



SAN FRANCISCO DEPARTMENT OF
CHILDREN, YOUTH & THEIR FAMILIES

COMMUNITY NEEDS ASSESSMENT PLAN

2021 - 2022

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Prepared for the Children, Youth & Their Families Oversight & Advisory Committee



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I. DCYF AND ITS FUNDING CYCLE

In 1991, voters made San Francisco the first city in the country to guarantee funding for children by passing the Children’s Amendment. This landmark legislation set aside a portion of annual property taxes for the Children’s Fund, to be used exclusively for services that benefit children from birth to age 17. The Children’s Fund was renewed by voters in 2000, then renewed again with an expansion when the Children and Families First Initiative was approved by voters in November 2014.

The Children and Families First Initiative extended the Fund and the property tax set-aside for 25 years, increased the set-aside a quarter cent each year for four years, from three cents for each \$100 of assessed property value to four cents for each \$100 by fiscal year 2018-2019 and beyond, and expanded the use of the Fund to provide services to disconnected transitional age youth (TAY) age 18 to 24. The Fund was also renamed the “Children and Youth Fund” to reflect this expanded service population.

In addition, the three-year planning cycle for spending from the Fund was changed to a five-year cycle with additional planning steps. To fulfill the planning requirements of the Children and Youth Fund, the San Francisco Department of Children, Youth, and their Families (DCYF) engages young people, parents, and service providers in a Community Needs Assessment (CNA) every five years. The Children and Families First Initiative stipulates that the CNA shall include “qualitative and quantitative data sets collected through interviews, focus groups, surveys or other outreach mechanisms to determine service gaps in programming for children, youth, and families.”

The CNA process must also include an equity analysis that includes “a set of equity metrics to be used to establish a baseline of existing services and resources in low-income neighborhood and disadvantaged communities, compared to services and resources available in the city as a whole.” Both the plan for the CNA and the final CNA document must be approved by the Children and Youth Fund’s Oversight & Advisory Committee (OAC) before the document is released to the Board of Supervisors for final approval.

The results of the CNA process inform the development of a citywide action plan (the Services Allocation Plan, or SAP) and strategic funding priorities, which are in turn operationalized in a Request for Proposals (RFP).

The cycle of assessing needs, allocating resources, and implementing funding is depicted at right.

This plan describes the roles of DCYF department staff, contractors, and the OAC in the CNA process; outlines key project milestones; details data collection and analyses of existing data sources and new community data collection; previews the organization of the final CNA report; and identifies creative/communications assets to be developed and released alongside the CNA report.

Figure 1. DCYF’s Five-Year Funding Cycle



II. GOALS & VALUES OF THE CNA PROCESS

DCYF brings together City government, schools, and community-based organizations (CBOs) to help our city's children and youth, birth to age 24, and their families lead lives full of opportunity and happiness. We strive to make San Francisco a great place to grow up and this requires resources, collaboration, coordination, and creativity.

The Community Needs Assessment process is not just an obligation for DCYF. It is an opportunity to devote time and energy towards listening to community members; understanding the strengths and challenges facing San Francisco children, youth, and families; and lifting these voices to amplify their impact. DCYF will focus its energy on meeting San Franciscans in their communities, bringing the agency out of its offices and into local communities to experience and deeply understand the needs of children, youth, and families. The CNA will also leverage interdepartmental partnerships between DCYF and other San Francisco departments and agencies in order to better learn from these communities.

DCYF and our contractors assisting with the CNA will strive to apply best practices in research and engagement, as well as principles of equity, throughout this process. The findings of the CNA will be used to inform DCYF's next Services Allocation Plan, and as such the data and input collected during the process is critical to DCYF's commitment to ensuring that children and youth with the highest needs receive maximum benefit from the Children and Youth Fund. In collecting and analyzing data, listening to community members, and shaping the final CNA report, DCYF aims to create a high-quality research document that will inform DCYF's funding priorities.

Adjustments Resulting from the COVID-19 Pandemic

In March 2020, DCYF was several months into CNA activities. DCYF had completed a thorough review of relevant literature and held Family Summits in each of the 11 Supervisorial Districts. DCYF was in the process of preparing for population-specific community engagement meetings when Mayor Breed and San Francisco's Health Officer issued a Shelter-In-Place order for the City due to the COVID-19 pandemic. At that point, DCYF paused all CNA work and redirected staff to focus on crisis response activities. DCYF supported Community Based Organizations to address the immediate needs of San Francisco's highest risk children, youth, and families and adjusted funding and service requirements to allow for greater flexibility to meet these needs.

DCYF received permission to postpone work on the Community Needs Assessment until the beginning of Fiscal Year 2021-22. Doing so has allowed DCYF staff to use FY 2020-21 to focus on supporting the Community Hubs Initiative, Summer 2021, and other crisis response programming needs.

By Summer 2021 we anticipate that San Francisco's communities may have a clearer sense of what are now the most pressing needs for children, youth, and families in the aftermath of the pandemic.

DCYF will resume the CNA work with a new added focus of understanding the current state of San Francisco's children, youth, and families because of COVID-19. We enter the process mindful of inequities that existed pre-pandemic and may have grown over the past year as children and families have been isolated from many of their family, community, and school connections, and have faced trauma associated with illness, loneliness, and economic hardship. As DCYF engages with community, we will collect information on children, youth and families' experiences over the past year, their hopes and needs for the future. This CNA will capture a point in history unlike any other, with an urgent mission to understanding more about how DCYF and the City might be able to improve lives of San Francisco's most vulnerable children, youth, and families.

Guiding CNA Principles

Research

- Incorporate research and findings from other City departments and local organizations.
- Use high-quality data sources and conduct tailored analysis.
- Engage experts to conduct impartial qualitative data collection.

Community Voices

- Conduct targeted and meaningful outreach and engagement throughout the city to listen and gather input from community stakeholders with attention to each district, to our CBO community, and to youth voices.
- Use creative outreach and participatory methods to allow for authentic and empowered community participation.
- Listen to and amplify community voices through digital storytelling, contextualizing data with first person narratives representing community strengths, needs, and unique challenges.

Equity

- Identify populations facing concentrated need for priority outreach and engagement in process.
- Disaggregate data by race/ethnicity wherever possible.
- Analyze current investments with an equity lens.
- Document strengths and needs faced by local communities to inform equitable allocation of DCYF funds.
- Provide a range of opportunities in various formats for community members to provide input on the strengths and needs of local communities and priority populations.
- Ensure that these different opportunities are accessible by non-English speaking community members, working parents, parents with small children, and other community members who may otherwise face barriers to participation.

III. CNA STAFFING & ROLES

The CNA process will be led by DCYF's Data & Evaluation Team, in collaboration with the DCYF Community Engagement and Communications Team as well as an outside consultant. Senior leadership from DCYF and the OAC will offer input and advice throughout the process, approving both the CNA plan and finished report prior to its approval by the Board of Supervisors.

DCYF Staff

Data & Evaluation (D&E) Team

- **Manager Sarah Duffy** will be the CNA Project Manager and will contribute to the final report.
- **Principal Analyst Wally Abrazaldo** will act as lead for the Equity Analysis and for all analyses of quantitative data, assisted by **other analysts from the D&E Team**. Wally will also contribute to the final report.
- **Analysts Celeste Middleton and Ryan Sapinosa** will liaise with the Consultant to support and guide the collection of new qualitative data and community voices. Celeste and Ryan will also manage the literature review and contribute to the final report.
- **San Francisco Fellows** will support D&E and the Communications Team with literature review, data entry, logistics and staffing for community input sessions, and other tasks as needed.

Community Engagement and Communications (Comms) Team

- **Manager Dori Caminong** will oversee community engagement work, including district-level input sessions and all creative assets produced and released in tandem with the CNA process.
- **Other staff from the Community Engagement and Communications Team** will support community engagement processes (logistics, coordination, outreach, and promotion), the production and release of creative and digital assets, the creation of external presentation materials, and the design/layout of the final CNA report.

Senior Leadership

- **Executive Director Maria Su and DCYF senior leadership** will advise the CNA, receive regular briefings on CNA progress and review and provide input on and approval of all deliverables.

Other DCYF Staff

- Members of DCYF's **Funding, Contracts & Compliance, and Fiscal teams** will receive quarterly updates about CNA progress, and support community engagement with grantees and community members as needed for data collection.

Consultant

- **DCYF-funded consultants** will plan and facilitate all new qualitative data collection and analysis for the CNA process, following guidance from the DCYF D&E and Communications teams. These efforts will include district-level community input sessions as well as outreach to, and data collection from, priority populations identified by DCYF and the OAC. This data collection may consist of focus groups, interviews, “pop-up” sessions, and other mechanisms for collecting information from youth, parents, and experts in the community. By engaging with consultants, DCYF will expand its capacity for qualitative data collection and improve the objectivity of respondents’ input. The consultants will produce one or more qualitative data report(s) for DCYF to use in the creation of the final CNA report.

Children, Youth, and Their Families Oversight and Advisory Committee

The OAC and the Service Provider Working Group will provide guidance throughout the CNA process, working with DCYF to identify populations in San Francisco from whom to collect input and then assisting the Department in connecting with community groups and members through their ties to children, youth, families, and local service providers. Appendix B provides a detailed timeline of the dates when DCYF will engage with the OAC.

- The **OAC** will receive briefings throughout the CNA process and review and approve the CNA Plan and final report. The OAC may provide input to DCYF and the consultants into the priority populations and topics to cover in interviews and focus groups, support data collection efforts by identifying possible connections to community members and groups, and review and offer feedback to initial drafts of the CNA Plan and Report.
- The **Service Provider Working Group** (SPWG) will receive briefings and provide guidance during the CNA process. DCYF will consult the SPWG for observations about the needs of children, youth, and families, and may request that the SPWG ask its members to help make connections to community groups serving diverse populations of children, youth, and families.

About the Children, Youth, and Their Families Oversight and Advisory Committee (OAC)

The OAC, created upon DCYF’s reauthorization in 2014, is an eleven-member body that monitors and participates in the administration of the Children and Youth Fund.

The **Service Provider Working Group** advises the OAC on funding priorities, policy development, the planning cycle, evaluation design and plans, and other issues of concern related to DCYF or its Fund. It engages a broad cross-section of service providers, and all members actively provide services to children, youth, and their families.

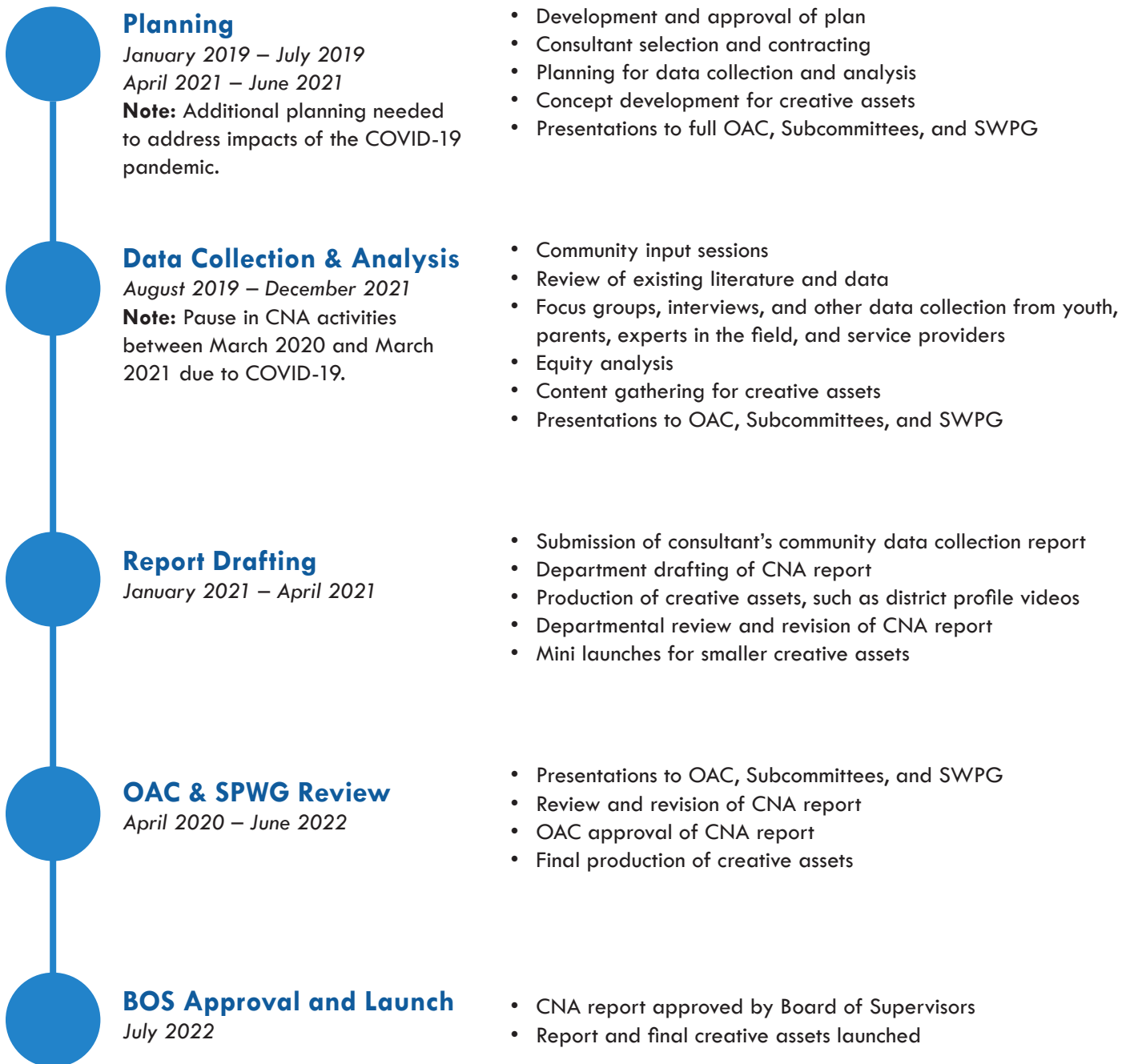
Youth Commission, City Departments, and the Board of Supervisors

- The **San Francisco Youth Commission** will receive periodic briefings and provide guidance during the CNA process. DCYF will consult the Youth Commission about the unmet needs of children, youth, and families, and solicit input about data collection strategies and topics.
- The San Francisco Charter specifies that DCYF must provide a draft of its CNA report to **interested City departments**, including the First Five Commission, the Office of Early Care and Education, the Recreation and Park Commission, the Health Commission, the Human Services Commission, the Youth Commission, the Juvenile Probation Commission, the Adult Probation Department, the Commission on the Status of Women, the Police Commission, the Library Commission, and the Arts Commission. These Departments support the CNA process by sharing reports, data and interviews about the needs of San Francisco’s children, youth, and families, and their feedback into the final report is an important step in ensuring that the data and information in the CNA report is accurate and comprehensive.
- The **Board of Supervisors** will consider and approve the final CNA report prior to its release.

IV. TIMELINE

The following chart outlines major phases in the Community Needs Assessment process. For a detailed visual timeline of all CNA activities, see Appendix B.

Figure 2. Project Phases



V. DATA COLLECTION APPROACH & ANALYSIS

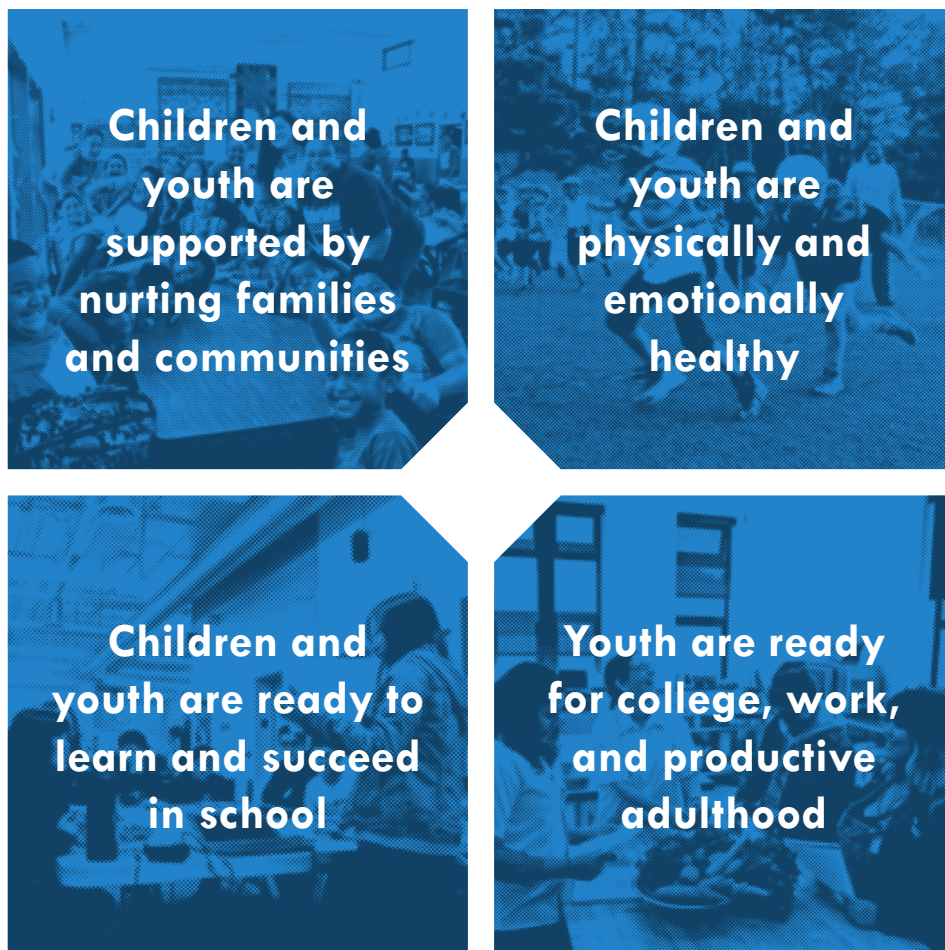
This section describes the general approach and key questions guiding the Community Needs Assessment, followed by a discussion of the range of qualitative and quantitative data – both from existing sources and collected from community members during the CNA process – that will be used to identify and illuminate the current realities and needs faced by San Francisco’s, children, youth, and families.

DCYF’s Four Results Areas

In the fall of 2016, DCYF began using the Results-Based Accountability (RBA) framework¹ with the goal of implementing a clear and measurable tool to help ensure that the Children and Youth Fund investments would support positive results. As part of that process, DCYF staff identified four Results that DCYF believes reflect fundamental conditions that should be present for children, youth and families in San Francisco. DCYF’s four Results were based on the research and community input presented in the 2015 CNA and align with the major goals in the Our Children, Our Families (OCOF) Outcomes Framework.²

Because the Department is committed to remaining focused on progress toward positive outcomes, the upcoming CNA will be organized around DCYF’s four desired Results for children and youth. Community input sessions, content from other qualitative data collection, and quantitative data analysis will all inform these sections of the report.

Figure 3. DCYF’s Four Results Areas



¹For more details on the RBA framework, see the Clear Impact website: <https://clearimpact.com/results-based-accountability/>

²In addition to reauthorizing the Children and Youth Fund, the Children and Families First Initiative charged the Our Children, Our Families Council with creating an outcomes framework to outline the milestones the City, the San Francisco Unified School District, and community want all children, youth, and families in San Francisco to reach.

Guiding Questions

Per the City Charter, the primary goals of the CNA are to describe the population of children, youth, and families in San Francisco and to assess service gaps in existing programming. While the assessment of needs guides the overall data collection and analysis, DCYF will also strive to identify and highlight the programs, services, and community assets that enable children, youth, and families to be resilient and thrive in the face of everyday adversities. Below is a list of the key questions that will guide the overall data collection and analysis.

Figure 4. CNA Guiding Questions



How are children, youth, and families faring in San Francisco?



What are the service needs of children, youth and families in San Francisco?



What groups of children, youth, and families face significant disparities in opportunities or outcomes?



What are existing programs, services, and community assets that enable children, youth, and families in the city to be resilient and thrive in the face of everyday adversities?



What are the services and resources that are available in low-income and disadvantaged communities compared to the services and resources that are available citywide?



How have the wellbeing and service needs of children, youth and families changed as a result of COVID-19?



What programs, services and community assets might enable children, youth and families to recover from the impacts of COVID-19?

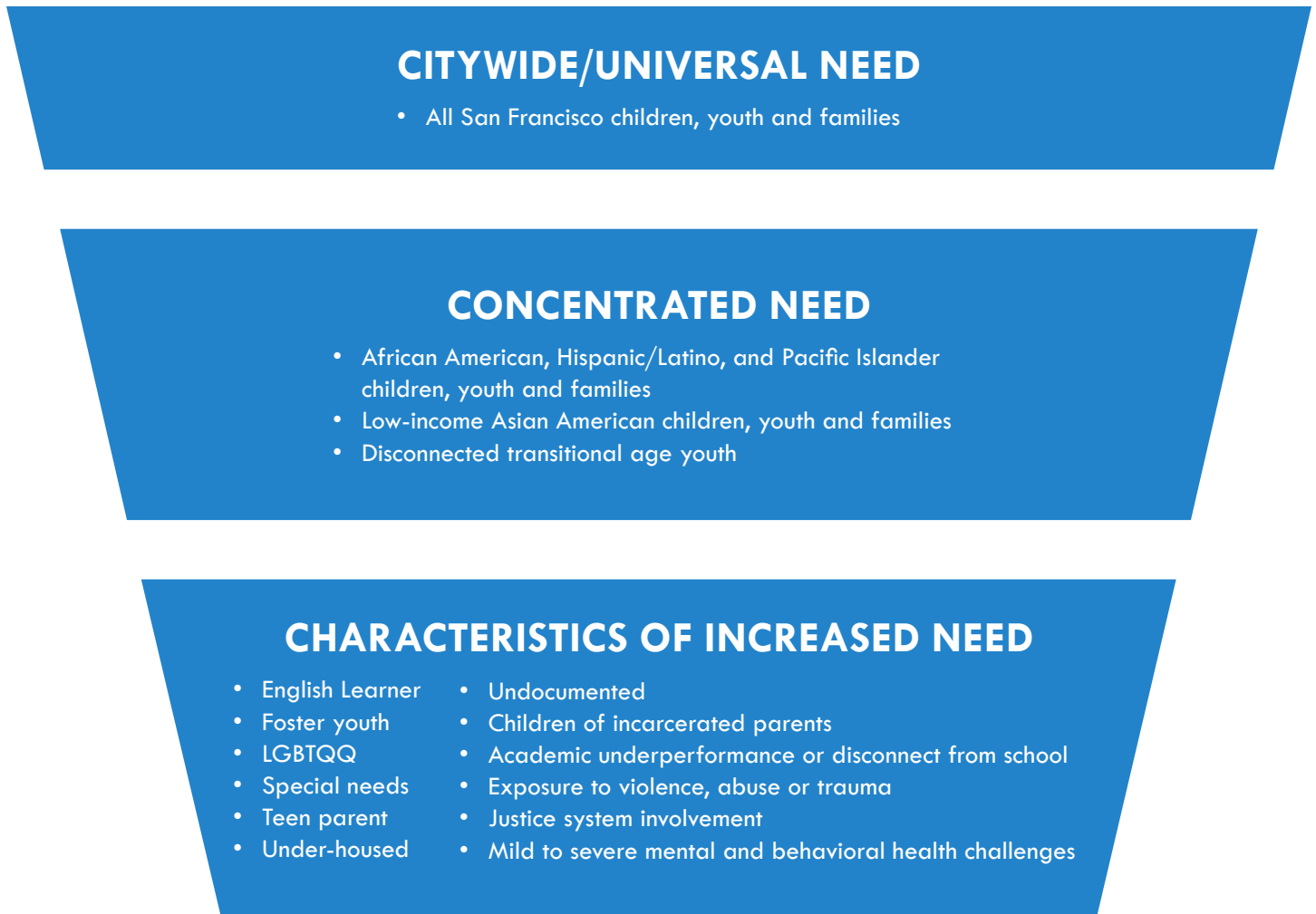
In accordance with the requirements of the Children and Youth Fund described in the City Charter, DCYF will bring an equity lens to the collection and analysis of data. DCYF will disaggregate information where possible to understand inequities and disparities faced by particular groups of children, youth, and families. Additionally, DCYF will focus extra attention to gathering and collecting data and input on and from identified “priority populations,” which are discussed in Appendix C. For a preview of how the final CNA report will be structured, see page 14.

Populations that face significant disparities will be identified through this process, and through the Equity Analysis DCYF will examine the reach of its funded programs and services to understand opportunities for investing the department’s resources more equitably.

Priority Populations

Through the last CNA, DCYF identified populations with concentrated need, which were later referenced as populations that would benefit from targeted services in the Services Allocation Plan and Request for Proposal process. Figure 5 details these populations.

Figure 5. DCYF Priority Populations



During the process to develop this Plan in 2019, DCYF presented the above chart to Department staff, the OAC, OAC Subcommittees and SPWG and asked them to draw upon their experiences living and working in San Francisco and identify specific communities to engage to ensure that the CNA captures the diverse voices in San Francisco's many communities. In Spring 2021 DCYF again asked its staff, the OAC and the SPWG to identify specific communities in San Francisco that have been significantly adversely impacted by COVID-19 so that we are sure to engage with those communities as we gather information for the CNA. Appendix C provides a table listing the additional communities that DCYF will target for engagement during the CNA process.

Existing Data Sources

This section describes existing sources of data that DCYF analysts will gather and analyze to address the guiding questions detailed in the previous section.

Literature Review

By beginning with a thorough literature review, DCYF will summarize key findings from existing data and identify populations and topics requiring additional data collection. Recognizing that many San Francisco departments and nongovernmental organizations document their engagement with and research on local communities, DCYF will gather both public reports and internal documents to leverage existing qualitative and quantitative data relevant to the CNA.

The process for gathering and reviewing these resources will prioritize reports and data on children, youth, and families identified as priorities for targeted outreach and additional research (see Appendix C). The gaps in data identified during the literature review will inform the development of specific targeted outreach and data collection by DCYF's consultant, and of subsequent quantitative data analysis conducted internally by D&E.

Examples of Literature Review Data:



Youth homeless point-in-time counts



Housing/rent statistics



Food security metrics



Early care and education capacity, quality and subsidies



Justice system involvement



Community health and safety metrics



Academic performance and achievement



Access to services and resources such as libraries and parks

U.S. Census and Other Sources of Population Estimates and Projections

Data from the U.S. Census Bureau, the California Department of Finance, and other sources of population estimates and projections will be used to describe the demographics of children, youth, and families in San Francisco, summarize recent demographic trends, and examine economic realities facing the population. The intention of this information is to provide context to the array of qualitative and quantitative data presented in the report.

Examples of Census and Population Data:



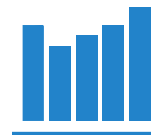
Age, race/ethnicity, gender



Family composition



Geographic distribution of children and youth



Poverty levels by race/ethnicity, neighborhood



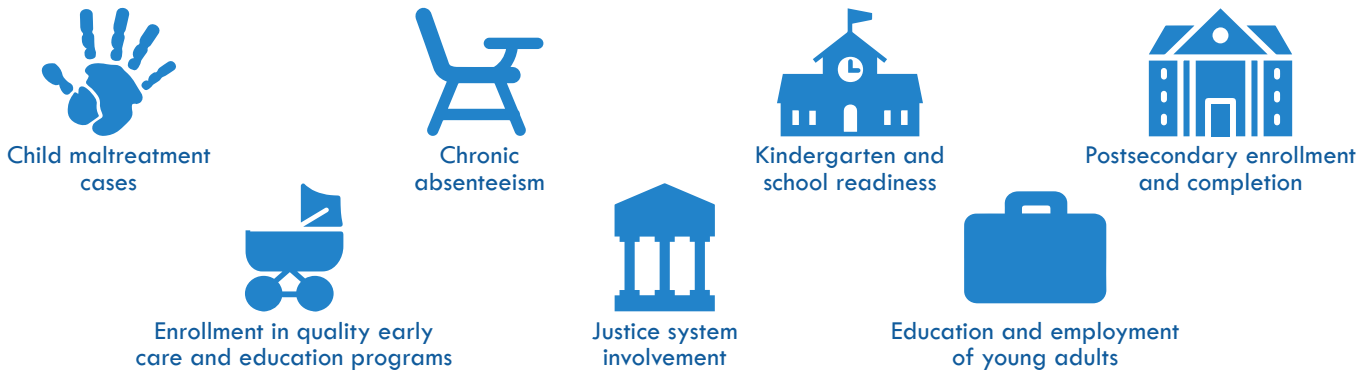
Employment and earnings

Public and Administrative Data Sources

DCYF will analyze public and administrative data from state and local departments to report how San Francisco children, youth, and families are faring across DCYF’s four Results areas (see page 7). Key sources of data include, but are not limited to, the California Department of Education, the San Francisco Unified School District, and other city departments such as the San Francisco Juvenile Probation Department and the San Francisco Human Services Agency. Other relevant sources of data may be identified during the literature review (see page 10). DCYF will give particular attention to the analysis of data related to the groups identified as “priority populations” (see page 9) in order to identify and understand the disparities in opportunities and outcomes that may be faced by these groups.

As part of its analysis of public and administrative data, DCYF will also provide updates on the population-level indicators it has identified as markers of progress for each of its four Results. For more on the development of these indicators, as well as a full list of the indicators, see Appendix A.

Examples of Public and Administrative Data:



Local Survey Data

To supplement the analysis of administrative data, DCYF will analyze the results of recent surveys of children, youth, and families in San Francisco. The following is a brief list of surveys that have accessible data, either in raw or summary form, for DCYF to analyze during the CNA process:

- **San Francisco Child and Family City Survey.** Survey of parents and guardians of children ages 18 and under that gathers information about the availability and usage of City services for children and families. Administered by the Controller’s Office on a biennial basis.
- **Youth Risk Behavior Survey.** Survey of SFUSD middle and high school students that provides information on the prevalence of behaviors practiced by young people that put their health at risk. Administered on a biennial basis to SFUSD middle and high school students. Also used by schools across the nation.
- **California Healthy Kids Survey.** Survey of SFUSD elementary, middle, and high school students that provides information about youth health risks and behaviors, school connectedness, school climate, protective factors, and school violence. Administered on a biennial basis to SFUSD students at grades five, seven, nine, and eleven. Also used by schools across the state.
- **SFUSD Culture/Climate Survey.** Annual survey of parents and staff at SFUSD schools on a range of school climate indicators that have been found to predict positive student academic achievement, including climate of support for academic learning, sense of belonging, knowledge and fairness of discipline, rules and norms, and sense of safety.
- **SFUSD Social-Emotional Learning Survey.** Annual survey of SFUSD elementary, middle, and high school students used to assess students’ social-emotional learning competencies in the areas of self-management, social awareness, growth mindset, and self-efficacy.

DCYF plans to analyze available survey data early in the CNA process to assess any gaps in information that might be addressed through additional surveys and will work with consultant to create and administered new survey(s) as needed. New surveys may also test assumptions about how children, youth, and families fare in San Francisco, gathering context about populations whose needs may not have been anticipated when developing the list of priority populations identified in Appendix C.

Examples of Survey Data:



New Data and Community Voices

This section describes the mechanisms by which DCYF will collect new data and incorporate input from a diverse range of voices into its CNA process. As with the collection of existing data, these efforts will be shaped by the CNA guiding questions (page 8), focusing on both needs and assets in local communities.

Citywide and District-Level Community Input Sessions

As part of fulfilling the requirement to “undertake a robust community process in every supervisorial district” during the CNA process, DCYF will hold community input sessions in each of San Francisco’s 11 districts with the support of a consultant. DCYF will hold sessions that foster opportunities for community members to provide input about their needs through guided data collection activities for both youth and adults. These events will be designed with accessibility considerations in mind, including multilingual DCYF staff and interpreters according to district demographics, accommodations for participants with disabilities, free child care, and food for attendees. Outreach will be conducted by the DCYF Community Engagement & Communications team.

Targeted Outreach to, and Data Collection from, Priority Populations

To make sure that the CNA incorporates voices “from a diverse cross-section of parents, youth, non-profit organizations, and other key stakeholders” as required by the San Francisco Charter, DCYF and its consultant will conduct targeted outreach to and data collection from higher-needs youth, families, and communities. These priority populations are described on page 9 and detailed in Appendix C. DCYF and its consultant will tailor outreach and data collection formats to suit the needs and characteristics of identified priority populations, and will leverage the power of community partners, schools, faith-based organizations, and existing events to capture the input of hard-to-reach populations. This process will also include incentives, such as gift cards and food, to boost participation. Outreach and data collection will be conducted in multiple languages as applicable.

Given the COVID-19 pandemic, data collection efforts will take place in both virtual and in-person settings, with attention to the comfort levels of community, and allowing participants to select if they prefer to meet online or in person in environments that are safe and convenient. DCYF will review results of previously conducted community input performed since the start of the pandemic to be sure not to duplicate efforts that have already been completed by local agencies and/or non-profit organizations and not to place undue burden on communities who have recently participated in information gathering efforts of local organizations.

Examples of possible data collection formats that will be used to collect information from the priority populations include focus groups, pop-up events, youth convenings, and interviews.

- **Focus Groups**, organized around participant characteristics, pose a series of thematic questions to a small group of participants. This format provides a more intimate opportunity to gather stories and experiences, with participants building on each other’s contributions. Focus groups may take place via Zoom or other virtual platforms.
- **Pop-Up Events** allow for brief one-on-one conversations with youth and parents, lowering the barriers to participation. They build on existing events (such as a back-to-school night) as opportunities to reach community members and engage them in less-intensive evaluation activities. Pop events that occur in person will incorporate recommended health and safety precautions.
- **Youth-Led Convenings** gather information in a format that encourages more authentic youth engagement than is possible with adult facilitators. After training from consultants, youth facilitators would engage other youth in conversations or activities that center on relevant topics or themes. Youth-led activities may take place via Zoom or other virtual platforms, and if they occur in person will take place among cohorts of youth who are already attending programming together.
- **Interviews** with experts in relevant fields – e.g. researchers or experienced service providers – yield insights about vulnerable or particularly hard-to-reach populations. Interviews may take place via Zoom or other virtual platforms.
- **Surveys** can be easily transmitted to large groups and posted on the DCYF website to allow for broader participation. They may be effective in reaching community members who cannot or do not wish to participate in community meetings or other CNA events. Surveys may vary in length from comprehensive surveys that ask detailed questions about a range of needs to micro-surveys intended to be taken in three to five minutes and ask targeted questions. Surveys may be administered via text message, social media, email and paper. Surveys notably provide a safe way to offer feedback given health concerns associated with COVID-19.

Example Channels for Outreach:

- Elected officials
- OAC and SPWG
- DCYF grantees
- City/County departments and agencies
- SFUSD and SF Board of Education
- SF Board of Education Parent Advisory Council and Committees
- City College of San Francisco and its trustees
- Child Care Planning and Advisory Council
- Digital communities (e.g. Facebook groups, NextDoor)
- Community events such as Sunday Streets
- DCYF Social Media

Equity Analysis

The legislation authorizing the Children and Youth Fund requires that DCYF conduct an equity analysis as part of the process to develop the CNA. Per the legislation, the purpose of this analysis is to establish a set of equity metrics to compare the services and resources available in low-income neighborhoods and disadvantaged communities with those available in the City as a whole. DCYF will use this information to help ensure that children, youth, and families demonstrating the greatest needs derive maximum benefit from the Fund.

Building on the department's work to establish priority populations during its strategic planning process for 2018-23, DCYF will analyze the information presented in the CNA through an equity lens in order to identify low-income neighborhoods and disadvantaged communities. Where available data permits, DCYF will disaggregate information to examine disparities in opportunities and outcomes among different populations of children, youth, and families in the city. Based on this analysis, DCYF will review and update its list of priority populations.

Once low-income neighborhoods and disadvantaged communities have been identified, DCYF will examine how well the department is reaching these populations through its existing investments and partnerships. Using data from the DCYF Contract Management System and other administrative sources, DCYF will analyze existing levels of investment in priority populations and identify potential areas for increased investments. As part of this work, DCYF will examine quantitative metrics, such as DCYF grant totals by neighborhood and estimates of the percentage of identified priority populations reached through DCYF-funded services. DCYF also hopes to incorporate findings from the Our Children, Our Families Council's Citywide Spending Analysis.

VI. FINAL REPORT & COMMUNICATIONS PLAN

Structure of Report

The final CNA report will summarize the CNA process, provide an overview of the population of children, youth, and families in San Francisco, present findings from the data collection and analysis around DCYF's four Results (see page 7), and describe the results of the equity analysis. Figure 6 provides a preview of this structure, though the content and organization may be adjusted based on findings from data collection and analysis. Impacts of COVID-19 will be addressed by topic.

More detailed or technical documentation, such as specifics of data collection processes and DCYF's literature review, will be included separately in appendices or as separate documents. These resources will document DCYF's work for community members, other City departments, and any other stakeholders interested in a greater level of detail.

Figure 6. Report Preview

Executive Summary	High-level overview and findings
Introduction	DCYF, its funding cycle, stakeholders, and CNA process and methodology
Overview: San Francisco Children, Youth & Families	General demographic statistics and trends
Overview: Opportunity in San Francisco	Economic topics such as poverty, wages, financial security, unemployment, housing, and homelessness
Nurturing Families and Communities	Topics such as crime and safety, interactions with law enforcement, transit, basic needs, access to open spaces
Physical and Emotional Health	Topics such as physical activity, nutrition, diseases, mental and behavioral health challenges and services, substance abuse, justice-involved youth, foster youth, and homeless children/homeless TAY
Readiness to Learn and Succeed in School	Topics such as access, quality, and affordability of early childhood care and education; students with special needs; academic proficiency and opportunity; and attendance/absences
Readiness for College, Work, and Productive Adulthood	Topics such as college access, enrollment, and completion; disconnected youth; career and technical education; earnings and unemployment
Equity Analysis	Comparison of the services and resources available in low-income neighborhoods and disadvantaged communities with those available in the City as a whole
Next Steps	Preview of SAP and RFP
Appendices	Technical documentation and data collection instruments

Communications Plan

As described on page 4, DCYF's Community Engagement and Communications team will be collaboratively involved in planning and outreach for community events, and support the design and layout of the final CNA report and accompanying presentation. This team will also oversee the production of creative and digital media assets for release both during the CNA process and upon the approval of the final report.

From introducing community members to the CNA community engagement process to illustrating stories and findings from the CNA, these deliverables will provide first-person narratives about community needs and the services prioritized by San Francisco families. The target audience for the digital assets are our community stakeholders which include the general public, the program participants of DCYF grantees, schools, and community-based organizations along with our city government and school district partners. The videos will be posted on DCYF's website and digital channels and shared broadly with our partners to amplify messaging.

In an effort to create equitable access to the robust work, DCYF will be exploring new and innovative ways to share information and amplify messaging through first-person narrative and digital-storytelling forms. These tools will direct viewers to the full report and broaden the ease and accessibility of the information. We will include photography of the San Francisco community who we serve and the Community Needs Assessment process documenting the diverse, inclusive, equitable and transparent approach to gathering our data and storytelling.

CNA Webpage

A dedicated landing page on the DCYF website, shared via social media and outreach to community partners, will include information about the current CNA process and opportunities for San Franciscans to voice their input. The page will include a schedule of district-level community input sessions. Surveys and their translations will be posted on this page as well. This page will also include copies of the Literature Review, the CNA Plan, the full CNA Report and Executive Summary, all supplemental reports issued by Bright Research, and digital videos and storytelling assets including an orientation video.

Orientation Video

This video will open each District Community Input Session and smaller events such as focus groups. It will help participants understand DCYF, its five-year funding cycle, the purpose of the CNA, and the importance of their participation in informing DCYF's work. This will establish a stronger sense of purpose, strategy and understanding of their participation and partnership in determining the direction of our investments.

San Francisco District Profile Videos

Eleven videos will elevate stories from each district, carefully curating images and narratives to highlight priority populations and diverse voices. These brief, 1-3 minute videos will be released in the months leading up to the final CNA report.

CNA Executive Summary Video

This video will use interviews, photographs, footage from CNA events, and other visual elements to highlight the results of the CNA process and point audiences to the full report.

Photography

Photographs taken during the CNA process and other community engagement efforts will be integrated into the final CNA report and DCYF's photography archive.

VII. PLAN APPROVAL & NEXT STEPS

DCYF gathered input on draft versions of this Plan from its staff and consultants prior to its presentation to the Children, Youth, and Their Families Oversight and Advisory Committee, its Subcommittees, and the Service Provider Working Group. The approval of this plan by the OAC and its submission to the Board of Supervisors will allow DCYF to begin implementing data collection and analysis, from research and data gathering to planning and logistics for community engagement, as detailed in this Plan and in the Timeline in Appendix B.

Note: The original 2019-21 CNA Plan was approved in the June 2019 OAC meeting. Due to delays and changes in data collection circumstances resulting from COVID-19, DCYF will present updates to the Plan and request approval of the revised CNA Plan from the OAC at the May 2021 OAC meeting.

DCYF will use the CNA to guide the development of the Services Allocation Plan (SAP). The SAP provides a detailed plan for how the Children and Youth Fund will be allocated to address the most pressing needs identified in the CNA. DCYF will work closely with other City departments, SFUSD, CBOs, and community members to identify priorities for the SAP.

The CNA is focused on the needs of children, youth, families and TAY. The SAP, however, addresses the infrastructure supports needed to ensure a strong network of nonprofits to deliver services. DCYF uses the knowledge it develops assessing program quality and agency health to inform its investment in Technical Assistance and Capacity Building (TACB). Through its TACB, DCYF provides grantees with the latest in youth development research and practices. Additionally, DCYF's ongoing evaluation work for each of its service areas will result in opportunities for grantees to engage in discussion of evaluation findings, best practices, and resources for continued growth.

The final CNA report is planned for release in 2022, after its approval by the Board of Supervisors. By publishing a high-quality research document that synthesizes quantitative and qualitative data about the needs of San Francisco children, youth, and families, DCYF will be sharing a valuable resource with other City departments and CBOs. The data and stories documented in the CNA will provide a range of data and analysis that can be used by these organizations to bolster grant applications and ground strategic planning.

VIII. APPENDICES

Appendix A: Population-Level Indicators


















As steward of the Children and Youth Fund, DCYF seeks the most effective and equitable methods of determining the services that will best improve outcomes for children, youth, disconnected transitional age youth (TAY) and families, as well as how to best measure the impact of our investments.

In the fall of 2016, DCYF began using the Results-Based Accountability (RBA) framework with the goal of implementing a clear and measurable tool to help ensure that the Children and Youth Fund investments would support positive results. The implementation of the RBA framework followed the completion of our CNA. Based on the wealth of data and community input gathered through the CNA, DCYF identified four Results that reflected the aspirations shared by children, youth, TAY and families in the CNA.

With these vital Results in mind, DCYF applied the RBA framework to select [17 key population-level indicators](#) that we believe are strong markers of progress.³ Together, these population-level indicators offer a high-level view of how the city is faring in each result area over time. DCYF measures these indicators annually in order to hold ourselves and our City partners accountable for making positive progress.

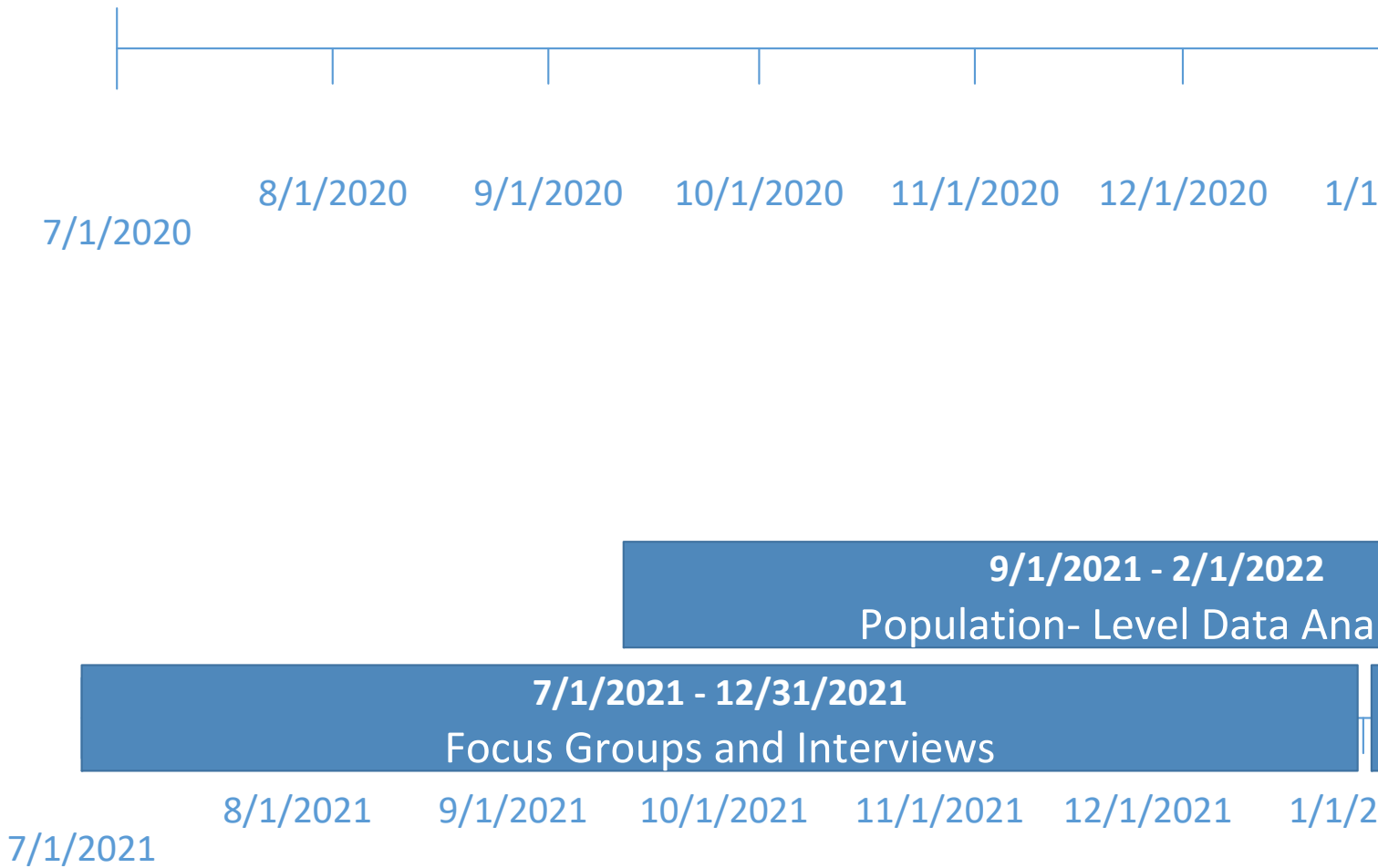
³In addition, DCYF developed a scorecard to accompany each indicator that identifies the data trend line and racial/ethnic disparities, offers a brief history of relevant policy and practice shifts at the state and city level, and provides evidence-based resources aimed at improving outcomes associated with each indicator. These scorecards can be found on the DCYF website at dcyf.org/results-and-indicators

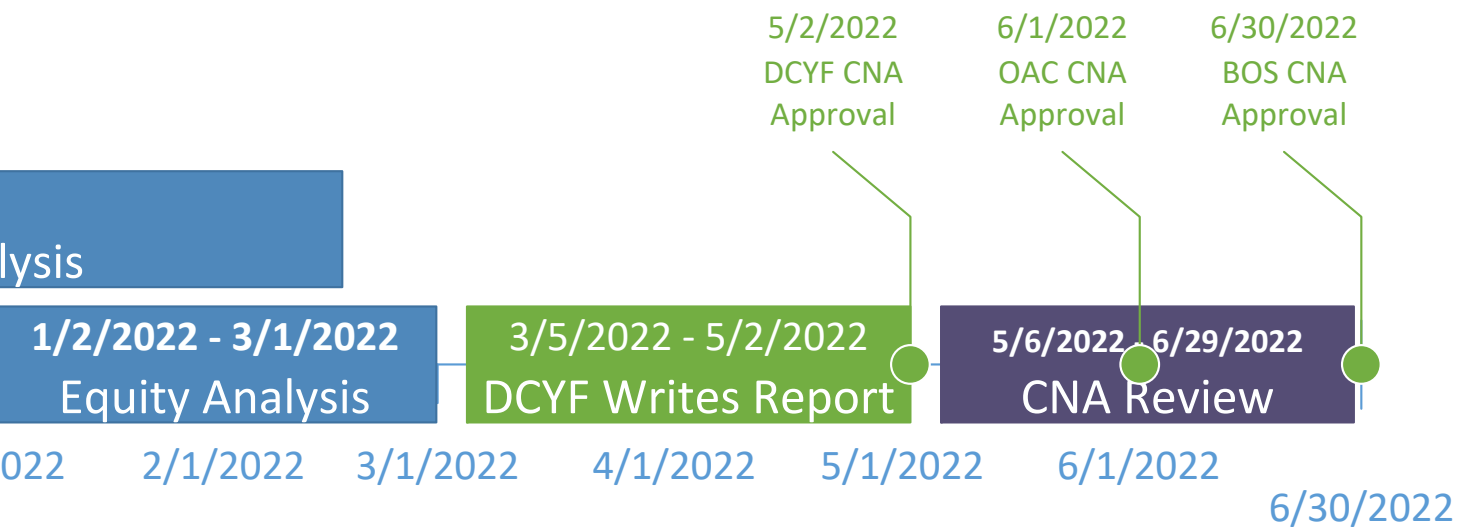
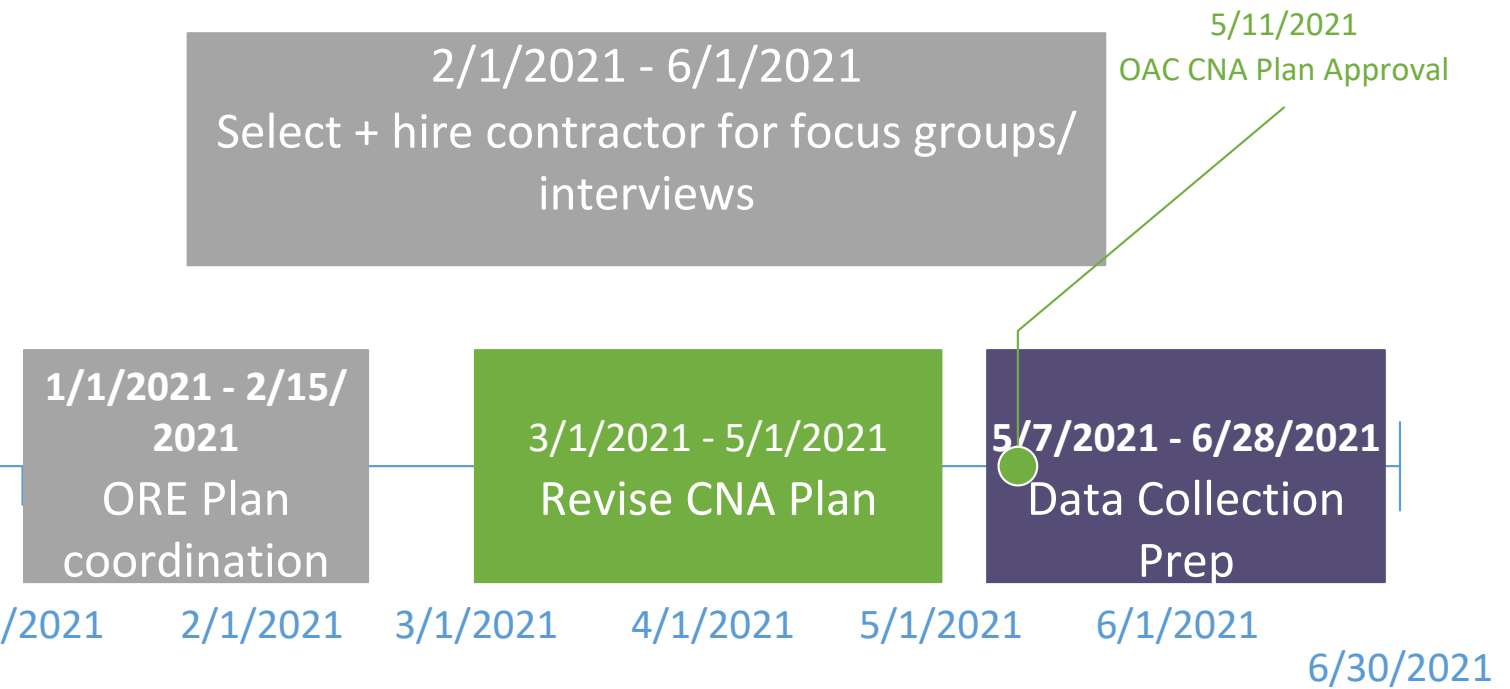
DCYF Results and Indicators July 2018

Result	Indicator	Latest Data	Recent Trend
Children and youth are supported by nurturing families and communities	Number of Substantiated Child Maltreatment Cases per 1,000 Children	5.5 2016	 from 10 in 2005
	Percent of Families Who Report They Feel Engaged and Connected in Their Communities	Data Development Agenda	 Historical Data Not Available
	Percent of Youth Who Report They Feel Engaged and Connected in Their Communities	Data Development Agenda	 Historical Data Not Available
Children and youth are physically and emotionally healthy	Percent of Public School Students Who Are at a Healthy Weight	65% of 5 th Graders 2016-17	 from 53% of 5 th Graders in 2010-11
	Percent of Public School Students Who Are Physically Fit	74% of 5 th Graders 2016-17	 from 64% of 5 th Graders in 2010-11
	Percent of SFUSD Students with Caring Adult Relationships in the School Environment	36% of 7 th Graders surveyed in 2015	 from 31% of 7 th Graders surveyed in 2008
	Percent of all San Francisco Youth Ages 10-18 Involved in the Juvenile Justice System	1.4% 2016	 from 3% in 2010
	Percent of Families Who Report They Feel Engaged and Connected in Their Communities	Data Development Agenda	 Historical Data Not Available
Children and youth are ready to learn and succeed in school	Percent of Kindergarteners Who Are Ready for School	62% 2015	 Historical Data Not Available
	Percent of Public School 3 rd Graders Above or Near State Standards in Reading	67% 2017	 from 67% in 2015
	Percent of SFUSD Elementary School Students Who Are Chronically Absent	14% 2016-17	 from 10% in 2014-15
	Percent of SFUSD 8 th Graders Who Finish Middle School Ready for High School	62% 2015-16	 from 63% in 2014-15
	Percent of SFUSD Students With Positive Results in the Social Emotional Skills Areas Assessed by SFUSD	63% of middle and high schoolers with positive results for Social Awareness in 2017	 from 61% in 2016
Youth are ready for college, work & productive adulthood	Percent of SFUSD Students Who Have Been Suspended	1.6% 2016-17	 from 3% in 2011-12
	Percent of SFUSD Students Who Graduate High School within Four Years	87% 2015-16	 from 82% in 2010-11
	Percent of SFUSD High School Graduates Who Enroll in a Postsecondary Institution and Complete within Six Years	52% SFUSD Class of 2011	 from 47% for the SFUSD Class of 2007
	Percent of San Francisco 18-24 Year Olds Who Are either Enrolled in School or Working	93% 2016	 from 88% in 2010

Appendix B: Timeline

**DCYF Revised Community Needs Assessment
Timeline
May 2021**





Appendix C: Priority Populations for Targeted Outreach

The following table documents ongoing input provided by DCYF staff and by the OAC Community Engagement and Communications and Data and Evaluation Subcommittees. DCYF led two input sessions during which DCYF staff and OAC sub-committee members were asked to consider the Categories of Need that DCYF identified in the last Service Allocation Plan. They then offered input into the populations DCYF will reach out to during the CNA qualitative data collection process, as well as suggestions for themes and topics. In May and June 2019, DCYF will continue to gather input from the full OAC, the OAC Service Provider Working Group, and the Youth Commission. This additional input will be added to the final version of Appendix C in the CNA Plan. DCYF will focus extra attention on gathering and collecting data and input from the priority populations identified through this input process.

Population Groups	Subgroups	Themes and Topics June 2019
Concentrated Need		
Low-income neighborhoods	Middle income families; public housing residents; Single Room Occupancy residents; families with unemployed parents; families with underemployed parents	Changing neighborhoods; gentrification; outmigration; risk of displacement; COVID 19 impact on employment and family incomes
African American children, youth, and families	Girls; isolated communities	
Hispanic/Latinx children, youth, and families	Girls; immigrant youth and families; indigenous populations; second generation Hispanic/Latinx youth and families; undocumented youth and families	
Pacific Islander children, youth, and families	Disaggregated; girls; Samoan youth; Tongan youth	High suicide ideation for Pacific Islander middle school students
Low-income Asian American children, youth, and families	Disaggregated; families who speak Chinese dialects not typically translated; Filipinx youth; girls; Southeast Asians; Single Room Occupancy residents	
Disconnected transitional age youth	City college and SF State students; homeless TAY; incarcerated or formerly incarcerated TAY; TAY who are not working or in school; TAY with developmental disabilities; underemployed TAY	Housing and basic needs
Characteristics of Increased Need		
English Language Learner (ELL)	ELL/LEP parents and youth who support them; Indigenous, Middle Eastern, Southeast Asian, and Yucatan populations; types of ELL by classroom (dual-language, English as a second language, immersion programs); Newcomers	
Foster youth	Foster youth with fewer resources or less access; foster youth without placements; teen parents; youth under kinship care; youth who have aged out	
LGBTQQ	Homeless youth; queer families; transgender and gender-nonconforming youth	Unique needs of transgender and gender-nonconforming youth
Special needs	Children aged 0-5; disabled parents with children; youth with special needs ranging from moderate to severe; students with IEPs/504 plans	Disproportionate classification of youth of color; linkages between special needs and education outcomes; type of disability; type of placement
Teen parent	Foster youth; TAY parents in justice system	Specific needs based on age and gender of teen parents
Under-housed	Homeless youth; homeless LGBTQQ youth and/or youth of color; youth in transitional housing	
Undocumented	Unaccompanied minors and those whose languages are not represented in translated materials; youth with undocumented parents	
Children of incarcerated parents	Single parent households	
Academic underperformance or disconnect from school	City College students; continuation schools students; private school students; IEP and low literacy students	Attendance and discipline; youth graduating under Plan 3 needing more support to transition to college or work
Exposure to violence, abuse, or trauma	Youth who are exposed to family instability and/or family violence	
Justice system involvement		Youth who need counseling but do not access it through Family Resource Centers
Mild to severe mental and behavioral health challenges	Filipinx middle school students; youth experienced heightened isolation and anxiety in/after COVID-19 pandemic	Lack of sufficient mental health services; mental health and substance abuse access after age 18; prevention

Population Groups	Subgroups	Themes and Topics June 2019
Additional Suggested Populations		
Arab and/or Middle Eastern children, youth, and families		
Children and youth without health care benefits	Access, knowledge, and resources; early interventions especially middle school to high school	
CPS-involved families	Youth with court-appointed guardians	
First-generation college students		
Immigrant, newcomer, and refugee youth and families	Yemeni and other Middle Eastern and/or Arab populations; unaccompanied minors and those whose languages are not represented in translated materials	Lack of language-accessible services; youth and families fleeing trauma
Middle school youth	Parents of middle school youth; youth at risk of developing higher needs; youth transitioning from 8th to 9th grade	SEL development
Minority youth who are socially isolated		
Native American children, youth, and families		
Single-parent households		
Youth attending schools far from their neighborhoods		
Youth in private, parochial, and charter schools		
Youth who have part-time connections to San Francisco	Students who attend SFUSD but reside outside of San Francisco	
Youth who provide financial support to their family		
Families displaced/separated during COVID-19 pandemic		
Parents recently unemployed due to COVID-19		
Families without internet/tech access		

