

SAN FRANCISCO HUMAN SERVICES COMMISSION  
M I N U T E S  
February 13, 2019 Special Meeting

The special monthly meeting of the Human Services Commission was held on Wednesday, February 13, 2019 in the Ronald H. Born Auditorium at 170 Otis Street, San Francisco.

- MEMBERS PRESENT     SCOTT KAHN, President  
                                 JAMES MCCRAY, JR., Vice President  
                                 GEORGE YAMASAKI, JR.  
                                 RITA SEMEL
- OTHERS PRESENT     Trent Rhorer, Executive Director, Human Services Agency  
                                 Noelle Simmons, Deputy Director – Economic Support and Self-Sufficiency  
                                 Elizabeth LaBarre, Executive Assistant to the Executive Director / Secretary – Human Services Commission  
                                 Susie Smith, Deputy Director – Policy and Planning  
                                 Dan Kaplan, Deputy Director – Finance and Administration  
                                 Other department staff and interested citizens
- ROLL CALL             President Kahn called the meeting to order at 9:38 a.m., noting that all four Commission members were present.
- AGENDA                On motion of Commissioner Yamasaki, seconded and unanimously carried, the Commission adopted the agenda as posted.
- MINUTES              On motion of Vice President McCray, seconded and unanimously carried, the Commission approved the minutes of the January 24, 2019 Regular Meeting as circulated.
- EXECUTIVE  
DIRECTOR'S REPORT     Executive Director Trent Rhorer furnished an update regarding federal, state, and local activities.
- FEDERAL UPDATES  
Executive Director Rhorer addressed the impact the Federal Government shutdown continues to have on Department of Human Services (DHS) programs. As stated in last month's Executive Director's Report, the shutdown specifically affects our CalFresh program (known as SNAP at the federal level). The USDA Budget has enough funds to cover CalFresh through March but perhaps not sufficient enough funds to cover April benefits. The Mayor asked [us] to explore contingency CalFresh plans if April benefits are impacted and the state does not find a solution. We identified three options: the City could upload the \$6.6M per month needed to fund EBT cards, add \$500,000 to the food bank contract to fund emergency food distribution sites (food pantry and congregate meal services for adults age 60+), and/or load gift cards with each household's CalFresh amount [to cover the financial shortfall caused by a lapse in CalFresh benefits]. The last option would be administratively very difficult to do but is nonetheless still an option. Hopefully the Federal Government reaches a deal by the end of the week so we won't need to go down this path. Executive Director Rhorer reminded us that our answer to the shutdown last month for CalFresh recipients was an "early issuance," to issue February benefits early whereby EBT cards normally loaded for four weeks were loaded for six. Some recipients will have difficulty budgeting with a change in time period and will spend down their early-issued February benefits before the end of February. We are currently working with the state to explore possibilities to help early issuance recipients cover the gap.
- LOCAL  
Yesterday, the Board of Supervisors ("BoS") met with the Mayor to discuss the Education Augmentation Fund ("ERAF") that currently contains \$185M of excess general funds from state property taxes. There are two competing proposals for what to do with the money: the Mayor wants funding for homelessness initiatives whereas the Board of Supervisors' focus is on education (increase teacher pay) and reducing SF's reliance on PG&E. The bulk of \$185M went to homelessness (about \$160M).-\$25M went to early education providers as well as the school district. We will provide more details when they are forwarded to our office.
- We are introducing what we call a CAAP technical fix to the Board of Supervisors. It is an ordinance to expand eligibility for CAAP recipients (consisting of participants in the Personal Assistance Employment Services (PAES) Program, the Cash Assistance Linked to Medi-Cal (CALM) Program, and the Supplemental Security Income Pending (SSIP) Program) to those who are ineligible for assistance because they have hit the four-year time limit on the receipt of assistance, or whose minor children are no longer under the care and control of the adult who is applying for CAAP. The reason we need to fix this is that state law prohibits individuals from receiving county general assistance ("GA") under any of the previously listed circumstances (e.g., four-year time limit). Because we have established our local PAES, CALM and SSIP programs in addition to GA, we can control the terms. We established these ordinances 10 years ago mirroring GA. Now it is recognized that this was potentially harmful to some of our families. It will be in front of the Rules Committee in a couple of weeks. Executive Director Rhorer does not anticipate any problems; he will let the Commission know when it goes through.
- COMMUNICATIONS  
We had a role in the gas explosion and fire in the Inner Richmond District on February 6. In disasters that displace residents, the Human Services Agency ("HSA") must respond. HSA is responsible for assisting families find housing and shelter. In addition to operational support, the HSA Communications team plays an important role. They did a fantastic job responding to numerous media inquiries while pushing out messages on social media, explaining where the shelter was at St. Mary's,

talking about our Fire Assistance Program, and working with the San Francisco Chronicle and Examiner. In total, nine residential units were affected. Of these, we have assisted two families through our Good Samaritan and other programs, and we stand ready to assist the others if needed. Huckleberry Youth Services, a longstanding nonprofit partner, had offices that were damaged by smoke and water. There was damage to files but no children were located in this office. We have offered our assistance to the organization.

## PROGRAMS

### ESSS

In our self-sufficiency programs, now that homelessness has not been a part of the Agency for several years, we are focusing on partnering with the Department of Homelessness and Supportive Housing ("HSH"), working together on many projects including the implementation of a new Coordinated Entry System intended to ensure that all individuals experiencing homelessness in San Francisco receive consistent service delivery and that those in greatest need are prioritized for shelter and housing. We kicked off a pilot that establishes an additional Coordinated Entry System access point for our CalWORKs and Family & Children's Services families at 170 Otis. Catholic Charities is onsite one day a week to assist families who are experiencing homelessness sign up with our programs and receive assistance with shelter, housing referrals, and general problem-solving. The 170 site complements the existing family access points.

At 1235 Mission Street, we are partnering with HSH and Episcopal Community Services ("ECS") on a Coordinated Entry Access Point for the single adult homeless population. The ECS office is located just a block from our 1235 Mission location making referrals for intake to the Coordinated Entry System convenient.

ESSS is in the middle of an internal strategic planning process. There are a few big initiatives, the first of which is the need to assess the future of 170 Otis and its seismic issues. Specifically, that relocating out of 170 Otis Street presents an opportunity to think strategically about what our footprint on the city will look like if we leave this building. Secondly, the state will be transitioning from a three-part system to a single, statewide benefits data system called CalSAWS by 2022. Given how important the system is to our business processes, this will require us to reexamine our own programs and systems. The third item in the strategic planning process for ESSS is the possible horizontal integration of our eligibility programs now that we have successfully integrated our CalFresh and Medi-Cal programs. For example, where does CAAP fit in? We have a lot of staff involvement to assist with the vision, direction and planning.

### FAMILY AND CHILDREN'S SERVICES (FCS)

Deputy Director Dan Kaplan will go over this during his presentation but the Mayor did approve our request to move forward with emergency foster home contracts to allow us to transition away from our use of the Child Protection Center ("CPC"). This entails closing the CPC and replacing it with several emergency foster care homes and high needs beds for high needs kids.

Two weeks ago, we (FCS) kicked off a collaboration with our partners at Safe and Sound, the SF School District, Department of Public Health, First Five of San Francisco, Instituto Familiar de la Raza, Kaiser Permanente, Our Children our Families, DCYF, and others to explore and develop a city-wide strategic child abuse prevention plan. The plan will incorporate a wide array of key partners in the public and private sectors, along with key community members with assigned roles to address the inequities families face from day one living and working in San Francisco. It is great to have so many partners working together, not just our Agency, to eliminate child abuse.

President Kahn asked if we ["The Agency"] had to put extra money into our emergency response efforts last week for the explosion/fire in the Richmond District. Executive Director Rhorer responded no, we have an emergency response team and they coordinate with the Red Cross and our Communications team. They work with existing staff already assigned to this work. Shelter staff is made up of Red Cross volunteers. Should families need assistance with securing housing, we have a fund and budget to support them; this includes rental subsidies. President Kahn then pointed out that in the media, the Red Cross is always credited with helping San Franciscans during emergencies/crises but there is no mention of HSA's involvement. It is important for people to know what our Agency does, and this is a seemingly perfect opportunity for us to be mentioned and acknowledged for the work we do and the financial support we provide. Mr. Rhorer replied that yes, historically the Red Cross is associated with emergency disaster relief. However, in San Francisco, while the Red Cross does indeed assist, the heavy lift is actually done by this Agency. While we have a long-standing partnership with the Red Cross, the credit exclusively to the Red Cross seems to be a byproduct of the Red Cross' reputation as the rescue operation. "I appreciate the comment," stated Executive Director Rhorer.

### EMPLOYEE OF THE MONTH

President Kahn announced ROSALYN TILLERY, Reception Operation Supervisor, Program Support Operations as the February 2019 Employee of the Month. The Commission recognized Rosalyn for her many achievements, including operating the busiest client-site lobby (1235 Mission Street) seamlessly, with professionalism and the highest level of customer service. Executive Director Rhorer emphasized the importance of making the clients feel comfortable, highlighting Ms. Tillery's skillset of managing a high volume client site with a customer-service-friendly approach. He thanked her for supporting and fulfilling the vision of the Agency. Our programs and services can be confusing, so having a smooth, high-functioning lobby to greet and assist clients as [potentially] the first interaction with our Agency is especially important. Ms. Tillery was awarded an engraved desk clock, which she graciously accepted with thanks to all. Guests present in support of Rosalyn included a full auditorium of colleagues.

CONSENT CALENDAR On motion of Commissioner McCray, seconded and unanimously carried, the Commission approved and ratified actions taken by the Executive Director since the January 24, 2019 Regular Meeting in accordance with Commission authorization of February 13, 2019:

1. Submission of requests to encumber funds in the total amount of \$0 for purchase of services or supplies and contingency amounts.
2. Submission of 1 temporary position for possible use in order to fill positions on a temporary basis made during the period of 1/12/19 to 2/8/19.
3. Submission of 21 temporary appointments made during the period of 1/12/19 to 2/8/19.

DEPARTMENT OF  
HUMAN SERVICES  
FISCAL YEAR 2019-  
2020 BUDGET AND  
2020-2021 BUDGET  
PROPOSAL

Deputy Director of Finance and Administration Dan Kaplan presented the request for the Commission's consideration of the Department of Human Services and Human Services Agency Fiscal Year 2019-2020 and 2020-2021 Budget Proposal.

Deputy Director Kaplan introduced his budget team. He then stated that our budget is incremental in nature and relatively stable, and our budget request is relatively simple. From current year to the next year, there are very few changes in the budget. With regard to revenues and the overall size of the budget, it grows \$23M. \$18.5M of that is general fund and \$4.5M is revenue. Most of the general fund is associated with salaries. We have seen statewide decreases in funding for CalFresh and CalWORKs so this is reflected in the new budget along with the decrease in [federal] funding due to the end of the Title IV-E Waiver. There are increases in the budget for IHSS and Medi-Cal. Taken together, we have a relatively stable revenue picture. There are very few programmatic changes in the budget; the largest will be an increase of \$9.2M in CAAP, \$6.5M of which is for grants. In San Francisco, by local ordinance, we have tied growth in CAAP grants to growth in the CalWORKs program. CalWORKs grant is growing by 10% in April. In addition, Governor Newsom proposed an additional 13% increase in CalWORKs grants in October. Those two increases add up to the aforementioned \$6.5M. Care Not Cash Savings is directly affected by the CAAP grant amount (and includes the amount of savings from clients being housed who were previously homeless). As the CAAP grant amount increases, the Care Not Cash Savings increases. The next greatest area of change is the program support budget. The third greatest area of change is the SFBN program because we will be hiring 30 additional staff to handle the SSI Cash Out reversal program (that results in more CalFresh recipients starting in June of this year).

Vice President McCray asked how the salary budget works, specifically what happens with any excess funds from positions that are not filled at the end of the fiscal year. Deputy Director Kaplan replied that when we build our salary budget system, we assume certain parameters. Over the last few years, we have had very few excess dollars in the salary budget, though yes, there is a certain amount of salary savings that accrues, which will be covered next (under the "initiatives proposed to the Mayor" section of the budget process).

We will be submitting, with the Commission's approval, a budget to the Mayor on February 21. Discussions last with the Mayor's office for several months, then our approved version of the budget along with other agencies' budgets are rolled into the Mayor's budget by June 1. Initiative proposals are included in our final budget proposal to the Mayor. Our first initiative proposal is funding for the Career Pathways program. This program is part of welfare-to-work, and more specifically, an expansion of the Public Service Trainee ("PST") program. Over time, we realized that many PSTs greatly benefit from more time in the PST role before working full time so we created a Career Pathway position to fill this need. Now we have 30 unfunded Career Pathways positions in our budget; this allows us to hire PST "graduates" for up to three additional years. The hope is that this additional time enables the participants to take and pass the civil service exam and get hired by the City. During years when we need to hire a lot of additional staff, we have more of a salary savings than in [recent] years when we have very few hires (when the personnel budget gets used up). We would like to expand the Career Pathways program but we do not have the excess funds in the salary budget to do so. We would like to offer 20 additional funded positions for a cost of \$1.8M. The second proposal is a request for five additional 2905 eligibility workers to staff the new Navigation centers for a cost of \$400,000. Two positions would be in CAAP and three positions in SFBN. Vice President McCray asked if, based on what he is reading in his packet, the 2905 eligibility workers are going to be "classed-up" to 2913? Deputy Director Kaplan responded that this is not the case for this specific initiative proposal.

Family & Children's Services budget includes a loss of revenue due to the termination of the Title IV-E Waiver, which causes the need for more general fund in the second year of the budget. The CPC closure (and the emergency foster home system that we will transition to), will also need additional funds in the second year of the budget. The [Title IV-E] waiver locked in federal revenue levels from six years ago when we had many more placements, so now that we have fewer placements we have more revenue with flexible spending power. The CPC closure will result in more funds needed because of additional costs associated with immediate placements in emergency foster homes. We will have two contracts for these placements: one is for high-needs children, the other is for non-high-needs children. The contract that we will present today is for the non-high-needs children. The contract for the high-needs children will be presented in a month or two. Lastly, Deputy Director Kaplan mentioned the Families First Prevention Act, which allows some federal support for preventive services. In California, we are entering into Families First in October 2021.

In the Human Resources department, we are focusing funding on a diversity, equity and inclusion initiative. We are participating in a City-wide program as part of the national Government Alliance on Racial Equity with two staff members. This proposal takes us to the next step with a request of four positions at \$600,000. The last item is a request for substitutions in IT (from old titles to new titles) and HR.

Mr. Kaplan's budget proposal presentation ended with a timeline: the Agency proposed budget is due to the Mayor on February 21, then the Mayor submits the budget to the Board of Supervisors (BoS) on June 1 which culminates in BoS budget consideration in July.

On motion of Commissioner Yamasaki, seconded and unanimously carried, the Commission approved the Department of Human Services and Human Services Agency Fiscal Year 2019-2020 and 2020-2021 Budget Proposal.

It is then brought to President Kahn's attention that there are two members of the public who submitted public commentary cards to the Commission Secretary. On motion of Vice President McCray, seconded and unanimously carried, the Commission rescinded the vote of the approval of the Department of Human Services and Human Services Agency Fiscal Year 2019-2020 and 2020-2021 Budget Proposal. President Kahn called to reopen for public comment.

The first member of the public to make a statement was Aidan Finn, a concerned citizen representing the San Francisco Living Wage Coalition, speaking to agenda item VII.A. (budget) about the Minimum Compensation Ordinance ("MCO"). He stated that he would like to address the MCO which is often overlooked. He referenced 12.P.3.c from the San Francisco MCO, "When preparing proposed budgets and requests for supplemental appropriations for contract services, City departments that regularly enter into agreements for the provision of services by Nonprofit Corporations shall transmit with their proposal a written confirmation that the department has considered in its calculations the costs that the Nonprofit Corporations calculate that they will incur in complying with the Minimum Compensation Ordinance." He also read 12.P.3.d, "Subject to the budgetary and fiscal provisions of the Charter, it shall be the policy of the City to ensure sufficient funding to prevent a reduction in the services to the community provided by Nonprofit Corporations and public entities." Mr. Finn proceeded with a few questions. What steps are being taken to prepare the department to consider in its calculations the costs for nonprofit corporations? How will the Commission ensure this process is thoroughly completed? He added that this should be an annual process with the nonprofit contractors. This needs to be in writing and reviewed so we know that this ordinance is being respected.

The second member of the public to make a statement was Karl Kramer, also representing the San Francisco Living Wage Coalition, speaking to agenda item VII.A. (budget). Mr. Kramer gave credit to Deputy Director Kaplan for meeting with him and being responsive on this [MCO] issue. Mr. Kramer believed that this ordinance needed to be enforced at the department level. IHSS workers, city-funded nonprofit contracts and participants of welfare-to-work programs will have their wages increased to \$16.50 on July 1. There are processes that are supposed to be in place within the department(s). A parallel process is taking place with the City Controller's office. However, they submitted a survey and only received 42 responses. Among other things, the survey looks at costs of direct wage increases and issues of wage compression and equity. The Human Services network has been telling the Coalition all along that there is no way to get wage increases because there aren't healthy relationships between departments and their contractors. The Coalition would like to dispel that. MCO is part of a process. Mr. Kramer wanted to make sure the wage increase happens, and that departments prepare for the additional costs so that they don't have to lay off staff or cut funding.

Mr. Kaplan went to the podium to address the concerns raised by Aidan & Karl. He explained the Agency's process thus far. [We] have addressed the wage increase for IHSS workers in our budget. For the CBOs, the City Controller's office is still grappling with two main concerns. Number one is wage equity as a "spread" issue. If we raise income for some, what about others who don't qualify for an increase. Number two is the compression issue, how positions relate to each other. So for example, if an employee makes \$1 per hour more because of the ordinance, then should for example the supervisor also make an additional \$1 per hour? A group of representatives from city agencies, not-for-profit agencies, and organized labor met once and will meet two more times before meeting with the Mayor's office so that [we] can develop a consistent response to the implementation of the MCO. Everyone acknowledges that these are serious issues that need to be addressed and discussed in a thoughtful, deliberate manner between agencies. Vice President McCray asked about the system that should be in place to monitor the implementation of MCO. How fast will we implement/do we know? Mr. Kaplan answered that there is not yet a process in place. The MCO is monitored by the Office of Labor Standards enforcement. The answers to the policy questions relating to equity and wage compression have not been worked out yet. Vice President McCray then asked Executive Director Rhorer to confirm that the purpose of the public comment was to make the Commission aware of the issue. Mr. Rhorer stated that is his understanding. Mr. Kramer then raised the point that the part of the ordinance Aidan read has been in place since 2008, it just has not been enforced. There are going to be cost of living increases every year, and we want to know how this will be budgeted for your nonprofit contracts.

On motion of Vice President McCray, seconded and unanimously carried, the Commission approved the Department of Human Services and Human Services Agency Fiscal Year 2019-2020 and 2020-2021 Budget Proposal.

INTRODUCING JOAN MILLER, FAMILY & CHILDREN'S SERVICES DEPUTY DIRECTOR

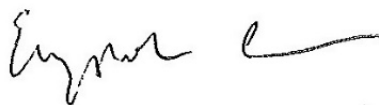
Executive Director Rhorer apologized for not mentioning this sooner, and then introduced Joan Miller, the new Deputy Director, Family & Children's Services, to the Commissioners and meeting attendees.

SENECA FAMILY OF AGENCIES

Geoffrey Nagaye, Program Support Analyst, Family and Children's Services, presented the request to modify the existing grant agreement with SENECA FAMILY OF AGENCIES.

On motion of Commissioner Yamasaki, seconded and unanimously carried, the Commission approved the request to modify the existing grant agreement with SENECA FAMILY OF AGENCIES for the provision of Permanency Assessments; for the period of April 1, 2018 through December 31, 2019; for an additional amount of \$70,000, plus a 10% contingency for a total amount not to exceed \$231,000.

- A BETTER WAY** Arata Goto with Family and Children's Services Contracts & Operations presented the request to modify the existing grant with A BETTER WAY.
- On motion of Vice President McCray, seconded and unanimously carried, the Commission approved the request to modify the existing grant with A BETTER WAY to provide peer mentoring support services; for the period of July 1, 2018 through June 30, 2020; for an additional amount of \$143,289, plus a 10% contingency for a total amount not to exceed \$1,579,113.
- ALTERNATIVE FAMILY SERVICES** Tracy Burris, Program Director, South East Community Services, presented the request to enter into a new grant agreement with ALTERNATIVE FAMILY SERVICES ("AFS"). Executive Director Rhorer expressed his gratitude to AFS for their partnership, acknowledging that getting to this point with the grant agreement has been a long process.
- On motion of Commissioner Semel, seconded and unanimously carried, the Commission approved the request to enter into a new grant agreement with ALTERNATIVE FAMILY SERVICES to pilot and implement an emergency placement program for foster youth; for the period of March 1, 2019 through December 31, 2020; in the amount of \$1,958,862, plus a 10% contingency for a total amount not to exceed \$2,154,748.
- 211 SAN DIEGO** Ana Marie Lara, Program Analyst, Contracts & Outreach with San Francisco BenefitsNet presented the request to modify the existing grant agreement with 211 SAN DIEGO. Vice President McCray said that the SSI recipient list is not firmed up until April or May of this year. Vice President McCray then asked for the contract end date, to which Ana Marie Lara answered February 29, 2020. Vice President McCray then asked if the contract could be extended and if 211 SAN DIEGO could train us. Ms. Lara stated that she would follow up on the latter question and get back to the Commission.
- On motion of Vice President McCray, seconded and unanimously carried, the Commission approved the request to modify the existing grant agreement with 211 SAN DIEGO for the provision of CalFresh Benefits Linkages; for the period of March 1, 2017 through February 29, 2020; for an additional amount of \$297,286, plus a 10% contingency for a total amount not to exceed \$871,774.
- JOHN SNOW, INC.** Ana Marie Lara, Program Analyst, Contracts & Outreach with San Francisco BenefitsNet, presented the request to modify the existing contract with JOHN SNOW, INC.
- On motion of Vice President McCray, seconded and unanimously carried, the Commission approved the request to modify the existing contract with JOHN SNOW, INC. for the provision of CalFresh Marketing Services; for the period of January 1, 2018 through December 31, 2019; for an additional amount of \$50,000, plus a 10% contingency for a total amount not to exceed \$110,000.
- ELECTION OF OFFICERS** On motion of Vice President McCray, seconded and unanimously carried, the Commission elected Scott Kahn as Human Services Commission President, commencing February 1, 2019. On motion of Commissioner Semel, seconded and unanimously carried, the Commission elected James McCray, Jr. as Human Services Commission Vice President, commencing February 1, 2019.
- PUBLIC COMMENT** President Kahn's call for public comment yielded no responses.
- ADJOURNMENT** President Kahn adjourned the meeting at 11:04 a.m.



Elizabeth LaBarre, Commission Secretary  
Human Services Commission

Posted: 3.5.19