Year 2000
Strategic Plan
for
San Mateo County
Human Services
Community Involvement

The kick-off initiated extensive community discussion and dialogue throughout the County. Between July and October 1999, 20 focus groups were held, reaching 260 community members. Participants were from labor, business, parent and youth groups, the faith community, the medical community, service providers from mental health, public health, and legal services, as well as other collaborative groups including the housing and child care forums. Focus groups identified the strengths they brought to the community, including areas to build on. They also identified and prioritized areas needing improvement and suggested programs or activities that would address these issues. The preliminary outcomes and strategic goals, as well as the recommended actions, were derived from these focus groups and funneled back to the Oversight Committee.

Collaboration

The Oversight Committee recognized the need for collaborative efforts to meet the challenges identified through community involvement. For each of the areas identified by the focus groups as priorities, existing work groups were identified or new work groups were formed as needed, to refine the outcomes, strategic goals, and recommended actions for the comprehensive plan.

Linkage and Alliance

Linking with existing workgroups ensures integration and non-duplication of effort and resources. This Plan represents the integration and synthesis of the outcomes, strategic goals, and action items from each of the work groups. It serves to connect related activities while still allowing each work group to preserve its autonomy in implementing its specific action plans and, when practical, form alliances to meet specific interrelated needs (for example, the need of child care providers to find affordable housing/facilities). This integrated plan will provide decision-makers such as the Board of Supervisors, the County Manager, and other funding agencies with a comprehensive document upon which to base funding decisions.

Inauguration

The inauguration of the Year 2000 Strategic Plan for San Mateo County Human Services will include community forums throughout the County to inform constituents and recipients about new and reaffirmed outcomes, strategic goals, and recommended actions.

Recommendations for Implementation

It is recommended that a Human Services Advisory Committee be established to track and facilitate community-wide implementation of recommendations set out in this Plan. The Human Services Advisory Committee composition will represent community leaders and stakeholders.
The Development of the Year 2000 Strategic Plan for Human Services Providers

The 1992 San Mateo County Human Services Strategic Plan called for a repositioning of human services in the County. Identifying overarching themes of outcomes oriented, high impact services that extended the boundaries of the service system and responded to the self-identified needs of the clients, this initial Strategic Plan set the stage for developing collaborative efforts throughout the community.

In 1998, a subcommittee of the SUCCESS Advisory Committee set out to look at how the 1992 Strategic Plan was implemented. The resulting Status Report on the 1992 San Mateo County Human Services Strategic Plan: Where Are We Now? was released in February 1999. This report found that the community had made important strides in implementing the 1992 Strategic Plan. One of the most striking outcomes of the 1992 Strategic Plan was the increased collaboration between public agencies, community-based organization, and the private sector. One Stop services with multiple entry points have been developed. Services are more comprehensive in scope and focus on the whole person. Services are strength-based instead of deficit-based. There is a focus on employability. These trends reflect national directions in social services and in turn are reflected in the SUCCESS welfare reform program. The SUCCESS program was a direct outgrowth of the themes and directions identified by the community in developing the 1992 Strategic Plan.

At the same time, the Status Report identified ongoing challenges in the areas of child care, housing, and transportation. The Status Report called for the formation of a new millennium strategic plan for human services in San Mateo County. Such a plan would build on existing partnerships and identify more specific action steps to be taken to improve child care, housing, and transportation. In March 1999, an Oversight Committee was formed made up of leaders from within County government, business, education, transportation, housing, foundations, and community-based organizations to guide the development of the Year 2000 Strategic Plan for San Mateo County Human Services. The Strategic Plan Oversight Committee has provided leadership and direction to this strategic planning process.

Kick-Off

The planning process began with a kick-off in June 1999 with over 100 leaders from government, education, and community-based agencies throughout the county. During the kick-off meeting, the results of the Status Report were presented along with findings from the Community Assessment undertaken by the Healthy Community Collaborative of San Mateo County. Following these presentations, small groups were formed to discuss and identify the top three service needs or priorities challenging San Mateo County.

Open Letter to the Community

We are excited to share with you the Year 2000 Strategic Plan for San Mateo County Human Services which we have developed over the past year as a collaborative community-wide effort. This Plan sets forth a broad vision, goals and general directions for community partners to work collaboratively and meet the human service needs of the community.

This Plan builds on the 1992 Human Services Strategic Plan and the 1999 Status Report on the Human Services Strategic Plan. Our community has come a long way in the past eight years. We have increased public/private collaboration in recognition of the importance of these inter-linkages. We have learned to focus our services on the needs of the client, and offer services that are rooted in the community.

The 1992 Human Services Strategic Plan identified three outcomes against which to measure its successful implementation. These outcomes, individual self-sufficiency; family strength; and community health, remain applicable today. We have made great strides in these areas but we recognize that we need to continue to focus on these outcomes. We have seen dramatic reductions in welfare caseloads and increases in individual self-sufficiency. We have seen new strategies such as school-based services and home visiting programs that have provided specific supports, improved family strength and reduced family violence. We have implemented public/private collaborations to focus on jobs, housing, and crime to improve community health.

At the same time, we recognize our challenges. Of greatest concern is the disparity between the wealthy and the less affluent. Our skyrocketing cost of living is one of the highest in the country. As a result, the working poor, including those who have successfully moved off of welfare, are finding it more and more difficult to afford to live in our community. The booming economy has generated jobs beyond established industrial centers, making economical transportation more difficult to achieve. Other difficult challenges facing low-income individuals and families are child care and housing. Not only is child care increasingly expensive, it is also hard to find in convenient locations. Affordable housing within the County is virtually nonexistent, as the need for housing far outstrips the construction of new housing, especially low-cost units. This Plan presents outcomes, strategic goals, and recommended actions in the areas of child care, housing and transportation.

This Plan was developed in the context of other planning initiatives in the County. The Board of Supervisors is undertaking a visioning process. The County is also in the midst of a Civic Engagement Initiative. There are also a variety of collaborative planning processes underway for children, seniors, child care, housing, transportation, and special populations. In addition, several cities are undertaking needs assessment and planning processes. This Plan provides a link between these efforts, and a blueprint for coordinated action.

We hope that the Plan will be of use to Human Services, policy makers, and other stakeholders in the community as we move forward into the millennium.

- The Year 2000 Strategic Plan Oversight Committee
March 2000
Linkages

Traditional strategic planning efforts often look at only one challenge at a time without recognizing how action in one area affects others. Realizing that we need to acknowledge the connections among the challenges facing our community, the Oversight Committee identified linkages with existing collaboratives to ensure integration and nonduplication of effort and resources.

Operating Principle

We will use public/private collaborative strategies to address the interrelated issues of child care, housing, and transportation in order to improve individual self-sufficiency, family strength, and community health.

Linking with these existing human service collaborative initiatives has been a key part of developing this Plan. This Plan acknowledges the autonomy and independent purpose of each of these collaboratives. The intent was to connect related activities and form alliances between groups when appropriate to meet shared goals. The Plan also recommends that lead teams take responsibility to implement the recommended strategic steps identified by the committee. The Plan recommends that these teams deliberate and decide what actions are feasible to take within the next five years. Finally, the plan recommends that a Human Services Advisory Committee track and facilitate community-wide implementation of the Plan.

The following existing collaboratives accept primary responsibility for implementing the recommended action steps in this Plan:

- The Peninsula Partnership for Children, Youth, and Families focuses on children through age 8.
- The Children’s Collaborative Action Team (CCAT) has developed Children in Our Community: A Report on Their Health and Well-being to provide baseline data on indicators of quality of life for all our children.

Overview of Recommended Strategies and Lead Responsibilities

INTERGENERATIONAL

- Research successful youth programs in other communities in an effort to obtain grants to support interagency activities for connecting youth and seniors.
  - CCAT and New Beginning Coalition
- Conduct a youth mentoring program that connects seniors with young people in the community to reduce intergenerational tensions and stereotypes.
  - CCAT and New Beginning Coalition
- Expand the foster grandparent program.
  - New Beginning Coalition
- Provide affordable community festivals and activities focusing on youth and seniors.
  - Cities, Non-profit community groups
- Create an advocacy program for seniors to assist them in obtaining quality services from community providers.
  - New Beginning Coalition
- Expand the shopping assistance program for seniors.
  - New Beginnings Coalition
- Engage seniors in the provision of child care and increase their community involvement, as well as utilizing their skills and supplement their income.
  - Child Care Partnership Council, Child Care Coordinating Council and New Beginning Coalition

TRACKING OUTCOMES

- Assess strategies to address the interrelated issues of child care, housing, and transportation.
  - Child Care Partnership Council, Housing, Consortium, and SamTrans
- Investigate successful local and national models of community collaboratives established to address issues impacting the workforce (e.g., housing, childcare and employment).
  - All Lead Teams and HSAC
- Determine appropriate outcomes to examine the success of each strategy.
  - All Lead Teams and HSAC
## Overview of Recommended Strategies and Lead Responsibilities

### Prevention and Early Intervention

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Lead Organization</th>
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<tbody>
<tr>
<td>Increase community-based teen programs, sports activities, and other enriching activities to give youth the opportunity to constructively use their free time.</td>
<td>CCAT, Cities, and School and Recreation Departments Faith Based Organizations</td>
</tr>
<tr>
<td>Expand community programs that provide community service opportunities for youth to participate as productive community members.</td>
<td>CCAT, Volunteers Centers, Schools</td>
</tr>
<tr>
<td>Conduct forums between youth and local peace officers to diminish stereotypes and inter-group friction.</td>
<td>CCAT, Police Officers Associations, Community Police Officers</td>
</tr>
<tr>
<td>Expand remedial and support programs for high school students with behavioral/performance problems.</td>
<td>Schools, Healthy Community Collaborative, Mentoring Programs</td>
</tr>
<tr>
<td>Expand teen pregnancy prevention programs by increasing motivation for using birth control with reimbursement plans. Promote the use of contraceptives by advertising their use and give them to youth for free.</td>
<td>Public Health Department, Teen Pregnancy Coalition of San Mateo County, Redwood City Youth Health Center, Daly City Youth Health Center</td>
</tr>
<tr>
<td>Finance more substance abuse treatment centers to reduce wait time for treatment.</td>
<td>Alcohol and Drug Advisory Board</td>
</tr>
<tr>
<td>Expand initiatives that ensure safety and protection for battered women and children, for example provide anger management workshops, legal advocacy services, and shelters for women and their children.</td>
<td>Domestic Violence Advisory Board</td>
</tr>
<tr>
<td>Supply healthcare information and education to promote health insurance programs and utilization, as well as educating the community on mental health issues and on how to advocate for themselves as consumers.</td>
<td>Health Services Agency/COHS, Health Care for All Coalition</td>
</tr>
<tr>
<td>Explore “junk food” tax and or other funding opportunities to support obesity and nutrition programs</td>
<td>Health Services Agency, Agencies Serving Adolescents</td>
</tr>
<tr>
<td>Expand independent living services for foster youth and coordinate with W.I.A. activities.</td>
<td>Human Services Agency and WIB</td>
</tr>
<tr>
<td>Coordinate efforts to increase services for the adolescent population.</td>
<td>Health Services Agency, Agencies Serving Adolescents</td>
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### Linkages

**“It's all interconnected. It's the cost of living connected with the kinds of jobs people seek, jobs that don't pay well - the service industries - those jobs are going unmet which reduces the quality of life because then you're living here and you can't get good child care.”**

- Focus Group Participant

**“Parents have to do things that compromise the raising of their children, of the time that they spend with their families, leaving children at home alone, working long, long hours, those kinds of things. And I think it has to do with issues around transportation, traffic and also the cost of living.”**

- Focus Group Participant

- The Children and Families First Commission is developing a strategic plan for children age 0-5.
- The Child Care Partnership Council addresses issues of child care access, affordability and quality and is developing a master plan based on its comprehensive Child Care Needs Assessment.
- The New Beginning Coalition focuses on seniors and adults with disabilities and is in the fifth year of implementing its strategic plan.
- The Housing Leadership council educates and advocates for housing in the County.
- The Alcohol and Drug Advisory Board has developed a 5-year strategic plan to guide improved substance abuse prevention and treatment services.
- The Healthy Communities Collaborative completed a comprehensive Community Assessment on the quality of life for County residents and will regularly update its community assessment findings.
- The Community Oriented Health System (COHS) project is an effort of several non-profit, community-based, government organizations, and residents that focuses on identifying and addressing barriers to wellness and improving the overall health of underserved communities.
- The Metropolitan Transportation Commission is currently undertaking a study to develop transportation strategies that address the needs of low-income residents and the current gaps in transportation.
“Public transit works pretty well if you’re a commuter, probably commuting to the City or Silicon Valley. Not if you’re a single parent trying to get your child to daycare and then you go on to your job.”

- Focus Group Participant

The Plan specifically focuses on taking steps to meet the three areas of challenges identified in the 1999 Status Report: child care, housing, and transportation. These areas were confirmed by the focus groups conducted throughout the community. These focus groups made specific recommendations, which were written as the recommended strategic steps contained in this Plan.

The Plan also recognizes that access to resources supporting the physical, mental, and social well-being of community residents will assist them in meeting these challenges. These resources and sources of support will be developed and enhanced by integrating public education, prevention and early intervention, and intergenerational programs with child care, housing, and transportation initiatives.

We also recognize that all human services should be geographically, culturally and financially accessible, meet the needs of those they serve, and improve the lives of their clients. These three themes underlie the Plan:

**Theme: Results-Based Accountability.** We need to focus on the impact that services have on the lives of those we touch. The San Mateo County Board of Supervisors has adopted a model of results-based accountability to access the quality and effect of services provided to all county residents. We are beginning to be guided by outcome measures as we operate, monitor and evaluate human services programs. Outcomes, indicators, strategic directions, and recommended actions are presented in this Plan based on findings from extensive community-wide dialogue and discussion. We also recognize that all human services should be geographically, culturally and financially accessible, meet the needs of those they serve, and improve the lives of their clients. These three themes underlie the Plan:

- **Theme: Interconnected, Sustainable Communities.** Services need to acknowledge and build on the web of collaborative efforts and link these efforts to the larger outcome of building a sustainable community.

- **Theme: Accessible, Culturally Responsive Services.** A prerequisite for effective service provision is that services be culturally responsive and community-based.

<table>
<thead>
<tr>
<th>TRANSPORTATION</th>
<th>Lead Responsibilities</th>
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<tbody>
<tr>
<td>Encourage developers to build housing and child care facilities on transportation corridors.</td>
<td>SamTrans, Office of Housing and Child Care Coordinating Council</td>
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<tr>
<td>Develop coordinated transit systems that provide reliable and timely transportation during peak and non-peak hours (feeder system for SamTrans, CalTRAIN and BART).</td>
<td>SamTrans</td>
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<table>
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<tr>
<th>EDUCATION / OUTREACH</th>
<th>Lead Responsibilities</th>
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<tbody>
<tr>
<td>Provide low-cost loans/scholarships to attract students to the healthcare, human services and education profession in coordination with the community college system.</td>
<td>Community Colleges and Grantors</td>
</tr>
<tr>
<td>Provide low-cost loans/scholarships to attract students to the human services profession in coordination with the community college system.</td>
<td>Community Colleges and Grantors</td>
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<tr>
<td>Provide low-cost loans/scholarships to attract students to the educational field by coordinating with the community college system.</td>
<td>Community Colleges and Grantors</td>
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San Mateo County has adopted an Outcome Based Management and Budgeting initiative that links program performance to a results-based accountability framework. This Plan is organized in a manner consistent with this framework and charts steps toward achieving the outcomes contained in the 1992 Strategic Plan and the 1999 Status report.

Elements of the outcome-based management framework include:

- **Outcomes** – that define the conditions of well-being that we hope all members of our community will attain.
- **Indicators** – that represent measures that help quantify our achievements in working toward outcomes.
- **Strategic directions** - that reflect our commitment to producing outcomes in certain ways.
- **Recommended strategies developed by the focus groups and planning committee** - which represent concrete, measurable activities that will help us monitor our performance and progress.

### Linkages

**Housing**

<table>
<thead>
<tr>
<th>Recommended Strategy</th>
<th>Lead Responsibility</th>
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<tbody>
<tr>
<td>Augment resources and shelters for homeless youth</td>
<td>CCAT and Homeless Continuum of Care Collaborative</td>
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<tr>
<td>Increase the availability of subsidized housing and advocate the expansion of Housing and Urban Development (HUD) programs (e.g., time-liming Section 8 vouchers).</td>
<td>Office of Housing working with the Community</td>
</tr>
<tr>
<td>Create tax incentives for landlords who rent to low-income tenants or who do not raise the rent.</td>
<td>Office of Housing working with the Community</td>
</tr>
<tr>
<td>Encourage developers to set aside a specified number of below market rate units for low-income families and seniors and disabled individuals.</td>
<td>Office of Housing working with the Community</td>
</tr>
<tr>
<td>Advocate for an alliance between the housing developers and private sector employers to provide affordable housing for the working poor.</td>
<td>Office of Housing and Employers</td>
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<tr>
<td>Support employees by leveraging money in their retirement systems to provide affordable housing subsidies.</td>
<td>Office of Housing and Employers</td>
</tr>
<tr>
<td>Support development of supportive housing projects that meet the needs of disabled and/or homeless individuals.</td>
<td>Office of Housing and Supportive Housing Workgroup</td>
</tr>
<tr>
<td>Advocate for zoning overlays to allow for increased density along transportation corridors.</td>
<td>Office of Housing</td>
</tr>
<tr>
<td>Develop transitional housing for youth leaving the Foster Care System.</td>
<td>Office of Housing and Youth and Family Assistance</td>
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</tbody>
</table>
### OUTCOMES

**Adults in San Mateo County are Self-Sufficient**

**San Mateo County Families are Strong and Able to Support all Family Members’ Growth and Development**

**San Mateo County Is A Healthy Community**

### Overview of Recommended Strategies and Lead Responsibilities

<table>
<thead>
<tr>
<th>CHILD CARE</th>
<th>Lead Responsibilities</th>
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<tbody>
<tr>
<td>Increase the number of employers offering on-site childcare facilities or other child care benefits and subsidies to employees.</td>
<td>Child Care Partnership Council, Child Care Coordinating Council and Employers</td>
</tr>
<tr>
<td>Ensure that child care facilities are high quality, safe, and accessible to public transportation.</td>
<td>Child Care Partnership Council, Child Care Coordinating Council, and SamTrans</td>
</tr>
<tr>
<td>Increase on-site child care at housing complexes.</td>
<td>Child Care Partnership Council, Child Care Coordinating Council and Housing Action Team of the Economic Vitality Partnership</td>
</tr>
<tr>
<td>Increase child care at, or near, transportation and employment centers.</td>
<td>Child Care Partnership Council, Child Care Coordinating Council and SamTrans</td>
</tr>
<tr>
<td>Expand school-based after school child care and homework programs.</td>
<td>Child Care Partnership Council, Child Care Coordinating Council, Peninsula Partnership and County Office of Education</td>
</tr>
<tr>
<td>Support legislation around child care issues that will lead to increasing child care capacity and subsidies for identified underserved populations, including infants and children with disabilities.</td>
<td>Child Care Partnership Council, Child Care Coordinating Council, Palo Alto ReCare, MORE</td>
</tr>
</tbody>
</table>
Convene community leaders and stakeholders to form a Human Services Advisory Committee

Recommendations for Action

- Assess strategies to address the interrelated issues of child care, housing, and transportation.
- Investigate successful local and national models of community collaboratives established to address issues impacting the workforce (e.g., housing, child care, and employment).
- Determine appropriate measures and examine the success of each strategy.

Recommendation for Tracking Relevant Outcome Indicators, and Facilitating Implementation of Strategic Plan

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 for Action

- Increase the number of employers offering on-site child care facilities or other child care benefits and subsidies to employees.
- Ensure that 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 around child care issues that will lead to increasing child care capacity and subsidies for identified underserved populations, including infants and children with disabilities.
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 for Action

Housing

- Augment resources and shelters for homeless youth.
- Increase the availability of subsidized housing and advocate the expansion of Housing and Urban Development (HUD) programs (e.g., time-limiting Section 8 vouchers).
- Create tax incentives for landlords who rent to low-income tenants or who do not raise the rent.
- Encourage developers to set aside a specified number of below market rate units for low-income families and seniors and disabled individuals.
- Advocate for an alliance between the housing developers and private sector employers to provide affordable housing for the working poor.
- Support employees by leveraging money in their retirement systems to provide affordable housing subsidies.
- Support development of supportive housing projects that meet the needs of 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.

STRATEGIC DIRECTION 4

We will develop programs and services that link youth and seniors, to bridge the generational gap and build on their assets in order to improve community health.

Recommendations for Action

Intergenerational

- Research successful youth programs in other communities in an effort to obtain grants to support interagency activities for connecting youth and seniors.
- Conduct a pilot youth mentoring program that connects seniors with young people in the community to reduce intergenerational tensions and stereotypes.
- Expand the foster grandparent program.
- Provide affordable community festivals and activities focusing on youth and seniors.
- Create an advocacy program for seniors that assists them in getting quality services from community providers.
- Expand the shopping assistance program for seniors.
- Engage seniors in the provision of child care and increase their community involvement, as well as utilize their skills and supplement their income.
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 for Action

- Encourage developers to build housing and child care facilities on transportation corridors.
- Develop coordinated transit systems that provide reliable, counter peak transportation during late, noon, and non-peak hours.
- Supply healthcare information and education to promote health insurance programs and utilization as well as educate the community on mental health issues and how to advocate for themselves as consumers.
- Relocate community health centers to areas with high access to transportation and public health needs.
- Expand independent living services for foster youth and coordinate with Workforce Investment Act (WIA) activities.
- Explore a "park and ride" or other funding opportunities to support transportation needs.
STRATEGIC DIRECTION 2

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

Recommendations for Action

Public Education

- Provide low-cost loans/scholarships to attract students to the healthcare profession in coordination with the community college system.
- Provide low-cost loans/scholarships to attract students to the human services profession in coordination with the community college system.
- Provide low-cost loans/scholarship to attract students to the educational field by coordinating with the community college system.

STRATEGIC DIRECTION 3

We will support prevention and early intervention services and activities in communities where these resources are most needed, in order to strengthen families.

Recommendations for Action

Prevention and Early Intervention

- Increase community-based teen programs, sports activities, and other enriching activities to give youth the opportunity to constructively use their free time.
- Expand community programs that provide community service opportunities for youth to participate as productive community members.
- Conduct forums between youth and local peace officers to diminish stereotypes and inter-group friction.
- Expand remedial and support programs for high school students with behavioral/performance problems.
- Expand teen pregnancy prevention programs by increasing motivation for using birth control with reimbursement plans. Promote the use of contraceptives by advertising their use and give contraceptives to youth for free.
- Finance more substance abuse treatment centers to reduce wait time for treatment.
STRATEGIC DIRECTION 2

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

Recommendations for Action

Public Education

- Provide low-cost loans/scholarships to attract students to the healthcare profession in coordination with the community college system.
- Provide low-cost loans/scholarships to attract students to the human services profession in coordination with the community college system.
- Provide low-cost loans/scholarship to attract students to the educational field by coordinating with the community college system.

Prevention and Early Intervention

- Increase community-based teen programs, sports activities, and other enriching activities to give youth the opportunity to constructively use their free time.
- Expand community programs that provide community service opportunities for youth to participate as productive community members.
- Conduct forums between youth and local peace officers to diminish stereotypes and inter-group friction.
- Expand remedial and support programs for high school students with behavioral/performance problems.
- Expand teen pregnancy prevention programs by increasing motivation for using birth control with reimbursement plans. Promote the use of contraceptives by advertising their use and give contraceptives to youth for free.
- Finance more substance abuse treatment centers to reduce wait time for treatment.
RELEVANT INDICATORS

An Increase in the Percent of San Mateo County Residents Who Have Access to Resources Supporting Their Physical, Mental, and Social Well-Being

Recommendations for Action (Continued)

Prevention and Early Intervention

• Expand initiatives that ensure safety and protection for battered women and children, for example, provide anger management workshops, legal advocacy services, and shelters for women and their children.

• Supply healthcare information and education to promote health insurance programs and utilization, as well as educating the community on mental health issues and on how to advocate for themselves as consumers.

• Explore a “junk food” tax or other funding opportunities to support obesity and nutrition programs.

• Expand independent living services for foster youth and coordinate with Workforce Investment Act (W.I.A.) activities.

• Coordinate efforts to increase services for the adolescent population.

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 for Action

Transportation

• Encourage developers to build housing and child care facilities on transportation corridors.

• Develop coordinated transit systems that provide reliable and timely transportation during peak and non-peak hours (feeder system for SamTrans, CalTRAIN and BART).
**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 for Action**

- Augment resources and shelters for homeless youth.
- Increase the availability of subsidized housing and advocate the expansion of Housing and Urban Development (HUD) programs (e.g., time-limiting Section 8 vouchers).
- Create tax incentives for landlords who rent to low-income tenants or who do not raise the rent.
- Encourage developers to set aside a specified number of below market rate units for low-income families and seniors and disabled individuals.
- Advocate for an alliance between the housing developers and private sector employers to provide affordable housing for the working poor.
- Support employees by leveraging money in their retirement systems to provide affordable housing subsidies.
- Support development of supportive housing projects that meet the needs of 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.

**RELEVANT INDICATORS**

An Increase in the Percent of San Mateo County Residents Who Have Access to Affordable and Safe Housing

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**STRATEGIC DIRECTION 4**

We will develop programs and services that link youth and seniors, to bridge the generational gap and build on their assets in order to improve community health.

**Recommendations for Action**

- Research successful youth programs in other communities in an effort to obtain grants to support interagency activities for connecting youth and seniors.
- Conduct a pilot youth mentoring program that connects seniors with young people in the community to reduce intergenerational tensions and stereotypes.
- Expand the foster grandparent program.
- Provide affordable community festivals and activities focusing on youth and seniors.
- Create an advocacy program for seniors that assists them in getting quality services from community providers.
- Expand the shopping assistance program for seniors.
- Engage seniors in the provision of child care and increase their community involvement, as well as utilize their skills and supplement their income.
Convene community leaders and stakeholders to form a Human Services Advisory Committee

Recommendations for Action

- Assess strategies to address the interrelated issues of child care, housing, and transportation.
- Investigate successful local and national models of community collaboratives established to address issues impacting the workforce (e.g., housing, child care, and employment).
- Determine appropriate measures and examine the success of each strategy.

Recommendation for Tracking Relevant Outcome Indicators, and Facilitating Implementation of Strategic Plan

Year 2000 Strategic Plan for San Mateo County Human Services Providers

RELEVANT INDICATORS
An Increase in the Percent of San Mateo County Residents Who Have Access to Quality Affordable Child Care

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 for Action

- Increase the number of employers offering on-site child care facilities or other child care benefits and subsidies to employees.
- Ensure that 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 around child care issues that will lead to increasing child care capacity and subsidies for identified underserved populations, including infants and children with disabilities.
OUTCOMES

Adults in San Mateo County are Self-Sufficient

San Mateo County Families are Strong and Able to Support all Family Members’ Growth and Development

San Mateo County Is A Healthy Community

Overview of Recommended Strategies and Lead Responsibilities

<table>
<thead>
<tr>
<th>CHILD CARE</th>
<th>Lead Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the number of employers offering on-site child care facilities or other child care benefits and subsidies to employees.</td>
<td>Child Care Partnership Council, Child Care Coordinating Council and Employers</td>
</tr>
<tr>
<td>Ensure that child care facilities are high quality, safe, and accessible to public transportation.</td>
<td>Child Care Partnership Council, Child Care Coordinating Council and SamTrans</td>
</tr>
<tr>
<td>Increase on-site child care at housing complexes.</td>
<td>Child Care Partnership Council, Child Care Coordinating Council and Housing Action Team of the Economic Vitality Partnership</td>
</tr>
<tr>
<td>Increase child care at or near transportation and employment centers.</td>
<td>Child Care Partnership Council, Child Care Coordinating Council and SamTrans</td>
</tr>
<tr>
<td>Expand school-based after school child care and homework programs.</td>
<td>Child Care Partnership Council, Child Care Coordinating Council, Peninsula Partnership and County Office of Education</td>
</tr>
<tr>
<td>Support legislation around child care issues that will lead to increasing child care capacity and subsidies for identified underserved populations, including infants and children with disabilities.</td>
<td>Child Care Partnership Council, Child Care Coordinating Council, Poplar ReCare, MORE</td>
</tr>
</tbody>
</table>
### Overview of Recommended Strategies and Lead Responsibilities

<table>
<thead>
<tr>
<th>HOUSING</th>
<th>Lead Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Augment resources and shelters for homeless youth</td>
<td>CCAT and Homeless Continuum of Care Collabo</td>
</tr>
<tr>
<td>Increase the availability of subsidized housing and advocate</td>
<td>Office of Housing working with the Community</td>
</tr>
<tr>
<td>the expansion of Housing and Urban Development (HUD) programs (e.g.,</td>
<td></td>
</tr>
<tr>
<td>time-limited Section 8 vouchers).</td>
<td></td>
</tr>
<tr>
<td>Create tax incentives for landlords who rent to low-income tenants</td>
<td>Office of Housing working with the Community</td>
</tr>
<tr>
<td>or who do not raise the rent.</td>
<td></td>
</tr>
<tr>
<td>Encourage developers to set aside a specified number of</td>
<td>Office of Housing working with the Community</td>
</tr>
<tr>
<td>below market rate units for low-income families and seniors</td>
<td></td>
</tr>
<tr>
<td>and disabled individuals.</td>
<td></td>
</tr>
<tr>
<td>Advocate for an alliance between the housing developers</td>
<td>Office of Housing and Employers</td>
</tr>
<tr>
<td>and private sector employers to provide affordable housing</td>
<td></td>
</tr>
<tr>
<td>for the working poor.</td>
<td></td>
</tr>
<tr>
<td>Support employees by leveraging money in their retirement</td>
<td>Office of Housing and Employers</td>
</tr>
<tr>
<td>systems to provide affordable housing subsidies.</td>
<td></td>
</tr>
<tr>
<td>Support development of supportive housing projects that meet</td>
<td>Office of Housing and Supportive Housing</td>
</tr>
<tr>
<td>the needs of disabled and/or homeless individuals.</td>
<td>Workgroup</td>
</tr>
<tr>
<td>Advocate for zoning overlays to allow for increased density</td>
<td>Office of Housing</td>
</tr>
<tr>
<td>along transportation corridors.</td>
<td></td>
</tr>
<tr>
<td>Develop transitional housing for youth leaving the Foster Care System.</td>
<td>Office of Housing and Youth and Family Assistance</td>
</tr>
</tbody>
</table>

### Linkages

San Mateo County has adopted an Outcome Based Management and Budgeting initiative that links program performance to a results-based accountability framework. This Plan is organized in a manner consistent with this framework and charts steps toward achieving the outcomes contained in the 1992 Strategic Plan and the 1999 Status report.

Elements of the outcome-based management framework include:

- **Outcomes** – that define the conditions of well-being that we hope all members of our community will attain.
- **Indicators** – that represent measures that help quantify our achievements in working toward outcomes.
- **Strategic directions** - that reflect our commitment to producing outcomes in certain ways.
- **Recommended strategies developed by the focus groups and planning committee** - which represent concrete, measurable activities that will help us monitor our performance and progress.
"Public transit works pretty well if you're a commuter, probably commuting to the City or Silicon Valley. Not if you're a single parent trying to get your child to daycare and then you go on to your job."

- Focus Group Participant

The Plan specifically focuses on taking steps to meet the three areas of challenges identified in the 1999 Status Report: child care, housing, and transportation. These areas were confirmed by the focus groups conducted throughout the community. These focus groups made specific recommendations, which were written as the recommended strategic steps contained in this Plan.

The Plan also recognizes that access to resources supporting the physical, mental, and social well-being of community residents will assist them in meeting these challenges. These resources and sources of support will be developed and enhanced by integrating public education, prevention and early intervention, and intergenerational programs with child care, housing, and transportation initiatives.

We also recognize that all human services should be geographically, culturally and financially accessible, meet the needs of those they serve, and improve the lives of their clients. These three themes underlie the Plan:

**Theme: Results-Based Accountability.** We need to focus on the impact that services have on the lives of those we touch. The San Mateo County Board of Supervisors has adopted a model of results-based accountability to access the quality and effect of services provided to all county residents. We are beginning to be guided by outcome measures as we operate, monitor and evaluate human services programs. Outcomes, indicators, strategic directions, and recommended actions are presented in this Plan based on findings from extensive community-wide dialogue and discussion.

- **Theme: Interconnected, Sustainable Communities.** Services need to acknowledge and build on the web of collaborative efforts and link these efforts to the larger outcome of building a sustainable community.

- **Theme: Accessible, Culturally Responsive Services.** A prerequisite for effective service provision is that services be culturally responsive and community-based.

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**Overview of Recommended Strategies and Lead Responsibilities**

<table>
<thead>
<tr>
<th>TRANSPORTATION</th>
<th>Education / Outreach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage developers to build housing and child care facilities on transportation corridors.</td>
<td>Community Colleges and Grantors</td>
</tr>
<tr>
<td>Develop coordinated transit systems that provide reliable and timely transportation during peak and non-peak hours (feeder system for SamTrans, CalTRAIN and BART).</td>
<td>Community Colleges and Grantors</td>
</tr>
</tbody>
</table>

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### Overview of Recommended Strategies and Lead Responsibilities

#### PREVENTION AND EARLY INTERVENTION

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Lead Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase community-based teen programs, sports activities, and other enriching activities to give youth the opportunity to constructively use their free time.</td>
<td>CCAT, Cities, School and Recreation Departments Faith Based Organizations</td>
</tr>
<tr>
<td>Expand community programs that provide community service opportunities for youth to participate as productive community members.</td>
<td>CCAT, Volunteers Centers, Schools</td>
</tr>
<tr>
<td>Conduct forums between youth and local peace officers to diminish stereotypes and inter-group friction.</td>
<td>CCAT, Police Officers Associations, Community Police Officers</td>
</tr>
<tr>
<td>Expand remedial and support programs for high school students with behavioral/performace problems.</td>
<td>Schools, Healthy Community Collaborative, Mentoring Programs</td>
</tr>
<tr>
<td>Expand teen pregnancy prevention programs by increasing motivation for using birth control with reimbursement plans. Promote the use of contraceptives by advertising their use and give them to youth for free.</td>
<td>Public Health Department, Teen Pregnancy Coalition of San Mateo County, Redwood City Youth Health Center, Daly City Youth Health Center</td>
</tr>
<tr>
<td>Finance more substance abuse treatment centers to reduce wait time for treatment.</td>
<td>Alcohol and Drug Advisory Board</td>
</tr>
<tr>
<td>Expand initiatives that ensure safety and protection for battered women and children, for example provide anger management workshops, legal advocacy services, and shelters for women and their children.</td>
<td>Domestic Violence Advisory Board</td>
</tr>
<tr>
<td>Supply healthcare information and education to promote health insurance programs and utilization, as well as educating the community on mental health issues and on how to advocate for themselves as consumers.</td>
<td>Health Services Agency/COHS, Health Care for All Coalition</td>
</tr>
<tr>
<td>Explore “junk food” tax and other funding opportunities to support obesity and nutrition programs.</td>
<td>Health Services Agency, Agencies Serving Adolescents</td>
</tr>
<tr>
<td>Expand independent living services for foster youth and coordinate with W.I.A. activities.</td>
<td>Human Services Agency and WIB</td>
</tr>
<tr>
<td>Coordinate efforts to increase services for the adolescent population</td>
<td>Health Services Agency, Agencies Serving Adolescents</td>
</tr>
</tbody>
</table>

#### Linkages

- The Children and Families First Commission is developing a strategic plan for children age 0-5.
- The Child Care Partnership Council addresses issues of child care access, affordability and quality and is developing a master plan based on its comprehensive Child Care Needs Assessment.
- The New Beginning Coalition focuses on seniors and adults with disabilities and is in the fifth year of implementing its strategic plan.
- The Housing Leadership council educates and advocates for housing in the County.
- The Alcohol and Drug Advisory Board has developed a 5-year strategic plan to guide improved substance abuse prevention and treatment services.

“Parents have to do things that compromise the raising of their children, of the time that they spend with their families, leaving children at home alone, working long, long hours, those kinds of things. And I think it has to do with issues around transportation, traffic and also the cost of living.”

- Focus Group Participant

“It’s all interconnected. It’s the cost of living connected with the kinds of jobs people seek, jobs that don’t pay well - the service industries- those jobs are going unmet which reduces the quality of life because then you’re living here and you can’t get good child care.”

- Focus Group Participant
Linkages

Traditional strategic planning efforts often look at only one challenge at a time without recognizing how action in one area affects others. Realizing that we need to acknowledge the connections among the challenges facing our community, the Oversight Committee identified linkages with existing collaboratives to ensure integration and nonduplication of effort and resources.

Operating Principle

We will use public/private collaborative strategies to address the interrelated issues of child care, housing, and transportation in order to improve individual self-sufficiency, family strength, and community health.

Linking with these existing human service collaborative initiatives has been a key part of developing this Plan. This Plan acknowledges the autonomy and independent purpose of each of these collaboratives. The intent was to connect related activities and form alliances between groups when appropriate to meet shared goals. The Plan also recommends that lead teams take responsibility to implement the recommended strategic steps identified by the committee. The Plan recommends that these teams deliberate and decide what actions are feasible to take within the next five years. Finally, the plan recommends that a Human Services Advisory Committee track and facilitate community-wide implementation of the Plan.

The following existing collaboratives accept primary responsibility for implementing the recommended action steps in this Plan:

- The Peninsula Partnership for Children, Youth, and Families focuses on children through age 8.
- The Children’s Collaborative Action Team (CCAT) has developed Children in Our Community: A Report on Their Health and Well-being to provide baseline data on indicators of quality of life for all our children.

Overview of Recommended Strategies and Lead Responsibilities

INTERGENERATIONAL

Research successful youth programs in other communities in an effort to obtain grants to support interagency activities for connecting youth and seniors.

CCAT and New Beginning Coalition

Conduct a pilot youth mentoring program that connects seniors with young people in the community to reduce intergenerational tensions and stereotypes.

CCAT and New Beginning Coalition

Expand the foster grandparent program.

New Beginning Coalition

Provide affordable community festivals and activities focusing on youth and seniors.

Cities, Non-profit community groups

Create an advocacy program for seniors to assist them in obtaining quality services from community providers.

New Beginning Coalition

Expand the shopping assistance program for seniors.

New Beginnings Coalition

Engage seniors in the provision of child care and increase their community involvement, as well as utilize their skills and supplement their income.

Child Care Partnership Council, Child Care Coordinating Council and New Beginning Coalition

TRACING OUTCOMES

Assess strategies to address the interrelated issues of child care, housing, and transportation.

Child Care Partnership Council, Housing, Consortium, and SamTrans

Investigate successful local and national models of community collaboratives established to address issues impacting the workforce (e.g., housing, childcare and employment).

All Lead Teams and HSAC

Determine appropriate outcomes to examine the success of each strategy.

All Lead Teams and HSAC
The Development of the Year 2000 Strategic Plan for Human Services Providers

The 1992 San Mateo County Human Services Strategic Plan called for a repositioning of human services in the County. Identifying overarching themes of outcomes oriented, high impact services that extended the boundaries of the service system and responded to the self-identified needs of the clients, this initial Strategic Plan set the stage for developing collaborative efforts throughout the community.

In 1998, a subcommittee of the SUCCESS Advisory Committee set out to look at how the 1992 Strategic Plan was implemented. The resulting Status Report on the 1992 San Mateo County Human Services Strategic Plan: Where Are We Now? was released in February 1999. This report found that the community had made important strides in implementing the 1992 Strategic Plan. One of the most striking outcomes of the 1992 Strategic Plan was the increased collaboration between public agencies, community-based organization, and the private sector. One Stop services with multiple entry points have been developed. Services are more comprehensive in scope and focus on the whole person. Services are strength-based instead of deficit-based. There is a focus on employability. These trends reflect national directions in social services and in turn are reflected in the SUCCESS welfare reform program. The SUCCESS program was a direct outgrowth of the themes and directions identified by the community in developing the 1992 Strategic Plan.

At the same time, the Status Report identified ongoing challenges in the areas of child care, housing, and transportation. The Status Report called for the formation of a new millennium strategic plan for human services in San Mateo County. Such a plan would build on existing partnerships and identify more specific action steps to be taken to improve child care, housing, and transportation. In March 1999, an Oversight Committee was formed made up of leaders from within County government, business, education, transportation, housing, foundations, and community-based organizations to guide the development of the Year 2000 Strategic Plan for San Mateo County Human Services. The Strategic Plan Oversight Committee has provided leadership and direction to this strategic planning process.

Kick-Off

The planning process was begun with a kick-off in June 1999 with over 100 leaders from government, education, and community-based agencies throughout the county. During the kick-off meeting, the results of the Status Report were presented along with findings from the Community Assessment undertaken by the Healthy Community Collaborative of San Mateo County. Following these presentations, small groups were formed to discuss and identify the top three service needs or priorities challenging San Mateo County.

Open Letter to the Community

We are excited to share with you the Year 2000 Strategic Plan for San Mateo County Human Services which we have developed over the past year as a collaborative community-wide effort. This Plan sets forth a broad vision, goals and general directions for community partners to work collaboratively and meet the human service needs of the community.

This Plan builds on the 1992 Human Services Strategic Plan and the 1999 Status Report on the Human Services Strategic Plan. Our community has come a long way in the past eight years. We have increased public/private collaboration in recognition of the importance of these inter-linkages. We have learned to focus our services on the needs of the client, and offer services that are rooted in the community.

The Year 2000 Strategic Plan Oversight Committee identified three outcomes against which to measure its successful implementation. These outcomes, individual self-sufficiency; family strength; and community health, remain applicable today. We have made great strides in these areas but we recognize that we need to continue to focus on these outcomes. We have seen dramatic reductions in welfare caseloads and increases in individual self-sufficiency. We have seen new strategies such as school-based services and home visiting programs that have provided specific supports, improved family strength and reduced family violence. We have implemented public/private collaboratives to focus on jobs, housing, and crime to improve community health.

At the same time, we recognize our challenges. Of greatest concern is the disparity between the wealthy and the less affluent. Our skyrocketing cost of living is one of the highest in the country. As a result, the working poor, including those who have successfully moved off of welfare, are finding it more and more difficult to afford to live in our community. The booming economy has generated jobs beyond established industrial centers, making economical transportation more difficult to achieve. Other difficult challenges facing low-income individuals and families are child care and housing. Not only is child care increasingly expensive, it is also hard to find in convenient locations. Affordable housing within the County is virtually nonexistent, as the need for housing far outstrips the construction of new housing, especially low-cost units. This Plan presents outcomes, strategic goals, and recommended actions in the areas of child care, housing and transportation.

This Plan was developed in the context of other planning initiatives in the County. The Board of Supervisors is undertaking a visioning process. The County is also in the midst of a Civic Engagement Initiative. There are also a variety of collaborative planning processes underway for children, seniors, child care, housing, transportation, and special populations. In addition, several cities are undertaking needs assessment and planning processes. This Plan provides a link between these efforts, and a blueprint for coordinated action.

We hope that the Plan will be of use to Human Services, policy makers, and other stakeholders in the community as we move forward into the millennium.

- The Year 2000 Strategic Plan Oversight Committee
March 2000
The Development of the Year 2000 Strategic Plan for Human Services Providers

Community Involvement

The kick-off initiated extensive community discussion and dialogue throughout the County. Between July and October 1999, 20 focus groups were held, reaching 260 community members. Participants were from labor, business, parent and youth groups, the faith community, the medical community, service providers from mental health, public health, and legal services, as well as other collaborative groups including the housing and child care forums. Focus groups identified the strengths they brought to the community, including areas to build on. They also identified and prioritized areas needing improvement and suggested programs or activities that would address these issues. The preliminary outcomes and strategic goals, as well as the recommended actions, were derived from these focus groups and funneled back to the Oversight Committee.

Collaboration

The Oversight Committee recognized the need for collaborative efforts to meet the challenges identified through community involvement. For each of the areas identified by the focus groups as priorities, existing work groups were identified or new work groups were formed as needed, to refine the outcomes, strategic goals, and recommended actions for the comprehensive plan.

Linkage and Alliance

Linking with existing workgroups ensures integration and non-duplication of effort and resources. This Plan represents the integration and synthesis of the outcomes, strategic goals, and action items from each of the work groups. It serves to connect related activities while still allowing each work group to preserve its autonomy in implementing its specific action plans and, when practical, form alliances to meet specific interrelated needs (for example, the need of child care providers to find affordable housing/facilities). This integrated plan will provide decision-makers such as the Board of Supervisors, the County Manager, and other funding agencies with a comprehensive document upon which to base funding decisions.

Inauguration

The inauguration of the Year 2000 Strategic Plan for San Mateo County Human Services will include community forums throughout the County to inform constituents and recipients about new and reaffirmed outcomes, strategic goals, and recommended actions.

Recommendations for Implementation

It is recommended that a Human Services Advisory Committee be established to track and facilitate community-wide implementation of recommendations set out in this Plan. The Human Services Advisory Committee composition will represent community leaders and stakeholders.

Oversight Committee Members

Maureen Borland, Chair
Human Services Agency

Carrie LaBriola
United Way of the Bay Area

Rose Jacobs Gibson
Board of Supervisors

Dyanne Ladin
Board of Supervisors

Erin Koch

Rich Gordon
Board of Supervisors

Catherine Barber

Jim De Hart
SamTrans

Jacob Avidon
Metropolitan Transportation Commission

Connie Soper
Metropolitan Transportation Commission

Janet Hofmann
Peninsula Library System
Community Information Program

Earl Johnson
San Mateo Community College

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El Concilio of San Mateo County

Marilyn Merz
County Office of Education

Wanda Nalls
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Sterling Speirn
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Connie Soper
Metropolitan Transportation Commission

Evelyn Stanton
Homeless Continuum of Care
Mental Health Association

Carol Tanzi
Private Industry Council
A.S.I.D. & Associates

Heather Ledesma
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Margaret Taylor
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Toni Wallace
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Julie Baldocchi
Child Care Coordinating Council
We would like to thank the following partners in the planning process:

**Kickoff Sponsors:**

United Way of the Bay Area  
Peninsula Community Foundation  
Human Services Agency of San Mateo County

**Community Discussion Groups**

Labor Council  
Child Care Partnership Council  
Health Plan for San Mateo  
Seton Coastside  
Public Health Managers  
Family Self-Sufficiency Teams  
Consumer Advocates  
St Andrews Community Leaders, Parents and Youth  
Business Community Leaders  
Housing Consortium  
Kaiser Permanente  
Mental Health Consumers  
Health Consumers  
Family Support Group of the Mid-Penninsula  
Human Services Agency Staff  
Youth Groups at Martin Luther King, Jr. Community Center

**Staff to the Oversight Committee**

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Human Services -Agency  
Planning Manager

Donna Wocher  
Human Services Agency  
Organization Development Consultant

Pat West  
Housing Authority  
Director

Special thanks to the following Human Service Agency staff who supported the preparation and distribution of this report: Jennie Loft, Ursula Bischoff, Betty E. Fisher, Grayce Kato, Sophie Madden, Pat Rose, Nancy Lim, Veena Kumar and Brenda Myers.

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