



SAN FRANCISCO HUMAN SERVICES AGENCY  
**Department of Disability  
and Aging Services**



# 2025-26 Dignity Fund Community Needs Assessment

Presentation to the Dignity Fund Oversight and Advisory Committee

**Paulo Salta** | Manager, DAS Office of Community Partnerships

**Adithi Vellore** | Analyst, SFHSA Planning

**Lynne Mobilio** | Assistant Director, Clarity Social Research Group

**Heather Imboden** | Senior Consultant, Clarity Social Research Group

July 21, 2025



# Agenda

- Introductions
- DFCNA Project Overview
- 2025-26 DFCNA Project Plan
- Discussion



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# Introductions

# Clarity Background

**Clarity Social Research Group (Clarity)** is a small woman- and minority-owned organization, founded in 2012 that grew from prior experiences in research and non-profit consulting that left us wanting for greater impact. Clarity is dedicated to uplifting vulnerable voices seldom heard and contributing to upstream, broad-based, inclusive, and community-supportive efforts. Small but mighty, Clarity draws from a close network of fellow consultants who share broad and deep experience working with government agencies, foundations, non-profit, and community-based organizations in social services to improve outcomes among those furthest from opportunity, in the service of racial equity and social justice.

- Our work is **rooted and guided by community voice**, as community members will know what's best for them. We listen to and co-create solutions with community.
- Our work is **inclusive and equitable**. We will always ask, “who is missing?” We don't have all the answers, but together, we get closer to more truths.
- Our work is **evidence-based**. Our approach learns and adapts from best practices and from our own lessons learned along the way.



# Clarity Team Bios

- **Penny Huang**, PhD, founder and CEO, will oversee the proposed scope of work, providing management and guidance to the team. With over two decades of research experience, Penny specializes in mixed research methods and is trained in culturally responsive and equitable evaluation. She has extensive experience working with community-based organizations, philanthropy, and government agencies. Penny emphasizes collaboration and centers community voices in her work, offering support from research design to strategic action planning.
- **Lynne Mobilio**, PhD, assistant director, will co-lead and provide ongoing project management, working closely with the team on all facets of the work and will lead the community survey effort. Lynne is skilled at all stages of the research process, from visioning desired outcomes, ideating strategies to get there, designing research programs, diving deep into the data, and summarizing it in digestible, visually appealing formats. Lynne is also trained in culturally responsive and equitable evaluation approaches.



# Clarity Team Bios, contd.

- **Heather Imboden**, MCP, senior consultant, will lead community engagement efforts. Dedicated to equity and access, Heather specializes in facilitation, engagement design, and outreach, uplifting community needs. Her work spans education, youth development, and economic opportunity. With a degree in city planning and over 15 years in nonprofit marketing and communications, Heather also teaches community engagement at Cal State East Bay and UC Berkeley and served as president of the board of the International Association for Public Participation, US.





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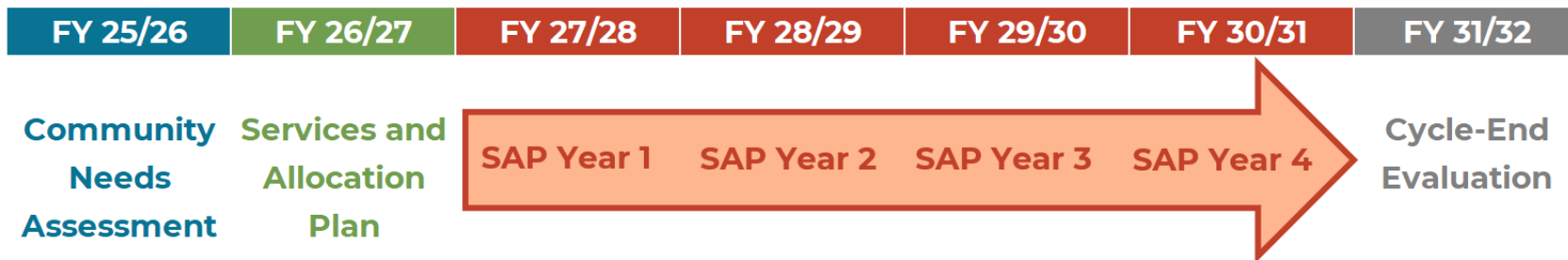
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# DFCNA Project Overview

# Purpose

- Gather community input on the needs of diverse older adults, adults with disabilities, veterans, and caregivers
- Develop a better understanding of community needs, service system strengths and gaps, and equity issues
- Use findings to inform Dignity Fund spending to address community needs

## Overview of the Dignity Fund Cycle for FY 2027-28 to FY 2030-31





# Research Questions

- What are the needs of older adults and adults with disabilities?
- What are system-level strengths and gaps?
- What population subgroups may be underserved?



# Key Components

Key Component and Description	Lead
<p><b>Community Research:</b> Gather input about community needs directly from diverse stakeholders using qualitative and quantitative research methods</p> <ul style="list-style-type: none"><li>• Population survey</li><li>• Community forums</li><li>• Focus groups</li></ul> <p>+ DF Service Provider Work Group listening session (SFHSA Planning lead)</p>	Clarity
<p><b>Equity Analysis:</b> Evaluate how well DAS is serving the city's diverse populations, using population and program administrative data</p> <ul style="list-style-type: none"><li>• Includes population and client profiles</li></ul>	SFHSA Planning
<p><b>Gaps Analysis &amp; Recommendations:</b> Synthesize findings from community research and equity analysis to answer DFCNA research questions and develop recommendations to address areas of need</p>	SFHSA Planning





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# **2025-26 DFCNA Project Plan**

# Community Research: Population Survey

Clarity will design and implement a survey using the following methods:

- **Convenience sampling**, to maximize opportunity for community input
  - DAS will **partner with community service providers** and other stakeholders to promote the survey widely
  - Aim to gather **2,250 unduplicated survey responses**
- **Randomized sampling**, to obtain a representative sample
  - **Survey mailing to approximately 25,000 households** using “address-based sampling” from comprehensive USPS address list
  - Estimated return of **250 unduplicated survey responses**

The survey will be available in **multiple languages** across **accessible online and paper formats**



# Community Research: Community Forums

DAS will host **12 town hall-style events** throughout the city and online

- **11 in-person forums** – one in each of the city's 11 supervisorial districts
- **1 virtual forum** – citywide

At these forums, Clarity will **facilitate structured conversations** to foster open discussion and generate insights. Participants will share feedback via:

- **Small group discussions** on topics like community needs and priorities for ensuring quality of life as people age in place
- **Written comments** at poster stations about community strengths and DAS services, plus an anonymous drop-box

The forums will make language interpretation services available in **multiple languages** (plus closed captions for the virtual forum)



# Community Research: Focus Groups

DAS and Clarity will facilitate **14 focus groups** to supplement community forums and dive more deeply into specific issues with select subpopulations, including the following:

- **Adults and transitional age youth with disabilities**
  - General, no disability specified
  - Blind or low vision
  - D/deaf or hard of hearing
  - Unable to leave home w/o support
- **BIPOC older and disabled adults**
  - Samoan, Fijian, Tongan, etc.
  - Native Americans
- **Monolingual older and disabled adults**
  - Japanese
  - Korean
- **LGBTQ+ older and disabled adults**
  - Sexual minorities (LGBQ+)
  - Trans and gender nonconforming
- **Other populations**
  - Veterans
  - Family caregivers of older and disabled adults
  - Older and disabled adults experiencing homelessness
  - People aging with HIV



# Community Research: DF SPWG Listening Session

- **Hybrid session in June 2025** hosted at Metta Fund and on Zoom
- **Coordinated by DAS + DF Service Provider Work Group** leadership
- **Facilitated by SFHSA Planning + DAS Office of Community Partnerships**
  - Overview presentation of Dignity Fund and 2026 DFCNA
  - Large group discussion of community outreach and engagement
  - Breakout group discussions of community needs
- **Attended by 65 service providers** in person and online



# Community Outreach and Engagement Plan

In addition to carrying out **direct participant recruitment for focus groups** and **tailored strategies to boost survey response rates** DAS will conduct more generalized outreach to encourage participation in needs assessment activities, including:

- **Circulating a flyer** (print and digital formats) with survey and forum details among DAS community partners and other key stakeholders
- **Conducting a social media campaign** via popular platforms such as Facebook and Instagram, as well as informal social networks like WeChat
- **Providing short blurbs for publication in newsletters** issued by community-based service providers, the Board of Supervisors, neighborhood networks, etc.
- **Inviting local news outlets (including multicultural media)** to provide print, online, radio, and/or TV coverage of the needs assessment





# Equity Analysis

Evaluate how well DAS is serving the city's diverse populations, using population and program administrative data

## Equity Factors

Low-to-Moderate Income	Limited English Proficiency	Living Alone	Communities of Color	LGBTQ+
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## Equity Analysis questions:

1. Are populations with the presence of an equity factor utilizing services at the same rate as the population citywide?
2. How do service utilization rates among low-to-moderate-income populations compare across districts in the city?
3. How are funds spent across city districts?

# Gaps Analysis & Recommendations

**Synthesize findings from community research and equity analysis to answer DFCNA research questions and develop recommendations to address areas of need**

- Gaps analysis findings
- Recommendations

# Project Timeline

Activity	2025												2026					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Procure consultant																		
Develop project plan, including community research methodology																		
Share project plan with OAC, DAS Commission, and stakeholders (by Sept 1, 2025)																		
Conduct needs assessment research activities <ul style="list-style-type: none"> <li>Develop survey instrument and forums/focus group protocols (Jul-Aug 2025)</li> <li>Gather survey, forum, and focus group data (Aug-Sept 2025)</li> <li>Prepare equity analysis (Aug-Sept 2025)</li> <li>Analyze all data and develop findings (Oct-Dec 2025)</li> </ul>																		
Draft report																		
Share draft report (by March 1, 2026)																		
Share final report (by April 1, 2026)																		
Hold joint public hearing of the OAC and DAS Commission																		
DAS Commission approval vote (by May 1, 2026)																		
BOS approval vote (by June 1, 2026)																		

# Key Dates for DF OAC

DAS and Clarity will present at the following OAC meetings throughout the 2026 DFCNA process:

- **DAS + Clarity presentations**
  - **July 2025:** Project plan (this meeting)
  - **December 2025:** Preliminary research findings
- **DAS presentations**
  - **March 2026:** Draft report
  - **April 2026:** Final report (joint hearing with DAS Commission)



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# Discussion



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# Thank You

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[www.sfhsa.org](http://www.sfhsa.org)





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# Appendix



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# Dignity Fund Background

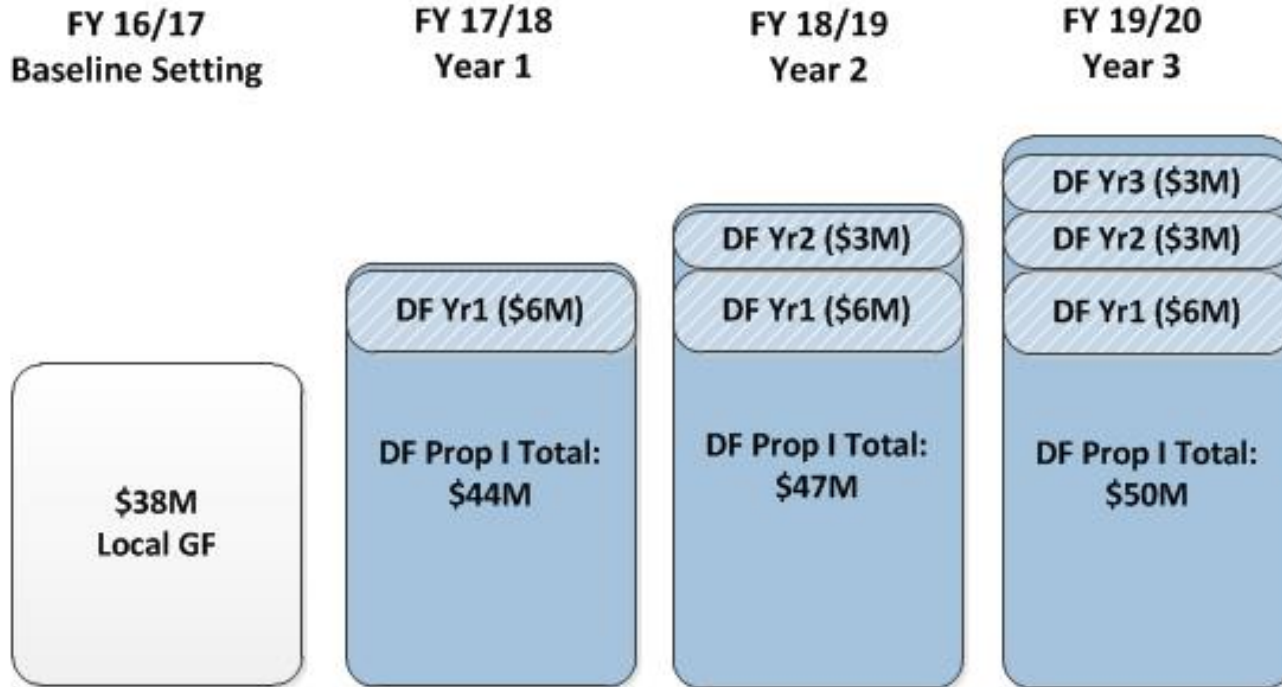


# Dignity Fund Overview

- **Creates special fund (“Dignity Fund”)**
  - Requires City contribution (\$38M baseline to grow by \$33M over next 10 years)
  - Allows unspent funding to roll into following year
- **Establishes planning and allocation process**
  - Including Community Needs Assessment and Services and Allocation Plan
- **Creates Oversight and Advisory Committee**
  - Advised by the Service Provider Working Group



# Dignity Fund Legislated Growth



## Eligible Services

- Home and community-based **long-term care and support**
- **Food and nutrition** programs
- **Consumer and caregiver education**, empowerment, and support
- **Community service centers** and other community-based programs
- **Empowerment, self-advocacy, and legal services** programs
- **Health and wellness** promotion
- **Targeted services**
- **DF administration**, including staffing and technical assistance

## Ineligible Services

- **Services provided by SFPD or other law enforcement agencies**, courts, the DA, PD, CAT, SFFD, etc.
- Services that **benefit older and disabled adults only incidentally**
- **Services realigned by the State or requiring minimum expenditure** and funded by state/federal law (e.g., APS, IHSS, etc.)
- Purchase of **land, property, or housing construction**
- **Medical services**, including services provided by hospitals and long-term care institutions



# Dignity Fund Cycle Overview

The Dignity Fund charter amendment outlines a **planning, funding, and evaluation cycle that repeats every four years**. This cycle is anchored by a:

- **Community Needs Assessment:** Identifies service needs — including equity issues and areas of unmet need — among San Francisco older adults, adults with disabilities, caregivers, and veterans
- **Services and Allocation Plan:** Outlines program priorities and how Dignity Fund money will be used to address community needs over the next four years
- **Cycle-End Evaluation:** Assesses the impact of the Dignity Fund over the prior four-year funding period

