

# ANNUAL REPORT

JANUARY—DECEMBER 2022

COUNTY OF SAN MATEO  
HUMAN SERVICES AGENCY



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SERVICES

PUBLIC ASSISTANCE PROGRAMS

CHILDREN AND FAMILY SERVICES

EMPLOYMENT SERVICES

COMMUNITY SERVICES

# DIRECTOR'S MESSAGE

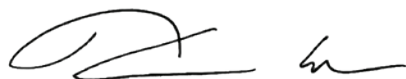
It is my honor to share with you our 2022 Annual Report on behalf of the clients, staff and leadership of the San Mateo County Human Services Agency.

Within this annual report, you will see the service numbers, experience just some of our clients' personal journeys and gain insight into the scope and reach of our many programs. We owe nearly all our accomplishments in 2022 to our dedicated staff and our partnership with our county's network of strong community-based organizations.

The year 2022 was the year we clearly moved past the COVID-19 pandemic. Many day-to-day activities and aspects of our lives returned to something like it was before COVID-19. However, some of the more lasting societal effects of the pandemic became more visible. Lower income families and individuals are simply struggling more to keep pace. High inflation and the lack of affordable housing have ratcheted up the stress on families exponentially. The services and programs our Human Services Agency provide create an essential safety net for individuals and families in need.

I would like to take this opportunity to thank the San Mateo County Board of Supervisors, our County Executive Officer and his staff for their continued support of the Human Services Agency. Your support of our work is essential to our success.

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.



## 2022 ACCOMPLISHMENTS

- Began implementation of AgileFleet, a vehicle tracking, management, and usage optimization system
- Began construction of the East Palo Alto Lobby Remodel
- Launched the Overpayments and Collections Online Payment System
- Launched the Racial Equity & Inclusion Task Force



**57**  
**RACIAL EQUITY & INCLUSION (REI)**  
 Task Force members



**35,000**  
**COMMUNITY INFORMATION HANDBOOKS (CIH)**  
 distributed in English and Spanish



**1145**  
**INVESTIGATIONS**  
 by the Special Investigations Unit



**200**  
**CONTRACTS**  
 maintained by Financial Services



**77**  
**LAPTOPS AND 96 DESKTOPS**  
 replacements were provided to HSA staff



**7,426**  
**SERVICE DESK TICKETS**  
 completed by Business Systems Group (BSG)

# A Look Back

In 2022, the County of San Mateo Human Services Agency (HSA) provided a balance of in-person customer experiences and technology to offer convenient on-line applications and remote services. HSA's client facing branches, which include Collaborative Community Outcomes (CCO), Children and Family Services (CFS), Employment Services (ES) and Economic Self-Sufficiency (ESS), continued to play a major role in supporting San Mateo County residents.

In January, nearly forty San Mateo County employees, including fourteen staff members from HSA, contributed to accessing the largest housing grant in the history of San Mateo County. The County received \$55.3 million to construct and operate a state-of-the-art Navigation Center for people who have experienced homelessness and secured \$13.5 million to purchase, rehabilitate and operate a 44-room hotel to help residents exit to permanent housing.

HSA started a Department Equity Team in February. The Racial Equity & Inclusion (REI) Task Force was formed to serve as a steering committee to support the Agency's racial equity action planning and serve as a catalyst for Branch-level equity work. During the year, each branch created their own Equity Team to examine racial and social disparities, policies and practices from an equity lens for improvement recommendations.

On February 24, 300 volunteers were deployed across San Mateo County to cover approximately 165 Census tracts to conduct the bi-annual One Day Homeless Count. The Count was organized by HSA, in collaboration with community partners. The point-in-time count found 1,808 people experiencing homelessness in San Mateo County.

HSA celebrated National Social Worker Month in March by recognizing the commitment of social workers. In 2022, Children and Family Services fielded 5,009 hotline referrals, certified 64 new resource families and finalized nine adoptions. The incidence rate of Black children entering foster care decreased by 52 percent from 2021, and the percentage of Latino children who reentered foster care after having exited in the previous 12 months decreased by 77 percent.

The future site of the Navigation Center broke ground in April, and the County Executive Office and the Center on Homelessness hosted the first of a series of virtual events called "Our Year of Working Together to End Homelessness." This series was created to address challenges confronted by people experiencing homelessness in the County.



HSA's Outreach Team attended community events throughout the year and promoted CalFresh Awareness Month in May. In 2022, Economic Self-Sufficiency assisted 173,201 Medi-Cal clients, 43,442 CalFresh clients, 2,622 Cash Assistance Program for Immigrants clients and 2,433 CalWORKs clients. A total of 74,366 clients visited our regional offices.

HSA hosted two distinguishable events in August. The Transitional Age Youth Summit was held on August 3 to provide a judgement free zone for current and former foster youth to make meaningful connections with each other. On August 23, HSA and the County Executive Office held a symposium with a delegation from the Taiwan Ministry of Health and Welfare to discuss American local level policies and to offer an understanding of American approaches to human services challenges.

On October 28, the County Executive Office and the Center on Homelessness hosted a culminating in-person event to over 300 attendees for the "Our Year of Working Together to End Homelessness" series. This first-of-its-kind local summit brought together leaders from the County, cities, business and nonprofit groups and advocacy organizations to tackle a problem that has vexed officials from Sacramento to Washington, D.C.

The San Mateo County Veterans Commission hosted the 7th Annual Veterans Recognition Event in-person on November 10. The 2022 honorees included George Smith, Veteran of the Year, Wendy Weller and Andrew Trapani, Patriots of the Year and the Veteran Surf Alliance, Enterprise of the Year. Congresswoman Jackie Speier was honored for Lifetime Achievement.

On December 7, Catering Connection served their annual holiday luncheon to over 120 clients. In 2022, Catering Connection served 10,244 COVID-related meals, while Vocational Rehabilitation Services mailed over 8,000 COVID test kits. Employment Services Resource Centers experienced a boost in foot traffic with 1,506 visits and Service Connect provided 41 support groups. The CalWORKs Housing Support Program placed 45 families into permanent housing.

# 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.



## 2022 ACCOMPLISHMENTS

- Collaborated on the Working Together to End Homelessness Initiative and community summit
- Launched the Lived Experience Advisory Group to include the voices of those who have experienced homelessness to improve the homeless system
- Opened El Camino House, a non-congregate shelter serving unhoused individuals
- Unveiled the new Veterans Services website at [www.smveterans.org](http://www.smveterans.org)
- Broke ground on the San Mateo County Navigation Center



**60,664**  
CLIENTS  
SERVED  
by CCO



**2,407**  
CHILDREN  
SERVED  
by Children's  
Fund



**2,418**  
VETERANS  
SERVED  
from Veteran  
Services



**6,527**  
CLIENTS  
SERVED  
by Service  
Providers  
for the Homeless



**47,947**  
CLIENTS  
SERVED  
by Core  
Service  
Agencies



## PERMANENT HOUSING DESTINATIONS

- 292 Living with family
- 16 Living with friends
- 8 Housing owned by client
- 87 Housing rented with veterans subsidy
- 276 Housing rented by client with subsidy
- 333 Housing rented by client, no subsidy



# A Heart of Gratitude

John ran a successful mechanical and structural engineering concrete business in San Mateo County. He ended up getting hurt on the job and could no longer afford to finance his business or even pay a mortgage. Out of necessity, he needed to downsize his lifestyle, so he purchased a motorhome.

As recreation vehicles began sprawling on streets in Redwood City, LifeMoves, a community-based organization that services San Mateo County residents who have experienced homelessness, began going door-to-door to see if these occupants would be interested in joining the Safe Parking Program in Redwood City.

“When I first heard about the program, it immediately connected with me because I would be able to park my motorhome with my belongings at a secure location. I could also feel safe at night and would not have to worry about my personal well-being,” said John.

Six months after joining the program, John started having major health issues. He was admitted into a hospital and during that time had a heart attack and suffered two strokes. He was in the hospital for about a year and then was transferred to a rehabilitation center. “It was a lot to go through,” said John. “When you have a heart attack and two strokes on top of that, your memory, vision and mind become quite impaired.”

While John went through rehabilitation, his LifeMoves case worker, James, would visit and began aggressively pursuing housing options upon his release. John was very fortunate to receive an emergency housing voucher. LifeMoves partnered with Abode Services to secure John with an apartment.

“When I heard that I received a housing voucher and they found a place for me, I was just floored,” said John. “My apartment is amazing! There is a gym, swimming pool and amenities like a washer and dryer. I am so grateful to San Mateo County and LifeMoves for securing me with permanent housing.”

James has been by John’s side since joining the program and has developed a special bond with him. “It’s been a blessing to get to know John and to be able to help him considering all that he has endured,” says James. “John is very appreciative of having a permanent place to live that he can call home.”



# 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.



## 2022 ACCOMPLISHMENTS

- Implemented Safety Organized Practice (SOP) at the Child Abuse Hotline and a secondary trauma response workgroup to support staff
- Delivered 86 birthday and other celebratory baked goods through Cakes for Kids partnership
- Held the 11th Annual Transitional Age Youth (TAY) Summit, a youth-led event
- Hosted the Resource Family Holiday Event to recognize the critical role and partnership of resource parents



**5,009**  
**HOTLINE**  
**REFERRALS**  
Child Abuse and  
Neglect Hotline calls



**21%**  
**FOSTER CHILDREN**  
**EXITED**  
within 1-year to a  
permanent home



**4%**  
**DECREASE**  
of children in  
Foster Care



**33** REUNIFICATIONS finalized  
**9** ADOPTIONS finalized  
**64** NEW RESOURCE  
FAMILIES approved



**PLACEMENT STABILITY**  
2.85 Placement Moves per 1,000  
Days in Foster Care. Performance for  
this measure exceeds the national  
standard of 4.12.

# Calling to Foster Children

After Chris and Lupita learned they could not have biological children, they spent years exploring options to expand their family. Ultimately, they felt a strong calling to foster children.

“We embraced the positive impact we could make on a child’s life whether short or long term. Being a Resource Family turned out to be even harder than we thought it would be, but very rewarding,” said Lupita. “We were told if it hurts when a child leaves, you are doing it right!”

Chris and Lupita have fostered a newborn and children primarily ages 7-9 years old. Every child who enters their home is treated like family with lots of love and respect. Some of their placements have lasted days, some weeks and even years. They understand the goal is always family reunification. While fostering, they communicate with the biological parents and always let them know their child is being well taken care of. They send photos, support visits and phone calls and sometimes stay in touch with the family after reunification.

Chris and Lupita have had permanent guardianship of their 11-year-old daughter for over a year. Her biological father keeps in touch through texts and phone calls. “We have always been supportive of their communication since day one and try to keep open communication with him of her accomplishments and adventures,” says Lupita. “We want our daughter to know that we support their continued communication and verbalize that we all can love her. Chris and I want to focus on keeping her safe and secure but also acknowledge the bond they have.”

Chris and Lupita are not sure what the future holds for future placements, but they will continue to help other resource parents through Resource Parent Training. Lupita says, “I remember being in those nervous shoes not that long ago, and I think the raw truth and tender moments in foster care are important to share. I feel that by supporting new resource parents, we can continue to help more foster youth, even those who never enter our home.”



# 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 and 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.



## 2022 ACCOMPLISHMENTS

- Mailed over 8,000 COVID test kits to community residents in coordination with the Department of Emergency Management
- Placed 285 individuals into unsubsidized employment across Employment Services programs
- Held recruitment events with 65 attendees
- Conducted the VRS Virtual Client Advisory Board to re-engage the client voice



**10,244**  
COVID RELATED  
MEALS Served By  
Catering Connection



**19**  
CLIENTS CERTIFIED  
with California Food  
Handlers Certificate by  
Catering Connection



**41**  
SUPPORT  
GROUPS  
offered by  
Service Connect



**1,506**  
RESOURCE  
CENTER VISITS



**30**  
FORKLIFT  
WORKCENTER  
CERTIFICATES



**45**  
FAMILIES  
CALWORKS  
HOUSING  
SUPPORT  
placed into  
permanent housing

# A Dream Comes True

Kolinia was born and raised in San Mateo County. She attended local schools along with her four brothers and a sister. During her senior year in high school, Kolinia's grandmother, who lived in Nuku'alofa, Tonga, fell ill, so she decided to move to Tonga to take care of her grandmother's needs.

Three years later, Kolinia returned home to her family. Unfortunately, her father was deported to Nuku'alofa, and her mother was diagnosed with an enlarged heart. She took on the role of mother to her younger siblings and immediately began working 7-days a week as a babysitter and caretaker.

In 2011, Kolinia began working for her cousin who operated a business that housed mental health patients. She initially managed two of those houses, which eventually grew to five. "I was practically working 24-hours, 7-days a week and that was my life for 8 years," says Kolinia.

Kolinia was burnt out and decided she needed to remove herself from that situation. She returned to Nuku'alofa to visit her father and met her husband. During her visit she became pregnant, so she returned home to access better healthcare. She had an extremely risky childbirth and almost lost her life because she was anemic. Kolinia lived with her sister while she was healing and was able to focus on her newborn daughter.

By December of 2021, Kolinia returned to the workforce. She enrolled in the San Mateo County CalWORKS Program and was placed in the WorkCenter. Chef Robert Antonio needed additional kitchen crew members and recruited her to join Catering Connection. She embraced the program and loved the energy and environment. "Each time I prepare food, I put love into it. I want our customers to savor these meals as much as I enjoy making them," said Kolinia.

After becoming an integral part of the team, Kolinia applied for a job as a Rehabilitation Production Supervisor. The position with the County would help her to achieve her goal to become self-sufficient. Kolinia patiently completed the recruitment process, and then one day Chef Robert reached out to her. "He pulled me aside and said he needed to talk to me. I thought I was in trouble," said Kolinia. "Instead, he slipped me a piece of a paper with a job offer, and I broke into tears. I've always dreamed of working for San Mateo County. Now I can truly support my daughter and family."



# 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).



## 2022 ACCOMPLISHMENTS

- Awarded the Medi-Cal Navigation Grant to provide additional Medi-Cal outreach until 2026
- Partnered with SMC Parks on the Mariposa Project to provide free annual park passes to individuals that receive public benefits
- Remodeled multiple offices to better accommodate client services
- Partnered with the San Mateo County community colleges for student outreach



**74,366**  
CLIENT VISITS  
at Regional Lobbies



**2,433**  
CalWORKs  
Clients  
Assisted



**420**  
General  
Assistance  
Clients Assisted



**2,622**  
CAPI  
Clients  
Assisted



**173,201**  
Medi-Cal  
Clients  
Assisted



**43,442**  
CalFresh  
Clients  
Assisted

# A Journey of Hope

Noralyn is the epitome of hope and resiliency. She had what seemed like a normal calm life, but after her husband's foot surgery, he became addicted to painkillers and that cycled her life into chaos. Noralyn couldn't pay her mortgage, and she didn't have enough money to feed her children. Her troubles got even more difficult when she lost her job. Living through food insecurity, she was advised to apply for benefits. She applied and received Cal-Fresh, CalWORKs and Medi-Cal. Noralyn initially felt embarrassed to even apply. The stigma of aid made her hide her EBT card from her children, but that sentiment quickly changed.

She joined the CalWORKs Welfare-to-Work Program and was given a part-time job at the Vocational Rehabilitation Center. Noralyn enrolled in college and eventually earned an AA degree and transferred to SF State University. Her case worker was a constant cheerleader throughout this process. She helped her enroll in classes, apply for financial aid and even wrote recommendation letters for her. Noralyn's education was completely paid for through the County program and by scholarships.

"The County was there for me and my family when we needed a hand. They not only helped us during those challenging times but have played a major role with shaping my future," said Noralyn. She understands all the amazing things that have transpired because she applied for CalFresh.

As Noralyn reflects on her journey, she is very appreciative of the life she lives today. She has found a permanent full-time job with San Mateo County. "I hope to learn all about the programs that helped me so I can help others the same way," says Noralyn. "Being vulnerable and sharing my story is tough, but I want to help remove the stigma of benefits. Being on aid has completely changed my life."

Her courage to keep going when everything seemed to be falling apart has led her to amazing opportunities. Noralyn said she is most proud about being able to show her children that "there's always a way out. There's a system set in place to get you where you can find your independence again and be even stronger than before."



# 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.

## Preparing for CalSAWS

On the heels of the COVID-19 pandemic, the Staff Development & Technology Services (SDTS) team was busy preparing for the migration to the new California Statewide Automated Welfare System (CalSAWS) set to replace the California Work Opportunity and Responsibility to Kids Information Network (CalWIN) system used to administer public assistance programs in July 2023.

### Project Implementation Approach

Leveraging the power of the Committee and Stand-Alone project implementation approach, SDTS successfully rallied subject matter experts from across the organization to actively participate in this transformative migration effort. Six subcommittees, consisting of expertise across the organization, were formed reporting to a steering committee to guide the project forward as they oversaw the process redesign, technology changes, data conversion, training, financial decisions and internal and external communications that would be needed. In addition, over 20 stand-alone projects were initiated, each laser-focused on key transition activities that are crucial for the Agency.

### User Acceptance Testing

At the start of the year, the CalSAWS project kicked off with user acceptance testing (UAT). The UAT was an opportunity for our county to validate CalSAWS functionality using the existing CalWIN data. The subcommittees identified a team of 14 subject matter experts to participate in this activity. The UAT team reviewed 1,009 test scenarios while documenting the results of their testing. The outcome of their efforts zeroed in on 736 issues – 66 of which were system

defects needing to be addressed by the vendor. These were quickly escalated and addressed while other workgroups convened to move the work forward.

### Business Process Engineering

Next in line was the requirement to reimagine how to use this new system to get public assistance benefits and services into the hands of our community with minimal impact. That meant business process re-engineering or rethinking how and what staff did in their day-to-day work.

Therefore, over 100 staff, considered Subject Matter Experts (SMEs), worked in teams to map out the changes required to use the new system. To start, the SMEs attended 19 hours of training demos so they had a working understanding of the CalSAWS system. Empowered with that knowledge, the SMEs looked at 60 workflows and made over 190 business process decisions. Their herculean efforts resulted in maps that outlined the new changes or the “to-be” set of work activities that staff would have to make in order to deliver benefits to the community. The business process re-engineering effort resulted in a finalized plan that was approved and signed-off in June 2022.





## TRAINING

- 2,251 HSA staff received program refresher training (includes staff who took more than one type of refresher training)
- 26,467 training hours were provided (totals any training hours entered for HSA staff)
- 85.52% of staff reached their 20 hours of training



## QUALITY ASSURANCE AND DATA REPORTING

- 95% Timeliness Average across all public assistance programs
- Percent of Public Assistance Applications within state standards for timelines: CalFresh 93% - Medi-Cal 89% - General Assistance 99% - CalWorks 99% - CAPI 93%



## POLICIES

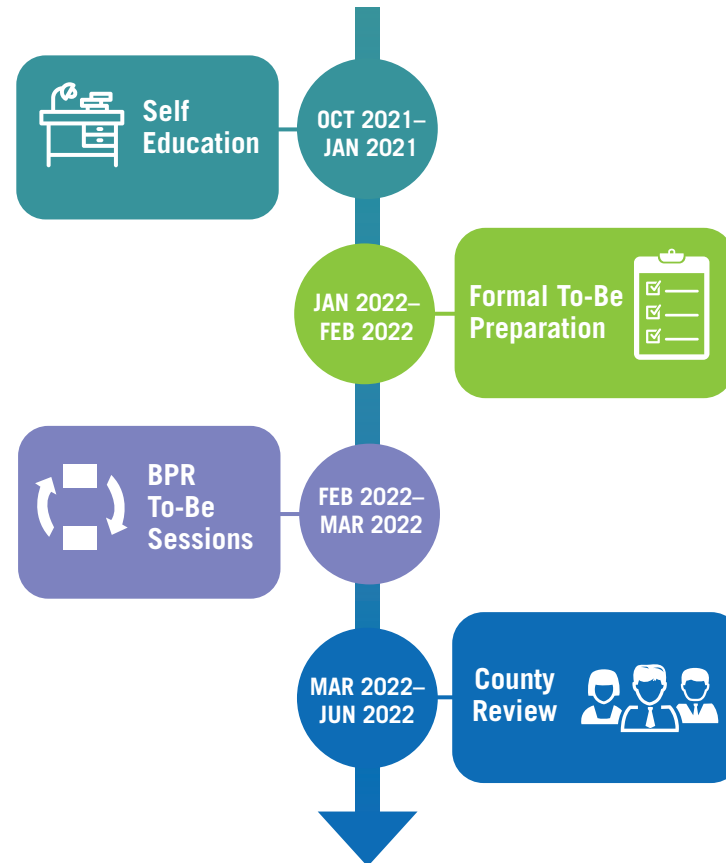
- 86% Timeliness average of policies updated across all public assistance programs
- 426 State and federal policies were completed and implemented into HSA's program handbooks
- 34 of the 426 policies completed were state and federal regulations issued extending or lifting of temporary waivers due to the end of the pandemic

### Change Network Champions

Another critical element in the implementation of CalSAWS was creating a strategy to communicate changes to employees as well as to collect feedback and questions that they may have as planning and training efforts rolled out.

The Change Network Champions (CNCs) were well positioned at the line and supervisory level to advocate and advise colleagues on how to prepare for the migration to CalSAWS. The CNCs also participated in the development of the Change Discussion Guide aimed at helping staff understand the differences and similarities in vocabulary, fields, and terminology between the two systems. Employment Services, Economic Self Sufficiency, Fiscal, SIU, Fair Hearings and Staff Development & Technology Services staff participated in the development of the Change Discussion Guide which required 23 meetings and over 200 changes and comments.

The agency feels confident that the countless hours of preparation that staff have invested in and have tirelessly worked on this past year will provide the necessary foundation for a successful CalSAWS Go-Live on July 3, 2023.



# A LOOK AHEAD

The Human Services Agency (HSA) is gearing up for innovative initiatives to improve the delivery of social services for residents.

HSA is actively preparing for the impacts of the COVID-19 Public Health Emergency ending and new changes to program eligibility. Additional outreach and assistance will be conducted to bridge service gaps and encourage completion of annual renewals for Medi-Cal recipients as the Continuous Coverage Unwinding begins. Outreach will focus on promoting new changes to reduce program barriers including the reduction of asset limits and expand full scope coverage to undocumented residents over 50 years old. Veteran Services will connect newly eligible veterans, under the PACT Act, with available disability and healthcare programs. Additionally, Vocational Rehabilitation Services programming is expanding along with increased housing supports for eligible clients. Stable housing and supportive service solutions will continue to be elevated in our response to ending homelessness, particularly among unsheltered residents experiencing chronic homelessness and foster youth aging out of care.

Major facilities projects are in the pipeline. The San Mateo County Navigation Center, a state-of-the-art non-congregate homeless shelter with on-site services, will be completed and fully operationalized. This low-barrier center will provide 240 single and double units on a 2.5 acre site, along with open areas, pet areas, meeting rooms, clinics and community gathering spots. In addition, the HSA East Palo Alto lobby will undergo a remodel to create a more welcoming and safer environment for the public while a new vehicle management system will be implemented to enhance efficiency for staff utilizing vehicles to perform services. The system will include the installation of reservation kiosks and key lockboxes in regional offices.

Across the agency, system improvement efforts are underway. We are continuing to prepare for a successful launch of the statewide public assistance eligibility system, CalSAWS, and the collaborative pre-release healthcare coverage program for justice-involved individuals, CalAIM. Employment Services will be embarking on a 5-year System Improvement Plan, Cal-OAR, which will facilitate

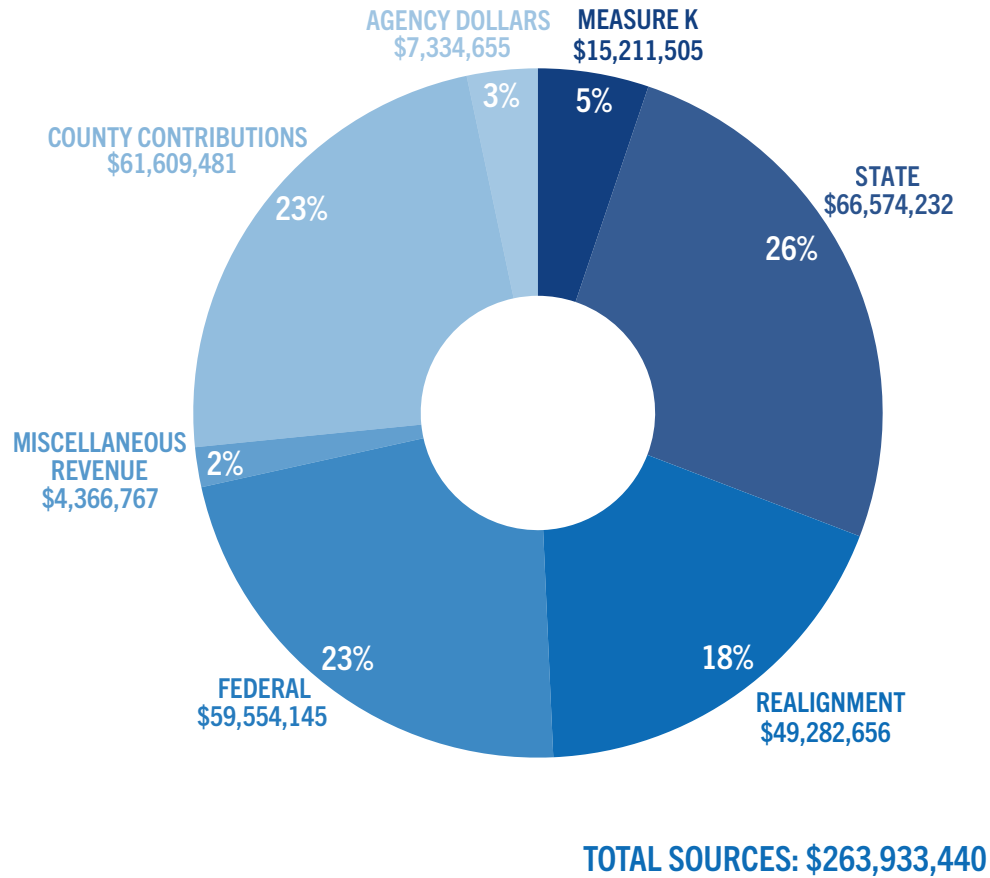


continuous improvement through data collection and analysis of county CalWORKs programs providing cash assistance to eligible families. Children and Family Services (CFS) will continue to engage in trauma informed systems work with the implementation of reflective supervision among leadership. In addition, CFS will convene a cross-sector team to develop a Comprehensive Child Abuse Prevention Plan in preparation for the Families First Prevention Services Act.

In the coming year, HSA will embark on a five-year strategic planning process and strengthen countywide and departmental equity collaborations. HSA is committed to embedding equity into the organizational culture and addressing community disparities with targeted efforts. Next steps will focus on promoting staff engagement and belonging, developing racial equity and culturally responsive training opportunities across all roles, embedding equity principles into onboarding processes, scanning for policy and practice improvements and regularly reviewing data with an equity lens to identify service disparities and opportunities.

Centering community needs and improving the delivery of services will remain at the forefront as we approach new horizons.

# 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](http://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

## 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