STRATEGIC DIRECTIONS
for
San Mateo County Human Services

PROGRESS UPDATE
2005
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*Note: References to the Year 2000 Strategic Plan recommendations are abridged. Contact San Mateo County Human Services Agency, at 650-802-6433 or jloft@smchsa.org for copies of Human Services Agency planning documents cited herein.
LETTER TO THE COMMUNITY

In 1992, the San Mateo County Human Services Agency invited community, business, and government leaders to join the Agency in developing a community plan for human services. The collaboration continued with the release of the Year 2000 Strategic Plan which targeted three strategic directions:

**Strategic Direction 1:** We will develop integrated strategies, plans, and resources to make child care, affordable housing, transportation, and job training available to low-income workers in order to support their movement toward self-sufficiency.

**Strategic Direction 2:** We will support prevention and early intervention services and activities in communities where those resources are most needed in order to strengthen families.

**Strategic Direction 3:** We will promote educational initiatives to address the need for human service providers, educators, and health care professionals.

This 2005 report highlights recent community collaborations illustrating movement toward realizing these strategic directions and related to specific actions recommended in 2000. Interviews with 25 key informants, along with reviews by the executive team of the San Mateo County Human Services Agency, are the primary sources to describe this progress. Collectively human services organizations in San Mateo County provided services and worked toward initiatives outlined in the following pages. Often for families who accessed these services and initiatives, the results are life altering.

The context in which the Year 2000 Strategic Plan for Human Services was implemented is an important backdrop. When the Plan was released, San Mateo County was experiencing unprecedented growth and prosperity. Then, in 2001, the San Francisco Bay Area, including San Mateo County, experienced a significant economic downturn and increasing unemployment due to the economic decline, the dot.com bust and the 9/11 tragedy. Over the next several years, the County witnessed an unprecedented demand for human services with reduced funding for social services programs. As a result, fewer social services, including safety net services, were available to San Mateo County residents. In 2005, as the economy rebounds, there has been some relief in self-sufficiency indicators. However, the chasm of affluence and poverty is deeper in San Mateo County today due to factors that make it more difficult for working families to be economically self-sufficient.

Since the adoption of the Year 2000 Strategic Plan for Human Services, much has been accomplished, much is underway, and much remains to be done. This report offers community partners an information base to continue to work together, to align many existing plans, and to explore what comes next to further the collective effort to ensure all individuals and families are healthy, productive members of the San Mateo County community.
INTEGRATED STRATEGIES

STRATEGIC DIRECTION 1: We will develop integrated strategies, plans, and resources to make child care, affordable housing, transportation, and job training available to low-income workers in order to support their movement toward self-sufficiency.

Recommendations in 2000

Child Care

- Increase the number of employers offering on-site child care facilities / benefits / and subsidies.
- Ensure child care facilities are high quality, safe, and accessible to public transportation.
- Increase on-site child care at housing complexes.
- Increase child care at or near transportation and employment centers.
- Expand school-based after school child care and homework programs.
- Support legislation to increase child care capacity and subsidies for underserved and / or disabled populations.

Housing

- Augment resources and shelters for homeless youth.
- Increase subsidized housing; advocate for Housing and Urban Development (HUD) programs.
- Create tax incentives for landlords who rent to low-income tenants or who do not raise the rent.
- Encourage developers to set aside below market rate units for low-income families, seniors and disabled individuals.
- Advocate for an alliance between developers and employers to provide affordable housing for the working poor.
- Support affordable housing subsidies in employee retirement systems.
- Support housing projects for disabled and/or homeless individuals.
- Advocate for zoning overlays to allow for increased density along transportation corridors.
- Develop transitional housing for youth leaving the foster care system.

Transportation

- Encourage developers to build housing and child care facilities on transportation corridors.
- Develop coordinated transit systems that provide reliable and timely transportation.
After-School Programs: Redwood City Parks, Recreation, and Community Services and the Redwood City School District established after-school programs at nine sites. The Daly City Peninsula Partnership Collaborative has after-school programs in 15 elementary schools and four middle schools.

Child Care Subsidy Pilot: The Human Services Agency co-sponsored AB 1326 (Simitian), a bill creating the only five-year child care subsidy in the State. The pilot enabled San Mateo County to increase the statewide income eligibility exit limit, create an extended family fee schedule, and increase the reimbursement rate.

Department of Housing: The San Mateo County Board of Supervisors created a new Department of Housing beginning FY05-06 to focus on preservation and development of affordable housing, and generating increased community partnerships and funding.

East Palo Alto Shuttle: The City of East Palo Alto will use $700,000 of Job Access Reverse Commute federal funds to create a coordinated program among CalTrain, a pilot youth shuttle, and a senior shuttle. The goal is to improve access to jobs for East Palo Alto residents. Additional projects are planned.

Emancipated Foster Youth: In FY 05-06, the Board of Supervisors provided a $1,000 monthly rental stipend for emancipated foster youth. The Human Services Agency allocated $750,000 seed money to support emancipated youth with housing costs. Joint planning is underway to expand housing options for youth. All youth receiving housing support are linked to appropriate after-care programs.

First Step for Families: Shelter Network, a non-profit agency, completed renovation of its First Step for Families housing development, a model transitional housing project, which now has 23 emergency units, 15 transitional units, and a child care center.

Housing Endowment and Regional Trust (HEART): In 2000, the Human Services Agency provided $1 million in seed funding to create HEART, championed by San Mateo County Board Supervisors Rose Jacobs Gibson and Rich Gordon. Today, HEART works with 12 cities to advocate for affordable housing. With assistance from the Human Services Agency, the Housing Department, and the Board of Supervisors, HEART was awarded an additional $4 million.

Homework Centers: San Mateo County Board of Supervisors funds 62 homework centers in 15 school districts in San Mateo County.

Housing Our People Effectively (HOPE): Launched in 2005, HOPE is a 10-year community action plan among business, non-profit, and the public sectors to end homelessness in San Mateo County. Its vision is that housing be available in San Mateo County for people at all income levels and all generations of families. The plan is scheduled for adoption in January 2006.

Implementing the County-wide Transportation Plan 2010: In April 2001, the City / County Association of Governments of San Mateo County (C/CAG), with the cities of San Mateo County, San Mateo County Transit District (SamTrans), and San Mateo County Transportation Authority, released the County-wide Transportation Plan 2010, which recommends land-use policies related to transit oriented development.

Out-of-Home Placement Services: In 2005 San Mateo County, with federal approval, used Child Welfare Title IV-E funding to pay for child care for Child Welfare System youth in out-of-home placement facilities. This allowed for scarce child care dollars to be used for other child care needs.

Peninsula Corridor: A partnership among public and private agencies and seven cities (Daly City, Colma, South San Francisco, San Bruno, Belmont, San Carlos, Redwood City) spurred the Grand Boulevard Initiative to revitalize El Camino with new jobs, housing, and transportation. In November, City / County Association of Governments of San Mateo County (C/CAG) adopted a $15M incentive program to develop a land use and transportation plan for the corridor. A bi-county effort among elected and appointed officials in San Mateo County and Santa Clara County is being explored.
Strategic Direction 1: Recent Progress

INTEGRATED STRATEGIES

➢ **Preschool for All:** In April 2005, 172 preschool children in Redwood City were enrolled at no cost to their families. By 2010, 1,850 children are projected to be enrolled annually within the Redwood City and Ravenswood school district boundaries. The initiative has $10 million committed to its first three years with support from the County, State, and private foundations such as the David and Lucile Packard Foundation.

➢ **Safe Harbor Shelter:** In 2004, the Safe Harbor Homeless Shelter in South San Francisco was awarded a $1 million Emergency Housing Assistance Program grant to renovate the shelter and provide expanded services on site.

➢ **SAMCARES (San Mateo Compensation and Retention Ensures Stability):** Established in 2001, SAMCARES, an educational cash stipend incentive program, increased the number of certified teachers in the County by 47% and helped to retain child care staff. Reduced program funding means future quality child care will be more limited.

➢ **SmartKids:** In 2002 the Child Care Coordinating Council of San Mateo County launched SmartKids. The Human Services Agency gave $1 million seed funding; First 5 San Mateo joined in 2003. In 2004, SmartKids supported 922 new licensed child care spaces (276 for infants and toddlers) in nine centers, and 61 family child care homes.

➢ **Stepping Stones Across the Digital Divide:** This program seeks to improve the academic performance of Latina girls at Chavez (Cesar) elementary in East Palo Alto and Garfield Charter School in Redwood City by helping them to develop literacy and computer skills. Parents are also provided support.

➢ **Supportive Housing:** The Housing Authority, County Mental Health, and the Human Services Agency partnered to produce 59 units of permanent supportive housing for homeless people with disabilities.

➢ **Taxi-Vouchers, Shuttle Services, Bus Passes:** The Human Services Agency secured grants from the Metropolitan Transportation Commission’s Low Income Transportation (LIFT) for taxi vouchers (Emergency Ride Home Program), and Caltrain - San Carlos and East Palo Alto shuttle services, and bus passes (Transportation Assistance for Persons with Disabilities). For one year, HSA funded a shuttle from Half Moon Bay to PeninsulaWorks San Carlos, to better serve families living in geographically isolated areas.
Recommendations in 2000

- Increase community-based teen programs, sports activities, and other enriching activities.
- Expand community programs that provide community service opportunities for youth.
- Conduct forums between youth and local peace officers to diminish stereotypes and friction.
- Expand remedial and support programs for high school students with behavioral/performance problems.
- Expand teen pregnancy prevention.
- Finance more substance abuse treatment centers to reduce wait time for treatment.
- Expand initiatives that ensure safety and protection for battered women and children.
- Supply healthcare, mental health, and health insurance information and education to consumers/community.
- Explore a “junk food” tax or other incentives to support obesity prevention and nutrition programs.
- Expand foster youth independent living services; coordinate with Workforce Investment Act (W.I.A.).
- Coordinate efforts to increase services for the adolescent population.
Strategic Direction 2: Recent Progress

Prevention / Early Intervention

- **Adolescent Services and Workforce Investment Act:** In 2004, Adolescent Services received Workforce Investment Act (WIA) funding to provide specialized employment / educational services to pre- and post-emancipated foster youth.

- **Children’s Health Initiative:** In 2003 a collaboration to provide universal health insurance for San Mateo County children increased the number of children enrolled in health insurance from almost 15,000 in 2001 to almost 33,000 in 2005. It includes a new County subsidized health insurance program - Healthy Kids - for children in households with incomes below 400% of the Federal Poverty Level.

- **Child Welfare System Improvements:** San Mateo County is one of 11 counties fast-tracking the redesign of its child welfare system with a three-pronged strategy in prevention, protection, and permanence. The Health Department and the Human Services Agency established the Partnership for Safe and Healthy Children as a coordinated system of care for high risk children with behavioral health and medical needs.

- **Childhood Obesity:** The Health Department hosted the third childhood obesity conference in May 2005 with Kaiser Permanente, Health Plan of San Mateo, the Palo Alto Medical Foundation. In 2004, the YMCA of Mid-Peninsula and the YMCA of Santa Clara Valley, were awarded a three year, $1.3 million federal grant for Fit Kids physical education programs.

- **Community Schools:** Several communities in San Mateo County (e.g., Redwood City 2020, Cabrillo Unified School District, Daly City, and East Menlo Park’s Belle Haven Elementary School) are actively engaged in transforming traditional public schools into community schools. Community schools are open to students, families, and the community before, during and after school. Representatives from the Human Services Agency, the Health Department, the Gardner Center at Stanford University, and the Peninsula Partnership for Children, Youth, and Families are developing policy guidelines the County might adopt in expanding the community schools model to provide children and families with an array of supports and services in neediest neighborhoods.

- **East Palo Alto Crime Reduction Task Force:** In the spring of 2004, Supervisor Rose Jacobs Gibson created this task force of city, County, and community leaders to reduce crime and build a safer, stronger East Palo Alto.

- **Health Disparities Initiative:** In 2004, Supervisor Rose Jacobs Gibson and the Health Department launched this initiative to eliminate health disparities and improve health awareness. Over 200 community members are designing strategies to prevent childhood obesity and alcohol, tobacco and other drug use. A broad-based committee is leading an assessment of the current level of linguistic access in community health services.

- **Jobs for Youth:** The PeninsulaWorks Jobs for Youth program offers year-round intensive one-on-one services for teens including those with learning disabilities. Over 1,500 youth annually received assistance at PeninsulaWorks employment service centers located throughout the County.

- **Parent Education:** Home visiting and parent education services are in place and expanding. Education kits for new parents are distributed to new mothers. A social marketing campaign targeted toward new parents about early child brain development will launch in early 2006.
Prevention of Youth Violence: San Mateo County Board Supervisor Jerry Hill and Environmental Services Director, Marsha Raines, have convened a 2005 County-wide task force to find solutions to prevent youth violence.

Proposition 36 (Substance Abuse and Crime Prevention Act of 2000): The Human Services Agency Alcohol, Tobacco and Other Drug Services, Superior Courts, Probation, Office of the District Attorney, community treatment providers, Mental Health, Private Defender Program, Parole / Bureau of Prison Terms, Sheriff’s Office, and police implement Proposition 36. During 2004-2005, ATOD served 3,269 unduplicated clients, 595 of whom were admitted to programs supported by Prop. 36 funds.

Sequoia Teen Resource Center (STRC) and Wellness Center: These centers are co-located on the Sequoia High School Campus. They offer an integrated model of service ranging from youth involvement initiatives to early intervention to crisis management to medical services. STRC officially started in 2004 and has outreached to over 1,500 students.

Safe and Drug Free Schools and Communities: Two grant awards increased youth development and environmental prevention strategies. The North San Mateo County Youth Development Partnership serves 150 youth and their parents annually in four high schools and one alternative school in Daly City and Pacifica. The San Mateo County Coastside Youth Development Partnership serves 140 youth and their parents.

San Mateo County Youth Commission: In 2005, County Youth advised the Board of Supervisors through youth representation on the Drug and Alcohol Advisory Board, First 5 San Mateo County, the Mental Health Board, the TANF Planning Council, and the Exposition and Fair Association.

Strengthening Parents: Peninsula Community Foundation / Peninsula Partnership for Children, Youth and Families staff helped to launch the School Readiness Initiative with parenting classes at Turnbull Academy; Spanish literacy classes; and family literacy classes with San Mateo County Public Library. First 5 San Mateo County will contribute $1 million per year for 10 years for a social marketing campaign about the role parents play in their children’s development.

Substance Abuse Treatment: Grants from the California Department of Health Services, the Center for Substance Abuse Treatment, and the U.S. Department of Justice have helped Alcohol, Tobacco and Other Drugs (ATOD) and community partners to provide substance abuse treatment to special need populations. The Tobacco Prevention Program was awarded a Young Adult Community Action Grant and a grant for a Youth Coalition, implemented by Youth Leadership Institute.
Recommendations in 2000

- Provide low-cost community college loans/scholarships to attract students to the:
  - Healthcare professions
  - Human services professions
  - Educational field

Recent Progress

- **Associates and Bachelor's Degree Programs:** The Human Services Program at Cañada College was developed with State and County Departments of Mental Health, Rehabilitation, Vocational Rehabilitation, and the Human Services Agency to provide value-based services for families.

- **Bio-manufacturing Program:** In 2003, the San Mateo County Workforce Investment Board and its partners launched an intensive 12-week biotech manufacturing training program for workers dislocated after the events of the 9/11 tragedy. Training included a potential internship with Genentech.

- **Family Development Credential (FDC) Program:** The FDC credential is 180 hours of course work in Family Empowerment Skills for frontline workers. Students must take a national exam to achieve the credential.

- **Gateway Project:** Gateway increases the English and math skills of students seeking success in college degree / certificate programs and short-term training programs in biotechnology, healthcare, and construction. The program bridges the gap between disadvantaged youth / adults and the entry level standards for high wage / high growth careers.

- **Peninsula Training Collaborative (PTC):** A partnership among non-profits, the San Mateo Community College District, and the Human Services Agency, PTC provides training for HSA staff who work with children and families who are in (or at-risk for entering) the child welfare system. At least 1,000 individuals have been trained.
### Chronology of Strategic Planning for San Mateo County Human Services

#### 1992 Human Services Agency Established
County establishes San Mateo County Human Services Agency

**First Strategic Plan for Human Services**
Human Services Agency invites business, community, and government leadership to join in creating and releasing the San Mateo County Human Services Strategic Plan. More than 600 people are involved in creating the plan, which produced the mission, vision, and strategic directions to guide the future delivery of human services in the County.

#### 1999 Status Report on the 1992 Strategic Plan
Issued by a Subcommittee of the SUCCESS Advisory Committee. The Status Report called for the formation of a new millennium strategic plan for human services for the County to build on existing partnerships and identify more specific action steps to improve child care, housing, and transportation.

**Community Involvement in Preparing Second Strategic Plan**
An Oversight Committee to guide development of the second strategic plan forms. Committee is made up of leaders within County government, business, education, transportation, housing, foundations, and community based organizations. Twenty focus groups involving 260 participants from labor, business, parent and youth groups, the faith community, the medical community, service providers and collaboratives throughout the County identify strengths and areas to build on.

#### 2000 Year 2000 Strategic Plan for Human Services
This plan set forth the broad vision, goals, and general strategic directions for community partners to work collaboratively and meet the human service needs of the community. The following collaboratives accepted primary responsibility to implement the plan:

- Peninsula Partnership for Children Youth and Families
- Children's Collaborative Action Team (CCAT)
- Children and Families First Commission
- Child Care Partnership Council
- New Beginning Coalition
- Housing Leadership Council
- Alcohol Drug and Advisory Board
- Healthy Communities Collaborative
- Community Oriented Health System
- Metropolitan Transportation Commission

#### 2002 Status Report
On the Year 2000 Strategic Plan is completed.

#### 2003 Human Services Advisory Committee
Reviews the priorities in the Year 2000 Plan.

ACKNOWLEDGMENTS

The Human Services Agency thanks the numerous community and government leaders / organizations, and others, who have given their time to develop and to monitor progress toward the collaborative vision for human services in San Mateo County, especially members of the:

- 1992 Strategic Planning Group
- 1999 Oversight Group reporting on status of the 1992 Strategic Plan
- Oversight Committee for the Year 2000 Strategic Plan for Human Services
- Informants for the 2005 Progress Update for the 2000 Strategic Plan

Organizations and offices* represented in one or more of the above groups include:

- A.S.I.D. & Associates * Alcohol and Drug Advisory Board
- Cañada College * Child Care Coordinating Council of San Mateo County * Children’s Health Initiative
- College of San Mateo * Community Overcoming Relationship Abuse
- County Board of Supervisors * County Health Department
- County Human Services Agency * County Manager * County Office of Education
- County Superintendent of Schools * County Department of Housing
- Daly City Community Service Center * Daly City Peninsula Partnership
- El Concilio of San Mateo County * Fair Oaks Community Center * Family Service Agency
- Family Support Center of the Mid-Peninsula * First Five San Mateo County
- Homeless Continuum of Care * Housing Leadership Council * Housing Task Force
- League of Women Voters of San Mateo County * Mental Health Association
- Metropolitan Transportation Commission * Opportunities Industrialization Center West (OICW)
- Peninsula Community Foundation * Peninsula Library System - Community Information Program
- Policy Analysis for California Education * Private Industry Council (Workforce Investment Board)
- Raychem, Corporate Communications * Redwood City 2000 (Redwood City 2020)
- Redwood City Parks, Recreation and Community Services * Samaritan House
- San Mateo County Transit District (SamTrams) * San Mateo County Community College District
- San Mateo County Central Labor Council * Service League of San Mateo County
- Shelter Network of San Mateo County * United Way of the Bay Area
- Youth and Family Enrichment Services

*Note: Groups are identified by their organization name at the time of participation.

Copies of this report can be obtained from:
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