DIRECTOR’S MESSAGE

I am honored to share this year’s Human Services Agency (HSA) annual report with our leaders, customers, community, partners, and staff. We are pleased to share customer success stories, qualitative data, and future priorities. The positive impact is made possible through the commitment of our staff and the valued partnerships we have with our community based organizations. Collectively we focus on providing timely and accurate services keeping the client as the main focus of our work.

We accomplished much in 2018. Children and Family Services increased the number of resource families to ensure that children are cared for in our communities. We acquired our new CalFresh Mobile Office Vehicle and will begin providing services in communities throughout the county. Catering Connection is a flourishing social enterprise that provides critical job training and employment for our customers. Community partnerships have helped us achieve a “functional 0” for veterans and family homelessness.

Thank you for supporting the Human Services Agency by reading this annual report that provides you with the work we accomplished and our results for 2018. For our community based partners, we have included demographics that we hope will serve as a resource for you.

I would like to thank the San Mateo County Board of Supervisors and County Manager’s Office. Their support is integral in delivering the vital programs to ensure a healthy, safe, prosperous, and collaborative community.

Sincerely,

Nicole Pollack
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

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

- **44,906 CLIENTS** served by CCO
- **4,410 VETERANS** served by Veteran Services
- **4,249 CHILDREN** served by Children’s Fund

**$30,000** raised for Children’s Fund

**1,123 CLIENTS** permanently housed from homelessness

**$2.4 MILLION** awarded claims for veterans

**165**: Living with family  
**24**: Living with friends  
**11**: Owned by client  
**78**: Housing with ongoing subsidy for veterans  
**259**: Housing with subsidy  
**586**: Rental by client, no ongoing housing subsidy

**3RD ANNUAL VETERAN OF THE YEAR LUNCHEON**

**$2.4 MILLION** awarded claims for veterans

**A LOOK AHEAD**  
Develop and implement strategies to serve people who are experiencing homelessness and living in RV’s.
THE LITTLE THINGS IN LIFE THAT MATTER

Born in Tonga along with 10 siblings, ‘Atonio Tongia was struck with polio at the age of 7. While this debilitating disease weakened his lower body, his mind stayed strong. Throughout his career, ‘Atonio worked labor intensive jobs on farms and in construction all while being confined to a wheelchair. He competed in outrigger canoe races and inter-island paddles for special needs athletes.

‘Atonio got his first taste of the U.S. on a fundraising trip with a 48-person church choir to Hawaii and California, and instantly knew he wanted to live here. A decade later, ‘Atonio settled in San Mateo and a few years later moved to Hawaii where he was blessed with a wife and daughter. Unfortunately, his marriage eventually dissolved, but he continued to maintain a strong sense of financial responsibility towards his daughter.

Seeking a new outlook on life, ‘Atonio returned to San Mateo and continued to work physical jobs, but as he aged finding work became more challenging.

About 5 years ago, ‘Atonio confided to a friend that he was living in a little shack with no bathroom and sometimes in his car in East Palo Alto. ‘Atonio said, “I have no more life, no more work, no money.”

Slowly ‘Atonio began to get his life back together, including a new job at the East Palo Alto YMCA. Despite being employed, the cost to find a place to live was daunting so he continued to couch surf with family and friends.

In 2017, ‘Atonio sought out safety net services provided through the Human Services Agency’s community partners and was connected to Abode Services to solve his housing crisis. Abode found him a stable living environment in San Mateo County at an apartment complex home to seniors and individuals with disabilities. ‘Atonio today is thriving at his job, loves his home, and is sincerely grateful for the little things in life. “The other day I was sitting in my living room and I had my remote in my hand, I thought to myself I am so rich. I know I am not, but I felt so rich sitting there and having a home to be in with a TV.”
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 partners including education, law enforcement and the Health Department to provide integrated care and services for at-risk youth. Services include Foster Care, Child Protective Services, Adoptions, Family Resource Centers, Youth Services, and Safe Surrender.

4,677 HOTLINE REFERRALS
Child Abuse and Neglect Hotline Calls

95 YOUTH
AB12 Program (18-21 years old)

33 ADOPTIONS
finalized

100% YOUTH
presented with court advocacy

13.3% DECREASE
of children in Foster Care

48.6% FOSTER CHILDREN EXITED
within 1-year to a permanent home

10% INCREASE
in adoption rates

CHILD ABUSE PREVENTION MONTH RECOGNITION

A LOOK AHEAD
CFS will begin operation of the Short Term Residential Treatment Program (STRTP) in accordance with the Continuum of Care Reform (CCR).
Stephanie Gonzalez entered the Foster Care System when, as a young teenager, her mother unexpectedly passed away. The oldest of 6 siblings, her 5 younger brothers went to live with their grandparents and she was placed in a foster home. Adjusting to life without her mother and siblings was quite traumatic. Stephanie’s mental health dipped. Confronted by bouts of depression and anxiety, she had a difficult time opening up to others until she met Brandy Harris, a Children & Family Services Social Worker with the Human Services Agency. “Our relationship was rocky at the beginning because she didn’t trust me or the system.” Over the two years they worked together, Stephanie began to break out of her shell. “Eventually, Brandy and I got real close and now I can tell her when something is bothering me or when I get involved with something that is painful. We can just talk it out.” Within the AB12 Foster Care Unit, which assists foster youth from ages 18-21, HSA provides the resources for them to enroll in college or a trade school. Brandy identified Stephanie’s aptitude for working with her hands and knew she would be a great fit for the Trades Introduction Program. TIP introduces trainees to a wide variety of construction trades in partnership with union apprenticeship programs, community and education partners. Stephanie immediately threw her hat in the ring and became 1 of 30 students accepted out of 300 applicants into the program. Stephanie is deeply appreciative of this opportunity and upon graduating from the program Brandy noticed a huge change in her outlook on life. “I am ecstatic that Stephanie has this experience under her belt and looks forward to her next phase in life starting an apprenticeship, living, and working as a productive member of San Mateo County.”
The Economic Self-Sufficiency (ESS) branch ensures that eligible County residents have access to health coverage, food and financial support. ESS administers Medi-Cal and CalFresh, as well as the temporary cash programs CalWORKs, General Assistance and CAPI. Over the past few years ESS played a large role in expanding the number of County residents with health care coverage by enrolling families in Affordable Care Act health plans.

63,859 CLIENT VISITS at our regional lobbies

152,941 PHONE CALLS received at the Call Center

CASH ASSISTANCE PROGRAM FOR IMMIGRANTS 361 Clients

MEDI-CAL 128,187 Clients

GENERAL ASSISTANCE 239 Clients

CALFRESH 19,125 Clients

CALWORKS 1,699 Clients

A LOOK AHEAD
Engage Supplemental Security Income (SSI) clients to promote and enroll in the CalFresh Program.
Calfresh: Coming to Your Community

The Human Services Agency has geared up and is rolling out our new CalFresh Mobile Office to communities throughout San Mateo County. This custom-built, fully equipped vehicle simplifies the application process so those in need can sign up and receive immediate access to CalFresh benefits right on the spot. The mobility of the office makes it possible to travel to remote locations in the County and provides additional days and flexible times to apply for CalFresh, especially for those who do not have the convenience of a traditional work schedule.

In the spring, HSA hosted a VIP tour to showcase the Mobile Office to the Board of Supervisors and the County Manager’s Office. “We serve such a diverse geographic area, so I am very excited that the CalFresh Mobile Office is able to go directly to clients throughout San Mateo County,” said County Manager, Mike Callagy.

HSA will be hosting a series of “CalFresh in a Day” events to promote CalFresh awareness, accept new program applications, and provide nutrition and cooking demonstrations.

Go to: https://hsa.smcgov.org/calfresh-mobile-office, to view our newly developed webpage for the Mobile Office. It offers an easy to use electronic form that allows the community to submit requests for visits as well as a calendar that displays upcoming Mobile Office locations. The page also includes a geo-map of our current CalFresh usage, which identifies areas where we wish to develop a greater profile. Look for the CalFresh Mobile Office in your community!
Employment Services (ES) is committed to its core mission of job placement, job retention and connection to services. This branch offers special programs for people with disabilities and other barriers to work. Resources and programs include Job Information Centers, CalWORKs/ Welfare to Work, Vocational Rehabilitation Services, and Service Connect.

**268 HOME REFERRALS**
- housing opportunities to maximize Employment Program

**145 SERVICE CONNECT CLIENTS**
- placed in unsubsidized employment

**187 CALWORKS WELFARE TO WORK CLIENTS**
- gained unsubsidized employment

**VRS ANNUAL HOLIDAY LUNCHEON FEEDING OVER 300 INDIVIDUALS**

**96% EMPLOYER SATISFACTION**
- with HSA employment placements

**197 EMPLOYED**
- through Resource Center hiring events

**$15.62 AVERAGE WAGE**
- unsubsidized employment by Service Connect clients

**A LOOK AHEAD**
- Monitor quality improvement during implementation of CalIOARs and CalWORKs 2.0.
Chicken Marsala, Filet of Sole, Pork Loin Chops - these are just a few appetizing dishes that Catering Connection prepares regularly for clients and staff at the Human Services Agency, as well as for organizations and businesses throughout the Bay Area. Run through HSA’s Vocational Rehabilitation Services Program, Catering Connection has been feeding the community since the 1980s.

Today, Catering Connection is led by Chef Robert Antonio who mentors a diverse staff including clients of HSA who are presented with a unique opportunity to be paid while being trained for a career in the food industry. Chef Antonio says, “Catering Connection changes the trajectory of our client’s lives. Many enter the program unclear about their future, but after joining the program they feel a strong sense of belonging, fulfillment and a pathway to self-sufficiency.”

Catering Connection offers a fully-equipped commercial kitchen and is ServSafe certified. It provides professionally-prepared food, along with a top notch service, and all at a great price. What is even more impressive is the volume of catering events and revenue generated through the program. It caters nearly 1,000 events throughout the year and generates $405,000 in revenue. Chef Antonio says, “We run the program like a social enterprise so it pays for itself and more. Most of our clients are fully trained for the industry and upon completion of the program become immediately employed right here in the Bay Area. It’s really fulfilling to see them turn their lives around.”

If you would like to learn more about Catering Connection, call (650) 802-6505 or visit www.vrs catering.org to view menus, request an estimate, or to place an order.
STAFF DEVELOPMENT

Staff Development (SD) 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.

96% ACCURACY RATE
for public assistance cases due to quality assurance reviews

PERCENT OF PUBLIC ASSISTANCE APPLICATIONS WITHIN STATE STANDARDS FOR TIMELINESS

- CALFRESH: 93%
- MEDI-CAL: 87%
- GENERAL ASSISTANCE: 97%
- CALWORKS: 99%
- CAPI: 93%

500 EMPLOYEES received program refresher training

2,200 TRAINING HOURS for HSA staff

200 TRAINING SESSIONS for HSA staff

90% SUCCESS RATE
20 training hours annually

A LOOK AHEAD
Expand Quality Assurance to All Branches in HSA.
In 2018, Staff Development completed a major restructuring to optimize technology, offer best practices, and standardize operations for efficiency by launching the Human Services Agency new user-centric online handbook.

The online handbook offers a clean, modern interface with many great features including accessibility, ease of use, bookmarking, a PDF document generator, as well as quick and accurate search results for finding specific policy and procedures information that is critical in determining and processing accurate benefits to customers served by HSA.

This online handbook maximizes the usability and ongoing maintenance of HSA's program policies, as well as implements a consistent handbook design across all programs. Karl Porter, Assistant Agency Director, knows firsthand the value of the online handbook. “By having this information available at the fingertips for our staff at HSA, we are utilizing technology to share information, eliminate errors and make updates much more efficiently.”

Staff Development worked collaboratively across all program branches (CFS, ES and ESS) with supervisors and line staff to gather feedback and to ensure the handbook design fit the needs of the staff at HSA. Karl Porter feels that this inclusive process will transform how we disseminate information throughout the Agency. “This was an extremely valuable exercise because we wanted to ensure this information would be organized so that it could be understood by all levels of staff represented at HSA. I would like to recognize and thank all those who participated in this agency-wide project.”
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.

**OFFICE OF AGENCY ADMINISTRATION**

- **478 INVESTIGATIONS**
  - completed by Special Investigation Unit

- **10,000 SERVICE TICKET ORDERS**
  - completed by the Business Systems Group

- **243 CONTRACTS**
  - maintained by Financial Services

- **“2018 DAD OF THE YEAR”**
  - recipient recognized by HSA

- **COMPLETED REMODEL**
  - of the Redwood City Regional Office

- **DAD & ME @ THE POOL**
  - hosted at 3 regional locations in the North, South, and Coastside

- **ALL STAFF VIDEO MESSAGE**
  - produced quarterly

- **142 CLIENTS BECAME U.S. CITIZENS**
  - from 2018 Workshops

- **A LOOK AHEAD**
  - Embark on remodel of the Daly City Regional Office.
For the past 4-years, the Human Services Agency has been in a partnership with the International Institute of the Bay Area to offer free citizenship workshops to active HSA clients receiving public assistance benefits. In 2018, HSA assisted 197 clients at workshops held in South San Francisco and Redwood City. In total, HSA is proud to lend a helping hand to 2,012 clients including 172 children who pursued citizenship through their parents.

HSA organizes these life-changing events with local non-profit organizations to leverage the talent of immigration attorneys to review applications, and to consult with individuals and families at no cost. In addition, the federal government offers a fee waiver saving each client $700 per application. HSA sends mailers to invite Legal Permanent Residents (LPRs) to the workshops, makes automated calls to attend the workshop, and provides the required “letter of verification” of benefits for each client. By providing the letter with the required information from USCIS, HSA saves time and hassle on traveling to one of our regional offices to obtain the letter. HSA also outposts a Benefit Analyst at each workshop to help clients who may have lost their letter or forgot to bring the letter to the workshop. The entire operation was designed to reduce any barriers to help our clients apply for citizenship. Nicole Pollack, HSA Agency Director, has witnessed first-hand the unique opportunity made available to this population. “We are delighted to assist these individuals and families in San Mateo County as they pursue the dream of becoming a Citizen of the United States. After they become naturalized, they will be able to vote, obtain a US Passport, and qualify for more employment opportunities to support their family.”
**FINANCIALS**

- **Agency Dollars**: $4,485,505
- **Measure K**: $13,931,179
- **County Contributions**: $49,003,905
- **State**: $55,720,979
- **Realignment**: $48,636,052
- **Federal**: $55,205,747
- **Charges for Services**: $3,606,713

**Total Sources**: $230,590,080

**DEMOGRAPHICS**

- **San Mateo County Population**: 764,859
- **Below Poverty Level**: 47,613

**Poverty Level Break Down by Age and Gender**

- **65 Years and Over**: 6,414
- **Under 18 Years**: 10,921
- **18-64 Years**: 30,278

**Gender**

- **Female**: 24,592
- **Male**: 23,021

**All Individuals with Income Below the Following Poverty Ratios**

- **San Mateo County Residents**: 82,890, 115,619, 282,684
- **Federal Poverty Level**: 150%, 200%, 400%
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