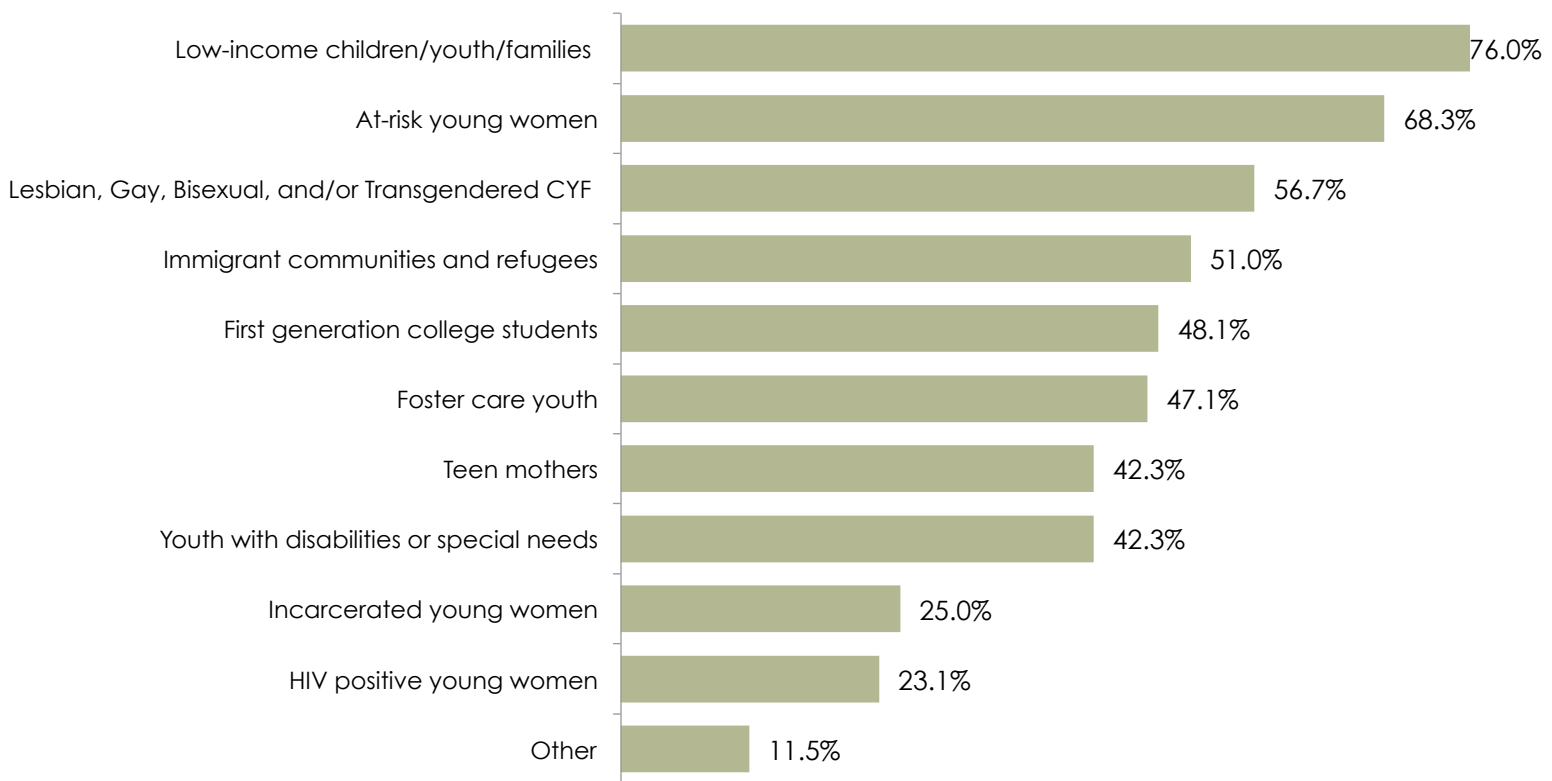
Exhibit 9. Ethnic Groups Served (n=104)



Special populations

In addition to serving highly diverse ethnic groups, survey respondents indicated that their organizations also focus on working with special populations. The majority of girl-serving organizations (76.0 percent) work with low-income children, youth, and families. More than half of the organizations (68.3 percent) reported serving at-risk young women. Similarly, over fifty percent of organizations work with the lesbian, gay, bisexual, and/or transgendered community. Special populations least served included incarcerated young women (25.0 percent), and HIV positive young women (23.1 percent).

Exhibit 10. Special Populations Served (n=104)



Types of Services and Location of Services

The three primary services provided by girl-serving organizations include leadership development (34.5 percent), body image and wellness (28.7 percent), and training and skills building (26.4 percent). Data indicate that services tend to be offered in K-12 schools (51.9 percent), at program's location (48.1 percent), and community centers (25.0 percent). Service frequency tends to differ by organization and program, but data indicate that services for girls and young women are generally provided two to three times per week (25.0 percent). Additionally, girls and young women are able to stay in programming or in touch with organizations for over 5 years (35.9 percent). Girls and young women learn about services offered by girl-serving organizations in several ways. Most organizations reported that schools play a large role in informing girls and young women about services (71.2 percent). Friends and relatives also spread the word about girl-centered services and programming (65.4 percent). Lastly, girls and young women also tend to be referred to girl-serving organizations by other programs or service providers (64.4 percent).

Exhibit 11. Top Ten Services Provided (n=104)

	Percent (%)
Leadership development	34.5%
Body image and wellness	28.7%
Training and skills building	26.4%
After school programming	24.1%
Cultural awareness and identity	24.1%
Mentoring	24.1%
Health education	21.8%
College access and college preparation	20.7%
Civic engagement	19.5%
Creative and performing arts	19.5%

Exhibit 12. Top Five Location of Services (n=104)

	Percent (%)
K-12 Schools	51.9%
Organization's headquarters/Program's location	48.1%
Community centers	25.0%
Colleges/Universities	26.0%
In a shared space at another organization	24.0%

Successful Practices of Bay Area Girl-Serving Organizations

So far, this report has summarized key characteristics of girl-serving organizations. The next section of this report will present successful practices of girl-serving organizations that participated in the landscape study. More specifically, gender responsive practices are discussed as well as youth development practices implemented by participating organizations.

Gender Responsive Practices

Gender-responsive practices and strategies provide girl-serving organizations with a framework to design and deliver programs and services that respect and honor girls' and young women's development, strengths, risk factors, and unique needs. Gender responsiveness has been defined as "creating an environment that reflects an understanding of the realities of women's lives and addresses the issues of women."⁷ CORE Associates identified five practice areas of gender responsiveness⁸. They posit that "each program component integrates, where possible, an understanding of the following Five Core Practice Areas at both a conceptual and practice level:"

- A relational approach
- A strengths-based approach
- A trauma-informed approach
- A culturally competent approach
- A holistic approach

With this framework in mind, girl-serving organizations that participated in the survey identified both their conceptual and practical gender-responsive practices and strategies. At a conceptual level, survey respondents believed that their organizations engage in building positive relationships with girls and young women (100.0 percent), integrate relevant issues into programming (94.7 percent), and have staff and volunteers who reflect the racial and ethnic backgrounds of girls and young women served (92.6 percent). These findings held true across survey respondents' ethnic and racial backgrounds. The area rated lowest, relatively speaking, was in terms of organizations building and sustaining long-term relationships with girls and young women. This may be the next

⁷ Covington, S. 2001. Creating gender-responsive programs: The next step for women's services. *Corrections Today*. 63(1): 85-87

⁸ "The CORE Gender-specific Behavior Motivation Model for Females: New Understandings, Improved Practices" 2007

frontier in ensuring smoother service transitions and referrals across the girl-serving organizations' service sector.

Exhibit 13. Gender-Responsive Strategies of Bay Area Girl-Serving Organizations (Conceptual)

Gender-Responsive Strategies Mark more than one: Percentages do not add up to 100	Agree or Strongly Agree
Relationships Staff at my organization strive to build positive relationships with girls and young women who receive our services	100.0%
Programming My organization integrates relevant racial, ethnic and socio-economic issues into programming	94.7%
Race & Ethnicity My organization has staff and/or volunteers that reflect the race and ethnic backgrounds of the girls and young women being served	92.6%
Commitment & Culture My organization has a commitment to girls' specific services and creates a culture where gender issues are integrated into the organizational structure	89.3%
Involvement in Program Design My organization involves girls and young women in program design and/or re-design	83.0%
Training My organization trains staff and/or volunteers who work with girls and young women on gender-specific issues	83.0%
Long-Term Relationships Girls and young women in my organization build and sustain long-term relationships (lasting more than 5 years) with staff or mentors	80.4%

At a practical level, survey respondents indicated that their organizations deliver programs and services in a comfortable and inspiring setting for girls and young women (96.9 percent), deliver programs and services in a safe environment (96.8 percent), and encourage girls and young women to express themselves and share their feelings (95.8 percent). The areas that ranked lowest were celebrating women's achievements with materials and decorations (67.4percent), including and providing accommodations for girls and young women with disabilities and special needs (66.6 percent), and having a designated space where girls and young women can convene and share ideas (47.3 percent). These findings make sense in light of the context of the location of programs and services. Some survey respondents indicated that they provide programs and service at off-site or shared locations, such as schools and community centers, where they do not have control over the physical environment and/or are not able to decorate, designate a space, or provide special accommodations.

Youth Development Practices

Youth Development has been defined as “a strategic approach with a focus on practices for engaging entire communities in helping all youth thrive.”⁹ The model builds on traditional youth

ACT for Youth Upstate Center of Excellence Research Facts and Findings: A collaboration of Cornell University, University of Rochester, and the New York State Center for Youth Safety, 2004.

service approaches and emphasizes the creation of environments that support youth developmental needs and capacities. Thus, it is important to understand how organizations serving girls and young women in the Bay Area put into practice youth development principles in the programs and services they provide. Survey respondents ranked the following as top youth development practices in their organizations: empowerment (64.0 percent), leadership (37.0 percent), and safe, nurturing, and inspiring environments (33.0 percent). Interestingly, the lowest ranked youth development practices were culturally relevant practices (22.0 percent) and storytelling (16.0 percent). One possible explanation is that survey respondents did not see culturally relevant practices and storytelling as youth development practices in the same ways as other practices like empowerment and leadership. This may present a unique opportunity for organizations providing technical support to girl-serving organizations to link how these principles could be applied within a youth development context.

Exhibit 14. Youth Development Practices of Bay Area Girl-Serving Organizations

Youth Development Practices Mark more than one: Percentages do not add up to 100	Ranked as a Top Youth Development Practice
Empowerment Organization encourages girls and women to make decisions, and teaches clients that they have the power to create change in their lives	64.0%
Leadership Organization provides girls and women with leadership training and leadership opportunities	37.0%
Environment Organization provides a safe, nurturing, inspiring environment for girls and women	33.0%
Mentorship and role models Organization helps girls and women establish meaningful relationships with caring adults who also serve as role models	28.0%
Skill building Organization focuses on developing concrete skills in young women (e.g., public speaking, technology skills, writing)	25.0%
Supportive communities Organization creates a sense of family and supportive network for girls and women	24.0%
Goal setting and planning for the future Organization encourages girls and women to make goals and to make plans for the future (e.g., college planning, career planning, etc.)	23.0%
Culturally Relevant Practices Girls and women’s cultural backgrounds are central to service delivery and program design and organization’s staff and volunteers reflect the populations served	22.0%
Story telling Organization allows girls and women to share their stories	16.0%
Other	5.0%

With a better understanding of the gender-responsive and youth development practices of girl-serving organizations in the Bay Area, we now turn to the needs and challenges that they face in providing services to girls and young women.

Current Needs and Challenges of Girl Serving Organizations¹⁰

Organizations serving girls and young women in the Greater San Francisco Bay Area face both common and unique challenges to providing services and fulfilling their missions. Board governance, human resources, and programming can often be challenging areas for girl-serving non-profit organizations. The following section outlines some of the key needs that survey respondents identified in these areas, as well as some opportunities they deem promising to help them overcome the challenges they face.

Staffing Fundraising Efforts

The top two fundraising challenges that survey respondents identified were “having adequate fund development staff” (48.1 percent) and “board involvement in fundraising” (40.4 percent). A respondent elaborated, “Our staff currently wear multiple hats and take on additional responsibilities such as fund raising to support our programs.” Another respondent explained that their resource strategy has been “whatever our two staff people and limited board members can dig up.” Conversely, survey respondents rated awareness of girls’ and young women’s needs as the least challenging areas in their fundraising efforts. Many shared that they have developed strong connections with provider networks and other girl-serving organizations, and perhaps see awareness as less challenging because of those relationships. The table below summarizes the challenges survey respondents rated related to fundraising:

Exhibit 15. Organizational Challenges Related to Fundraising

Fundraising Challenges	Ranked as a Top Challenge
1. Having adequate fund development staff	48.1%
2. Board involvement in fundraising	40.4%
3. Recruiting and developing new qualified board members	29.8%
4. Qualifying under private foundations’ funding criteria	29.8%
5. Falling under a public funding strategy	11.5%
6. Public awareness of girls’ needs	9.6%
7. Funders’ awareness of girls’ needs	13.4%

¹⁰ Several items in this section of the survey come from, or were adapted from, The South Monterey County Nonprofit Landscape Study, Salinas Valley and South Monterey County Non-Profit Survey.

Survey respondents also identified the resources and supports that are available to their organizations to help them overcome the fundraising challenges they identified above. Their responses included:

- Alliance For Girls
- Below market or pro bono services
- Collaboration and consultation with similar organizations
- Community partnerships
- Domestic violence movement leaders like the National Network to End Domestic Violence and Futures Without Violence who offer training and technical assistance
- Foundations that provide capacity building, funding, and training opportunities without cost
- Networking events to collaborate with other organizations
- Non-profit consultants to help with development
- Non-profit fundraising webinars
- Online nonprofit discussion forums
- Organizations such as CompassPoint, The Center for Young Women's Development, The Foundation Center, and The Women's Foundation of California for help with grant resources
- Sharing best practices with other like-minded organizations
- Technical assistance from sister organizations and professional organizations, including technical assistance providers on federal grants

Some survey respondents offered additional insights about alleviating challenges related to fundraising. One perceived “more public investment in gender-specific programming and services.” Another noted that “to be funded, programs must be evidence-based, have a narrow focus, and be relatively short-term.” Finally, a respondent elaborated, “as a new organization the best resource is patience - patience for funding opportunities, staffing opportunities, and program development opportunities.”

Hiring and Retaining Staff

The top two challenges that survey respondents identified in terms of human resources were “maintaining fair salary levels for employees” (48.1 percent) and “hiring and retaining qualified staff” (30.8 percent). A close third was “providing professional development opportunities for staff” (26.9 percent), which is connected with employee retention. Survey respondents felt that planning for

executive transitions and handling employee morale were less challenging human resource areas for their organizations. Acknowledging the great difficulties with maintaining fair salaries in the nonprofit sector, a survey respondent indicated that they “constantly pursue additional funding streams for salaries.” Another respondent shared that their organization prioritizes “professional and leadership development,” especially when they can secure those opportunities without cost. Yet another said that their organization relies on a “strong volunteer pool and interns.” Finally, other organizations focus on strengthening their leadership’s and staff’s commitment to the organizational mission, growing and building the capacity of the organization, and “fostering and perpetuating equity and inclusion practices and dialogues.” A respondent believed that practices like these keep employees “determined and feeling and knowing our mission-driven work is valued and desired.” The table below summarizes the challenges survey respondents rated related to human resources:

Exhibit 16. Organizational Challenges Related to Human Resources

Human Resources Challenges	Ranked as a Top Challenge
1. Maintaining fair salary levels for employees	48.1%
2. Hiring and retaining qualified staff	30.8%
3. Providing professional development opportunities for staff	26.9%
4. Recruiting and retaining qualified volunteers	24.0%
5. Diversifying staff composition to reflect people served	21.2%
6. Planning for executive transition	19.2%
7. Handling employee morale during difficult times	14.4%

Some of the resources, supports, and strategies girl-serving organizations rely on to help them tackle human resource challenges, particularly with hiring and retention of qualified and diverse staff, include:

- Collaborating with other agencies to provide supportive services for staff morale such as weekly yoga and monthly staff development workshops
- Expanding our organization and specifically our program staff team with a proactive approach to fostering and perpetuating equity and inclusion practices and dialogues
- Seeking foundations that provide training opportunities for professional and leadership development without cost
- Sharing job postings
- The sweat equity of the founder and executive director and some contract staff, and their determination to learn, grow and build the capacity of our organization strategically just as we strive to build the capacity of the women, girls and clients we partner with and support

Collecting Evaluation Data and Assessing Outcomes

When it came to providing programming and services, the top two challenges survey respondents identified were “collecting data on program activities, client demographics, and evaluation data” (48.5 percent) and “assessing program outcomes” (43.7 percent). Inversely, survey respondents rated least challenging the development of culturally relevant programming and the involvement of youth to provide feedback on programming. A survey respondent commented that “A good evaluation plan is in place, but we just need staff and volunteer support to execute and tally.” Similar to the challenge of staffing fundraising efforts, survey respondents shared that their organizations relied on non-profit and community-based consultants for help. One shared that “Researchers at the [local] college have provided demographic statistics” to inform their work. While engaging girls and other service recipients in the development of cultural- and youth-relevant programming was not a pressing issue to some respondents because of the modality of service provision (phone, email, short-term), others felt they had mechanisms in place to make those opportunities happen. In the words of a survey respondent,

“We start our groups’ conversations with how they [program participants] want to tackle our program. They have a chance to have their voice heard and an opportunity to take ownership of volunteer events, field trips, or fundraising ideas they come up with. Their leadership roles are highlighted and they get a chance to complete things they set out to do end to end.”

Again, the table below summarizes the challenges survey respondents rated related to programs and services:

Exhibit 17. Programs and Services Challenges

Programs and Services Challenges Mark more than one: Percentages do not add up to 100	Ranked as a Top Challenge
1. Collecting data on program activities, client demographics, evaluation data	48.5%
2. Assessing program outcomes	43.7%
3. Meeting the community service needs/youth needs	31.1%
4. Identifying opportunities to collaborate with other organizations	28.2%
5. Designing and developing culturally relevant programs that meet the needs of diverse clients	16.5%
6. Creating opportunities for youth to voice their concerns and provide feedback on programming	14.6%

Conclusion and Recommendations

Girl-serving organizations in the Greater San Francisco Bay Area are a vital part of the overall no-profit sector. They fulfill a critical need in their communities by serving girls and women from highly diverse social, economic, and ethnic backgrounds. Furthermore, they provide an array of services that focus on meeting the diverse needs of girls and young women. The services and programming girl-serving organizations offer focus on gender responsive practices that respond to the social, emotional, developmental, and learning needs of girls and young women. Despite facing challenges related to fundraising, human resources, and programming these organizations continue to be resilient and successful in delivering high quality services to girls and young women in the Bay Area.

This landscape study provides an opportunity to understand the current state of the girl-serving sector in the Bay Area, and also helps open dialogue on recommendations that have the potential to strengthen and support the girl-serving sector. The recommendations presented below emerged from the data presented in previous sections of this report as well as from two survey questions that gathered qualitative data on the needs and challenges of girl-serving organizations.

- **The girl-serving sector is a diverse social and growing economic force that fulfills a unique need, but this growing sector needs additional support to capitalize on its successes.**

While girl-serving organizations vary in size, this sector with continued support has the potential to become an economic force in the greater Bay Area non-profit sector. Approximately 37 percent of organizations have budgets that range from under \$250,000 to \$500,000, followed by 16 percent of organizations with budgets of \$500,000 to \$1,000,000. A large proportion of organizations (46 percent) have budgets that range from \$1,000,000 to over \$5,000,000. Data gathered from public sources for 77 percent of the organizations in the study show that the average budget size for organizations that were part of this study is approximately \$3,509,762. Publicly collected data also reveal that organizations in this study on average employ 57 professionals and annually they employ a total of 4,961 professionals in the community. Moreover, the girl-serving sector fulfills a need to empower girls and young women to reach their full potential. Annually, girl-serving organizations serve approximately 328,682 girls and young women. Organizations are engaged in evidence-based practice, such as gender-responsive strategies and practices and youth development principles. But they need more help. Staffing fundraising efforts, both with employees and board members, is a major challenge. They also face challenges with collecting data and hiring/retaining staff and providing professional development opportunities.

Recommendation: Focus on providing low cost technical assistance on fundraising, board development, and program evaluation. Survey respondents identified a need for convenings with potential funders where girl-serving organizations can engage in joint fundraising efforts. Additionally, data show that girl-serving organizations may need additional support in engaging board members in fundraising and in recruiting and retaining qualified board members. Lastly, data also indicate that the sector may need support collecting and sharing program evaluation data.

- **Girl-serving organizations thrive on meaningful, strong connections and relationships, which will be key for taking on the “next step” of creating a continuum of service provision.**

In tough times, girl-serving organizations rely on collaboration, networks, relationships, and connections with other organizations and partners. Funders are more likely to favor short-term projects with concrete outcomes, leaving girl-serving organizations with a high need to assess outcomes and evaluation data, while they may deprioritize or be unable to form long-term relationships with the girls and young women they serve. The next frontier is to develop a system of “girl-serving” care and continuum of service where girls and young women can transition across developmental stages. This requires even better collaboration among service providers.

Recommendation: Create networking and cross training opportunities that allow organizations providing similar services to come together. Trainings and networking opportunities were some of the most requested supports from survey respondents. Survey respondents also identified a need for connecting more experienced leaders in the sector with newer and emerging organization leaders. In other words, there is a need to create mentoring opportunities where more established organizations support newer and less funded organizations.

- **Girl-serving organizations need support in providing professional development opportunities to leadership, staff, volunteers, and girls and young women.**

In these times of economic and funding uncertainty, girl-serving organizations need support in ensuring that leadership, staff, volunteers, and even young women receive high quality opportunities for professional development. Increasing the knowledge and capacity of all individuals involved in girl-serving organizations will only make the sector stronger and more effective. In the words of a survey respondent, “Professional development has been a great help - as more of our faculty/staff attend workshops together, we feel we'll see a united vision and also vocabulary to help us move forward with strength!”

Recommendation: Focus on providing professional development trainings for organization leaders, staff members, volunteers, girls, and young women. Provide professional development opportunities that allow organization leaders and staff members to develop leadership and program design. When providing professional development opportunities keep in mind that organizations have diverse service delivery models. Some provide in-person programming, while some may provide phone or on-line services. Trainings and professional development opportunities should meet the needs of these diverse service delivery models.

- **To continue to learn about the girl-serving sector and its impact in the Greater Bay Area, further qualitative and quantitative research needs to be conducted.**

The Alliance For Girls has taken an important step in funding and supporting the *2014 Landscape Study of Girl-Serving Organizations*. The Alliance has also championed the development of a girl-service directory that collects and maintains key data on girl-serving organizations. These are important first steps in ensuring that there is critical data available specifically focused on the work of girl-serving organizations.

Recommendation: Continue to fund and support research on the girl-serving sector. Future research should focus on collecting qualitative data on the gender responsive practices, needs, challenges, and unifying practices of girl-serving organizations. Additionally, any future research should try to incorporate the voice of girls and young women receiving services from girl-serving organizations in order to gather their experiences and recommendations for how to strengthen the sector. Also, further research can lead to the creation of a repository of data relevant to the girl-serving sector, specifically evaluation and outcome benchmarks. Lastly, additional research can strengthen the Alliance's directory by updating the directory's data or adding other relevant data.

In Their Own Words

Recommendations from Girl-Serving Organizations For Additional Resources and Supports

- Funding to purchase wardrobe basics in our women, men, and children's boutique.
- General operating support
- Getting the word out about the organization
- Help with evaluation of education and support services. More data.
- There could be a more detailed questionnaire that Alliance members complete which is browse-able/searchable that would give us an idea of how other organizations are functioning. For instance, people could list what CRM database they use, what phone system and internet they use, what website host they use, who built their website, who does their graphic design, what their office space arrangement/rent is - then, if people need a new database, they can browse other organization's information and reach out to a contact at that organization to learn what their experience was in choosing this vendor.
- I would love to get some public speakers to come in and teach the girls about some things they could relate to, like preparing to become women. Scenarios with sexual peer pressure and knowing when you are ready for sex.
- Increased public awareness, support in marketing our services to a larger network, support in spreading the word about our programming
- Introductions to individuals, corporations, foundation that are interested in our work. Training on organizational development, with a focus on small organizations with limited capacity. Resources to develop and implement evaluation of our program to assess and report impact.
- Leadership training, greater volunteerism, financial planning/budgeting, HR and IT support. We are creating culturally sensitive health promotion and empowerment educational brochures, papers, documentaries and we need IT support to help us technically management data collection, reporting and creating media, posting on our website for public access, etc. Equally, more important, more mentoring and coaching for our Executive Director in fund development planning and telling our stories to help people understand all that we do and where they can turn for support. Qualified Board recruitment and retention, qualified staff recruitment, onboarding, training, evaluation and retention, and volunteer recruitment/retention/recognition.
- More events and training opportunities for staff as well as free events for our beneficiaries (young women) to attend and practice leadership and other skills.
- More exposure to other markets to present advantages of single gender education.
- More local community connection across service providers in similar fields, access to technology to better reach youth population, training on best practices for increasing youth help-seeking behavior and how to reach youth where they are at regarding sensitive topics (experiences of abuse, etc.)

In Their Own Words

Recommendations from Girl-Serving Organizations For Additional Resources and Supports

- More opportunities for collaboration.
- More opportunities to meet other similar organizations and to get others interested in what we are working on
- More professional pro bono support - communications, marketing, software/app development, HR, interior design, data management, etc.
- Networking opportunities to mental health professionals, and/or interns/volunteers who reflect our youth demographic which has increased in the number of young people of color.
- Open forums for discussion, shared vendors at less expense, continued sessions on the latest research and data regarding girl-serving organizations.
- Outcomes and evaluation support and training
- Outreach from state and national to local branches
- Policy advocates for girls and TAY that are visible and well known, like there is for the aging community
- Present consistent mentors
- Produced events for girls to participate in other than our own.
- Qualified professional advice
- Referrals, introductions list servers or private foundations
- Regional coalition that inclusively invited organizations like ours to participate, or share opportunities via a list serve. Perhaps having quarterly professional development opportunities where we convene and do skill shares/professional development amongst each other (or have an outside consultant come in).
- Sharing resources and knowledge
- Someone to lead a teen and young adult advisory group and health center program
- Staff and board development trainings
- Staff development of outcome measurements, quantifying data
- Staff leadership and skill building in maintaining a healthy sustainable organization
- Strong public relations
- Strong volunteer support; great working board members to support the organization. Money, money, money.
- Support for data management and reporting
- Training and networking opportunities.
- Trainings on girls-specific programming within a coed program model
- Trainings, webinars etc.
- Workshops on grant-writing specifically for girls' programs; connections with organizations that serve young women
- Youth leadership/ youth development training in Santa Clara County

Appendix A.

Survey Databook

Number of Completed Surveys	
Members	48
Non-Members	56
Combined	104

Type of Organization	Members (n=48)	Non-Members (n=56)	Combined (n=104)
Advocacy and education	4.2%	3.6%	3.8%
Advocacy and media	20.8%	-	9.6%
All girls school	4.2%	14.3%	9.6%
Arts	4.2%	-	1.9%
Athletics	8.3%	7.1%	7.7%
Creative arts	2.1%	-	1.0%
Domestic violence	4.2%	7.1%	5.8%
Education	10.4%	3.6%	6.7%
Health	6.3%	21.4%	14.4%
Human trafficking	-	3.6%	1.9%
Leadership and life skills	2.1%	5.4%	3.8%
Legal	2.1%	-	1.0%
LGBTQ	-	7.1%	3.8%
Life skills and job training	10.4%	-	4.8%
Mentoring	-	3.6%	1.9%
Performing arts	6.3%	1.8%	3.8%
Prevention and intervention	8.3%	7.2%	4.8%
Social services	-	8.9%	8.7%
STEM	6.3%	3.6%	4.8%

Position	Members (n=48)	Non-Members (n=56)	Combined (n=104)
Q1. What is your position at your organization? (CHECK ONE) (n=104)			
Executive director	50.0%	48.2%	49.0%
Program manager	16.7%	14.3%	15.4%
Program coordinator	2.1%	5.4%	3.8%
Direct service provider	-	8.9%	4.8%
Other	31.3%	23.2%	26.9%

**Other includes: board president, CEO, chair, consultant, director of development, director of programs, employment coordinator, finance director, founder, operations manager, president, program director, project attorney, researcher, school principal, school counselor, staff attorney.*

Service Reach

Q2. Would you say your organization is local, regional, or national? (CHECK ONE)

	Members (n=48)	Non-Members (n=56)	Combined (n=104)
Local (restricted to immediate community or city)	45.8%	60.7%	53.8%
Regional (restricted to state, but multiple locations)	14.6%	26.8%	21.2%
National (locations in different states)	39.6%	12.5%	25.0%

Annual Operating Budget

Q3. What is your organization's annual operating budget? (CHECK ONE)

	Members (n=47)	Non-Members (n=51)	Combined (n=98)
Under \$250,000	31.9%	15.7%	23.5%
\$250,001 to \$500,000	19.1%	7.8%	13.3%
\$500,001 to 1,000,000	10.6%	21.6%	16.3%
\$1,000,001 to 5,000,000	34.0%	29.4%	31.6%
Over \$5,000,000	2.1%	25.5%	14.3%
Other	2.1%	-	1.0%

Other includes: \$16,000,000.*Budget Dedicated to Services for Girls**

Q4. What percentage of your annual budget is dedicated to serving girls/young women? (CHECK ONE)

	Members (n=44)	Non-Members (n=49)	Combined (n=93)
Less than 25%	18.2%	22.4%	20.4%
25% to 50%	11.4%	18.4%	15.1%
51% to 90%	29.5%	18.4%	28.0%
91% to 100%	40.9%	32.7%	36.6%

Years Active

Q5. How many years has your organization been active? (CHECK ONE)

	Members (n=47)	Non-Members (n=52)	Combined (n=99)
1 to 10 years	34.0%	13.5%	23.2%
11 to 21 years	29.8%	26.9%	28.3%
22 to 32 years	2.1%	15.4%	9.1%
33 to 42 years	23.4%	19.2%	21.2%
43 to 53 years	-	5.8%	3.0%
Over 53 years	10.6%	19.2%	15.2%

Number of FTEs

Q6. How many full-time equivalent employees (FTE) does your organization currently have? (CHECK ONE)

	Members (n=47)	Non-Members (n=53)	Combined (n=100)
None	10.6%	7.5%	9.0%
1 to 4	46.8%	18.9%	32.0%
5 to 9	12.8%	15.1%	14.0%
10 to 24	12.8%	18.9%	16.0%
25 to 49	17.0%	11.3%	14.0%
50 or more	-	28.3%	15.0%

Number of Volunteers

Q7. In the past year, approximately how many individuals volunteered for your organization? (CHECK ONE)	Members (n=47)	Non-Members (n=53)	Combined (n=100)
None	6.4%	-	3.0%
1 to 24	40.4%	34.0%	37.0%
25 to 50	21.3%	17.0%	19.0%
51 to 100	4.3%	24.5%	15.0%
101 to 150	4.3%	3.8%	4.0%
151 to 200	12.8%	7.5%	10.0%
201 to 250	-	5.7%	3.0%
251 or more	10.6%	7.5%	9.0%

Age Groups Served

Q8. What age groups does your organization serve? (CHECK ALL THAT APPLY – will not add up to 100%)	Members (n=48)	Non-Members (n=56)	Combined (n=104)
Infants and young children ages 0-4	14.6%	26.8%	21.2%
Elementary school age children ages 5-10	47.9%	42.9%	45.2%
Middle school age children ages 11-13	70.8%	73.2%	72.1%
High school age youth ages 14-17	81.3%	83.9%	82.7%
Young adults ages 18-24	60.4%	67.9%	64.4%
Adults ages 25+	47.9%	55.4%	51.9%

Ethnic Groups Served

Q10. Does your organization serve any of the following racial/ethnic communities? (CHECK ALL THAT APPLY – will not add up to 100%)	Members (n=48)	Non-Members (n=56)	Combined (n=104)
Multiracial	91.7%	85.7%	88.5%
Latino(a)/Hispanic	89.6%	91.1%	90.0%
African American/Black	89.6%	89.3%	89.4%
Caucasian/White	89.6%	78.6%	83.7%
Asian	87.5%	80.4%	83.7%
Native Hawaiian/Pacific Islander	64.6%	71.4%	70.2%
American Indian/Native American	68.8%	64.3%	64.4%
Middle Eastern	70.8%	64.3%	67.3%
Other	10.4%	5.4%	7.7%

* Other includes: Anyone who identifies with the African-American experience and East Asian.

Special Populations Served

Q11. Does your organization serve any of the following special populations? (CHECK ALL THAT APPLY – will not add up to 100%)

	Members (n=48)	Non-Members (n=56)	Combined (n=104)
Low-income children/youth/families (CYF)	75.0%	76.8%	76.0%
At-risk young women	64.6%	71.4%	68.3%
Lesbian, Gay, Bisexual, and/or Transgendered CYF	39.6%	71.4%	56.7%
Immigrant communities and refugees	45.8%	55.4%	51.0%
First generation college students	43.8%	51.8%	48.1%
Foster care youth	41.7%	51.8%	47.1%
Youth with disabilities or special needs	27.1%	55.4%	42.3%
Teen mothers	35.4%	48.2%	42.3%
Incarcerated young women	22.9%	26.8%	25.0%
HIV positive young women	10.4%	33.9%	23.1%
Other	12.5%	10.7%	11.5%

** Other includes: adults with disabilities, all girls are welcome, all of the above, all ranges of academic abilities, children of LGBTQ, domestic violence, no specific focus, pregnant and parenting mothers, racial/ethnic/sexual and other violence trauma survivors, women survivors or violence and their children.*

Find Out about Organization/Services

Q12. How do girls and women find out about your organization and the services you offer? (CHECK ALL THAT APPLY – will not add up to 100%)

	Members (n=48)	Non-Members (n=56)	Combined (n=104)
Organization's website	6.3%	73.2%	42.3%
Schools	70.8%	71.4%	71.2%
Friends, relatives	62.5%	67.9%	65.4%
Referred by other organization or service provider	58.3%	69.6%	64.4%
Parents	54.2%	60.7%	57.7%
Referred by other program	54.2%	64.3%	59.6%
Special events (health fairs, conferences, etc.)	45.8%	69.6%	58.7%
Teachers	56.3%	57.1%	56.7%
Court referred/Court mandated	16.7%	30.4%	24.0%
Other	12.5%	14.3%	13.5%

** Other includes: counselors, county board of supervisors' staff, generally word of mouth, internet search, marketing, mental health access line, mental health and medical professionals, news media, outreach by peers and teen clinic, partners, public policy and public health forums, regional partners.*

Location of Services

Q13. Where does your organization provide services or programming to girls and young women? (CHECK ALL THAT APPLY – will not add up to 100%)

	Members (n=48)	Non-Members (n=56)	Combined (n=104)
K-12 Schools	52.1%	51.8%	51.9%
Organization’s headquarters/Program’s location	37.5%	57.1%	48.1%
Community centers	25.0%	25.0%	25.0%
Colleges/Universities	29.2%	23.2%	26.0%
In a shared space at another organization	29.2%	19.6%	24.0%
Outdoors (parks, camps, etc.)	25.0%	23.2%	24.0%
Juvenile justice centers	14.6%	16.1%	15.4%
Churches or religious spaces	16.7%	12.5%	14.4%
Health clinics	8.3%	19.6%	14.4%
In clients’ homes	8.3%	21.4%	15.3%
Libraries	4.2%	3.6%	3.8%
Other	22.9%	17.9%	20.2%

** Other includes: CBO partners, fire department, government facilities, hotel and universities, local sites, no direct services, online, on school campus, other locations near clients’ homes, secondary school, statewide educational institutes and conferences, through social workers, through technical assistance to programs, variety of locations, workshops all over the Bay Area.*

Counties & Cities Where Services Are Provided

Q14. In what cities do you provide services or programming? (CHECK ALL THAT APPLY – will not add up to 100%)

	<i>Members (n=48)</i>	<i>Non-Members (n=56)</i>	<i>Combined (n=104)</i>
Alameda County			
All cities	12.5%	3.6%	7.7%
Alameda	12.5%	10.7%	11.5%
Albany	10.4%	5.4%	7.7%
Berkeley	18.8%	5.4%	11.5%
Dublin	8.3%	12.5%	10.6%
Emeryville	4.2%	1.8%	2.9%
Fremont	8.3%	8.9%	8.7%
Hayward	10.4%	7.1%	8.7%
Livermore	6.3%	8.9%	7.7%
Newark	4.2%	1.8%	2.9%
Oakland	33.3%	5.4%	18.3%
Piedmont	10.4%	16.1%	13.5%
Pleasanton	8.3%	1.8%	4.8%
San Leandro	8.3%	3.6%	5.8%
Union City	4.2%	7.1%	5.8%
Contra Costa County			
All cities	12.5%	8.9%	10.6%
Antioch	2.1%	10.7%	6.7%
Brentwood	2.1%	3.6%	2.9%
Clayton	-	7.1%	3.8%
Concord	2.1%	-	1.0%
Danville	2.1%	3.6%	2.9%
El Cerrito	-	5.4%	2.9%
Hercules	-	7.1%	3.8%
Lafayette	2.1%	3.6%	2.9%
Martinez	-	1.8%	1.0%
Moraga	2.1%	5.4%	3.8%
Oakley	-	-	-
Orinda	2.1%	-	1.0%
Pinole	-	1.8%	1.0%
Pittsburg	-	7.1%	3.8%
Pleasant Hill	2.1%	8.9%	5.8%
Richmond	6.3%	3.6%	4.8%
San Pablo	4.2%	10.6%	7.7%
San Ramon	-	3.6%	1.9%
Walnut Creek	2.1%	1.8%	1.9%

Counties & Cities Where Services Are Provided

Q14. In what cities do you provide services or programming? (CHECK ALL THAT APPLY – will not add up to 100%)

	<i>Members (n=48)</i>	<i>Non-Members</i>	<i>Combined</i>
Marin County			
All cities	16.7%	1.8%	8.7%
Belvedere	8.3%	17.9%	13.5%
Corte Madera	8.3%	1.8%	4.8%
Fairfax	6.3%	1.8%	3.8%
Larkspur	8.3%	3.6%	5.8%
Mill Valley	8.3%	1.8%	4.8%
Novato	8.3%	1.8%	4.8%
Ross	6.3%	7.1%	6.7%
San Anselmo	6.3%	1.8%	3.8%
San Rafael	12.5%	1.8%	6.7%
Sausalito	6.3%	7.1%	6.7%
Tiburon	8.3%	1.8%	4.8%
Marin City	8.3%	3.6%	5.8%
West Marin	8.3%	7.1%	7.7%
San Mateo County			
All cities	10.4%	-	4.8%
Belmont	4.2%	7.1%	5.8%
Brisbane	2.1%	-	1.0%
Burlingame	4.2%	-	1.9%
Daly City	2.1%	1.8%	1.9%
East Palo Alto	10.4%	1.8%	5.8%
Foster City	4.2%	5.4%	4.8%
Half Moon Bay	2.1%	1.8%	1.9%
Millbrae	4.2%	5.4%	4.8%
Pacifica	4.2%	1.8%	2.9%
Portola Valley	2.1%	1.8%	1.9%

Counties & Cities Where Services Are Provided

Q14. In what neighborhoods does your organization provide services or programming? (CHECK ALL THAT APPLY – will not add up to 100%)

	<i>Members (n=48)</i>	<i>Non-Members</i>	<i>Combined (n=104)</i>
San Francisco County			
All neighborhoods	27.1%	8.9%	17.3%
Bayview	8.3%	7.1%	7.7%
Bernal Heights	10.4%	8.9%	9.6%
Castro/Upper Market	10.4%	7.1%	8.7%
Chinatown	16.7%	17.9%	17.3%
Crocker Amazon	14.6%	7.1%	10.6%
Diamond Heights/Glen Park	10.4%	7.1%	8.7%
Downtown/Civic Center	12.5%	8.9%	10.6%
Excelsior	10.4%	3.6%	6.7%
Financial District	6.3%	5.4%	5.8%
Golden Gate Park	8.3%	5.4%	6.7%
Haight Ashbury	10.4%	5.4%	7.7%
Inner Richmond	8.3%	8.9%	8.7%
Inner Sunset	10.4%	7.1%	8.7%
Lakeshore	10.4%	10.7%	10.6%
Marina	10.4%	7.1%	8.7%
Mission	18.8%	7.1%	12.5%
Mission Bay	6.3%	3.6%	4.8%
Nob Hill	12.5%	10.7%	11.5%
Noe Valley	10.4%	5.4%	7.7%
North Beach	6.3%	5.4%	5.8%
Ocean View	8.3%	8.9%	8.7%
Outer Mission	10.4%	3.6%	6.7%
Outer Richmond	8.3%	7.1%	7.7%
Pacific Heights	10.4%	21.4%	16.5%
Parkside	6.3%	7.1%	6.7%
Potrero Hill	12.5%	3.6%	7.7%
Presidio	8.3%	3.6%	5.8%
Presidio Heights	8.3%	3.6%	5.8%
Russian Hill	10.4%	3.6%	6.7%
Seacliff	10.4%	3.6%	6.7%
South of Market	10.4%	8.9%	9.6%
Treasure Island	8.3%	3.6%	7.7%
Twin Peaks	8.3%	7.1%	7.7%
Visitation Valley	8.3%	3.6%	5.8%
West of Twin Peaks	6.3%	5.4%	5.8%
Western Addition	12.5%	3.6%	7.7%

Counties & Cities Where Services Are Provided

Q14. In what neighborhoods does your organization provide services or programming? (CHECK ALL THAT APPLY – will not add up to 100%)

	Members (n=48)	Non-Members (n=56)	Combined
Santa Clara County			
All cities	18.8%	3.6%	10.6%
Campbell	10.4%	8.9%	9.6%
Cupertino	4.2%	5.9%	4.8%
Gilroy	4.2%	7.1%	5.8%
Los Altos	6.3%	5.4%	5.8%
Los Altos Hills	4.2%	3.6%	3.8%
Los Gatos	8.3%	5.4%	6.7%
Milpitas	6.3%	7.1%	6.7%
Monte Sereno	4.2%	5.4%	4.8%
Morgan Hill	4.2%	5.4%	4.8%
Mountain View	10.4%	10.7%	10.6%
Palo Alto	14.6%	8.9%	11.5%
San Jose	18.8%	12.5%	15.4%
Santa Clara	10.4%	12.5%	11.5%
Saratoga	6.3%	7.1%	6.7%
Sunnyvale	6.3%	3.6%	4.8%

Organization's Mission & Identity

Q15. Which of the following best describes your organization's mission and/or identity? (CHECK TWO PRIMARY AREAS – will not add up to 100%)

	Members (n=48)	Non-Members (n=56)	Combined (n=104)
Youth leadership, empowerment, and development	66.7%	46.4%	55.8%
Education	52.1%	41.1%	46.2%
Health	16.7%	30.4%	24.0%
Social services	12.5%	23.2%	18.3%
Arts, culture, and humanities	22.9%	5.4%	13.5%
Human services	6.3%	21.4%	14.4%
Other	18.8%	14.3%	16.3%

* Other includes: ending violence against women and children, entrepreneurship training, government representation, Latina empowerment and leadership development, legal assistance and training, LGBTQ health and human services, mental health and racial/gender/cultural health equity and advocacy, mental health services, primary law and policy, social emotional learning, sports and physical activity, victim advocacy, women's empowerment through outdoor adventure.

Girl-Specific Programming

Q16. Is your organization solely dedicated to offering girl-specific programming? (CHECK ONE)

	Members (n=46)	Non-Members (n=51)	Combined (n=97)
Yes	43.5%	39.2%	41.2%
No	56.5%	60.8%	58.8%

General Population Programming

Q17. If not (to above Q16), does your organization provide services to the community in general, including boys, girls, LGBTQ youth, young women, and young men, adults? ? (CHECK ONE)

	Members (n=27)	Non-Members (n=31)	Combined (n=58)
Yes	76.9%	87.1%	82.5%
No, we do not provide direct services	23.1%	12.9%	17.5%

Services for Girls

Q18. What services or programming does your organization provide to girls and young women? (CHECK ALL THAT APPLY – will not add up to 100%)

	Members (n=48)	Non-Members (n=56)	Combined (n=104)
Leadership development	35.0%	34.0%	34.5%
Body image and wellness	27.5%	29.8%	28.7%
Training and skills building	27.5%	25.5%	26.4%
After school programming	32.5%	17.0%	24.1%
Cultural awareness and identity	17.5%	29.8%	24.1%
Mentoring	22.5%	25.5%	24.1%
Health education	12.5%	29.8%	21.8%
College access and college preparation	12.5%	27.7%	20.7%
Civic engagement	20.0%	19.1%	19.5%
Creative and performing arts	22.5%	17.0%	19.5%
Athletics	12.5%	17.0%	19.4%
Sports and recreation programming	12.5%	21.3%	17.2%
Academic support	12.5%	19.1%	16.1%
Advocacy	10.0%	21.3%	16.1%
Counseling	5.0%	25.5%	16.1%
Science, Technology, Engineering and Math (STEM)	15.0%	17.0%	16.1%
Job readiness/Vocational training	15.0%	8.5%	11.5%
Crisis support	-	17.0%	9.2%
Case management	2.5%	12.8%	8.0%
Sex trafficking support and/or services	5.0%	6.4%	5.7%
Health services	2.5%	6.4%	4.6%
Legal aid/Legal advocacy	2.5%	4.3%	3.4%
Other	2.2%	2.0%	2.1%
Foster care services	-	2.1%	1.1%

* Other includes: career awareness and financial literacy.

Services Frequency

Q19. How often do girls and young women attend services or programming? (CHECK ONE)

	Members (n=20)	Non-Members (n=20)	Combined (n=40)
Once a week	15.0%	15.0%	15.0%
Two to three times a week	30.0%	20.0%	25.0%
Every day	10.0%	25.0%	17.5%
Other	45.0%	40.0%	42.5%

** Other includes: 1 week during the summer with several summer sessions, 2-3 times a month, 5 days a week, after school once a week during the summer every day for a week, at holidays more than once a week, four multi-day sessions in a six month period, Monday-Friday, once per year, online only, run 15-20 trips per year, school year and additional summer program, varies, we just make product donations.*

Length of Participation

Q20. How long can girls/young women stay in programming? (CHECK ONE)

	Members (n=19)	Non-Members (n=20)	Combined (n=39)
Several weeks	10.5%	-	5.1%
6 months to a year	5.3%	10.0%	7.7%
2 to 3 years	21.1%	-	10.3%
4 to 5 years	-	35.0%	17.9%
Over 5 years	31.6%	40.0%	35.9%
Other	31.6%	15.0%	23.1%

** Other includes: 1 week a year but they can come back year after year, 3 years with separate option for summer camps prior, from middle school to adult, k-12 if desired, no limit, varies, we offer trips they may come on 1 or up to 3 per year.*

Program Participation in Past Year

Q21. In the past year, approximately how many girls and young women received services from your organization or participated in programming? (CHECK ONE)

	Members (n=20)	Non-Members (n=20)	Combined (n=40)
Less than 100	10.0%	15.0%	12.5%
101 to 500	40.0%	60.0%	50.0%
501 to 1,000	15.0%	15.0%	15.0%
Over 1,000	35.0%	10.0%	22.5%

Support to Other Organizations

Q22. Does your organization provide trainings, workshops, consulting services, or other support services to service providers or other non-profit organizations? (CHECK ONE)

	<i>Members (n=47)</i>	<i>Non-Members (n=51)</i>	<i>Combined (n=98)</i>
Yes	57.4%	74.5%	66.3%
No	42.6%	25.5%	33.7%

Number of Organizations Supported in Past Year

Q22a. If yes (to above Q22), in the past year approximately how many service providers received training, consulting services, or other supports from your organization? (CHECK ONE)

	<i>Members (n=27)</i>	<i>Non-Members (n=37)</i>	<i>Combined (n=64)</i>
Less than 100	55.6%	67.6%	62.5%
101 to 500	25.9%	10.8%	17.2%
501 to 1000	11.1%	18.9%	15.6%
Over 1000	7.4%	2.7%	4.7%

Gender-Responsive Practices – Commitment & Culture

Q23a. My organization has a commitment to girls' specific services and creates a culture where gender issues are integrated into the organizational structure. (CHECK ONE)

	<i>Members (n=45)</i>	<i>Non-Members (n=49)</i>	<i>Combined (n=94)</i>
Strongly disagree	2.2%	-	1.1%
Disagree	11.1%	8.2%	9.6%
Agree	24.4%	26.5%	25.5%
Strongly agree	62.2%	65.3%	63.8%

Gender-Responsive Practices – Race & Ethnicity

Q23b. My organization has staff and/or volunteers that reflect the race and ethnic backgrounds of the girls and young women being served. (CHECK ONE)

	<i>Members (n=45)</i>	<i>Non-Members (n=49)</i>	<i>Combined (n=94)</i>
Strongly disagree	-	-	-
Disagree	13.3%	2.0%	7.4%
Agree	55.6%	44.9%	50.0%
Strongly agree	31.1%	53.1%	42.6%

Gender-Responsive Practices – Training

Q23c. My organization trains staff and/or volunteers who work with girls and young women on gender-specific issues (e.g., current research on girls, female development, training on best ways to support girls/young women, gender identity, etc.) (CHECK ONE)

	<i>Members (n=45)</i>	<i>Non-Members (n=49)</i>	<i>Combined (n=94)</i>
Strongly disagree	2.2%	-	1.1%
Disagree	17.8%	14.3%	16.0%
Agree	31.1%	34.7%	33.0%
Strongly agree	48.9%	51.0%	50.0%

**Gender-Responsive Practices –
Involvement in Program Design**

Q23d. My organization involves girls and young women in program design and/or re-design (e.g., young women provide feedback on curriculum, support the design of curriculum, you ask girls what they want to learn, etc.). (CHECK ONE)

	Members (n=45)	Non-Members (n=49)	Combined (n=94)
Strongly disagree	-	2.0%	1.1%
Disagree	15.6%	16.3%	16.0%
Agree	42.2%	38.8%	40.4%
Strongly agree	42.2%	42.9%	42.6%

**Gender-Responsive Practices –
Programming**

Q23e. My organization integrates relevant racial, ethnic and socio-economic issues into programming. (CHECK ONE)

	Members (n=45)	Non-Members (n=49)	Combined (n=94)
Strongly disagree	-	-	-
Disagree	6.7%	4.1%	5.3%
Agree	42.2%	34.7%	38.3%
Strongly agree	51.1%	61.2%	56.4%

**Gender-Responsive Practices –
Relationships**

Q23f. Staff at my organization strive to build positive relationships with girls and young women who receive our services. (CHECK ONE)

	Members (n=45)	Non-Members (n=49)	Combined (n=94)
Strongly disagree	-	-	-
Disagree	-	-	-
Agree	20.0%	18.4%	19.1%
Strongly agree	80.0%	81.6%	80.9%

**Gender-Responsive Practices –
Long-Term Relationships**

Q23g. Girls and young women in my organization build and sustain long-term relationships (lasting more than 5 years) with staff or mentors (CHECK ONE)

	Members (n=44)	Non-Members (n=48)	Combined (n=92)
Strongly disagree	2.3%	2.1%	2.2%
Disagree	20.5%	14.6%	17.4%
Agree	34.1%	33.3%	33.7%
Strongly agree	43.2%	50.0%	46.7%

**Gender-Responsive Practices –
Safe Environment**

Q24a. Programming and services in my organization are delivered in a safe environment that is free from abuse, harassment, bullying, or teasing. (CHECK ONE)

	Members (n=45)	Non-Members (n=50)	Combined (n=95)
Never	-	-	-
Some of the time	-	-	-
Most of the time	20.0%	20.0%	20.0%
All of the time	75.6%	78.0%	76.8%
Don't know	4.4%	2.0%	3.2%

**Gender-Responsive Practices –
Comfortable Setting**

Q24b. Programming and services in my organization are delivered in a comfortable setting that inspires girls and young women. (CHECK ONE)

	Members (n=45)	Non-Members (n=50)	Combined (n=95)
Never	-	-	-
Some of the time	-	-	-
Most of the time	13.3%	28.0%	21.1%
All of the time	80.0%	72.0%	75.8%
Don't know	6.7%	-	3.2%

**Gender-Responsive Practices –
Encourage Expression**

Q24c. Girls and young women are encouraged to express themselves and share their feelings. (CHECK ONE)

	Members (n=45)	Non-Members (n=50)	Combined (n=95)
Never	-	2.0%	1.1%
Some of the time	-	2.0%	1.1%
Most of the time	11.1%	18.0%	14.7%
All of the time	84.4%	78.0%	81.1%
Don't know	4.4%	-	2.1%

**Gender-Responsive Practices –
Celebrate Achievements**

Q24d. Service and program facilities have books, magazines, posters, videos and other decorations that celebrate females' current and historical achievements. (CHECK ONE)

	Members (n=45)	Non-Members (n=50)	Combined (n=95)
Never	8.9%	12.0%	10.5%
Some of the time	22.2%	12.0%	16.8%
Most of the time	17.8%	26.0%	22.1%
All of the time	40.0%	50.0%	45.3%
Don't know	11.1%	-	5.3%

**Gender-Responsive Practices –
Respond to Diverse Life Achievements**

Q24e. Our services and programming respond to girls' diverse life experiences and cultural backgrounds. (CHECK ONE)

	Members (n=45)	Non-Members (n=50)	Combined (n=95)
Never	-	4.0%	2.1%
Some of the time	2.2%	6.0%	4.2%
Most of the time	35.6%	30.0%	32.6%
All of the time	60.0%	58.0%	58.9%
Don't know	2.2%	2.0%	2.2%

**Gender-Responsive Practices –
Build & Sustain Positive Relationships**

Q24f. Our services and programming teach girls how to build and sustain positive relationships. (CHECK ONE)

	Members (n=45)	Non-Members (n=50)	Combined (n=95)
Never	2.2%	4.0%	3.2%
Some of the time	4.4%	10.0%	7.4%
Most of the time	17.8%	8.0%	12.6%
All of the time	73.3%	78.0%	75.8%
Don't know	2.2%	-	1.1%

**Gender-Responsive Practices –
Learn New Skills**

Q24g. Our services and programs create new opportunities for girls and young women to learn new skills, competencies, and talents. (CHECK ONE)

	Members (n=44)	Non-Members (n=50)	Combined (n=94)
Never	6.8%	4.0%	5.3%
Some of the time	9.1%	8.0%	8.5%
Most of the time	15.9%	28.0%	22.3%
All of the time	63.6%	60.0%	61.7%
Don't know	4.5%	-	2.1%

**Gender-Responsive Practices –
Build on Strengths**

Q24h. Our services and programs identify and build on girls' and young women's existing strengths and knowledge. (CHECK ONE)

	Members (n=43)	Non-Members (n=50)	Combined (n=93)
Never	4.7%	4.0%	4.3%
Some of the time	2.3%	8.0%	5.4%
Most of the time	20.9%	30.0%	25.8%
All of the time	69.8%	58.0%	63.4%
Don't know	2.3%	-	1.1%

**Gender-Responsive Practices –
Develop Plans for the Future**

Q24i. Girls and young women are able to develop goals and a plan for the future. (CHECK ONE)

	Members (n=43)	Non-Members (n=50)	Combined (n=93)
Never	7.0%	4.0%	5.4%
Some of the time	9.3%	10.0%	9.7%
Most of the time	25.6%	24.0%	24.7%
All of the time	55.8%	62.0%	59.1%
Don't know	2.3%	-	1.1%

**Gender-Responsive Practices –
Share & Address Trauma**

Q24j. Girls and young women are allowed to share and address their personal struggles with trauma, physical abuse, neglect, violence, and other life circumstances. (CHECK ONE)

	Members (n=43)	Non-Members (n=50)	Combined (n=93)
Never	9.3%	6.0%	7.5%
Some of the time	18.6%	14.0%	16.1%
Most of the time	20.9%	12.0%	16.1%
All of the time	44.2%	68.0%	57.0%
Don't know	7.0%	-	3.3%

**Gender-Responsive Practices –
Leadership**

Q24k. Girls and young women are given opportunities of leadership within the organization (board members, part of hiring committee, girls and young women as staff, etc.) (CHECK ONE)

	Members (n=43)	Non-Members (n=50)	Combined (n=93)
Never	9.3%	6.0%	7.5%
Some of the time	18.6%	14.0%	16.1%
Most of the time	20.9%	28.0%	24.7%
All of the time	41.9%	50.0%	46.2%
Don't know	9.3%	2.0%	5.4%

**Gender-Responsive Practices –
Designated Space**

Q24l. My organization has a designated space only for girls and young women where they can convene and share ideas. (CHECK ONE)

	Members (n=43)	Non-Members (n=50)	Combined (n=93)
Never	23.3%	18.0%	20.4%
Some of the time	30.2%	26.0%	28.0%
Most of the time	14.0%	14.0%	14.0%
All of the time	25.6%	40.0%	33.3%
Don't know	7.0%	2.0%	3.3%

Gender-Responsive Practices – Disabilities & Special Needs

Q24m. Girls and young women with disabilities and/or special needs are included in programming and accommodations to ensure their participation are made when necessary. (CHECK ONE)

	Members (n=43)	Non-Members (n=50)	Combined (n=93)
Never	2.3%	8.0%	5.4%
Some of the time	23.3%	18.0%	20.4%
Most of the time	25.6%	32.0%	29.0%
All of the time	34.9%	40.0%	37.6%
Don't know	14.0%	2.0%	7.6%

Youth Development Practices

Q25. What are some youth development practices that contribute to your organization's success? From the list below please rank the top 3 practices.

Ranked as a Top
Youth
Development
Practice

Empowerment	64.0%
Leadership	37.0%
Environment	33.0%
Mentorship and role models	28.0%
Skill building	25.0%
Supportive communities	24.0%
Goal setting and planning for the future	23.0%
Culturally Relevant Practices	22.0%
Story telling	16.0%
Other	5%

Service Referrals

Q26. Does your organization refer and connect girls/young women to additional services or programming once program participation concludes? (CHECK ONE)

	Members (n=42)	Non-Members (n=50)	Combined (n=92)
Yes	92.9%	74.5%	96.8%
No	7.1%	25.5%	3.2%
Don't know	-	-	-

Staying Connected

Q27. How is your organization able to stay connected with girls/young women once program participation is over? (CHECK ALL THAT APPLY – will not add up to 100%)

	Members (n=48)	Non-Members (n=56)	Combined (n=104)
Newsletters	66.7	42.6%	54.5%
Social media	87.5	51.9%	69.3%
Invite former program participants to events	70.8	59.3%	65.3%
Offer former program participants employment or leadership positions in the organization	70.8	57.4%	64.4%
Other	8.3	16.7%	12.9%

** Other includes: connect throughout college, connect with other organizations that offer additional programming that they might be interested in, in the schools participation can be extended and/or repeated the following school year, mentorships, partners manage connection, programs offered for transitional age youth and adults and seniors as well, specific mailing lists, telephone and cell phone and by maintaining our site in Berkeley and our visibility/accessibility to all in community, try all forms but very difficult to do with limited resources and staff to do "case management" tracking, we have specific programming for alumni.*

Needs & Challenges¹¹

Q28. Board governance, human resources, and programming can often be challenging areas for girl-serving organizations and non-profits. Out of the areas listed below, please indicate what are the key challenges your organization has faced in the past year. (CHECK THE TOP 2 – will not add up to 100%)

	<i>Members</i>	<i>Non-Members</i>	<i>Combined</i>
Fundraising	(n=48)	(n=56)	(n=104)
Board involvement in fundraising	43.8%	37.5%	40.4%
Having adequate fund development staff	54.2%	42.9%	48.1%
Recruiting and developing new qualified board members	43.8%	17.9%	29.8%
Qualifying under private foundation' funding criteria	20.8%	37.5%	29.8%
Falling under a public funding strategy	6.3%	16.1%	11.5%
Public awareness of girls' needs	8.3%	10.7%	9.6%
Funders' awareness of girls' needs	14.6%	12.5%	13.4%
Human Resources	(n=48)	(n=56)	(n=104)
Hiring and retaining qualified staff	35.4%	26.8%	30.8%
Recruiting and retaining qualified volunteers	29.2%	19.6%	24.0%
Diversifying staff composition to reflect people served	25.0%	17.9%	21.2%
Handling employee morale during difficult times	6.3%	21.4%	14.4%
Maintaining fair salary levels for employees	43.8%	51.8%	48.1%
Planning for executive transition	18.8%	19.6%	19.2%
Providing professional development opportunities for staff	33.3%	21.4%	26.9%
Programs and Services	(n=48)	(n=55)	(n=103)
Designing and developing culturally relevant programs that meet the needs of our diverse clients	16.7%	16.4%	16.5%
Meeting the community service needs/youth needs	27.1%	34.5%	31.1%
Collecting data on program activities, client demographics, evaluation data	52.1%	45.5%	48.5%
Assessing program outcomes	41.7%	45.5%	43.7%
Identifying opportunities to collaborate with other organizations	31.3%	25.5%	28.2%
Creating opportunities for youth to voice their concerns and provide feedback on programming	18.8%	10.9%	14.6%

¹¹ Several items in this section of the survey come from, or were adapted from, *The South Monterey County Nonprofit Landscape Study, Salinas Valley and South Monterey County Non-Profit Survey*.

Needs & Challenges

Q29. What supports and resources are available to your organization to help you overcome some of the challenges you identified above?

Members

- Alliance for Girls
- Alliance for Girls connection
- As a new organization the best resource is Patience - patience for funding opportunities, staffing opportunities, and program development opportunities.
- Below market pro bono services for research engine optimization, market and social media outreach.
- Collaboration and consultation with similar organizations.
- Colleagues, Alliance for Girls, and human services network
- Expanding our organization and specifically our program staff team with a proactive approach to fostering and perpetuating equity and inclusion practices and dialogues. Outreach and assess our learnings with piloting new curricula starting consistently with participant focus groups in order to continually evolve and build a salient and effective culturally responsive lenses and content.
- Looking into other organizations for support like Compass Point to help with training and grant resources.
- National and state organizational support
- Networking events to collaborate with other organizations. The Foundation Center helps with fundraising.
- Online non-profit discussion forums
- Our board and advisory board are quite helpful. Peers and funders have been helpful.
- Political support as well as support from community nonprofit collaborations.
- Professional development has been a great help - as more of our faculty/staff attends workshops together, we feel we'll see a united vision and also vocabulary to help us move forward with strength!
- Senior staff is brilliant, thoughtful and well connected.
- Sharing job postings with other organizations.
- Specific staff at The Women's Foundation of CA.
- Mentor and support Turning Heads' Executive Director. Alliance for Girls provides resources and support.
- Sister organizations, such as The Center for Young Women's Development, and its leadership provide needed assistance and support.
- Strategic Consultant funding for coaching, strategic planning, and professional consultation.
- The organization has a tremendous resource in its endorsers and in partnerships for collaboration. Connecting those dots is the issue for this organization (I am not the ED)
- We're now working with volunteer consultants introduced to us by our one useful board member. We're hoping to get the strategic plan in place we need to get a solid foundation underneath us.
- YWCA USA provides a variety of support resources including shared program curriculum, workshops, institutes and conferences. / Center for Volunteers and Nonprofits Leadership (CVNL) / SparkPoint provides us pro bono consultants

Non-Members

- Connection with other providers and provider networks.
- Supportive school community; helpful board
- Technical assistance from other organizations, including sister organizations.
- A strong volunteer pool. Great student interns to help with our work.
- Working with consultant on strategic planning, which will include diversifying staff and assistance with

outcomes.

- Good Evaluation plan is in place, but just need staff/volunteer support to execute and tally.
- Database solutions and board match events
- State and national support
- Grants for the school to support tuition assistance
- Management training, professional development, networking
- Currently, our organization is in a high growth period so it is difficult to assess at this time.
- Board members and supportive staff
- Our staff currently wear multiple hats and take on additional responsibilities such as fundraising to support our programs.
- Other organizations working globally and locally on common ground.
- Strong commitment from Board, Staff and Volunteers committed to our mission of serving LGBTQ community members.
- Professional development
- Just hired a consultant to help with development.

Needs & Challenges

Q30. Other than funding, what additional resources and/or supports would you like to have available to your organization to help you overcome some of the challenges you identified above?

Members

- A convening with other mid to large size organizations to discuss and share successes with programs and community engagement.
- A pool of qualified female business mentors and advisors.
- Affordable office space near where the action is.
- Finding the best board members.
- Help with fundraising in terms of training - technical assistance. I am all positions at my organization.
- Best practices examples from other organizations.
- Networks to reach girls in need throughout California.
- Comparable data for establishing benchmarks.
- Connections with other community organizations.
- Continued and growing more partnership and collaboration with community and network partners exploring and/or having success in the work at hand.
- Figuring out how to collaborate with other organizations in a way that moves both missions forward but doesn't take up too much time - time that isn't currently available.
- Fundraising showcase. It would be neat to get all of the corporate giving and foundation staff to do a Alliance for Girls "pitch fest." Let each member have 5:00 minutes to pitch their programs and answer questions from a panel of funders. At the end of the day vote or have a drawing to give away \$500 or \$1000 to the best pitch.
- Getting the word out about the organization.
- Increased public awareness, support in marketing our services to a larger network, support in spreading the word about our programming
- Introductions to individuals, corporations, foundation that are interested in our work. Training on organizational development, with a focus on small organizations with limited capacity. Resources to develop

and implement evaluation of our program to assess and report impact.
<ul style="list-style-type: none"> • More events and training opportunities for staff as well as free events for our beneficiaries (young women) to attend and practice leadership and other skills.
<ul style="list-style-type: none"> • More opportunities to meet other similar organizations and to get others interested in what we are working on.
<ul style="list-style-type: none"> • Open forums for discussion, shared vendors at less expense, continued sessions on the latest research and data regarding girl-serving organizations.
<ul style="list-style-type: none"> • Policy advocates for girls and TAY that are visible and well known, like there is for the aging community.
<ul style="list-style-type: none"> • Referrals, introductions list servers or private foundations
<ul style="list-style-type: none"> • Regional coalition that inclusively invited organizations like ours to participate, or share opportunities via a list serve. Perhaps having quarterly professional development opportunities where we convene and do skill shares/professional development amongst each other (or have an outside consultant come in).
<ul style="list-style-type: none"> • Staff and board development trainings.
Non-Members
<ul style="list-style-type: none"> • Support for data management and reporting.
<ul style="list-style-type: none"> • Workshops on grant-writing specifically for girls' programs; connections with organizations that serve young women.
<ul style="list-style-type: none"> • A robust network of Bay Area organizations who can provide resources and support for girls and young women to thrive in athletics and academics.
<ul style="list-style-type: none"> • Help with evaluation of education and support services.
<ul style="list-style-type: none"> • Staff development of outcome measurements and quantifying data.
<ul style="list-style-type: none"> • Cross training opportunities with other agencies that provide similar services.
<ul style="list-style-type: none"> • More professional pro bono support - communications, marketing, software/app development, HR, interior design, data management, etc.
<ul style="list-style-type: none"> • More line staff.
<ul style="list-style-type: none"> • Networking opportunities to mental health professionals, and/or interns/volunteers who reflect our youth demographic which has increased in the number of young people of color.
<ul style="list-style-type: none"> • Strong volunteer support; great working board members to support the organization.
<ul style="list-style-type: none"> • Ability to aggregate and reach women-girls across numerous organizations, non-profit and for-profit alike.
<ul style="list-style-type: none"> • Support and training in outcome evaluation.
<ul style="list-style-type: none"> • Better human resources, partnerships to collaborate for shared funding
<ul style="list-style-type: none"> • More opportunities for collaboration.
<ul style="list-style-type: none"> • Produced events for girls to participate in other than our own.
<ul style="list-style-type: none"> • Community understanding and commitment from funders - that people of color and specifically African American families deserve to have an African American provider when requested and choice in being treated in an environment where they are represented in leadership, clinical/direct service and in evidence based models that have been specifically designed for our community.
<ul style="list-style-type: none"> • More local community connection across service providers in similar fields, access to technology to better reach youth population, training on best practices for increasing youth help-seeking behavior and how to reach youth where they are at regarding sensitive topics (experiences of abuse, etc.)

Length of Work	Members (n=47)	Non-Members (n=50)	Combined (n=97)
Q31. How long have you worked for this organization? (CHECK ONE)			
Less than one year	10.6%	12.0%	11.3%
One to three years	27.7%	10.0%	18.6%
Three to five years	10.6%	12.0%	11.3%
Five years or longer	51.1%	66.0%	58.8%

Education	Members (n=47)	Non-Members (n=50)	Combined (n=97)
Q32. What is the highest grade or year of school that you completed? (CHECK ONE)			
High school diploma/equivalent	-	2.0%	1.0%
VOC/TECH diploma after high school	-	2.0%	1.0%
Some college but no degree	6.4%	8.0%	7.2%
Associate's degree	-	-	-
Bachelor's degree	23.4%	18.0%	20.6%
Graduate or professional school but no degree	12.8%	10.0%	11.3%
Master's degree (MA, MS)	40.4%	48.0%	44.3%
Doctorate degree (PHD, EDD)	17.0%	12.0%	14.4%

Race/Ethnicity	Members (n=47)	Non-Members (n=50)	Combined (n=97)
Q33. What is your race/ethnicity? (CHECK ALL THAT APPLY – will not add up to 100%)			
White	57.4%	70.0%	63.9%
Black, African American	8.5%	16.0%	12.4%
Multi-racial	19.1%	6.0%	12.4%
Asian/Pacific Islander/Native Hawaiian	10.6%	-	5.2%
Latino(a)	4.3%	4.0%	4.1%
American Indian, Alaskan Native	-	4.0%	2.1%