

# SAN MATEO COUNTY HUMAN SERVICES AGENCY

## 2015-2020 STRATEGIC PLAN



# DIRECTOR'S MESSAGE

I am proud to release an ambitious San Mateo County Human Services Agency 2015-2020 Strategic Plan, which will guide Agency priorities and work in service to our community.

This plan is the result of an intensive eight-month process during which we gathered a diverse cross-section of perspectives from Agency leadership and staff, community partners, County leadership, and, most importantly, our customers. These conversations confirmed our belief that it is a top priority to prepare the Agency to anticipate and be responsive to community needs, all while providing excellent customer service. The question in front of us, then, is how best to align the Agency's existing systems and services with evolving community needs.

In my first year as Agency Director, I've seen that we are ready to rise to this challenge.

San Mateo County is home to some of the world's most innovative people and organizations. Taking cues from these neighbors, we have made innovation a guiding principle behind our forward-thinking vision and refined strategy. In today's society of dynamic and complex challenges, organizations must adapt quickly, respond boldly, and pursue opportunities with creativity.

That spirit of innovation is reflected in the Board of Supervisors' Shared Vision 2025, which calls for a more holistic approach to serving our community, alignment of incentives and resources across and within our organizations, and improved accountability. Our Strategic Plan builds on that vision by identifying specific Agency-wide goals and objectives that will empower our workforce to deliver outstanding and measurable results.

In the coming year, divisions within the Agency will embark on their own strategic planning processes to identify benchmarks that will measure their progress toward Agency-wide goals and objectives. The Agency Strategic Plan provides the framework for divisions in setting their aligned priorities. I am looking forward to partnering with these divisions to bring the plan to life.

Throughout this process, I've seen enormous potential and dedication from our employees to meet the challenge of delivering high quality services to all of our customers. As an organization, we strive for continuous quality improvement. This strategic plan is the roadmap to support the Agency in meeting the needs of San Mateo County's most fragile residents.

I know that we cannot do this alone. It will be essential for us to partner with community leaders to ensure that our County is healthy, livable, prosperous, and collaborative.

The success of the Agency Strategic Plan involves all of us. Please join me in advancing the success of this plan on behalf of the residents of San Mateo County.

Sincerely,

A handwritten signature in blue ink that reads "Iliana Rodriguez". The signature is fluid and cursive, with the first name being more prominent.

Iliana Rodriguez  
Agency Director, San Mateo County Human Services Agency

# DEVELOPING THE STRATEGIC PLAN: THE PLANNING PROCESS

In November 2014, the San Mateo County Human Services Agency began a rigorous strategic planning process that gathered input from customers, community partners, and a cross-section of employees, including directors, managers, and staff. During this process, more than twenty meetings, four surveys, and thirteen interviews contributed to the Strategic Plan. A list of contributing individuals can be found at the end of this document.

## FRAMEWORK FOR THE 2015-2020 STRATEGIC PLAN

In the fall of 2008, the San Mateo County Board of Supervisors approved Shared Vision 2025, a strategic document that paints a picture of a desired future for the County. The vision identified five broad outcome statements and placed a “new emphasis on the interconnectedness of communities, and specifically county policies and programs.” In order to make this vision a reality, Shared Vision 2025 calls for County agencies to create a “clear line of sight” that connects employees, divisions, departments, agencies, and County goals with the shared community goals.

Complementary to Shared Vision 2025, the San Mateo County Human Services Agency 2015-2020 Strategic Plan guides the Agency and its divisions toward specific priorities that will further Agency goals and support the County goals. It creates the “clear line of sight” for all divisions by establishing the Agency’s values, goals, and objectives. Subsequently, divisions will develop their own strategic plans to identify division-specific benchmarks that will measure the Agency’s progress over the next five years.



*“I am turning to HSA to help get back on my feet and get the resources that I need to support myself. This will let me take care of my family.”*

*-CalFresh Applicant*





*“I can’t remember having hopes or dreams when I was young. Now I want to have a family. I want to have a career. And I want to help others like I was helped.”*

*-Service Connect Participant*

## 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

We respect and honor the diversity, rights, and dignity of each other and those that we serve. Potential and existing clients have high quality interactions with Agency staff that are consistent, accurate, and timely.

### Employee Excellence

We are committed to supporting employee growth and development to promote engaged employees and a culture of excellence.

### Community Engagement

We seek community partnerships built on trust, respect, and clear communication to enhance the services provided to San Mateo County residents.

### Continuous Improvement

We believe in continuous learning from our practices, the practices of similar agencies and organizations, and research to increase our effectiveness.

### Results-Focused

We are data-driven and accountable for achieving positive outcomes using benchmarks at all Agency levels.

### Innovation

We foster an environment that encourages evaluating service delivery methods to maximize efficiency and leverage rapidly advancing technology.

### Responsiveness

We are responsible community stewards and take effective action in a timely manner.

### Fiscal Stewardship

We are mindful of the public’s trust by managing our programs and services in a fiscally responsible manner.

# STRATEGIC GOALS

San Mateo County Board of Supervisors has focused its attention and resources on a shared vision that reflects the goals and priorities expressed during a series of community meetings. This Shared Vision 2025 provides clear goals and a framework to achieve the vision of “A safe, prosperous, livable, environmentally conscious, and collaborative community.” San Mateo County Human Services Agency is a partner in this vision.

As the Agency sets forth in implementing its strategic plan, it is committed to making measurable progress toward the achievement of the following County priorities:

- Support foster children and youth to achieve their academic and life success
- In collaboration with our partners, meet the housing needs of the most at-risk residents.

The Agency goals and objectives provide a framework that will guide each division to the development of its own targets mapped to the Agency goals and outcomes. This provides unified direction and a “clear line of sight” that will guide the Agency, its divisions, and its employees towards realizing our mission.

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



*“I have a passion for people and social justice. This motivates me to do this work. I always knew I wanted to do something bigger than myself.”*

*–Agency Staff*

# GOALS AND OBJECTIVES

## Goal 1: Customers – Achieve and Sustain a Healthy, Safe, and Productive Life

- Objectives:
- 1.1 Increase awareness of available services
  - 1.2 Provide high quality services
  - 1.3 Deliver excellent customer service

## Goal 2: Workforce – Enhance Employee Skills to Support Excellence

- Objectives:
- 2.1 Establish a culture of continuous learning and quality improvement
  - 2.2 Establish meaningful and clear expectations to measure performance
  - 2.3 Ensure that staff has the required knowledge, skills, and resources to deliver high quality service

## Goal 3: Operations – Enhance Internal Infrastructure to Optimize Outcomes

- Objectives:
- 3.1 Recruit, develop, and retain an excellent workforce
  - 3.2 Utilize data to inform decisions
  - 3.3 Develop quality assurance strategies that are effective at promoting work that is consistent, accurate, and timely

## Goal 4: Innovation – Harness Creativity and Interconnectedness as a Leading Human Services Agency

- Objectives:
- 4.1 Modernize the customer experience
  - 4.2 Develop a whole-person perspective and approach to serving customers
  - 4.3 Create Agency efficiencies with technology

## Goal 5: Collaboration – Cultivate Community Partnerships to Achieve Shared Goals

- Objectives:
- 5.1 Increase awareness of complex community needs and available resources
  - 5.2 Align community efforts and resources to solve shared challenges together
  - 5.3 Promote service integration



*"I had been bankrupted due to several serious medical conditions. I contacted HSA for eligibility assistance under the Affordable Care Act without high expectation of coverage. To my surprise, I qualified for an excellent plan and am now going to get the care I need."*

*-Eligibility Services Client*



# PARTICIPANTS IN THE STRATEGIC PLANNING PROCESS

We would like to thank all those who contributed along this journey. The following is a list of groups that participated in the strategic planning process.

## GUIDANCE TEAM

Strategic planning committee that convened regularly to provide direction to the strategic planning process.

- Iliana Rodriguez, Agency Director
- Nicole Pollack, Assistant Director
- Edwin Chan, Senior Executive Analyst
- Effie Verducci, Communications Manager

## COMMUNITY ADVISORY TEAM

Provided feedback and guidance to specific strategic planning questions through a survey and a strategic planning meeting.

- Arne Croce, Peninsula Family Services
- Bill Lowell, Housing Authority of the County of San Mateo
- Brian Greenberg, InnVision Shelter Network
- Carolyn Thon, Health Plan of San Mateo
- Heather Smith, San Mateo Adult School
- Hope Nakamura, Legal Aid San Mateo County
- Linda Malone, Pyramid Alternatives, Inc.
- Mefula Fairley, San Mateo County Office of Education
- Monica Hendrix, Edgewood Center for Children and Families
- Pat Miljanich, CASA of San Mateo County
- Ruben Avelar, Job Training That Works
- Sara Mitchell, StarVista
- Srija Srinivasan, San Mateo County Health System
- Steve Kaplan, Behavioral Health and Recovery Services, San Mateo County Health System
- Tim Doyle, San Mateo Adult School
- William Watson, Center for Work Force Development

## DEPUTY COUNTY MANAGERS

Provided insight for HSA's developing strategic plan by sharing county perspectives and priorities through individual interviews.

- Michael Callagy, Deputy County Manager
- Peggy Jensen, Deputy County Manager
- Reyna Farrales, Deputy County Manager

## HSA CLIENTS

Shared their experiences accessing services within and across HSA departments, service satisfaction, and recommendations for improvement.

## DIRECTORS

Provided guidance to the formation of Agency Vision, Mission, Values, Goals, and Objectives.

- Al David, Director of Administrative and Information Services
- Clarisa Simon, Director of Economic Self Sufficiency
- John Joy, Director of San Mateo County Works
- Loc Nguyen, Director of Children and Family Services
- Robert Manchia, Chief Financial Officer
- Selina Toy Lee, Director of Collaborative Community Outcomes

## TRAILBLAZERS TEAM

Cross-departmental representatives who provided “closer to client level” perspectives on specific strategic planning questions and Agency priorities.

- Beth Falls
- Brianna Perez
- Dagoberto Gavidia
- Donovan Fones
- Emma Gonzalez
- Julia Dale-Jensen
- Kristi Baker
- Kymberly Hill
- Louis Ramos
- Nancy Etman
- Pauli Basi
- Sierra Chambers

## MANAGERS

Provided cross-agency management perspectives and feedback on developing Agency goals and benchmarks.

- Amy Kaiser
- Bill Harven
- Carmen O'Keefe
- Casey Estorga
- Chris Gilson
- Desi Tafoya
- Donna Wocher
- Ed Kiryczun
- Elaine Azzopardi
- Freda Cobb
- Jacinta Arteaga
- Jenell Thompson
- Jennifer Rogers
- Jerry Lindner
- Kenneth Kong
- Lorena Gonzalez
- Lorna Strachan
- Maggie Wong
- Marnita Garcia-Fulle
- Natasha Bourbonnais
- Pravin Patel
- Rex Andrea

## AGENCY STAFF

Shared their perceptions of Agency strengths and opportunities for improvement as well as their experience working at HSA through an all-staff survey.



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