



**CIVIL SERVICE COMMISSION
CITY AND COUNTY OF SAN FRANCISCO**

**LONDON N. BREED
MAYOR**

Sent via Electronic Mail

October 24, 2024

NOTICE OF CIVIL SERVICE COMMISSION MEETING

SUBJECT: FOLLOW-UP REPORT ON PERSONAL SERVICES CONTRACT NUMBER 49798-23/24 FROM THE HUMAN SERVICE AGENCY.

The above matter will be considered by the Civil Service Commission at a hybrid meeting (in-person and virtual) in Room 400, City Hall, 1 Dr. Goodlett Place, San Francisco, California 94102 and through Cisco WebEx to be held on **November 4, 2024, at 2:00 p.m.**

This item will appear on the Regular Agenda. Please refer to the attached notice for procedural and other information about Commission hearings.

Attendance by you or an authorized representative is recommended. Should you or your representative not attend, the Commission will rule on the information previously submitted and testimony provided at its meeting. All calendared items will be heard and resolved at this time unless good reasons are presented for a continuance.

CIVIL SERVICE COMMISSION

LAVENA HOLMES
Deputy Director

Attachments

Cc: Trent Rhorer, Department of Human Services
Daniel Kaplan, Department of Human Services
Joan Miller, Department of Human Services
Katrina Williams, Department of Human Services
Commission File
Commissioners' Binder
Chron

NOTICE OF COMMISSION HEARING POLICIES AND PROCEDURES

A. Commission Office

The Civil Service Commission office is located at, 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. The telephone number is (628) 652-1100. The fax number is (628) 652-1109. The email address is civilservice@sfgov.org and the web address is www.sfgov.org/civilservice/. Office hours are from 8:00 a.m. to 5:00 p.m., Monday through Friday.

B. Policy Requiring Written Reports

It is the policy of the Civil Service Commission that except for appeals filed under Civil Service Commission Rule 111A Position-Based Testing, all items appearing on its agenda be supported by a written report prepared by Commission or departmental staff. All documents referred to in any Agenda Document are posted adjacent to the Agenda, or if more than one (1) page in length, available for public inspection and copying at the Civil Service Commission office. Reports from City and County personnel supporting agenda items are submitted in accordance with the procedures established by the Executive Officer. Reports not submitted according to procedures, in the format and quantity required, and by the deadline, will not be calendared.

C. Policy on Written Submissions by Appellants

All written material submitted by appellants to be considered by the Commission in support of an agenda item shall be submitted to the Commission office, no later than 5:00 p.m. on the fourth (4th) business day preceding the Commission meeting for which the item is calendared (ordinarily, on Tuesday). An original copy on 8 1/2-inch X 11 inch paper, three-hole punched on left margin, and page numbered in the bottom center margin, shall be provided. Written material submitted for the Commission's review becomes part of a public record and shall be open for public inspection.

D. Policy on Materials being Considered by the Commission

Copies of all staff reports and materials being considered by the Civil Service Commission are available for public view 72 hours prior to the Civil Service Commission meeting on the Civil Service Commission's website at <https://sf.gov/civilservice> and in its office located at 25 Van Ness Avenue, Suite 720, San Francisco, CA 94102. If any materials related to an item on this agenda have been distributed to the Civil Service Commission after distribution of the agenda packet, those materials will be available for public inspection at the Civil Service Commission's during normal office hours (8:00 a.m. to 5:00 p.m. Monday through Friday).

E. Policy and Procedure for Hearings to be Scheduled after 5:00 p.m. and Requests for Postponement

A request to hear an item after 5:00 p.m. should be directed to the Executive Officer as soon as possible following the receipt of notification of an upcoming hearing. Requests may be made by telephone at (628) 652-1100 and confirmed in writing or by fax at (628) 652-1109.

A request for a postponement (continuance) to delay an item to another meeting may be directed to the Commission Executive Officer by telephone or in writing. Before acting, the Executive Officer may refer certain requests to another City official for recommendation. Telephone requests must be confirmed in writing prior to the meeting. Immediately following the "Announcement of Changes" portion of the agenda at the beginning of the meeting, the Commission will consider a request for a postponement that has been previously denied. Appeals filed under Civil Service Commission Rule 111A Position-Based Testing shall be considered on the date it is calendared for hearing except under extraordinary circumstances and upon mutual agreement between the appellant and the Department of Human Resources.

F. Policy and Procedure on Hearing Items Out of Order

Requests to hear items out of order are to be directed to the Commission President at the beginning of the agenda. The President will rule on each request. Such requests may be granted with mutual agreement among the affected parties.

G. Procedure for Commission Hearings

All Commission hearings on disputed matters shall conform to the following procedures: The Commission reserves the right to question each party during its presentation and, in its discretion, to modify any time allocations and requirements.

If a matter is severed from the *Consent Agenda* or the *Ratification Agenda*, presentation by the opponent will be for a maximum time limit of five (5) minutes and response by the departmental representative for a maximum time limit of five (5) minutes. Requests by the public to sever items from the [Consent Agenda or] Ratification Agenda must be provided with justification for the record.

For items on the *Regular Agenda*, presentation by the departmental representative for a maximum time of five (5) minutes and response by the opponent for a maximum time limit of five (5) minutes.

For items on the *Separations Agenda*, presentation by the department followed by the employee or employee's representative shall be for a maximum time limit of ten (10) minutes for each party unless extended by the Commission. Each presentation shall conform to the following:

1. Opening summary of case (brief overview);
2. Discussion of evidence;
3. Corroborating witnesses, if necessary; and
4. Closing remarks.

The Commission may allocate five (5) minutes for each side to rebut evidence presented by the other side.

H. Policy on Audio Recording of Commission Meetings

As provided in the San Francisco Sunshine Ordinance, all Commission meetings are audio recorded in digital form. These audio recordings of open sessions are available starting on the day after the Commission meeting on the Civil Service Commission website at www.sfgov.org/civilservice/.

I. Speaking before the Civil Service Commission

Speaker cards are not required. The Commission will take in-person public comment on all items appearing on the agenda at the time the item is heard. The Commission will take public comment on matters not on the Agenda, but within the jurisdiction of the Commission during the "Requests to Speak" portion of the regular meeting. Maximum time will be three (3) minutes. A subsequent comment after the three (3) minute period is limited to one (1) minute. The timer shall be in operation during public comment. Upon any specific request by a Commissioner, time may be extended. People who have received an accommodation due to a disability (as described below) may provide their public comments remotely. The Commission will also allow public comment from members of the public who choose to participate remotely. It is possible that the Commission may experience technical challenges that interfere with the ability of members of the public to participate in the meeting remotely. If that happens, the Commission will attempt to correct the problem, but may continue the hearing so long as people attending in-person are able to observe and offer public comment.

J. Public Comment and Due Process

During general public comment, members of the public sometimes wish to address the Civil Service Commission regarding matters that may come before the Commission in its capacity as an adjudicative body. The Commission does not restrict this use of general public comment. To protect the due process rights of parties to its adjudicative proceedings, however, the Commission will not consider, in connection with any adjudicative proceeding, statements made during general public comment. If members of the public have information that they believe to be relevant to a matter that will come before the Commission in its adjudicative capacity, they may wish to address the Commission during the public comment portion of that adjudicative proceeding. The Commission will not consider public comment in connection with an adjudicative proceeding without providing the parties an opportunity to respond.

K. Policy on use of Cell Phones, Pagers and Similar Sound-Producing Electronic Devices at and During Public Meetings

The ringing and use of cell phones, pagers and similar sound-producing electronic devices are prohibited at this meeting. Please be advised that the Chair may order the removal from the meeting room of any person(s) responsible for the ringing or use of a cell phone, pager, or other similar sound-producing electronic devices.

Information on Disability Access

* **Temporary Wheelchair-accessible entrances are located on Van Ness Avenue and Grove Street. Please note the wheelchair lift at the Goodlett Place/Polk Street is temporarily not available. After multiple repairs that were followed by additional breakdowns, the wheelchair lift at the Goodlett/Polk entrance is being replaced for improved operation and reliability.**

The Civil Service Commission normally meets in Room 400 (Fourth Floor) City Hall, 1 Dr. Carlton B. Goodlett Place. However, meetings not held in this room are conducted in the Civic Center area. City Hall is wheelchair accessible. The closest accessible BART station is the Civic Center, located 2 ½ blocks from City Hall. Accessible MUNI lines serving City Hall are 47 Van Ness Avenue, 9 San Bruno and 71 Haight/Noriega, as well as the METRO stations at Van Ness and Market and at Civic Center. For more information about MUNI accessible services, call (415) 923-6142. Accessible curbside parking has been designated at points in the vicinity of City Hall adjacent to Grove Street and Van Ness Avenue.

The following services are available on request 48 hours prior to the meeting; except for Monday meetings, for which the deadline shall be 4:00 p.m. of the last business day of the preceding week. For American Sign Language interpreters or the use of a reader during a meeting, a sound enhancement system, and/or alternative formats of the agenda and minutes, please contact the Commission office to make arrangements for the accommodation. Late requests will be honored, if possible.

Individuals with severe allergies, environmental illness, multiple chemical sensitivity or related disabilities should call our ADA coordinator at (628) 652-1100 or email civilservice@sfgov.org to discuss meeting accessibility. In order to assist the City's efforts to accommodate such people, attendees at public meetings are reminded that other attendees may be sensitive to various chemical-based products. Please help the City to accommodate these individuals.

Know your Rights under the Sunshine Ordinance (Chapter 67 of the San Francisco Administrative Code)

Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For more information on your rights under the Sunshine Ordinance or to report a violation of the ordinance, or to obtain a free copy of the Sunshine Ordinance, contact Victor Young, Administrator of the Sunshine Ordinance Task Force, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA 94102-4689 at (415) 554-7724, by fax: (415) 554-7854, by e-mail: sotf@sfgov.org, or on the City's website at www.sfgov.org/bdsupvrs/sunshine.

San Francisco Lobbyist Ordinance

Individuals and entities that influence or attempt to influence local legislative or administrative action may be required by the San Francisco Lobbyist Ordinance (San Francisco Campaign and Governmental Conduct Code Section 2.100) to register and report lobbying activity. For more information about the Lobbyist Ordinance, please contact the San Francisco Ethics Commission at 25 Van Ness Ave., Suite 220, San Francisco, CA 94102, telephone (415) 252-3100, fax (415) 252-3112 and web site <https://sfethics.org/>.



CIVIL SERVICE COMMISSION CITY AND COUNTY OF SAN FRANCISCO

CIVIL SERVICE COMMISSION REPORT TRANSMITTAL (FORM 22)

Refer to Civil Service Commission Procedure for Staff - Submission of Written Reports for Instructions on Completing and Processing this Form

1. Civil Service Commission Register Number: PSC 49 - 798 23/24
2. For Civil Service Commission Meeting of: November 4, 2024
3. Check One:
 - Ratification Agenda
 - Consent Agenda
 - Regular Agenda**
 - Human Resources Director's Report
4. Subject: Follow-up response on Personal Service Contract 49-798-23/24
5. Recommendation: Approve scope of work under contract
6. Report prepared by: Juliet Halverson & Mirna Palma Telephone number: 415-416-7256
7. Notifications: See attached a list of the persons to be notified per IV. Commission Report Format
8. Reviewed and approved for Civil Service Commission Agenda:
Human Resources Director: 
Date: 10/21/24
9. Submit the original time-stamped copy of this form and person(s) to be notified (see Item 7 above) along with the required copies of the report to:
**Executive Officer
Civil Service Commission
25 Van Ness Avenue, Suite 720
San Francisco, CA 94102**

10. Receipt-stamp this form in the ACSC RECEIPT STAMP box to the right using the time-stamp in the CSC Office.

Attachment

CSC RECEIPT STAMP

Contact information for notifications:

1. Trent Rhorer, trent.rhorer@sfgov.org
2. Daniel Kaplan, daniel.kaplan@sfgov.org.
3. Joan Miller, joan.h.miller@sfgov.org
4. Katrina Williams, katrina.williams@sfgov.org



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Date: October 17, 2024

To: Kate Favetti, President, Civil Service Commission
Sandra Eng, Executive Director, Civil Service Commission
Members of Civil Service Commission

From: Juliet Halverson, Foster Care Eligibility (FCE) Program Manager II
Mirna E. Palma, Talent Acquisition, Assessments, and
Classification Manager

Re: Follow-Up Response on Personal Service Contract 49-798 – 23/24

Background

On May 6, 2024, the Human Services Agency (HSA) presented Personal Services Contract PSC 49-798 23/24 to the Civil Service Commission for contract services provided by Maximus related to Social Security Administration (SSA) benefits advocacy, screening, maintenance, administration and management assistance for children and youth under the responsibility of the San Francisco Foster Care system.



London Breed
Mayor

Trent Rhorer
Executive Director

During this meeting, Commission President Kate Favetti, requested further information on the scope of work performed under this contract as well as whether there were City job classifications that could do this work within HSA's Family Children Services (FCS) Program.

Scope of Work

In California, AB131 mandates all counties to screen for SSI eligibility at age 16.5 years old, annually, and up to the age of 21 years of age. If an application for SSI is denied, SB 187 requires California counties to submit a request for reconsideration and then appeal (if the request for reconsideration is denied) and file subsequent appeals if necessary. Maximus provides services that include, but not limited to screening, monitoring SSA dedicated and maintenance accounts for FCS dependents receiving SSA-administered benefits [SSI benefits and Social Security Administration/Retirement, Survivor, & Disability Insurance (RSDI)],



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processing denials and appeals, and providing financial guidance. Some of the main functions performed under the contract are:

- Screening and reviewing all referrals within 30 days of receipt. FCS routinely posts lists of youths transitioning to obtaining age 16 and 18. These lists are prioritized for review and are meticulously tracked.
- Working closely with FCS's Protective Service Workers (PSWs), Probation Officers (POs), and Eligibility Workers (EWs) to obtain all the necessary documentation to make well-informed decisions regarding eligibility potential. Once a case is determined to warrant a Supplemental Security Income (SSI) application, Maximus staff coordinates with FCS workers to obtain all evidence (medical records, evaluations, and school reports) that will aid in presenting the best possible case to Social Security disability analysts.
- When a care provider and/or a youth is unable to complete forms or complete any other actions necessary during the processing of the youth's SSI application, alternate options are explored on a case-by-case basis in order to successfully complete the adjudication of the SSI claim. This includes, but is not limited to, in-person, electronic and telephone assistance.
- When Social Security Disability Determination Services (DDS) schedules medical evaluations as part of their adjudication process, Maximus tracks appointments and notifies the PSW, PO, care provider, group home staff, and/or youth as appropriate on a case-by-case basis. All parties involved are again notified of the upcoming appointment three to five business days prior to the appointment. If circumstances arise where transportation needs to be arranged or an appointment needs to be rescheduled, Maximus coordinates with DDS to ensure the youth can participate in the evaluation.
- If a child, youth, or non-minor dependent (NMD) is deemed potentially eligible for SSI benefits, Maximus submits the application package to Social Security, complete with all the appropriate forms and evidence collected to present the strongest possible case for benefits.
- Youth approaching the age of 18 are routinely screened for potential SSI benefits. Those already on benefits are scheduled to



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be reevaluated by Social Security under the Adult Standards. Once notified, Maximus prepares all the necessary paperwork and coordinates with FCS staff to obtain the most up-to-date information and records to present to Social Security.

- Maximus consistently screens all referrals, transitional and incoming youths for potential SSI benefits. Those deemed to not warrant an SSI application at that time are highlighted to be re-reviewed in the following fiscal year.
- Maximus submits all payee changes within 30 days of the referral to ensure HSA is on record as soon as possible. After determining placement and payment history, the HSA's Fiscal Department is notified as to whether the account is in suspense or in pay status.
- In conjunction with the HSA's Fiscal Department, Maximus monitors SSA dedicated and maintenance (trust) accounts for all children, youth, and Non-Minor Dependents (NMD) in foster care. FCS's PSWs are notified when a spend-down request should be made and are counseled on appropriate utilization of funds. All requests and funds are tracked, and all documents and receipts are copied and stored.

Findings

During our meeting with SEIU Local 1021 on January 11, 2024, SEIU contended that the work could be performed in-house and insisted that HSA explored options to bring SSI advocacy for youth in-house in the future. SEIU proposed modeling the system after the SSI Advocacy program under SFHSA's County Adult Assistance Programs. We met with staff at CAAP to learn more about their service model and organizational structure.

Based on CAAP organizational structure, we found that they are currently using the following job classifications to provide SSI advocacy for adults: 2916 Social Work Specialist, 2914 Social Work Supervisor, 2913 Program Specialist, 2917 Program Support Analyst, 2576 Supervising Clinical Psychologist, 2574 Clinical Psychologist, 2232 Senior Physician Specialist, 2230 Physician Specialist and 2110 Medical Records Clerk.



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CAAP clients receive assistance in completing their SSI application, and for the most part, as adults, they can provide detailed and accurate information and history of their medical care and diagnoses. The responsibility to provide and carry through with any necessary tasks, appointments and paperwork is solely with the applicant.

The onus to screen, apply, make appointments, provide history and diagnoses information for FCS foster youth clients is solely on the program, often without any input from any knowledgeable adult during the SSI application process. Contrary to the work at CAAP, FCS is required by the State to:

- screen youth for eligibility,
- apply to SSI on behalf of the youth that are likely eligible for these benefits,
- appeal application denials,
- help youth choose an appropriate representative payee, adhere to the legal requirements of a representative payee (if the county is the payee) or help the representative payee (if not the county) to fulfill this obligation,
- provide information to youth about their benefits and help the youth maintain eligibility so that SSI is in place when they transition from foster care.

The SSA application process for foster youth and Non-Minor Dependents (NMDs) are highly specialized and multifaceted. First, gathering the right evidence is critical—this involves collecting medical records from different providers, school reports from multiple schools, therapy notes from a variety mental health providers, addresses where the minors have lived and other critical documents to meet SSA's stringent eligibility criteria. For foster care youth and NMDs, the challenge increases because of their unique situations, such as frequent placement changes and difficulties obtaining consistent medical and educational records. Many of these foster youth have been in the system since they were born and have had to endure physical and mental abuse that has resulted in severe trauma. As such, they have had to be in the care of many different health



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and mental health professionals and do not remember the required names, dates, addresses, and treatments to report to SSA. Maximus coordinates with multiple stakeholders—caregivers, social workers, and healthcare providers—to ensure they gather all necessary information. They have implemented a layered screening process - that we do not have in-house - to assess eligibility early on to maximize these benefits on behalf of the youth. This involves initial reviews of medical and disability evidence to prevent submitting incomplete or inadequate applications. All these medical records need to be collected to go along with a 24-page SSI application. These children cannot sign consents or recall all the medical providers they have seen throughout their lives, so Maximus collects and retains these documents on behalf of FCS. Compiling documentation can be a lengthy process within itself. Once an application is filed, it may take somewhere between 30 days to 2 years to get a decision from the SSA. Overall, each case requires careful monitoring of deadlines, appeals, and any requests for additional documentation from the SSA.

Maximus has a sophisticated, multi-tiered approach to SSI advocacy for foster youth, combining advanced technology and specialized expertise to ensure an efficient process. They have customized screening tools that allow them to conduct a thorough initial assessment, ensuring that only strong, well-documented cases move forward to the application stage. This minimizes the risk of denials due to incomplete evidence. They use data-driven metrics to assess and improve their process, regularly refining how they collect medical records, track communication with SSA, and follow up on pending applications. Maximus also maintains close relationships with local SSA offices and DDS offices, which also allows them to expedite certain parts of the process.

We are currently unable to reprise this level of service, since our internal focus is often spread across multiple priorities in service of foster youth, including but not limited to housing, transitioning to independent living, navigating service needs, monitoring visitation, managing medication,



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parenting, exploring college/job training, transportation, court assigned case plans, and daily emotional support. Maximus' sole mission under this contract is to maximize SSI benefit acquisition for our FCS foster care clients. This allows them to devote their full attention and resources to ensuring each child or NMD receives their entitled benefits.

Maximus staff stays abreast of changes in Social Security legislation, regulations, policy and processes and have the ability to align these changes with current Child Welfare legislation, policy and mandates. Compliance with this legislative framework requires expertise in both child welfare law and the nuances of SSI applications, that has been built overtime. In addition, Maximus has long-standing relationships with SSA and has built efficiencies and tracking mechanisms overtime that the Agency would not be able to replicate at this time.

Conclusion

Based on the model currently in place in our County Adult Assistance Program (CAAP) and the number of clients they service, we estimate that it would require FCS to hire employees in the following classes

- 24 - 2916 Social Work Specialist
- 3 - 2914 Social Work Supervisor
- 1 - 2913 Program Specialist
- 1 - 2917 Program Support Analyst
- 1 - 2576 Supervising Clinical Psychologist
- 6 - 2574 Clinical Psychologist
- 1 - 2232 Senior Physician Specialist
- 4 - 2230 Physician Specialist
- 4 - 2110 Medical Records Clerk
- 1 - 0931 Manager III

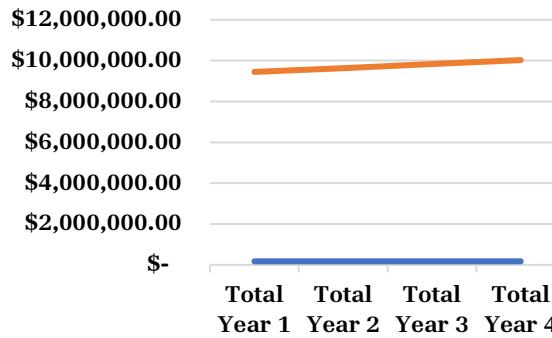
Below is the projected cost of these positions for four years:



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Cost Analysis Contract vs HSA Employees

Through the Contract
Through HSA Staff



iSI Responsibility Fulfillment Agent	Cost for the C Staff (Salary)	Cost for the Line		FTE	Cost for the Line		Cost for the Line Staff		Total Year 1	Total Year 2	Total Year 3	Total Year 4
		Number of staff	Staff (Salary)		Staff (Salary)	(Benefits)	Total	Total				
Through the Contract	\$173,051.00											
Through HSA positions (2016 line staff)	\$ 119,730.00	24	100%	\$ 2,873,520.00	\$ 1,148,736.98	\$ 4,022,246.98	\$ 173,051.00	\$ 173,051.00	\$ 9,634,681.21	\$ 9,837,574.84	\$ 10,237,574.84	\$ 173,051.00
Through HSA positions (2014 line staff)	\$ 120,000.00	3	100%	\$ 375,180.00	\$ 149,993.00	\$ 415,173.00	\$ 4,022,246.98	\$ 4,022,246.98	\$ 4,196,457.98	\$ 4,196,457.98	\$ 4,196,457.98	\$ 4,268,440.98
Through HSA positions (2013 line staff)	\$ 119,730.00	1	100%	\$ 119,730.00	\$ 47,861.62	\$ 167,591.62	\$ 170,945.50	\$ 170,945.50	\$ 174,364.41	\$ 177,851.69	\$ 177,851.69	\$ 177,851.69
Through HSA positions (2017 line staff)	\$ 147,030.00	1	100%	\$ 147,030.00	\$ 58,777.15	\$ 205,807.15	\$ 209,923.30	\$ 209,923.30	\$ 214,211.76	\$ 218,404.20	\$ 218,404.20	\$ 218,404.20
Through HSA positions (2017 staff)	\$ 168,896.00	1	100%	\$ 168,896.00	\$ 67,518.37	\$ 236,414.37	\$ 241,142.66	\$ 241,142.66	\$ 245,965.51	\$ 250,881.82	\$ 250,881.82	\$ 250,881.82
Through HSA positions (2332 staff)	\$ 340,314.00	1	100%	\$ 340,314.00	\$ 136,044.95	\$ 476,358.95	\$ 485,886.12	\$ 485,886.12	\$ 495,603.85	\$ 505,515.92	\$ 505,515.92	\$ 505,515.92
Through HSA positions (2574 staff)	\$ 151,398.00	6	100%	\$ 908,388.00	\$ 363,139.91	\$ 1,271,527.91	\$ 1,296,958.47	\$ 1,296,958.47	\$ 1,322,897.64	\$ 1,349,355.59	\$ 1,349,355.59	\$ 1,349,355.59
Through HSA positions (2230 staff)	\$ 316,186.00	4	100%	\$ 1,264,744.00	\$ 505,597.86	\$ 1,770,341.86	\$ 1,805,748.69	\$ 1,805,748.69	\$ 1,841,863.67	\$ 1,876,700.94	\$ 1,876,700.94	\$ 1,876,700.94
Through HSA positions (2110 staff)	\$ 89,544.00	4	100%	\$ 358,176.00	\$ 143,185.51	\$ 501,361.51	\$ 511,388.74	\$ 511,388.74	\$ 521,616.52	\$ 532,048.85	\$ 532,048.85	\$ 532,048.85
Through HSA positions (0931 staff)	\$ 192,140.00	1	100%	\$ 192,140.00	\$ 76,810.46	\$ 268,950.46	\$ 274,329.47	\$ 274,329.47	\$ 279,816.06	\$ 285,412.38	\$ 285,412.38	\$ 285,412.38

In addition to in-house staff, CAAP is currently contracting mental health professionals to do assessments of their clients as well as legal counsel for cases that require an appeal.

Given the number of FCS cases (859 for the past fiscal year), the Agency would not be able to effectively manage this case load with the current FCS staff. To take on the work that Maximus is doing under contract, FCS would have to hire 46 employees in the classes shown above.

After procuring salary funding, it would take at least 12 months to go through the process of filling these positions, which would add additional challenges for the FCS program, as it is already dealing with a vacancy rate of sixteen percent. In addition, we would have to gauge the time it would take to train staff, and deal with the potential errors that would inevitably happen during the new employees' learning process.



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As a nationwide company, Maximus has a wide array of resources and knowledgeable personnel that can be available immediately with no need for training or service delay.

Attachment: May 6, 2024 Report to Civil Service Commission for PSC
49-798 23/24



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STAFF REPORT

DATE: April 23, 2024 (For May 6, 2024, Commission Meeting)

Department of Benefits
and Family Support

TO: Civil Service Commission

Department of Disability
and Aging Services

FROM: Daniel Varela, HSA Employee and Labor Relations Senior Analyst

SUBJECT: Personal Service Contract (PSC) No. 49798 – 23/24

BACKGROUND

The Human Services Agency (HSA or Agency) submitted PSC No. 49798 – 23/24 for contract services with Maximus related to Social Security Administration (SSA) benefits advocacy, screening, maintenance, administration and management assistance for children and youth involved with the San Francisco Foster Care system. The proposed work covers three main areas: 1) SSA applications including Supplemental Security Income (SSI) advocacy, screening and eligibility; 2) county and systems coordination; and 3) information technology for children and youth.



In November 2007, California Assembly Bill (AB) 1331 was signed into law that mandates that counties provide screening, application, and reassessments to all children in foster care aged 16.5 and older. San Francisco HSA Family and Children's Services (FCS) Division is committed to ensuring that all foster children and youth in its custody are screened for and receive all Federal or State benefits that they are entitled to, including: SSI benefits and Social Security Administration/Retirement, Survivor, & Disability Insurance (RSDI). Without this service, San Francisco would be out of compliance with State laws.

London Breed
Mayor

HSA has made best efforts to collaborate with the Service Employees International Union, Local 1021 (Union or SEIU 1021) on this contract.

Trent Rhorer
Executive Director

- On August 25, 2023, HSA notified SEIU 1021 of its intent to contract this work.
- On December 18, 2023, PSC 49798 – 23/24 was approved by the Civil Service Commission with the condition that HSA meets with SEIU 1021.
- On December 20, 2023, HSA emailed SEIU 1021 to schedule a meeting to discuss the PSC.
- On January 11, 2024, HSA and SEIU 1021 met to discuss the PSC. At the end of the meeting, HSA informed the Union that it would explore options of bringing SSA/SSI work in-house and provide historical

Kelly Dearman
Executive Director

information on the prior PSCs. The parties agreed to schedule a follow-up meeting to discuss the matter further.

- On January 25, 2024, HSA emailed SEIU 1021 to schedule the next meeting.
- On January 31, 2024, HSA sent a follow-up notice to SEIU 1021 about scheduling the next meeting.
- On February 13, 2024, HSA and SEIU 1021 met and discussed the PSC, historical information on the contracted work, and HSA's efforts on bringing SSA/SSI work in-house. At the end of the meeting, SEIU 1021 stated that they wanted HSA to make changes to the PSC in the PSC database regarding the correct civil service classes, typos, and factors for contracting out.
- On February 20, 2024, HSA made changes to PSC 49798 – 23/24 in the PSC database, sent the changes to SEIU 1021, and asked if the changes were acceptable. HSA did not receive a response from SEIU 1021.
- On February 27, 2024, HSA informed SEIU 1021 that it would move forward with the PSC. On that same day, SEIU 1021 responded with further questions for HSA.
- On March 19, 2024, HSA responded to SEIU 1021's questions and did not receive a response.

ISSUES

HSA does not have the knowledge or expertise to engage in SSI advocacy in child welfare. As such, HSA is unable to thoroughly train its staff to provide necessary outcomes for all children and youth it serves and also ensure that Federal and State compliance and mandates are met.

AUTHORITY

Under California Assembly Bill 1331, HSA is mandated to provide screening, application and reassessments to all children in Foster Care aged 16.5 and older for Social Security Administration benefits.

FINDINGS

During the January 11, 2024 meeting between HSA and SEIU 1021, the Union contended that SSI advocacy can be performed by classifications 2905 Senior Eligibility Workers and 2916 Social Work Specialists in FCS, and stated that two other HSA programs, County Adult Assistance Program (CAAP) and California Work Opportunity and Responsibility to Kids (CalWORKs), currently engage in SSI advocacy for adults. SEIU 1021 also stated that its intent is not to pull or alter the services provided to children and youth, but insisted that HSA explore options for bringing SSI work in-house in the future. HSA



responded that it will explore its options for bringing SSI work in-house, including meeting with CAAP and CalWORKs.

FCS met with CAAP and CalWORKs to learn more about their SSI service models and determine if FCS could utilize their existing structure or create one like it. CAAP has a contract with Richmond Area Multi-Services (RAMS) to screen clients for eligibility and assess for work exemption requirements, and has three units of approximately eight 2916s each that complete and submit SSI applications for their clients. The 2916s also consult with their supervisors (2932 Sr. Behavioral Health Clinicians) for case management and refer the clients to CAAP's physicians and psychologists (classifications 2230, 2232, 2574, 2576) for evaluation. If SSA denies the applications, then CAAP refers out the appeals process to attorneys. Overall, CAAP processes approximately 40 applications per month, or about 480 per year.

CalWORKs, on the other hand, has 2905s and 9703 Employment & Training Specialists that screen clients for eligibility and for work exemption requirements, and has one 2916 that completes SSI assessments. The CalWORKs 2916 also consults with CAAP's physicians and psychologists. Overall, CalWORKs only processes about 16 applications per year.

FCS serves about 800 Foster Care youth and, under Assembly Bill 1331, they are mandated to screen all youth between ages 16.5 – 18 and annually thereafter. However, FCS goes further and screens all Foster care and other youth they serve. Based on the vast difference in applications, CAAP and CalWORKs have stated that they would not be able to assume FCS' workload.

DISCUSSION AND ANALYSIS

Although CAAP and CalWORKs engage in SSI advocacy, the number of applications they process is far less than FCS. As aforementioned, CAAP and CalWORKs have stated that they would not be able to assume FCS's workload due to the vast difference in applications. Therefore, HSA is unable to utilize its internal resources to engage in SSI advocacy in child welfare. Even if FCS had CAAP's structure, it still would not sufficiently serve FCS' youth like Maximus does. Maximus has a full-service model that provides services that include, but not limited to: screening, monitoring SSA dedicated and maintenance accounts for FCS dependents receiving SSA-administered benefits, processing denials and appeals, and provide financial guidance such as how Title IV-E funding and the use of Title 16 and Title 2 impact the budget, foster care placements and a variety of other factors. CAAP, on the other hand, refers out the screening and denials/appeals processes, and does not monitor dedicated and maintenance accounts for their clients. Additionally, the approval criteria for youth and adults are different and Maximus provides expertise with the transition from youth to adult benefits.



Moreover, if FCS had CAAP's structure, it still would not be able to sufficiently serve its children and youth because it lacks expertise in SSI benefits in child welfare. Although CAAP and CalWORKs engage in SSI advocacy, they do not do this for the foster care system and, thus, would not be able to sufficiently train FCS staff nor engage in SSI work in child welfare themselves if they wanted to. CAAP and CalWORKs have different functions, criteria and separate populations than FCS. For instance, CAAP staff evaluate for a disability that could potentially qualify an adult for benefits. However, the disability criteria for children is not the same as the criteria for an adult. Navigating the transition from child benefits to adult benefits takes experience and knowledge that CAAP and CalWORKs lack, but that Maximus possesses. Moreover, SSI work in child welfare requires effective advocacy needed to proceed through the SSI/SSA system that is complicated, difficult and very involved; outside of a basic adult only setting. The Program Manager for FCS' Foster Care Eligibility program has stated herself that she could not train anyone due to the complexity of this work despite doing SSA/SSI work for 24 years. Maximus, on the other hand, has all the required knowledge and expertise to navigate SSA.

CONCLUSION

Upon the Union's request, HSA explored its options for bringing SSI advocacy work in child welfare in-house by consulting with CAAP and CalWORKs to learn more about their SSI service models and determine if FCS could utilize their existing structure or create one like it. HSA learned that it was not feasible to do either. During the January 11, 2024 and February 13, 2024 meetings between HSA and SEIU 1021, the Union stated that its intent is not to pull or alter the services provided to foster care youth, but still implored the Agency to explore options to bring SSI work in-house. HSA responded that it will continue to explore its options to see what is feasible and available; however, for the reasons listed above, the Agency is unable to bring SSI work in-house in the immediate future, especially given that the current PSC expires on June 30, 2024. Without this contracted service, FCS will be out of compliance with State law and its children and youth will not receive Federal or State benefits that they are entitled to in an accurate or timely manner, and their benefits may be discontinued altogether.

RECOMMENDATION

Approve PSC 49798 – 23/24.

