



# 2027 COMMUNITY NEEDS ASSESSMENT PLAN



# LAND ACKNOWLEDGEMENT

The San Francisco Department of Children, Youth and Their Families (DCYF) acknowledges that it carries out its work on the unceded ancestral homeland of the Ramaytush Ohlone, the original inhabitants and stewards of the San Francisco Peninsula. As the government agency that stewards the Children and Youth Fund, we accept the responsibility that comes with resources derived from property taxes upon unceded and colonized land. We recognize the history and legacy of the Ramaytush Ohlone as integral to how we strive to make San Francisco a great place for life to thrive and children to grow up.



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# ABOUT DCYF & THE COMMUNITY NEEDS ASSESSMENT (CNA)



# ABOUT DCYF & THE COMMUNITY NEEDS ASSESSMENT (CNA)

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The Department of Children, Youth and Their Families (DCYF) has administered San Francisco's powerful investments in children, youth, transitional age youth and young adults (TAY/A) and their families through the Children & Youth Fund since 1991. Our work brings together City agencies, schools, and community-based organizations (CBOs) to help the City's youth and families lead lives full of opportunity and happiness. DCYF and our partners have a proud history of funding high quality, culturally relevant and empowering services with a deep commitment to advancing equity and healing trauma. As part of the City's evolving commitment to coordinated, outcomes-based planning for programs serving children, youth, TAY/A and families, DCYF partners with the Our Children, Our Families Initiative (OCOFI), San Francisco Unified School District (SFUSD), and other City departments to support citywide alignment and shared accountability.

## OUR VISION

DCYF envisions a strong San Francisco where all young people are supported by nurturing families and communities, physically and emotionally healthy, ready to learn and succeed in school and ready for college, work, and productive adulthood.

## OUR FOUNDATION

Our work is supported by four Strategic Pillars that reflect our core beliefs about how we must operate to achieve the outcomes we seek for children, youth, TAY/A and their families.

- Strategic Funding: we seek to address inequities in access and opportunity, to promote practice- and research-informed programs and to seed innovation.
- Quality Services: we support high quality programs and strong community-based organizations to promote positive outcomes.
- Engagement With San Francisco's Communities: we use young people and their families' voices to set funding priorities, and we are present in neighborhoods across San Francisco.
- Collaborative Partnerships: we work with city stakeholders to set funding priorities, practices, and policies.

## DCYF'S STRATEGIC PLANNING MANDATE

Under [San Francisco's Administrative Code Section. 16.108](#), DCYF is responsible for administering the Children & Youth Fund and ensuring that investments:

- Prioritize children and youth with the highest needs, with equity as a guiding principle
- Are based on best practices and innovative models
- Are distributed equitably across age groups and neighborhoods
- Support a culturally competent, community-based network of services

To fulfill this mandate, DCYF implements a three-phase, equity-centered planning cycle:

- Community Needs Assessment (CNA): a community engagement and research effort that centers the voices of children, youth, TAY/A and their families to develop a baseline understanding of community needs, challenges and experiences. The CNA includes qualitative and quantitative data and an equity analysis, and it provides the foundation for DCYF's subsequent Services Allocation Plan (SAP) and five-year Request for Proposals (RFP).

- [Services Allocation Plan \(SAP\)](#): DCYF’s strategic plan for addressing the needs and disparities highlighted in the CNA. The SAP describes the service areas and partnerships DCYF intends to support and allocates resources to them.
- [Request for Proposals \(RFP\)](#): the competitive funding process used to select the CBOs that will implement the services outlined in the SAP. The RFP process is designed to ensure that organizations capable of providing high-quality, culturally responsive services are prioritized.

In 2024 San Francisco voters passed [Proposition J: Funding Programs Serving Children, Youth and Families](#). Proposition J established the Our Children Our Families Initiative (OCOFI) as well as new citywide planning and accountability requirements for City departments that implement programs for children, youth, TAY/A and families and the San Francisco Unified School District (SFUSD). These requirements include:

- [Citywide Community Needs Assessment \(CCNA\)](#): a citywide assessment of the needs, challenges, strengths, and service gaps affecting San Francisco’s children, youth, TAY/A and families. The CCNA expands on the CNA by incorporating data and insights from City departments and SFUSD and serves as the foundation for citywide planning and accountability, including the OCOFI Outcomes Framework and the Children and Families Plan.
- [OCOFI Outcomes Framework](#): establishes objective, measurable outcomes for services for children, youth, TAY/A and families that can be used to evaluate whether City department and SFUSD expenditures are aligned with documented community needs and City priorities. The Framework supports coordinated planning and informs budget review and accountability processes.
- [OCOFI Children & Families Plan](#): the City’s strategic plan to align and coordinate services for children, youth, and families across City departments, SFUSD and community partners. It is responsive to the CCNA and grounded in the Outcomes Framework, identifying shared goals and strategies to improve outcomes. The Plan also includes an equity analysis and prioritizes the children and families with the greatest needs.

## **ABOUT THE COMMUNITY NEEDS ASSESSMENT (CNA)**

DCYF’s Community Needs Assessment (CNA) is a community engagement and research effort that centers the voices of children, youth, TAY/A and families to understand their needs, strengths, challenges and lived experiences. The CNA is a required component of DCYF’s five-year planning cycle and provides the foundational analysis that informs DCYF’s Services Allocation Plan (SAP) and subsequent funding decisions.

Historically, DCYF’s CNA described the needs of children, youth, and families citywide, including needs beyond DCYF’s direct scope to address. With the passage of Proposition J the CCNA will now provide that citywide understanding of how children, youth, TAY/A and families are faring across systems, drawing on shared data, research, and community input. The CNA will build on this foundation, focusing specifically on the populations, services, and experiences most directly connected to DCYF’s role.

DCYF strives to operate as part of a coordinated and effective City ecosystem for children, youth, TAY/A and families. Within this ecosystem, the CCNA establishes a shared foundation of data and insight that departments can draw from. The CNA contributes DCYF’s focused analysis of the services we fund and the communities we serve, generating insights to inform funding strategies, coordination efforts, service design and system improvements. Together, these efforts contribute to the development of the City’s Children and Families Plan, which reflects a more aligned and responsive system of support across City departments.

The goal for the 2026 CNA is to produce a highly relevant and actionable assessment that positions DCYF to fund services that effectively meet the needs of the City's children, youth, TAY/A and families. By aligning with and leveraging the work of OCOFI and the CCNA we strengthen our ability to make informed funding decisions while contributing to a more coordinated and responsive ecosystem.

## WHAT IS DIFFERENT ABOUT THE 2027 CNA

With the introduction of the CCNA as a citywide effort, the CNA will focus on generating actionable insights within DCYF's scope, while drawing from a broader, shared foundation of data and research. This shift will allow DCYF to focus much more deeply on the populations and services the department directly funds and supports. Instead of implementing broad citywide engagement efforts, DCYF will concentrate CNA data collection on children, youth, teens, TAY/A and families who use or could benefit from DCYF services. Engagement efforts will prioritize meeting people where they are, enlisting young people to engage other young people, conducting sessions in the language of participants and other approaches designed to gather authentic and detailed information.

The 2027 CNA shifts **from broad citywide engagement to targeted, experience-informed data collection** focused on DCYF services.

The 2027 CNA will also incorporate an experience-informed approach to data collection. DCYF will gather more nuanced information about how participants access and experience DCYF-funded services, what drives engagement and sustained participation and how service models can be refined to better align with community preferences and lived experience. For example, the CNA may explore where families prefer services to be located, what program hours best align with work schedules, what types of supports young people find most relevant and what factors influence whether participants continue or disengage from programs.

This sharpened focus will enable DCYF to produce a CNA that not only captures the needs of children, youth, TAY/A, and families across the City, but also generates detailed, actionable insights to inform funding strategies and service approaches for the next DCYF funding cycle. Together, these shifts position the 2027 CNA to move beyond identifying broad needs and toward generating experience-informed insights that directly shape DCYF's funding strategies, service design and system-level improvements.

# DCYF'S PLAN FOR THE 2027 CNA



# DCYF'S PLAN FOR THE 2027 CNA

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## GUIDING PRINCIPLES

The CNA is not just a core mandate for DCYF, it's a critical opportunity to listen to children, youth, TAY/A and families, and to center their experiences within City planning and decision-making. Because the CNA is foundational to DCYF's processes, it must generate in-depth analyses of the needs, challenges, strengths, assets and supports across San Francisco's communities, drawing on both CCNA data and targeted CNA engagement, and present findings in ways that directly inform strategic planning, resource allocation and accountability processes. In 2027, the CNA will be implemented in coordination with the CCNA, supporting broader citywide planning, alignment and shared accountability across systems serving children, youth, TAY/A, and families.

DCYF will apply the following principles to guide CNA planning and implementation, including coordination with the CCNA:

Collaboration: DCYF seeks to ensure that the CNA reflect a shared understanding of the needs and challenges facing children, youth, TAY/A, and families by:

- Leveraging data and findings from the CCNA including inputs from City departments and SFUSD, and contributing CNA insights back to support alignment and shared planning
- Producing reports and materials that are directly useful for DCYF planning and broader citywide coordination
- Strengthening data-sharing practices and tools to support CNA implementation and alignment with the CCNA and future cross-departmental work

Research Quality: DCYF seeks to ensure that the CNA generate detailed, credible and nuanced findings by:

- Incorporating research from other City departments, SFUSD and local organizations
- Using high-quality data sources and conducting tailored analysis
- Engaging experts to conduct impartial qualitative data collection

Equity: DCYF seeks to ensure the CNA highlights disparities and needs experienced by high-need and intersectional groups by:

- Prioritizing engagement with high-need and intersectional populations
- Disaggregating data by race/ethnicity wherever possible
- Applying an equity lens to current investments and service landscapes
- Documenting strengths and needs to inform equitable funding allocations
- Designing engagement opportunities that are accessible to those facing language, schedule or logistical barriers

Community Voices: DCYF seeks to ensure that the CNA is shaped by diverse perspectives by:

- Conducting targeted outreach with priority populations and participants most connected to DCYF-funded services
- Leveraging citywide engagement conducted by OCOFI for the CCNA
- Using creative and participatory methods to encourage authentic engagement
- Listening to and amplifying community voices, especially those representing strengths, needs, assets and unique challenges

## ROLES

The implementation of the CNA requires significant coordination and collaboration both within DCYF and across the City. While the CCNA will enable DCYF to focus CNA data collection on the needs and service areas the department can directly influence, it will also increase the need to coordinate efforts with OCOFI, other children and youth serving City departments and SFUSD.

To ensure the CNA is implemented effectively and in alignment with the CCNA timeline and planning requirements, DCYF will engage multiple DCYF teams, OCOFI, City departments, SFUSD, DCYF's Oversight and Advisory Committee (OAC), DCYF-funded consultants, the San Francisco Youth Commission and the Board of Supervisors.

DCYF Leadership: will oversee the CNA, including leading planning, community engagement strategy, data collection activities, analysis, and development of CNA deliverables that inform DCYF's Services Allocation Plan (SAP) and subsequent funding processes.

DCYF Teams: DCYF teams, including the Research, Evaluation & Data (RED) and Community Engagement & Communications (Comms) teams, will support CNA data collection, data analysis, and report development in coordination with DCYF leadership, OCOFI and DCYF-funded consultants.

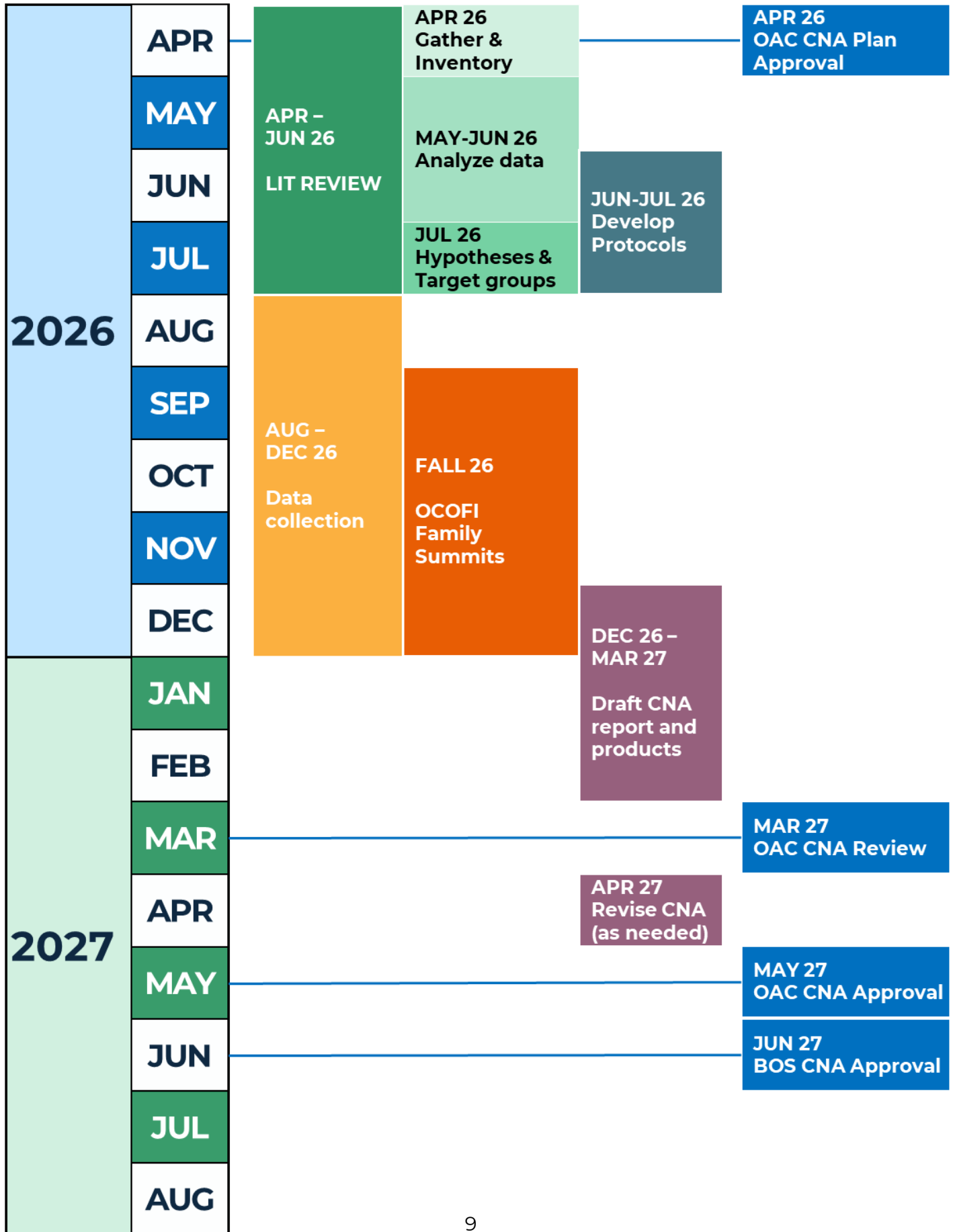
DCYF Oversight & Advisory Committee (OAC): will review and approve DCYF's CNA Plan and will provide guidance and feedback during CNA implementation, consistent with the OAC's role in DCYF's five-year planning cycle.

DCYF-Funded Consultants: will support both CNA and CCNA-related data collection and analysis activities. Activities may include planning and facilitating qualitative data collection efforts, integrating relevant data from City departments and SFUSD and supporting engagement activities conducted in coordination with OCOFI. District-level Family Summits will be implemented as part of the CCNA process and will serve as a source of relevant data for the CNA.

Our Children Our Families Initiative (OCOFI): DCYF will coordinate with OCOFI to align CNA activities with the CCNA required under Proposition J, including opportunities for shared engagement approaches, aligned timelines, and integration of relevant system-level data and findings. OCOFI will convene, coordinate, and engage City departments and SFUSD throughout the CCNA process. While OCOFI leads coordination of citywide data and engagement through the CCNA, DCYF retains responsibility for ensuring that CNA-specific analysis, findings, and products are developed to directly inform its planning, funding, and accountability processes.

Board of Supervisors: will consider and approve the final CNA report prior to its release.

# CNA TIMELINE



# DATA COLLECTION APPROACH & ANALYSIS

The 2027 CNA **moves beyond identifying needs** by focusing on how children, youth, TAY/A and families access, experience and engage with services.

DCYF’s approach to collecting and analyzing CNA data leverages the CCNA to build a comprehensive understanding of the needs, strengths and experiences of children, youth, TAY/A and families, while focusing CNA efforts on generating actionable insights that directly inform service priorities and funding decisions. This section describes the overall approach and guiding questions for the CNA, and outlines the qualitative and quantitative data, drawn from existing sources and community engagement, that will be used to inform the analysis.

## DCYF’S FOUR RESULTS AREAS

The CNA will be organized around the following four Result Areas:



**Children & Youth Are Ready to Learn & Succeed In School**



**Youth Are Ready For College, Work & Productive Adulthood**



**Children & Youth Are Supported by Nurturing Families & Communities**



**Children & Youth Are Physically & Emotionally Healthy**

Taken together, these Result Areas represent the conditions within individuals, families, and communities that are necessary to support positive outcomes over the life course. DCYF’s current funding framework is also organized around these Results Areas, allowing the CNA to both track progress and identify emerging needs, gaps and experiences that may require new or refined approaches.

## CNA SCOPE AND RELATIONSHIP TO CITYWIDE PLANNING

While the CNA will draw from the data and analysis developed through the CCNA, it remains a distinct and required part of DCYF’s planning cycle. The CNA focuses specifically on areas that DCYF can influence through funding strategies, service design, partnerships and system-level improvements. CNA findings will directly inform strategies and allocations in DCYF’s SAP and subsequent 5-year RFP, while also contributing to the development of the OCOFI Outcomes Framework and the San Francisco Children and Families Plan.

## GUIDING QUESTIONS

The goal of the CNA is to gather data that provides a robust and detailed understanding of the needs and experiences of children, youth, TAY/A, and families, including both what is working well and where there are gaps in services. With the CCNA providing a broader, system-level view of

conditions affecting children and families in San Francisco, the CNA will focus more specifically on questions related to areas that DCYF can directly influence.

The following questions will guide overall data collection and analysis for the CNA:

- How are children, youth, TAY/A and families faring in San Francisco?
- What are the service needs of children, youth, TAY/A and families in San Francisco?
- What groups of children, youth, TAY/A and families face significant disparities in access, opportunities or outcomes?
- What existing programs, services, and supports are working well to support the needs of children, youth, TAY/A and families in San Francisco?
- What programs, services, and supports are available to DCYF's priority populations and how does access and participation in those programs vary by age, gender, race, income level or neighborhood?
- How well do current DCYF-funded programs and services meet the needs, preferences and lived experiences of children, youth, TAY/A and families, and what factors influence participation, engagement and outcomes?

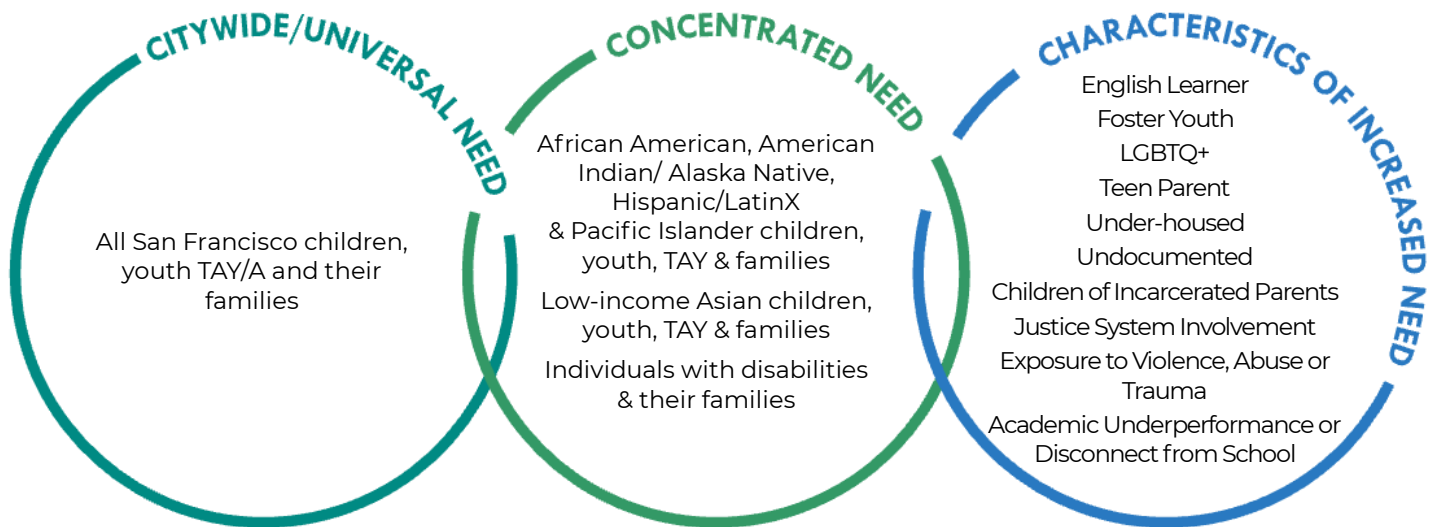
## **TRANSLATING FINDINGS INTO PLANNING AND FUNDING DECISIONS**

In addition to understanding needs and experiences, the CNA is also intended to generate insights that can be directly applied to DCYF's strategic planning, resource allocation and funding decisions. These insights will support not only decisions about what services to fund, but how those services should be structured to better meet the needs and preferences of the populations DCYF serves. This includes understanding service design preferences, access patterns, engagement factors and indicators of quality so that funding strategies are grounded in both documented need and lived experience.

The following questions will guide the generation of actionable insights from CNA findings:

- Based on identified needs and disparities, which service strategies and approaches are most critical for DCYF to prioritize in the next funding cycle?
- Where are there mismatches between identified needs and existing service availability, access, or capacity?
- Which populations, age groups, or neighborhoods may require targeted or differentiated approaches to improve access and outcomes?
- What gaps or opportunities suggest the need for new service models, partnerships, or system-level improvements?
- How can CNA findings be used to refine service area definitions, expectations, and outcomes in the SAP and subsequent RFPs?

## PRIORITY POPULATIONS



Through previous CNA processes, DCYF has identified Priority Populations that may experience universal need, concentrated need, or characteristics of increased need.

- **Citywide or Universal Needs:** affect all children, youth, TAY/A, and families in San Francisco and represent the full population DCYF is responsible for supporting.
- **Concentrated Needs:** affect populations that, due to historic and structural inequities, consistently experience worse outcomes across multiple measures of well-being. These groups require intentional targeting of resources to address persistent disparities.
- **Characteristics of Increased Need:** refer to individual, family, or situational conditions that significantly increase vulnerability for children, youth and families, regardless of background. These characteristics often intersect with concentrated need groups and indicate where additional supports are necessary.

Understanding the unique perspectives of these groups is critical to how DCYF gathers information about community needs. These groupings will guide targeted CNA engagements and enhance DCYF's ability to collect detailed and relevant information. DCYF will also engage the Oversight & Advisory Committee (OAC) and department staff to identify additional communities to ensure that the CNA captures the diverse voices across San Francisco.

## DATA SOURCES

This section describes the existing sources of data DCYF will gather and analyze to address the guiding questions described above. These sources provide critical context about how children, youth, TAY/A and families are faring in San Francisco and help identify where additional targeted data collection and community engagement are needed.

### Literature Review & Data Inventory

The literature review will serve as a foundational step in the CNA, designed to identify what is already known, where gaps exist, and which questions should guide additional data collection and community engagement.

The literature review will include three core components:

- **Inventory of Existing Data and Plans:** identification of relevant data sources, reports, dashboards, and existing City and SFUSD plans related to children, youth, TAY/A and families.
- **Analysis of Trends and Disparities:** examination of key indicators over time, including differences across race/ethnicity, geography, and priority populations.

- Identification of Gaps and Hypotheses: identification of areas where additional data is needed and development of initial hypotheses to guide CNA data collection and community engagement.

In addition to contributing to the CCNA, the CNA literature review will include targeted analysis to:

- Update key indicators and findings from the 2022 CNA
- Identify priority populations and communities for targeted engagement
- Generate hypotheses about service access, participation and outcomes within DCYF's scope
- Identify areas where DCYF-funded services may need to be refined, expanded or restructured

### **Census & Population Data**

Data from the U.S. Census Bureau, the California Department of Finance and other population estimate and projection sources will be used to describe the demographics of children, youth, TAY/A, and families in San Francisco, summarize demographic trends and examine the economic realities facing families.

Examples of types of census and population data DCYF will review include:

- Age, race/ethnicity, gender
- Employment and earnings
- Family composition
- Geographic distribution of children and youth
- Poverty levels by race/ethnicity, neighborhood

### **Public and Administrative Data Sources**

DCYF will analyze public and administrative data from state and local agencies to understand how children, youth, TAY/A and families are faring across DCYF's four Results Areas. Key sources include the California Department of Education, SFUSD and City departments. Additional relevant sources may be identified during the literature review. Particular attention will be paid to data related to DCYF's Priority Populations to better understand disparities in access, opportunities and outcomes.

The following list includes examples of Public and Administrative Data:

- Child maltreatment cases
- Chronic absenteeism
- Education and employment of young adults
- Enrollment in quality early care and education programs
- Justice system involvement
- Kindergarten and school readiness
- Postsecondary enrollment and completion

In addition to examining outcomes and disparities, DCYF will analyze available data to better understand how children, youth, and families access and engage with existing DCYF-funded services. This includes examining patterns of participation, utilization, and service reach to inform how well current investments align with community needs and experiences.

### **Local Survey Data**

DCYF will analyze recent survey data collected from children, youth, TAY/A and families in San Francisco and may develop and administer a CNA-specific survey intended to gather actionable insights related to DCYF services. Survey responses will provide important insights into lived experience, perceptions of services and protective factors that may not be captured in administrative datasets.

## **New Data and Community Voices**

In coordination with the CCNA, DCYF will focus the collection of new data on constituents directly impacted by DCYF-funded services, including, but not limited to, parents and caregivers, middle and high school youth and TAY/A.

In addition to identifying unmet needs and disparities, the 2027 CNA will use an experience informed approach to data collection. This approach focuses on understanding how children, youth, TAY/A and families experience the services DCYF funds, as well as the factors that influence access, participation and ongoing engagement. This approach supports DCYF's intention to refine the services we fund so they more effectively meet community needs and improve outcomes.

Through CNA engagement activities, DCYF will gather detailed input on:

- Preferences related to service design and delivery (e.g., location, timing, format, accessibility cultural relevance, etc.)
- Factors that influence participation, engagement and ongoing involvement
- Perceived service quality and relevance
- Barriers to access or engagement
- Desired enhancements or new service approaches

This experience informed lens will allow DCYF to move beyond identifying broad categories of need and instead generate actionable insights about how services should be structured, delivered and refined in the next funding cycle.

## **CITYWIDE AND DISTRICT-LEVEL COMMUNITY INPUT SESSIONS**

The City Charter mandates that DCYF “undertake a robust community process in every supervisorial district, soliciting input from a diverse cross-section of parents, youth, non-profit organizations and other key stakeholders.” To fulfill this requirement for the 2027 CNA, DCYF will leverage OCOFI's district Family Summits, or community input sessions implemented in each of San Francisco's 11 supervisorial districts.

Family Summits will provide structured opportunities for youth, parents, caregivers and community members to share their needs and lived experiences through guided data collection activities designed for both youth and adults. These events will be accessible and welcoming to families, offering activities in the City's threshold languages (Chinese, Spanish, and Filipino), accommodations for participants with disabilities, childcare for families and food.

While these district-level engagements will provide a key source of citywide data, DCYF's primary focus will be targeted, in-depth engagement with specific populations most directly connected to DCYF-funded services.

## **TARGETED OUTREACH & DATA COLLECTION**

While OCOFI will lead broad citywide engagement efforts, DCYF will make intentional effort to collect data from the following groups:

1. Users of DCYF Services: to better understand how current investments are experienced and where improvements are needed.
2. Families: to understand ways that DCYF services can better meet the complex needs of families
3. Teens and TAY/A, to gather the perspectives and experiences of young people who could benefit from educational supports, enrichment and skill building, justice services, youth empowerment, youth workforce development and postsecondary programs.
4. DCYF Grantees: to gather the perspectives of grantees currently implementing DCYF funded services to understand their experiences and those of the communities they serve.

Previous CNA processes focused on broad citywide engagement as well as more targeted efforts with priority populations. For the 2027 CNA, DCYF will intentionally deepen its focus on gathering data directly from youth and TAY/A, especially through youth-led convenings, peer-facilitated dialogue and participatory approaches that center young people's experiences.

In addition, DCYF will target our engagement activities toward populations experiencing concentrated need or characteristics of increased need to ensure that we collect detailed and relevant information. To reach these youth and families, DCYF will tailor outreach methods and materials to reflect the communities being engaged and will work in partnership with City departments, SFUSD, and DCYF grantees to recruit participants.

Data collection sessions will be designed to be engaging and accessible and will be offered both in person and online. Sessions may include incentives such as gift cards and food, and activities will be conducted in multiple languages as needed.

DCYF will use a range of methods to collect data from these groups including:

- Focus Groups: small group sessions with participants who share characteristics or experiences to explore thematic questions in depth. This format creates a smaller, more intimate space for participants to share stories and experiences while building on one another's perspectives.
- Pop-Up Engagement: brief, low-barrier opportunities to gather input from youth and parents by meeting them where they already are, such as at community events or program sites.
- Youth-Led and Youth-Participatory Engagement: Trained youth facilitators engaging peers to gather feedback about service quality, accessibility, relevance and unmet needs in settings that feel familiar and comfortable.
- Interviews with Subject Matter Experts conversations with researchers, practitioners and service providers to gather deeper insight into the needs of vulnerable or hard-to-reach populations and to contextualize community input within broader system knowledge.
- Surveys: questionnaires of varying length and focus that allow DCYF to gather information in a flexible format. Surveys may be distributed through multiple channels, including email, social media, the DCYF website, partner networks, and at events. DCYF will design surveys to support both broad participation and more in-depth responses.

## **EQUITY ANALYSIS**

The San Francisco City Charter requires the CNA to include "a set of equity metrics to be used to establish a baseline of existing services and resources in low-income neighborhoods and disadvantaged communities, compared to services and resources available in the city as a whole."

DCYF develops these equity metrics through the CNA's analysis of disparities across the four Result Areas. By disaggregating data as much as possible by race, ethnicity, neighborhood, income level, and system involvement the CNA will identify where children, youth, TAY/A and families experience the greatest gaps in access, and outcomes. The CNA also examines where services and community resources are available relative to where needs are most concentrated.

CNA findings establish the equity metrics that are then applied in the Services Allocation Plan (SAP) Equity Analysis required by the City Charter. The SAP Equity Analysis assesses how DCYF's investments in the previous funding cycle align with the needs and disparities identified through the CNA and uses these findings as the basis for our efforts to refine existing services and develop new program and service strategies.

# CNA FINDINGS, PRODUCTS & COMMUNICATIONS



# CNA FINDINGS, PRODUCTS & COMMUNICATIONS

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This section describes how DCYF will synthesize CNA findings, contribute CNA content to the Citywide Community Needs Assessment (CCNA), and produce CNA-specific materials to support DCYF planning processes. The CCNA provides a citywide understanding of needs, strengths, and system-level conditions, while the CNA focuses on the populations, services, and experiences most directly connected to DCYF's role. CNA findings are grounded in community voice and service experience and are designed to inform DCYF planning and funding decisions.

## CNA FINDINGS AND CONNECTION WITH THE CCNA

While the CNA will leverage OCOFI's data collection efforts for the CCNA, DCYF will produce CNA-specific analyses and products to ensure findings are directly actionable for DCYF planning, funding and accountability. DCYF will contribute CNA findings and data to the CCNA process in alignment with OCOFI's goal to incorporate data and insights from City departments.

## CNA-SPECIFIC PRODUCTS AND MATERIALS

DCYF will develop CNA products to ensure findings are accessible, actionable, and usable for stakeholders. These products will support continuity between the CNA, the OCOFI Outcomes Framework and Children and Families Plan, DCYF's Services Allocation Plan (SAP) and subsequent RFPs. Products and materials may include:

- A DCYF-focused summary of CNA findings
- Results Area-specific analyses or data snapshots
- Equity metrics and disparity summaries
- Population, district or theme-based briefs, as appropriate
- Planning materials for SAP strategy development and RFP design

These products will serve as a key mechanism for taking CNA findings and turning them into DCYF funding strategies and service delivery approaches.

## COMMUNICATIONS AND ACCESSIBILITY APPROACH

DCYF will coordinate with OCOFI on communications related to the CCNA while also ensuring that CNA findings are shared in clear, accessible formats tailored to DCYF audiences.

Communications related to the CNA will prioritize:

- Plain-language summaries and clear data visualizations
- Digital accessibility and compliance with City standards
- Multiple formats to reach community members, service providers, policymakers and City staff
- Transparency about how community input and data informed findings and decisions

## USE OF CNA FINDINGS

CNA findings **directly inform DCYF's Services Allocation Plan (SAP) and 5-year RFP**, ensuring investments align with community needs and lived experience.

CNA findings will directly inform DCYF's SAP and 5-year RFP. Equity metrics developed through the CNA will be applied in the SAP Equity Analysis to assess alignment between identified needs and DCYF investments during the previous funding cycle.

DCYF will use CNA findings to refine service delivery models, program design, funding strategies and RFP structures to better align DCYF services with participant preferences, lived experiences, access patterns and demonstrated drivers of engagement and retention.

CNA findings will also inform DCYF's ongoing collaboration with OCOFI on the Outcomes Framework and the San Francisco Children and Families Plan. The Oversight & Advisory Committee will continue to engage with CNA findings as they are translated into strategic planning, funding and accountability processes.

# PLAN APPROVALS & NEXT STEPS



## PLAN APPROVAL & NEXT STEPS

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The City Charter requires DCYF to present a plan for conducting the CNA to the DCYF Oversight & Advisory Committee for approval. Consistent with Charter requirements, this plan will be shared with the Service Provider Working Group (SPWG) and the Board of Supervisors and made available as a public document.

Following approval of the CNA Plan, DCYF will implement the data collection, analysis, and engagement activities described in this plan. In accordance with the Charter, DCYF will prepare a draft CNA in 2027 for review by the Oversight & Advisory Committee and the Service Provider Working Group, as well as interested City departments. A final CNA will be submitted to the Oversight & Advisory Committee and the Board of Supervisors for approval.

Approval of the CNA is the first required step in DCYF's five-year planning cycle. CNA findings establish the foundation for the Services Allocation Plan and subsequent 5-year RFP. By grounding funding strategies in documented needs, disparities and participant experiences, the CNA ensures that DCYF investments are aligned with community priorities and equity commitments.



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