



TABLE OF CONTENTS

Director’s Message 3

Vision, Mission & Values 4

Office of Agency Administration 6

Collaborative Community Outcomes 8


Children and Family Services 10

Employment Services 12

Economic Self-Sufficiency 14

Staff Development & Technology Services 16

Financials & Demographics 19



REGIONAL OFFICES

DALY CITY

SOUTH SAN FRANCISCO

BELMONT

SAN CARLOS

BELMONT

REDWOOD CITY

EAST PALO ALTO

CONTACT INFORMATION AVAILABLE ON BACK OF ANNUAL REPORT

SERVICES

PUBLIC ASSISTANCE PROGRAMS

CHILDREN AND FAMILY

EMPLOYMENT SERVICES

COMMUNITY SERVICES

DIRECTOR’S MESSAGE

On behalf of the staff and leadership of the San Mateo County Human Services Agency, it is my pleasure to share our 2021 Annual Report.

For our agency, 2021 was a year of steady recovery. Joining with other county departments and our external partners we moved steadily in assisting our clients and the greater community in recovery from the devastating impacts of the COVID-19 pandemic.

Throughout the pages of this annual report, you will see the service numbers, hear just some of our client’s personal journeys and understand the scope and reach of our many programs. Much of what we accomplished in 2021 was done in partnership with our county’s network of strong community-based organizations.

I would like to take this opportunity to thank the San Mateo County Board of Supervisors and our County Executive Officer and his staff, for their continued support of the Human Services Agency. Their support is integral to our ability to carry out our mission and the successful operation of our vital programs.

Sincerely,



Ken Cole
Agency Director



VISION

All San Mateo County residents enjoy a healthy, safe, prosperous and collaborative community.

MISSION

Enhance the well-being of children, adults and families by providing professional, responsive, caring and supportive service.

VALUES

- Client Experience
- Employee Excellence
- Community Engagement
- Continuous Improvement
- Results-Focused Innovation
- Responsiveness
- Fiscal Stewardship



BRANCHES

OFFICE OF AGENCY ADMINISTRATION

The Office of Agency Administration (OAA) includes the Office of the Agency Director, which provides vision and leadership for HSA, Administrative and Information Services, which provides a range of IT support services to help HSA’s branches fulfill their respective missions and Financial Services, which develops and monitors the budget, all to ensure excellence in the delivery of coordinated human services.



HSA EMPLOYEE
Monthly Newsletter



**THREE LOBBY
REMODELS UNDERWAY**
• EPA Lobby Remodel
• SSF Reception Desk Remodel
• Middlefield Road Lobby
Remodel



**938
INVESTIGATIONS**
completed by the
Special Investigations
Unit



**140
CONTRACTS**
maintained by
Financial Services



**120
LAPTOPS AND
19 PERSONAL
COMPUTERS**
replacements were
provided to HSA staff



**1,800
TELEWORK
EQUIPMENT**
(including monitors,
keyboards and mice)
issued to
HSA staff

A Look Back

In 2021, residents of San Mateo County were filled with optimism that, through the advent and distribution of mass vaccines, life would return to normal. As we all learned, COVID-19 would continue to mutate, creating new variants and with it the challenges of balancing our health and safety while living our everyday lives. Throughout this historic time, the Human Services Agency continued to serve the public while playing a major role during the pandemic recovery.

One of the key roles of HSA is to assist individuals experiencing homelessness in San Mateo County. During the pandemic, the Center on Homelessness (COH) housed individuals experiencing homelessness that were highly vulnerable to the COVID-19 virus at non-congregate shelters. San Mateo County had been leasing hotel rooms for nearly a year to serve as temporary shelters. Thanks in part to federal and state funding and a major commitment by the Board of Supervisors to address homelessness, the County of San Mateo purchased two hotels to serve as interim housing. In March, the Pacific Shelter opened providing 73 interim housing units and in April the Coast House shelter opened providing 51 interim housing units. “This was a rare opportunity that doesn’t come by that often. Increasing our interim housing stock is an additional pathway to addressing homelessness in San Mateo County,” said Selina Toy Lee, Director of Collaborative Community Outcomes.

Throughout 2021, despite COVID-19 case surges, HSA’s public assistance lobbies remained open all year, with over 23,500 clients visiting in person.

Economic Self-Sufficiency (ESS) served over 165,000 Medi-Cal clients and 42,030 residents received help purchasing food through the supplemental nutrition assistance program, CalFresh.

Catering Connection cooked and provided 64,561 COVID-related meals and Vocational Rehabilitation Services (VRS) shipped out 982 pallets of goods to 43 countries. Our Resource Centers also reopened offering in-person services to our clients.

Children and Family Services (CFS) fielded 4,391 hotline referrals, certified 56 new resource families and finalized 17 adoptions. In addition, CFS doubled Independent Living Program (ILP) offerings for youth ages 14-21, launched a resource mobile app for foster youth and caregivers and revived the Foster Youth Advisory Board.

Our Core Services Agencies served 45,466 clients. The Veterans Services Office (VSO) took care of nearly 6,000 Veterans and the Children’s Fund served nearly 2,000 youth from San Mateo County. “On behalf of the HSA Directors Leadership Team, I would like to thank our selfless staff for their public service and for assisting the residents of San Mateo County throughout another challenging year. Their work is essential and HSA’s role during the pandemic recovery was nothing short of remarkable,” said Ken Cole, HSA Director.









COLLABORATIVE COMMUNITY OUTCOMES

Collaborative Community Outcomes (CCO) focuses on creating strategic partnerships with external organizations towards the goals of ending homelessness, promoting veterans benefits and providing a safety net for the County’s vulnerable residents.



2021 ACCOMPLISHMENTS

- Fully opened the Coast House shelter in April 2021, providing 51 units of interim housing (safe temporary living accommodations).
- Secured Project Homekey funding and opened Pacific Shelter in March 2021, providing 73 units of interim housing.
- Secured additional State Homekey funding for the San Mateo County Navigation Center.

 61,062 CLIENTS SERVED by CCO	 1,947 CHILDREN SERVED by Children’s Fund	 5,951 VETERANS BENEFITED from Veteran Services	 5,720 CLIENTS SERVED by Service Providers for the Homeless	 45,466 CLIENTS SERVED by Core Service Agencies	 PERMANENT HOUSING DESTINATIONS 120 Living with family 17 Living with friends 13 Housing owned by client 108 Housing rented with veterans subsidy 300 Housing rented by client with subsidy 291 Housing rented by client, no subsidy
---	---	--	---	--	---

Compassion Towards Those Experiencing Homelessness

Carl Holmquist was born and raised in San Mateo County. Carl was confronted with challenges from his family and turned to alcohol to mask his pain. He began hanging around the wrong crowd and chose to live his life on the streets for nearly 6 years. “I was actually content with being homeless but eventually looked at myself and said, ‘Do I want to live like this forever?’ When I got to that breaking point, I knew something had to change so I finally reached out for help,” said Carl.

Carl entered the the San Mateo County Coordinated Entry System (CES) and began working with WeHOPE to create a treatment plan to turn his life around. “When I got connected with WeHOPE, I felt like I actually had a family that would look after me,” said Carl. “My case manager, Clyde, was like a big brother and was really patient.”

Clyde immediately identified that Carl took instructions quite well and always wanted to get involved. “Carl and I developed a mutual respect for one another. He would work odd jobs and take on any task I would ask him to do. He was always trying to apply himself,” said Clyde.

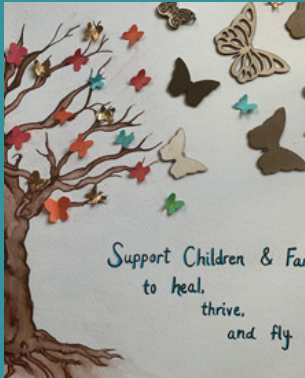
Carl was eventually referred to the Dignity on Wheels Program to serve as a temporary intake specialist. “Carl was very good at each task and would do it expediently. His mantra was always, ‘Do you have anything else for me to do?’” said Anita Blount, Dignity on Wheels Manager. “His nature is to connect, help and solve problems. That goes hand in glove with what WeHOPE is all about. Carl was so dedicated we officially hired him to become part of our team.”

Because of his job, Carl was able to access permanent housing and looks forward to the next chapter in his life. “I’m looking forward to my future, but right now I am focused on my job and my new place. I am now more confident and want to continue to be a better person and to enjoy my life.”



CHILDREN AND FAMILY SERVICES

Children and Family Services (CFS) is committed to protecting the welfare of children and improving the health and strength of families in San Mateo County. We collaborate with our community partners to serve the children and youth of San Mateo County within an integrated system of care. Services include Foster Care, Child Protective Services, Adoptions, Family Resource Centers, Youth Services and Safe Surrender.



2021 ACCOMPLISHMENTS

- Accreditation of Elysian Short Term Residential Therapeutic Program (STRTP) and San Mateo County Foster Family Agency (FFA).
- Doubled monthly Independent Living Program workshop and activity offerings for youth ages 14-21.
- Revived the Foster Youth Advisory Board and held several strategic planning sessions with current and former foster youth.
- Increased youth outreach through the implementation of a text notification system.



NEW APP
for resource families and
foster youth



4,391
HOTLINE REFERRALS
Child Abuse and Neglect
Hotline Calls



59.6%
FOSTER CHILDREN EXITED
within 1-year to a
permanent home



18%
DECREASE
of children in
Foster Care



42 reunifications finalized
17 adoptions finalized
56 new resource families approved



PLACEMENT STABILITY
1.58 Placement Moves Per 1,000 Days In
Foster Care. Performance for this measure
exceeds the national standard of 4.12.

Advocating and Leading Foster Youth in San Mateo County

Teresa Vollert is a former foster youth from San Mateo County. With the lack of a stable support system around her, as a teenager Teresa struggled with trusting adults. This all changed when she was introduced to the San Mateo County Independent Living Program (ILP). This program provides a variety of services to foster youth ages 14-21 in the areas of education, employment, life skills, leadership and personal development.

“In the past couple of years, I have completely transformed how I looked at my past and have now created a life for myself centered around healing. Rather than remaining stuck in a continuous cycle of hardship and trauma, I made a choice to recognize my strength and recreate a life I truly wanted to live. ILP connected with me and completely altered my understanding of how many positive, supportive services exist throughout the county,” said Teresa.

Through ILP, Teresa became a youth leader. She had an internship with the Supportive Training & Employment Program (STEP) for emancipated foster youth and played a key role in launching a foster youth resource mobile app, FosterConnect. Teresa helped to develop and lead a life skills workshop for other foster youth. As a member of the Foster Youth Advisory Board, she used her artistic skills to create a staff appreciation canvas, plan Casey Life Skills retreats and was instrumental in facilitating sessions, workshops and the event logo for the Transitional Age Youth Summit. “Advocating for foster youth in San Mateo County has completely changed my life. Being a youth leader means that I can serve and protect foster youth and their rights while standing beside them throughout the journey,” said Teresa.

Teresa currently works as a Peer Partner serving Transitional Aged Youth in San Mateo County. She is enrolled at CSU East Bay and plans on obtaining a master’s degree in psychology and social work. Teresa said, “I will continue to advocate for the children, young adults and families who have faced the foster care system, mental health, abuse and more. I hope to provide a sense of light towards those who have felt left in the dark or alone.”



EMPLOYMENT SERVICES

Employment Services (ES) is committed to its core mission of job placement, job retention and connection to services. The branch offers special programs for youth, people with disabilities or other barriers to work. Resources and programs include Employment Resource Centers, CalWORKs/Welfare to Work, Vocational Rehabilitation Services (VRS) and Service Connect.



2021 ACCOMPLISHMENTS

- Obtained 3-year accreditation of VRS by the Commission on Accreditation of Rehabilitation Facilities (CARF).
- Acquired three new WorkCenter vendors.
- Reopened Resources Centers to in-person service while incorporating virtual services.
- Launched a QR code, which is now available at Resource Centers, for residents to access up-to-date information on local services.



64,571
COVID RELATED MEALS
Served By Catering
Connection



18
CLIENTS CERTIFIED
with California Food Handlers
Certificate by Catering
Connection



176
IN-CUSTODY WORKSHOPS
(10 out of 12 months)
by Service Connect



478
TRAINEES SERVED
AT VRS
164 ORDERS
shipped to
43 COUNTRIES



**4 IN-PERSON
and ONE VIRTUAL**
RECRUITMENT EVENTS
with 24 local employers
to assist with
economic recovery

A Second Chance on Life

Odessa Rabino is a resilient single mother from San Mateo County who struggled to support her two children. The family experienced homelessness living in a van, couch surfing, sleeping in garages and were in and out of shelters.

Odessa’s children were eventually placed into foster care so that she could take control of her life. “I needed my children to know that I was not going to give up and that I was going to do everything possible to make sure they were safe even when they were away from me,” said Odessa.

Odessa took the first step towards recovery by connecting with LifeMoves. They focused on providing her stability through housing, counseling and other wrap supportive services. “I was very focused and utilized any resource available. The goal was to get my children back and to be able to provide for them again,” said Odessa.

After a few months of working with LifeMoves, they connected her to the VRS HOME Program - Housing and Opportunities to Maximize Employment. This transformative program offers a three-pronged approach – paid job training, a job developer and a job coach. “We put together a plan to build her up emotionally and physically and to provide her both soft and hard skills because she had been out of the working world for quite some time,” said Bill Klieves, VRS HOME Program Counselor.

Odessa was in the program for 9-months and received hands on training at the VRS WorkCenter. Once she was deemed ready for community employment, Odessa was appointed a job developer who helped her secure a job at Goodwill. After she started her job, she received additional support from a VRS HOME program job coach who served as an ally throughout her 90-day probation period.

After passing her probation, Odessa received a housing voucher, secured housing and was able to permanently reunite with her children. Odessa said, “Now I have my kids, a great job, housing and stability. The VRS Home Program and LifeMoves changed the trajectory of my life forever.”



ECONOMIC SELF-SUFFICIENCY

The Economic Self-Sufficiency (ESS) branch ensures that eligible County residents have access to health coverage plans, food and financial support. ESS accomplishes this by administering the public benefits programs Medi-Cal and CalFresh, as well as the temporary cash assistance programs CalWORKs, Foster Care/Adoptions, General Assistance and Cash Assistance Program for Immigrants (CAPI).



2021 ACCOMPLISHMENTS

- Expanded lobby hours and operations to increase in-person services while incorporating virtual services.
- Partnered with LifeMoves to increase Medi-Cal Outreach services and program enrollment for homeless residents.
- Partnered with SamTrans in the “Medi-Cal for All” outreach campaign to advertise Medi-Cal on 41 high-use buses, in English, Spanish and Tagalog.
- Launched a QR code, which is now available on ESS’ website, for residents to access up-to-date information on local services.



23,596
CLIENT VISITS
at Regional Lobbies



2,683
CAPI
Clients Assisted



165,000
Medi-Cal
Clients Assisted



42,030
CalFresh
Clients Assisted



344
General Assistance
Clients Assisted



2,358
CalWORKs
Clients Assisted

Medi-Cal and CalFresh Improving Lives Together

Paul personifies recovery and triumph! During the course of a robbery Paul was shot in the abdomen and pancreas, subsequently developing Type 2 diabetes. He struggles with the effects of his diabetes, such as coping with foot ulcers which have become debilitating over the past few years. In 2014 Paul became eligible for Medi-Cal through the Affordable Care Act (ACA) expansion, which gave him better access to health care. When Paul turned 65 years old he was eligible for both Medicare and Medi-Cal, and enrolled in a special plan, the Health Plan of San Mateo’s (HPSM) Care Advantage Cal MediConnect (CMC) plan, which integrates Medicare and Medi-Cal into one.

Having quality and continuation of care has helped Paul through his most recent health concerns and towards a full recovery. Paul states, “The pandemic has been challenging for seniors navigating the health care system, due to changes in how business is conducted, and I’m hopeful things will get better. Technology is so much better than it was decades ago.” Paul appreciates the multiple avenues available to renew his Medi-Cal. He continues to participate in advocacy work for San Mateo Medical Center’s Patient and Family Advisory Council (PFAC), which provides feedback to improve quality of care.

Paul is also a CalFresh recipient. He is grateful to have CalFresh because it allows him to expend his fixed income on housing and other expenses instead of food. Paul states, “It would be absolutely difficult to meet my monthly expenses without CalFresh.” Also, CalFresh allows him to eat a variety of healthy foods to prevent diabetic complications. Paul is an excellent example of how San Mateo County ESS provides access to quality health care and improves the overall quality of life for residents. To apply for Medi-Cal and/or CalFresh, please visit us at www.smcgov.org/hsa or call us at 1-800-223-8383.

To read Paul’s entire HPSM customer experience visit <https://www.hpsm.org/member-stories/paul>



STAFF DEVELOPMENT AND TECHNOLOGY SERVICES

The Staff Development and Technology Services (SDTS) team works collaboratively with other Agency branches to support professional development and to create a shift in culture towards greater accountability, engagement and learning. The SDTS Branch also provides staff across the Agency with core technology support by working in coordination with our county technology partners.

Quality Assurance and Data Reporting:

96% timeliness average across all public assistance programs.

Percent of Public Assistance Applications within state standards for timeliness.

- CALFRESH 94%
- MEDI-CAL 94%
- GENERAL ASSISTANCE 99%
- CALWORKS 99%
- CAPI 93%

Business Systems Group:

100% of required systems changes were made in our California Work Opportunity and Responsibility for Kids Information Network (CalWIN) Eligibility System to support all updated COVID-19 policies that were completed.

Preparing for new California Statewide Automated Welfare System (CalSAWS) to go-live in San Mateo County in July 2023:

- **119 CalSAWS training accounts were activated for staff learning.**
- **1,428 scheduled hours of training was completed by staff utilizing the CalSAWS training environment.**
- **692 online learning videos were utilized by staff in preparation for the agency's move to CalSAWS.**



TRAINING

699 HSA Employees received refresher training
7,257 training hours provided to HSA Staff
81% of staff achieved 20 hours of training



407 STATE AND FEDERAL POLICIES

were completed and implemented into HSA's program handbooks.



96% TIMELINESS AVERAGE

of policies updated across all public assistance programs.



136 OF THE 407 POLICIES COMPLETED

were state and federal regulations issued in response to COVID-19 program changes.

Creating Learning, Accountability and Engagement in the time of COVID-19

Who knew that the COVID-19 pandemic would continue beyond January 2021? What was thought to be a temporary pandemic, lingered on and Staff Development leadership needed to find a way forward to on-board and train new staff while maintaining social distancing and other safety protocols.

The Staff Development team looked at a variety of training options, in particular, those that used technology. However, providing new workers with a six-month induction training, using technology like Zoom or TEAMS, didn't seem very personable and we wanted to address that head on. We certainly wanted to train and help our staff learn but we also wanted to develop a culture of accountability and engagement. How could we do that?

The team was determined to find a way. To that end, a series of design sessions were held to dream up the possibilities. Our goal was to look at various

training approaches and to frame our discussions by answering three essential questions.

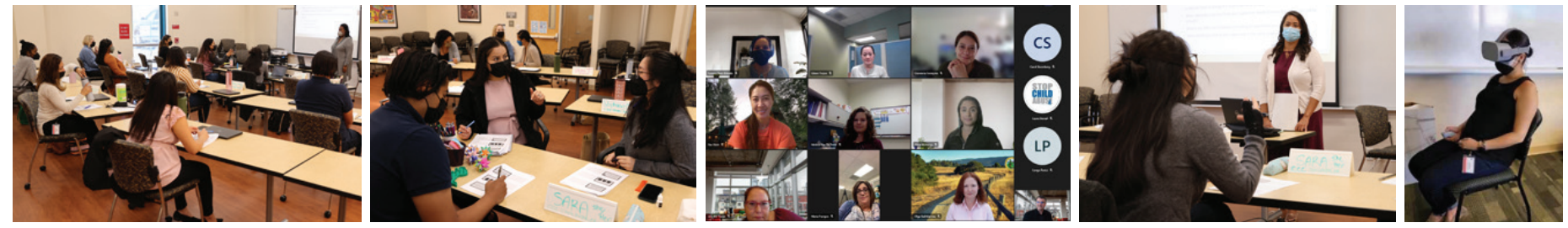
- 1 How can we use technology to foster engagement and learning? And what are the limits, if any?

How can we provide on-the-job training using our automated benefit system called the California Work Opportunity and Responsibility for Kids Information Network (CalWIN) and other systems: California Health Care Eligibility Enrollment System (CalHEERS), Medi-Cal Eligibility Data System (MEDS), and our imaging data system called COMPASS?
- 2
- 3 How can we promote accountability?

Staff Development met and discussed a lot of options but in the end, the clear winner was a hybrid option which would combine technology + human presence to equal = accountable engagement.

Our successful hybrid training model included the use of remote learning platforms such as Zoom and TEAMS for lecture and repetitive structured activities while the on-site portion allowed for on-boarding new staff with a meet-and-greet along with periodic in-person testing and on-the-job training.

Using a hybrid training model allowed us to develop and maintain our connection with new employees and ensured accountability for their learning. And our new workers reported that they valued and liked the mix of working remotely and working on site. We were successful in pivoting our training delivery in an unprecedented year of challenges and we did it while maintaining strong ties with our employees.



A LOOK AHEAD

HSA will continue to focus on pandemic recovery efforts and key initiatives to improve the delivery of social services. Adjusting to emerging and complex community needs.

On the horizon, two non-congregate homeless shelter developments are underway. The Navigation Center and El Camino House will provide safe, temporary living accommodations and intensive on-site support services to assist people experiencing homelessness find and move into permanent housing. The Navigation Center will provide 240 units in Redwood City with El Camino House providing 44 units in the City of San Mateo. In close coordination with the County, LifeMoves and Samaritan House will operate the shelters. The County received a total of \$68.8 million in Homekey funds from the State of California for the acquisition, construction and operation of the shelters.

In 2022, Children and Family Services (CFS) will complete the County Self-Assessment process and subsequently develop a five-year System Improvement Plan. The strategic planning effort will focus on child abuse prevention. Additionally, CFS will be implementing several critical initiatives, including Bringing Families Home (BFH), a homelessness prevention and housing stability program for child welfare involved families and the Federal Family First Prevention Services Act (FFPSA).

Economic Self-Sufficiency (ESS) is preparing for the successful launch of CalSAWS, which is expected to occur in July of 2023. This new, state-wide eligibility system will provide additional services to clients, including improved online options, enhancements to customer call-in features and easier and faster inter-county program transfers. In addition, ESS is working with multiple San Mateo County departments to implement a Medi-Cal Pre-Release program which will assist incarcerated individuals to obtain health care coverage and medical care upon release.

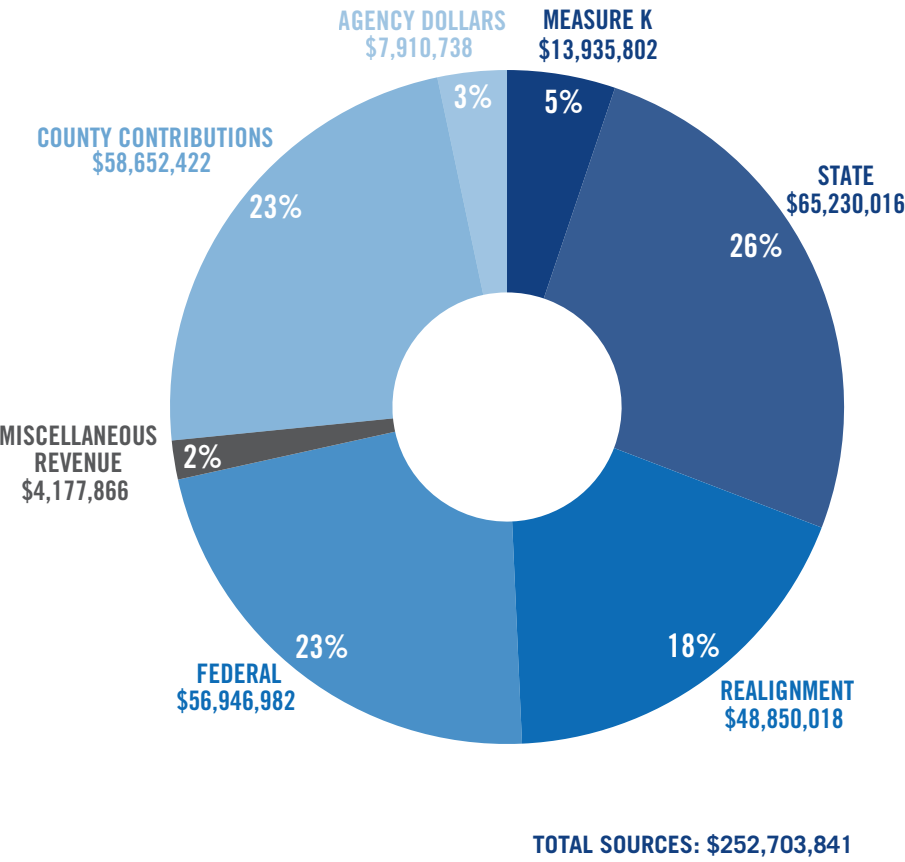
Over the next year in Employment Services, SMC Works will provide regularly scheduled virtual employment workshops to the public, Service Connect will expand GED support and ESL tutoring for justice-involved clients and Catering Connection will offer plant-based food options with a nutritional breakdown of menu items. Our Veterans Services Office will launch a redesigned comprehensive Veterans Services website.



In the spirit of innovation, Staff Development & Technology Services is excited to expand teaching methods to support critical thinking among child welfare workers using virtual reality or VR-based learning methods that simulate real-world situations that workers face in the field. In this risk-free learning environment, social workers will be able to observe, inquire, interpret and reflect on their decisions in real-time.

Anti-racism, diversity, equity and inclusion will be a major focus of the department. HSA will launch a Racial Equity and Inclusion (REI) Task Force to support countywide and departmental efforts to uncover and address racial and social disparities. Ken Cole, HSA Director reflected, “As a social services agency whose mission is to promote the well-being of San Mateo County’s diverse residents, HSA is uniquely poised to address issues of racial and social inequity as a critical component of our charge to create lasting and positive impacts on the individuals and families in our community.”

Financials




Strategic Goals

The Human Services Agency is committed to making measurable progress toward our Strategic Goals:

- **GOAL 1 – CUSTOMERS**
Achieve and Sustain a Healthy, Safe and Productive Life
- **GOAL 2 – WORKFORCE**
Enhance Employee Skills to Support Excellence
- **GOAL 3 – OPERATIONS**
Enhance Internal Infrastructure to Optimize Outcomes
- **GOAL 4 – INNOVATION**
Harness Creativity and Interconnectedness as a Leading Human Services Agency
- **GOAL 5 – COLLABORATION**
Cultivate Community Partnerships to Achieve Shared Goals

APPLY FOR BENEFITS HOTLINE

 1 (800) 223-8383

COMMUNITY SERVICES

 smc-connect.org

REPORT CHILD ABUSE HOTLINE

 1 (800) 632-4615

ADMINISTRATIVE OFFICE

1 Davis Drive
Belmont, California 94002
(650) 802-7507
<https://hsa.smcgov.org/>

HUMAN SERVICES AGENCY REGIONAL OFFICES

BELMONT
400 Harbor Blvd, Bldg. B
California 94002
(650) 802-6470

DALY CITY
271 92nd Street
California 94015
(650) 301-8440

EAST PALO ALTO
2415 University Avenue
California 94303
(650) 363-4175

REDWOOD CITY
2500 Middlefield Rd
California 94063
(650) 363-4175

SAN CARLOS
550 Quarry Road
California 94070
(650) 802-6450

SOUTH SAN FRANCISCO
1487 Huntington
California 94080
(650) 877-5608

EMERGENCY SAFETY NET ASSISTANCE – CORE SERVICES AGENCIES

COASTSIDE HOPE
99 Avenue Alhambra
El Granada
(650) 726-9071

DALY CITY COMMUNITY SERVICES CENTER
350 90th Street
Daly City
(650) 991-8007

FAIR OAKS COMMUNITY CENTER
2500 Middlefield Road
Redwood City
(650) 780-7500

PACIFICA RESOURCE CENTER
1809 Palmetto Avenue
Pacifica
(650) 738-7470

PUENTE
620 North Street
Pescadero
(650) 879-1691

SAMARITAN HOUSE
4031 Pacific Boulevard
San Mateo
(650) 347-3648

SAMARITAN HOUSE SOUTH
1836B Bay Road
East Palo Alto
(650) 294-4312

YMCA COMMUNITY RESOURCE CENTER
1486 Huntington Avenue
South San Francisco
(650) 276-4101



COUNTY OF SAN MATEO
HUMAN SERVICES AGENCY