



Reflecting on the Impact of LA84 Foundation and Positioning the Foundation for Future Success



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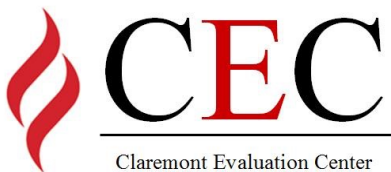


Table of Contents

EXECUTIVE SUMMARY	1
INTRODUCTION	3
CHAPTER 2: METHODOLOGY	7
CHAPTER 3: PROGRAM IMPLEMENTATION	12
CHAPTER 4: CAPACITY BUILDING	20
CHAPTER 5: SOCIAL CHANGE IMPACTS	29
CHAPTER 6: AMPLIFYING THE REACH AND CONTRIBUTION OF LA84 FOUNDATION	32
CHAPTER 7: CONCLUSIONS & RECOMMENDATIONS	35
REFERENCES	39
APPENDIX A: CLAREMONT EVALUATION CENTER EVALUATION TEAM	41
APPENDIX B: LA84 FOUNDATION INTERVIEW PROTOCOLS	42
APPENDIX C: SELECTED GRANTEE ORGANIZATIONS	44
APPENDIX D: CATEGORIES WITHIN MAJOR EVALUATION THEMES	45

Executive Summary

The primary goal of the LA84 Foundation Evaluation was to understand the impact of LA84 Foundation initiatives on youth sports programs, grantee organizations, and the wider youth sport sector in Southern California, and to position LA84 Foundation for future success. The key take-away from the findings of this evaluation is that grantees perceive that LA84 Foundation's funding and activities have had a strong and positive impact on youth, coaches, grantee organizations, and wider communities over the last 30 years, principally by providing funding, opportunities and environments for youth to participate and compete in sports and receive positive coaching and mentoring. It is clear that without LA84 Foundation support, many of the grantee programs either would not exist or would be severely restricted in terms of the number of youth served.

As detailed in this report, LA84 Foundation has had an impact in three primary ways:

PROGRAM IMPLEMENTATION

Impacts of LA84 Foundation funding on youth are robust – funding is directly increasing access for youth, allowing grantees to provide high-quality opportunities for youth, and improving the development of sport-specific skills. However, there are opportunities for LA84 Foundation to articulate more clearly a vision for high-quality programs, decide whether that vision draws on a youth development framework, and clearly communicate the agreed vision to grantees. Once a clear vision is set, LA84 Foundation ought to align services, activities, and priorities around preferred impacts.

BUILDING CAPACITY

LA84 Foundation has built capacity among grantees by improving the culture of coaches, improving the skills, knowledge, and capacity for coaches to work effectively, and by improving grantees' organizational skills (i.e., performance measurement, planning, resource management and external relationship building). Almost half of grantees pointed out that LA84 Foundation was the first foundation to fund their organization, which had a substantial impact in establishing their credibility. However, grantees are calling for LA84 Foundation to identify opportunities to connect and build strategic partnerships among grantee organizations in order to maximize use of available resources. LA84 Foundation has also nurtured a positive culture among coaches but grantees need help in identifying strategies and systems of support to improve the retention of trained coaches.

SOCIAL CHANGE

The majority of grantee organizations reported that LA84 Foundation was influential in the youth sport sector and was responsible for lasting social change. However, there was a relatively widely held view that LA84 Foundation could increase their visibility and promote their accomplishments and mission amongst other youth sports organizations in the Southern California region, community members, and the coaching sector.

In addition to these specific conclusions and recommendations, recommendations are made as to how LA84 Foundation might amplify their reach and contribution to youth sports. Most importantly, we recommend improving the evaluation infrastructure of the organization in order for LA84 Foundation to better position itself for future success. Tracking the performance, impact, and reach of the foundation could be enhanced through developing:

- (a) logic models that depict the intended foundation outcomes and how they plan to be reached;
- (b) performance measurement systems to track whether the foundation is on target for reaching short-term or long-term outcomes and whether it is implementing effective services aligned to those outcomes; and
- (c) a more thorough evaluation plan that examines multiple metrics of performance (including operational effectiveness and financial effectiveness).

Chapter One INTRODUCTION

"The world of sport is not separate from the rest of the world. Sport breaks down barriers, promotes self-esteem, and can teach life skills and healthy behavior."

Jacques Rogge (Former President International Olympic Committee)

Youth sports are a powerful force in American society. The Sports and Fitness Industry Association (SFIA) estimated 21.5 million kids aged 6-17 played team sports in 2011, and despite an estimated \$5 billion dollar value of nonprofit youth sports groups from AAU to parent-run leagues, no federal regulatory body exists (Kelley & Carchia, 2013). Leaders in youth sports research such as Up 2 Us, a New York based Center for Sports-Based Youth Development and the Center for the Study of Sport in Society at Northeastern University believe sports can be a means to address the most pressing programs facing youth today including academic struggles, anti-social behavior and childhood obesity. Unfortunately not every sports experience is a valuable one for the positive development of youth, which is why Up 2 Us and the Center for Sport in Society have identified key characteristics of high quality sports-based youth development (SBYD) programs. SBYD programs have a combination of life skills development, a safe climate focused on supporting experiences for learning and mastery, and positive adult, peer and community relationships (Gardner, 2013).

Structured youth activities, such as those offered in high quality sports programs are a critical context for promoting positive youth development (PYD), improving physical health, and decreasing risky behaviors among youth participants (Hall, Yohalem, Tolman, & Wilson, 2003; Larson et al., 2004; Larson, 2000; Lerner, 2005) and sports activities happen to be most popular of all organized youth activities (Larson & Verma, 1999). Sports activities are uniquely poised to contribute to youth development because these contexts possess many qualities essential to the promotion of PYD and the development of internal and external assets, including close relationships with adult staff members, positive peer interactions, psychological and physically safe environments, challenging activities, and opportunities for skill building and decision making (Fraser-Thomas et al., 2005; Petitpas, Cornelius, & Van Raalte, 2008). Furthermore, these activities provide productive activities to occupy non-school hours that might otherwise be used for unstructured leisure activities, such as watching television or playing video games, or engaging in risky behaviors (Bodilly & Beckett, 2005; Pittman, Irby, Yohalem, & Wilson-Ahlstrom, 2004). Sports activity participation has been linked to positive developmental outcomes across domains, including physical health outcomes (i.e., increased cardiovascular fitness, reduced body fat, weight control, strength, endurance, flexibility), social and emotional competencies (i.e., self-knowledge and emotion regulation, psychological resilience) and even academic performance (Bartko & Eccles, 2003; Coatsworth & Conroy, 2007; Eccles et al., 2003; Le Menestrel & Perkins, 2007). Given that these activities are unique developmental contexts for youth participants, it is essential that high-quality youth sports activities are provided to children and adolescents.

Unfortunately, there are a number of problems facing the youth sport sector of today including growing inequity in access to sporting opportunities due to the shrinking presence of sports in schools, increased costs associated with youth sports, and increased competition from media for kids' attention. Across the nation, both affluent and disadvantaged school districts are cutting school sports budgets or eliminating them entirely (Kelley & Carchia, 2013). An estimated \$1.5 billion was cut during the 2010-2011 school year and approximately 40% of school districts are currently charging "pay-to-play" fees, which has negatively impacted school sports participation, especially for girls, and low-income boys (Up 2 Us, 2013). The most disadvantaged high schools in California could only offer opportunities in sport for 29% of girls and 39% of boys (United States Tennis Federation).

In line with this research, LA84 Foundation has aimed to support and provide high-quality sports activities to youth throughout Southern California since its inception following the 1984 Olympic games. The year of 2015 marks LA84 Foundation's 30-year anniversary of striving to increase youth involvement in sports and strengthen the youth sport sector. This mission is achieved through many intentional activities, including funding a broad spectrum of youth sports activities, providing education for coaches and promoting the training, learning and competition (TLC) model at grantee youth organizations, and attempting to improve the capacity of youth organizations to implement high-quality sports programs (i.e., providing equipment, training, and technical assistance). Through strategic partnerships with school-based organizations and nonprofit providers, LA84 Foundation hopes to promote a strong sports culture at schools within Southern California. As LA84 Foundation enters its 30th year of operations in 2015, the organization is reflecting upon its effectiveness in achieving these goals and was interested in using evaluation to position their organization for future success.

Against this background, the Claremont Evaluation Center (CEC) undertook an evaluation in collaboration with LA84 Foundation leadership, to demonstrate LA84 Foundation's contribution to youth sports in Los Angeles. The qualifications of the principal investigator of the Claremont Evaluation Center are provided in **Appendix A** of this report. The primary goal of the LA84 Foundation Evaluation was to understand the impact of LA84 Foundation initiatives on youth sports programs, grantee organizations, and the wider youth sport sector in Southern California, and to position LA84 Foundation for future success. To answer these questions, 12 grantee organizations were randomly chosen from 40 organizations pre-selected by LA84 Foundation to participate in semi-structured telephone interviews. The grantee interviews were intended to produce a rich descriptive understanding of LA84 Foundation's role in supporting youth sports program activities, building the capacity of grantee organizations to offer these activities, and affecting youth sports in Southern California more broadly.

The purpose of this report is to:

- (a) **Define "impact"** by summarizing the theory that informed this evaluation project. Specifically, we summarize the way in which "impact" is defined in the scientific philanthropic literature and the way in which LA84 Foundation staff and board members define impact. The resulting definition provides a benchmark against which LA84 Foundation's contribution to youth sports may be evaluated.

- (b) Set out the methodology** of the evaluation, including selection of interviewees, semi-structured interview process, and thematic coding and analysis of interviews.
- (c) Present the findings** of the evaluation including the impact LA84 Foundation has had on youth, grantee organizations and coaches, and the wider community of Southern California as well as opportunities to increase impact in the future.
- (d) Set out conclusions and recommendations** following from the findings of this evaluation.

DEFINING "IMPACT"

To measure the extent to which LA84 Foundation has produced an "impact" in the area of youth sports, it was necessary to define what was meant by the term. Impact is a multi-faceted construct, the meaning of which varies in different organizations, at different points in time, and in different contexts. As such, for the purposes of this evaluation, we relied heavily on the definition and description of "impact" in the scientific philanthropic literature along with the way in which LA84 Foundation staff and board members conceptualize "impact."

The scientific philanthropic literature, including empirical research and other credible online resources that focus on understanding the impact of non-profit and corporate grants on positive social change, suggest that "impact" consists of three inter-related factors:

- (a) Program Implementation.** The Ford Foundation has funded social change initiatives for over 75 years. Their approach to impact assessment begins with understanding the quality of program implementation. This includes identifying what activities and projects have been completed and learning which ones are most meaningful for assessing and achieving progress towards strategic goals. The present evaluation investigated how members of grantee organizations defined quality program implementation as well as how LA84 Foundation funding supported the delivery of high quality sports programming.
- (b) Building Capacity.** Philanthropic organizations have the potential to create value for society that goes beyond foundation dollars by building grantee capacity. The cofounders of The Center for Effective Philanthropy advise foundations to create value beyond grant making by improving the performance of grant recipients (Porter & Kramer, 1999). McKinsey & Company in partnership with Venture Philanthropy Partners identified seven elements of improving nonprofit capacity - aspirations, strategy, organizational skills, systems and infrastructure, human resources, organizational structure, and culture. These seven elements were used to evaluate LA84 Foundation's capacity building activities.
- (c) Social Change.** Charting Impact is a widely used framework created by the BBB Wise Giving Alliance, GuideStar USA, and Independent Sector. This framework is intended to

help foundations maximize their impact through strategic thinking. They define “intended Impact” as “The fundamental lasting, meaningful change occurring in organizations, communities, or systems that your organization wants to create.”

In line with the literature review, LA84 Foundation staff conceptualized impact as the contribution LA84 Foundation has made in terms of children’s participation and engagement in diverse sports, the difference LA84 Foundation has made on the organizational capacity of funded beneficiaries, and the broader impact LA84 Foundation has had on the overall youth sport sector.

Integrating the philanthropy literature with LA84 Foundation perspectives, we therefore defined “impact” for the purposes of this evaluation as follows:

- (a) Program Implementation:** The number of opportunities for youth to participate in sports and the quality of program activities implemented by grantees.
- (b) Building Capacity:** The role that the partnership with LA84 Foundation has played in helping grantee organizations build and strengthen internal capacity and provide high quality coaches.
- (c) Social Change:** The lasting effect of LA84 Foundation activities on youth sports in Southern California.

This multi-faceted definition of “impact” informed the development of the interview protocols for grantees and the coaching education program. In addition, questions relating to potential improvements, the barriers to implementation of high quality sports activities, and unmet needs in grantee organizations were also included in the interview protocols. By including these questions, the intention was that this project would not only retrospectively ascertain the perceived impact of LA84 Foundation activities, but would also provide insights that could assist LA84 Foundation in its strategic planning for future Foundation activities.

Chapter Two METHODOLOGY

Based on conversations with LA84 Foundation staff, it is our understanding that there are four broad initiatives housed under the foundation:

- (a) Funding sports infrastructure projects;
- (b) Funding youth sports programs;
- (c) Implementing the Coaching Education Program; and
- (d) Providing community outreach activities (e.g., conferences, meetings, workshops, speakers, sports library and online sports history resource center).

This evaluation considered all initiatives except community outreach activities, which lie outside the scope of this project. Given the diversity of projects represented by the remaining initiatives, we interviewed representatives from three infrastructure projects, eight youth sports programs, and the Coaching Education Program. The selection criteria for grantee organizations to be interviewed were based on the size of the grant received, whether it was a single or multi-sport program, and whether the program served a special needs population. Using a random number generator, we selected five organizations receiving grants less than \$50,000 and six organizations receiving grants exceeding \$100,000. Of those, six involve single sport programs, five involve multi-sport programs, and three serve special populations. The number of interviewees for each type of grantee organization is set out in **Table 1. Figures 1(a) - (c)** represents the percentage of interviewees falling into each grantee category.

Table 1. Selected Grantee Organizations

Selected Grantee Organizations	Size of Grant	Type	Special Needs Population	Number of Interviewees
Special Olympics - Southern California	>\$100K	Multi Sport	Yes	3
Inter Tribal Sports	>\$100K	Multi Sport	No	2
LA's Best	>\$100K	Multi Sport	No	2
The Boys & Girls Clubs of Venice, Inc.	>\$100K	Infrastructure/Multi Sport	No	2
Heart of Los Angeles	>\$100K	Infrastructure/Multi Sport	No	2
Rose Bowl Aquatics Center	>\$100K	Infrastructure/Multi Sport	No	2
LA84 Coaching Education Program	n/a	n/a	No	3
Us Too Gymnastics Inc.	<\$50K	Single Sport	Yes	2
Carousal Ranch	<\$50K	Single Sport	Yes	2
Southern California Falcons	<\$50K	Single Sport	No	2
Youth N' Motion Academy Incorporated	<\$50K	Single Sport	No	1
Los Angeles Jets Track Club	<\$50K	Single Sport	No	2

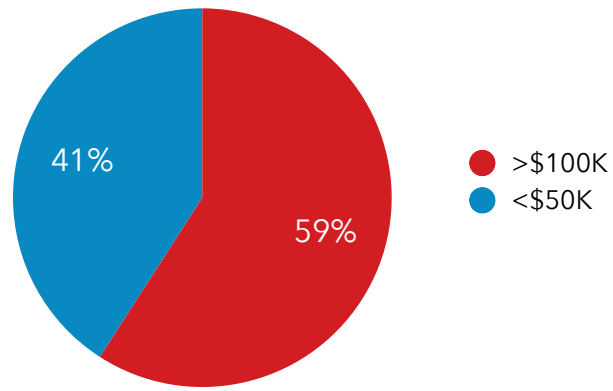


Figure 1(a). Percentage of interviewees from grantee organizations receiving >\$100K versus <\$50K grants.

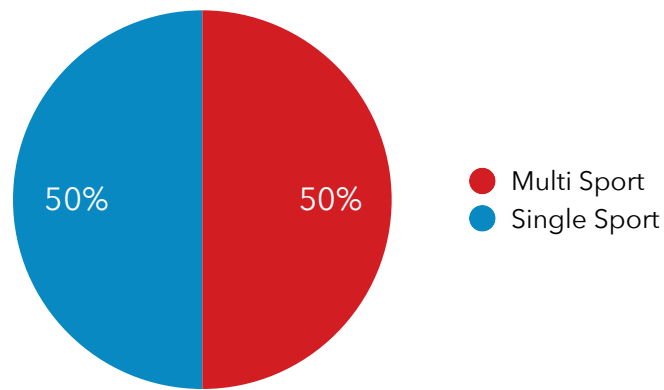


Figure 1(b). Percentage of interviewees from multi sport versus single sport grantee organizations.

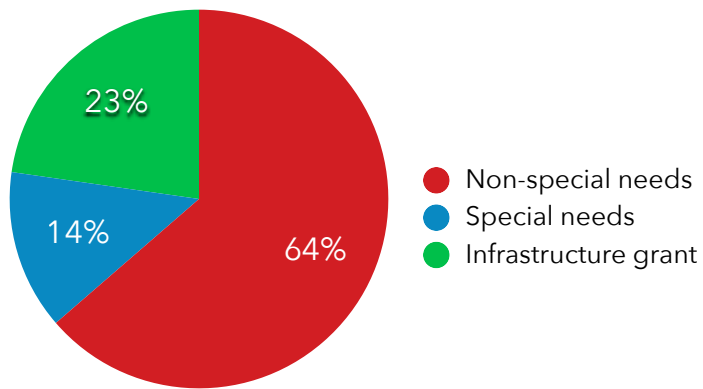


Figure 1(c). Percentage of interviewees from grantee organizations serving special needs versus non-special needs populations.

INTERVIEWEE SELECTION

A total of 25 participants were interviewed for this evaluation. Of those, 22 participants came from selected grantee organizations (11 men and 11 women) and were interviewed about LA84 Foundation funding and initiatives generally including The Art of Coaching program, and three high school coaches were interviewed specifically about the LA84 Coaching Education Program (2 men and 1 woman), using the respective protocols in **Appendix B**. As indicated in **Figure 2**, in order to gather information from a broad range of organizational perspectives, participants with different types and levels of responsibility were interviewed. Of the 22 grantee participants, 15 had executive (i.e. director-level) responsibilities, seven had administrative responsibilities, and seven had coaching responsibilities (note some fit into more than one category).

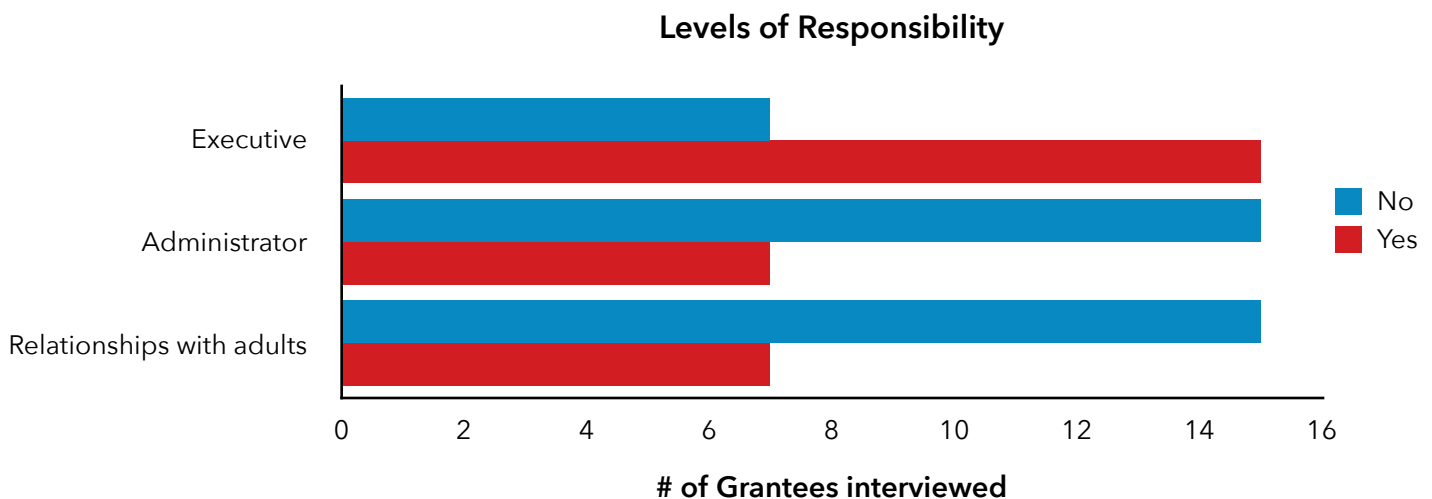


Figure 2. Level of responsibility for grantees interviewed.

SEMI-STRUCTURED INTERVIEWS

Two interview protocols were designed, one for grantees and the other specific to the coaching education program (see **Appendix B**). The design of the protocols was guided by the definition of impact described above. The Grantee Organizations Protocol was composed of questions designed to collect data on the structure, processes and perceptions of quality program implementation, the role LA84 Foundation has played in building the capacity of grantee organizations to secure additional funding and provide quality sports programming for youth, and the broader influence LA84 Foundation has had on the youth sport sector in Southern California. In addition, as mentioned, the protocol included questions relating to potential improvements, the barriers to implementation of high-quality sports activities, and unmet needs in grantee organizations in order to help drive LA84 Foundation's strategic planning for the future. The Coaching Education Program Protocol included questions regarding participation in coaching clinics, what coaches learned in the clinics, positive impacts of the clinics, and barriers and future challenges to implementation of high-quality sports activities.

DATA ANALYSIS

The primary goal of this evaluation report is to understand how coaches and members of grantee organizations perceive the impact of LA84 Foundation's funding activities and coaching education programs on youth, grantee organizations and coaches, and the wider Southern California youth sports community. Interview transcripts were first analyzed using an inductive thematic qualitative coding approach to discern categories of interest across interviews. Then, the categories representing responses to questions about the positive impacts, suggested improvements, unmet needs, barriers to delivering high quality sports and recommended opportunities to increase the impact of LA84 funding and staff were synthesized into general themes of impact and opportunities to increase impact on program implementation, capacity building, and social change. **Figure 3** outlines the final thematic categories for:

- (a) **Program Implementation:** How grantees define quality, and the positive impacts of funding and programs on youth
- (b) **Capacity Building:** Building capacity for organizations and coaches, and the positive impacts of funding and programs on coaches and grantee organizations
- (c) **Social Change:** Meaningful change in communities, the lasting effects on youth sports in Southern California, and perceptions of LA84 Foundation leadership in the youth sport sector

This report includes a diverse set of quotes from coaches and employees of grantee organizations as well as high school coaches who attended LA84 Foundation coaching clinics. Each organizational and participant type (e.g., recipient of grants greater than \$100,000 or less than \$50,000, serving a special needs population, job type, gender) is equally represented to illustrate the main themes and findings of the evaluation. However, names and other identifying information have been removed and quotations may have been slightly altered to ensure anonymity.

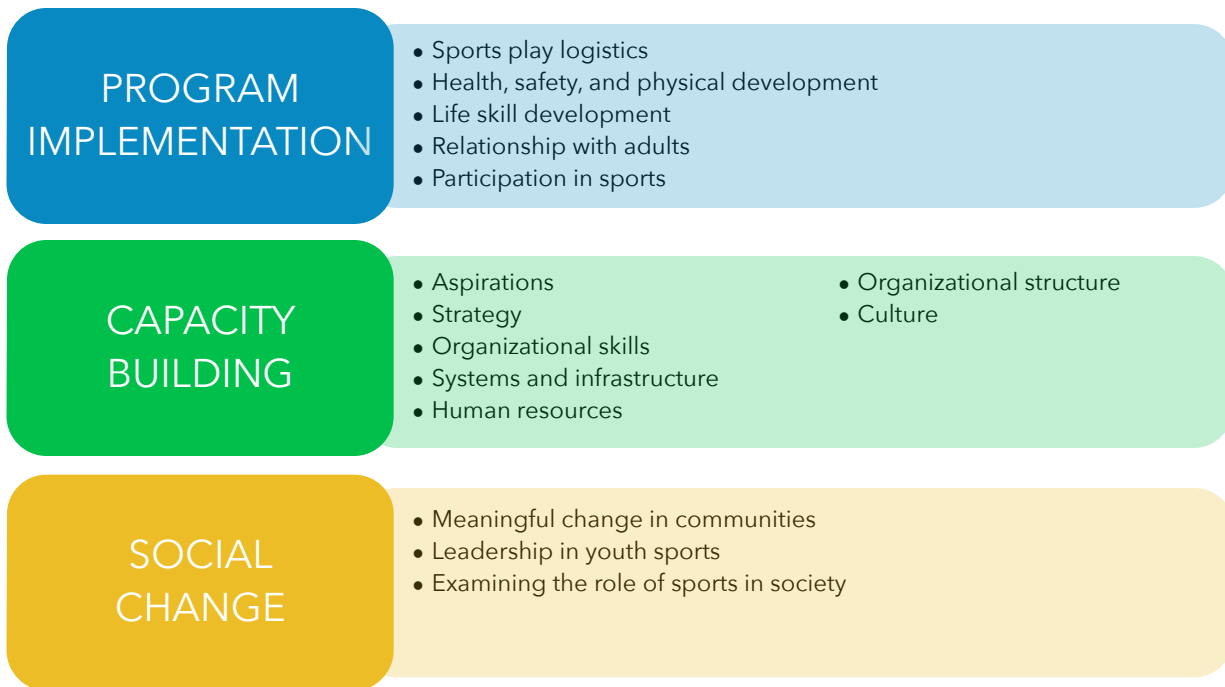


Figure 3. Final thematic categories of impact and opportunities to increase impact.

While the findings presented in this evaluation report are intended to help LA84 Foundation understand the impact of funding activities and the coaching education program on youth, grantee organizations and coaches, there are a few limitations to the current methodology. First, these findings are limited by the fact that a relatively small number of grantee organizations and coaches were interviewed in comparison to the large number of grantee organizations and coaches that have received support and funding over the last 30 years. In particular, only three high school coaches were interviewed about the coaching education program. Thus, these results represent a limited perspective on LA84 Foundation’s impact and are not intended as a comprehensive review. Second, the qualitative data gathered from these interviews has provided a useful description of LA84 Foundation’s impact but is not sufficient to draw evaluative conclusions about the overall effectiveness of LA84 Foundation’s funding activities and coaching education program.

The next section of the report will present a summary of the findings and specific examples of LA84 Foundation’s impact and the potential opportunities to increase impact for program implementation, capacity building and social change.

Chapter Three PROGRAM IMPLEMENTATION

How grantees define “high-quality sports play,” impacts of funding on youth, and opportunities to increase the impact of LA84 Foundation on youth

HOW GRANTEES DEFINE QUALITY

As displayed **Figure 4**, grantees defined “high-quality sports programming” in a myriad of ways, although the most prevalent way grantees defined high-quality was having *youth participate in constructive and challenging* sports activities. After youth participation, grantees mentioned three topics in equal proportion: *relationships with adults* (coaches, mentors and parents), *health, safety and physical development*, and *sports play logistics* (equipment, uniforms, officials, infrastructure). Finally, although some grantees mentioned positive youth development as how they defined high-quality sports (e.g., building self-esteem, positive peer interactions), it was mentioned less frequently than the other categories. Further, some grantees identified barriers to high-quality sport play which at times prevented grantees from realizing high-quality implementation. Each key finding will now be discussed and illuminated by participant responses.

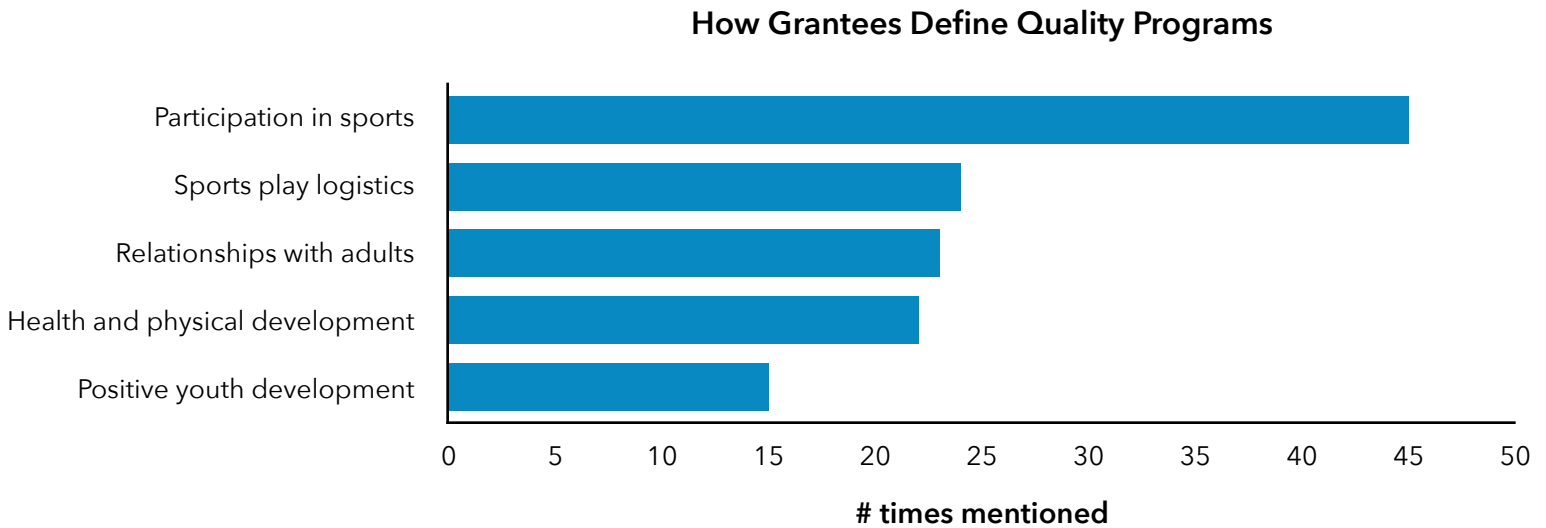


Figure 4. How grantees and coaches defined quality program implementation (n=25)

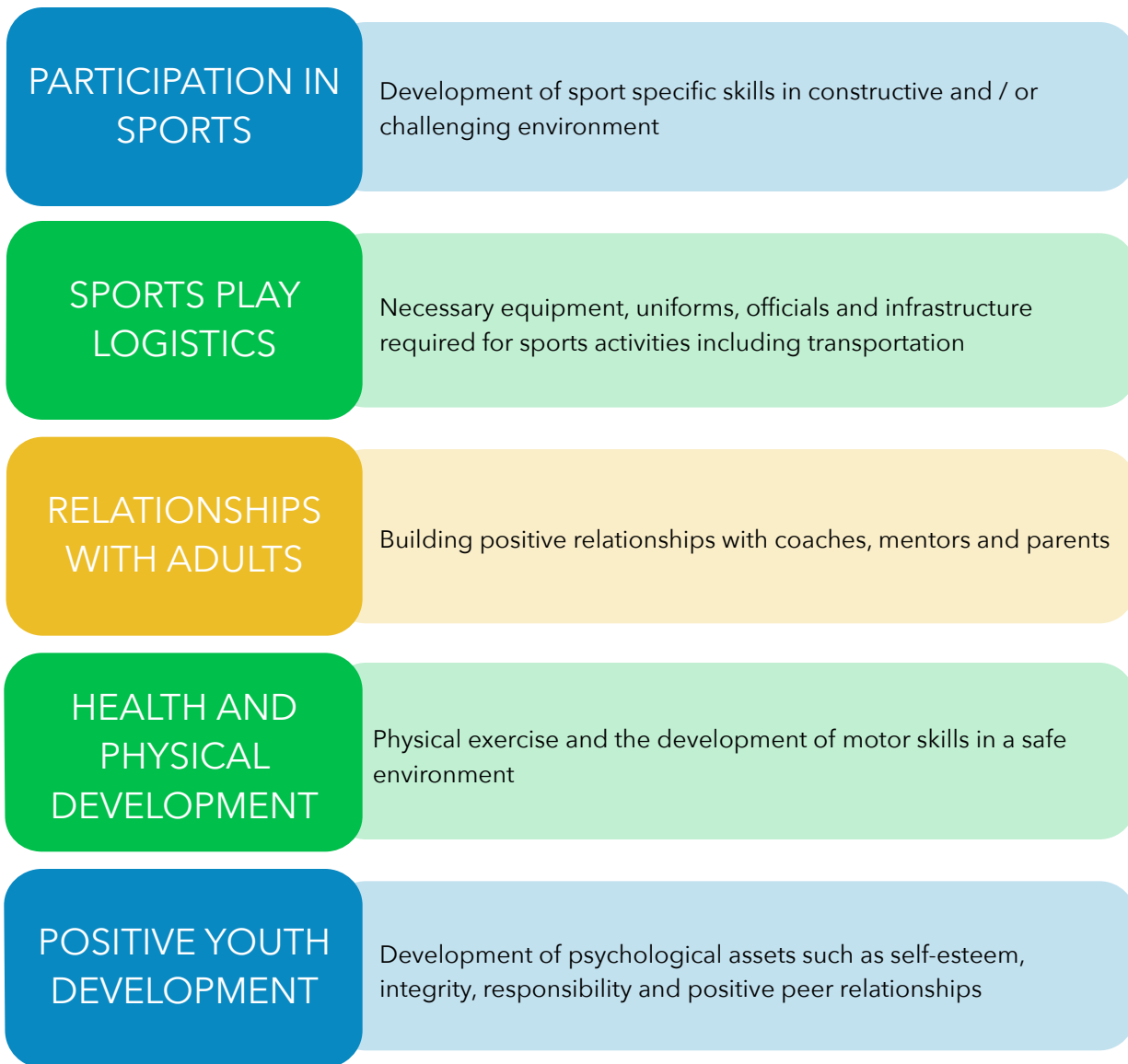


Figure 5. Description of themes in how grantees defined high quality program implementation.

Defining High Quality as Participation in Sports

According to grantees, participation in sports was defined as engaging youth in constructive and challenging environments. First, in relation to *constructive* environments, grantees discussed the importance of providing spaces for youth to play and be active, and providing opportunities to kids who would otherwise not have the means to participate in sports.

“It has been wonderful to provide programs to our kids. Many schools in LAUSD are cutting back on sports programs. Only kids at the top are able to participate... We had girls who had never run before.”

“High quality revolves around structure and participation. The structure is safe and well-organized. Participants get weekly games so they can anticipate their experience and know

what to expect. They are engaging in something positive and can feel good about the experience they are having."

"Being successful with sports programming is numbers - growth in the number of kids participating."

"It's not about being the best [in the sport]. High quality is about helping kids do something they would never be able to do."

"High quality is being able to be consistent - offer leagues and hire good staff to go deep with kids beyond strategy, hire staff that can relate and organize activities... It is providing a place for kids to go everyday beyond practice and games on the weekend."

In relation to *challenging* environments, grantees also stressed the importance of encouraging youth to build their skills and be competitive.

"Three components to high quality sports play are having a schedule and end date [to the season], genuine competition, keeping score and rankings and [proper] facilities to operate."

"We make sure that every team and/or athlete is assessed on their ability level so that they are playing against similar skill levels. This is to ensure real competition. They play on a regular field that anyone else would play on, have uniforms and real officials. It is a regular sporting event, fans cheer them on. We have opening ceremonies, closing awards."

"The league is competitive - i.e. not just practicing but competing against each other...We need to provide uniforms so they feel that they belong to a league. Some are very low income and couldn't afford the league or the equipment. So being able to make them feel like they are in a serious league is important."

Positive Relationships With Adults, Health and Physical Development, and Sports Play Logistics

Grantees also discussed three additional themes related to high-quality sports play: positive relationships with adults, health and physical development, and sports play logistics. Although each of these themes was discussed in equal number, we will prioritize discussing positive relationships with adults due to the importance of coaching in LA84 Foundation and its theoretical importance in the developmental literature.

"High quality programs have well-rounded coaches that are educated and knowledgeable about more than the game. They also know how to work with kids and are good teachers."

"Having great coaches that are well trained."

"High quality sports place means the right training, equipment, facilities, coaches and spectators. The coach to student ratio is 1:4."

"It's about the way you develop athletes and your purpose for working with them. You try to motivate them to be the best individual they can be."

Positive Youth Development

Although mentioned less frequently, some grantees also defined high-quality sports participation through the lens of positive youth development. This suggests that some grantees see high-quality participation including more than just improving sport-specific skills in youth, but rather see it as an opportunity to teach youth other important "life skills" like motivation, teamwork, cooperation, self-esteem, leadership, etc.

"For me, it's teaching kids to be good athletes, to have good sportsmanship and what I like to talk about every year with people is that, you know, these sports teach them dedication, loyalty, hard work - more than just sports... more than physical. It's teaching them to be successful in their personal life and how to be good, strong, independent people."

"Through sport we are giving kids self-esteem. It is an opportunity to achieve to the best of their ability."

"High quality is about learning and development. We want our kids to have learned about sport and life. 70% of kids don't go on to play high school sports."

"You look at the whole picture and provide an environment that focus and hard work will yield benefits down the road. I've had senior statements of kids running in the desert heat and how that translates to other aspects of their life."

"High quality has to be both fun and learning how to compete but in a positive way. Learning how to encourage others and not be a sore loser. We teach values like learning to play well with others and be humble, which transfer to life skills."

THE IMPACT OF LA84 FOUNDATION ON YOUTH

Grantees discussed how LA84 Foundation funding has impacted youth.¹ Overall, grantees agreed that LA84 Foundation has substantially impacted their programs for youth by improving: (a) access to youth sports, (b) building physical and sports related skills, and (c) contexts for positive youth development. Not surprisingly, many of the themes that emerged on impacts of funding were aligned with how grantees defined high-quality sports play; this indicates that grantees see LA84 Foundation as important for shaping their definitions of quality and view the foundation as a critical mechanism for impacting youth.

¹ Impacts beyond youth (e.g., on coaches, grantee organizations, and society at large) are discussed in subsequent sections of this report.

- **Access to youth sports:** Providing a consistent, structured and safe environment including the equipment, uniforms, officials, and infrastructure required for sports activities.
- **Building sports skills:** Opportunities for the development of basic motor skills, health, physical exercise and mastery of sports related skills.
- **Impacts on positive youth development:** Youth gain developmental assets such as self-esteem, integrity, responsibility, positive peer relationships and positive adult relationships with coaches, mentors and parents.

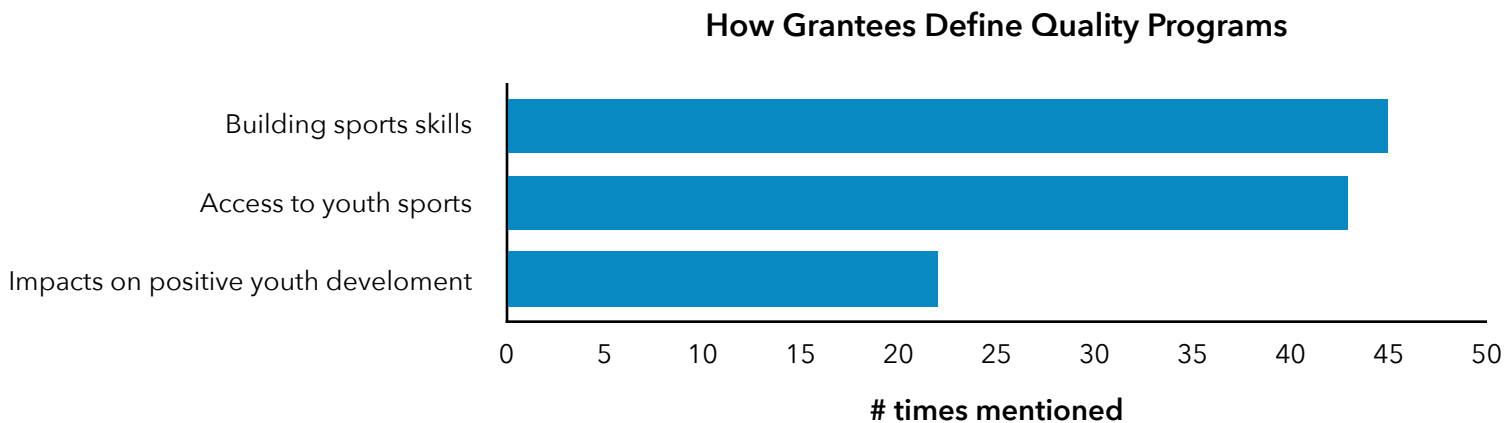


Figure 5. How grantees and coaches describe the impact of LA84 Foundation on youth.

The most prevalent positive impact on youth included health, physical development and building sports specific skills. Some grantees also discussed that youth were impacted by participating in challenging environments, including those that encourage competition.

"[Without LA84 funding] more than 17,000 kids would not have learned how to swim."

"Our school partnership program offers opportunities from year 1 to high school. We introduce them to sports... we introduce them to all the skills they need, e.g., running, jumping. The training during the school day [culminates] in competition at the end of that period called school games."

"We want kids to learn skills to be able to participate at a certain level, to have fun and have a chance to win a championship."

Increasing the access for youth to participate in sports, especially for those who may not have the ability to participate due to skill level or family resource constraints was also a relatively prevalent theme under this category.

"The grants help us take in more kids that wouldn't be able to join. They pay for weekly entry fees."

"300 kids participate in any given sport which culminates in a league wide tournament... Most families can't afford to join leagues."

"It's an opportunity to reach out the community and help youth that wouldn't have the ability to participate."

"Without scholarships we would have to turn people away."

"LA84's contribution means we are able to provide them with good equipment, their own uniforms and we make sure there are no barriers in getting teams to events. We make sure transport is available."

Finally, some grantees also saw the impact of LA84 Foundation funding on creating the conditions for positive youth development such as the development of internal assets such as self-esteem, responsibility, and motivation as well as external assets such as positive peer relationships and positive adult relationships with coaches, mentors and parents.

"We are seeing the transformation of kids empowered through sports and fitness. It is incredible. Especially with our girls. They feel more physically and emotionally powerful. LA84 have done a great job in this."

"We provide nice uniforms, equipment and access to expert-level coach coaching clinics... Kids feel better about themselves. They take everything in their life more seriously."

"We have worked with LA84 on the coaches education piece. We talk about the importance of coaching the kids in more of a holistic way and supporting them in their skill set as well as emotional and psychological state. We want kids to play cohesively as a team. Coaches learn to talk to the kids positively - no yelling or coming down on them because it doesn't enhance their ability and desire to participate."

"Because of LA84 there are more youth sports available in communities that didn't have them. We are giving families the opportunity to participate in sports programs who wouldn't have that. We help families by involving the parents and working on their self-esteem. It leads to more rec opportunities for the kids."

"Change doesn't occur with an individual, it occurs with a family. The family has to be involved. We understand fully many kids we work with don't have that. We get they have to deal with bad dynamics. We become the child's haven."

INCREASING THE IMPACT OF LA84 FOUNDATION FUNDING ON YOUTH

One of the purposes of the evaluation was to generate strategic ideas for how LA84 Foundation could increase its impact on beneficiaries. To address this question, grantees and coaches were asked to identify the barriers they face in delivering high quality sports programs. In

addition, they were also asked how LA84 Foundation could increase their impact on organizations (beyond funding). Responses specifically related to positive impacts on youth are presented here, while those that address impacts on grantee organizations and the wider community will be discussed in subsequent parts of the report. The discovery of obstacles facing coaches and grantee organizations combined with their suggestions comprise a number of strategic opportunities for LA84 Foundation to consider to increase impact at the youth level.

Opportunities to Increase Impact on Youth

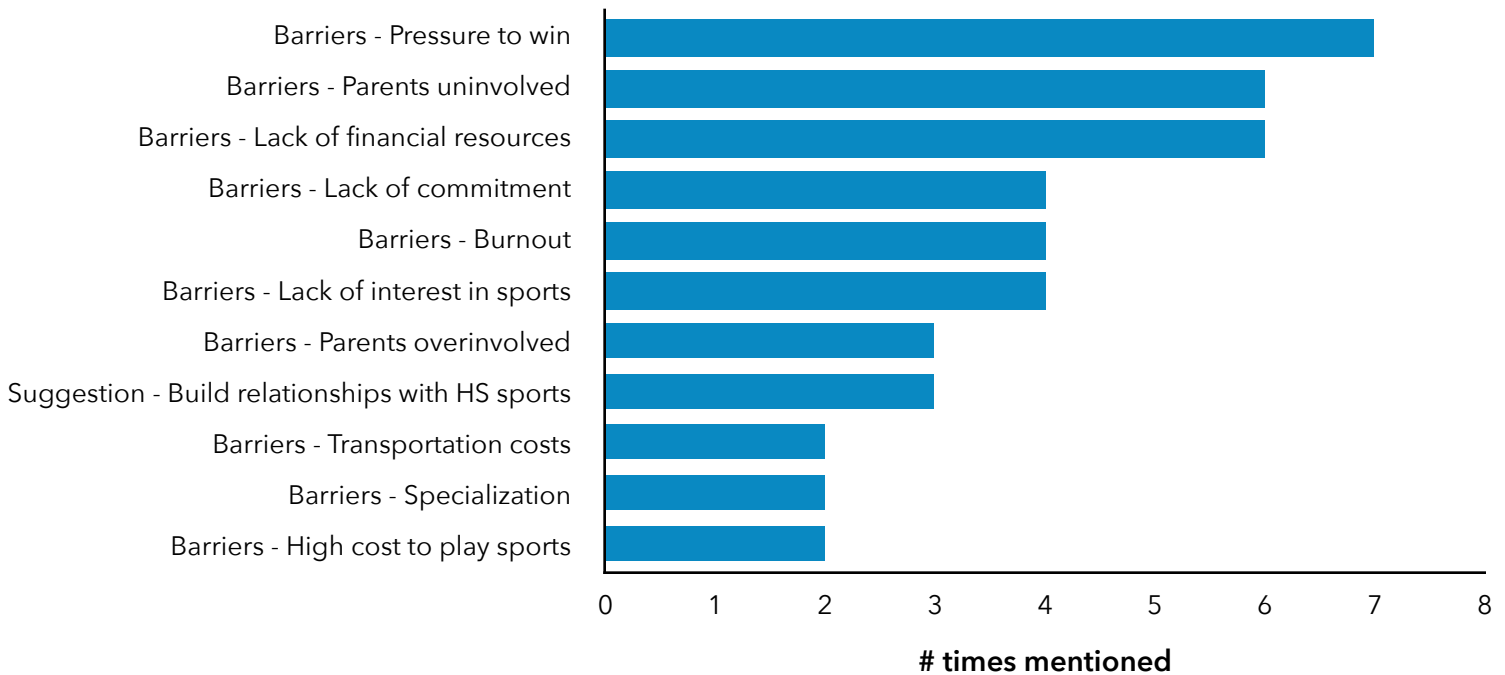


Figure 6. Grantee and coach identified barriers to high quality programming and suggestions for LA84 Foundation to increase impact.

Overall, the most prevalent theme to emerge from barriers at the youth level was the pressure to win. According to some grantees, the booming business of club, college and professional sports is dissolving the spirit of amateur sports and fostering a win at all costs mentality that burdens young athletes. The burden is particularly heavy for young people when parents and coaches place added pressure to play for elite club teams, earn college scholarships, and play professionally. Grantees and coaches identified a number of barriers such as burnout, overinvolved parents, specialization in one sport and a high cost to play sports that seem to be related to this issue.

“Sport is too much of a money business and the good spirit of amateur sports is lost... Kids are being driven too hard - there’s too much emphasis on bigger, faster, stronger. It’s too much of an arms race to make your kid a super jock in the industry.”

“The parents that are there are different than my generation. They are more into what each kid is doing and it takes the fun out of it for kids. It’s too serious - too much pressure.”

“Part of it comes from parents. Even if the kid is 7 or 8 and they are a good pitcher, the parents put them in year round softball. They think specialization is doing what’s best for the kids. It could be a future college scholarship, future pro. Kids burn out! What we need to avoid is burnout. We need them to have fun!”

“My challenge ironically is not funding. We have built out our organization so we can access different types of funds. Our challenge is because we have a high quality program, it’s difficult to get certain coaches. Coaches have to want to do more than win. It’s difficult to have more talented players play for us because people will go to a program that demands less.”

SUMMARY FOR PROGRAM IMPLEMENTATION

Grantees care about offering and implementing high-quality programs, however, their definitions of quality are multi-faceted and diverse. Alignment of LA84 Foundation impacts to grantees’ definition of quality suggests grantees look to LA84 Foundation for leadership on how to define high-quality programs. However, the definition of high-quality is less aligned to positive youth development than to providing a constructive and challenging environment for youth.

Impacts of LA84 Foundation funding on youth are robust. Funding is directly increasing access for youth, allowing grantees to provide high-quality opportunities for youth, and improving the development of sport-specific skills.

Chapter Four CAPACITY BUILDING

Building capacity for grantee organizations, building capacity for coaches, and the positive impacts of funding coaches and grantee organizations

This section of the report discusses the relative impact LA84 Foundation has had on building capacity among grantee organizations and coaches. Building capacity is conceptualized as the role that the partnership with LA84 Foundation has played in helping grantee organizations build and strengthen internal capacity and provide high quality coaches. Grantees and coaches reported a wide variety of capacity building impacts that were categorized into seven components of nonprofit capacity. **Figure 7** describes each component.



Figure 7. Description of nonprofit capacity components²

² Elements of Nonprofit Capacity adapted from Venture Philanthropy Partners (2001)

Overall LA84 Foundation has impacted capacity in coaches and grantee organizations in five of the seven components of nonprofit capacity. Given the prevalence in these different themes that emerged for grantees and coaches, each group will be discussed in turn. However, the one theme that crossed both groups was grantees' general satisfaction with LA84 Foundation, which was high across coaches and grantees.

"LA84 staff always meets our needs. They are super accommodating. They were able to customize the Art of Coaching for our needs."

"Our interactions meet our needs. When compared to other funders, there is a solid level of interaction. It's more than most. It feels like we have a connection that goes beyond the awarding of the grant and submitting a report."

"Even in off-years, Gabby is always good about inviting us to educational programs, networking opportunities, and receptions."

"LA84 has streamlined process and it's much cleaner and easier."

"I really thank LA84 and appreciate what they do! They give the advantage of free programming to kids that would have to pay hundreds for it."

"I rarely have missed a clinic. I've attended every cross country and track and field clinic since the early nineties."

BUILDING CAPACITY FOR ORGANIZATIONS

As displayed in **Figure 8**, grantees identified several impacts of LA84 Foundation funding on their organizations, with the two most prevalent impacts being organizational skills and culture. Grantees' organizational skills have been improved by the Foundation by emphasizing basic performance measurement through their grant process and helping to build strategic relationships with other organizations and funders. There is less evidence that LA84 has impacted grantees' capacity for vision, the overarching goals and mission of the organization or organizational structure, the legal and management structure of the organization.

Capacity Building Impact (Grantee Organizations)

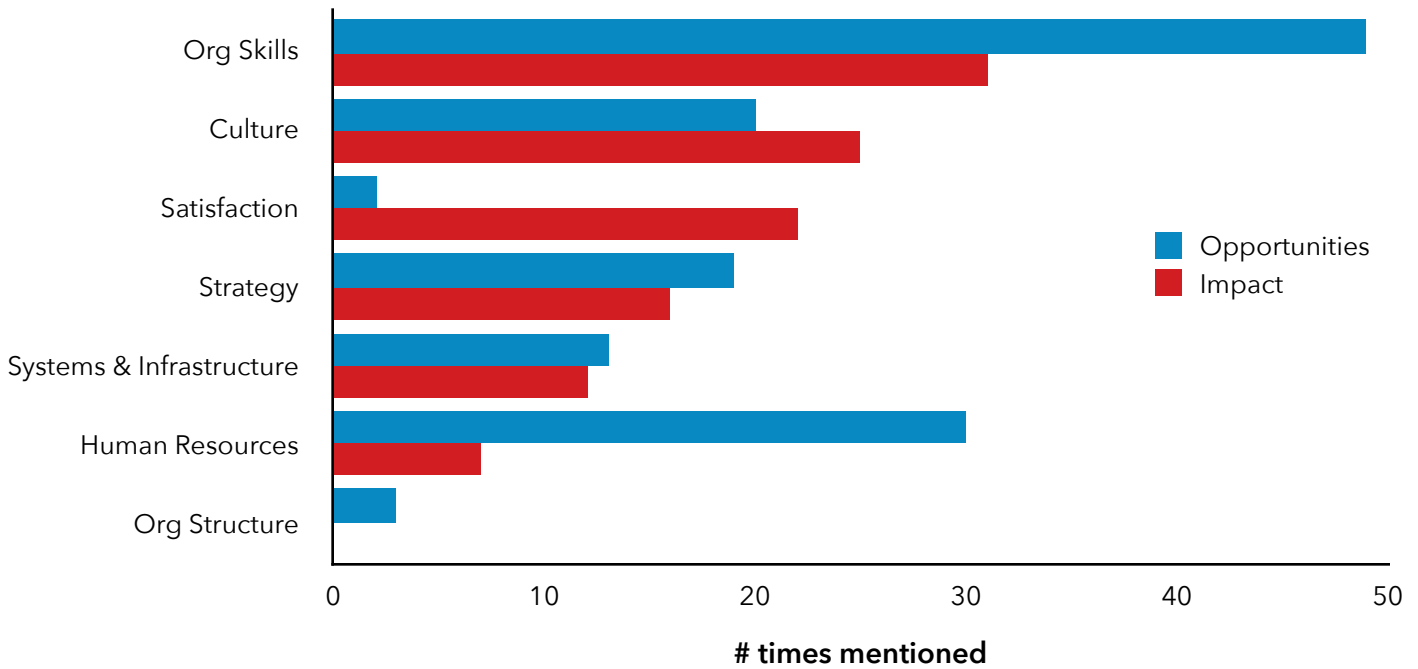


Figure 8. Impact of LA84 Foundation on building capacity in grantee organizations

Impact of LA84 Foundation on Organizational Skills of Grantees

Overall, grantees expressed LA84 Foundations has had a moderate amount of impact in helping them to develop organizational skills, defined as performance measurement, planning, resource management and external relationship building. Almost half of grantees pointed out that LA84 Foundation was the first foundation to fund their organization, which had a substantial impact in establishing their credibility. About half of grantees identified the grant making process as impactful and almost a third reported LA84 Foundation supported their organization’s ability to be sustainable and to build strategic relationships with other funders and organizations.

“Thank you LA84! They were the first organization to give us a grant. They gave us the opportunity from the beginning to help families. Because of them we were able to offer scholarships in the beginning.”

“YES! It (the grant process) has been helpful - they are very thorough in their approach during the proposal processes. It gives you an in depth view of the program so that has given us a great understanding of what’s needed in other proposals. You can do everyone after LA84.”

“Yes, the grant process helped us to evaluate programs and learn where we could improve and where we were doing well. We took seriously any funds we received and molded what we did to make sure we could remain grantees.”

"Our program manager knows he will need the LA84 data so we built our league management system around that to some degree - knowing that we needed to get it in line with the requirements of the funders."

"They are very supportive in all ways. I went to ask for their advice about program expansion. It's not just about money but also expertise and access. They open doors for us... The reports we complete are able to be utilized for other grants."

"We wanted to run a camp at the Expo center field but were denied for two years. LA84 helped get us access and now it's a successful part of our summer programming."

Although grantees discussed the positive impacts of LA84 Foundation on their organizational skills, grantees also suggested that LA84 Foundation could do more to increase their impact in this domain. For example, some grantees suggested that LA84 Foundation could improve in terms of facilitating partnerships between grantee organizations (such that they might share resources and knowledge) as well as networking opportunities for program staff and organizational leaders.

"Every quarter have a meeting maybe twice a year to bring together resources with directors - a boots on the ground type of meeting with program directors and operations people and work out a system to work together."

"Suggest linkages or recommendations for worthy program-organization partnerships."

"Meeting with other organizations is great to get ideas about how to improve."

"We are always looking for talented staff. It would be great if they [LA84] could get a resource of individuals to put in place for these programs - coaches, ADs, coordinators. I know there are a couple of funders who do provide trained staff."

"It is all about sustainability. As a foundation that's been around so long, LA84 could pass on information as to what has sustained their foundation for so long. So that we can do a better job of utilizing available funding."

"Being a hub and connecting organizations with coaches to those that need coaches."

Sharing Best Practices - Exemplar Case

There was evidence to suggest that grantee organizations are willing to serve as mentors and/or partners for other sports based youth development programs.

"We decided to be a mentoring organization. We were laughed out of the room as one of the original members of the youth football organizations. We have been building a program for 10 years, and now others are willing to listen. Now, we want to be a mentoring organization to others to teach them what we do. Change will occur with a unified sports message within several organizations that have the concept of youth development through sports."

Building Culture among Grantees

According to more than half of the grantees interviewed, LA84 Foundation sponsored meetings and events have impacted the culture of their organization by helping to create shared values and highlighting best practices in youth sports programs.

"It is inspiring to hear the great work other organizations are doing in youth programming and the share best practices. You always learn something new."

"For new grantees, the old grant-required meetings were very interesting to understand the foundation. Visiting the library felt like a privilege. Overall it was very enjoyable."

"When I attend their seminars the participation on both sides is amazing - it's a great place to build partnerships... and create conversations and brainstorm ideas about issues like how to keep girls involved."

"I've attended 6 events - all really enjoyable experiences... We discussed the indicators of how to know whether what we are doing is impacting the lives of children. We learn from each other because we all have a common goal... The hot topic speaker is great - they let you know what's new in the youth sport's world."

Strategy, Systems and Infrastructure among Grantees

The final two most prevalent categories of impacts on grantee organizations were in relation to the strategy and the systems and infrastructure of the organization. At the strategy level, a majority of grantees said that LA84 Foundation funding had allowed grantees to grow the number of programs offered (and/or to increase the number of youth served by their programs). In terms of the impact on systems and infrastructure, about a third of grantees mentioned staff uses the library to their advantage, and about a third said LA84 Foundation funding allowed them to build new facilities for sports activities.

“\$180K over 5+ years is a big chunk. It has had an impact on our ability to deliver programs and services.”

“We had to shut down the soccer program when funding wasn’t available. 600-700 kids did not see soccer. It was two seasons - fall and spring, 14-15 weeks each.”

“We offered a new free track and field program for kids with special needs. Without funding there would be no track and field.”

“I use the library a lot - it’s so much easier than going online. I can get a DVD, a book to explain strategy, history of athletes, sports, whatever I need. I just have a love of knowledge. My coaches have used it a few times, and at least twice a month the staff goes to use it.”

“The funding helped us build a soccer field with soccer goals. It used to be just dirt with trash cans as goals. Now thousands of kids use the field annually. It’s the only park in a densely populated area... It used to be dominated by gangs and was a real fearful environment.”

BUILDING CAPACITY FOR COACHES

Of the 25 interviewees, 10 had coaching responsibilities in their organization and every interviewee was at least generally aware of the LA84 Coaching Program. The majority of participants reported that someone in their organization has attended at least one LA84 Foundation sponsored coaching clinic. As displayed in **Figure 9**, grantees identified several impacts of LA84 Foundation funding on their coaches, with the two most prevalent impacts being culture and human resources. Also, as displayed in **Figure 9**, grantees also identified a few opportunities to increase the impact of LA84 Foundation on coaches.

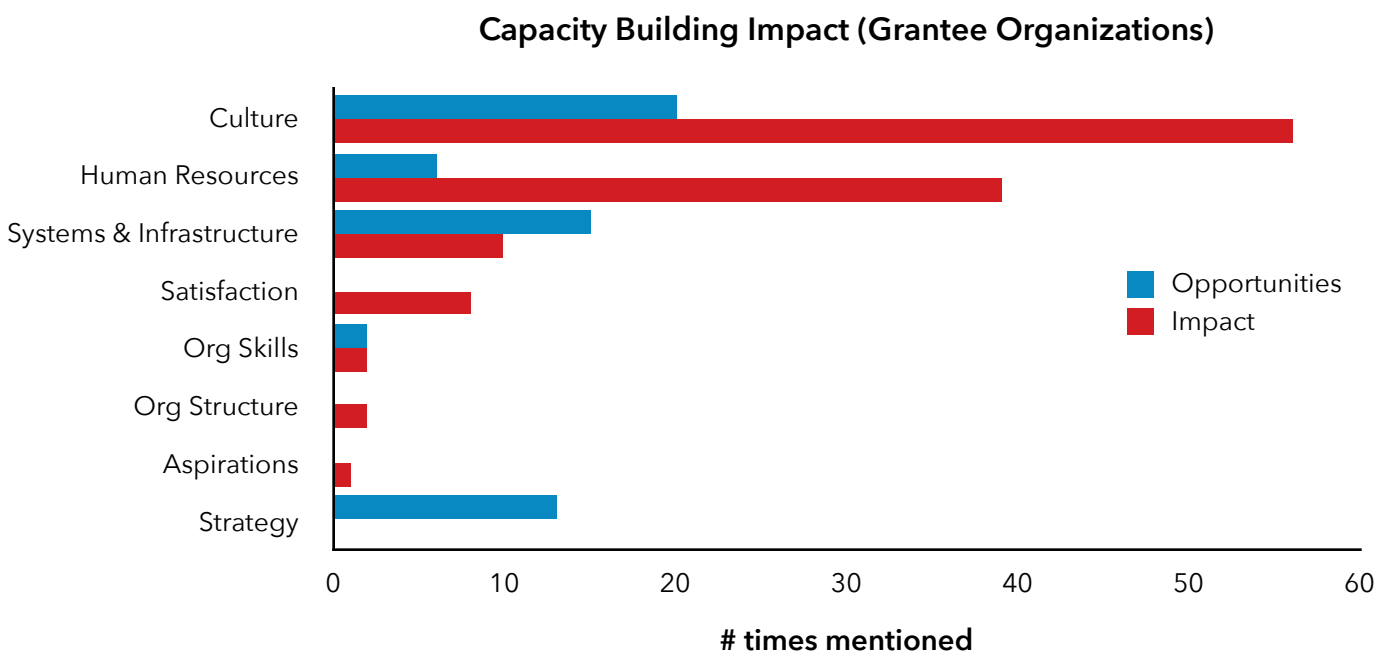


Figure 9. Impact of LA84 Foundation on building capacity in coaches

Building Culture through the Coaching Education Program

Overwhelmingly, interviewees suggested that the LA84 Foundation sponsored coaching clinics helped to build a positive culture amongst coaches by establishing norms in how to communicate positively with youth. They also appear to have reinforced best practices in building positive relationships with youth as well as improving athletic performance. Some participants reported the coaching clinics were great for new coaches because they emphasized a holistic approach to coaching as youth development. Others noted that the clinics prepared coaches to teach values and sportsmanship as well as the basic skills and strategy of the sport.

“Every time a coach goes through it they learn something new.”

“The coaching clinics give a better perception of how to deal with themselves and youth, and a better view of what to expect from a parent and their kids.”

“The coaching clinics are validation for what our organization stands for.”

“20 years ago, LA84 published coaching manuals - message was clear about what was most important for coaches - create a positive climate.”

In addition, interviewees suggested that more could be done to build the culture around coaches, specifically, capitalizing on existing “evangelists” who believe strongly in the mission of LA84 Foundation by asking them to recruit coaches as speakers and participants in the coaching education program as well as develop and deliver additional programming.

“One big thing - coaches need to have a transformation where its not just once a year. A lot of coaches go through all the sports. We need to have little mini workshops, 4-5 times a year that are not always the same thing. We hesitate to bring it (Art of Coaching) back because it’s always the same. We need varied information to keep coaches engaged and listening and learning.”

“We need to recruit new coaches and improve coach training - teach them empathy and patience and how to deal with a variety of special needs.”

Promoting Human Resource Capacity by Developing Coaches

The second most frequent theme that emerged in relation to coaches was in relation to building the skills, knowledge, and capacity for coaches to effectively work. Interviewees discussed learning useful coaching strategies during the clinics, particularly learning the basics of a sport, how to talk to kids positively, support kids emotionally, and develop relationships with kids.

"Our long jump coach was very impressed. He was new to the sport and learned so much and was able to improve kids' performance."

"I use about 70% of what I've learned. Goal keeping drills, passing drills."

"For me, in coaching high school players, they want to play and will retain a high interest if they feel like they are growing and learning as players. They want to be able to compete. The information from the clinics has helped me to teach them and make them understand that they can learn and compete at the high school level. Players get that and love that. For me it helps. I wish a lot more coaches would take advantage of tapping into resources like that. It translates to the players. Players want to learn."

"Sportsmanship is stressed in the clinics so players understand importance of being good sports - not being less competitive, but respecting your game and the teams you are playing against. It's great to be able to go into their clinics and learn technical stuff that could immediately be translated to the high school game like challenges in coaching girls. I want to make them feel like they are learning and growing as players and the stuff I see at the clinics allows me to do that."

However, grantees also discuss the challenges to human resource development for coaches, including lack of funding for staff, high overheads and administration, and the inability to recruit and retain committed, well-trained staff.

"[A barrier is] trying to convince people to be committed and supportive to the organization so the kids can be there and benefit."

"Staff turnover [is an issue]. We need to invest in training as a stepping stone for staff to get experience with youth. Making sure there is enough support for coaches - the turnover varies from sport to sport. We lose coaches every 10 weeks... Training is important but there aren't any dollars!"

"It all comes down to staffing and coaching - they are the pied pipers. The number one problem is keeping these people in the building. It's great to have volunteers but we need more paid people to do the work."

SUMMARY FOR BUILDING CAPACITY

Overall, grantees and coaches are highly satisfied with the experiences and engagement with LA84 Foundation. Also, LA84 Foundation has built capacity among grantees by improving the culture of coaches, improving the skills, knowledge, and capacity for coaches to work effectively, and by improving grantees' organizational skills (i.e., performance measurement, planning, resource management and external relationship building). However, more effort could be directed towards building partnerships and connecting organizations together.

LA84 Foundation has nurtured a positive culture in grantee organizations of sharing best practices, learning about issues facing youth sports and delivering technically sound athletic instruction. LA84 Foundation has cultivated a positive culture in coaches that values positive over negative communication with athletes and emphasizes technical sporting skills as well as sportsmanship. There was evidence of improved human resource development among coaches, yet grantees continue to struggle with improving the retention of trained coaches.

Chapter Five SOCIAL CHANGE IMPACTS

The third category of impact we examined in this study related to the impact of LA84 Foundation more broadly, in the field, community, or society. Social change was conceptualized as the lasting effect of LA84 Foundation activities on youth sports in Southern California. Overall, grantees lauded LA84 Foundation and suggested the Foundation (a) has created meaningful change in communities around sport, (b) continues to be a leader in the youth sport sector, and (c) highlights the role of sport in society. Each theme will be discussed in turn.

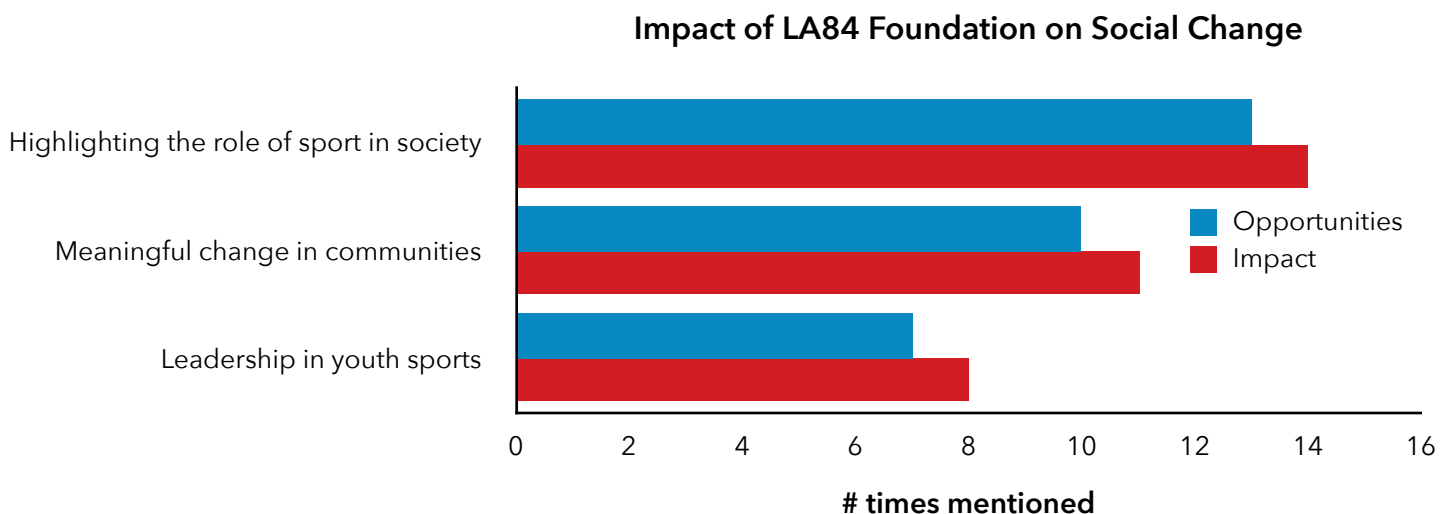


Figure 10. Impact of LA84 Foundation on social change

Meaningful Change in Communities

The most prevalent positive impact on the wider community was the perception that LA84 Foundation and the organizations that they fund have generated positive social change by providing opportunities for youth to participate in sports. Other key themes to emerge under this category included positive impacts of funding on parents and extended families.

“They have had a big impact on our community. Through their funding, lots of kids went to places they wouldn’t have gone. It has major benefits on their lives to know more than just their neighborhood.”

“I was in a room full of 60 grantees with every type of sport across the board. You can see there are thousands of kids that are able to participate in sports because of them. Without the funding not all those kids would be able to. The brand is out there. They have taken a chance on smaller grassroots organizations - that enables us to exist! I’m impressed at how they have helped so many grassroots programs get off the ground.”

"The only time families and relatives would get together would be funerals. Youth sports programs provided an opportunity for interaction for a positive reason."

Leadership in Youth Sports

The second theme related to LA84 Foundation's role in creating social change relates to their leadership in youth sports. About half of grantees indicated that LA84 Foundation is viewed as a leader in the community.

"LA84 is seen as a leader in the field. They have a platform and they can convene others that are influential. They have the ability to influence how sports are practiced."

"LA84 drives policy. I can speak to football. One example is the issue of concussions and the need to take it seriously and bring in some parameters to keep kids safe and the need to lobby commissioner was driven by LA84."

"There always has to be a leader to make the first move. There are a few in LA who do that and take that risk - they like to take the lead. LA84, with their focus on sport, is one of those organizations. No one else was doing it!"

However, grantees suggested that LA84 Foundation could increase their visibility and promote their accomplishments and mission amongst, in decreasing order (a) other youth sports organizations in the Southern California region; (b) communities, including youth, parents, and other members of the Southern California community; and (c) coaches, including youth, high school, college and professional sports coaches.

"[Before my current position] I didn't know LA84 existed. When I learned the history of LA84, I thought it was amazing and admirable. Maybe they could have a broader promotion of what they are and what they do. Offer additional training resources beyond the same ole thing. Putting the library online is great but more outreach is greater."

"I don't think there are a lot of coaches out there who really know. They don't know about LA84."

"Advertising - get out there more. Let people know you are there. I never understood the exact premise of how they came about and I'm just praying these funds never run out because it's something that has been around for years and the more I learn, the more I realize they huge impact they have had."

Highlighting the Role of Sport in Society

The final major impact grantees' identified was the instrumental role LA84 Foundation played by highlighting youth sports in society. According to grantees, LA84 Foundation

accomplished this by driving policy changes, promoting the value of sport for youth lives, funding sports based youth programs, and having a visible, highly respected brand reputation.

“Sport is a vehicle to making social change - improving the lives, improving the trajectory of a young person... The ideal program includes money for tutors and tracking progress but LA84 can’t fund the full thing. There are too few organizations that fund sports in communities of need.”

SUMMARY FOR SOCIAL CHANGE

The vast majority of grantee organizations said that LA84 Foundation was influential in the youth sport sector and more than half reported LA84 Foundation was responsible for lasting social change. LA84 Foundation was identified as influential in program implementation by providing safe and structured environments to play sports for youth who would otherwise not have the opportunity and by providing a broad range of sports programming.

Also, LA84 Foundation was influential in building the capacity of organizations by providing resources, opportunities for networking and building partnerships, especially with local school districts. One third of interviewees said LA84 Foundation was a visible as a leader in youth sports, while about the same number suggested LA84 Foundation could improve their visibility as a leader. Finally, LA84 Foundation was identified as influential in examining the role of sport in society by driving policy changes, promoting the value of sport for youth lives, funding sports based youth programs, and having a visible, highly respected brand reputation.

Chapter Six AMPLIFYING THE REACH AND CONTRIBUTION OF LA84 FOUNDATION

The primary goal of the LA84 Foundation Evaluation was to understand the impact of LA84 Foundation initiatives on youth sports programs, grantee organizations, and the wider youth sport sector in Southern California, and to position LA84 Foundation for future success. The primary take-away from the findings of this evaluation is that grantees perceive that LA84 Foundation's funding and activities have had a positive impact on youth, coaches, grantee organizations, and wider communities over the last 30 years, principally by providing funding, opportunities and environments for youth to participate and compete in sports and receive positive coaching and mentoring. It is clear that without LA84 Foundation support, many of the grantee programs either would not exist or would be severely restricted in terms of the number of youth served.

Notwithstanding these considerable positive impacts, there are also opportunities for LA84 Foundation to amplify their reach and contribution to youth sports. While few grantees volunteered suggested improvements to LA84 Foundation initiatives and processes, themes relating to unmet needs, barriers to implementation of high-quality sports activities, and suggested opportunities did emerge. According to grantees, these themes highlight how LA84 Foundation may be able position themselves for future success.

Building partnerships by facilitating networking opportunities. The most prevalent barrier that grantees face in providing high quality sports to youth is a limited funding stream for youth sports. Limited funding restricts grantees' ability to deliver programs, cover overheads and administration, and recruit and retain committed, well-trained staff. A number of grantees suggested that these challenges could be addressed, at least in part, by LA84 Foundation facilitating partnerships between grantee organizations with a view to sharing resources and knowledge, as well as facilitating networking opportunities for program staff and organizational leaders. Grantees explained that they need help in both maximizing the use of available resources (including equipment, staff, facilities and funds) and raising additional funds from alternative sources. There is thus an opportunity for LA84 Foundation to facilitate strategic partnerships between grantee organizations and for LA84 Foundation to build partnerships with corporations and other donors.

Also mentioned was the opportunity for LA84 Foundation to build partnerships with corporations and other donors.

"Conferences for foundations and grantees are extremely helpful. It's important for foundations to get more of an understanding of the importance of sports and to communicate the power of sports!"

"It would be helpful if they [LA84] had further reach into the community of private sector donors. Their success would be our success."

"Align with corporate partners. That's how you do things today... leverage and strengthen the brand to attract more money."

"A meet the funders type of event at LA84 headquarters. Get funders who would supports youth services together."

Maintaining commitment to amateur youth sports. Participants were interested in LA84 Foundation raising awareness in communities regarding what is made possible through sports, the important role that amateur sports play, and about general issues in youth sports (e.g., rising inequities in access to youth sports, injuries and burnout). Amateur youth sports is on the decline, and grantees feel more education is needed in the community about the importance of sports education.

"Orange County has one of the biggest rates of autism, 1 in 50. There is a big need and not a lot of people to fill that need... Special needs kids are not accepted by rec programs. It's a really big struggle."

"LA84 can drive those 'ideal values' of what sports should be... The pure amateur aspect [of sports] has gone away. We need to get back to the pure and simple joy that sports brings."

Raising the visibility of LA84 initiatives, accomplishments and mission. Although grantees overwhelmingly praised LA84 Foundation for its contribution to youth sports, there was a relatively widely held view that LA84 Foundation could increase their visibility and promote their accomplishments and mission amongst other youth sports organizations in the Southern California region, community members, and the coaching sector. Suggestions included setting up booths or sending a representative to large competitions and/or meetings, increasing social media presence by sending out evidence-based best practices for parents, coaches and organizations to deliver high quality sports based youth development programs, and increase press coverage of LA84 Foundation accomplishments.

Increasing the reach of coaching education. While most participants were generally aware of the coaching education program, less than a third specifically singled out the Art of Coaching or sports specific coaching clinics as a positive impact. Although there was generally high satisfaction with the Art of Coaching and sport specific clinic, participants suggested that coaching clinics be offered more frequently and at more convenient times, be tailored to organizations' specific needs, and that LA84 Foundation offer a greater variety of sports specific coaching clinics. High quality coaching is an important component of high quality sports based youth development programs and a significant number of large and small grantee organizations reported challenges in training and retaining coaches. There may be an opportunity to promote the LA84 Foundation website as a coaching resource, as only a small handful of interviewees mentioned the coaching manuals or

LA84 Foundation website. It may also be important to conduct a competitive landscape of existing coaching programs to assess how the coaching education program fits into other coaching programs (in the external market or internally through organizations).

"In the early years we went but they were not applicable to our needs. There was nothing for horses or special needs. We would be interested if equestrian training was offered."

"We went in the first year but it doesn't apply to the special needs part of the program."

"Continue to be more proactive in assisting with coaching. Have seminars and workshops onsite at the locations."

"They should offer more opportunities for advanced clinics. That would suit a lot more people."

"The development of coach-type trainings would be valuable. The Art of Coaching is great but we would like to see sports specific stuff too. That's what we need."

Improving the evaluation infrastructure of the Foundation. Tracking the performance, impact, and reach of the foundation could be enhanced through developing: (a) logic models that depict the intended foundation outcomes and how they plan to be reached; (b) performance measurement systems to track whether the foundation is on target for reaching short-term or long-term outcomes and whether it is implementing effective services aligned to those outcomes; and (c) a more thorough evaluation plan that examines multiple metrics of performance (including operational effectiveness³ and financial effectiveness⁴).

³ Could be defined as: a) mission and goal clarity, b) alignment of operations to goals, c) staff retention and satisfaction, d) outreach to the field (like development of materials) and how people are using them (perhaps like the library), e)satisfaction among grantees, and/or f) number of proposals received over time

⁴ Could be defined as: a) investment performance, b) appropriate administrative expense, c) efficiency of resources expended

Chapter Seven CONCLUSIONS AND RECOMMENDATIONS

Throughout this report we have drawn conclusions driven by the findings of this evaluation. Conclusions and recommendations for each of the three key sections of this report (Program Implementation, Building Capacity, and Social Change) are summarized below in sections A, B and C. Section D provides other recommendations for the Foundation to consider beyond these specific impacts.

A. CONCLUSIONS AND RECOMMENDATIONS FOR PROGRAM IMPLEMENTATION

Conclusion: Grantees care about offering and implementing high-quality programs. However, their definitions of quality are multi-faceted and diverse. Alignment of LA84 Foundation impacts to grantees' definition of quality suggests grantees look to LA84 Foundation for leadership on how to define high-quality programs. In addition, grantee's definition of high-quality is less aligned to positive youth development than to providing a constructive and challenging environment for youth.

Recommendation 1: Articulate a vision for high-quality programs and clearly communicate that to grantees.

Recommendation 2: Achieve consensus on whether grantees want to embed definitions of high-quality sports play within a youth development framework. This would identify a broader purpose of engaging in sports, beyond developing sports-specific skills.

Conclusion: Impacts of LA84 Foundation funding on youth are robust - funding is directly increasing access for youth, allowing grantees to provide high-quality opportunities for youth, and improving the development of sport-specific skills.

Recommendation 3: Continue supporting access for youth who may not have had the opportunity to participate in sports.

Recommendation 4: Identify the intended youth impacts associated with LA84 Foundation funding, and then align services, activities, and priorities around those preferred impacts.

B. CONCLUSIONS AND RECOMMENDATIONS FOR BUILDING CAPACITY

Conclusion: Overall, grantees are satisfied with LA84 Foundation's contribution to capacity building, including the provision of coaching clinics. Grantees suggested increasing the reach of the coaching clinics by offering them more frequently and at more convenient times, tailoring them to organizations' specific needs, and offering a greater variety of sports specific coaching clinics.

Recommendation 5: Continue providing high-quality service to grantees and operating high-quality coaching clinics. Consider extending the reach of the coaching education program.

Conclusion: LA84 Foundation has built capacity among grantees by improving the culture of coaches, improving the skills, knowledge, and capacity for coaches to work effectively, and by improving grantees' organizational skills (i.e., performance measurement, planning, resource management and external relationship building). However, grantees would appreciate more effort at building partnerships and connecting organizations together.

Recommendation 6: Identify opportunities to connect and build strategic partnerships among grantees.

Conclusion: LA84 Foundation has nurtured a positive culture in grantee organizations of sharing best practices, learning about issues facing youth sports and delivering technically sound athletic instruction. LA84 Foundation has cultivated a positive culture in coaches that values positive over negative communication with athletes and emphasizes technical sporting skills as well as sportsmanship. There was evidence of improved human resource development among coaches, yet grantees are struggling with improving the retention of trained coaches.

Recommendation 7: Identify strategies and systems of support for improving the retention of trained coaches.

C. CONCLUSIONS AND RECOMMENDATIONS FOR SOCIAL CHANGE

Conclusion: The vast majority of grantee organizations said that LA84 Foundation was influential in the youth sport sector and more than half reported LA84 Foundation was responsible for lasting social change. LA84 Foundation was identified as influential in program implementation by providing safe and structured environments to play sports for youth who would otherwise not have the opportunity and by providing a broad range of sports programming.

Recommendation 8: Continue influencing the youth sport sector and driving lasting social change, particularly by providing safe and structured environments for youth to play sport.

Conclusion: LA84 Foundation was identified as influential in building the capacity of organizations by providing resources, opportunities for networking and building partnerships, especially with local school districts. One third of interviewees said LA84 Foundation was visible as a leader in youth sports, while about the same number suggested LA84 Foundation could improve their visibility as a leader. Finally, LA84 Foundation was identified as influential in examining the role of sport in society by driving policy changes, promoting the value of sport for youth lives, funding sports based youth programs, and having a visible, highly respected brand reputation.

Recommendation 9: Continue to support capacity building in organizations, especially by building partnerships with local school districts. Consider strategies to increase LA84 Foundation's visibility as a leader in youth sports.

D. CONCLUSIONS AND RECOMMENDATIONS FOR LA84 FOUNDATION OPERATIONS

In addition to these specific conclusions and recommendations, recommendations are made as to how LA84 Foundation might amplify their reach and contribution to youth sports. Most importantly, we recommend improving the evaluation infrastructure of the organization in order for LA84 Foundation to better position itself for future success. Tracking the performance, impact, and reach of the foundation could be enhanced.

Recommendation 10: Consider developing logic models that depict the intended foundation outcomes and how they plan to be reached.

Recommendation 11: Consider developing performance measurement systems to track whether the foundation is on target for reaching short-term or long-term outcomes and whether it is implementing effective services aligned to those outcomes.

Recommendation 12: Consider developing a thorough evaluation plan that examines multiple metrics of performance (including operational effectiveness and financial effectiveness).

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Appendix A

Claremont Evaluation Center Evaluation Team

Dr. Tiffany Berry, the principal investigator of the evaluation, is a Research Associate Professor at Claremont Graduate University and Associate Director of the Claremont Evaluation Center (CEC), a full service evaluation center directed by leading evaluation scholars and practitioners offering evaluation and research services to a variety of clients. Dr. Berry is an expert in evaluation methodology as well as evaluation capacity building, which is most relevant to the proposed project. Since 2004, she has published over 60 technical reports and multiple publications in leading evaluation journals, including American Journal of Evaluation and New Directions for Evaluation. Through her evaluations as well as the graduate courses she regularly teaches at CGU (Evaluation Procedures, Applied Developmental Psychology, Evaluating Developmental Interventions), she is intimately familiar with the conceptual, theoretical, and practical issues involved with measuring youth development outcomes. She has been involved in Out of School Time (OST) evaluation for more than 15 years, and has worked with a variety of school districts and community-based programs, including LA's BEST, LAUSD's Beyond the Bell Branch, and After-School All-Stars.

Monica Montijo, MA, a research associate of the evaluation, is a Ph.D. student in Positive Developmental Psychology at Claremont Graduate University and Managing Director of LiveInFlow Consulting, LLC. She graduated from Harvard University as a distinguished member of the two-time Ivy League champion softball team, and worked as a teacher and coach for six years in the Sunnyside Unified School District in Tucson, AZ. Monica currently lectures in the Education Sciences department at the University of California - Irvine.

Angela Mouton, MSc, LLB Honours, a research associate of the evaluation, is a Ph.D candidate in Positive Organizational Psychology at Claremont Graduate University. After 10 years practicing Law, primarily in London, she switched her focus to Psychology. Today she conducts research and consults on peak performance and optimal experience, from the C-suite room to the sports field. Angela and Monica are founders and managing directors of LiveInFlow Consulting, a Peak Performance coaching and consulting firm using Positive Psychology to improve the quality of life, work and play.

Appendix B

LA84 Foundation Interview Protocols Grantee Organizations

Program Implementation:

1. What did LA84 funding allow you to implement in your organization? If funding from LA84 was not received, how would your sports programming have been affected?
 - a. What did the infrastructure grant allow you to build? After construction, how have the facilities been used? If infrastructure grants were not received, how would have the community been affected?
2. How many students have been generally served by the funding? Each year? Across the years?
 - a. How many girls would you estimate participate in your programs? Boys? What is the ratio of male to female coaches? What do you think explains the gender (difference/parity) in your programs?
3. How, if at all, has the funding facilitated high-quality sports play? What does high-quality sports play mean to you?

Building Capacity:

4. Did your coaches attend any coaching clinics or workshops provided by LA84? *If yes:* What value did the coaching education clinic add to your program? How do you know? *If no:* Why not?
5. How frequently did you interact with LA84 staff members via email? phone? In-person? What was the purpose of email/phone/in-person interactions with LA84? How often did these interactions meet your needs?
 - a. How, if at all, do you think the requirements of the grant (e.g. application, mid-year report, financials, final report) had an effect on the knowledge and understanding of grants in your organization? Has knowing this information influenced the way your organization operates? (perhaps probe on building new partnerships)
 - b. Have you participated in any LA84 sponsored meetings or collaborations with other grantee organizations? Do you think LA84 should offer more of these kinds of opportunities? Why or why not?

Social Change: LA84's Long-Term Impact

6. How, if at all, have the youth, parents, or the broader community been impacted by the program funding/infrastructure grants?
7. Do you think LA84 has been influential in the youth sport sector? How?
8. How, if at all could they increase their impact on the youth sport sector?

Unmet Needs and Barriers to High Quality Programs:

9. Is there something else that LA84 could do to help organizations, beyond funding?
10. If you could envision ideal support to assist you in your organization goals, what type of support (financial, educative, etc.) would you need?

11. What are the kinds of issues or challenges do you struggle with in bringing high-quality sports to at-risk youth in the community?
12. How has the youth sport landscape changed over time? What do you think are the biggest challenges for the future?

Interview Protocol
Coaching Education Program

1. How did you find out about the program? How many clinics have you attended?
2. What have you learned in the clinics that you use in your coaching today?
3. How, if at all, have the coaching clinics facilitated high-quality sports play? What does high-quality sports play mean to you?
4. Does the program help coaches recruit and retain students? How?
5. Do you think the LA84 coaching education program is different from other coaching education programs? How so?
6. How, if at all, would high school sports programs be affected if the LA84 Coaching Education Program was not available?
7. What are the kinds of issues or challenges do you struggle with in bringing high-quality sports to at-risk youth in the community?
8. How as the youth sport landscape changed over time? What do you think are the biggest challenges for the future?

Appendix C

Selected Grantee Organizations

Organization	Size of Grant	Type	Sports	Total Amount Awarded	# Grants Awarded	Years
Special Olympics - Southern California	>\$100K	SPECIAL - Multi Sport		\$712,386	11	1989-2013
Inter Tribal Sports	>\$100K	Multi Sport	Basketball, Softball, Flag Football	\$179,999	6	2009-2014
LA's Best	>\$100K	Multi Sport	After School	\$5,505,561	20	1991-2015
Rose Bowl Aquatics Center	>\$100K	Infrastructure/Single Sport	Swimming	\$1,893,551	29	1986-2014
The Boys & Girls Clubs of Venice, Inc.	>\$100K	Infrastructure/Multi Sport	Sailing, Kayaking, Swimming, Basketball, Soccer, Baseball, Flag Football	\$180,495	6	1994-2011
Heart of Los Angeles	>\$100K	Infrastructure/Multi Sport	Athletic and Outdoor Activities	\$824,866	13	1993-2014
LA84 Coaching Education Program	n/a	n/a	n/a	n/a	n/a	n/a
Us Too Gymnastics Inc.	<\$50K	SPECIAL - Single Sport	Gymnastics, Therapy, Swimming	\$30,000	3	2009-2013
Carousal Ranch	<\$50K	SPECIAL - Single Sport	Equestrian	\$47,920	5	1998-2013
Southern California Falcons	<\$50K	Single Sport	Football & Cheer	\$37,890	2	2011-2013
Youth N' Motion Academy Incorporated	<\$50K	Single Sport	Martial Arts	\$43,650	5	2005-2014
Los Angeles Jets Track Club	<\$50K	Single Sport	Track & Field	\$35,000	5	1991-2013

Appendix D

Categories within Major Evaluation Themes

Program Implementation

THEME	IMPACT ON YOUTH	SUGGESTED IMPROVEMENTS	UNMET NEEDS	BARRIERS	SUGGESTIONS AND OPPORTUNITIES
Sports Play Logistics	Equipment Uniforms Officials Infrastructure Transportation	NONE	NONE	High cost to play sports Transportation costs Lack of financial resources	NONE
Health, Safety, Physical Development	Motor skills Physical exercise Nutrition Health and Safety	NONE	NONE	NONE	NONE
Life Skills Development	Communication Decision-making Emotional skills Commitment Positive peer interactions	NONE	NONE	Lack of commitment	Facilitate connections Involvement with LA84 Sportsmanship
Relationships with Adults	Parental involvement Coaching Mentoring	NONE	NONE	Parents uninvolved Parents overinvolved	NONE
Participation in Sports	Sports-specific skills Constructive environment Challenging environment	NONE	NONE	Lack of interest in sports Burnout Specialization Pressure to win	Build relationships with high school sports

Capacity Building

THEME	IMPACT ON YOUTH	SUGGESTED IMPROVEMENTS	UNMET NEEDS	BARRIERS	SUGGESTIONS AND OPPORTUNITIES
Aspiration	Validation of organization's goals	NONE	NONE	NONE	NONE
Strategy	Grow # programs Grow # coaches	Grow # programs Grow # coaches	NONE	Funding for programs	Educate grantees about high quality programming Growth Increase visibility/awareness at community level Increase offerings of sport specific clinics Offer obesity/health related clinics Offer clinics for special needs youth Offer advanced sport-specific clinics Sports tips via social media for community Sports tips via social media for coaches Recruit coaches of girls' HS teams
Organization Skills	Sustainability Networking/ Partnerships - Orgs Establishment/ Launch Grant making Partnerships/ networking - Coaches Strategies for recruiting athletes	Sustainability Networking/ Partnerships Grant making Retention and quality of implementation is unknown.	Resource management Donor relationships	Community's awareness of programs Competition from other organizations	Collect useful data Sustainability training Build partnerships between organizations Marketing help
System & Infrastructure	Operations Library Use - Org Staff Library Use - Coaches Email communication from LA84 is good	Operations Coaches are unaware of coaching clinics Orgs use or would use an online coaching education product Orgs use similar coaching education product Times for clinics are inconvenient	Technical operations Administrative operations	Lack of space Transportation costs Access to LA84 resources - Coaches	Offer onsite coaching clinics

THEME	IMPACT ON YOUTH	SUGGESTED IMPROVEMENTS	UNMET NEEDS	BARRIERS	SUGGESTIONS AND OPPORTUNITIES
Human Resources	<p>Grow # staff</p> <p>Tools for coaches</p> <p>Better perception of self as a coach</p> <p>Helped become more well-rounded coach</p> <p>Strategies to prevent athlete burnout</p> <p>Strategies to develop relationships with kids</p> <p>Strategies for sports drills</p> <p>Strategies and basics of sports play</p> <p>Strategies - planning for the season</p> <p>Strategies - Supporting kids emotionally and psychologically</p> <p>Strategies - talking to kids positively</p> <p>Strategies - The mental game</p>	Grow # staff	<p>Leader development</p> <p>More staff</p>	<p>Committed staff</p> <p>Lack of parental involvement</p> <p>Funding for staff</p> <p>Burnout</p> <p>Retention of coaches</p>	<p>Clinics/ Meetings for Program/ Exec/ Operations staff</p> <p>Staff development trainings</p>
Organization Structure	Professionalization of coaches	NONE	Board governance	NONE	NONE
Culture	<p>LA84 meetings and events</p> <p>Art of Coaching</p> <p>Sport specific clinic</p> <p>LA84 Meetings/ Events</p> <p>Great for new coaches</p> <p>Support network for coaches</p> <p>Coaches spoke more positively to kids</p> <p>Learn what to expect from parents</p> <p>Saw improvements in kids sport performance</p>	<p>LA84 meetings and events</p> <p>Art of Coaching</p> <p>Sport specific clinic</p> <p>LA84 Meetings/ Events</p> <p>Clinics not relevant for elementary kids</p> <p>Speakers not engaging for big audiences</p>	NONE	<p>Phasing out of sports in high schools</p> <p>Coaches' win at all costs mentality</p>	<p>Increase visibility and awareness at organizational level</p> <p>Tips/ info on social media</p> <p>Scheduling of LA84 meetings/ events</p>

THEME	IMPACT ON YOUTH	SUGGESTED IMPROVEMENTS	UNMET NEEDS	BARRIERS	SUGGESTIONS AND OPPORTUNITIES
Culture (cont'd)	Well-rounded expectations of success Sports should be fun Strong powerful message Yelling doesn't build youth up Engagement Holistic approach to coaching - youth development How to teach values and sportsmanship Strategies for safe sports play				
Satisfaction	Look forward to clinics Wayne Wilson is awesome Art of Coaching is good Good instructors	Improve Art of Coaching Training did not meet needs	n/a	n/a	n/a