



**ANNUAL REPORT 2019**

**COUNTY OF SAN MATEO**  
**HUMAN SERVICES AGENCY**



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# DIRECTOR'S MESSAGE

It is my great pleasure to share with you the County of San Mateo Human Services Agency 2019 Annual Report. A report of this kind can only show a snapshot of the broad range of services and programs our agency provides in collaboration with other key county departments and in partnership with our dynamic community based organizations. Accomplishments during 2019 included:

- Began a complete remodel of the Daly City Regional Office
- Our Economic Self-Sufficiency branch assisted more than 159,949 Medi-Cal clients
- VRS Catering Connection provided 970 caterings
- Children & Family Services finalized 27 adoptions
- The Center on Homelessness permanently housed 823 clients who experienced homelessness

During 2019 the Human Services Agency experienced a change of leadership. Nicole Pollack worked in Human Services for 24 years for several counties and chose to close out her public service career serving as the HSA Agency Director. Deputy County Manager and former agency director Iliana Rodriguez returned mid-year on an interim basis. Our thanks and appreciation to both Nicole and Iliana for their service during this time.

On behalf of our staff and clients I want to thank the San Mateo County Board of Supervisors and the County Manager's Office for their continuing support of the Human Services Agency's mission and programs.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ken Cole', followed by a small flourish.

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



# 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.

**44,683 CLIENTS**



served by CCO

**28,755 CLIENTS**



served by Core Services Agency

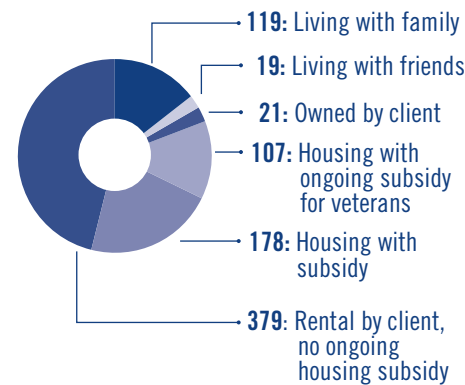
**3,355 CHILDREN**



served by Children's Fund



## PERMANENT HOUSING DESTINATIONS



## A LOOK AHEAD

Collaborate with County Leadership on the San Mateo County Homelessness Initiative 2020.

**823 CLIENTS**

permanently housed  
from homelessness

**3183 YOUTH**

enrolled in STEM  
programs



**4TH ANNUAL  
VETERAN OF THE  
YEAR LUNCHEON**



## LT. WONG: A SAN MATEO COUNTY WWII HERO

Art Wong is a 97 year old San Carlos resident who served as a USAAF pilot in the United States and in England during WWII. Among other aircraft types he flew P-51s out of RAF Martlesham Heath, near Suffolk, England. On his second sortie – a voluntary mission on Christmas Eve, 1944 – Lt. Wong was flying escort to a B-17 bomber mission and recalls, “I was having trouble seeing my instruments. Then I realized that there was smoke in the cockpit! When the smoke got so bad that I couldn’t see anything, I pulled the canopy release.” He bailed out of his aircraft and parachuted down in enemy German territory, near to Laacher See. He was captured by the Volksstrum (peoples’ army) and spent four months in a German POW camp.

The Human Services Agency first came into contact with Lt. Wong when he visited our Veterans Services Office for assistance with getting his CA Real ID updated with “veteran” status. Our staff started a conversation

with him to review his service history and learned about Lt. Wong’s fascinating experience as a P-51 pilot, as a POW in Germany, and his civilian life upon returning home. Since that initial meeting, our Veterans Team has gotten to know him quite well and successfully filed a VA claim, ensuring that Lt. Wong received a substantial amount of his earned benefits.

Our County Veterans Services Office is here to help all veterans access state and federal benefits for themselves, their spouses, and family members. And Lt. Wong’s story is why we are here to serve the community; we are here to help and make sure all of our veterans are linked up to the benefits that they have earned. We hope this will encourage veterans of all ages and types of service to check in with our team.

# CHILDREN & 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.

## A LOOK AHEAD

CFS will be focusing on full implementation of the California Integrated Core Practice Model.

## NATIONAL ADOPTION MONTH CELEBRATION



## 5,075 HOTLINE REFERRALS



Child Abuse and Neglect Hotline Calls

## 27 ADOPTIONS FINALIZED



## 6TH ANNUAL



Transitional Age Youth Summit



## TIMELY MEDICAL AND DENTAL EXAMS



89.5% of children received timely medical exams

73.8% state average



91% of children received timely dental exams

66.3% state average

## 32.2% FOSTER CHILDREN EXITED

within 1-year to a permanent home

## 100% YOUTH

presented with County Advocacy

## 100% ENROLLMENT

in AB12

## 7.3% DECREASE

of children in Foster Care





## DIANE CARLESON: 500 FOSTER CHILDREN IN 50 YEARS

For five decades, Diane Carleson has served as a resource family, providing foster care to more than 500 children in need of a safe, temporary home in San Mateo County. When someone first comes into contact with her, Diane loves to say, “You have now met the old woman who lives in the shoe.”

Diane and her late husband, Donald, had 4 children of their own and began fostering children in 1971. “That was the beginning of a lifelong journey and became a way of life for us. It’s deeply gratifying to care for children when they are most vulnerable, and our role is to try to help families to stay together,” said Diane.

As a resource family, Diane has cared for children of all ages and from all walks of life. One child along the way that Diane fostered and created a special bond with was Tamisha. She never left her side and was eventually adopted by Diane. “If we didn’t have foster care and resource families

to be able to place me and take care of me, I wouldn’t be here today. It essentially saved my life and there are many more out there in need of a loving home,” said Tamisha.

While Diane no longer fosters children, she continues to share her knowledge and passion for the program as a mentor, and teaches resource families about caring for foster children. “I love mentoring and teaching resource families. I tell them to put yourself out there, test the waters, and that it’s important to understand that the goal is always to have children reunite with their birth families.”

Diane feels blessed to have cared for so many children and credits the program for her wonderful life. “Without the program I would have never come into contact with Tamisha. I feel very blessed because she’s my heart.”

# 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, General Assistance and CAPI. In late 2019 ESS expanded to administer financial support benefits for Foster Care programs.

**141,852 CLIENT VISITS**



at our regional lobbies

**138,868 PHONE CALLS**



received at the Call Center



**CASH ASSISTANCE  
PROGRAM FOR  
IMMIGRANTS (CAPI)**

2,269 Clients Assisted

**MEDI-CAL**

159,949 Clients Assisted



## A LOOK AHEAD

ESS will be partnering with local restaurant owners to provide prepared meals to elderly, disabled and homeless County residents through the CalFresh Restaurant Meals Program.

**CALFRESH**

32,720 Clients Assisted

**CALWORKS**

2,807 Clients Assisted

**GENERAL  
ASSISTANCE**

547 Clients Assisted





## CAPI: IMPROVING LIVES AND CREATING INDEPENDENCE

Ada Ruiz is an 87 year old widowed mother, grandmother, and great-grandmother. She was a resident of Camagüey, Cuba until moving to the Bay Area 11 years ago. Due to her age and battle with colon cancer, Ms. Ruiz depends upon her children for her daily needs.

Two years ago, her daughter Liliam sought out Economic Self-Sufficiency to help her mother access vital Medi-Cal benefits. She connected with a Benefits Analyst from HSA who helped her apply for Medi-Cal, and also connected Ms. Ruiz to the Cash Assistance Program for Immigrants (CAPI).

CAPI provides cash assistance to aged, blind, or disabled legal immigrants (non-citizens), who are not eligible for SSI/SSP based on their immigration status. The program improves their livelihood and aids them in creating an independence they may not have known or had the means for when coming to a new county.

Ms. Ruiz feels much more independent now that CAPI allows her to contribute towards household expenses like rent and utilities. She is also able to purchase her own food, and therefore meet her special dietary needs. Ms. Ruiz is very grateful for the program and has shared, “CAPI makes me feel happy and good, and I am very thankful.”

Ms. Ruiz’s Benefits Analyst has experienced a deep sense of satisfaction from assisting her with the program. “I feel honored being able to help Ms. Ruiz. Her daughter Liliam has been very helpful in supporting her mother and in aiding with all of her matters. They are very consistent, communicative, and kind ladies.”

To learn more about CAPI call (800) 648-0954, or visit one of our regional offices to speak with a Benefits Analyst.

# EMPLOYMENT SERVICES

Employment Services is committed to its core mission of job placement, job retention and connection to services. The branch offers special programs for people with disabilities or other barriers to work. Resources and programs include CalWORKs Employment Services and Child Care, Resource Centers, Vocational Rehabilitation Services, and Service Connect.

## A LOOK AHEAD

Providing innovative client interactions to increase engagement through new technology efforts.

## 970 CATERINGS



from Catering Connection

## 41 FAMILIES SECURED



housing through CalWORKs  
Housing Support Program

## 70 CLIENTS ATTENDED



new VRS workshops focused  
on Mental Health Awareness



**26 CLIENTS  
RECEIVED FORKLIFT  
CERTIFICATION**  
through the WorkCenter



**100%  
EMPLOYER  
SATISFACTION**

with HSA employment  
placements



**112  
SERVICE CONNECT  
CLIENTS**

placed in unsubsidized  
employment



**85 ON-SITE  
EMPLOYER  
RECRUITMENTS**

in the Resource  
Centers





## WORKCENTER: OFFERING HOPE AND CONFIDENCE THROUGH HARD WORK

For several decades, the County of San Mateo Vocational Rehabilitation Services (VRS) has served residents with disabilities and other barriers to employment; creating pathways towards self-sufficiency through vocational counseling and assessment, case management, job training and job placement. Together with our community partners, VRS has partnered with private industry to provide career opportunities for thousands of county residents. VRS offers paid training and transitional work experience, hands-on job training, job coaching and mentoring.

One of the key pillars of this program is San Mateo County's 35,000 square-foot production WorkCenter. At this facility, our workforce learns valuable job skills under close supervision, including product assembly, shrink-wrapping, mailing, labeling, pick-up and delivery and fulfillment services. VRS has partnerships with major employers like Safeway, Amazon, Home Depot, Goodwill, and Pacific Rubber and Packing. 63% of clients who were rated job ready found community employment.

The WorkCenter not only benefits our clients, but also serves as a competitively-priced subcontractor for local companies including AeroPress, Green Toys, Excellent Packaging Services, Schultz Printing, and Corporate Fulfillment Center. The WorkCenter offers a closely-supervised labor force of more than 120 trainees, fast turnaround, friendly workers, and excellent results.

VRS and the WorkCenter has transformed the lives of thousands of individuals, offering hope and building confidence by teaching soft and hard skills. The program is dedicated to enhancing our clients' self-esteem, dignity and job readiness, and creating opportunities for self-sufficiency. In the words of a current WorkCenter trainee, "I would like to thank the WorkCenter Staff who has taught and educated me in learning how to communicate and work as a team. I'm very grateful and thankful for this experience."

# STAFF DEVELOPMENT & TECHNOLOGY SERVICES

Staff Development and Technology Services creates and provides training and resources so that HSA staff can deliver the high-quality customer service that supports HSA clients in achieving healthy, safe and productive lives.

**92% TIMELINESS AVERAGE**



across all public assistance programs

**PERCENT OF PUBLIC ASSISTANCE APPLICATIONS**

within state standards for timeliness

CALFRESH	93%	<div></div>
MEDI-CAL	82%	<div></div>
GENERAL ASSISTANCE	97%	<div></div>
CALWORKS	99%	<div></div>
CAPI	89%	<div></div>



**1,075 EMPLOYEES**

received program refresher training



**4,409 TRAINING HOURS**

for HSA staff



## A LOOK AHEAD

Expand On-Line Training Curriculum for HSA Staff

**83% SUCCESS RATE**

20 training hours annually



**533 TRAINING SESSIONS**

for HSA staff





CalWIN  
Consortium System

**CalSAWS** California Statewide  
Automated Welfare System

**STAFF DEVELOPMENT  
BRANCH**



**BUSINESS SYSTEM  
GROUP**



**STAFF DEVELOPMENT AND  
TECHNOLOGY SERVICES**



**CalSAWS**

| an automated, integrated eligibility and case management system that  
supports key public assistance programs on a cloud-based architecture



**Lobby Management**



**Task Management**



**Imaging**



**Quality Assurance**

## PLANNING BEGINS FOR CALSAWS GO-LIVE IN 2023

In June 2019, the Human Services Agency began planning and preparing for the move from our current public assistance eligibility CalWIN Consortium System to a new and improved California Statewide Automated Welfare System (CalSAWS). In August of 2019, Staff Development was restructured to create staffing efficiencies in order to better support the agency branches through the initial and ongoing phases of this enormous system improvement project.

The agency's Staff Development Branch was merged with the Business System Group, and our new branch name was changed to Staff Development and Technology Services. Under this new restructure, the Staff Development and Technology Services Branch Team will work collaboratively across all branches that will benefit from the technology enhancement in our agency (Economic Self Sufficiency, Employment Services and Financial Services) in the various facets of CalSAWS implementation effort including Organizational Change Management, Business Process Re-engineering, Conversation, Training and Implementation.

The CalSAWS System is an automated, integrated eligibility and case management system that supports key public assistance programs on a cloud-based architecture. San Mateo County is scheduled go live with the CalSAWS System in June of 2023. Once fully implemented in 2023, CalSAWS will be the case management system for HSA's eligibility staff to provide CalWORKs, CalFresh, Medi-Cal, Foster Care, Refugee Assistance, CAPI and Child Care to the families and individuals we serve as residents of San Mateo County.

In addition to being an improved eligibility system, CalSAWS will include capabilities and functionalities that were previously provided through various ancillary systems such as Lobby Management, Imaging, Task Management, Quality Assurance, and much more. CalSAWS will modernize our technology and add efficiency through a streamline process with advanced system functionalities across all 58 California counties. San Mateo County will undergo a significant change with the implementation of CalSAWS that will result in an improved customer experience for the residents of our county.

# OFFICE OF AGENCY ADMINISTRATION

The Office of Agency Administration (OAA) includes the Office of 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.

## A LOOK AHEAD

Increase staff engagement and satisfaction across the agency.

## 1,503 INVESTIGATIONS



completed by Special Investigation Unit

## 7190 SERVICE TICKET ORDERS



completed by the Business Systems Group

## 43 CONTRACTS



maintained by Financial Services

## HSA EMPLOYEE NEWSETTER



produced monthly

## EMBARKED ON REMODEL



of the Daly City Regional Office

## 16TH ANNUAL DAD & ME

at the park day



## 283 CLIENTS BECAME U.S. CITIZENS

from 2019 Workshops



## 73% OF HSA EMPLOYEES

identify as female







## SINGLE DAD OVERCOMES BARRIERS TO RAISE SIX GIRLS

The Human Services Agency in partnership with the San Mateo County Dad's Workgroup every year recognizes a special father who has overcome barriers, received services from the county or non-profit service provider, and has shown a strong commitment to being a dedicated parent. In 2019, Mykel Hall was selected as our "Dad of the Year".

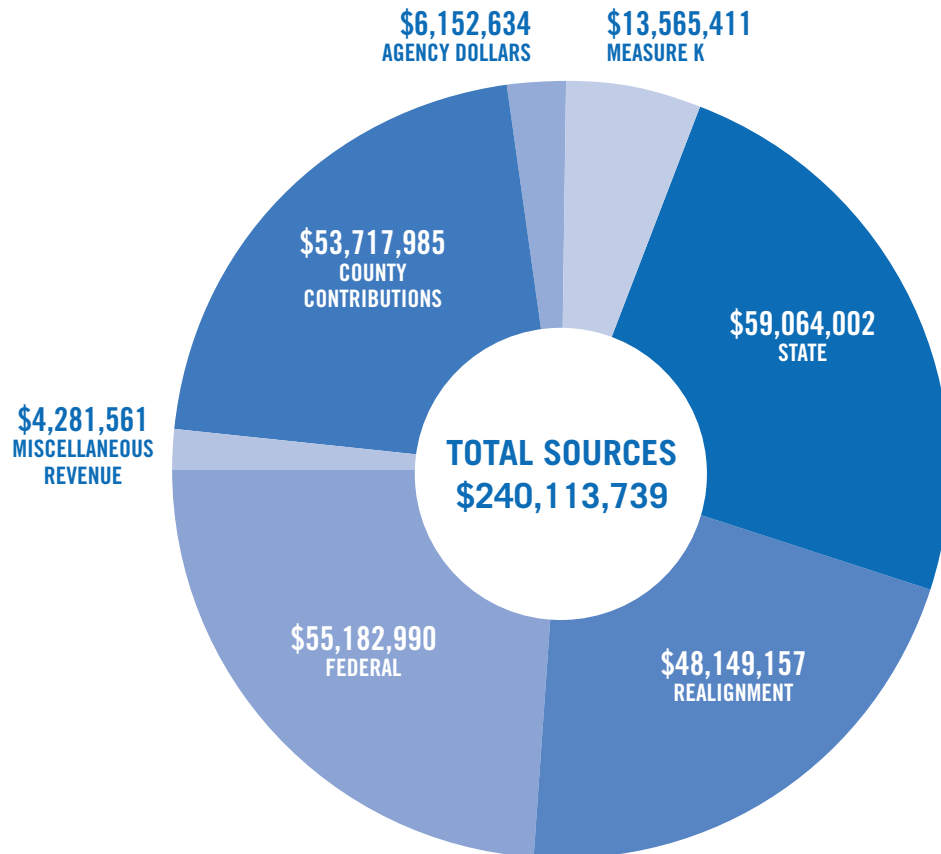
Mykel is a proud single father of six endearing girls. Three of his daughters are by birth (two 3-year olds and one 4-year old) and three others he adopted. Mykel always prioritizes his children and works hard to provide for them.

Mykel had many barriers to overcome throughout his journey as a father. He was formerly incarcerated, didn't have custody of his children, and finally left the system a year ago. Since his release, he has worked hard on building his relationships with his daughters and strives to be the best

dad possible. Today, Mykel is employed at Project WeHope as the Assistant Program Coordinator, with the responsibility of managing the Dignity on Wheels vehicle which brings hygiene services to homeless residents.

He takes each girl out individually on a "Date Night" to teach them how they should be treated fairly and to show them they are each special and loved. Each day, he dresses them, fixes their hair, and provides everything he can to give them a good life. Like many others in this county, Mykel is facing the financial challenges of raising a family in this region. He previously received financial assistance from Samaritan House South and services from the Black Infant Health program with Family Health. Going to Baskin-Robbins is a family outing for him. The Dad's Workgroup was honored to recognize Mykel, and to provide him with resources for engaging family activities.

## FINANCIALS



## DEMOGRAPHICS

U.S. CENSUS BUREAU 2017 AMERICAN COMMUNITY SURVEY

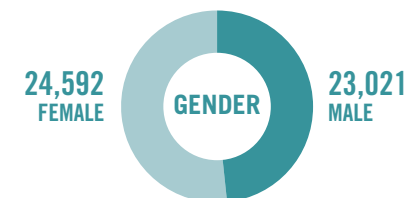
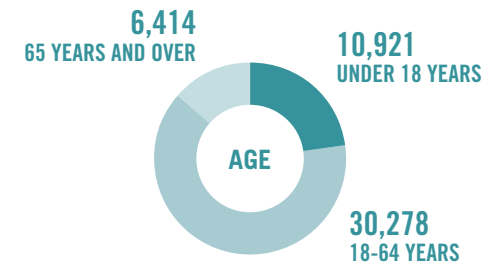


764,859  
SAN MATEO COUNTY POPULATION

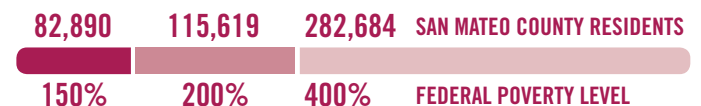
47,613  
BELOW POVERTY LEVEL



### POVERTY LEVEL BREAK DOWN BY AGE AND GENDER



### ALL INDIVIDUALS WITH INCOME BELOW THE FOLLOWING POVERTY RATIOS





# 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](https://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  
1852 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