

City and County of San Francisco



Gavin Newsom, Mayor

Human Services Agency

Department of Human Services
Department of Aging and Adult Services

Trent Rhorer, Executive Director

TO:	HUMAN SERVICES COMMISSION
THROUGH:	TRENT RHORER, EXECUTIVE DIRECTOR
FROM:	PHIL ARNOLD, DEPUTY DIRECTOR FOR ADMINISTRATION
DATE:	FEBRUARY 12, 2009
SUBJECT:	FY 2009-2010 BUDGET REDUCTION PLAN

In response to the financial crisis facing the City of San Francisco, the Mayor has asked all City Departments, including the Human Service Agency, to prepare budget reduction plans. The target budget reduction established by the Mayor's Budget Office for HSA totals \$21.8 million General Fund; or 25% of the Agency's General Fund support. Of this target, DHS is responsible for approximately \$14.8 million in General Fund reductions. DHS has prepared a budget reduction plan that meets this General Fund target; total reductions, including federal and state funding, equal \$19.6 million.

DHS presented the main features of the budget reduction plan to the Human Services Commission on January 14th and January 29th. Major areas for reductions include the following:

- **Administrative Reductions and Restructuring**
(\$7.1M, \$3.9M General Fund)

Proposed cuts to administrative functions would allow DHS to preserve essential services and minimize the impact on client outcomes. Specific reductions for FY 09-10 include cuts to professional services contracts for staff training and security services, as well as the elimination of 36.5 administrative and managerial positions. DHS also proposes to discontinue the department's quarterly newsletter and an annual event recognizing staff achievements. In addition, the budget includes changes to the Department's welfare fraud and investigations operations.

- **County Adult Assistance Programs (CAAP) Restructuring**
(\$2.0M, \$1.9M General Fund)

The CAAP Program proposes restructuring its Personal Assisted Employment Services (PAES) program and shifting staff to the Workforce Development division. The transfer will result in \$700,000 total savings or \$600,000 in General Fund through the deletion of seven (7) 9703 Employment Specialists. The Department will transfer the remaining six (6) 9703 Employment Specialists to the Workforce Development division. CAAP also suggests making changes to the way aid payments are calculated. Revised procedures would only allow retroactive aid payments if an application has not been processed within seven days. This revision would yield estimated savings totaling around \$1.1 million in General Fund dollars. With these cuts, DHS has focused on

maintaining those services that meet basic human needs, while taking advantages of potential efficiencies and business process improvements to reduce costs.

- Program Changes in Family and Children's Services

(\$5.7M, \$4.4M General Fund)

The Family and Children's Services division has seen declining caseloads over the past several years. As a result, the Department proposed to eliminate sixteen (16) 2940 Protective Services Workers and three (3) 2912 Senior Social Workers, consolidate units, reduce non-core services, and scale back programs. These changes would allow for savings and more targeted services for children and families. At the proposed level of service, however, DHS will be able to maintain the services that are necessary to achieve mandated outcome objectives for children and families and also maintain caseloads at a level that meets or exceeds state standards.

- Housing and Homelessness Programs

(\$2.9M, \$2.9M General Fund)

The budget reduction plan focuses on preserving permanent housing. Reductions are proposed in several areas related to shelter services, reconfiguring 24 hour shelter provision, standardizing supportive housing services, and other related services. However, these reductions would not reduce the number of shelter beds or units of permanent housing available to clients.

- Credit from FY 08-09 Reductions

(\$1.7M, \$1.5M General Fund)

The budget reduction plan includes credit for savings generated by the Department in the current fiscal year that were in excess of the Mayor's Office target reduction.

Since first presenting the budget reduction package to the Commission, DHS staff members have been able to make three substantial changes to the reduction plan.

- First, the cuts made to three providers of supportive housing have been rescinded. DHS identified an error that duplicated reductions for these three providers. The revision reduces the cuts to these providers by \$205,000. However, those same providers could be affected next year by an \$800,000 reduction at various supportive housing sites, which will be allocated this spring through a separate RFP process.
- Second, DHS removed the reductions to the child care contracts for homeless families from the reduction plan.
- Third, the proposed transition of the PAES function to Workforce Development from CAAP results in the elimination of seven (7) 9703 Employment Specialists, not thirteen (13) positions as previously detailed.

The Department was able to replace these cuts with some newly found administrative savings in facility leases, interdepartmental work order services, and additional savings credited to the FY 08-09 mid-year reductions.

In making the reduction plan described above, DHS staff sought to follow a set of principles established in concert with the Human Services Commission; in particular, they sought to minimize, to the extent possible, the impact of budget reductions on client services. Throughout, the Department's staff has sought to maintain the Department's ability to reach mandated client outcomes. The Executive Director cautioned the Commission, however, that this degree of cuts will inevitably result in some cuts to services provided.

At its meetings on January 14th and January 29th, the Commission also heard public comment from DHS employees, contractors and members of the public. The Commission approved a resolution to be sent to the Mayor, Board of Supervisors, union representatives and other interested parties calling for voluntary reductions in hours

NEXT STEPS

The Human Services Commission should review the attached budget reduction plan and approve this plan or a modified plan. The full budget proposal is a separate item on the Commission's calendar.

**Department of Human Services
FY09-10 Reduction**

Dept	Reduction Category	FY09-10 Reduction	FY09-10 GF Share
DHS	Administration Program Restructuring	5,622,464	3,154,868
	Administration Program Services	450,000	247,500
	Administration Work Order Services	1,119,566	572,493
	CAAP Aid Payments Changes	1,118,324	1,118,324
	CAAP Program Restructuring	820,203	697,173
	CalWORKs Program Restructuring	69,703	69,703
	Credit for PY Reductions	1,654,863	1,521,863
	FCS Aid Payment Changes	1,760,000	1,760,000
	FCS Program Restructuring	2,585,962	1,292,981
	FCS Program Services	1,327,368	1,306,797
	HL Adult Shelters	455,000	455,000
	HL Drop-In Centers	686,817	686,817
	HL Permanent Support Housing	1,054,739	1,054,739
	HL Permanent Support Housing No Placements	281,982	281,982
	HL Support Services Only, Non HSA	329,421	329,421
	HL Transitional Housing	136,070	136,070
	Workforce Development Program Services	114,000	114,000
DHS Total		19,586,482	14,799,732

Dept	Type of Reduction	FY09-10 Reduction	%	FY09-10 GF Share	%
DHS	Aid	\$2,878,324	15%	\$2,878,324	19%
	Aid Support	\$298,345	2%	\$298,345	2%
	CBO	\$3,937,052	20%	\$3,916,481	26%
	Credit	\$1,654,863	8%	\$1,521,863	10%
	For Profit Services	\$450,000	2%	\$247,500	2%
	Leases	\$255,129	1%	\$140,321	1%
	Work Order	\$1,119,566	6%	\$572,493	4%
	Salaries and Benefits	\$8,993,203	46%	\$5,224,405	35%
DHS Total		\$19,586,482	100%	\$14,799,732	100%

**Department of Human Services
FY09-10 Reduction**

Reduction Category	CBO/Vendor Name	Item	FY09-10 Reduction	FY09-10 GF Share of Reduction
Administration Program Restructuring	n/a	Agencywide Lease savings	\$255,129	\$140,321
		Credit for management and administration program support position reductions	\$599,396	\$336,266
		Management, administration and program support reductions	\$4,171,835	\$2,350,424
		Restructuring flex classes: 1426, 2905, 2912, and 9703	\$596,104	\$327,857
Administration Program Restructuring Total			\$5,622,464	\$3,154,868
Administration Program Services	EGC	Admin Contract - EG Communications - Outreach	\$50,000	\$27,500
	Guardsmark	Admin Contract - Guardsmark Security Services	\$300,000	\$165,000
	Jerry Lew	Admin Contract - Jerry Lew - Training	\$50,000	\$27,500
	n/a	Admin Special Events Services	\$50,000	\$27,500
Administration Program Services Total			\$450,000	\$247,500
Administration Work Order Services	District Attorney	Admin Work Order - District Attorney SIU Service	\$865,359	\$432,680
	DTIS	Admin Work Order - Department of Technology - Moves/Changes	\$100,000	\$55,000
	DHR	Workers Compensation Workorder	\$154,207	\$84,814
Administration Work Order Services Total			\$1,119,566	\$572,493
CAAP Aid Payments Changes	n/a	CAAP Aid Payments - Revise timing of check distribution	\$913,743	\$913,743
		Credit for CAAP Aid Payments - Revise timing of check distribution	\$204,581	\$204,581
CAAP Aid Payments Changes Total			\$1,118,324	\$1,118,324
CAAP Program Restructuring	n/a	CAAP PAES Transition to Workforce Development	\$703,031	\$597,577
		Credit for CAAP PAES Transition to WDD	\$117,172	\$99,596
CAAP Program Restructuring Total			\$820,203	\$697,173
CalWORKs Program Restructuring	n/a	CW CalWORKs Child Care Eligibility Time Study to Stage 1 - Fringe	\$19,557	\$19,557
		CW CalWORKs Child Care Eligibility Time Study to Stage 1 - Salaries	\$50,146	\$50,146
CalWORKs Program Restructuring Total			\$69,703	\$69,703
Credit for PY Reductions	n/a	Credit from Excess FY08-09 Mid-Year Reduction	\$1,654,863	\$1,521,863
Credit for PY Reductions Total			\$1,654,863	\$1,521,863
FCS Aid Payment Changes	Aid	FCS All County Funds Foster Care (9X) Caseload	\$200,000	\$200,000
		FCS Foster Care Rate Enhancement	\$660,000	\$660,000
		FCS Foster Care Rate Enhancement Savings from FY08-09	\$900,000	\$900,000
FCS Aid Payment Changes Total			\$1,760,000	\$1,760,000
FCS Program Restructuring	n/a	FCS Program Downsizing	\$2,216,538	\$1,108,269
		Credit for FCS Program downsizing in current fiscal year	\$369,423	\$184,712
FCS Program Restructuring Total			\$2,585,962	\$1,292,981

**Department of Human Services
FY09-10 Reduction**

Reduction Category	CBO/Vendor Name	Item	FY09-10 Reduction	FY09-10 GF Share of Reduction
FCS Program Services	Alternative Family Services	FCS Tutoring	\$55,780	\$55,780
	Asian Perinatal Advocates	FCS In Home Support services	\$17,159	\$17,159
	Corrinne Communications	FCS Parenting Education Coordination	\$29,882	\$29,882
	Edgewood	FCS KinGAP Advocacy	\$50,000	\$50,000
		FCS Kinship Support Services	\$82,634	\$82,634
	Family Builders by Adoption	FCS Adoptions Homefinding	\$47,840	\$27,269
	Family Support Services of the Bay Area	FCS Respite Services Restructuring	\$235,225	\$235,225
		FCS In Home Support services	\$70,440	\$70,440
	Girls 2000 / Bayview Hunter's Family	FCS Parent Advisory Council	\$67,243	\$67,243
		FCS Parent Advisory Council Language Support	\$37,000	\$37,000
	Instituto Familiar de la Raza	FCS Runaway Youth Preventative Services	\$17,440	\$17,440
	Larkin Street Youth Services	FCS Drug Testing	\$48,000	\$48,000
	Mt. St. Joseph's St. Elizabeth's	FCS In Home Support services & Differential Response	\$29,559	\$29,559
	n/a	FCS Support Services Restructuring	\$140,345	\$140,345
		FCS Tutoring	\$54,220	\$54,220
		Direct Services	\$1,000	\$1,000
	St. Vincent de Paul	FCS Domestic Violence Liaison - Riley Center	\$14,577	\$14,577
	Various	FCS Family Resource Centers - 7% reduction in service funding	\$267,363	\$267,363
	SF Child Abuse Prevention Center	FCS Stressline for Families	\$21,444	\$21,444
	Homeless Prenatal Program	FCS Differential Response and Peer Parents	\$22,652	\$22,652
		FCS Substance Abuse Services	\$11,195	\$11,195
San Francisco State University	Infant Parent Program	\$6,370	\$6,370	
FCS Program Services Total			\$1,327,368	\$1,306,797
HL Adult Shelters	ECS and St. Vincent De Paul	24-Hour Shelter Services Restructuring	\$455,000	\$455,000
HL Adult Shelters Total			\$455,000	\$455,000
HL Drop-In Centers	Mission Neighborhood Health Center	HL Drop-In Centers - Ladies' Night at Mission Resource Center	\$157,000	\$157,000
	Tenderloin Health	HL Drop-In Centers - Tenderloin Health Resource Center	\$529,817	\$529,817
HL Drop-In Centers Total			\$686,817	\$686,817

**Department of Human Services
FY09-10 Reduction**

Reduction Category	CBO/Vendor Name	Item	FY09-10 Reduction	FY09-10 GF Share of Reduction
HL Permanent Support Housing	Bernal Heights Neighborhood	Monterey Apts.	\$2,379	\$2,379
	Catholic Charities	Family Shelter + Care Scattered Sites	\$13,433	\$13,433
		Rita da Cascia - Positive Match	\$15,641	\$15,641
	Episcopal Community Services	Canon Barcus Permanent Housing	\$38,355	\$38,355
	Glide Community Housing, Inc.	Cecil Williams Community House	\$47,694	\$47,694
	Larkin Street Youth Services	Larkin Street Youth Services - 864 Ellis	\$69,000	\$69,000
	Rubicon Programs, Inc.	Rubicon Permanent Supportive Housing	\$42,917	\$42,917
	TODCO	TODCO	\$25,320	\$25,320
Various	HL Supportive Housing Services	\$800,000	\$800,000	
HL Permanent Support Housing Total			\$1,054,739	\$1,054,739
HL Permanent Support Housing No Placements	Bridge Corporation	1 Church	\$10,411	\$10,411
	CHP	Support Services at Island Bay Homes	\$19,080	\$19,080
	Housing Services Affl. Of BHNC	Bernal Gateway	\$42,660	\$42,660
	Larkin Street Youth Services	Castro Street Youth Initiative	\$42,598	\$42,598
	San Francisco Housing Dev Corp	San Francisco Housing Dev Corp - Bayview Commons	\$17,233	\$17,233
	UCSF	HL Roving Team - Medi-Cal Revenue Leveraging	\$150,000	\$150,000
HL Permanent Support Housing No Placements Total			\$281,982	\$281,982
HL Support Services Only, Non HSA	Providence Foundation of SF	Case Management	\$204,421	\$204,421
	Tenderloin Housing Clinic	Ellis Act Services	\$125,000	\$125,000
HL Support Services Only, Non HSA Total			\$329,421	\$329,421
HL Transitional Housing	Compass Community Services	Clara House Trans housing	\$26,098	\$26,098
	Hamilton Family Center	Hamilton Family Center Transitional Housing	\$36,769	\$36,769
	Larkin Street Youth Services	Geary Street Transitional Housing	\$33,654	\$33,654
	SF Network Ministries	Safe House Transitional Housing	\$39,549	\$39,549
HL Transitional Housing Total			\$136,070	\$136,070
Workforce Development Program Services	CHP	SHEC	\$114,000	\$114,000
Workforce Development Program Services Total			\$114,000	\$114,000
DHS Total			\$19,586,482	\$14,799,732

SF/HSA Department of Human Services

FY 09-10 Proposed Position Reductions

Administration, Middle Management, and Management Staff				
Program	Class	Title	Count	Comment
Management	Various	Various	5.5	Consolidate functions
Admin IT	1012	Technician-Journey Operator	1	Reallocate workload
Admin IT	1023	Administrator III	1	Consolidate functions
Admin Personnel	1031	Trainer Assistant	1	Consolidate functions
Admin Suppt Svc	1426	Senior Clerk Typist	4	Reallocate workload
CAAP	1426	Senior Clerk Typist	1	Consolidate functions
CAAP	1426	Senior Clerk Typist	1	Consolidate functions
FCS	1426	Senior Clerk Typist	1	Reallocate workload
WDD	1426	Senior Clerk Typist	1	Reallocate workload
CalWORKs	1820	Junior Administrative Analyst	1	Reallocate workload
Admin Contracts	1820	Junior Administrative Analyst	1	Reallocate workload
Housing/Homeless	1822	Administrative Analyst	1	Reallocate workload
Housing/Homeless	1822	Administrative Analyst	1	Reallocate workload
CAAP	1824	Principal Administrative Analyst	1	Consolidate functions
Admin Suppt Svc	1840	Jr. Management Assistant	1	Reallocate workload
Admin Suppt Svc	2786	General Services Manager	1	Reallocate workload
CAAP	2905	Senior Eligibility Worker	1	Reallocate workload
Housing/Homeless	2905	Senior Eligibility Worker	1	Reallocate workload
FCS	2916	Social Work Specialist	1	Reallocate workload
CalWORKs	2917	Program Support Analyst	1	Reallocate workload
CAAP	2917	Program Support Analyst	1	Consolidate functions
FCS	2944	Protective Services Worker Supv	6	Consolidate functions
CAAP	9705	Employment Specialist IV	2	Consolidate functions
Admin, Mid Management, & Management Total			36.5	

Family & Children's Services				
FCS	2940	Protective Services Worker	16	Caseload decline
FCS	2912	Senior Social Worker	3	Caseload decline
			19	

CAAP PAES Transition to Workforce Development				
CAAP	9703	Employment Specialist	7	Transfer function

TOTAL POSITIONS

62.5