



**Human Services Agency**  
County of San Mateo

## Annual Report. Fiscal Year 2005 – 2006



[www.smchsa.org](http://www.smchsa.org)

## **Mission Statement**

*The County of San Mateo Human Services*

*Agency serves as a catalyst for the*

*creation of a system of public and private*

*efforts directed toward ensuring that all*

*individuals and families become healthy,*

*productive, contributing members of the*

*San Mateo County community.*

## **Table of Contents**

Director’s Message .....	i
Introduction .....	1
Diverse Population .....	1
Economy and Employment .....	1
High Cost of Living.....	1
Holistic and Integrated Approach .....	2
Outcome Driven.....	2
Economic Self-Sufficiency.....	3
PeninsulaWorks: One-Stop Job Connection .....	3
Health Insurance for Children .....	3
CalWIN .....	4
Earned Income Tax Credit.....	4
Other Accomplishments.....	4
Family Strength .....	5
Child Welfare System Improvements.....	5
Foster Youth Housing.....	6
Prevention and Early Intervention Programs .....	6
Alcohol and Other Drug Services.....	7
Other Accomplishments.....	7
Community Capacity Building .....	8
HOPE Plan.....	8
Core Services Agencies.....	9
Other Accomplishments.....	9
Future Challenges .....	10
Access to HSA Services.....	11

## Director's Message

The economy is on the rebound. Unemployment figures here in San Mateo County are favorable compared to other counties, the State's average, and nationally. However unemployment statistics by cities within San Mateo County show there is disparity between communities such as Hillsborough and East Palo Alto (see page 1).

Disparity is also evident in socio-economic classes. Media reports indicate that there is a shrinking middle class and the Census supports this claim. In San Mateo County, the middle class has decreased by 11% since 2000. Households who earn more than \$100,000 grew by 4.6% and those who earn below \$50,000 grew by 13%. Then there is a category of those who earn less than \$10,000 a year, which grew by 5%. For many families the cost of earning enough to live in our community is working two or three jobs, taking time away from children and families. It's difficult to imagine the complexity of trying to live below \$30,000 in this high cost county. To address these economic self-sufficiency gaps, the Human Services Agency and our community partners continue to provide support services for diverse individuals and families who need help the most.

We here at HSA are very proud of the work that we do to help families in our community. But we know that excellence requires a commitment to continuous improvement. To that end, HSA is working to improve services by preparing for full Agency accreditation through the Council On Accreditation (COA), a recognized international accreditation organization. The goal is to ensure that our services reflect national and international best practice standards. We are reviewing all HSA programs and are focusing on 22 identified service standards. With a tradition and culture of on-going excellence, we believe the COA accreditation process will enhance our other accredited program (Vocational Rehabilitation Services through the Commission on Accreditation of Rehabilitation Facilities (CARF)), and other improvements. We believe that this process will not only be an important milestone for this Agency, but will also help strengthen families and improve the well-being of children in our community. With the hard work of our wonderful staff and with support from our community, the Board, and County Manager, we are committed to completing this important work in the coming year.

In this annual report, you will read about the trends and accomplishments of FY 05-06. You will also see a few challenges ahead. While we have made important progress in child welfare system improvements as noted in this report, improvements are on-going. I dream about what it would look like in a perfect world where families know where to get help before a crisis occurs, young adults emancipating from foster care are connected to a caring and committed adult, and those in our community who are at risk of hunger, homelessness, substance abuse, or unemployment have a place to turn.

We have produced some significant results in this past year, and we have even more that we are looking forward to accomplishing in the year ahead. Although there are important issues facing our families and communities, I remain excited and energized. We are a public Human Services Agency in San Mateo County and are proud to contribute to the system of community support that is represented by the work that we do.



**Beverly Beasley Johnson, J.D.**

*Director, County of San Mateo  
Human Services Agency*



# Introduction

## Diverse Population

San Mateo County has a diverse population. The Human Services Agency serves over 700,000 residents in many languages including Spanish, Tagalog, Tongan, Samoan, Burmese, Mandarin, Cantonese, Vietnamese, Russian, French, Italian, German, Hungarian, Farsi, Tamil, Hindi, Fijian, Punjabi, Turkish, and Gujarati. A language telephone line is also available to clients for other languages not spoken at an HSA office.

## Economy and Employment

The economy continues to improve—nationally, statewide, and locally. As of June 2006, the national unemployment rate was 4.6% compared to 4.9% statewide and 4% in San Mateo County. However, unemployment disparities exist depending on where you reside within the County. For instance, if you live in Hillsborough, the unemployment rate was 1.6% during the same period, but if you live in East Palo Alto, the unemployment rate was 9.5%. Not all residents of San Mateo County have experienced job recovery.

## High Cost of Living

The cost of living in San Mateo County is one of the highest in the nation. A single family household of three must earn over \$66,000 annually to pay for basic necessities. The average rent for a two-bedroom apartment is approximately \$1,500 and the cost of child care for two children is over \$1,600. In San Mateo County, these costs can be too high and restrict families from getting ahead. A typical single parent is working, sometimes two jobs, but must earn approximately \$32 an hour just to get by. The Human Services Agency helps individuals and families with supportive services in this high cost county.

## Family\* Income Needed for Self-Sufficiency

	2004	2005	2006
Rent	\$1,468	\$1,427	\$1,490
Utilities	114	111	111
Food	371	393	399
Transportation	370	360	419
Personal Care	46	50	54
Housekeeping Supplies	43	43	54
Clothing	202	183	193
Healthcare	196	215	231
Childcare	1,535	1,663	1,663
Total Monthly Expenses	4,345	4,445	4,614
Gross Yearly Income Needed	62,568	64,008	66,442
Federal Poverty Level	15,260	16,090	16,600
Hourly Wage Needed	30.08	30.77	31.94
WIA** Average Entry Wage	15.70	15.21	16.29

\* Family of Three (Mother, Infant, School-Aged Child)

\*\* Workforce Investment Act

### **Holistic and Integrated Approach to Service Delivery**

The Human Services Agency takes a holistic and integrated approach in assisting individuals and families. Clients seeking services can go to an HSA office conveniently located throughout San Mateo County. Community partners and HSA staff work closely together to help clients identify and address their needs so they can become stable and productive members of the community.

### **Outcome Driven**

In San Mateo County, human services programs are linked to outcomes. Standards are identified and set using the County's Shared Vision 2010, the County's Outcome-Based Management (OBM) Budget, and the Child Welfare System Improvements and Accountability Act (AB 636). Under OBM, three program areas and multiple services are aligned: Economic Self-Sufficiency, Family Strength, and Community Capacity Building. There is a fourth program area called Program Support providing support to direct services.

# Economic Self-Sufficiency

Through collaboration with public and private partners, the Economic Self-Sufficiency program helps San Mateo County residents find and retain jobs as part of the Shared 2010 Vision commitment to “create opportunities for every household to participate in our prosperity” and “sow the seeds of our future prosperity.” Programs under Economic Self-Sufficiency include temporary cash aid programs such as CalWORKs (California’s Welfare-to-Work program) and General Assistance (the County’s program for adults with no children); Medi-Cal (the State’s health insurance program) and other health insurance; Food Stamps; child care; Cash Assistance to Immigrants (CAPI); and employment services and training provided through the Workforce Investment Act (WIA), PeninsulaWorks, and Vocational Rehabilitation Services (VRS).

## PeninsulaWorks: One-Stop Job Connection

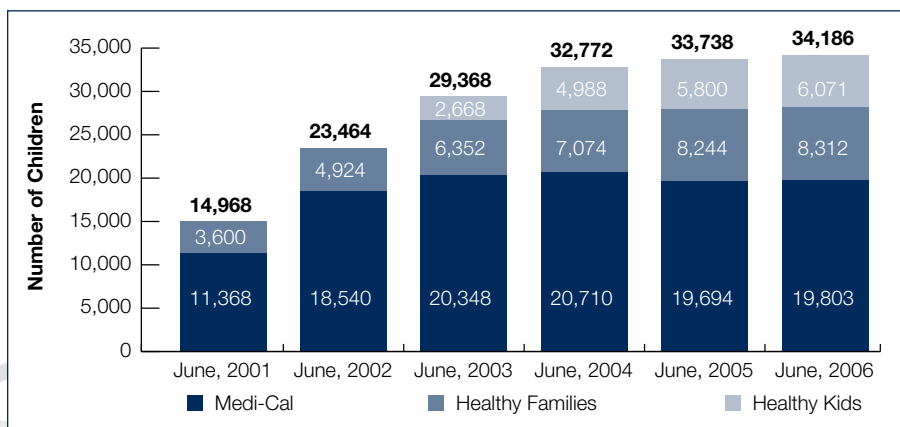
There are four one-stop employment centers, called PeninsulaWorks, conveniently located throughout San Mateo County where participants can access employment related services and workshops. In FY 05-06, over 130,000 visits were made to PeninsulaWorks. During those visits, customers took advantage of the wide range of employment services including job search, career planning, skills assessment, and resume writing. The Rapid Response Team, employment specialists who provide training and unemployment resources, served 3,345 laid-off workers.

One of the training programs, the innovative Biotech Program, has won State and national awards. One hundred and fifty people were re-trained, of which 113 people found jobs in the biotech industry. Partners included San Mateo County Workforce Investment Board, Alameda Workforce Investment Board, San Mateo Community College District, San Mateo Central Labor Council, Genentech, and many others.

## Health Insurance for Children

Most children who live in households under 400% of Federal Poverty Level (FPL) in San Mateo County have access to health insurance. As of May 2006, over 34,000 children were enrolled in health insurance through state programs such as Medi-Cal, Healthy Families, and the locally funded program, Healthy Kids. Since an aggressive outreach effort began three years ago, enrollment has steadily increased to 16%.

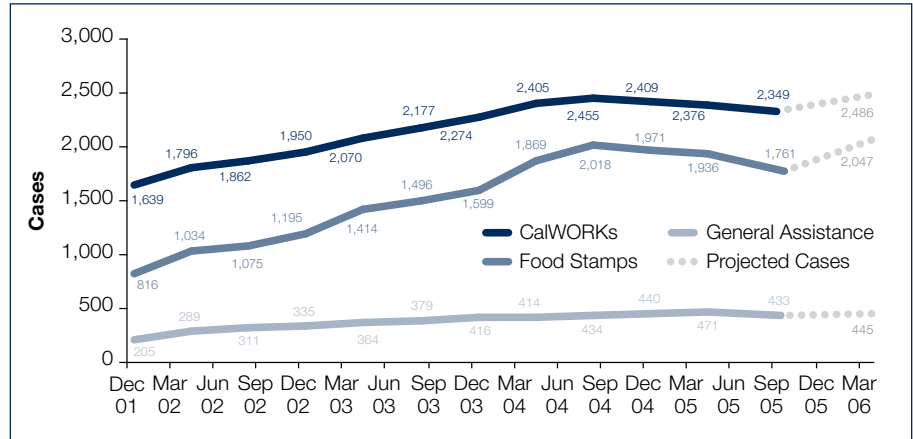
## Children with Health Insurance



## CalWIN

Launched in October 2005, the CalWORKs Information Network (CalWIN), a computer benefits issuance system, streamlines cash aid services for approximately 29,000 clients in San Mateo County. Replacing the 30-year-old Welfare Case Data System, CalWIN serves clients in the CalWORKs, Food Stamp, General Assistance, Medi-Cal, Cash Assistance Program for Immigrants (CAPI), and foster care programs. Statewide, CalWIN serves over 2 million clients. This new computer system is an additional tool to continue to provide excellent customer service.

## CalWORKs, Food Stamps, General Assistance Caseloads



## Earned Income Tax Credit

The Federal Earned Income Tax Credit (EITC) is a major anti-poverty strategy. HSA partners with a local non-profit, Coastside Opportunity Center, and provides free tax assistance to clients from February through April each year. In FY 05-06, staff served over 800 clients and helped individuals and families claim over \$365,000 in EITC. To better serve working individuals and families, the Human Services Agency and Coastside Opportunity Center are part of a larger EITC Bay Area coalition spearheaded by the United Way of the Bay Area, to offer regional-wide free tax assistance services.

## Earned Income Tax Credit: HSA and Coastside Opportunity Center Data

	Total 2002	Total 2003	Total 2004	Total 2005	Total 2006	Change: 2005 to 2006
<b>Customers Served</b>	503	597	532	578	806	39.4%
<b>Qualified for Credit</b>	196	265	239	298	483	62.1%
<b>% Qualified</b>	39.0%	44.4%	44.9%	51.6%	59.9%	8.3%
<b>Credit Requested</b>	\$196,336	\$275,871	\$182,134	\$336,342	\$365,010	8.5%
<b>Avg. Credit Requested</b>	\$1,002	\$1,041	\$762	\$1,129	\$1,052	-6.8%

For previous filing year, e.g., 2006 numbers are for tax filing year 2005

## Other Accomplishments

- Launched the Gateway program, a preparatory class to increase English and math skills; 80 clients were served
- Collaborated with the Health Department and the San Mateo Medical Center to enroll adults in health insurance programs
- Assisted Gulf Coast Hurricane evacuees
- Expanded Vocational Rehabilitation Services (VRS) employment by developing additional employment sites

# Family Strength

The Family Strength program area contributes toward the Shared 2010 Vision commitment to “ensure basic health and safety for all” by collaborating with community partners as well as other County departments including the courts, probation, health department (and mental health); birth parents, kin parents, and foster parents; and foundations and non-profits. Programs under Family Strength include Children and Family Services, Prevention and Early Intervention Services (such as Family Self-Sufficiency Teams and Family Resource Centers), and Alcohol and Other Drug Services.

## Child Welfare System Improvements

The Human Services Agency strives to meet high State and Federal standards in protecting children from abuse and neglect and to ensure that the continuity of family relationships is preserved. We continue to improve practice in order to enhance the well-being of children and families by using a three-pronged strategy in prevention, protection, and permanence, including Differential Response, team-based case planning, and connections to healthy lifelong relationships.

### One-year Comparison Table for AB636 Measures with Standards

Federal & State Indicators	Standard		Last Year *		Current Period **		Improvement Standard Met
	Set By/For	Rate	SMC Rate	Standard Met	SMC Rate	Standard Met?	
1A. Recurrence of maltreatment within 6 months	Federal	<6.1%	<b>7.3%</b>	No	<b>8.8%</b>	No	No
1B. Recurrence of maltreatment within 12 months	State/OBM ***	≤11.0%	<b>11.6%</b>	No	<b>9.1%</b>	Yes	<b>Yes</b>
1C. Rate of abuse/neglect in foster care	Federal	≤ 0.57%	<b>0.00%</b>	<b>Yes</b>	<b>0.90%</b>	No	No
2B. Referrals with a timely response: Immediate	State/OBM	≥90.0%	<b>97.3%</b>	<b>Yes</b>	<b>95.8%</b>	Yes	<b>Yes</b>
2B. Referrals with a timely response: 10-day	State/OBM	>90.0%	<b>91.9%</b>	No	<b>90.5%</b>	Yes	<b>Yes</b>
2C. Timely Social Worker visits with child	State	>90.0%	<b>86.2%</b>	No	<b>87.4%</b>	No	<b>Yes</b>
3B. Percent with 1-2 placements within 12 months	Federal	≥86.7%	<b>84.1%</b>	No	<b>84.0%</b>	No	No
3D. Percent adopted within 24 months	Federal	≥32.0%	<b>34.4%</b>	<b>Yes</b>	<b>40.0%</b>	<b>Yes</b>	<b>Yes</b>
3E. Percent reunified within 12 months	Federal	≥76.2%	<b>76.4%</b>	<b>Yes</b>	<b>77.8%</b>	<b>Yes</b>	<b>Yes</b>
3F. Percent admissions that are re-entries within 12 months	Federal	<8.6%	<b>16.4%</b>	No	<b>12.6%</b>	No	<b>Yes</b>
<b>Number of Standards Met:</b>			<b>4 out of 10</b>		<b>5 out of 10</b>		<b>7 out of 10</b>

\* Data extracted: APR-MAY 2005    \*\* Data extracted: APR-MAY 2006  
 \*\*\* Outcome Based Management, a San Mateo County data-tracking practice.

Note: Where standard is not met in current period, highlighted rows draw attention to areas of improvement

The Human Services Agency and community partners are helping children and families who might otherwise fall into the child welfare system through a new prevention and early intervention strategy called Differential Response. Approximately 4,000 calls a year are referred through the San Mateo County child abuse hotline. Families who are directed through Differential Response are engaged on a voluntary basis with a range of change oriented services. In 2006, Differential Response was first piloted in two zip codes in Daly City and Redwood City. Then it was expanded to all zip codes in each of those cities. The plan is to provide services County-wide in the next fiscal year so that every family in a chaotic situation can access preventive services to help stabilize their lives.

### **Foster Youth Housing**

With leadership and support from the San Mateo County Board of Supervisors, the Human Services Agency developed a Housing Stipend Program for 20 emancipating foster youth to improve housing, employment, and education opportunities. These supports help prevent homelessness and allow former foster youth to be economically self-sufficient.

### **Prevention and Early Intervention Programs: FSSTs and FRCs**

In light of challenging funding and by working more effectively, HSA continues to foster and coordinate programs for prevention and early intervention in many program areas.

A team-based case planning strategy, the Family Self-Sufficiency Team (FSST), is a multi-disciplinary team consisting of staff from County departments, community partners, and other agencies. They include the Human Services Agency Child Welfare Services, Alcohol and Other Drug Services, Employment Services, Vocational Rehabilitation Services; Domestic Violence; County Mental Health, Public Health; and non-profits such as the Core Services Agencies and Shelter Network. There are four FSSTs who meet regularly throughout the County and work together with families to develop case plans with resources and solutions.

There are 14 Family Resource Centers (FRCs) throughout San Mateo County. Social Workers and Benefits Analysts work at schools to provide a spectrum of human services to vulnerable families. The goal is to engage families early in order to prevent further family crisis. HSA staff work collaboratively with school districts, cities, foundations, and non-profits to increase parent involvement in their children's education, with the hope of improving their health, safety, and academics. Some of the services offered at FRCs include cash aid, health insurance, Food Stamp information and applications; individual, family, and group counseling; home-visits; and enrichment classes. A few of the FRCs offer health clinics, emergency food, and clothing. The FRCs began in 1992 and are evolving into a major service component of the community school approach to education as well as a hub for Differential Response, a prevention and early intervention tool for families on the verge of crisis.

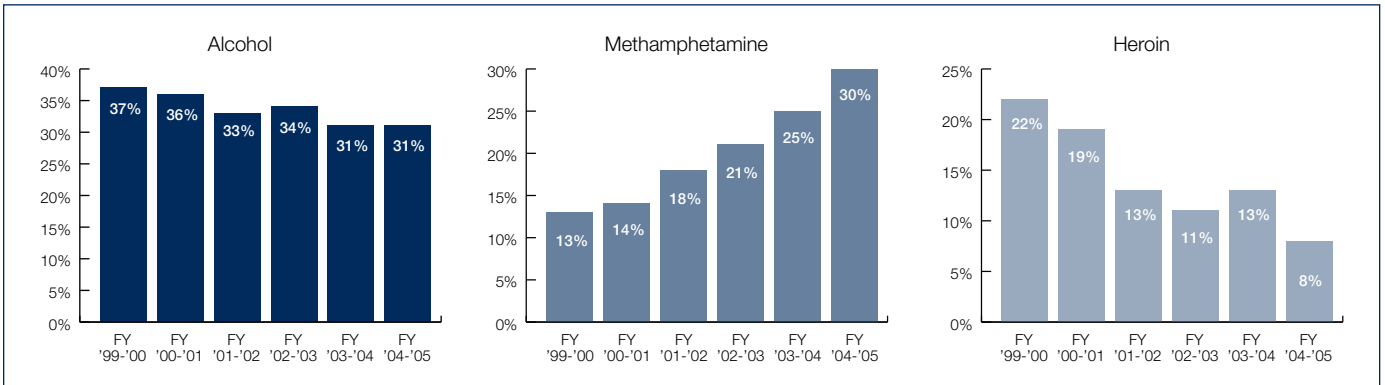


*Alex is a former foster youth. When Alex turned 18, she left San Mateo County. In one year, she lived in 10 places. She moved back to San Mateo County and now participates in the Housing Stipend Program. With stable housing for the last six months in the City of San Mateo, Alex now works and attends school at a local community college. Her future looks bright.*

### Alcohol and Other Drug Services

There is a changing trend in alcohol and drug use. Over the last six years, there has been an increase in the number of people entering the Human Services Agency Alcohol and Other Drug Services due to methamphetamine addiction. Clients who suffer from meth addiction typically impact multiple systems including the criminal justice system, the Health Department (and mental health), and the Human Services Agency. Children are at high risk of neglect and abuse when parents have prolonged methamphetamine use. With support from the Board of Supervisors, the Human Services Agency is partnering with County departments and community partners to provide treatment services despite challenging State and Federal funding restrictions.

### Admissions by Primary Drug of Choice



### Other Accomplishments

- Expanded community schools approach at family resource centers
- Developed violence prevention initiatives with the City of East Palo Alto
- Hired foster parent liaison and foster parent advocates

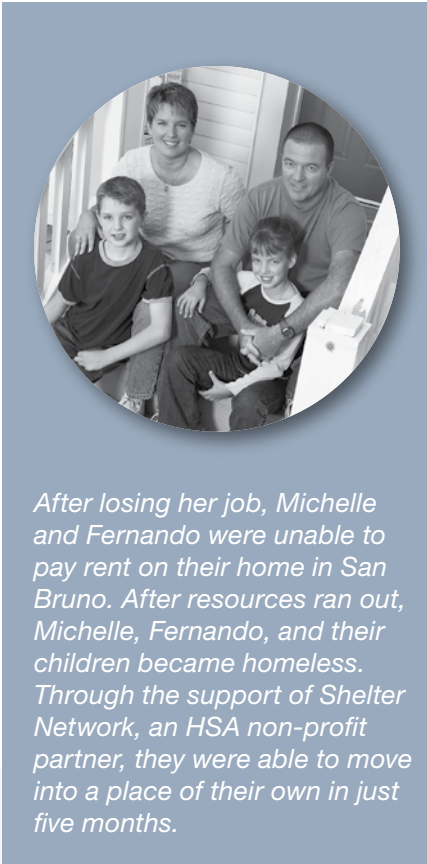
# Community Capacity Building

Helping San Mateo County residents secure temporary and transitional shelter and emergency services through the Community Capacity Building program area contributes toward the Shared 2010 Vision commitment to “ensure basic health and safety for all” and “offer a full range of housing choices.” In collaboration with community partners and concerned citizens, programs under Community Capacity Building include homeless and transitional housing, and safety net services.

## HOPE Plan

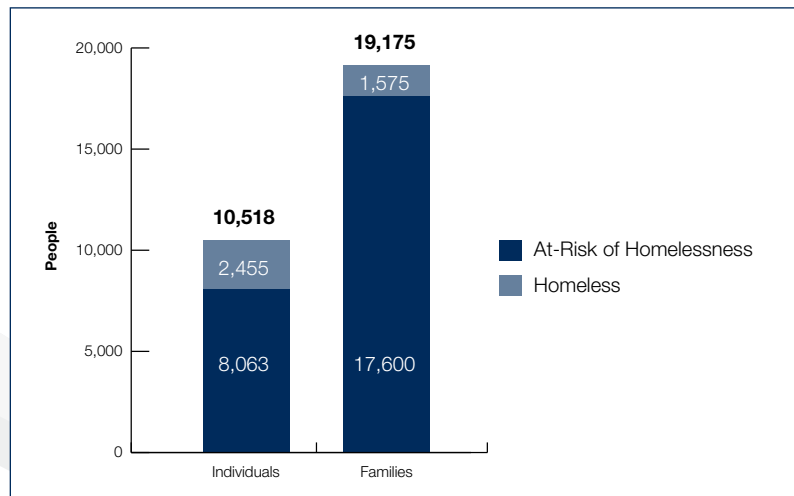
With leadership from Supervisors Hill and Church, the Human Services Agency convened over 150 community partners to create the Housing Our People Effectively (HOPE)—a 10 year plan to prevent and end homelessness in San Mateo County. Due to the high cost of living in San Mateo County, many individuals and families are homeless or at-risk of being homeless. There are approximately 4,000 individuals and families in a given year that will experience an episode of homelessness. Almost 26,000 people are just one paycheck or medical emergency away from losing their home. The costs of not solving this problem are great and are borne by everyone in the community. Desired results of the HOPE plan are:

- 7,900 individual and family households who fall into homeless or at-risk homeless category will secure and maintain housing (and supportive housing when needed)
- 4,300 individual and family households will receive short-term housing assistance



After losing her job, Michelle and Fernando were unable to pay rent on their home in San Bruno. After resources ran out, Michelle, Fernando, and their children became homeless. Through the support of Shelter Network, an HSA non-profit partner, they were able to move into a place of their own in just five months.

## Homeless or At-Risk of Homelessness in a Given Year



### **Core Services Agencies**

The Human Services Agency works with seven core services agencies. In partnership, the core services agencies provide referrals to emergency and transitional shelter; emergency food, clothing, and utility assistance; short-term counseling and other services (see page 11 for locations).

### **Other Accomplishments**

- Assessed community needs: Alcohol and Other Drug Services and safety net services
- Increased supportive housing and shelter capacity
- Provided funding for 25 units of Supportive Housing Complex (Belmont Apartments)
- Provided \$500,000 for renovation of emergency and transitional shelter
- Received \$5.2 million including \$210,000 increase for supportive housing units
- Increased supportive housing units for chronically homeless individuals with mental health challenges

## Future Challenges

Despite the positive economic forecast, the Human Services Agency, like many other public agencies, continues to face fiscal challenges as we serve individuals and families who are diverse, and have multiple, complicated needs. Included in the County budget for the next fiscal year (FY 06-07) are identified initiatives and strategies created to help the most vulnerable in San Mateo County. These initiatives include:

- Implementation of the Housing Our People Effectively (HOPE), a 10-year plan to prevent and end homelessness in San Mateo County
- Continued Child Welfare System Improvements
- Provide housing and asset development for emancipated foster youth
- Increase community capacity

# Access to HSA Services

## Northern Region

### **PeninsulaWorks Daly City**

271 – 92nd St., Daly City  
(650) 301-8440

### **Human Services Agency**

350 – 90th St., Daly City  
(650) 301-8720

### **Human Services Agency**

1487 Huntington, So. San Francisco  
(650) 877-5608

### **Bayshore Family Resource Center**

155 Oriente St. Rm. 11, Daly City  
(650) 301-8828

### **Ben Franklin Family Resource Center**

700 Stewart St., Rm. 17, Colma  
(650) 301-8845

### **Jefferson Family Resource Center**

6996 Mission St., Daly City  
(650) 301-8836

### **Daly City Community Services Center\***

350 – 90th St., 1st Fl., Daly City  
(650) 991-8007

### **North Peninsula Neighborhood Service Center\***

600 Linden Ave., So. San Francisco  
(650) 583-3373 or 588-8822

### **Seton Medical Center**

1900 Sullivan Ave., Daly City  
(650) 992-4000

### **Pacifica Resource Center\***

1809 Palmetto Ave., Pacifica  
(650) 738-7470

## Central Region

### **Human Services Agency**

400 Harbor Blvd., Bldg. "B", Belmont  
(650) 802-5018

### **PeninsulaWorks San Carlos**

550 Quarry Rd., San Carlos  
(650) 596-3299

### **Samaritan House\***

401 North Humboldt St., San Mateo  
(650) 347-3648

### **Cabrillo Unified School District**

School Linked Services  
Family Resource Center  
498 Kelly Ave., Half Moon Bay  
(650) 712-7182

### **Coastside Opportunity Center\***

99 Ave. Alhambra, El Granada  
(650) 726-9071

## Southern Region

### **PeninsulaWorks Redwood City**

2500 Middlefield Rd., Redwood City  
(650) 367-0190

### **Human Services Agency**

2415 University Ave., East Palo Alto  
(650) 363-4218

### **Kennedy Family Center**

2521 Goodwin Ave., Redwood City  
(650) 569-3864

### **Family Center**

2450 Ralmar Ave., East Palo Alto  
(650) 617-1400

### **El Concilio**

**Emergency Social Services\***  
1798-B, Bay Rd., East Palo Alto  
(650) 330-7432

### **PeninsulaWorks Menlo Park**

1200 O'Brien Dr., Menlo Park  
(650) 330-6490

### **Garfield Charter School Family Resource Center**

3600 Middlefield Rd., Menlo Park  
(650) 369-3759

### **Taft Family Resource Center**

903 10th Ave., Redwood City  
(650) 569-3868

### **Fair Oaks**

#### **Family Resource Center**

2950 Fair Oaks Ave., Redwood City  
(650) 482-5926

#### **Hoover School**

Family Resource Center  
701 Charter St., Redwood City  
(650) 482-5925

#### **Fair Oaks Community Center\***

2600 Middlefield Rd., Redwood City  
(650) 780-7500

### **Sequoia Teen Resource and Health Clinic**

1201 Brewster Ave., Redwood City  
(650) 369-1411 x6491

### **Ravenswood Family Health Center**

1798 Bay Rd., Bldg. A, East Palo Alto  
(650) 330-7400

### **North Street Community Resource Center**

620 N. St., Pescadero  
(650) 879-1691

### **Belle Haven Community Health Clinic**

100 Terminal Ave, Menlo Park  
(650) 321-0980

\* Core Services Agency



**Human Services Agency**

County of San Mateo

[www.smchsa.org](http://www.smchsa.org)

650-802-7500