

SAN FRANCISCO HUMAN SERVICES COMMISSION

MINUTES

February 17, 2022 Special Meeting

The special meeting of the Human Services Commission was held on Thursday, February 17, 2022 virtually & telephonically pursuant to the Governor's Executive Order N-29-20 and the Twelfth Supplement to Mayoral Proclamation Declaring the Existence of a Local Emergency dated February 25, 2020.

- MEMBERS PRESENT REMOTELY (VIA ZOOM) SCOTT KAHN, President  
JAMES MCCRAY, JR., Vice President  
RITA SEMEL  
DARSHAN SINGH
- OTHERS PRESENT REMOTELY (VIA ZOOM) Trent Rhorer, Executive Director  
Elizabeth LaBarre, Commission Secretary  
Dan Kaplan, Deputy Director – Finance and Administration  
Anna Pineda, Deputy Director – Economic Support and Self-sufficiency  
Joan Miller, Deputy Director – Family and Children's Services  
Susie Smith, Deputy Director – Policy and Planning  
Other department staff and interested citizens
- ROLL CALL President Kahn called the meeting to order at 10:07 a.m. noting the presence of all Commissioners, with Commissioner Semel having technical issues.
- AGENDA On motion of Commissioner Singh, seconded and unanimously carried, the Commission adopted the agenda as posted.
- MINUTES On motion of Commissioner Singh, seconded and unanimously carried, the Commission adopted the January 27, 2022 Regular Meeting minutes.
- CONSENT CALENDAR On motion of Commissioner Singh, seconded and unanimously carried, the Commission approved and ratified actions taken by the Executive Director since the January 27, 2022 Regular Meeting in accordance with Commission authorization of February 17, 2022:
1. Submission of request to encumber funds in the total amount of \$2,824,328 for purchase of services or supplies and contingency amounts.
  2. Submission of 11 temporary positions for possible use in order to fill positions on a temporary basis made during the period of 1/05/2022 to 2/09/2022.
  3. Submission of 39 temporary appointments for possible use in order to fill positions on a temporary basis made during the period of 1/05/2022 to 2/09/2022.
- COMMISSION TELECONFERENCED MEETINGS RESOLUTION President Kahn presented the request to approve the resolution making findings to allow teleconferenced meetings under California government code section 54953(e).
- On motion of Commissioner McCray, seconded and unanimously carried, the Commission approved the request to approve the resolution making

findings to allow teleconferenced meetings under California government code section 54953(e).

DEPARTMENT OF  
BENEFITS AND  
FAMILY SUPPORT  
AND HUMAN  
SERVICES AGENCY  
FISCAL YEAR 2022-  
2023 AND 2023-  
2024 BUDGET  
PROPOSAL

Dan Kaplan, Deputy Director, Finance & Administration, and Executive Director Rhorer presented the Human Services Agency (SFHSA) and Department of Benefits and Family Support (BFS) fiscal year 2022-2023 and 2023-2024 budget proposal.

Deputy Director Kaplan provided an overview of the budget, including where dollars will be shifted and major areas of program additions. The budget remains within the existing general fund allotted to SFHSA. Due to a projected Citywide budget surplus, departments were not asked by the Mayor's Office to make any cuts in FY 2022-23 and FY 2023-24. The budget also includes new revenues, such as a significant increase in 1991 and 2011 realignment revenues. SFHSA will use the additional revenues to solidify core functions, address housing instability in BFS caseloads, and repurpose funds and positions to meet emerging needs and improved services.

Mr. Kaplan thanked budget director Emily Gibbs, Justin Chan, Molly Chou (FCS budget), JJ Burch (ESSS budget) and Jesse Rosemoore for their hard work on the budget.

In a pie chart comparison of the SFHSA/BFS FY21-22 original budget by program and the SFHSA/BFS FY22-23 proposed budget by program, most program dollars remain relatively similar. However, within program support, there is a relatively significant reduction in dollars from this fiscal year to the next—~\$17M—mainly due to the shelter-in-place (SIP) hotel system established during the pandemic to house approximately 2,220 homeless San Franciscans. The SIP system is a significant cost in this fiscal year that is not included in the following fiscal year proposal. While the goal is to close all SIP hotels by the end of this fiscal year, it most likely won't happen until the end of the first quarter in FY22-23.

Mr. Kaplan also presented a pie chart comparison of SFHSA/BFS FY21-22 full-time employees by program and the SFHSA/BFS FY22-23 proposed full-time employees by program. The overall number of full-time employees increases by 1 from this fiscal year to the next. However, Mr. Kaplan noted that positions are being shifted from one program to the next, most notably 32 2905 and four 2907 positions that are being shifted from SF Benefits Net (SFBN) to the Department of Disability and Aging Services (DAS) to better align with the management structure. These positions support the SFBN caseload, with a special focus on clients that access benefits through the DAS Hub.

In the pie chart comparison of the SFHSA/BFS FY21-22 original budget by source versus the SFHSA/BFS proposed budget by source, the amount of money from each source remains relatively constant from this fiscal year to the next. Federal dollars will decrease slightly next fiscal year, mainly due to Medi-Cal close-out money. State revenue will increase ~\$8.3M in the next fiscal year's proposed budget. 1991 realignment revenue will increase ~\$8.4M. 2011 realignment revenue, which funds Family & Children's

Services, will increase ~\$9.1M. There is a substantial decrease in general fund operating revenue, from \$85.1M this fiscal year to a proposed \$60.7M in the next fiscal year. The decrease is largely due to the SIP hotel system (mentioned earlier).

Executive Director Rhorer discussed the Department of Benefits and Family Support budget initiatives by program. Within SFBN, CalFresh and Medi-Cal caseloads have increased significantly, largely due to loss of income from the pandemic, and are not expected to go down. Since the start of FY 2020-21, CalFresh caseloads are up 17% and Medi-Cal cases are up 8%. Combined, this results in an overall caseload increase of 11%. Historical staffing levels are no longer able to deliver quality service. Wait times have increased and the proportion of calls meeting service standards has decreased. Pandemic waivers around CalFresh interviews and Medi-Cal recertifications will likely end. Therefore, SFBN is requesting to increase the workforce by 42 2905 Senior Eligibility Workers, three 2907 Eligibility Supervisors, and three 2913 Program Specialists to meet outreach mandates.

The Workforce Development Department (WDD) will reinvest savings from JobsNOW! to expand individual referral training to more providers and training programs. The Working Families Credit will continue (offering credit without the once-in-a-lifetime limit) and adds an additional \$750,000 to the budget. \$500,000 goes to a pilot for CalWORKs mixed immigration status households. The Career Pathways Program will be expanded by 20 slots, increasing opportunities for Public Service Trainees.

For state-funded housing programs for CalWORKs families and individuals who are likely SSI eligible, Governor Newsome, who is very cognizant of the county human services role of delivering support for homeless families and single adults, and the state legislature significantly increased allocated dollars. Housing Support Program (HSP) funding increases from \$5.6M to \$11.1M in FY21-22 and FY 22-23, available through FY23-24. The additional funding will support more homeless and at-risk of homelessness CalWORKs families with rental subsidies and case management, including back rent assistance to keep vulnerable CalWORKs families housed and additional hotel rooms for HSP families awaiting placement. For single adults, the Housing Disability Advocacy Program (HDAP) provides outreach, case management, disability advocacy, and housing assistance. Funding for this program increases from \$1.2M to \$5.2M in FY 21-22 and FY 22-23, available through FY23-24. The additional dollars will go toward expanding SSI advocacy and permanent supportive housing opportunities, in partnership with the Department of Homelessness and Supportive Housing (HSH).

Within Family and Children's Services (FCS), a portion of the FY22-23 operating budget has been reserved for Families First Preventative Services Act programming to implement a peer parent program. Additional dollars go to providing on-going funding for Alternative Family Services Emergency Placement and Seneca Intensive Services Response and High Needs Residential programs (though complex care funds may help offset these costs). \$2.1M from general fund, with additional state matching

dollars, is budgeted for a Universal Basic Income pilot for former foster youth. A housing program for families whose housing situation is a barrier to reunification, Bringing Families Home, will receive additional funding.

In the Planning, Communications, Budget, Contracts, Finance, Human Resources (HR), Information Technology (IT), Facilities/Operations, Investigations, and Disaster Preparedness divisions, the budget shifts three vacant positions to meet Human Resources business needs, substitutes positions to align with the complex nature of program support, and provides funding for future office space planning to reassess long-term needs. For the latter, the pandemic and a very quick transition to tele-work provided SFHSA with a lot of information about the future of work. Do we return full-scale to the office or do we continue with tele-work options. These factors impact the need for office space. For example, the 170 Otis building doesn't meet the new seismic standards and retrofitting is cost prohibitive, so SFHSA will sell the building and move. Does SFHSA buy a new building of the same size or downsize.

The DAS budget was approved by the DAS Commission on February 2. With the Human Services Commission's approval, the proposed budget will go to the Mayor's Office on February 22. Executive Director Rhorer will apprise the commissioners of any budget updates leading up to the June Board of Supervisors budget committee hearings during his report in future meetings.

Commissioner McCray thanked the budget team for their hard work, acknowledging that we are living in a time of unbalance [coming out of the pandemic] and appreciative that the budget is reflective of these times. He then asked how SFHSA fills positions and onboards staff so that they feel a sense of community during a period of hybrid work schedules, and how does SFHSA deal with morale.

Executive Director Rhorer responded, "it is... as if you are in our internal meetings, Dr. McCray." Those are precisely the questions being asked in leadership meetings. SFHSA has the highest attrition rate in over 20 years. The natural attrition rate is 8%, and the current rate is almost double that. This is, however, consistent across the City (for example, the Department of Public Works has 530 unfilled positions). Recruiting and onboarding have been difficult during the pandemic. For example, eligibility workers are difficult to onboard for many reasons, such as abiding by eligibility rules created by the state and federal governments along with the IT systems that attempt to translate the rules into software. It is a six month process that includes in-classroom training. The passing rate of eligibility workers was lower in the virtual environment than in person. Also at stake is the organizational culture. With in-person, on-the-job training you meet your peers and get a sense of the team and morale, which is very difficult to achieve in a remote environment. SFHSA is looking to revamp the eligibility worker hiring process, partnering with UC Davis on curriculum to boost the passing rate.

Executive Director Rhorer added that he is anticipating this question from the Board of Supervisors when he presents the budget proposal: with so

many vacancies, why is SFHSA asking for an additional 46 positions? The answer is if SFHSA is going to provide good customer service, we need more eligibility workers even after we fill all of our vacancies. Another example is the SFHSA HR team. They are incredibly stretched. HR is the carrier of all new policy under COVID. The SFHSA HR team manages pandemic response, a completely new field that is incredibly time consuming. The team handles ever changing policies from CalOSHA, the state & local entities. HR does not have staff dedicated to pandemic response, so staff gets pulled from their normal duties (such as hiring). They did a fantastic job but it took a toll. Dan Kaplan added that there were 50 employee COVID infections per week during the most recent surge. Every COVID positive employee went through the contact tracing program, which is through SFHSA HR. The vaccine rollout for 2,400 employees was a huge undertaking (still is), requiring tracking and follow up with employees.

On motion of Commissioner McCray, seconded and unanimously carried, the Commission approved the Department of Benefits and Family Support Fiscal Year 2022-2023 and 2023-2024 budget proposal.

RESOLUTION  
HONORING GEORGE  
YAMASAKI, JR.

Trent Rhorer, Executive Director, Human Services Agency, requested that the Commission adopt the resolution honoring the late Commissioner George Yamasaki, Jr.

WHEREAS, Commissioner George Yamasaki, Jr. was appointed by Mayor Joe Alioto in September 1975 when the policy body was known as the San Francisco Social Services Commission; and  
WHEREAS, Commissioner Yamasaki is the longest serving Commissioner in San Francisco's history with over 46 years on the same Commission; and  
WHEREAS, during his tenure on the Human Services Commission, he served as President in 1977, 1980, 1985-1987, 1992-1996, 2001-2003, and 2004-2007. He established the Employee of the Month program in March 1986 to recognize outstanding Department employees for creative, innovative or outstanding service to the Department. He created the George Yamasaki Scholarship fund to help foster children attend college, for which Mayor Gavin Newsom declared November 10, 2005, "George Yamasaki Day;" and  
WHEREAS, Commissioner Yamasaki was a staunch supporter of the foster care system, and regularly attended the ILSP Foster Youth graduation ceremony, the foster parents' recognition events, and the Foster Youth Fund annual softball tournament; and  
WHEREAS, Commissioner Yamasaki was the Human Services Commission's self-appointed "nit-picker," noticing important details in contracts, keeping the meetings running according to the Good Government Guide & the Brown Act, and noticing important mistakes others missed; and  
WHEREAS, Commissioner Yamasaki was an active advocate and leader of the Japanese community in San Francisco before joining the Human Services Commission and during his tenure. He was Secretary and General Counsel with National-Braemar, Inc., the developer of San Francisco's Japan Center, from 1969-1973. He served as President of the Japanese American Citizens League, San Francisco Chapter, from 1971-1972. He was

National Legal Counsel for the Japanese American Citizens League from 1974-1975. He especially enjoyed his work as Co-Chairman of the Northern California Cherry Blossom Festival in 1974, 1977 and 1978, which then led to a lifetime of volunteering and emcee duties at the Festival. He was Director of the Japanese Chamber of Commerce of Northern California, a member of the Japantown Task Force Peace Plaza Committee, and Director Emeritus of the Japan Society of Northern California; and WHEREAS, Commissioner Yamasaki was involved with numerous nonprofits including serving as a member of the Executive Committee of the American Cancer Society California Division, Inc., Director of the California League for the Handicapped, Director of the International Institute of San Francisco, Trustee of the World Affairs Council of Northern California, Trustee of the Coro Foundation, Director of the San Francisco History Museum, Director of the Asian American Bar Association, and advisor to the National Japanese American Historical Society; and WHEREAS, Commissioner Yamasaki devoted his career in private practice of the law, since 1960, specializing in matters relating to immigration and nationality; and WHEREAS, Commissioner Yamasaki resided in San Francisco since 1959 where he raised his two children; and be it RESOLVED, that the San Francisco Human Services Commission honors Commissioner George Yamasaki, Jr. for his many years of dedicated public service and for the impactful contributions he has made to the residents of the City and County of San Francisco.

On motion of Commissioner Semel, seconded and unanimously carried, the Commission adopted the resolution honoring George Yamasaki, Jr.

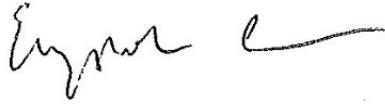
George Yamasaki, Jr.'s son, Paul Yamasaki, thanked Trent and the Commission for honoring his father and acknowledged his impact was felt well beyond his immediate family. Paul closed his remarks by stating that his father was passionate about his commission work, and that he is smiling... "with us now" and he "receives this remembrance with humility." President Kahn thanked Paul for attending the meeting and noted that Commissioner Yamasaki will always be with him as he chairs each meeting. Commissioner Yamasaki would help straighten out any mistakes made by the commission president. Commissioner Semel added that she sat next to Commissioner Yamasaki for many years during every Commission meeting and learned a lot from him. Tony Lugo, Program Director, shared a memory from 42 years ago when he was working for the federal court. George Yamasaki, Jr. was a lawyer, presenting immigration cases passionately on behalf of his clients. Tony would see him 20 years later, at Arriba Juntos, through the back door, donating suits. Once Tony started working for SFHSA, he would see Commissioner Yamasaki every month at commission meetings and the Commissioner would always say hello. Tony added that he will miss Commissioner Yamasaki. Sophia Isom, Program Director, was very thankful to have Commissioner Yamasaki in her life. She remembers his kind words on December 16 during the presentation of her manager of the year award. She directed a thank you to Paul Yamasaki, "for sharing your father with us. He was a very special man." She then offered her condolences to Paul and his family.

GENERAL PUBLIC  
COMMENT

President Kahn's call for public comment yielded no responses.

ADJOURNMENT

President Kahn adjourned the meeting at 11am.

A handwritten signature in black ink, appearing to read "Elizabeth LaBarre", with a long horizontal flourish extending to the right.

Elizabeth LaBarre, Commission Secretary  
Human Services Commission

Posted: March 22, 2022