Measure K Listening Sessions and Survey Summary Report

San Mateo County
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InterEthnica

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Introduction

San Mateo County, with its diverse population, geography, and wide-ranging needs, recognizes the crucial importance of making informed decisions for the well-being of its residents. As the custodians of public funds, the County is entrusted with ensuring that every dollar is judiciously allocated to maximize benefits for the community, particularly in critical areas that touch the lives of its citizens every day. In this spirit, the County embarked on a comprehensive data-gathering exercise to inform the prioritization of Measure K[1] funding.

Measure K funding, a vital financial resource, has the potential to significantly influence the trajectory of key topics identified by the San Mateo County Board of Supervisors. These four key topics:

- **Children and Families**
- **Emergency Preparedness**
- **Housing and Homelessness**
- **Mental Health**

The County of San Mateo selected InterEthnica through a competitive bidding procedure to ensure a robust, inclusive, and transparent process. Entrusted with a significant mandate, InterEthnica engaged with the residents and representatives of local community-based organizations (CBOs) to listen, comprehend, and amass detailed data via two primary engagement tools: community listening sessions and surveys. InterEthnica's project objective was to harness the community's feedback to pinpoint needs to help the County guide the allocation of Measure K funding.

The majority of the CBO data represented in this report was collected from the many CBOs that actively participated in the listening sessions facilitated by InterEthnica. Additional data was collected at a summit involving various CBOs collaborating with a different consultant[2]. Additionally, the County initiated a request[3] for its departments to provide insights on perceived resident needs and the essential services that should receive funding to address those needs. The County Data referred to in this report is derivative of that exercise.

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[1] Measure K is a half-cent sales tax approved by the voters in San Mateo County. To learn more about Measure K, visit: https://www.smcgov.org/ceo/measure-k

[2] The San Mateo County CBO Summit Report provided by Koné Consulting can be found in Appendix A

[3] A summary of the data gathered from the County request can be found in Appendix B

This report summarizes the tapestry of data woven together from the aforementioned sources. With that in mind, this report focuses on countywide information received from residents. The findings in this report focus on residents needs as expressed in the listening sessions and surveys. Then CBO and County Data is provided only as it aligns with resident-based themes.

Listening Sessions + Survey

Key Findings

CBO Engagement

County Data

Resident-focused Recommendations

The goal of this report is that it will not just be a document of reference, but a beacon that guides the decisions and strategies around the allocation of Measure K funds and beyond to ensure County dollars are used in ways that resonate most profoundly with the needs of San Mateo County residents.

Executive Summary

Regardless of the topic, residents feel that better outreach, engagement, and communication from the County with residents is needed. They emphasized that culturally relevant communications are necessary for all County-related services and outreach. From in-language engagement to translated materials to leveraging trusted community ambassadors, residents point to solutions to help the County spread the word about resources and build relationships to understand needs.

Equity stands out as a cardinal principle for residents, and attributions to more equitable outcomes were woven into every theme explored. The essence of equity was not about offering equal opportunities but understanding and addressing the unique needs of every community segment, ensuring that no voice is marginalized or unheard and that there is a concerted effort to create customized, tailored services for specific groups within the County's diverse fabric.

Feedback about resident's experience at the listening sessions was overwhelmingly positive — they felt heard, listened to, and empathized with, and that what they shared would be effectively documented and shared with the County. Residents expressed a profound sense of validation, appreciating the active engagement and ardently desiring its continuation. There's a palpable yearning for more facilitated spaces where individuals can engage in constructive dialogues with their community, neighbors, and County representatives. This dialogue not only aids in fostering a sense of belonging but also in collaborative problem-solving, addressing concerns at their roots, finding community solutions, and tailoring County-funded resources to resolve challenges.

The sentiment is clear regarding funding and its allocation, notably with Measure K. The community is agnostic about where the budget to solve their needs comes from and what the restrictions about particular funding pools are, encapsulating the ethos, "needs are needs." There's a vocalized preference for allocations based on communal needs, specific areas, or directed toward residents who are most vulnerable.

Seniors feel their needs are distinct. They voiced concerns about being categorized under the same umbrella as the Children and Families topic. For seniors, "Children and Families" implies group-related, youth-focused, or parent-specific needs and services. In contrast, seniors feel their needs differ considerably. Their concerns touch on mental wellness, financial support, challenges to aging in place and combating isolation in ways unique to their age group. As such, the solutions devised for seniors should differ from those intended for children and families.

Within the topic of Children and Families, a pressing demand for affordable and culturally sensitive childcare and youth enrichment programs stands out. The community emphasized better transportation and more programming at public parks and recreation centers. They see these updates as vital for community interaction, enrichment, and bonding. A diversified educational system focusing on vocational training is seen as a community need. Families emphasized bilingual outreach and services for families, children, and educational opportunities. Additionally, the increasing financial burdens families face punctuates the urgent need for supportive mechanisms, preemptive interventions, and potential solutions for families at all income levels, including those experiencing very low to low-income and middle-income families.

Community needs related to Emergency Preparedness unveil a community in dire need of clear communication and localized planning. This becomes particularly salient during emergencies, where residents expressed that transportation, resource availability, and effective communication networks become lifelines. Residents see macro and micro-level planning, communication, and outreach as critical to help communities prepare for an emergency before it happens. In the aftermath of a crisis, the emphasis shifts to effective recovery systems, ranging from community liaisons to mental health resources and strategic support for those most affected.

Housing and Homelessness emerges as a multi-faceted challenge. Residents consistently expressed the need for affordable housing solutions, especially amid escalating living costs. Different groups within the community, be it families, seniors, or teachers, have diverse housing necessities. Beyond the sheer need for shelter, mental and physical health challenges intertwine with housing stability. Intriguing community-proposed housing solutions pinpoint a desire for the County to find innovative pathways forward. However, systemic barriers, from policy hurdles to communication gaps, need addressing.

The findings on Mental Health underscore the indispensable role of cultural and linguistic sensitivity in service provision and awareness to combat mental health stigmas and have services tailored for different cultural backgrounds. Economic challenges, notably job, and housing insecurities, emerge as significant stressors affecting residents' mental wellness. The community also highlights specific challenges, such as discrimination fears, that compound mental health concerns. Both community organizations and County data emphasize early interventions, specialized provisions for vulnerable groups, and the overarching need for broad-based and tailored mental health interventions.

What we learned from residents underscores the earnest desire for transparent, consistent, and culturally sensitive communication from the County. The themes highlighted reflect a diverse set of needs that call for tailored services to meet those needs. The detailed and robust information received cannot be acted on all at once but should be leveraged to create a roadmap for the County's future interventions, supported by Measure K funding and beyond. By heeding these insights, the County has an opportunity to build stronger, more resilient, and cohesive communities.

Methodology

Four data-gathering methods were used to inform this report: (1) Listening Sessions, (2) Community Survey, (3) CBO Summit, and (4) County of San Mateo Department Request. The general methodology exerted for each mode follows.

Listening Sessions

The primary objective of the listening sessions was to offer San Mateo County residents an opportunity to voice their needs and concerns across the four key topics. Listening sessions were designed to listen to resident's needs, understand what services might be able to meet those needs, and inform how Measure K dollars could be allocated. To gather information from residents the listening sessions included the following activities.

1. Multilingual welcome cards allowed residents to share what brought them to the listening sessions, optionally provide their zip code, ethnicity, and contact information as well as share any questions they may have for the County.
2. Welcome marbles helped residents interact with the key topics in relation to their needs as soon as they entered the listening sessions.
3. A short presentation to introduce the four key topics
4. Certified moderators facilitated small group discussions in English, Spanish, Chinese, and Tagalog, which took up the bulk of time, gave residents and CBOs the opportunity to have in-depth conversations and highlight resident's needs.
5. The Money Marbles activities allows residents to tell us how they'd like to see the County prioritize funding across the four key topics
6. Question and answer sessions allowed the County to address common questions at a particular listening session and document other questions received.

Eight 90-minute listening sessions were held across the County including one in each of the following places: El Granada, Pescadero, East Palo Alto, South San Francisco, North Fair Oaks, Daly City, and in two different locations in San Mateo. Residents were welcomed by bilingual staff from InterEthnica, and live interpretation services were available in Spanish, Tagalog, Cantonese, and Mandarin, with Tagalog interpretation provided in San Mateo and Daly City. Small groups discussions were facilitated in English, Spanish, and Tagalog. Cantonese and Mandarin facilitation was available but not utilized by residents. Comments from residents were gathered in a confidential note-taking mechanism and placed onto large boards organized for each small group.

County staff takes notes on comments at a small group discussion with CBO and government staff during the Listening Session in Daly City. *No names were attached to comments to keep residents' needs confidential.*

CBOs and government staff were separated into their own small group discussions to ensure residents' needs were documented without influence and that CBOs are not disqualified from receiving potential Measure K funding. InterEthnica asked County staff, elected officials, and their staff to have a minimized presence at the listening sessions, and compliance with this request attributed to safe spaces for people to share.

Community Survey

A survey was administered to supplement the qualitative listening sessions and gather quantitative information. The survey gathered insights about what residents are worried about, are experiencing trouble accessing, and what they need in relation to the four topic areas.

Surveys were implemented in person via an intercept paper survey conducted by San Mateo County Office of Community Affairs staff and InterEthnica staff. Surveys were also offered online and over the phone. All survey modes were available in English, Spanish, Chinese, and Tagalog, with large print versions also available. The survey collection period was from July 22 – August 28, 2023.

CBO Summit

The CBO Summit aimed to gather qualitative information on what CBOs felt would be the most useful allocations of Measure K funding. The CBO Summit was hosted prior to the listening sessions and community survey. The CBO Summit report that includes its methodology is accessible in Appendix A.
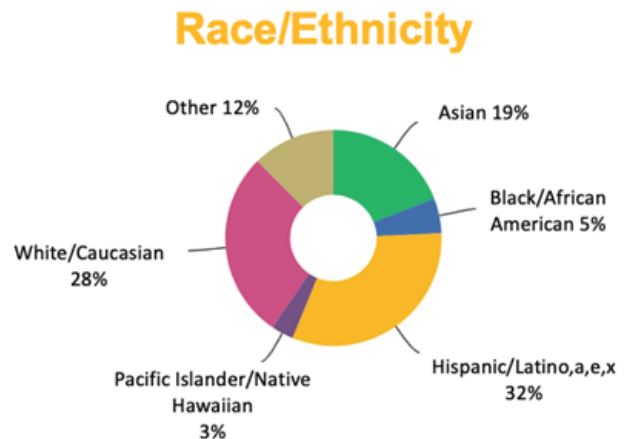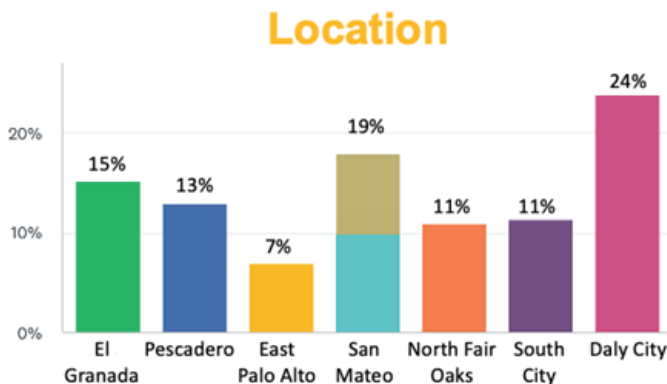
San Mateo County Department Request

San Mateo County staff asked a variety of County Departments to share what they see as community needs and to provide ideas on services to help resolve those needs. This data gathering was conducted prior to the listening sessions and community survey. Summarized data from this can be found in Appendix B.

The Engagement Metrics

A total of 2,661 residents were engaged through a listening session and/or survey.

345 residents participated at the listening sessions and represented a diversity of residency across the County. Below is the breakdown of participation in listening sessions by location. Please note listening session attendance was not restricted to residents of the city in which the listening session was held. Also below, you can see the self-reported ethnicities in listening session attendance.

Location

	El Granada	Pescadero	East Palo Alto	San Mateo	North Fair Oaks	South City	Daly City
	15%	13%	7%	19%	11%	11%	24%

Race/Ethnicity

- Other 12%
- Asian 19%
- Black/African American 5%
- Hispanic/Latino,a,e,x 32%
- Pacific Islander/Native Hawaiian 3%
- White/Caucasian 28%

2,316 surveys were collected across all modes; 900 of those were collected via in-person intercept and 27 were conducted over the phone. The ages, races or ethnicities, and incomes of survey respondents are below, showing how they compare to the actual demographics of the County.

Comparison of Age Distribution: Survey Respondents vs. Census Data

Answered: 2,094
multiple select question
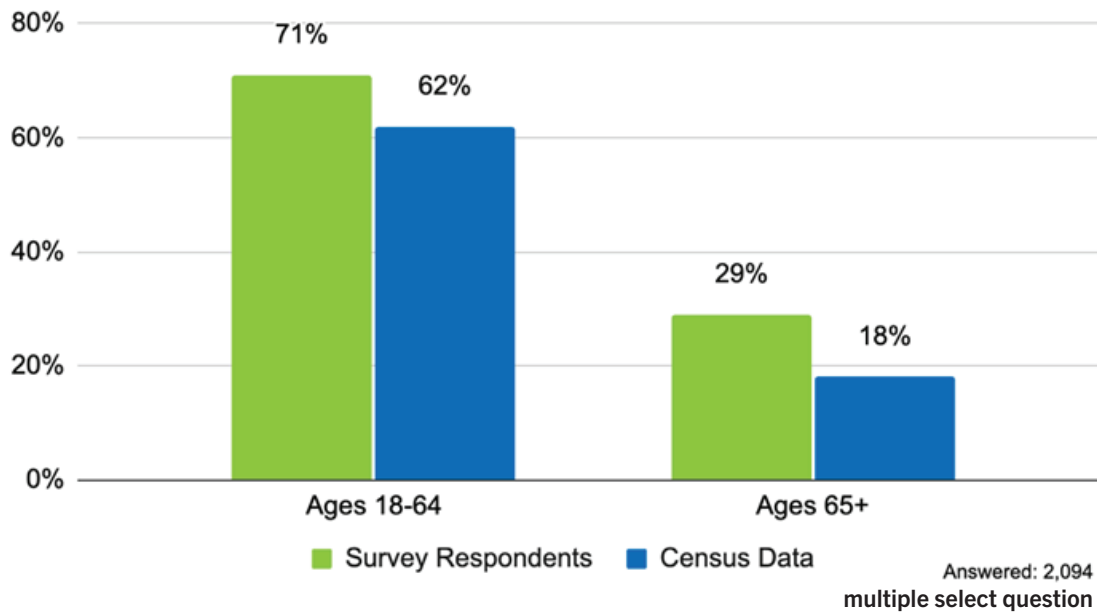
Comparison of Racial & Ethnic Distributions: Survey Respondents vs. Census Data

Answered: 2,094
multiple select question
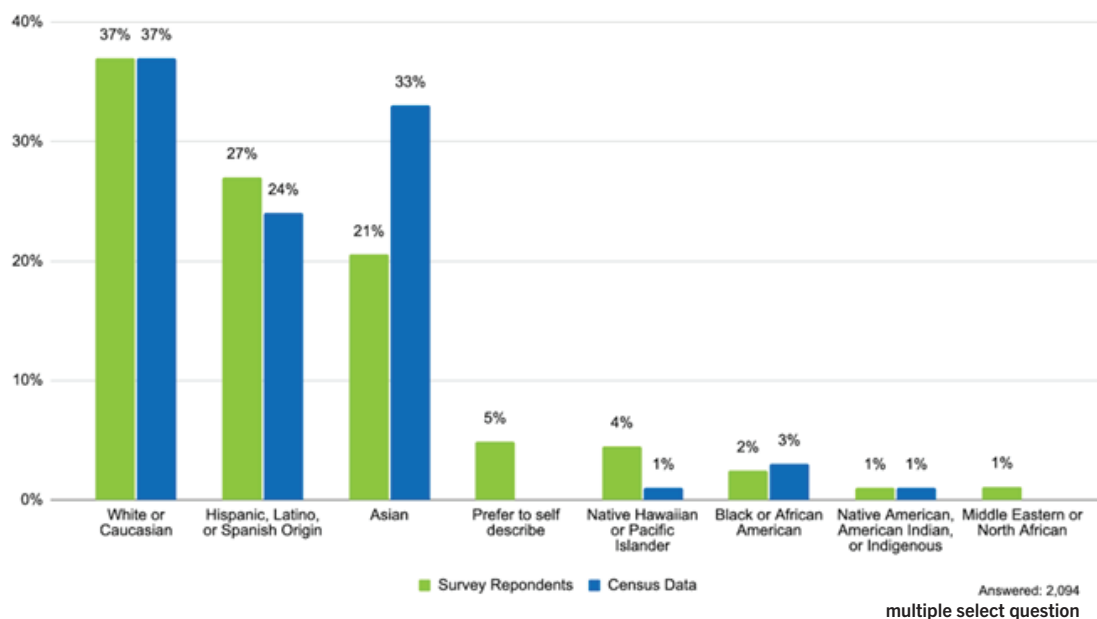
Comparison of Household Income Distribution: Survey Respondents vs. Census Data

Answered: 2,094
multiple select question

The Findings

The community's aspirations were not spoken about within the confines of Measure K because the truth is, community members don't think about their needs in relationship to funding streams. This report presents a narrative on the community's expressed needs, unhindered by the constraints 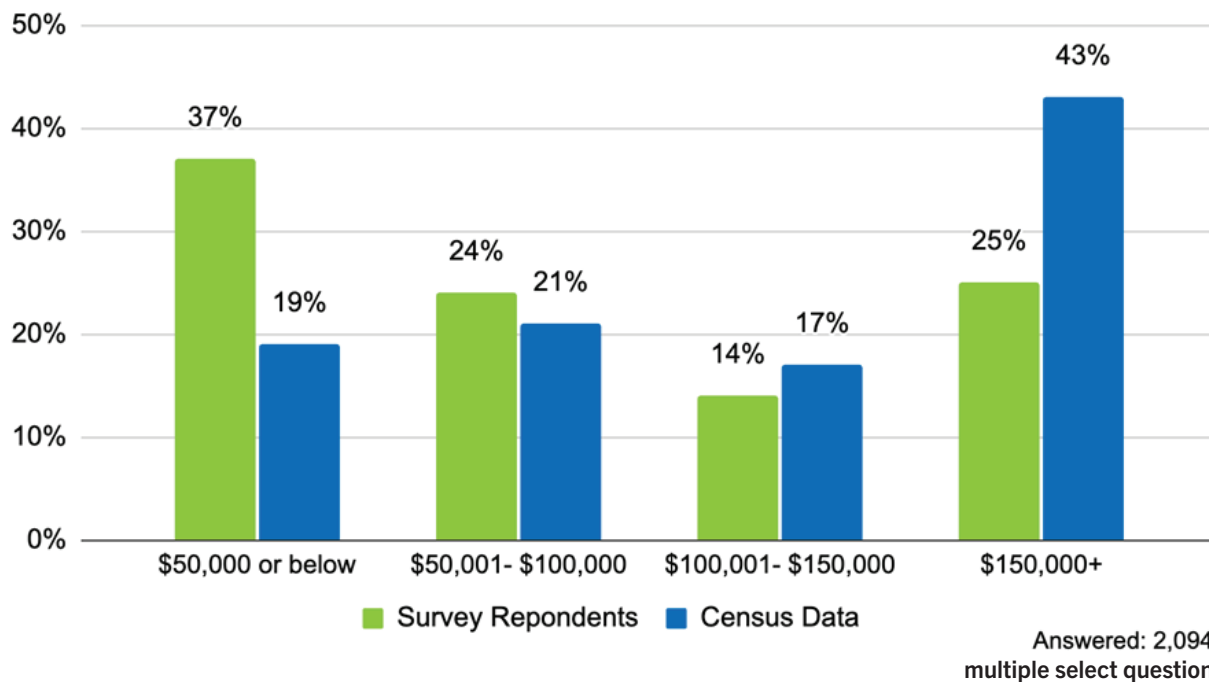of Measure K. This information offers a deeper, more intricate understanding of the populace's genuine needs and ideas for services by which Measure K won't be able to resolve alone.

Filtering the needs and ideas for services in this report to be restrictive to what Measure K could fund would be disingenuous to what the community shared and hinder the trust built over the course of this engagement. We encourage the County to use the data gathered and make decisions about what Measure K can fund while exploring how to leverage additional funding streams, over time, to meet residents' needs.

While conversations with residents and the survey placed an emphasis on the four key topics, feedback from residents sometimes superimposed the topics. The findings that are common across topics, and are agnostic of topic, are presented first. There we offer overarching themes and recommendations to ensure that needs and services align with the big takeaways without being tied to any particular topic.

Within each topic, the data is summarized to put what residents need first, leveraging the qualitative information gathered during the listening sessions and quantitative data in the survey. Both of these data are summarized in this report at the County level. Analysts looked at survey data to note if there were any particular differences in the expressed needs, worries, and concerns from residents based on household income, linguistic isolation, households with children, or seniors. Generally, speaking the differences when comparing those residents to the county as a whole are minimal.

When CBO input or County Data align with the key needs of residents, that alignment is also summarized in each section. While CBO input and County data both exhibited information beyond what residents' mention, we still only present the alignment with resident's needs. This is intentional to ensure that residents' needs are clearly delineated and help drive the County's process in allocating funding based on residents' expressed needs.

Topic Agnostic

Culturally Sound Engagement, Tailored Program Design, and Experienced Administration

Across various data collection methods including listening sessions, open-ended survey responses, and feedback from Community-Based Organizations (CBOs), there is a consistent call for improved outreach and communication, to help improve equity and ensure a more equitable distribution of resources. The overarching message from residents is to ensure everyone, regardless of linguistic background, geographic location, or age, can access necessary information and services.

> "*Use the power of culture and establish belonging.*"

Residents expressed the importance of any and all services and programs to have a specialized focus on specific groups, and organization staff with experience to enhance outcomes. What this looks like is ensuring that programs are required to have tailored approaches to meet the needs of equity priority communities. Residents emphasized that the following groups need specially designed services to meet their needs:

- Rural coastal residents
- People with limited English proficiency
- Isolated older adults
- Newly immigrated populations
- People with limited literacy
- Groups who historically express mistrust in government

County Data also supports making information about services available to more people through diverse languages, locations, and media. County departments identified that these such efforts would help advance things like health equity, alleviating poverty, improve outcomes for women and children's health, help increase enrollment for Medi-Cal services, and align with the state's Master Plan on Aging Goal that seeks to achieve more equity for adults with disabilities.

Feedback from CBOs supports the residents' sentiments for improved communication with communities. CBOs highlighted the need for trusted services in various languages, more equitable funding distribution across various community sizes, and ensuring access to services that are language and culturally appropriate.

For any program or service funded by the County, especially as it related to solving vulnerable communities' most pressing needs, the following stipulations would support the insights we gained from residents:

- Design programs with an understanding of cultural nuances; this includes people who are newcomers to the area, isolated individuals due to age or geography, language differences, and overcoming cultural barriers for groups that exhibit a mistrust in government
- Service designed to address needs on a micro-scale with case by case or block by block plans and measurement of outcomes
- Tailor services to ensure that large programs or County goals have the ability to reach and adapt for specific communities
- Ensure those most experienced with a particular community are administering services designed for that community
- Disperse vital community information into multiple languages, and provide information at the appropriate reading level in all languages, including English
- Ensure CBO staff or County staff providing services employ bilingual representatives to conduct outreach and engagement, as well as administer services for programs
- Take the time to identify trusted community leaders and build genuine relationships to spread awareness about programs, services, and engagement opportunities

"I feel heard"

Residents leaving the listening sessions shared a great deal of positive comments about their experience. For some, they were happy that the sessions were offered in person and in the evening, others were glad to have small group discussions facilitated to be inclusive, and some were just happy to meet some of their neighbors.

One resident emailed their supervisor following the session to provide their feedback,

Residents discuss their needs and ideas for services at the listening session in Daly City

"This was the best meeting of its sort I have ever attended. The staff (at least in my group) drew everyone out, listened attentively, took accurate of other group members, while framing the process from the County point of view. I hope the process will help the County make good decisions on serving the community."

Small group discussions were facilitated in Spanish at almost every listening session and this community expressed a great deal of emotions from laughter to tears because, for some, this was the first time they ever spent time thinking about what they truly need and felt comfortable and safe expressing it. Residents experiencing homelessness expressed a particular sense of appreciation for being able to participate with their neighbors and have a facilitator present to ensure their comments were accepted and anti-homelessness rhetoric did not impede the conversation. While many seniors griped about being grouped with Children and Families, many shared positive comments about being in groups with people of all ages and enjoyed hearing perspectives from younger community members.

Giving people the space to share, think, and empathize with their community triggered a sense of pride in being a San Mateo County resident. People were proud of seeing their communities show up to be heard, and some residents were inspired by what a community that comes together can do to uplift outcomes. Residents left hopeful that the County would act on the needs they expressed.

At the end of the small group discussions, facilitators asked residents, *"If you could only see one of your needs or suggestions met tonight, what would that be?"* For some, *"more of this"* was their top-of-mind answer.

Seniors Want a Dedicated Topic

From the Welcome Marble Activity to painful eyerolls during the presentation, seniors at almost every listening session were frustrated that senior needs were to be grouped within the topic of "Children and Families." While some needs expressed by their community members were agreeable to the needs of some seniors, many seniors felt that by grouping their needs within Children and Families one of their most pressing challenges would be diluted, under reported, and unresolved—isolation. Seniors contend that their needs vary greatly, encompassing aspects such as mental well-being, economic assistance, difficulties of aging at home, and addressing feelings of loneliness specific to their demographic. Therefore, the approaches and solutions for the elderly should be distinct from those crafted for children and their families.

Residents distribute marbles at the East Palo Alto listening session

Where the Marbles Landed

Measure K Listening Sessions Summary

Children & Families
425

Housing & Homelessness
622

Mental Health
379

Emergency Preparedness
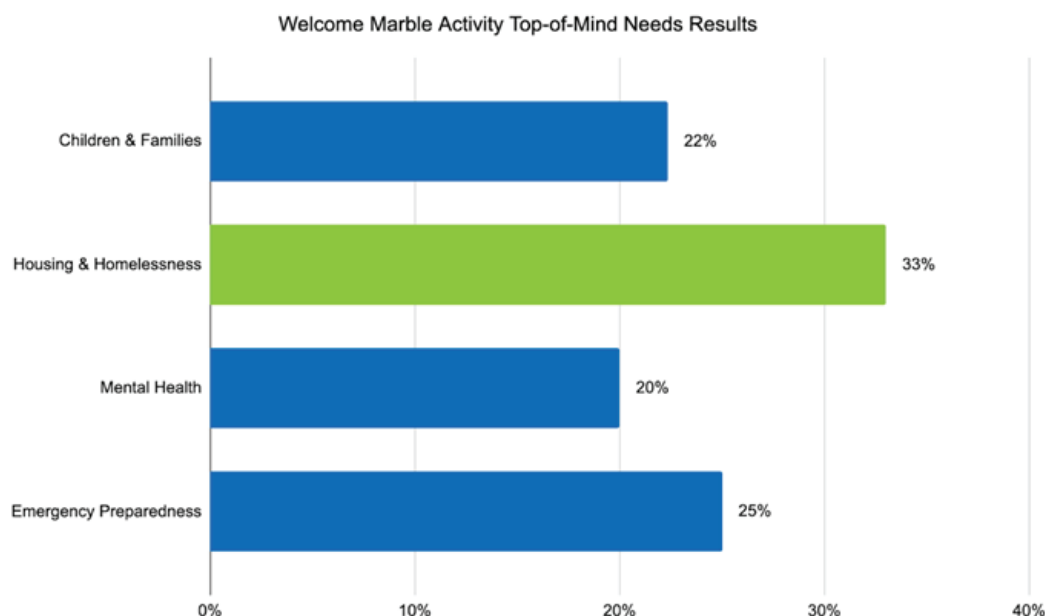476

Marble Activities:

Welcome Marbles:

Participants were handed ten marbles upon entering the listening sessions. They were prompted with the question, "What are your top needs?" and tasked with distributing these marbles based on their needs into jars representing the four topics: Children and Families, Housing and Homelessness, Mental Health, and Emergency Preparedness. With ten marbles in hand and four jars for distribution, participants had to prioritize at least one area, if not more, using their marbles.

The Welcome Marble activity aimed to gain insight into the community's collective priorities and identify which of the four topics should be prioritized when reflecting on what someone needs as an individual. This activity was intentionally designed to engage participants as they entered the listening sessions, and before the presentation or discussion, to ensure their distribution of the marbles was based on their top-of-mind needs. Participants distributed over 1,900 marbles across the eight listening sessions[4]. At a countywide scale, the results were as follows:

InterEthnica staff, Sharon Kang, facilitated the Welcome Marble activity at the Pescadero listening session.

Welcome Marble Activity Top-of-Mind Needs Results

Children & Families — 22%
Housing & Homelessness — 33%
Mental Health — 20%
Emergency Preparedness — 25%

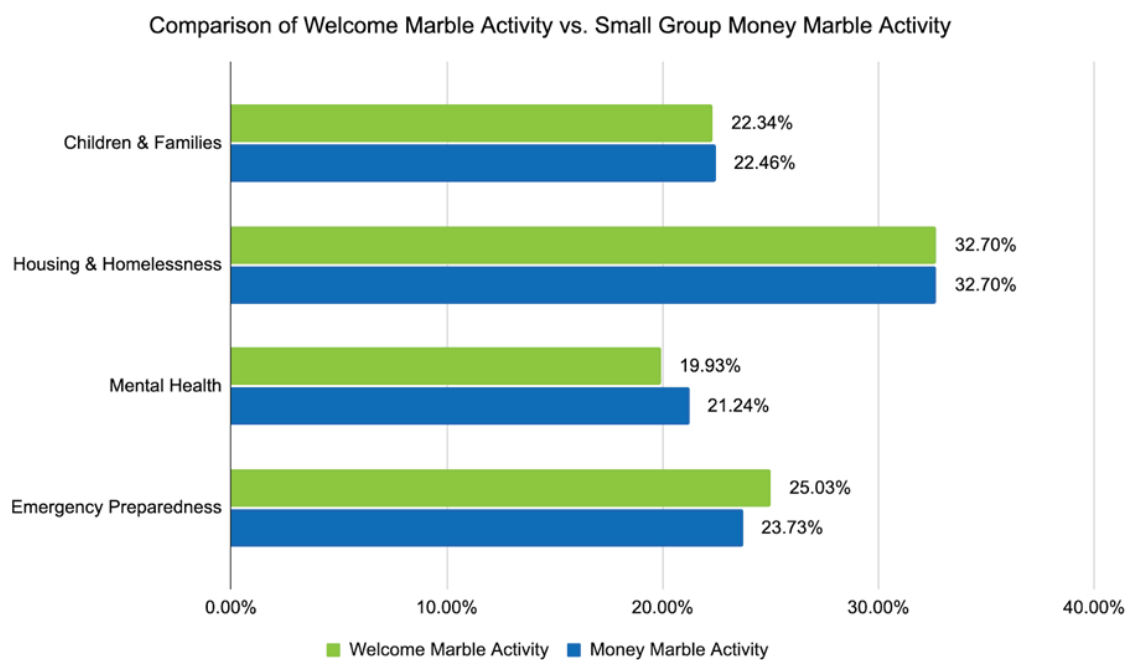[4] To see where the Welcome Marbles landed by community, see Appendix C

Housing and Homelessness received the largest share of marbles, with 32.70% of participants allocating their marbles to this issue. This suggests that residents view it as a top priority. Emergency Preparedness followed with 25.03%, Children and Families garnered 22.34%, and Mental Health accounted for 19.93%. From this data, we can deduce that all four topics hold importance for residents since they chose to allocate marbles to each. The 12.77% difference between Housing and Homelessness and Mental Health shows a distinct preference for the former, indicating it as the top priority while Mental Health ranked last, signaling it as the least urgent among the topics presented. However, the distribution is relatively close, between Emergency Preparedness and Children and Families at less than 3%, suggesting no major prioritization or de-prioritization among them.

Money Marbles:

At the conclusion of small group discussions at the listening sessions, participants engaged in another marble distribution activity. However, this time, each marble symbolized $1 million in funding. Participants were tasked with allocating these marbles across the same four topics, now with a focus on how they believed the County should prioritize Measure K funding. Over 2,400 "Money Marbles" were distributed.

Looking at the welcome marbles against the money marbles, we can glean an idea related to the public's perception of immediate needs versus long-term County funding priorities. When examining the countywide results, there is not significant difference between how the marbles landed between the two activities. It's important to note that this is only on a countywide scale and the marble distribution across the two activities may differ on a community level[5].

Comparison of Welcome Marble Activity vs. Small Group Money Marble Activity

Topic	Welcome Marble Activity	Money Marble Activity
Children & Families	22.34%	22.46%
Housing & Homelessness	32.70%	32.70%
Mental Health	19.93%	21.24%
Emergency Preparedness	25.03%	23.73%

[5] To see where the Money Marbles landed by community, see Appendix D.

The Children & Families category experienced a marginal decrease of 0.12% in funding priority compared to the perceived need. The Housing & Homelessness topic saw a slight bump, increasing by 0.13%. Mental Health noted a notable decline in priority by 1.31%. Lastly, Emergency Preparedness showed a shift upwards by 1.30% in funding prioritization against its initial perceived need. What does this tell us? The perceived need and desire to prioritize funding align on a countywide scale.

Money Marbles were green to symbolize money. Each small group had their own set of jars, each participant was given 10 marbles to distribute across the jars. After the listening sessions, the all the Money Marbles were tallied and tabulated.

How does this inform funding allocations?

The public participating in the activity were, generally, unaware of the nuances about how funding is distributed to services and programs across the County, including how Measure K funds are used. When looking at the results of these marble activities, keep in mind that participants were not provided Measure K background prior to the Welcome Marble distribution, nor did residents exhibit an understanding of the details of Measure K funding when distributing the Money Marbles. Therefore, the results from these activities could be used to better understand where the greatest top-of-mind needs are in relation to four predetermined topics and how County funding, Measure K or otherwise, could be allocated or prioritized to align with community needs.

The Marble Experience:

For most participants, the Welcome Marble activity was a hit from the moment they stepped into the listening sessions. With smiles and enthusiasm, they embraced this unique approach to expressing their concerns. The activity not only brought a sense of fun to the event but also encouraged attendees to start thinking about the meeting topics even before the listening session formally began. Positive comments reflect the effectiveness of creative and participatory engagement methods in capturing community interest.

> *"Wow! This is great. I am engaged!"*

However, not every participant was equally thrilled with the activity. Some expressed reservations, particularly around the topics being predetermined, and they had come with a desire to discuss different issues entirely. A few attendees felt that seniors or older adults deserved a category on their own and were uncomfortable that they were grouped into the Children & Families category. Despite some criticism, the activity effectively achieved its intended purpose by sparking conversation and dialogue surrounding these crucial issues. By doing so, it set the stage for meaningful discussions and informed decision-making.

Children & Families

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InterEthnica

Children and Families (+Seniors)

Family. The term evokes a tapestry of emotions, memories, and obligations. Our understanding of what "family" means varies, influenced by our individual experiences, cultural backgrounds, and societal norms. While families play a pivotal role in our lives, they also bring their own set of unique challenges.

In our listening sessions, when we asked, "What do you and your family need to thrive in San Mateo County?" we intended to grasp the broader essence of relationships, not just the immediate family. However, senior participants expressed a desire for distinct representation. They either wanted their own exclusive section or to be incorporated under the "Children and Families" banner. Consequently, "Children and Families (+ Seniors)" became an apt title for the segment.

During these focused group discussions, residents shared over 250 comments pertaining to "Children and Families (+Seniors)."

Here are the top themes that emerged from those comments and the survey in relation to Children and Families in particular. For each theme, the below analysis spotlights how survey responses reinforce these themes, and draw parallels between comments from the CBO summit, CBO groups at the listening sessions, and the perspectives of the County.

Affordable Childcare

The undeniable demand for affordable childcare and extracurricular activities resonates strongly in both listening sessions and survey data. This need becomes particularly evident among parents, especially those handling multiple jobs, who often grapple with the challenge of finding reliable and affordable childcare solutions. Many in the community passionately advocate for accessible programs that go beyond the typical school hours, covering weekdays, weekends, and even the summer. Given San Mateo County's high living costs, it's imperative that these services cater to families from all income levels.

> "Programs should cater to kids and families from all socioeconomic backgrounds."

Least Accessible Resources for Families in San Mateo County
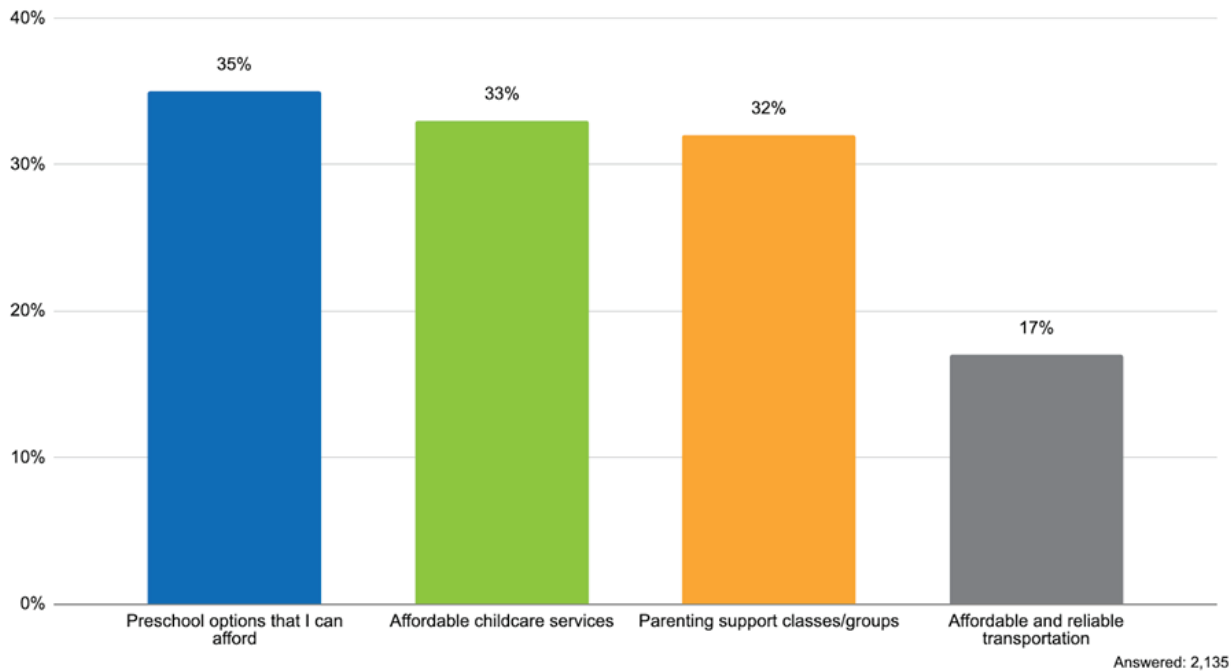
In survey responses, "affordable childcare options" was marked as one of the least accessible options by the greatest number of respondents. Across the county, roughly 18% of respondents noted that affordable childcare is "never" accessible. For families with school-aged children and household incomes of $75k or less, 33% noted they can never access affordable childcare and 35% shared that affordable preschool options are never accessible to them.

Residents emphasized the need for culturally tailored services, especially for large cultural groups within the community. Ensuring parents, regardless of their English proficiency, have access to these programs and that their children receive care attuned to their cultural background. A specific concern raised was that childcare certifications often requires English proficiency, presenting a barrier for farmworker families who might prefer caregivers fluent in Spanish. CBOs specifically desired childcare staff that are bilingual and that childcare provider testing is done in both English and Spanish.

Residents recognize the long-term advantages of accessible and affordable childcare and extracurriculars. Some are in English-language classes, and others aspire for further certifications or degrees; all these pursuits require supportive childcare, ultimately benefiting families striving for financial growth.

Staff from community-based organizations also support services that increase the affordability of childcare options. At the listening sessions, CBOs suggested programs that subsidize the cost of childcare for families experiencing lower incomes and ensuring access to these subsidies was intentionally made easier by the County. At the CBO summit, they requested pilot programs to share the cost of childcare within communities who might not be "so low income", broadening the access to childcare across the county, childcare support for rural communities, and they'd like to see the development of a master childcare plan for each community.

County departments did not shy away from expressing a clear need for childcare. One department would like to see childcare accessibility made more robust, specifically in "underserved regions", and for the childcare centers that do exist, they'd like to ensure they have access to emergency training and equipment. Additionally, childcare for employees of the county was a specific suggestion made from departments.

Enrichment Programs

The community's needs go beyond basic childcare. There's a strong demand for enrichment programs — from arts and music to coding — to foster well-rounded development. As children mature, the desire shifts towards sports, academics, and other extracurricular activities, steering them away from constant screen time. CBOs and residents alike expressed worry about screen addiction and the adverse developmental outcomes of too much "screen time."

CBO staff also emphasized the need for enrichment programs and provided comments similar to the sentiment of residents. They expressed a clear interest in seeing the County have intentional investments into programs for the younger generation. They provided specific mentions like "After school and daycare, affordability," and "Reading programs K through 3."

Transportation:

The community and CBOs expressed a palpable need for comprehensive public realm improvements in the listening sessions and survey data supports some of the listening session findings while amplifying concerns for transportation.

Primarily, transportation stands out as a significant area of concern, with recommendations emphasizing the importance of better and more extensive transportation options for children, seniors, and workers. Coastal residents are concerned about transportation access and cite the lack of such as contributing to isolation and challenges during emergencies.

Suggestions ranged from school buses to shuttles designed for larger groups, specifically tourists; bicycle rentals for non-disabled residents and door-to-door transportation services for older adults and those who are disabled were also underscored as viable mobility solutions.

Survey respondents also noted that accessible transportation is a top need for families as well as accessible transportation designed for older adults.

Top Concern for Families in San Mateo County

Answered: 2,135
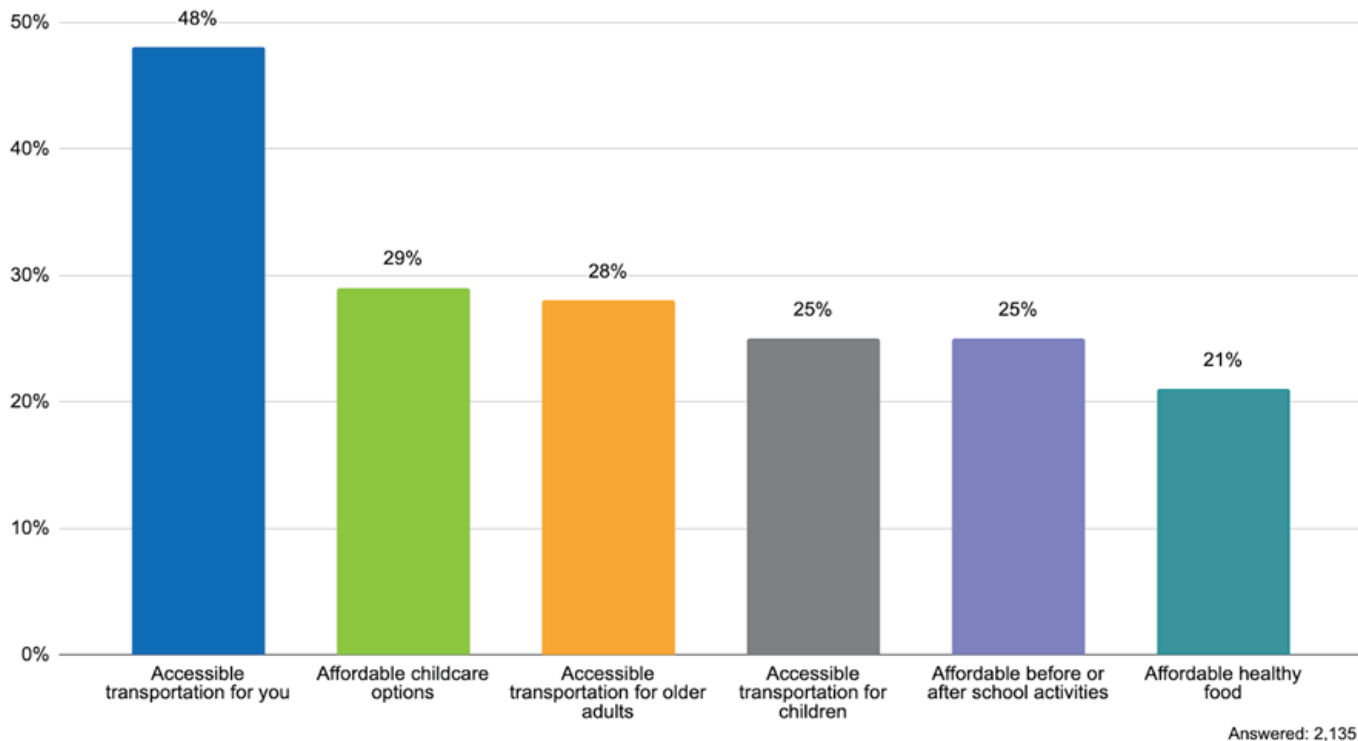
The first 5 answer choices are displayed in this chart

CBOs had more to say about transportation than residents, although their comments support residents' needs and provide greater detail on service recommendations. For example, CBOs called out that the following transportation-related needs should support:

- getting to and from services for those experiencing lower incomes
- older adults having more transportation options, like door-to-door transit to access senior services
- rural communities' transportation needs, noting coastal limitations to medical appointments
- closing the first/last mile[6] gap
- cost of transit, subsidizing costs for lower-incomes, students, and older adults
- transportation to and from health care facilities is a challenge, particularly for people living in more rural areas

[6] The term "first and last mile" refers to the initial and final segments of a person's journey when using public transportation. In many cases, public transit systems like buses, trains, or subways can efficiently transport people between central hubs, but getting to and from those hubs to one's actual starting point or final destination can be a challenge.

Programming in Public Spaces

Public parks and recreation centers also emerged as focal points for residents' needs as they spoke about wanting programmed spaces to gather and get to know their community members. Only ~11% of survey responses indicated that they could never access safe open spaces, ~55% noted they can access open spaces frequently, and ~34% occasionally. However, in the listening sessions, residents seek diverse programming, including youth entertainment and active recreational zones, like pump tracks, skate parks, and gardens. Libraries were also mentioned as a gathering space, with a call for broader services and extended operational hours, ensuring they cater to all demographics, especially seniors.

Workforce Related Educational Programs

The feedback from the community underscores the desire for a comprehensive, multi-faceted approach to enhancing educational programs. A primary emphasis is diversifying educational pathways, evident from the call for increased access to trade schools and dedicated workforce training to provide students with varied career options after high school graduation. Equally vital is the diversification of the curriculum, integrating courses that cater to a wide array of interests, including those that align with college objectives and ones that veer from the traditional academic mold. Community members advocated for resource centers and weekend school programs, ensuring extended learning opportunities and support.

The value of community engagement is highlighted, pushing for schools to function as academic centers and community hubs, thereby fostering a more synergistic relationship. Addressing student well-being, both emotional and physical, emerges as another priority. There's a notable push for establishing bullying prevention programs, especially in tight-knit communities. Ensuring the physical well-being of students has been underscored with calls for provisions like free food, clean water, and quality lunches in schools.

Another highlighted aspect was the quality of educators. Not only is there a need to recruit well-prepared teachers, but retaining this talent is seen as crucial. Supportive services like transportation, especially to trade schools, have been deemed essential to ensure equal access to educational opportunities. The overarching sentiment also stresses the significance of tailored education, understanding the unique needs of each child, and pushing for early education initiatives. Safety concerns, particularly surrounding issues like bullying and gun control, and the need for open communication channels between schools and parents round off the comprehensive feedback. In summation, the community advocates for a rich and diverse educational system that puts the overall well-being of its students at the forefront.

While this topic was not covered in multiple select questions from the survey, a few residents did respond that trade school accessibility would help their family thrive in the County when given the opportunity for open-ended responses. From CBOs at the listening sessions, education-related comments included

desires for public school funding needs, with minimal comments for workforce related education programs. However, CBOs did mention support for funding trade school programs for residents ages 16+. Finally, County departments see (1) career training and "pipelines" for residents to enter County employment opportunities, (2) efforts supporting an inclusive workforce across the County, and (3) increased participation in the workforce and educational system.

Financial Support for Families

Residents across the County are concerned about the financial challenges families face, especially those with children and older adults and those who experience low and middle incomes. This was evident in all modes of data collection.

For survey respondents with household incomes of $75k per year or less, they worry more about being able to pay the bills more than any other survey option (36%). Countywide, the second most worrisome thing for residents is being able to pay bills with 23% of survey respondents noting they worry about this very frequently.

What are you most frequently worried about? (Household income $75k or less vs. Countywide)

■ Household Income $75k or less ■ Countywide
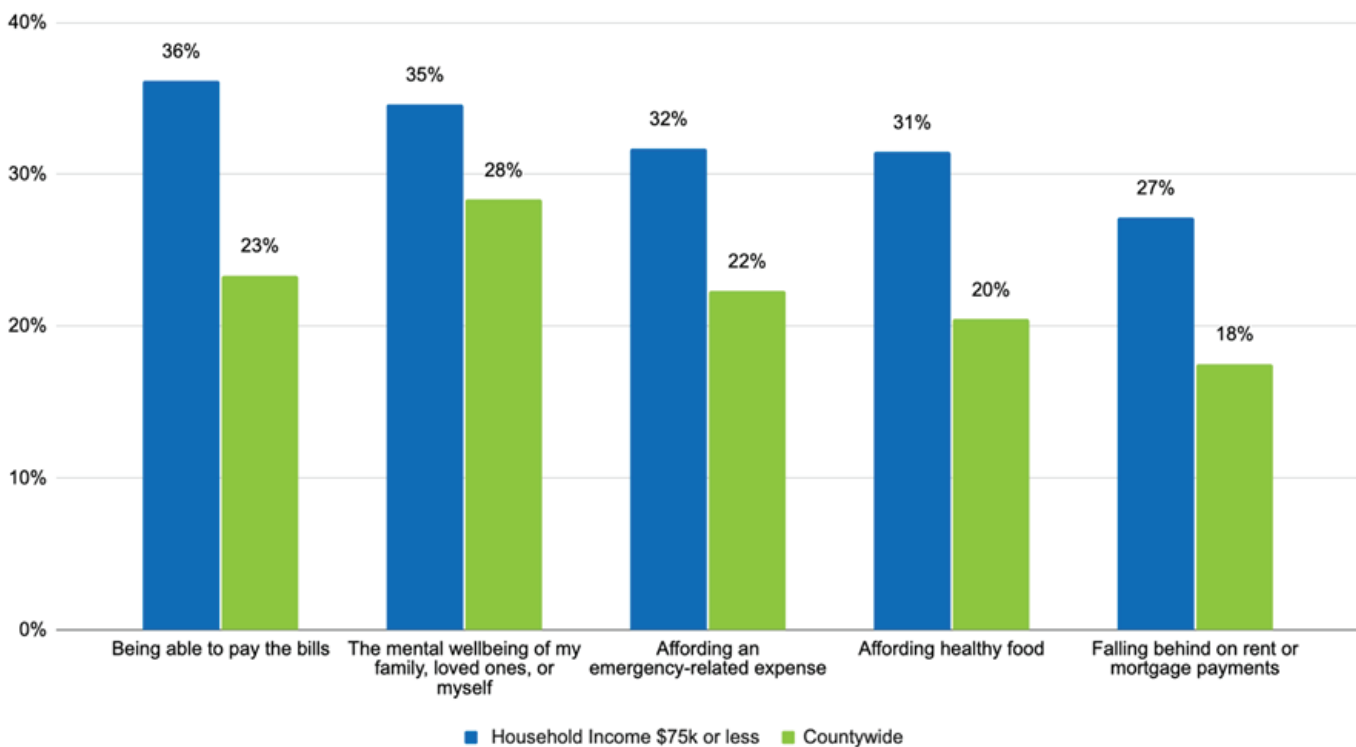
Answered: 2,459

multiple select question

The first 5 answer choices are displayed in this chart

From a high cost of living to inflated food prices and "unaffordable childcare," residents shared needs that exhibit a rapidly growing concern of households entering "crisis financial statuses," lessened opportunities for upward social mobility, and increasing fears of housing insecurity. While residents expressed support for programs for people who are already homeless, like rent vouchers and Cal Fresh for families that meet the income threshold, their comments draw on a need to support families before they enter a crisis. CBO and County data specifically cite food insecurity as challenges they see in communities.

Families with school-aged children and household incomes $75k or less

Answered: 2,094
multiple select question
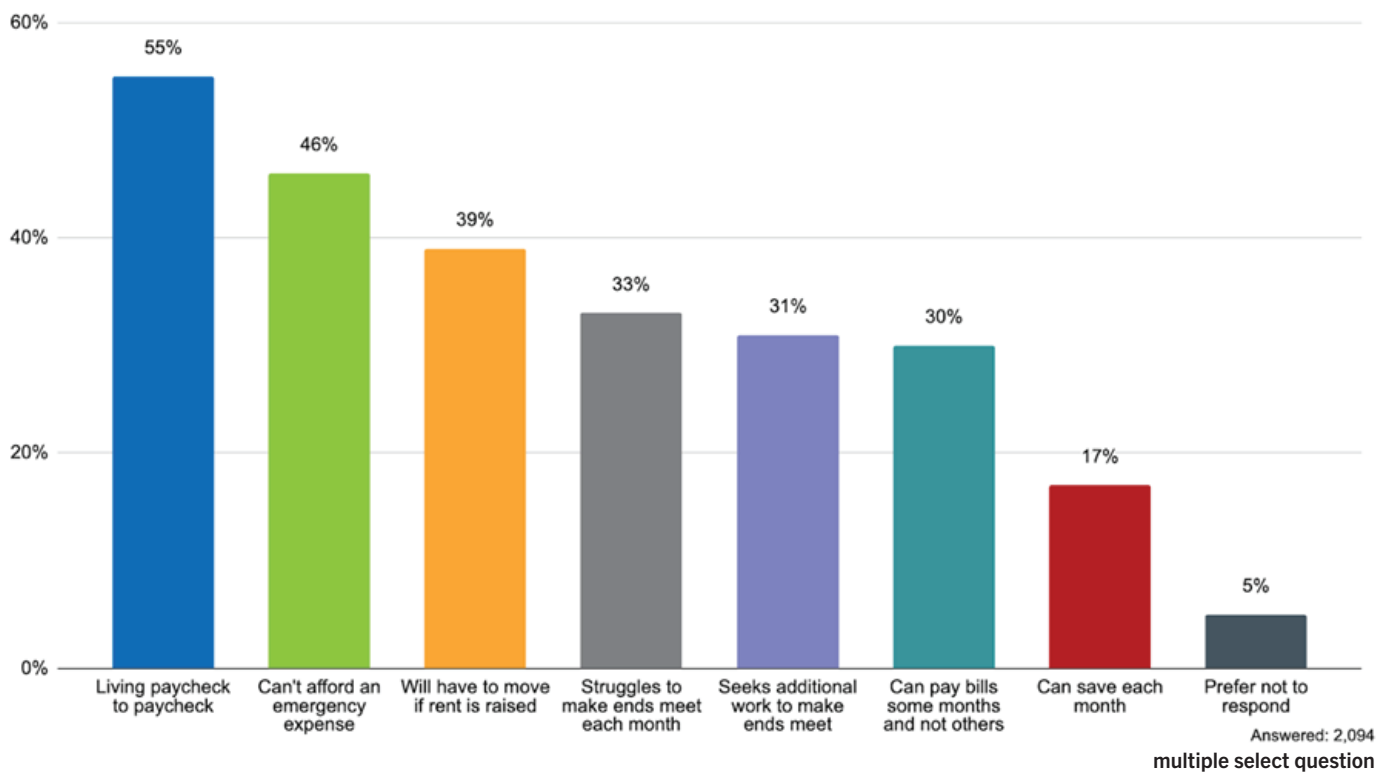
Additionally, when looking at survey responses from residents in households with school-aged children and incomes of $75k or less, their financial situations concerning.

- 55% note they are living paycheck to paycheck,
- 46% could not afford an emergency expense,
- 39% note they will have to move if their rent is raised
- 33% are struggling to meet ends meet each month
- 31% are actively seeking additional work to make ends meet, and
- 30% can pay their bills some months, but not others.

Families with school aged children earning under $75k per year need services and resources to support them.

Comments from residents highlight the needs of households who do not qualify for support programs fixated at assistance for those at 200% above the federal poverty level; for a family of four, that is a household income of $55,500 or less, for a family of three, $36,620 per year, and for a single person $27,180 or less per year. For instance, households with incomes higher than state or federal government thresholds for low-income programs, are simultaneously not high enough to comfortably afford basic needs, emergency expenses, medical bills, or activities that support enrichment opportunities for youth and older adults.

> *"People who earn an income, or even are a dual-income household, are struggling to afford basic life necessities, but do not qualify for services. I'm not asking for anything for free, but need help sometimes getting food for my family, with emergency car expenses, or even rent. It is wild that our household that earns about $95,000 per year struggles each month."*

Residents' comments point to support for County-funded programs or services for very low-income, low-income, and middle-income households to keep them housed, properly fed, and programmed before it's "too late." Many shared that meeting the needs of families that do not typically qualify for low-income programs by providing funding support is critical in helping keep families in San Mateo County. Residents described resource scholarships as a program wherein lower- and middle-income households would receive resources designed for community members experiencing a temporary financial challenge. A resource scholarship might include one-time food vouchers, funds to pay bills, rent, or mortgage, and support for ongoing enrichment programs to help the community grow and sustain household incomes.

Based on the resident's expressed needs and concerns, an additional program that would support challenges could partner with families experiencing very low incomes, help those families identify and receive available resources, provide case workers to prevent homelessness, reduce high school dropout rates, and ensure family enrichment activities. Specific suggestions from residents cited the need for programs to have culturally competent staff and experience working with families from different backgrounds, especially those who may not speak English or have been historically marginalized.

> *"Farmers markets [have] lost their purpose; they are as expensive as whole foods; we need local markets, local food, for locals that need cheaper prices."*

This section has delved into the multi-dimensional needs and aspirations of diverse families residing in our community. Through a thorough analysis of feedback gathered from residents, community-based organizations, and County departments, we have identified pressing issues and potential solutions

across several thematic areas including childcare, transportation, education, equity, and financial stability. One clear thread ties these diverse elements together: the urgent need for a holistic, community-driven approach to public services that is sensitive to the complexities of modern family life. From accessible and affordable childcare to equitable educational opportunities and robust financial support mechanisms, the recommendations presented aim to build a more resilient, inclusive, and thriving community for all its members, irrespective of age, income, or cultural background.

Children and Families Top Recommendations

1. **Subsidized Childcare:** Offer subsidies for childcare at various income levels to make it affordable for all families on a sliding scale.
   a. Provide free childcare for residents seeking career advancement opportunities like further education, English classes, or job training.
   b. Offer childcare services on a temporary basis for parents attending interviews, training, or other professional development activities.
   c. Engage with local businesses/philanthropists to sponsor childcare costs or offer in-kind donations that the County matches for corporate-funded childcare centers.
   d. Inform parents about available government grants and assistance for childcare.

2. **More Childcare Centers/Programs:** Increase the number of childcare centers and programs throughout the County to meet the high demand.
   a. Develop special programs to meet childcare and extracurricular needs during weekends, evenings, and summer breaks.
   b. Establish childcare services for parents working non-traditional hours. These could be vouchers to existing childcare centers, county-provided childcare certified individuals, or a space in a county facility available for emergency support for parents, including childcare.
   c. Include mental health resources and counselors to support childcare facilities.
   d. Ensure new or existing facilities are accessible to children with disabilities.

3. **Adapt Provider Requirements:**
   a. Revise 'requirements' for childcare providers to ensure they meet community needs—support or fund interested providers in becoming certified and meeting all requirements.
   b. Conduct recruitment and training for childcare providers representing specific cultural groups in the community.
   c. Provide childcare certification and training for bilingual and limited English proficient people, especially in coastal regions.
   d. Require childcare providers to adopt a curriculum that is culturally diverse and reflective of the community's values, leverage neighborhood leaders and community representatives to support and supply the training.

4. **Educational Pathways, Curriculum, and Supporting Programs:**

   a. Prioritize the recruitment of quality bilingual educators and implement retention strategies such as competitive salaries, professional development opportunities, and supportive work environments.
   b. Develop a wider range of educational pathways, including trade schools and specialized workforce training programs, to offer students multiple career options after high school.
   c. Develop training programs that serve as pipelines for county employment opportunities, particularly in sectors with workforce shortages.
   d. Promote initiatives that support an inclusive workforce across the county, focusing on underrepresented groups in various sectors.
   e. Design programs that aim to increase participation in the workforce, particularly for individuals who face barriers to employment Trade School Funding for Ages 16+: Secure funding or grants for trade school programs specifically designed for residents aged 16 and older, as supported by CBOs.
   f. Introduce programs designed and led by older youth for leadership opportunities and more extracurricular options.
   g. Implement comprehensive bullying prevention programs that address both online and offline behaviors, especially in tight-knit communities.
   h. Address safety concerns surrounding issues gun control through regular safety audits, enhanced security measures, and student training programs.
   i. Offer free food, clean water, and quality and healthy meals. Explore partnerships with local farms or organizations to provide healthy options.

5. **Community Engagement and Student Well-being:**

   a. Transform schools into community centers that offer a variety of academic and extracurricular programs and serve as a hub for information and safety during an emergency.
   b. Develop a communication protocol to keep parents informed and engaged about programs, fee structures, and curricula.
   c. Facilitate conversations among parents at the neighborhood level to organize childcare, identify specific needs for childcare providers in particular areas, explore cost alleviation, and consider crowdfunding more affordable providers nearby.
   d. Establish transparent and open communication channels between schools, parents, and the community, including regular updates, meetings, and online portals.

Additional Considerations:

Financial Support and Crisis Prevention:

Resource Scholarships: Establish a "Resource Scholarship" program targeted towards lower- and middle-income households that do not typically qualify for low-income support programs. These scholarships could offer one-time financial aid for essentials such as food vouchers, rent or mortgage payments, and utility bills. This would serve to prevent households from entering a financial crisis and offer temporary relief to families experiencing financial challenges.

Food Security and Affordability:

Create or subsidize local food markets or co-ops that offer affordable prices for essential food items. Partner with local farms and suppliers to provide cost-effective healthy food options to residents. This initiative could address the issue of expensive farmer markets and inflated food prices that contribute to food insecurity.

Housing Security and Homelessness Prevention:

Develop a program that pairs families experiencing very low incomes with case workers trained to help them identify and apply for available resources, thereby preventing homelessness. These case workers would be culturally competent and experienced in working with families from diverse backgrounds.

Educational and Community Enrichment:

Invest in enrichment programs targeted at families with children and older adults. These programs would aim to provide educational and recreational activities that foster social mobility and improve the overall quality of life. Programs should be funded to serve very low-income, low-income, and middle-income households.

Transportation:

- Comprehensive Transportation Network: Implement a wide-ranging transportation network that caters to various needs including school buses for children, shuttles designed for tourists, and public transit options optimized for workers.
- Door-to-Door Services for Seniors and Disabled: Introduce specialized door-to-door transportation services to assist older adults and disabled residents in reaching essential services like healthcare, senior centers, and grocery stores.
- Develop tailored transportation options for rural and coastal communities. This could involve subsidized or community-funded shuttle services that connect remote areas to essential services.
- Introduce convenient options like bike rentals, e-scooters, or short-distance shuttles to bridge the first or last mile gap between homes and main transportation hubs.

Programmed Spaces:

- Design public parks and recreation centers as community hubs with diverse programming. Include youth-oriented spaces, active recreational zones like skate parks and pump tracks, as well as community gardens. Programs in a specific park or open space should meet the needs for the surrounding community first.
- Extend the operational hours of public libraries and broaden the range of services offered, with a focus on programs that cater to seniors and other underserved demographics.

Outreach:

- Introduce bilingual or multilingual outreach programs to ensure all residents, irrespective of language proficiency, are adequately informed about available services and initiatives.
- Forge collaborations between nonprofits, community organizations, and local law enforcement to raise awareness about community programs and improve community-police relations.
- Implement support services that are targeted towards helping parents with young children, such as parenting classes, playgroups, or workshops on balancing work and family life.
- Offer community classes that teach essential life skills like financial literacy, basic healthcare practices, and cooking.
- Organize more daytime community meetings and programs especially tailored for older adults, possibly in conjunction with senior centers.
- Create a centralized digital platform where residents can easily find information about all available public services in the languages most often spoken in the County, from transportation options to park programming.

Emergency Preparedness

Measure K Listening Sessions Summary

Children & Families
425

Housing & Homelessness
622

Mental Health
379

Emergency Preparedness
476

InterEthnica

Emergency Preparedness

From floods to wildfires, communities in San Mateo County have experienced a variety of situations in recent years that fester a clear community desire to be well-prepared, equipped, and supported when an emergency strikes. When asking, "What do you need before, during, or after an emergency?" community members at listening sessions across the County relayed over 300 comments emphasizing their most pressing needs.

The top five themes raised related to emergency preparedness are:

1. Emergency Support
2. Emergency Communication Planning and Preparation
3. Emergency Supplies & Shelters
4. Infrastructure
5. Reduction of Hazards

While emergency support, emergency plans, and preparation rose to the top three themes during the listening sessions, the summary below is organized to address residents' needs and ideas for support before, during, and after an emergency. Each section focuses in on what residents expressed related to the themes above and highlights the relevant survey data, CBO input, and County data where it most aligns with residents' needs. The most robust section below is about emergency planning before an emergency as residents felt that robust outreach, communications, and appropriate planning would alleviate many needs during and after emergencies.

Before an Emergency

Communications and Planning

Residents want to know what to do, who to rely on, what they need, where to get it, and where to go for support before an emergency strikes. Understanding the need for timely and relevant information, residents are keen on a robust county-wide emergency communications plan. This plan, they suggest, should be molded around the unique geographic and cultural characteristics of each neighborhood.

The following four choices were most selected by survey respondents when asked, "Thinking about an emergency situation you have experienced, what would have helped you better prepare?" While this was a multiple select question posed to residents, their most selected options support the need hear in listening sessions regarding communications for emergencies.

- 55% a system of warning the community
- 49% knowing where to go for shelter In advance of, during and after an emergency.
- 46% knowing what type of supplies you need and where to get them
- 41% knowing in advance who to call in an emergency

Resources that would help respondents prepare in the case of an emergency

Category	Percentage
A system of warning the community	55%
Knowing where to go for shelter	49%
Knowing what type of supplies you need and where to get them	46%
Knowing in advance who to call in an emergency	41%
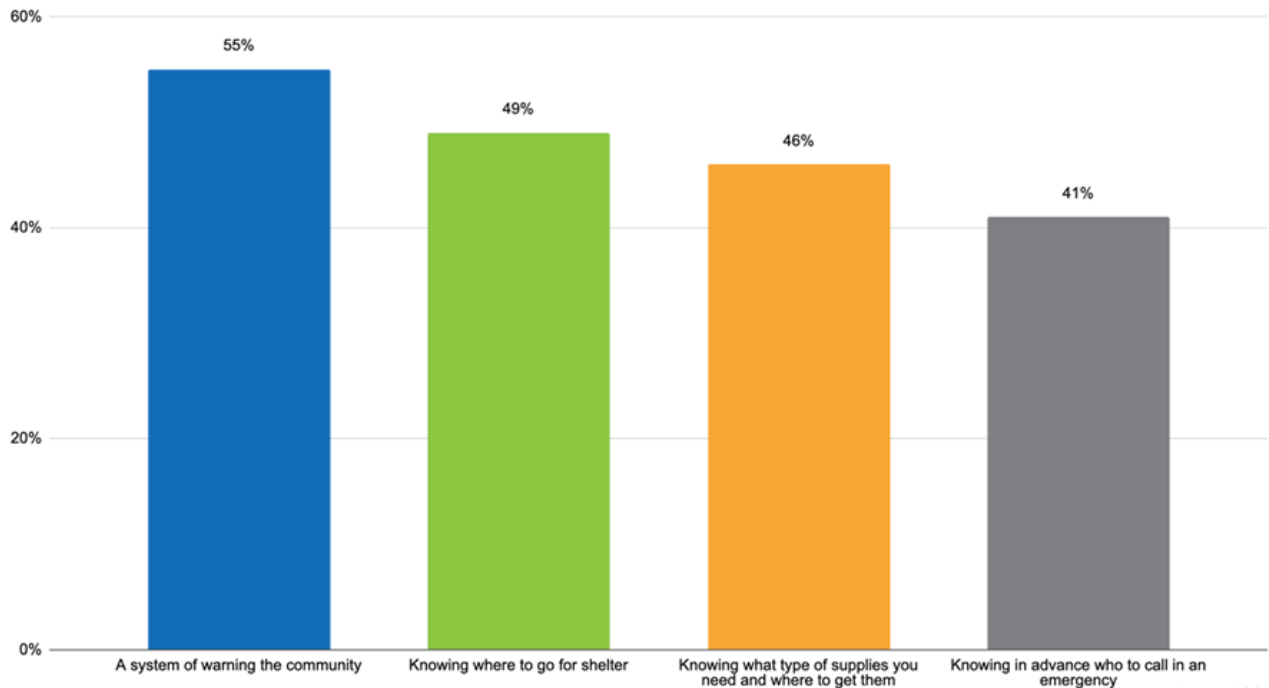
Answered: 2,316

multiple select question

Thinking about an emergency situation you have experienced, what would have helped you better prepare?

Category	Percentage
I do not need help preparing for an emergency	14.90%
Access to information on emergency preparedness in my language	24.01%
Assistance in making an emergency plan	30.14%
Knowing where to go for shelter	48.66%
Knowing in advance who to call in an emergency	40.80%
A system of warning in the community	54.97%
Knowing what type of supplies you need and where to get them	46.20%
Other	8.46%
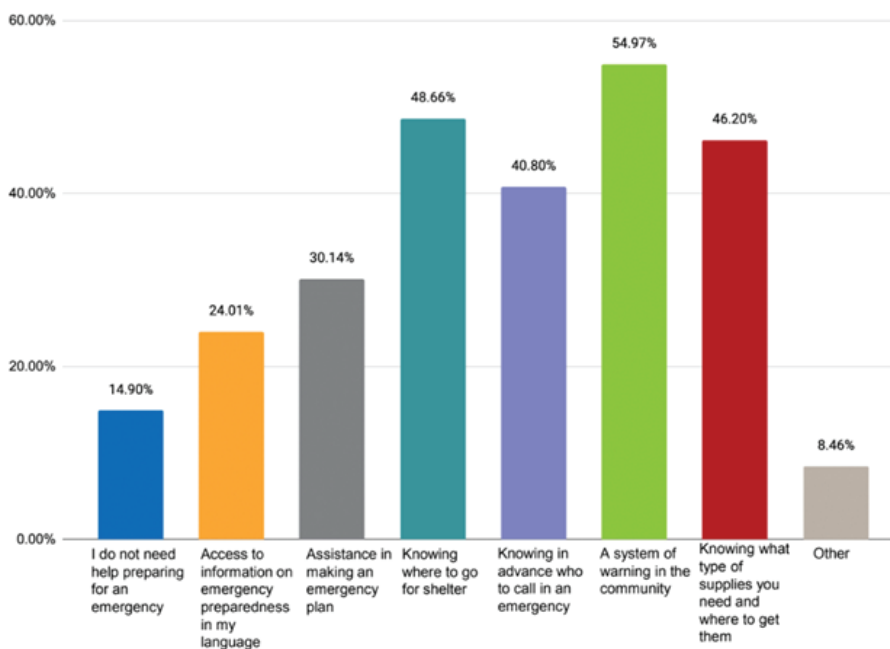
multiple select question

For those who speak another language at home, over 62% say knowing where to go for shelter would have helped them better prepared, followed by 60% noting that they need to know what types of supplies are needed and where to get them.

Resources respondents need in an emergency; Prefers a Language other than English vs. Countywide

multiple select question
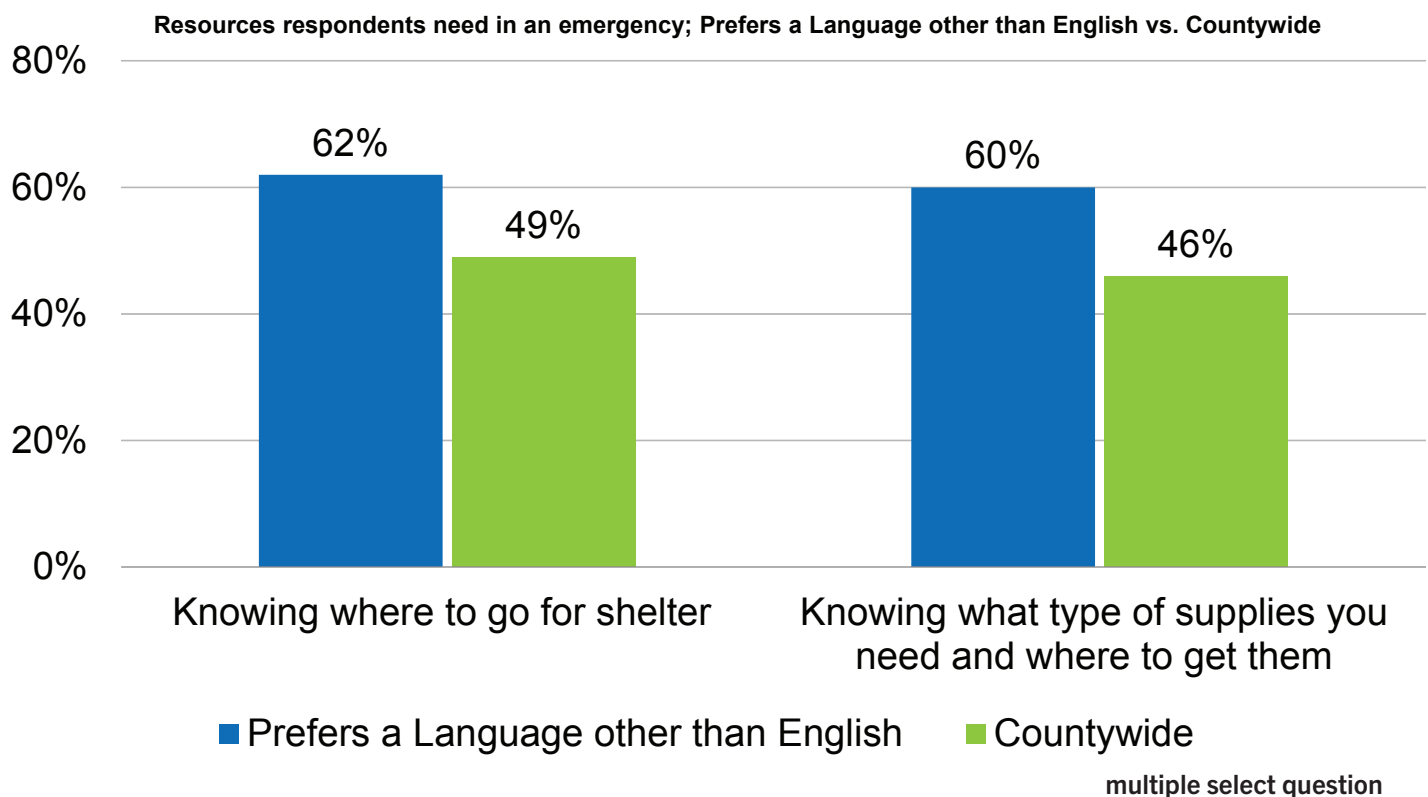
For an emergency communications plan to be effective, residents were not shy about asking for deep engagement with communities. They shared unique community experiences, like farmers having a better understanding of the treacherous terrain of their land and how to get to people that need to evacuate or communities in lower lying areas knowing where to go for high ground, and knowing who needs mobility support to get there. Some residents shared experiences of neighborly support during recent flooding as "lifesaving" while others wish they knew their neighbors so they could call on one another during an emergency to support each other.

CBOs see themselves facilitating emergency planning and engagement in communities. Some CBOs mentioned they see partnerships with other CBOs are important while others mentioned that more locally focused, sometimes smaller CBOs, are better suited to encourage residents to prepare for emergencies. This could be due to close relations with community by smaller orgs seen as breaking through trust barriers more rapidly. CBOs also noted that business engagement should not be overlooked in emergency planning efforts.

Many community members are frustrated with the lack of information or worry that the information that does exist, isn't reaching the people who might need it most before they need it. To make a county-wide emergency communications plan successful, partnership and continuous dialogue with residents is needed. Residents with children shared that emergency plans and information on resources available should be taught at a younger age, especially in communities with residents who speak languages other than English.

"It is important that the County understands that when parents are not fluent in English, many must depend on their children to inform them about critical information related to emergencies."

Residents stressed the need for multilingual communications and spreading awareness to communities through someone they trust. They expressed a significant interest in a more localized approach, favoring micro-level planning. This approach promotes neighbors supporting each other during crises. There was advocacy for block or census tract scale planning with neighbors actively supporting each other. Many thought having the Community Emergency Response Team (CERT) program broadly communicated and accessible would be helpful.

"We need more outreach for resources like CERT where residents can receive emergency response training."

The community requested Amber Alert-like notifications for emergency situations to be shared on various platforms and sirens, like tsunami warning sirens in the case of an emergency. CBOs supported the sentiments of community members calling for warning systems, they also cite tsunami-like sirens and noted that emergency messages on the radio might be more effective in reaching Spanish speakers.
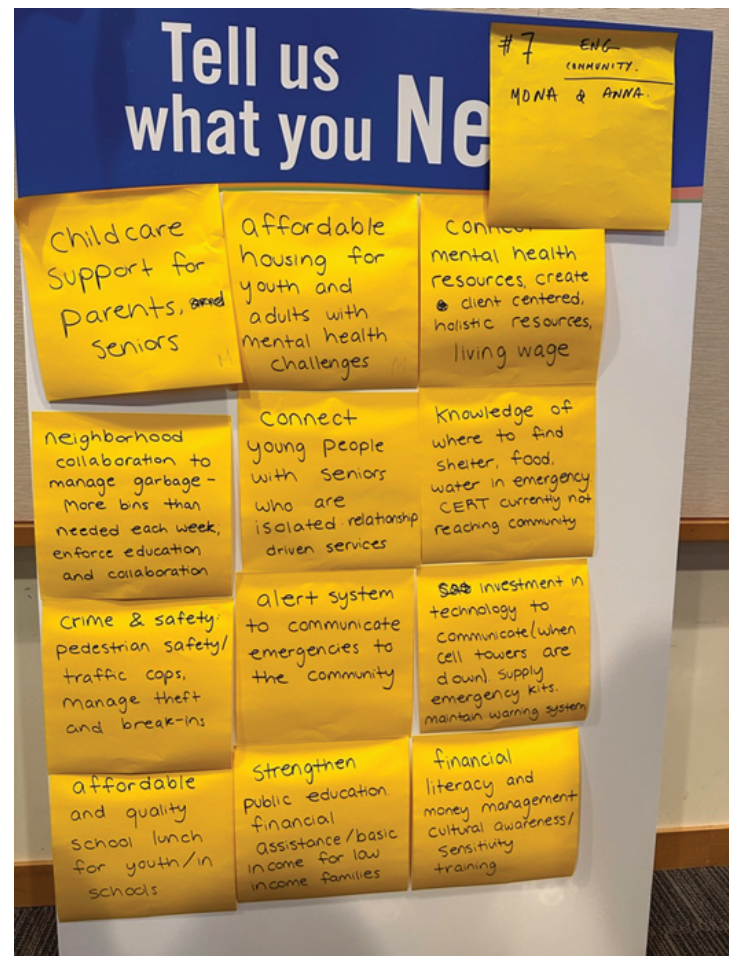
Life size board from a listening session in San Mateo fills with notes highlighting various needs expressed by residents.

> "*Testing to prepare for when emergencies occur, but when the actual event occurs, there are no warnings. We need better preparedness.*"

Communication with residents was a need highlighted by County staff as well. Department data suggests that in order to enhance disaster response and safety, there is a need for better communication among disaster staff, which includes storing satellite phones and radios at hubs in rural areas and updating critical communication infrastructure. Increasing cellular access for mid-coast residents and integrating data from three health data systems with five emergency preparedness partners aims to optimize medical and health responses, facilitate timely information sharing, and ensure equitable service to vulnerable populations during emergencies.

While many comments focused on emergencies related to climate hazards, parents, and members of farm working communities, having recently experienced or heard about mass shootings, express community needs that arise from gun-related violence. Community members referenced the PAL (Police Activities League) program for youth to partner with law enforcement mentors to enrich emergency preparedness and expressed a clear desire for programs to prepare children, from a very young age, to prepare for a gun-related emergency.

Some shared their experiences with how recent emergencies affected their mental health and would like for an emergency plan to include mental health preparedness to improve outcomes. For some community members, emergency planning includes hiring more mental health experts to address and mitigate mental health issues related to emergencies, including some who speak Spanish, Samoan, Chinese, and Tongan and understand the cultural norms of local communities.

> "*It is hard for people from my community to seek help from counselors, especially our men and boys. When our men finally do call, they are put on hold for a long time while they wait for someone who speaks our language [Spanish]. And even when they find someone, it is just an interpreter, not a doctor. We need doctors who understand our language and culture.*"

The first listening session held in El Granada at Supervisor Ray Mueller's drew a crowd and was standing room only ahead of the small group discussions. Residents here were very vocal about their needs related to Emergency Preparedness.

Community recommendations also emphasize a comprehensive overhaul and upgrade of County of San Mateo's infrastructure to enhance emergency preparedness. Suggestions include the development, testing, and utilization of a robust emergency alert system, along with thorough examination and maintenance of the existing infrastructure. Moreover, there's a call for constructing new essential facilities, reinforcing measures to counter water and power outages, and ensuring the County has a sufficient and functional emergency phone line system during crises that has immediate access to multilingual support. Other notable recommendations are the transition to underground power lines, stabilizing cell phone and internet access, mitigating fire risks by clearing trees and underbrush, and proactively preparing for heavy rainfall seasons by devising methods to save and utilize rainwater.

CBOs mentioned infrastructure improvements, with an emphasis on coastal regions and county-funded development of climate resilience centers or hubs. While County staff, propose things like bluff restoration, turning organic waste into resources for slope stability, and establishing clean air centers for smoke emergencies as mechanisms to help prepare or prevent emergencies. County staff also suggest conducting a study to assess the resiliency needs of rental households, especially concerning heat, power, and wildfire smoke. They also advocate for support programs for small to medium-sized businesses focused on energy efficiency, water conservation, and pollution reduction during crises.

During an Emergency

Residents voiced their frustration with transportation assistance offered during emergencies. Some shared their experiences with blocked roads and inability to egress danger zones during severe weather conditions. The community shared their experiences needing food, shelter, electricity, and cell service during the recent flooding, all while roads were blocked off and no emergency transportation was present.

On the survey, residents were asked, *"What are your two greatest needs during a natural disaster or emergency situation?"* Food, water, or emergency supplies came in as the top first selected need from respondents.

Top needs during a disaster or emergency situation

Answered: 2,316
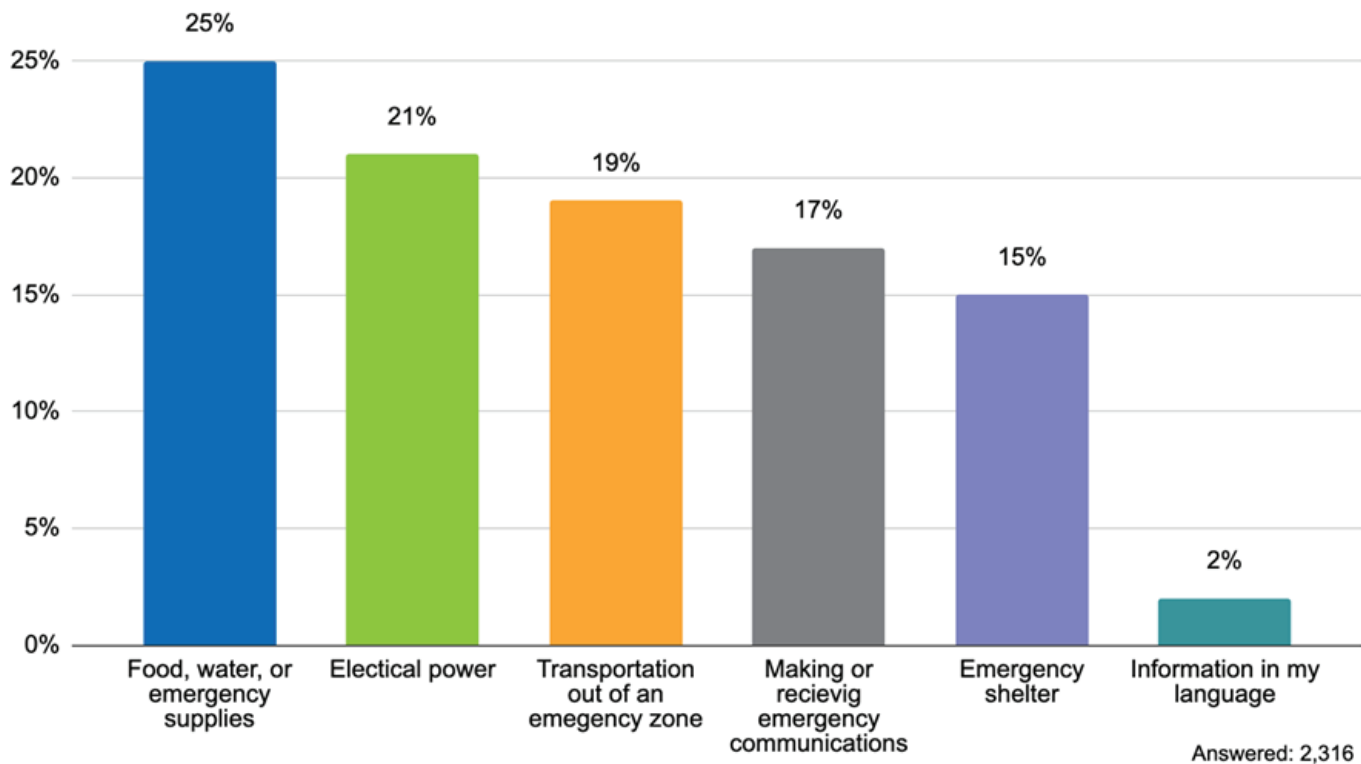
Community Recommendations:

- Community needs the ability to receive emergency updates through their designated communication network or via text or a transistor radio.
- Block-by-block designated community leaders reach and support their neighbors
- Access to mental health providers for community experiencing fear and high anxiety levels.
- Access to healthy food, medicine, and necessities like diapers and soap.
- Providers to transport residents to safe shelters and deliver emergency supplies.
- Large machinery to clear roadblocks and anything that blocks the entrance to a home or creates a safety hazard.
- Roads unblocked quickly by utilizing local businesses that have large equipment.
- Machinery that drains flood waters, puts out fires, fixes downed powerlines, and removes fallen trees.

"The community does not want to be dependent on power plants in times of an emergency. We should have resources locally to deal with emergencies."

The County data collected recites worry about users of rural roads during an emergency. Department staff note the lack of easily accessible funds hampers emergency road repair, necessitating a better understanding of procurement options to speed up responses after disasters. Further they'd like to see system for road repairs that prioritizes functional needs over reimbursement status to restore road accessibility quickly. In addition, there is an ongoing effort to identify and improve the resiliency of roads that are critical evacuation routes or have a history of issues. Medical Health Operational Area Coordinator (MHOAC) faces challenges in serving a geographically diverse population and has seen an increase in deployments since 2017.

County staff are requesting the establishment of safe locations for residents during emergencies, equipped with essential utilities like emergency power for heating, cooling, and device charging. They also propose the creation of a central hub for disaster recovery in the South Coast region. Further, they call for training local residents in Pescadero in emergency response and for expediting road repairs post-disasters. Designating libraries and other community spaces as resiliency centers is also on their list of requests.

After an Emergency

After an emergency, community needs may expand to include replacing spoiled food, medicine, or repairing damage to their homes. Some residents expressed that their landlords were not prompt with addressing water damage from flooding, resulting in inhabitable living conditions. People's experiences and stories highlight that emergency conditions cause a domino effect for residents ranging from prolonged power outages to a loss of access to transportation, which could lead to lost wages and, in some cases, may result in a loss of employment.

When asked about residents' two greatest need after an emergency, food and medication were the top selected need by survey respondents.

Top needs after an emergency
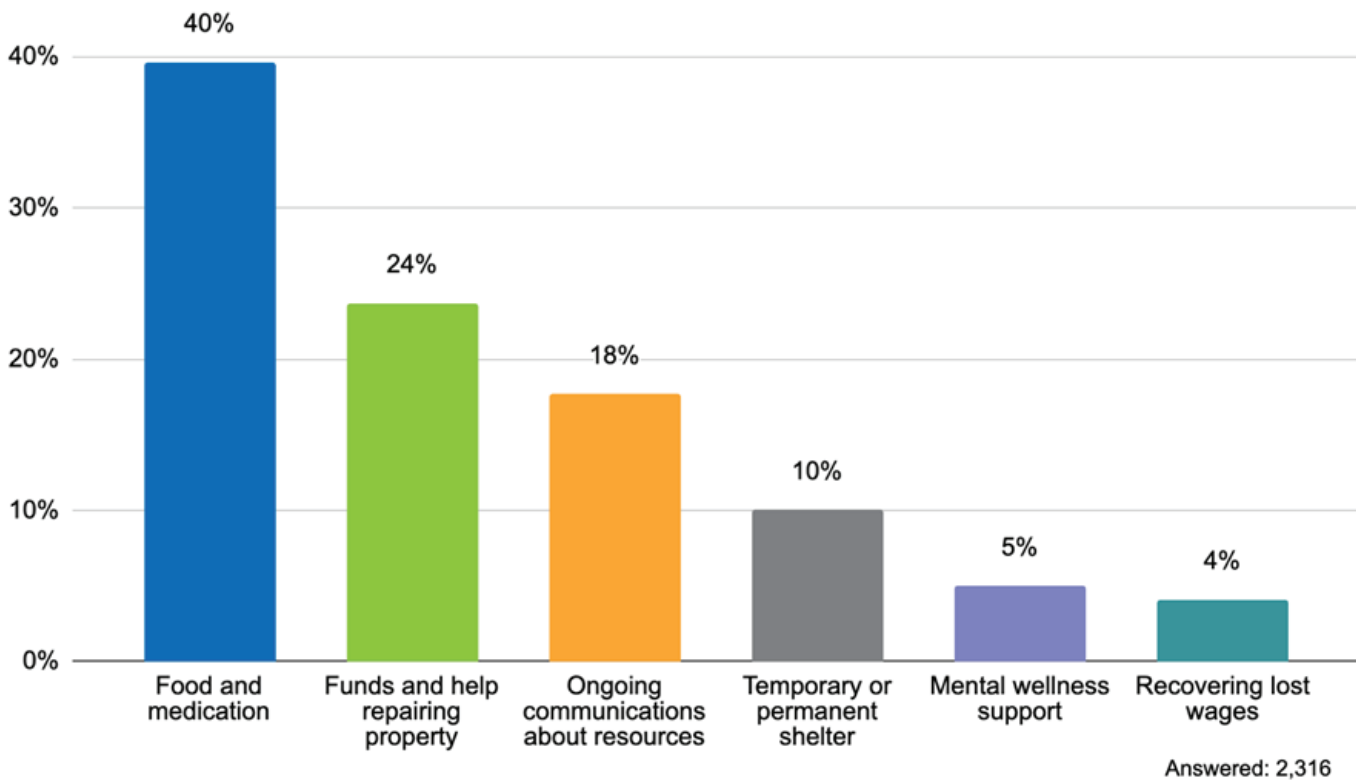
Answered: 2,316

> *"The community does not want to be dependent on power plants in times of an emergency. We should have resources locally to deal with emergencies."*

Recommendations Include:

- Contact by community liaisons to help determine and prioritize community needs after an emergency.
- The availability of mental health practitioners who follow up after a crisis and address issues after emergencies.
- Information about city, county, state, and federal assistance programs.
- Short-term loans to help people who will eventually receive federal funding.
- Community outreach and meetings where the community can discuss ways to help those most impacted by an emergency.
- Other program examples: Crisis Assistance Response & Evaluation Services (CARES); Crisis Assistance Helping Out On The Streets (CAHOOTS).

Before an Emergency Recommendations

It's clear that a multifaceted, localized, and well-coordinated approach is essential for a county-wide emergency communications and response plan.

Communication Infrastructure:

- Early Warning Systems: Implement an Amber Alert-like system for various emergencies. This could include notifications via SMS, social media, local television, and sirens for extreme situations like tsunamis.
- Language Support: Make sure all emergency communications are accessible the diverse communities involved. Coordinate with local organizations (CBOs) to ensure translations are culturally appropriate.
- Critical Information Access: Ensure satellite phones and radios are available at key community hubs, especially in rural areas.

Community Engagement:

- Localized Plans: Create micro-level emergency plans for individual blocks or census tracts, take into account the unique geographic and cultural aspects of each area.
- Collaboration with CBOs: Leverage the grassroots reach of CBOs to disseminate information and gather community insights.
- Business Involvement: Work closely with local businesses, possibly in workshops, to identify resources and services they could provide in emergency situations.
- CERT Programs: Promote and make the Community Emergency Response Team (CERT) program widely available in multiple languages.

Resource Identification and Distribution:

- Shelter Information: Publicize a list of designated shelters and prove maps and routes to reach them.
- Emergency Kits: Create and distribute emergency kits, with a tracking system to remind people to refresh perishable supplies.
- Community Hubs: Designate places like schools and community centers as trusted locations for information and emergency supplies.

Special Populations:

- Children: Develop and implement a curriculum in schools to prepare children for various emergencies. Special attention should be given to multilingual households.
- Vulnerable Populations: Conduct outreach to identify individuals who may need additional help during an emergency, such as the elderly or those with mobility issues, and make plans to assist them.

Mental Health Support:
- Preparedness: Integrate mental health considerations into emergency plans, including hiring multilingual mental health professionals.
- Infrastructure and Environmental Planning
- Infrastructure Upgrades: Invest in technologies to stabilize cell phone and internet access, shift to underground power lines where possible, and mitigate fire risks. Ensure Police, Fire, and Ambulance phone systems and staff can handle increase of calls during an emergency.
- Climate Resilience Centers: Develop such centers in coastal regions and other vulnerable areas.
- Water and Energy Conservation: Invest in programs for water-saving methods during heavy rainfall seasons and energy efficiency during crises.

Additional Recommendations:
- Evacuation Plans: Develop specialized evacuation plans for both fires and floods.
- Resource Management: Conduct workshops to identify local resources and make a comprehensive list that can be activated in an emergency.
- Create programs that maps, certifies, and allows pre-approved community members to be hired that can quickly help their neighbors during an emergency including those that have equipment as common as 4-wheel drive to heavy duty equipment that can remove a tree or tow a vehicle.
- Remote Area Checks: Pre-assign individuals or organizations to contact those living in remote or isolated areas.

Data Integration and Training:
- Integrated Data Systems: Integrate data from health systems with emergency preparedness plans to facilitate timely and equitable service delivery during emergencies.
- Staff Training: Regularly update and train county staff and emergency personnel to ensure everyone is on the same page and aware of all resources and plans.
- Post-Emergency Support: Offer easily accessible mental health services following emergencies, with special attention to cultural and language-appropriate services.

During an Emergency Preparedness Recommendations

- Emergency Updates and Communication: Utilize multiple channels such as SMS, designated communication networks, and transistor radios to disseminate emergency updates. Ensure these communications are multilingual.
- Essential Supplies and Shelter: Designate and well-publicize emergency shelters stocked with food, water, medicine, and other essentials. If roads are blocked, consider aerial supply drops via drones.
- Emergency Transportation and Road Clearance: Deploy specialized vehicles for emergency evacuations and collaborate with local businesses to quickly clear road blockages, prioritizing functional needs over bureaucratic hurdles.

After an Emergency Preparedness Recommendations

- Contact by community liaisons to help determine and prioritize community needs after an emergency.
- The availability of mental health practitioners who follow up after a crisis and address issues after emergencies.
- Information about city, county, state, and federal assistance programs.
- Short-term loans to help people who will eventually receive federal funding.
- Community outreach and meetings where the community can discuss ways to help those most impacted by an emergency.
- Other program examples: Crisis Assistance Response & Evaluation Services (CARES); Crisis Assistance Helping Out On The Streets (CAHOOTS).

Housing & Homelessness

Measure K Listening Sessions Summary

Children & Families
425

Housing & Homelessness
622

Mental Health
379

Emergency Preparedness
476

Housing & Homelessness

Housing and Homelessness are complex issues with tangible, far-reaching effects on the community. It's not just a term; it's about real people facing challenges that require collective attention. When residents were asked, "What are your needs related to Housing and Homelessness?" over 209 comments were received at the listening sessions, with about half of those centering around the inaccessibility and unaffordability of housing. With the rising cost of living, residents expressed a wide range of needs, like more housing assistance and shelters. Innovative solutions to address and alleviate housing challenges included a salient concern around policy, permits, and planning.

The top three themes regarding housing and homeless are:

1. Affordable and Accessible Housing Options
2. High Cost of Living in the County
3. Evictions and Housing Assistance

45% of survey respondents noted they do not have personal housing challenges. When looking at all survey respondents, residents cite homebuying options are affordable or discounted rates and more affordable rental options as the top two things that would support housing challenges.

However, when looking at survey respondents for those who specifically self-identify as "living in temporary housing, shelter, or unhoused" —those who may have the most urgent need for housing and homelessness support — we see that financial services for tenants during hardship and permanent supportive housing would best support their housing challenges.

Resources that would help people who are currently living in temporary housing, shelter, or are unhoused

Answered: 65
multiple select question
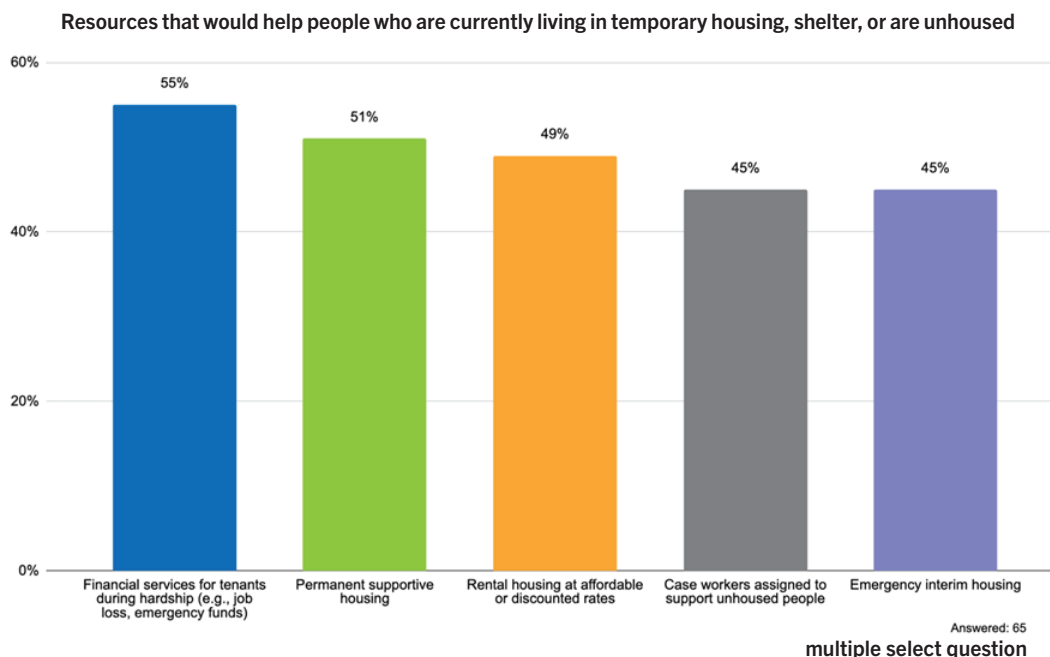
And for respondents earning household incomes of $75k per year or less, we see responses that they also see financial services for tenants during hardship as a critical resource to supporting their personal housing challenges.

Resources that would help support personal housing challenges; Household income $75k or less

Financial services for tenants during hardship (e.g., job loss, emergency funds)	40%
Rental housing at affordable or discounted rates	37%
Home buying options at affordable or discounted rates	35%
Rent to own housing options	31%
Senior housing	27%

Answered: 763
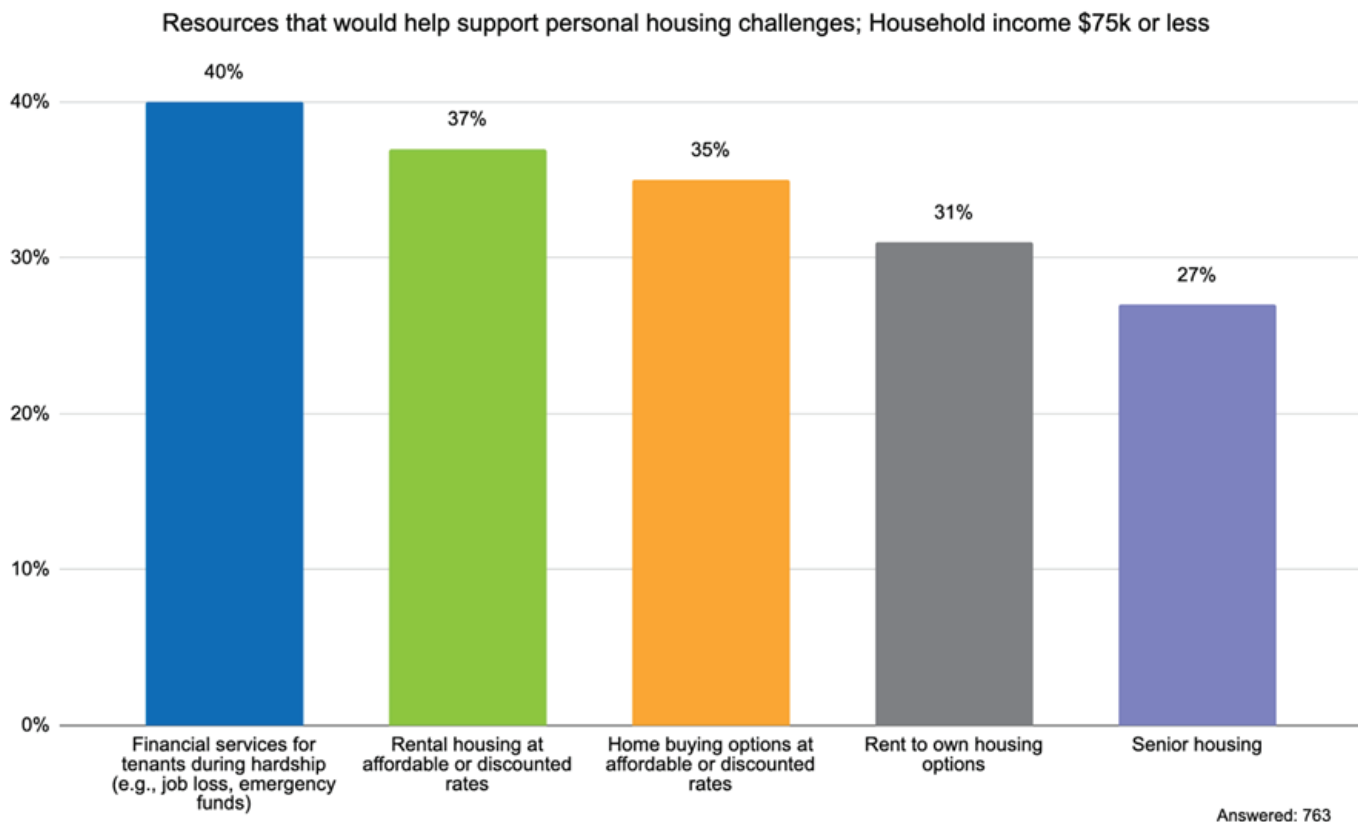
Affordable and Accessible Housing Options

The issue of affordable and accessible housing has become a focal point for communities across the County, with residents focusing on the urgent nature of finding innovative solutions. Residents' comments centered around "more"—more units, more shelters, more answers, and more support services to keep people housed.

Improving outcomes for families experiencing homelessness

When asked to prioritize the top three things that would best help support their housing challenges, the overwhelming majority of survey respondents who are living in temporary housing, shelter, or are unhoused chose access to a shelter for families with children as their #1 priority, followed by permanent supportive housing and emergency interim housing.

Which three options would best support your personal housing challenges? (Temporary housing, shelter, or unhoused)

The first 5 answer choices for the first option are displayed in this chart
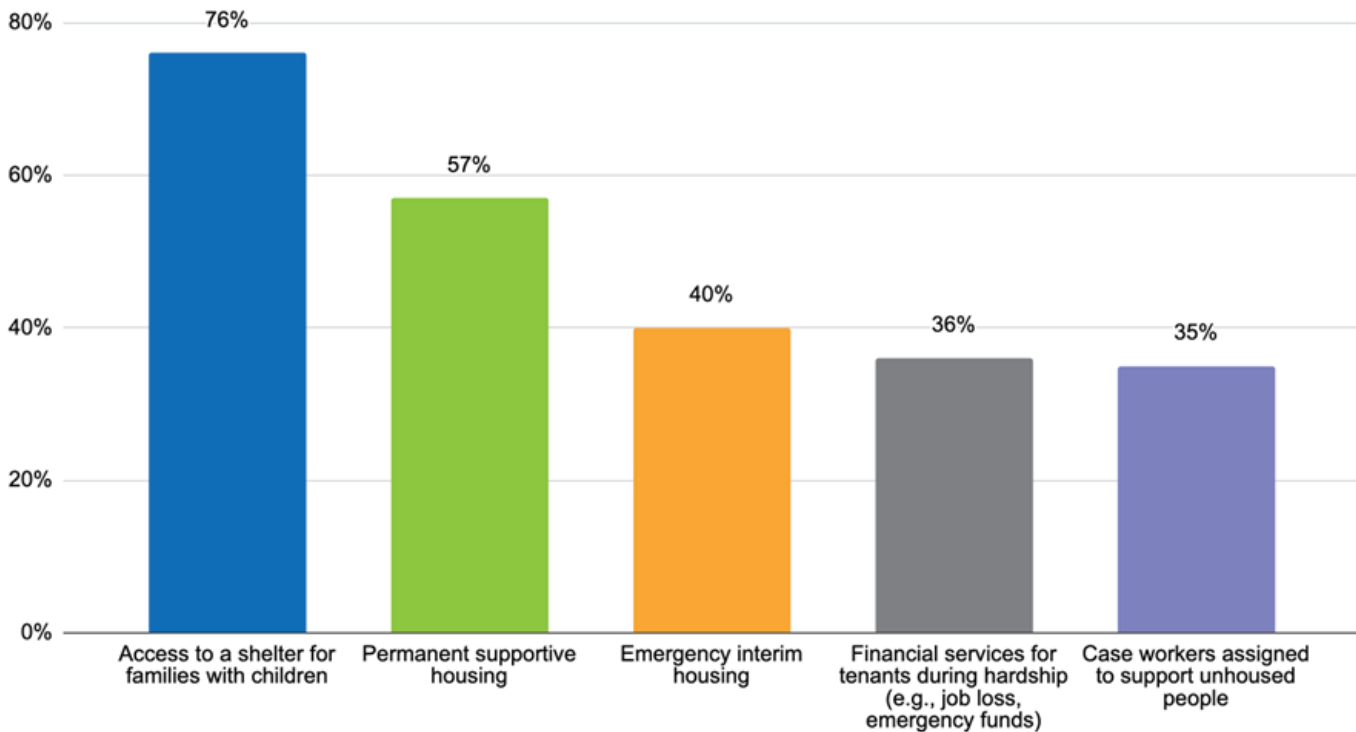
Answered: 58
multiple select question

County departments, particularly the Human Services Agency (HSA), see the need for supportive housing for families. HSA proposes providing additional interim and permanent affordable housing options for families with the goal of decreasing the number of families waiting for family shelters and to increase the number of families who are able to secure permanent, affordable housing. HSA cites a 65% increase in the number of homeless families waiting for shelter.

Improving outcomes for seniors and their families

The concerns expressed also varied based on the age of the resident. Older adults at listening sessions described their primary concern is housing for the next generation. They expressed worry about their children and relatives being unable to continue living in the County. Additionally, residents expressed frustration with the cumbersome processes, policies, and high costs related to permits they faced when endeavoring to adapt their single-family homes to accommodate multigenerational living spaces.

They shared that the permitting process for adding an Assessor Dwelling Unit (ADU) is particularly challenging for people who live in traditionally lower-income communities like North Fair Oaks. Here, residents requested services that support seniors in navigating the ADU process. Residents of all ages

see ADU development as a straightforward solution to keeping families in San Mateo County and creating smaller, more easily accessed units for seniors.

"I don't use my upstairs anymore, so I tried to convert it into a rentable ADU. It would be an affordable solution for a small family. I had the plans drawn up but was so frustrated with the permitting costs and process that I gave up."

Older adult residents expressed worry about the cost and permitting process to make their homes accessible for an aging person. They expressed interest in financial and personal support in navigating programs to adapt housing for senior living. Seniors who live alone feel worried about being scammed and fear being alone in their homes when they have things repaired.

"I am one of those people they call 'house rich,' but I live on a fixed income. I need to hire someone to install safety rails in my bathroom, but I need help figuring out what this type of service should cost and who to trust to do good work."

Unaffordable housing options have led to difficulties in attracting and retaining teachers. Furthermore, young families and older adults grapple with unique housing needs, underscoring the need for diverse housing solutions. CBOs see teacher housing as a key need for the county and would like to see subsidies for affordable housing especially set aside for teachers, including rental and homebuying options.

The community proposed several innovative solutions and services:

- Farmworker Owned Community Cooperatives: This concept isn't just about providing affordable housing. It encapsulates broader goals, such as ensuring the protection of land and cultivating a strong sense of community. The cooperative would offer members a stake in wealth and ownership, fostering a genuine feeling of belonging.

- "Farmworker owned community cooperative: Access to wealth and ownership, Sense of belonging, Affordable housing, Protect land."

- Economic Fund for Immigrants: There's a push to recognize the significant contributions of immigrants to the community by creating a special fund to help those who have established their lives in the U.S. The idea signals a shift in focus from merely assisting with rents to promoting actual homeownership.

- Community Fund for Trailer Homes: The idea of establishing a community fund specifically for trailer parks has also been floated, given the growing preference for trailers due to the high housing costs.

- Community Meetings: Understanding each community's unique housing needs begins with conversations directly involving residents. Residents expressed how housing challenges stem from diverse issues, and addressing the variety of housing needs requires a range of housing solutions, including affordable and accessible housing to rent and assistance to access shelters, Single Family Occupancy (SROs), and temporary housing units.

Beyond Bricks and Mortar: A Multidimensional Housing Crisis

Housing affordability is, without a doubt, a pressing issue, with challenges reaching beyond the availability and cost of homes. This multifaceted crisis touches on rent costs and extends to other areas of daily living and well-being.

A significant concern is the accommodation for youth and adults grappling with mental and physical health challenges. The lack of affordable housing options, compounded by rising utility and maintenance costs, puts immense financial strain on residents, many of whom juggle multiple jobs to keep a roof over their heads. This scenario is especially stark for older adults, whose financial capacities diminish with age, making even the usual day-to-day expenses hard to bear.

Coupled with housing challenges is the escalating cost of living for other basic needs. Residents lament that while expenses rise, incomes remain stagnant, leading many to explore alternative housing solutions, such as trailers.

There's also the looming fear of eviction, with some residents narrating troubling tales of imminent displacement, recent evictions, unacceptable living conditions plagued by pests, and uncooperative landlords. Eviction is especially difficult for the County's undocumented residents, especially those who do not speak English. Equally challenging is that families shared that they live in only one room in homes or apartments, most of whom pay rent in cash and do not have a lease, giving leaseholders ultimate control over tenants.

> "*Everyone has multiple jobs to pay rent - residents work a lot.*"

Water, which is a basic necessity, also came into focus. There are calls for the construction of reservoirs emphasizing the need for clean and safe water for households and public schools, particularly on the coast. In tandem with this is a push for better neighborhood collaboration in waste management, which is seen as a barrier to more housing opportunities in places like Pescadero, highlighting the problem of excess garbage bins, advocating for more education on the matter, and citing it as a critical barrier to housing accessibility in Pescadero.

Residents along the coast call for fixed resolutions to the farm labor housing crisis. Non-agriculture workers inhabiting housing contribute to the housing challenges of agricultural workers and their families. Solutions suggested by concerned community members include restoring and renovating existing properties and requiring an application process to ensure agriculture workers are housed. Residents emphasized making the application process fast and easy to encourage farm laborers to take advantage of new housing opportunities. The Moonridge development is seen as a good thing by coast side residents, but it is full, and the waiting list is long.

CBOs were in tune with the needs for farmworker housing, calling for dignified farmworker housing and subsidies to keep utility cost low for farmworkers. They mentioned that farmworker housing should be carefully assessed by the county, and it should meet safety and legal standards, and farmworkers should be included in creating the "requirements. "Further, farmworker land rights were noted by CBOs as a policy-related need to protect farmworker housing.

Lisa Abboud facilitates a small group discussion with CBO representatives at a listening session in El Granada.

Solutions to the housing challenges conflict with policy, permits, and planning processes. Residents call for housing to ensure their families and future generations can stay in the County; however, there is a larger question of where local housing can be built. One resident shared,

> *"There should be fewer Airbnb's, and those properties should be used to house locals."*

Community conversations had residents calling for more communication between the community and the County as part of the planning process for housing. Residents called for the County to have a more impactful process for permits and permissions to alleviate the housing crisis. Others call for tenant protections, asking the County to hold landlords accountable for "safe, dignified, clean housing."

> *"We need a focused and thoughtful approach to housing with a meaningful planning process."*

> *"County to hold landlords accountable for safe, dignified, clean housing. Tenant protections."*

Housing and Homelessness Recommendations

Affordable and Accessible Housing Options:

- Expand Housing Units and Shelters: Invest in the construction of more affordable housing units, SROs, Permanent Supportive Housing projects, and shelters, prioritizing areas with high rates of homelessness and lack of affordable housing options.
- Support Services: Increase funding for support services like housing counselors, eviction prevention programs, and emergency assistance for those at immediate risk of homelessness. Look to programs that work in other Bay Area cities like San Francisco's Rent Board.
- Innovative Solutions: Allocate funding for research and implementation of innovative housing solutions such as modular housing, community land trusts, and co-housing.
- Research and utilize new environmentally friendly and cost-effective building materials to build permanent modular housing.

Improve Outcomes for Families Experiencing Homelessness:

- Family-Specific Shelters: Given the prioritization by the community, invest in shelters specifically designed for families with children.
- Permanent Supportive Housing: Allocate funds to create permanent supportive housing units that include essential services like mental health support, job training, and childcare facilities.
- Emergency Interim Housing: Develop interim housing solutions, possibly in collaboration with local hotels or unused public buildings, for families in immediate need of shelter.
- Reduction in Wait Time: Target investments to decrease the 65% backlog in the number of families waiting for shelter, as indicated by the Human Services Agency (HSA).

Improving Outcomes for Seniors

- Simplify and streamline the ADU permitting process and reduce associated costs, especially in lower-income communities like North Fair Oaks.
- ADU Navigation Support: Fund a support service that helps seniors navigate the ADU process from initial consultation to completion.
- Home Adaptation Grants: Create a grant program for older adults to make necessary adaptations to their homes for accessibility, such as installing safety rails.
- Scam Protection: Offer educational programs and vetted contractor lists to help seniors avoid becoming victims of scams and make informed decisions about who to hire for home improvements.
- Support for Multigenerational Households: Provide incentives for families that adapt their homes to accommodate multigenerational living, thereby offering a housing solution for seniors and young families alike.

Housing Solutions for Agricultural Workers:

- Build more affordable housing units for farm workers and their families.

- Repair current housing to allow farmworkers to live safe, healthy, and dignified lives.

- Address policies along the coastline that are barriers to getting building permits in coastal areas.

- Consider adapting shipping containers as a safe and affordable housing option that may not be affected by current housing policies, time-consuming and expensive building permits. This has been accomplished in other counties by adding insulation, electricity and plumbing, doors, windows, and walls, to shipping containers. This approach allows a community to be developed quickly and is cost effective.

Other:

- Teachers and Emergency Responders Retention: Offer housing subsidies or housing-first solutions to attract and retain teachers and Emergency Responders in the community.

- Community Education: Fund community workshops that educate residents on available housing options, how to navigate complex housing systems, and financial literacy related to housing.

- Reduce the number of short-term rental (Air BnB) properties especially in the coastal and tourist areas to expand the number of available rental units.

Mental Health

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InterEthnica

Mental Health

In the listening sessions and surveys, a pressing issue surfaced: the mental well-being of county residents. At face value, listening sessions showed that explicit mentions of mental health needs and services were less frequent compared to other topics. However, the implications of these other topics often looped back to mental well-being. In fact, survey data underscores the profound concern residents have for mental wellness. CBOs and County staff had an acute focus on specific mental health needs and services, there was a more generalized expression of concern among residents, emphasizing the need to integrate mental health considerations across diverse aspects of daily life. When reading the analysis in this section, consider the nuances in expression from the various groups as they contribute the broader narrative of the county's mental health landscape and the needs or services to support mental wellbeing.

Residents have emphasized the importance of accessible and culturally competent mental health resources. They've made it clear that mental health services should be intertwined with broader socio-economic systems. The urgency for affordable healthcare, especially for youth and seniors, is palpable. Residents also shed light on how economic concerns, particularly job and housing insecurities, have a significant bearing on mental well-being. Legal challenges, such as discrimination and fears of deportation, further contribute to mental health strains.

Residents at the listening session in Pescadero listen to the short presentation about the four key topics, many using interpretation headsets to hear the presentation in Spanish.

While there's an expressed need for targeted mental health services for youth and seniors, there's also a broader call for cultural sensitivity in healthcare. The community highlights that one-time interventions aren't adequate; they need continuous mental health support. They also emphasize the critical role of schools in mental health support, acknowledging the need for counselors and social workers in these educational settings. Challenges related to insurance costs and housing conditions, too, have been recognized as contributing factors to mental health issues.

- Accessible and Culturally Competent Mental Health Resources: This encompasses the need for mental health services to be intertwined with broader social and economic support systems.
- Affordable Healthcare: A strong demand for readily available mental health clinics and therapists, especially for youth and seniors.
- Economic Security: Recognition that job insecurity, housing, and financial issues severely impact mental health.
- Legal Support: Concerns about discrimination and deportation-induced stress affecting mental health.
- Crisis Management: A notable lack of appropriate emergency mental health services.
- Youth and Senior Services: A clear request for targeted mental health services for these age groups.
- Cultural Sensitivity: A call for culturally competent healthcare, particularly in the realm of mental health.
- Follow-up Care: An emphasis on the inadequacy of one-time assistance and the need for continuous support.
- Mental Health in Schools: The importance of counselors and social workers in educational settings.
- Insurance Concerns: The prohibitive cost of healthcare and insurance creating barriers to accessing mental health support.
- Housing and Living Conditions: The correlation between subpar living conditions, housing insecurity, and deteriorating mental health.

The first question on the survey aimed to uncover the top-of-mind worries from residents. When asked "how often do you worry about any of the following statements," residents selected "the mental well-being of my family, loved ones, or myself" as "very frequently" the most. This insight suggests that at a countywide scale, residents worry very frequently about mental wellbeing—for themselves, for their families, and for their loved ones.

For survey respondents with household incomes of $75k or less, it's worth noting that "being able to pay the bills" came in as the most frequently worried about statement with "the mental well-being of my family, loved ones, or myself" landing in the fourth. While this finding may indicate that household income may play a role in how often residents worry about specific topics, mental wellbeing still lives in the top four most frequently worried about statements.

Least accessible resouces for families in San Mateo County; Household income $75k or less

Answered: 763
multiple select question
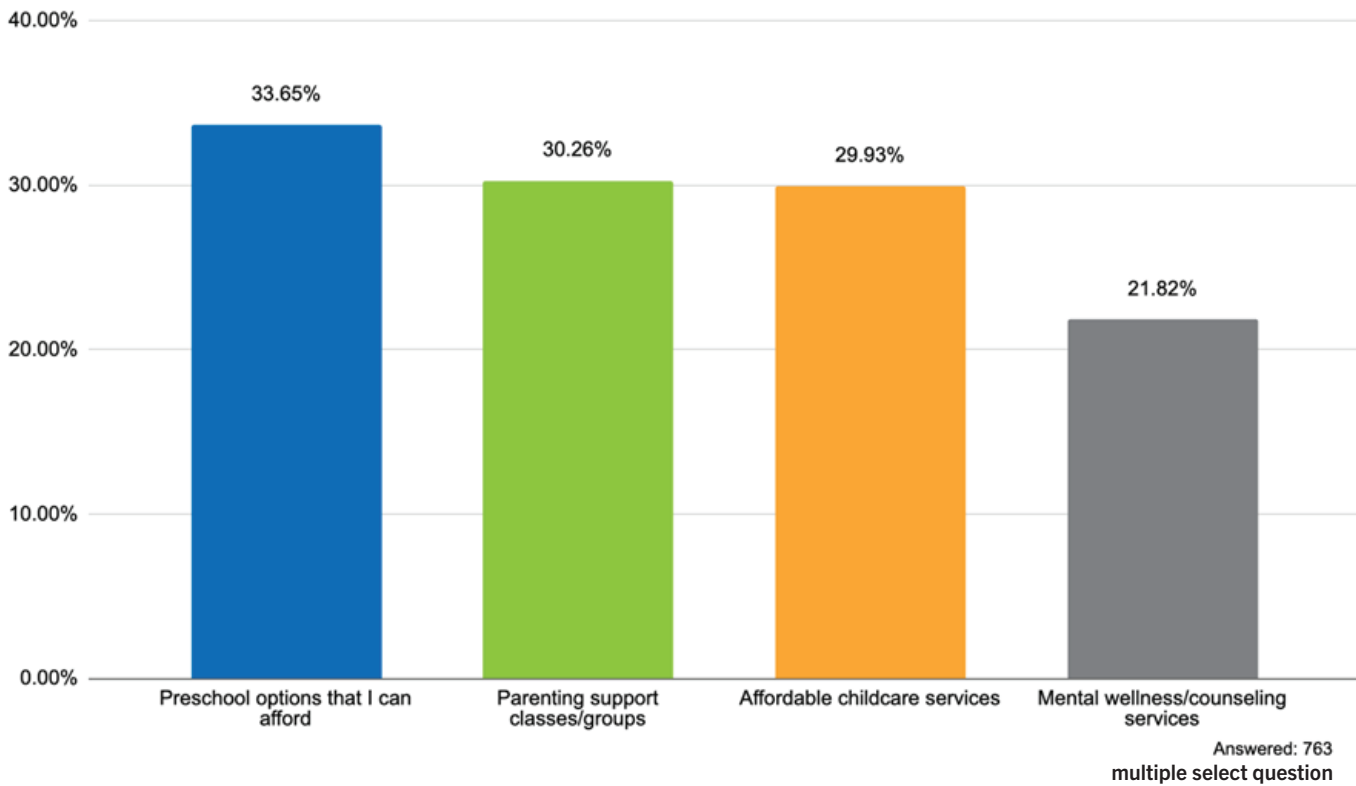
On a countywide scale, when asked to choose the top five things that residents are most concerned about for their families, mental wellness was selected as one of the top five more often than any other option. Affordable healthy food was the second most selected option. However, when focusing on respondents who have household incomes of $75k or less per year, affordable healthy food comes in as the most selected option with mental wellness landing in the second position. While household income shifts priorities slightly, the top two remain consistent for all survey responses — affordable healthy food and mental wellness.

For respondents living in temporary housing, shelters, or are currently unhoused, 33% note that mental health and addiction treatment would support their challenges with becoming housed.

Community-Based Organizations (CBOs) provide insights that resonate with the concerns of residents. They've recognized a wide range of issues, from the importance of dementia support and mental health education to the urgency of securing more counselors. Early interventions, especially for concerns like addiction and homelessness, are deemed vital. There's also a notable call for action regarding the shortage of culturally and linguistically adept mental health providers. Specifically, CBOs spoke to:

- Dementia Support: Provide resources and care options for individuals with dementia and their families.
- More Education on Mental Health: Increase awareness and education surrounding mental health issues.
- IS to Address Securing a Counselor: Implement Information Systems to streamline the process of getting counselors.
- Inclusive Youth Center: Establish a youth center focusing on mental health and peer support.
- Addiction Clinics: Create clinics that offer medication to make addiction physically unappealing.
- Early Intervention: Offer early intervention programs targeting addiction or homelessness.
- Mental Health Training: Train more counselors to address mental health needs effectively.
- Programs for Homeless: Special mental health programs catering to the needs of homeless individuals.
- Street Outreach: Deploy mental health professionals for direct outreach on streets.
- Cultural and Linguistic Competency: Not Enough Mental Health Providers: Address the shortage of culturally and linguistically competent mental health providers.

County data underscores a multifaceted mental health landscape. For children and foster youth, county staff identified a need for culturally sensitive mental health services, integrated within educational settings and communities, that focus on both racial disparities and the unique challenges faced by those in the foster system. Additionally, the rising adult population needing mental health and substance use services, of which only 67% are catered to, raised concerns for county staff as well. Veterans and their families were identified as needing a multifaceted approach, pairing mental health with other essential benefits. People experiencing low-income, are cited by staff as facing a dual burden of economic and mental health challenges and therefore would benefit from intertwined solutions, such as integrating mental health evaluations with food security programs. Meanwhile, there's a need to provide internet access points for those without, enabling them to leverage online mental health resources. Libraries are seen as spaced that can serve as hubs, not only for the functionally illiterate to access reading programs but also as points of mental health resource dissemination, according to county staff. On a broader scale, well-maintained community spaces have the potential to act as catalysts for improving overall mental well-being, while specialized, trauma-informed services are vital for victims of human trafficking.

County Data Needs/Solutions Identified:

Children:
- Need for mental health services that are culturally sensitive to reduce racial disparities in mental health care.

- Integrate culturally sensitive mental health services in schools and communities to address the needs of racially diverse families.
- Implement strategies to ensure that the increasing number of adults and children in need of mental health and substance use services actually receive them.
- Implement school-based mental health programs to address security and behavioral issues, thereby fostering a conducive learning environment.
- Mental health support needed to foster a sense of security at school and address behavioral issues that may disrupt the learning environment.

Foster Youth:
- Need for specialized mental health services, along with high-level medical support and case management.
- Peer support systems to navigate the complexities of both the foster care system and mental health challenges.

Addressing increase in support needed for adults:
- Address the 95% increase of adults who need help for mental health and substance use where only 67% received treatment.

Veterans and Families:
- Need for targeted mental health support alongside other benefits, with a focus on making families aware of these services.

People Experiencing Low Income:
- Financial stress can significantly impact mental health; therefore, strategies for increasing food security could also have mental health benefits.
- Integrate mental health assessments and short-term interventions into food security programs.
- Include mental health services in the broader range of services that families are made aware of.

People without Internet Access:
- Lack of internet can prevent access to online mental health resources, including telehealth services.
- Provide public spaces with broadband access where residents can access online mental health resources.

Anyone Who is Functionally Illiterate:

- Literacy challenges can hinder the understanding and management of mental health conditions. Libraries could serve as hubs for literacy and mental health resources.
- Use libraries as resource hubs where residents can access literacy programs alongside mental health resources.

All Residents:

- Mental health benefits from improved social interactions and physical activity in well-maintained community spaces like parks.

Victims of Human Trafficking:

- Need for specialized mental health services to address the unique traumas faced by this population.
- Introduce trauma-informed mental health services as part of the collaborative response for human trafficking victims.

Mental Health Recommendations

Recommendations for enhancing mental health services are both broad-based and targeted. There's a push for more affordable clinics on the universal front, especially those operating on a sliding scale or offering free services. Community outreach, where mental health services go to the community, such as mobile mental health services and pop-up stations, is crucial to bridging the accessibility gap. Reforming insurance policies to include mental health coverage and establishing specialized emergency centers for mental health crises have also been recommended.

Broad-based solutions:

- **Affordable Clinics:** Establish or expand free or sliding-scale mental health clinics that are accessible and offer specialized support for youth, seniors, and other vulnerable populations.
- **Bilingual and Culturally Competent Providers:** Hire providers that speak Spanish, Chinese, Tagalog, Tongan, and Samoan and come from and understand the cultures they serve. Provide scholarships to bilingual college students studying psychology, psychiatry, and other related courses. Also, develop partnerships with student organizations like La Raza that support Latinx students on campuses or Pacific Islander Student Association (PISA).
- **Community Outreach:** Launch mobile mental health services and pop-up stations, particularly in underprivileged or remote areas, to make mental health care more accessible.
- **Insurance Policy Reform:** Advocate for legislative change to include mental health coverage under medical insurance, reducing the financial burden on individuals.
- **Emergency Support:** Set up dedicated emergency numbers and centers for mental health crises. Ensure these centers have specialized personnel trained in crisis management. Make sure emergency phone services have Spanish and Chinese-speaking certified counselors always available.

Broad-based solutions:

Youth and Seniors

- **In-School Counselors:** Hire additional counselors in schools and offer educational programs on mental well-being.
- **Senior Support Services:** Establish outreach programs and facilities specifically tailored for seniors, including those with isolation and dementia.

Legal Support and Discrimination

- **Legal Aid Partnerships:** Collaborate with organizations like Coastside Hope and Puente to offer farmworkers and undocumented people legal advice and mental health services.
- **Culturally Sensitivity Training:** For mental health providers and law enforcement, offer specialized training to address the needs of culturally diverse populations better.

Follow-Up Care

- **Continual Support:** Implement systems to ensure follow-up appointments and ongoing care are readily available and affordable.

Identify and Cater to Specific Needs Groups

- **Veterans and Families:** Develop specialized mental health programs and make veterans and their families aware of these resources.
- **Foster Youth:** Establish dedicated mental health services, including peer support systems and case management.
- **Victims of Human Trafficking:** Introduce specialized, trauma-informed mental health services.
- Low-Income Individuals: Integrate mental health assessments into broader social services like food security programs.
- **People Without Internet Access:** Provide public spaces with broadband for residents to access online mental health resources.
- **Functionally Illiterate:** Utilize libraries as hubs for both literacy and mental health resources.

Data and Information Systems:

- Data-Driven Decisions: Use County and survey data to identify gaps in service barriers and effectively tailor interventions.
- Information Systems: Implement technology solutions to streamline appointment bookings, data collection, and follow-up care.
- Early Intervention: Identify risk factors and initiate early intervention programs targeting addiction and homelessness.

Recommendations for Future Research

Over the span of approximately a month, input was collected across the vast expanse of San Mateo County. During this period, the survey and listening sessions were executed simultaneously. That being said, the data gathered on this project was rich, vast, and detailed. While the survey data and listening sessions supplemented one another, with more time, the listening sessions could have enriched findings from a survey.

For future data collection endeavors, InterEthnica recommends a more structured sequence: begin with a survey to gain a topline view of the countywide needs from residents. Data from the survey could then inform the key topics for listening sessions to discuss. This would allow for a resident-focused pre-determination of topics, rather than Board-focused. After the gathered data is sorted and analyzed from the survey, subsequent listening sessions can then delve into the details, zeroing in on the ideas and strategies for services that address the needs pinpointed in the survey data.

It would also be advantageous to conduct focus groups with particular target demographics. Offering incentives in a secure and confidential setting would likely encourage participation, especially from communities that traditionally distrust government or those unfamiliar with public engagement. By examining the demographics represented in the initial survey and listening sessions, these focus groups could ensure that often overlooked or underrepresented groups are adequately included, effectively bridging any engagement gaps, and allowing space for detailed program design. Finally, we'd recommend a series of online listening sessions and focus groups, each focused on a particular topic to allow more flexibility and time for residents share details about they need.

Conclusion

The engagement and resulting information sheds significant light on the evolving landscape of resident needs in San Mateo County. Residents emphasize the importance of seeing every community segment's unique needs addressed, ensuring inclusivity, representation, and tailored solutions for each distinct group, and services that are funded in reaction to information in this report should keep that top of mind.

The heartening feedback from listening sessions indicates a positive stride towards trusting the County with resolving their woes. It is imperative that the County continues to build on the partnerships and trust established through this engagement process. The nuanced and rich insights gathered, from housing and homelessness challenges to mental health needs, from children and family services to a desire for senior-specific solutions, reflect a multifaceted community narrative. The "needs are needs" philosophy expressed by the community emphasizes the urgency to focus on genuine needs rather than getting ensnared in the bureaucratic intricacies of funding sources.

The approach employed in data collection, including listening sessions, surveys, and CBO summits, has ensured a comprehensive and multi-pronged understanding of resident sentiment. The extensive participation across various County locations further solidifies the legitimacy of the findings.

While Measure K can address certain needs, it is paramount for the County to explore additional funding avenues and synergies to meet the broader spectrum of residents' requests. By honoring and acting upon these insights, San Mateo County stands poised to cultivate an environment of trust, collaboration, and community well-being, with services funded by Measure K dollars and beyond.

Appendices

A

A: CBO Listening Session report

San Mateo County CBO Listening Session Final Report

Summary

Koné Consulting partnered with San Mateo County to facilitate the County and Nonprofit Partnerships Summit Part II: Measure K Listening Session. The purpose of the session was to elicit community perspectives and provide the county with valuable feedback on proposed changes to how Measure K funding will be granted to community organizations. The nonprofit organization feedback will shape the County's conversations with community members during listening sessions this summer.

The county provided participants with information before the session, outlining the focus areas of the event and encouraging participants to think about what critical needs or challenges their clients encounter. The focus areas included:

- Housing & Homelessness (and related mental health)
- Children & Families (and related mental health)
- Emergency Preparedness
- Other

Attendees actively participated; facilitators heard robust discussions throughout the session. While no official survey mechanism was completed, participants appeared to share honestly, openly, and appreciate the county's interest in hearing their feedback.

Session Methodology

Koné used the Institute of Cultural Affairs (ICA) facilitation methodology Technology of Participation (ToP) to conduct the in-person listening session to identify needs. It is a consensus-based approach that focuses on including all points of view, perspectives and experiences. These methods helped Koné ensure that the process was:

- Dynamic – engaging the energy of the group.
- Participatory – soliciting and honoring the creativity of all participants.
- Responsive – adaptive to meet changing needs and circumstances.
- Realistic – inclusive of practical outcomes that keep plans useful and relevant.
- Inclusive – involving a wide spectrum of skills, knowledge, interests and abilities.
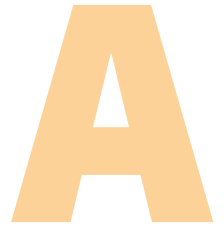
Koné focused the session around a key **Workshop Question**:

Imagine it's the year 2027 and we have come back together to reflect on the successful results we've achieved with Measure K funds. What tangible results were achieved for people in San Mateo County? What made those efforts successful? What barriers or challenges were eliminated or addressed that contributed to the success?

Koné facilitated several steps, including:

- Individual reflection (should be pretty quiet in the room) and creation of personal brainstormed list on scratch paper
- Pairs sharing of brainstormed lists and combining of lists (eliminate duplicates)
- Tabletop discussion of each pair's combined lists to ID table top themes and write on half-sheet post-it notes
- Organize post-it note ideas onto the appropriate focus area flip chart Agree on two (2) highest priority ideas from each focus
- area by dot voting on flip charts (two votes per flipchart/focus area)
- ID and prepare a person to report out two highest priorities from each focus area to the large group
- Gallery walk to view other table's work and comment using 2x2 post-it notes

Themes and Comments

Koné captured and analyzed the feedback from the session, with themes and comments outlined below. Themes represent multiple similar or related comments rolled up into a common idea. Comments represent individual ideas.

Feedback was captured in the categories as originally outlined, except for the category "across all priorities," which represents items that participants indicated applied to multiple categories.

Housing and Homelessness

Themes

- Need more affordable, stable permanent housing for a variety of subpopulations, including public educators, low income families, workers employed in the county, rural communities and coastal areas, and a variety of types of housing
- Need increased economic opportunities like a wage increase for CBO staff in the county so they can better afford to live in San Mateo County

Individual Comments

- Need flexible emergency funds for unique situations
- Need holistic and well funded approach to helping low income homeowners keep their homes, preserve equity and prepare for changing climate
- Need shelters for DV, Children and families

Children and Families

Themes

- Need affordable high quality child care especially in rural areas and need support for childcare startups to increase sustainability
- Need expanded services delivered in a one stop portal for an aging population and their caregivers including parks, recreation, intergenerational, healthcare, transportation, and wellness fairs, and need a public awareness campaign
- Need to create a Department of Children, Families and Youth to create a comprehensive system and coordinate resources for kids and families
- Need access to high quality education for all from well-paid teachers and after-school and employment services for youth, with trained multi-lingual facilitators and services to improve high school graduation rates and equity.
- Need access to holistic, high-quality healthcare and behavioral health services to reduce chronic disease and increase prevention and early intervention
- Need immigration policy and legal services support for non-profits
- Need more inclusion for people with mental and intellectual disabilities so we have connected and inclusive communities
- Need to ensure climate resiliency plans address needs of young children
- Need transportation door to door, especially in rural communities
- Need access to fresh produce, nutrition and health education to reduce and eliminate food insecurity in children

Emergency Preparedness

Themes

- Need more emergency messages, like tsunami sirens, or emergency radio announcements for floods that reach Spanish and English speakers
- Need to include climate change response, resiliency, and adaptability as a part of emergency preparedness, and involve community members and businesses
- Need to establish relationships with other CBOs for emergency prep and response to help prepare vulnerable communities to deal with emergencies
- Need to create green space and other nature-based solutions to mitigate climate change and increase climate resiliency

Themes

- Need technology improvement upgrades for emergency preparedness

Other

Themes

- Need to create equitable community spaces that acknowledge different family structures, and support those whose needs are not being met
- Need meetings facilitated by county for CBOs, service providers and businesses organized by city/community to collaborate and share solutions
- Need funding that is long-term, equitably distributed through a clear process, with clear metrics and simple reporting, and more funding allowed to cover administrative costs
- Need administrative support and capacity-building for grantees (HR, IT, contracts/fiscal, regs, facilities)

Across All Priorities

Themes

- Need to ensure ALL people in the county know about services and can access them (outreach and accessibility)
- Need to use data to understand policy gaps with input from the impacted communities to develop tailored solutions faster

Individual Comments

- Need to align outcomes to addressing the social determinants of health (Income and social protection, Education, Unemployment and job insecurity, Working life conditions, Food insecurity, Housing, basic amenities and the environment, Early childhood development, Social inclusion and non-discrimination, Structural conflict, Access to affordable health services of decent quality)
- Community policing as a focal point in training
- Intentional re engagement of formerly incarcerated folks into the workforce

Appendix: Detailed Workshop Results

Housing and Homelessness	Children & Families	Emergency Preparedness	Other	Across all priorities
Stable housing - more subsidized housing, affordable housing, Housing for educators	Support 16-24 youth for work development	Technology improvement upgrades	100% all nonprofits have access to top of the line technology	Clear process for applying for funds
Increase access to stable housing to reduce displacement and increase wealth	Comprehensive support system from cradle to career	Emergency preparedness and Climate adaptability	Safe, Equitable and brave spaces	Align outcomes to social determinants of health
Flexible emergency funds for unique situations	Increase coordination through department of Children, families and youth	Engage business and communities in climate change responses	Look at whole individual - mental health and financial wellness	Database and systems compatibility (making it easier to collab with other agencies)
Real affordable housing for low income families	High quality, local services for youth, seniors and residents (parks, green spaces, schools)	Establishing relationships with other CBOs for emergency prep and response	Long term addiction services (12 - 18 months) with housing/ conservatory	Staff retention - Hiring and retention bonuses
Holistic and well funded approach to helping low income homeowners keep their homes, preserve equitty and prepare for changing climate	Immigration policy + support	County wide access to resilience centers for climate challenges	Coordinated system of care across agencies with a lead agency	Facility improvement - workspaces for orgs
Housing for Staff in the county of their employment	Access to high quality education to all students in San Mateo County	Increase climate resilience and health through the use of green space	Build community where people, whose needs are met, are supporting others whose needs aren't	Eliminate anti-immigrant polices and anti-immigrant sentiments
Affordable housing, increase homeownership and rental production	Healthcare for holistic and on-demand approach for everyone	Flood warnings, tsunami sirens	Transportation solutions in rural communities	Eliminate racism and inequity from distribution and funding
Distribute affordable housing to marginalized and rural communities	childcare opportunities and support for rural communities	Emergency messages, radio reaches spanish and english speakers	innovation isn't the solution for grant proposals, we have effective strategies that need to be more well funded	Community policing as a focal point in training
Affordable housing built in ignored communities	Intergenerational day care, seniors and children in same location	Nature based solutions to mitigate natural disasters	Better pipeline for mental health providers to get hired	Intentional reengagement 0of formerly incarcerated folks into the workforce

Housing and Homelessness	Children & Families	Emergency Preparedness	Other	Across all priorities
Shelters for DV, Children and families	Transportation door to door	Prepare vulnerable communities to deal with emergencies	People knowing where to go for help	Increased salaries and benefits for Non-profit workers in the mental health agencies
Increase in ownership model affordable housing	Wellness fair/clinics/ education - mental health first aid, proactive, appreciating care givers		Too much time spent reporting and less restrictions by the county	Money for modern communication and promotion. How to properly message on Social Media
preservation of naturally occurring affordable housing	Education - well trained facilitators, parenting, multilingual services		Building strong partnerships	Redefining access and affordability
Housing built downtown	Create community awareness/emphasis on comprehensive services for all older adults, at all stages addressing all needs		We must regularly as a city with neighborhood teams to share our peer to peer solutions	Looking into policy gaps through community and academia. Develop flexibility and speed up policy changes
Reduce barriers to housing in coastal zone	Reduce and eliminate food insecurity in children - access to fresh produce, nutrition and health education		We coordinate city teams with all CBOs, business groups and service providers	Encouraging and creating collaboration channels for programs and funding
Affordable community wages	Reduction in chronic disease related to diet		We have our cities organize into neighborhood teams with 12 people in each team with a budget to pay for projects and staff	Increase screening for all basic needs at every service touchpoint
rent control	Increase sustainability of childcare county wide		Intentional facilitation of collaboration among grantees with relevant services/communities	Acknowledge different family structures
Close Juvenile hall and convert into housing	Pilot program to share cost of childcare to address high cost		Facilitation and collaboration with education centers to increase pipeline of bipoc staff/employees	At the proposal level, finding a way to shift perspective away from NIMBY to participating in the solution by incorporating the wider impacted community in definition making and solution seeking

Housing and Homelessness	Children & Families	Emergency Preparedness	Other	Across all priorities
optimizing CBO, community and county partnerships	Help facilitate startup for licensed child care		Multi-year funding with clear/specific identified metrics with efficient reporting requirements	Multi year funding that includes OP-EX so we can pay staff a livable wage
Increase economic opportunities	Ensure climate resilience plans address needs of young children		Equity of funding distribution including geographic and small communities not just size of impact	Ensure appropriate language and culture access
A variety of housing options for different populations	Increase preventative services for youth mental health		Long term funding	sufficient resources for mental health care that is affordable
behavioral health programs to support mental health needs	Ensure each city community has a childcare master plan		full funding including operational and admin costs. equal funding for services and administration	adequate pay for service providers
	Provide home visiting for all new parents		Increase funding for administrative costs in all proposals	
	one stop portal for senior services		Reduce administrative barriers to all beneficial work (regulation, funding, contracts)	Ensuring communities know about and can access services
	Holistic substance abuse programs for prevention and early intervention		Thriving sustainable local food system	Equitable funding to the different communities in the county
	Robust paid internships for behavioral health programs		Consider natural resource management and climate resilience as components of all priority areas	
	Establish office of children and families to coordinate resources		Human resource support for non profits	
	long term funding for senior transportation services		investment of existing funding into Measure K for long term	
	Free and safe everything for kids (education, childcare)			

Housing and Homelessness	Children & Families	Emergency Preparedness	Other	Across all priorities
	Connected communities			
	Immigration legal services for non profits			
	More intergenerational opportunities			
	Provide support for teachers (housing, adequate pay, benefits)			
	Focus on successful highschool graduations and invest in education equity			
	Afterschool supportive services - support for students, trainings			
	more inclusion for people with mental and intellectual disabilities			
	Build a sense of community			
	Expanded support services for an aging population			

Dept	Proposal name	BOS Priority Area	Impacted Population	Need Identified 1	Need Identified 2	Need Identified 3	Need Identified 4	Need Identified 5
DA	MDT Interventions to prevent elder abuse and abuse of individuals with disabilities	Children and Families	Ages 65+/elder abuse	Coordination of services for complex needs				
DA	Prevention, Intervention, and supports in response to gun violence	Children and Families	Disabled adults	Abuse/neglect prevention				
DA	Mental health support services for vulnerable populations	Children and Families	Children exposed to domestic violence and vicitms of critical events	Lasting impact on children's mental health and development after exposure to domestic violence	Lasting impact on the mental health of people involved in critical events like mass shootings			
DEM	Secure Your Space	Emergency Preparedness	Childcare centers in underserved regions	Reduce earthquake hazards, particularly for individuals with limited mobility and daycare centers located in underserved regions	377 childcare centers, and many of them could greatly benefit from emergency training, equipment, and measures to mitigate non-structural hazards			
DEM	Neighborhood Resilience Centers	Emergency Preparedness	Resident experieincing homelessness	Places for residents to stay safe during emergencies	Locations equipped with emergency power to run heating, cooling, and air filtering units, and charging devices, and a place to rest and recover	Information and coordination hubs for assistance and information during and after disasters		

Dept	Proposal name	BOS Priority Area	Impacted Population	Need Identified 1	Need Identified 2	Need Identified 3	Need Identified 4	Need Identified 5
DEM	Emergency Planning for Pescadero	Emergency Preparedness	Residents of the south coast	South coast community has faced a lack of adequate support during emergency situations	Central hub for disaster recovery in the entire south coast region	Essential resources such as emergency power, communication systems	First-responders likely to be overwhelemed during large scale emergencies	
DPW	Timely Response and Recovery	Emergency Preparedness	Users of rural roads	No easily accessible funds for emergency roads repair work	Understand procurement options for emergency response with regard to roads	Reduce time to respond to road repairs after emergencies and distasters		
DPW	Risk Assessment and Hazard Mapping	Emergency Preparedness	Users of rural roads	Unknown location of areas prone to specific types of emergencies	Identify roads that are critical evacuation routes, have a history of issues (Higgins, Gazos, etc.), and incerase the resiliency of these roads/areas			
First 5	Mental health services landscape scan for ages 0 - 5	Children and Families	Ages 0 - 5 and families	Mental health needs assessment	Lagging social/emotional development			
Health	Baby Dividend	Children and Families	First time pregnant women on Medi-Cal	Health equity	Alleviating poverty	Women and children's health	Enhanced Medi-Cal services	

Appendix B: Summary of County Data

Dept	Proposal name	BOS Priority Area	Impacted Population	Need Identified 1	Need Identified 2	Need Identified 3	Need Identified 4	Need Identified 5
Health	Street and Field Medicine Public Health Nurse	Children and Families	Farmworkers	Current field medicine team underserving need by 88%				
Health	School age mental health needs	Children and Families	School age children	Depresssion related feelings survey results	Suicidal ideation survey results	Self-inflicted injury survey results	BHRS/SMCOE planning process	
Health	School age substance abuse pilot	Children and Families	School age children	High school student substance abuse near or above state average	Low utilization of substance abuse services by Medi-Cal covered youth	80% of Court and Community School youth have Medi-Cal 37.5% of SSFUSD students have Medi-Cal		
Health	Expand Meals on Wheels	Children and Families	Adults living with disabilities ages 18-59	Individuals under 60 years of age cannot get Meals on Wheels	Addresses the state's Master Plan on Aging Goal Three: Inclusion and Equity, Not Isolation for our adults with disabilities.	No other funding exists to support the needs of this age group		

Dept	Proposal name	BOS Priority Area	Impacted Population	Need Identified 1	Need Identified 2	Need Identified 3	Need Identified 4	Need Identified 5
Health	Enhanced Opioid Response	Housing and Homelessness, Mental Health	People experiencing homelessness and people addicted to opioids	Increased fentanyl and fentanyl plus stimulant deaths year-over-year	Asian/Pacific Islander and Latinx communities are underserved by BHRS substance use disorder services			
Health	Increase Housing Supports/ Eviction Diversion for Older Adults, Mental Health	Housing and Homelessness, Mental Health, Emergency Preparedness	Low income older adults	Increased likelihood of eviction or displacement due to hoarding or unsanitary living conditions	Older adults in higher level of care than appropriate due to lack of other housing	Older adults at risk of homelessness without inappropriate housing/care		

Appendix B: Summary of County Data

Dept	Proposal name	BOS Priority Area	Impacted Population	Need Identified 1	Need Identified 2	Need Identified 3	Need Identified 4	Need Identified 5
Health	Equity-focused disaster preparedness	Emergency Preparedness	Residents involved in a disaster	MHOAC needs geographically distributed service points and supply cache locations on the Coastside (2) and Bayside (1)	Increased MHOAC deployments since 2017	Geographically diverse population in need of MHOAC services		
Health	Health real-time GIS data gathering	Data	County Health staff	Incorporate data from 3 Health data systems with 5 emergency preparedness partners				
Health	Baby Dividend evaluation (see notes)	Data	County Health staff					
Health/ DA	Family Justice Center/Keller Center	Children and Families	Sexually abused children	Pandemic decentralized service provision locations	247 Forensic Interviews; 46 Sexual Abuse Medical Exams in 2021			
HR	Affordable Housing	Housing and Homelessness	Employees and Residents	Financial Support for rent or home downpayment				
HR	Workforce Development/Inclusive Staffing	Children and Families	Youth, veterans, people with disabilities	Career pipelines/opportunities into county employment	available childcare for employees			
HSA	Homeless Outreach Team	Housing and Homelessness, Emergency Preparedness	Adults, Youth, Families	Provide enough interim housing for anyone who requires it	Enhanced outreached from HOT services on evening and weekends			

Dept	Proposal name	BOS Priority Area	Impacted Population	Need Identified 1	Need Identified 2	Need Identified 3	Need Identified 4	Need Identified 5
HSA	Coordinated Entry System	Housing and Homelessness	Adults, Youth, Families	Number of households served by CES continues to grow	Expanded access on weekend/evenings			
HSA	Rapid Rehousing	Housing and Homelessness	Adults, Youth, Families	Providing safe permanent housing				
HSA	Subsidized Housing	Housing and Homelessness	Families, Seniors, individuals with disabilities	Need financial support to exit transition to permanent housing	Expand vouchers for those who are homeless			
HSA	Homeless Prevention, intervention and stabilization	Housing and Homelessness, Emergency Preparedness	Adults, Youth, Families	Requests for emergency financial assistance averages 445 requests per month				
HSA	HOME: Employment Services	Housing and Homelessness	Unhoused Adults	Develop job skills to obtain employment and secure income				
HSA	Supportive housing for individuals with mental health challenges	Housing and Homelessness, Mental Health	Individuals with mental health challenges	On-site support for housing individuals with mental health challenges	Increase number of available units with on-site support			
HSA	Additional Interim and permanet affordable hoiusing for families	Housing and Homelessness, Emergency Preparedness, Children and Families	Families	65% increase in the number of homeless families waiting for shelter				
HSA	Child Abuse Prevention	Children and Families	Children	Reduce racial disparities experienced by families in the system	Reduce incidents of child abuse	95% increase of adults who need help for mental health and substance use. Only 67% received treatment		

Dept	Proposal name	BOS Priority Area	Impacted Population	Need Identified 1	Need Identified 2	Need Identified 3	Need Identified 4	Need Identified 5
HSA	Foster Youth Health Services	Children and Families	Foster Youth	High level medical support	Case Management Support	Health Education	Increased readiness of caregivers to meet health needs of children	
HSA	Educational and Employment Support for Foster Youth	Children and Families	Foster Youth	increase skills for job readiness	Inrease positive educational outcomes including High School completion			
HSA	Foster Youth Advocacy and Mentorship	Children and Families	Foster Youth	Peer support for youth and families to navigate system and challenges				
HSA	Housing & Emergency Shelter support for child welfare involved families and transition age foster youth	Children and Families	Child Welfare and Foster Youth	More permanent housing for transition age foster youth	More permanent housing for child welfare involved families			
HSA	Outreach to Veterans and their families	Children and Families	Veterans and Families	Make families aware of services available to meet their needs	Make families aware of PACT act to expand health care and benefits			
HSA	Food insecurity	Children and Families	Low income individuals	People do not have enough income to meet basic food needs				
HSA	Improved communication tools for disaster response	Emergency Preparedness	All Residents (Coast in particular)	Need for better communication between disaster staff during emergencies	Satellite phones and radios stored at hubs in rural areas			

Appendix B: Summary of County Data

Dept	Proposal name	BOS Priority Area	Impacted Population	Need Identified 1	Need Identified 2	Need Identified 3	Need Identified 4	Need Identified 5
HSA	Expanded Cellular Access	Emergency Preparedness	Mid Coast Residents	Increase cellular access for mid coast residents				
HSA	County Departmental Support for Disaster Response	Emergency Preparedness	County residents impacted by emergencies and disasters	Additional staff support for mass care and shelter	support for training, preparation and development of procedures for Care and Shelter programs			
HSA	Cloud Based Database System	Emergency Preparedness	County residents impacted by emergencies and disasters	system for tracking and deploying distaster services workers, including list of skills, training, assignments	Need to decrease labor intensive time of deploying DSW staff/resources during emergencies			
HSA	Pilot test community-based sheltering programs	Emergency Preparedness	County residents impacted by emergencies and disasters	Need location to shelter people that are not used for other functions (schools, etc)	Need to find size appropriate places to shelter individuals (Like a South Coast resiliency center)			
HSA	Mini grant programs	Emergency Preparedness	Coastside residents	support community based programming specific to mass shelter and care to augment, not replace, existing efforts	County staff may not always be able to access Coastside in emergency. Need local options and efforts			
ISD	Internet Connectivity	Children and Families	People without broadband access					
ISD	Disaster Recover Solution	Emergency Preparedness	County Staff					

Dept	Proposal name	BOS Priority Area	Impacted Population	Need Identified 1	Need Identified 2	Need Identified 3	Need Identified 4	Need Identified 5
Library	Literacy	Children and Families	Anyone who is functionally illiterate	45% of third graders do not read at grade level	73% Latino, African American, and Pacific Islander third graders do not read at grade level	15-22% of adults in San Mateo County are estimated to have low English literacy	Libraries provide many social services outside of business/school hours	
Library	Digital Access	Children and Families	Anyone who need to access the internet	Low income families need broadband and device access all days and hours	Low income families need printing and tech support	More information about services should be available to more people (languages, location, media, etc)		
Library	Social Services	Children and Families, Housing and Homelessness	People and families who experience food insecurity	71% of children eligible for free and reduced lunch do not receive meals in the summer	Increasing number of adults needing free meals, even as communities dip below the threshold of qualifying for free and reduced lunch federally subsidized baselines.			

Dept	Proposal name	BOS Priority Area	Impacted Population	Need Identified 1	Need Identified 2	Need Identified 3	Need Identified 4	Need Identified 5
Library	Emergency Resilience Centers	Emergency Preparedness	County residents impacted by emergencies and disasters	Support residents through natural disasters, power outages, flooding, wildfires, and air quality issues	Respond effectively to the critical needs caused by these disasters, designated community spaces must be supported by generators to provide emergency power, device charging, and WiFi connectivity	Address the social and human needs of residents through emergencies		
Library	Workforce Support	Children and Families, Housing and Homelessness, Mental Health	Adults experiencing unemployment	Create local flexible learning opportunities to underserved residents	Unemployed or underemployed residents may disproportionately be women, people of color, young people, and people with less than a bachelor's degree	Support populations re-entering the workforce after incarceration or who are recovering from mental illness and/or substance abuse		
OOS	Home for All	Housing and Homelessness	Communities of color, aging population and the LGBTQ+ community	Housing affordability challenge in the County	Jobs-housing imbalance in the County			
OOS	Half Moon Bay Landfill Site Hazardous Mitigation Restoration	Emergency Preparedness	Residents near Half Moon Bay Landfill/coast	Unlined landfill site vulnerable to sea level rise	Hazardous waste exposure risk			

Dept	Proposal name	BOS Priority Area	Impacted Population	Need Identified 1	Need Identified 2	Need Identified 3	Need Identified 4	Need Identified 5
OOS	Organic materials management	Emergency Preparedness	Focused on reducing environmental impact of disasters	County cannot currently reuse organic material that results from a disaster	Need to restore ground slope stability after natural disasters			
OOS	Climate resilience: Community Resilience Centers/Hubs	Emergency Preparedness	Low income/vulnerable communities	Official emergencies are not always declared for climate-related threats like high heat, wildfire, smoke, and power outages	Low income people disproportionately impacted by climate-related unofficial emergencies and have few ways to stay safe			
OOS	Climate resilience: Renters Resilience	Emergency Preparedness	Low-income renters, older adults, children, individuals with health conditions, or individuals with disabilities.	Renters cannot add resiliency measures without landlord approval	Lack of useful heat in winter	Lack of useful shade in warmer months		
OOS	Climate resilience: Resilient Business	Emergency Preparedness	Small to medium sized businesses	Businesses do not close during high heat events, impacting their employees	Funding for small to medium businesses for energy efficiency, water conservation, and pollution reduction during disasters or crises is scarce	Businesses in socially vulnerable areas of the County experience this more		

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Dept	Proposal name	BOS Priority Area	Impacted Population	Need Identified 1	Need Identified 2	Need Identified 3	Need Identified 4	Need Identified 5
Parks	Recreational opportunities for all residents	Children and Families	All Residents	Facility maintenance	Playground development and maintenance	Provide and maintain reservable picnic sites	Manage trails and campgrounds	
Parks	Wildfire	Emergency Preparedness	Residents who live in fire danger areas/air quality for all residents	Plan, permit, and implement fuel breaks, shaded fuels breaks, and fire roads	Maintain fuel breaks, shaded fuel breaks, and fire roads			
Sheriff	Human Trafficking Prevention	Children and Families	Victims of Human Trafficking	Human Trafficking Prevention	Collaborative Response for Human Trafficking	Access to case management for victims of trafficking	Human Trafficking training and capacity building	
Sheriff	School Resources and Family Support Officers	Children and Families	School age children	Foster sense of security at school	Assistance in addressing behavioral issues with children at school			
Sheriff	Gun Buy Back Events	Children and Families	All Residents	Reduce number of guns in community				
Sheriff	SMCO Critical Infrastruction Communications	Emergency Preparedness	All Residents	Update critical communication infrastructe				
Sheriff	Portable Radio System	Emergency Preparedness	All Residents	Update critical communication infrastructe				
Sheriff	SFIA Crime and Intelligence Analyst	N/A	Travelers at airport	Increase ability to address and analyze crime				

Dept	Needs		Projected Outome 1	Projected Outome 2	Projected Outome 3	Projected Outome 4	All Outcomes	
DA	Coordination of services for complex needs		Increased access and utilization of services				Increased access and utilization of services	
DA	Abuse/neglect prevention		Community Awareness				Community Awareness	
DA	Lasting impact on children's mental health and development after exposure to domestic violence; Lasting impact on the mental health of people involved in critical events like mass shootings		Healthier individuals	Improved community health	Disruption in the cycle of violence	Lower crime rates	Healthier individuals; Improved community health; Disruption in the cycle of violence; Lower crime rates	
DEM	Reduce earthquake hazards, particularly for individuals with limited mobility and daycare centers located in underserved regions; 377 childcare centers, and many of them could greatly benefit from emergency training, equipment, and measures to mitigate non-structural hazards		Daycare employees who are better prepared and equipped to provide care for children in the aftermath of a significant earthquake	Daycare centers receive enhancements for non-structural hazard reduction	Safer environment for both children and their caregivers in childcare facilities		Daycare employees who are better prepared and equipped to provide care for children in the aftermath of a significant earthquake; Daycare centers receive enhancements for non-structural hazard reduction; Safer environment for both children and their caregivers in childcare facilities;	
DEM	Places for residents to stay safe during emergencies; Locations equipped with emergency power to run heating, cooling, and air filtering units, and charging devices, and a place to rest and recover; Information and coordination hubs for assistance and information during and after disasters;		Development of neighborhood resiliency networks	Reduction in Heat- and Cold-related emergency medical 9-1-1 calls			Development of neighborhood resiliency networks Reduction in Heat- and Cold-related emergency medical 9-1-1 calls	

Appendix B: Summary of County Data

Dept	Needs		Projected Outome 1	Projected Outome 2	Projected Outome 3	Projected Outome 4	All Outcomes	
DEM	South coast community has faced a lack of adequate support during emergency situations; Central hub for disaster recovery in the entire south coast region; Essential resources such as emergency power, communication systems; First-responders likely to be overwhelemed during large scale emergencies		Access to required emergency response resources in Pescadero including local residents trained in emergency response	Centralized communication hub that facilitates coordination for disaster relief efforts in collaboration with the Regional Operations Center	South coast region that is better prepared and equipped to handle emergencies		Access to required emergency response resources in Pescadero including local residents trained in emergency response; Centralized communication hub that facilitates coordination for disaster relief efforts in collaboration with the Regional Operations Center South coast region that is better prepared and equipped to handle emergencies;	
DPW	No easily accessible funds for emergency roads repair work; Understand procurement options for emergency response with regard to roads; Reduce time to respond to road repairs after emergencies and distasters;		Road repair based on functional need, not reimbursement status of work	Faster road accessibility and functionality after disasters			Road repair based on functional need, not reimbursement status of work; Faster road accessibility and functionality after disasters	
DPW	Unknown location of areas prone to specific types of emergencies; Identify roads that are critical evacuation routes, have a history of issues (Higgins, Gazos, etc.), and incerase the resiliency of these roads/areas		Planning and implementing appropriate measures to mitigate risks and build resilience of rural roads throughout the County				Planning and implementing appropriate measures to mitigate risks and build resilience of rural roads throughout the County	
First 5	Mental health needs assessment; Lagging social/emotional development		Resource idenification	Build capacity for mental health services			Resource idenification; Build capacity for mental health services	
Health	Health equity; Alleviating poverty; Women and children's health; Enhanced Medi-Cal services		Reduce health care costs	Alleviate poverty and ongoing need for aid	Improved health and mental health	Improved childhood health outcomes	Reduce health care costs; Alleviate poverty and ongoing need for aid; Improved health and mental health; Improved childhood health outcomes	

Dept	Needs		Projected Outome 1	Projected Outome 2	Projected Outome 3	Projected Outome 4	All Outcomes	
Health	Current field medicine team underserving need by 88%		Double field medicine reach	Increase outreach to farms in HMB, north/central coast	Expand coast outreach		Double field medicine reach; Increase outreach to farms in HMB, north/central coast; Expand coast outreach;	
Health	Depresssion related feelings survey results; Suicidal ideation survey results; Self-inflicted injury survey results; BHRS/SMCOE planning process		19% decrease in self-inflicted injuries over a two-year period.	Decrease of moderate/high level suicide risk incidents	Decrease need for PES transportation		19% decrease in self-inflicted injuries over a two-year period. Decrease of moderate/high level suicide risk incidents; Decrease need for PES transportation;	
Health	High school student substance abuse near or above state average; Low utilization of substance abuse services by Medi-Cal covered youth; 80% of Court and Community School youth have Medi-Cal 37.5% of SSFUSD students have Medi-Cal;		Increase the number of youth who participate in SUD early intervention services within the pilot schools.	Increase the number of youth who participate in SUD treatment services within the pilot school.	Decrease the number of youth indicating they have used drugs or alcohol in the past month within pilot school		Increase the number of youth who participate in SUD early intervention services within the pilot schools. Increase the number of youth who participate in SUD treatment services within the pilot school. Decrease the number of youth indicating they have used drugs or alcohol in the past month within pilot school;	
Health	Individuals under 60 years of age cannot get Meals on Wheels; Addresses the state's Master Plan on Aging Goal Three: Inclusion and Equity, Not Isolation for our adults with disabilities.; No other funding exists to support the needs of this age group;		Increase the nutritional health of homebound adults with disabilities	26 individuals will receive 5 meals per week for 52 weeks	AAS will expand our service provider pool from one to five		Increase the nutritional health of homebound adults with disabilities; 26 individuals will receive 5 meals per week for 52 weeks; AAS will expand our service provider pool from one to five;	

Dept	Needs		Projected Outome 1	Projected Outome 2	Projected Outome 3	Projected Outome 4	All Outcomes	
Health	Increased fentanyl and fentanyl plus stimulant deaths year-over-year; Asian/Pacific Islander and Latinx communities are underserved by BHRS substance use disorder services		Increased number of educational presentations for first responders, schools, faith based, community support groups and families on opioid use, prevention, and treatment. Increased number of individuals trained to use Naloxone or other opioid specific prevention efforts.	Increased number of Fentanyl and Xylazine test strips, naloxone kits distributed within San Mateo County. Increased awareness of substance use treatment services and how to access care.	Increased percent of client admissions by race and ethnicity in comparison to the MediCal population and the percent of individuals who completed a detox treatment episode. Increased number of youths who access outpatient and residential treatment by year.	Increased number of new harm reduction SUD housing units created.	Increased number of educational presentations for first responders, schools, faith based, community support groups and families on opioid use, prevention, and treatment. Increased number of individuals trained to use Naloxone or other opioid specific prevention efforts. Increased number of Fentanyl and Xylazine test strips, naloxone kits distributed within San Mateo County. Increased awareness of substance use treatment services and how to access care. Increased percent of client admissions by race and ethnicity in comparison to the	
Health	Increased likelihood of eviction or displacement due to hoarding or unsanitary living conditions; Older adults in higher level of care than appropriate due to lack of other housing; Older adults at risk of homelessness without inappropriate housing/care		Focus on successful hoarding interventions and ongoing case management services will prevent loss of stable housing and decrease risk for homelessness in older adults. Reduction of cases identified by the Ombudsman as at risk of eviction/evicted	Eliminate costs to hospitals who previously had to house displaced older adults until an affordable lower level of care or skilled nursing placement was secured. Ensures skilled nursing facility beds are available to those meeting the appropriate level of care.	Clients will continue to reside and receive care at their current placement until supplemental funding through the Assisted Living Waiver or other CalAIM programs can be obtained. Maintaining placement in residential care/board and care facilities would ensure continuity of care and reduce stress to older adults being relocated inappropriately.		Focus on successful hoarding interventions and ongoing case management services will prevent loss of stable housing and decrease risk for homelessness in older adults. Reduction of cases identified by the Ombudsman as at risk of eviction/evicted Eliminate costs to hospitals who previously had to house displaced older adults until an affordable lower level of care or skilled nursing placement was secured. Ensures skilled nursing facility beds are available to those meeting the appropriate level of	

Dept	Needs		Projected Outome 1	Projected Outome 2	Projected Outome 3	Projected Outome 4	All Outcomes	
Health	MHOAC needs geographically distributed service points and supply cache locations on the Coastside (2) and Bayside (1); Increased MHOAC deployments since 2017; Geographically diverse population in need of MHOAC services;		Decentralized MHOAC disaster response operations	More supply caches on the Coastside	Increased MHOAC medical disaster preparedness	Increased disaster response communications	Decentralized MHOAC disaster response operations; More supply caches on the Coastside; Increased MHOAC medical disaster preparedness Increased disaster response communications	
Health	Incorporate data from 3 Health data systems with 5 emergency preparedness partners		Time optimized medial and health response in disasters	Timely information sharing with public safety stakeholders during a disaster	Equitable service to the most vulnerable populations during a disaster		Time optimized medial and health response in disasters; Timely information sharing with public safety stakeholders during a disaster; Equitable service to the most vulnerable populations during a disaster;	
Health								
Health/ DA	Pandemic decentralized service provision locations; 247 Forensic Interviews; 46 Sexual Abuse Medical Exams in 2021		Recentralization of services	Engagement of victims in therapeutic services that address trauma and reduce likelihood of trauma-related negative health impacts such as severe depression	Reduction of time from referral to treatment to engagement in treatment		Recentralization of services; Engagement of victims in therapeutic services that address trauma and reduce likelihood of trauma-related negative health impacts such as severe depression; Reduction of time from referral to treatment to engagement in treatment;	
HR	Financial Support for rent or home downpayment		More employeesl living in the county	Retention of employees			More employeesl living in the county Retention of employees	
HR	Career pipelines/opportunities into county employment; available childcare for employees		Improved retention	Improve lives of family through well paying jobs with benefits			Improved retention Improve lives of family through well paying jobs with benefits	
HSA	Provide enough interim housing for anyone who requires it; Enhanced outreached from HOT services on evening and weekends		Achieve function zero homelessness	Increase the number of unsheltered individuals to mental health services			Achieve function zero homelessness; Increase the number of unsheltered individuals to mental health services	

Dept	Needs		Projected Outome 1	Projected Outome 2	Projected Outome 3	Projected Outome 4	All Outcomes	
HSA	Number of households served by CES continues to grow; Expanded access on weekend/evenings		Increase diversion services	Expand to evening and weekends			Increase diversion services; Expand to evening and weekends	
HSA	Providing safe permanent housing		Increase # of people who exit homelessness to permanent housing	Decrease teh length of time people experience homelessness			Increase # of people who exit homelessness to permanent housing; Decrease teh length of time people experience homelessness	
HSA	Need financial support to exit transition to permanent housing; Expand vouchers for those who are homeless		More families and individuals secure permanent housing				More families and individuals secure permanent housing	
HSA	Requests for emergency financial assistance averages 445 requests per month		Decrease number of people who become homeless	Decrease number of pepole who return to homelessness			Decrease number of people who become homeless; Decrease number of pepole who return to homelessness	
HSA	Develop job skills to obtain employment and secure income		Increae income to obtain permanent housing	Provide transferrable skills to obtain employment	Increase number of unhoused individuals who obtain employment		Increase income to obtain permanent housing; Provide transferrable skills to obtain employment; Increase number of unhoused individuals who obtain employment;	
HSA	On-site support for housing individuals with mental health challenges; Increase number of available units with on-site support		Maintain permanent housing for those with mental health challenges				Maintain permanent housing for those with mental health challenges	
HSA	65% increase in the number of homeless families waiting for shelter		Decrease number of families waiting for family shelters	Increase number of families who secure permanent affordable housing			Decrease number of families waiting for family shelters; Increase number of families who secure permanent affordable housing	
HSA	Reduce racial disparities experienced by families in the system; Reduce incidents of child abuse; 95% increase of adults who need help for mental health and substance use. Only 67% received treatment;		Increased access to services	Reduction of child abuse	Reduce racial disparities		Increased access to services; Reduction of child abuse; Reduce racial disparities;	

Dept	Needs		Projected Outome 1	Projected Outome 2	Projected Outome 3	Projected Outome 4	All Outcomes	
HSA	High level medical support; Case Management Support; Health Education; Increased readiness of caregivers to meet health needs of children		Regular and consistent medical and dental exams	Appropriate administration of medications	Navigation support for those with acute and chronic care needs		Regular and consistent medical and dental exams; Appropriate administration of medications; Navigation support for those with acute and chronic care needs;	
HSA	increase skills for job readiness; Inrease positive educational outcomes including High School completion		Increased employment rate	Increased educational level (High School diplomas)			Increased employment rate; Increased educational level (High School diplomas)	
HSA	Peer support for youth and families to navigate system and challenges		Increased understanding of Court recommendations related to Dependency matters.	Increased engagement of foster youth in Court proceedings.	Increased involvement of individuals with lived experience in Child and Family Team meetings and other CFS operations.		Increased understanding of Court recommendations related to Dependency matters. ; Increased engagement of foster youth in Court proceedings. ; Increased involvement of individuals with lived experience in Child and Family Team meetings and other CFS operations. ;	
HSA	More permanent housing for transition age foster youth; More permanent housing for child welfare involved families		Reduce incidents of homelessess				Reduce incidents of homelessess	
HSA	Make families aware of services available to meet their needs; Make families aware of PACT act to expand health care and benefits		Increase number of veterans accessing services	Increase monthly assistance veterans receive	Increase number of college fee waivers granted		Increase number of veterans accessing services; Increase monthly assistance veterans receive; Increase number of college fee waivers granted;	
HSA	People do not have enough income to meet basic food needs		Increase food security				Increase food security	
HSA	Need for better communication between disaster staff during emergencies; Satellite phones and radios stored at hubs in rural areas		Improved disaster response and safety for deployed diaster service workers	Improved communication at EOC and DOC sites			Improved disaster response and safety for deployed diaster service workers; Improved communication at EOC and DOC sites	

Dept	Needs		Projected Outome 1	Projected Outome 2	Projected Outome 3	Projected Outome 4	All Outcomes	
HSA	Increase cellular access for mid coast residents		Improved access and communications for Coastside residents	Improved disaster response and safety for deployed diaster service workers			Improved access and communications for Coastside residents; Improved disaster response and safety for deployed diaster service workers	
HSA	Additional staff support for mass care and shelter; support for training, preparation and development of procedures for Care and Shelter programs		Improved Mass Care and Shelter community response	Standard processes and trackign tools for care and shelter disaster events			Improved Mass Care and Shelter community response; Standard processes and trackign tools for care and shelter disaster events	
HSA	system for tracking and deploying distaster services workers, including list of skills, training, assignments; Need to decrease labor intensive time of deploying DSW staff/resources during emergencies		Improved communication and tracking	Ability to more quickly deploy DSW to field			Improved communication and tracking; Ability to more quickly deploy DSW to field	
HSA	Need location to shelter people that are not used for other functions (schools, etc); Need to find size appropriate places to shelter individuals (Like a South Coast resiliency center)							
HSA	support community based programming specific to mass shelter and care to augment, not replace, existing efforts; County staff may not always be able to access Coastside in emergency. Need local options and efforts		Increased capacity on Coastside in event county staff can't access to open a TEP or shelter.				Increased capacity on Coastside in event county staff can't access to open a TEP or shelter.	
ISD	Internet connectivity						Access to government services, programs, schooling	
ISD	Technical support for disaster recovery to include servers and backup system						Preserve data in case of disaster	

Dept	Needs		Projected Outome 1	Projected Outome 2	Projected Outome 3	Projected Outome 4	All Outcomes	
Library	45% of third graders do not read at grade level; 73% Latino, African American, and Pacific Islander third graders do not read at grade level; 15-22% of adults in San Mateo County are estimated to have low English literacy; Libraries provide many social services outside of business/school hours		Improved literacy proficiency rates	Historically underserved communities and BIPOC populations will receive equitable support to work towards parity in literacy across different populations for both adults and children.			Improved literacy proficiency rates; Historically underserved communities and BIPOC populations will receive equitable support to work towards parity in literacy across different populations for both adults and children.	
Library	Low income families need broadband and device access all days and hours; Low income families need printing and tech support; More information about services should be available to more people (languages, location, media, etc);		Improved digital connectivity and use of technology by all residents	Increased participation in the workforce and educational system	Benefits for NFO and EPA, areas of most need		Improved digital connectivity and use of technology by all residents; Increased participation in the workforce and educational system; Benefits for NFO and EPA, areas of most need;	
Library	71% of children eligible for free and reduced lunch do not receive meals in the summer; Increasing number of adults needing free meals, even as communities dip below the threshold of qualifying for free and reduced lunch federally subsidized baselines.		Reduce food insecurity and decrease the number of residents going hungry each day	Bundle social services to increase service delivery via Library services	Reduce travel time to receive social services	Service providers and partners would be able to concentrate efforts to address needs in historically underserved communities	Reduce food insecurity and decrease the number of residents going hungry each day; Bundle social services to increase service delivery via Library services; Reduce travel time to receive social services; Service providers and partners would be able to concentrate efforts to address needs in historically underserved communities	

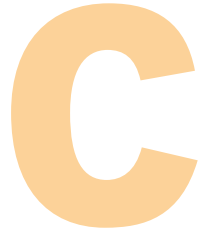| Dept	Needs		Projected Outome 1	Projected Outome 2	Projected Outome 3	Projected Outome 4	All Outcomes	
Library	Support residents through natural disasters, power outages, flooding, wildfires, and air quality issues; Respond effectively to the critical needs caused by these disasters, designated community spaces must be supported by generators to provide emergency power, device charging, and WiFi connectivity; Address the social and human needs of residents through emergencies;		Ensure libraries are a safe place to go during emergencies	Designate libraries and other community spaces as resiliency centers	Support communities during service disruptions, environemntal, and medical emergencies	Community members would benefit from increased education and awareness about the importance of being prepared	Ensure libraries are a safe place to go during emergencies Designate libraries and other community spaces as resiliency centers; Support communities during service disruptions, environemntal, and medical emergencies; Community members would benefit from increased education and awareness about the importance of being prepared	
Library	Create local flexible learning opportunities to underserved residents; Unemployed or underemployed residents may disproportionately be women, people of color, young people, and people with less than a bachelor's degree; Support populations re-entering the workforce after incarceration or who are recovering from mental illness and/or substance abuse;		Public libraries to become economic development leaders in their communities	Advance equitable economic recovery and increase local employment	Promote employment, career development, and skill-building for job seekers	Build library staff skills and confidence in supporting job seekers from diverse backgrounds.	Public libraries to become economic development leaders in their communities; Advance equitable economic recovery and increase local employment; Promote employment, career development, and skill-building for job seekers; Build library staff skills and confidence in supporting job seekers from diverse backgrounds.	
OOS	Housing affordability challenge in the County; Jobs-housing imbalance in the County		Meeting RHNA numbers for extremely low, very low, low, and moderate incomes	Prevention of housing displacement			Meeting RHNA numbers for extremely low, very low, low, and moderate incomes; Prevention of housing displacement	
OOS	Unlined landfill site vulnerable to sea level rise; Hazardous waste exposure risk		Mitigation process next steps taken	Bluff restoration	Increased safety for nearby recreation sites		Mitigation process next steps taken; Bluff restoration; Increased safety for nearby recreation sites;	

Dept	Needs		Projected Outome 1	Projected Outome 2	Projected Outome 3	Projected Outome 4	All Outcomes	
OOS	County cannot currently reuse organic material that results from a disaster; Need to restore ground slope stability after natural disasters		Study, perform outreach, develop a plan to reuse organic material after a natural disaster	Turn organic waste into required resources for increased slope stability	Create mulch, compost, and topsoil locally after a natural disaster		Study, perform outreach, develop a plan to reuse organic material after a natural disaster; Turn organic waste into required resources for increased slope stability; Create mulch, compost, and topsoil locally after a natural disaster;	
OOS	Official emergencies are not always declared for climate-related threats like high heat, wildfire, smoke, and power outages; Low income people disproportionately impacted by climate-related unofficial emergencies and have few ways to stay safe		Cooling centers for heat emergencies	Clean air/ventilation centers for smoke emergencies			Cooling centers for heat emergencies; Clean air/ventilation centers for smoke emergencies	
OOS	Renters cannot add resiliency measures without landlord approval; Lack of useful heat in winter; Lack of useful shade in warmer months;		Expand/continue a pilot that provides portable heat pumps and solar shades to renters	Create a study on how to meet the needs of rental household heat, power, and wildfire smoke resiliency efforts			Expand/continue a pilot that provides portable heat pumps and solar shades to renters; Create a study on how to meet the needs of rental household heat, power, and wildfire smoke resiliency efforts	
OOS	Businesses do not close during high heat events, impacting their employees; Funding for small to medium businesses for energy efficiency, water conservation, and pollution reduction during disasters or crises is scarce; Businesses in socially vulnerable areas of the County experience this more;		Increased resiliency measures for small - medium sized businesses including HVAC filters, outdoor shades and portable heat pumps, sump pumps/wet-dry vacuums for flood resilience, battery backup, disaster kits and emergency response plans for employees	Support for small - medium sized businesses for energy efficiency, water conservation, and pollution reduction during disasters or crises			Increased resiliency measures for small - medium sized businesses including HVAC filters, outdoor shades and portable heat pumps, sump pumps/wet-dry vacuums for flood resilience, battery backup, disaster kits and emergency response plans for employees; Support for small - medium sized businesses for energy efficiency, water conservation, and pollution reduction during disasters or crises	

Dept	Needs		Projected Outome 1	Projected Outome 2	Projected Outome 3	Projected Outome 4	All Outcomes	
Parks	Facility maintenance; Playground development and maintenance; Provide and maintain reservable picnic sites; Manage trails and campgrounds		Mental health benefits, which could be, in part, due to improved social interactions, increased opportunities for physical activity, or lower stressful exposures from park use	Access to safe and welcoming parks	Safe opportunities for outdoor exercise and interactions with nature	Meet high demand for camping sites	Mental health benefits, which could be, in part, due to improved social interactions, increased opportunities for physical activity, or lower stressful exposures from park use; Access to safe and welcoming parks; Safe opportunities for outdoor exercise and interactions with nature; Meet high demand for camping sites	
Parks	Plan, permit, and implement fuel breaks, shaded fuels breaks, and fire roads; Maintain fuel breaks, shaded fuel breaks, and fire roads		Reduce wildfire fuel	Preserve emergency responders' ability to access, contain, and suppress wildfires	Create defensible space along road networks in high-risk areas		Reduce wildfire fuel; Preserve emergency responders' ability to access, contain, and suppress wildfires; Create defensible space along road networks in high-risk areas;	
Sheriff	Human Trafficking Prevention; Collaborative Response for Human Trafficking; Access to case management for victims of trafficking; Human Trafficking training and capacity building		Reduction in victims				Reduction in victims	
Sheriff	Foster sense of security at school; Assistance in addressing behavioral issues with children at school		Support crisis response minimizing disruptions to learning environment				Support crisis response minimizing disruptions to learning environment	
Sheriff	Reduce number of guns in community		Reduction in gun related violence				Reduction in gun related violence	
Sheriff	Update critical communication infrastructe		Increase reliability and coverage of communication system				Increase reliability and coverage of communication system	
Sheriff	Update critical communication infrastructe		Increase reliability and coverage of communication system				Increase reliability and coverage of communication system	
Sheriff	Increase ability to address and analyze crime							

Appendices

C: Questions Submitted on Welcome Cards at the Listening Sessions

C

1. Questions Submitted on Welcome Cards at the Listening Sessions
2. Are there plans to improve housing options for senior citizens in our district?
3. Are there plans to create more low-income apartments in our district?
4. Is there assistance available for the elderly, especially senior citizens, in our district?
5. How can we involve the community in maintaining cleanliness in our city's parks?
6. Is there a plan to address the issue of one person buying multiple homes for rentals in our district?
7. Are there plans to build more affordable housing for low-income residents in our district?
8. What is being done about the shortage in the need for housing for essential workers?
9. What is being done about Rent Control?
10. What is being done about abusive and violent evictions?
11. an you provide more details on the proposal to improve the quality of life in the coastal area, specifically regarding housing for low-income residents?
12. Can you provide information on affordable housing options for single-income individuals in our district?
13. Can you provide more details on the resources available for major home repairs for low-income homeowners?
14. How can we get more affordable childcare and housing in our community?
15. What is the proposal to improve the quality of life in the coastal area concerning housing for low-income individuals?
16. What are the requirements for obtaining housing or an apartment for senior citizens?
17. Who is eligible for affordable housing?
18. How can more low-income apartments be created?
19. How can we increase security and attention to health and hygiene in our city?
20. What steps can be taken to improve health insurance options for residents in our district?
21. Can we expect to see more medical clinics for young people above 18 in our community?
22. What programs are available to address the mental health needs of senior adults?
23. What plans are there for additional medical clinics for young people after 18 and assistance for the elderly?
24. How can we address the lack of substance use disorder services for transitional-aged youth in San Mateo County?
25. What mental health services are available in our community, especially for seniors?
26. How can we ensure that mental health services are easily accessible to homeless individuals in our community?

27. How can the SSF community center help individuals navigate mental health challenges and provide cultural support?

28. How can mental health services, childcare, and emergency services be improved and expanded?

29. What steps can be taken to provide mental health services to the homeless and actively address homelessness, emergency preparedness, and support for children and families?

30. How can the county address the need for substance use disorder services for transitional-aged youth?

31. Can we improve safety measures in our local parks?

32. Can we increase fines for fireworks to deter their use in our area?

33. What measures can be taken to enhance neighborhood safety, and what specific safety measures are being considered?

34. How can we address the issue of speeding cars in our community, particularly on weekends, and are traffic calming measures being considered?

35. What initiatives are in place to provide more class I bicycle routes and recreational areas isolated from motor vehicles?

36. Can we explore the possibility of establishing a community center in the Westside area to provide a gathering space for residents?

37. What programs and resources are available for children and families in terms of health and partnerships with schools and senior centers?

38. How can we ensure collaboration, coordination, and co-location of social services across the city, county, CBOs, and community centers to better serve our community?

39. My district lacks funds to maintain the temperature of a pool they are building. Are there available funds or solutions to address this issue?

40. Is it possible to eliminate the fee for shopping bags charged at 0.25 each time we shop in our district?

41. What initiatives are in place to provide help for senior citizens in our community?

42. What educational programs are available for young children in our district?

43. Can more mental health services, affordable housing for seniors, and transportation options for isolated seniors be provided?

44. Should seniors be included in the same category as children and families, or should their unique needs be addressed separately?

45. How can we address job opportunities in our area and create programs to help residents find employment?

46. How can we improve after-school care and transportation services in our district?

47. How can we ensure that open spaces are protected from development and preserved for future generations?

48. How can collaboration, coordination, and co-location of social services be improved across the city, county, CBOs, and community centers?

49. How can more activities be developed for seniors?

50. How can concrete emergency planning, transportation, and community interaction be enhanced on the coast?

51. How can more affordable childcare and housing be obtained, especially given the high cost of living?

52. How can the county assist with housing and mental health services, and how can residents request streetlights?

53. What initiatives are in place to provide help for senior citizens, education for young children, housing for senior citizens, and enhanced security and health measures in the city?

54. What are the top priorities in childcare, childcare providers, and building the childcare workforce?

55. When will the NFO Middlefield Road project be completed, and what will be done about abandoned buildings and broken infrastructure?

56. How can we ensure complete transparency in the decision-making process for allocating funds?

57. Can you provide examples of causes that have received funding in the past and the impact they've had on the community?

58. How will the county ensure hearing from diverse voices and prioritize communities with each category of funding?

59. Can Measure K funding be used to support Quarry Park, evacuation planning, and pollution reduction efforts?

60. What is the timeline for the allocation of Measure K funds, and is there a budget for the funding?

61. When was the last time Measure K expenditures were audited by an independent outside auditor?

62. Why was the American Medical Response SMART car contract renewed without competitive bids after repeated failure to meet goals?

63. How many Measure K-funded contracts has the Board of Supervisors approved after competitive bidding?

64. How can the county ensure equitable distribution of past grants, and will information about past recipients be available?

65. How are community interests weighed against each other, and how are decisions made regarding funding allocation?

66. How are community interests and needs prioritized when allocating funds, and can you explain the decision-making process?

67. How can concerns about social anxiety and potential issues from SFO be addressed, including funding for various city needs?

68. How can we address flooding concerns and emergency evacuation routes in our area?

69. What is the plan to address tree removal and erosion support for disaster preparedness?

70. Is there a plan to provide potable water to the high school?

71. Can we expect better emergency response warning systems for fire, earthquake, and other natural disasters?

72. Can safety measures, emergency preparedness, and assistance for the unhoused be increased?

73. What steps are being taken to address flooding issues?

74. Can more safety measures, emergency preparedness, and support for the unhoused be implemented?

75. How can we make listening sessions a more systematic practice to better understand the community's needs?

76. How can the county ensure that the voices of diverse communities are heard, and what criteria will be used to assess impact and priorities?
77. How will the program's priorities be determined, and will the process be transparent?
78. How can listening sessions be made more systematic to strengthen partnerships and address community needs effectively?
79. How can the county ensure the inclusion of diverse voices and prioritize communities that cannot attend in-person events?

Appendices

D: Welcome Marbles by Community

Where did the marbles land by community?

Each listening session garnered unique results for this activity. The results below document the marble tallies by session. Please note that participation in the listening sessions were not restricted to residents of the nearby area and residents could attend any of the sessions. The information below is provided with the understanding that most participants were from the general area where the listening session occurred.

When interpreting the data from the Daly City listening session, the distinctive circumstances surrounding the welcome marble activity are important to note when reviewing the data. The setup in Daly City presented a range difference that influenced how the activity was conducted. Firstly, there was a substantial audience already seated at the venue due to a prior event, predominantly comprising older individuals, many of whom had mobility issues. The desire to begin the event earlier than planned and to accommodate different abilities, the welcome table was not set up at the Daly City listening session. The absence of a dedicated welcome table, combined with the early start of the session, meant that attendees gradually trickled in, rather than arriving en masse. As a result, instead of relying on a central point of engagement, staff proactively approached as many attendees as possible before the meeting to facilitate the marble activity. Thus, while the participation in the marble activity might appear different or limited in comparison to other sessions, it is essential to interpret this data in the light of these unique factors.
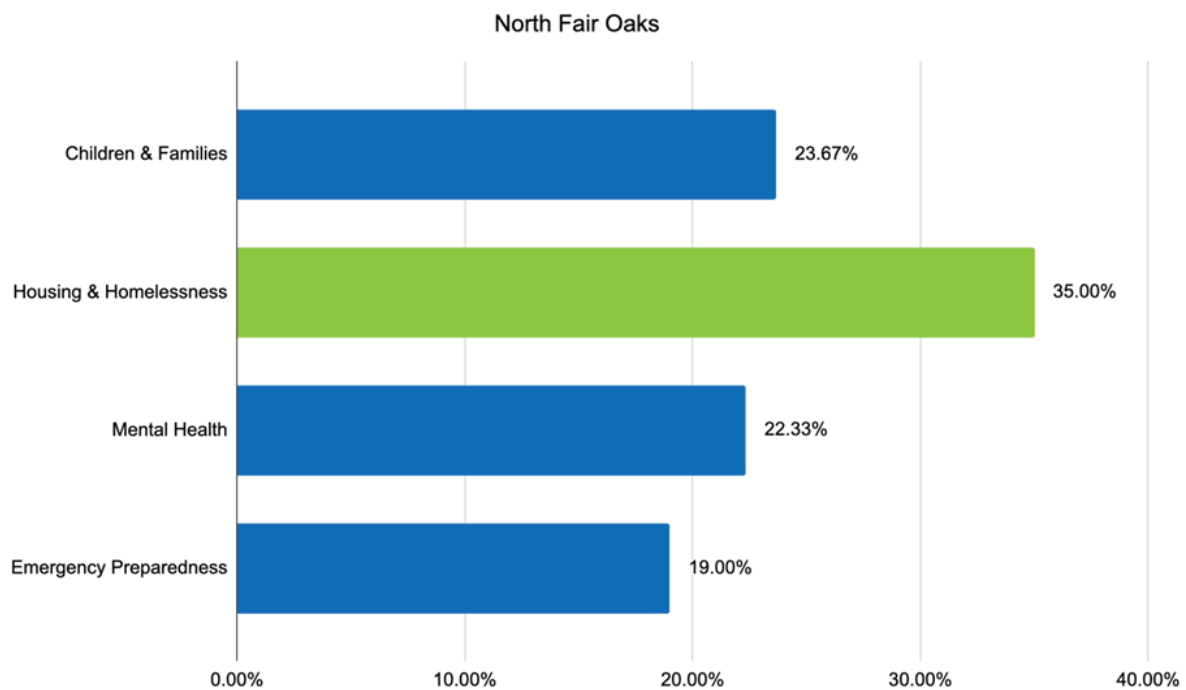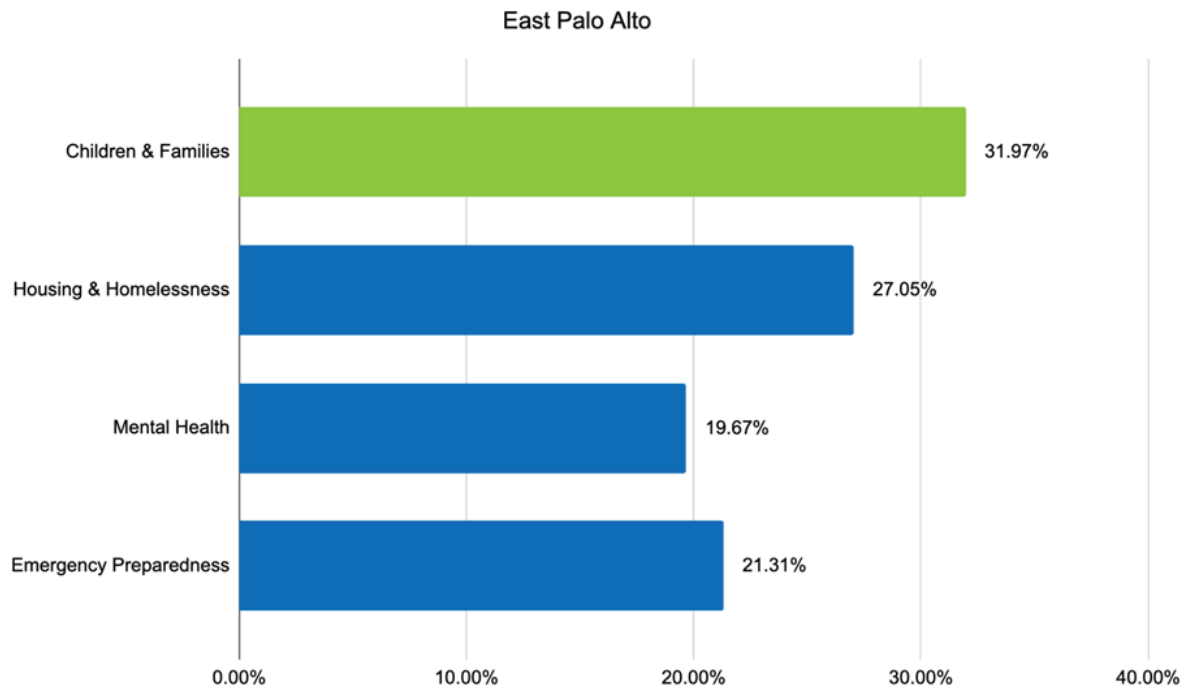
On the Coast: Participants in El Granada expressed a clear need for services related to Emergency Preparedness, whereas those in Pescadero need programs to support needs related to Housing and Homelessness.

On the Coast: Participants in El Granada expressed a clear need for services related to Emergency Preparedness, whereas those in Pescadero need programs to support needs related to Housing and Homelessness.

El Granada

Category	Percentage
Children & Families	18.34%
Housing & Homelessness	23.37%
Mental Health	21.30%
Emergency Preparedness	36.98%

Pescadero

Category	Percentage
Children & Families	17.15%
Housing & Homelessness	55.66%
Mental Health	11.33%
Emergency Preparedness	15.86%
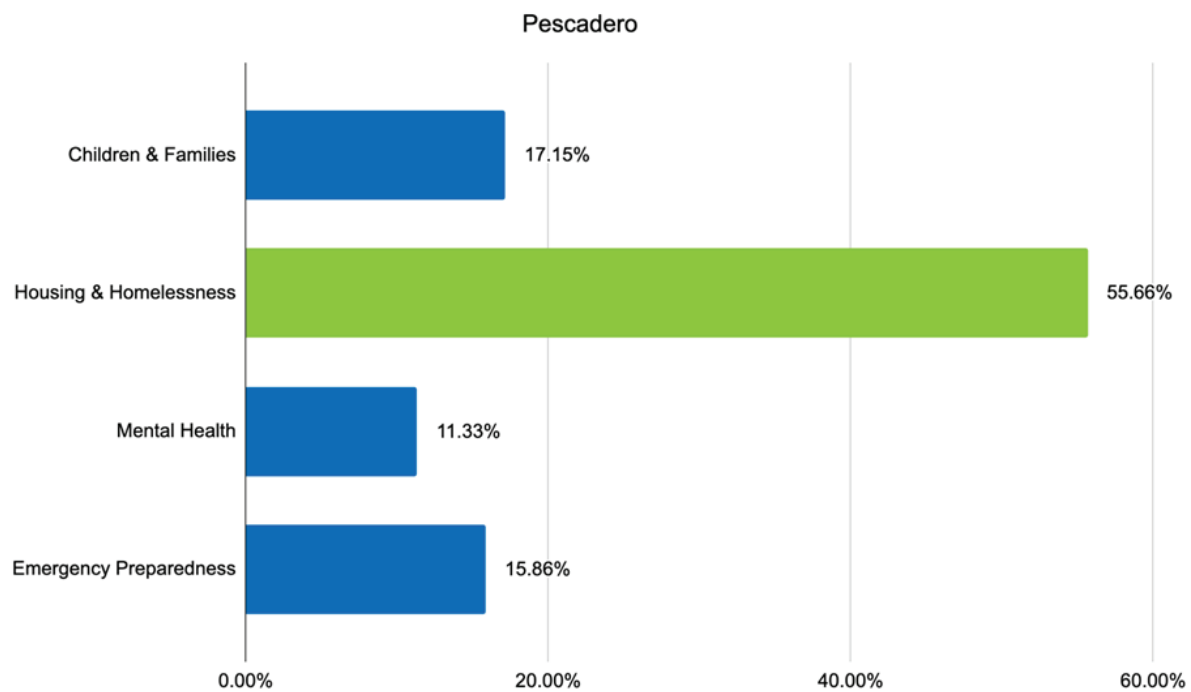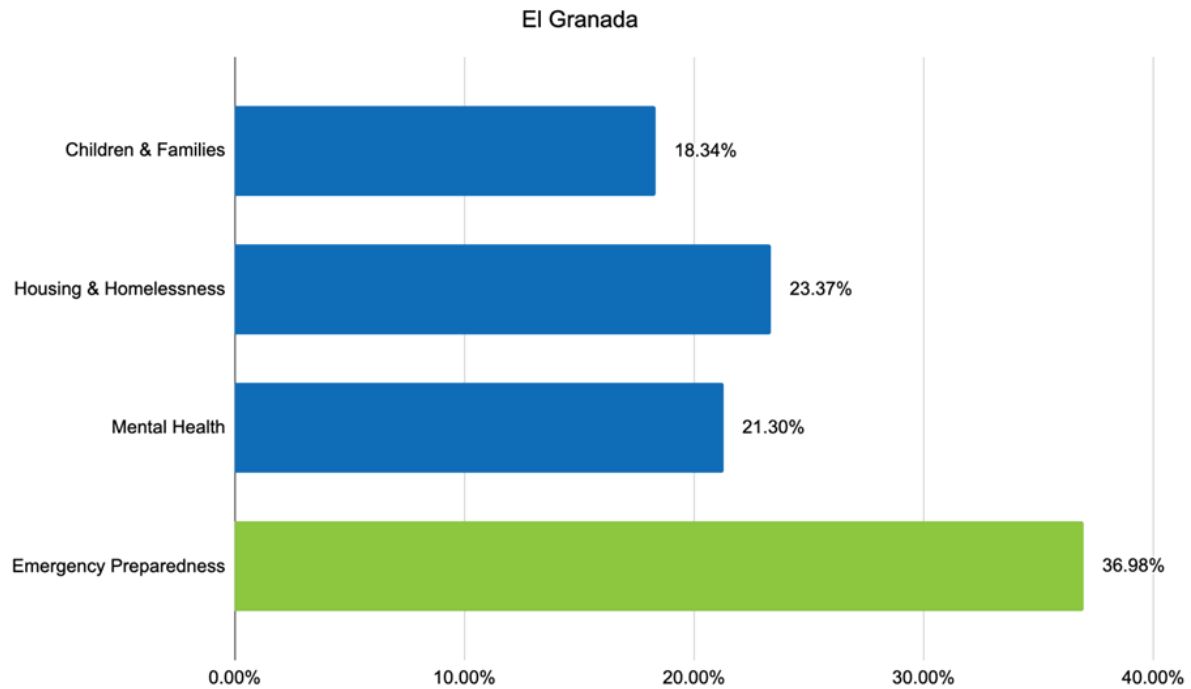
South County: In East Palo Alto, residents expressed their needs for Children & Families and Housing & Homeless were high with fairly balanced marble placement, and in North Fair Oaks, Housing & Homelessness landed as the top need for participants.
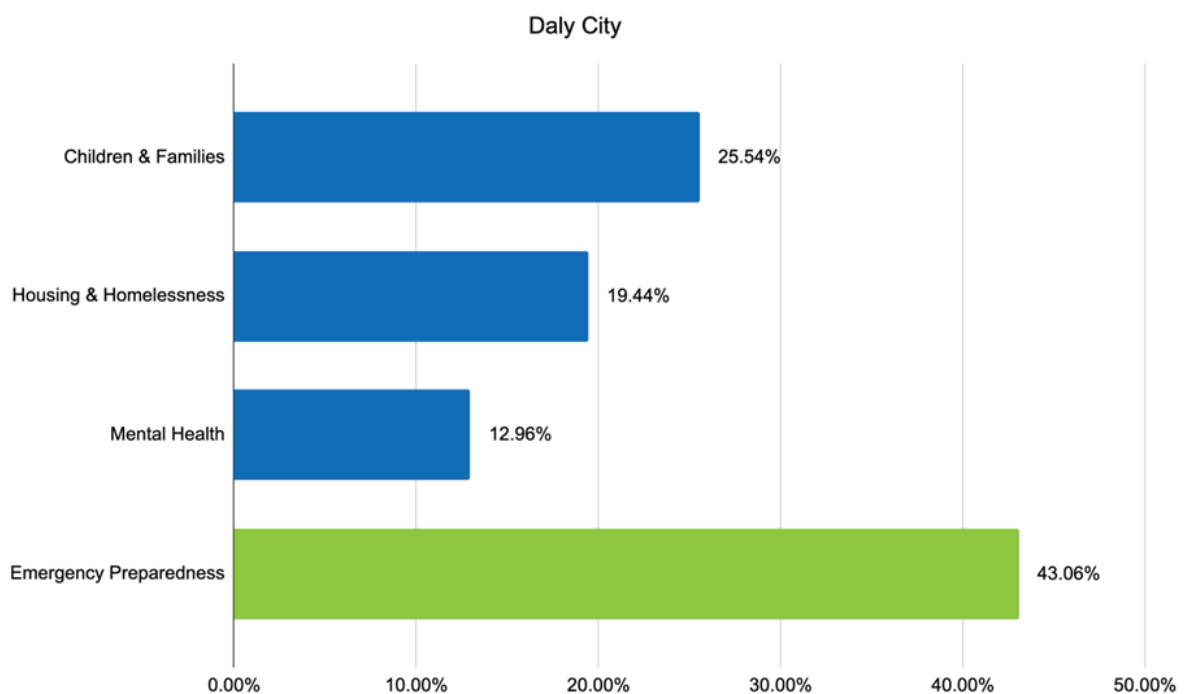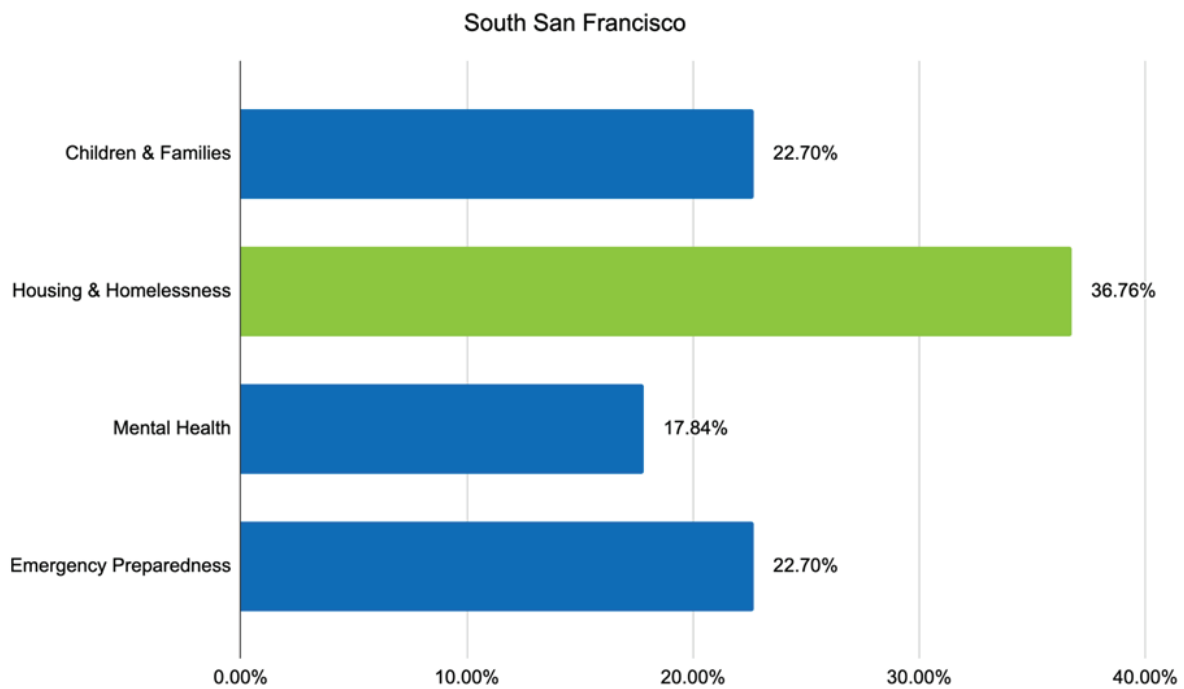
East Palo Alto

Category	Percentage
Children & Families	31.97%
Housing & Homelessness	27.05%
Mental Health	19.67%
Emergency Preparedness	21.31%

North Fair Oaks

Category	Percentage
Children & Families	23.67%
Housing & Homelessness	35.00%
Mental Health	22.33%
Emergency Preparedness	19.00%

Central County: In San Mateo, residents expressed Mental Health as a top need with Housing & Homelessness coming in as a strong runner up.

San Mateo

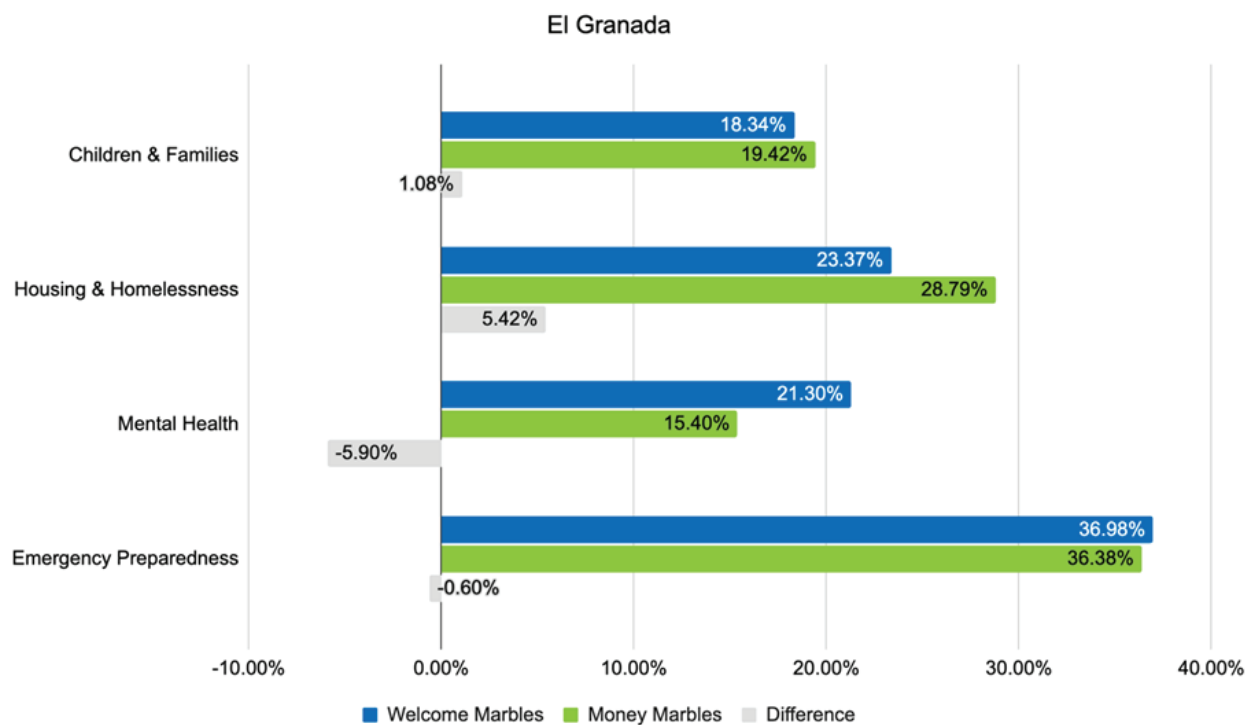| Category	Percentage
Children & Families	15.48%
Housing & Homelessness	28.87%
Mental Health	32.22%
Emergency Preparedness	23.43%
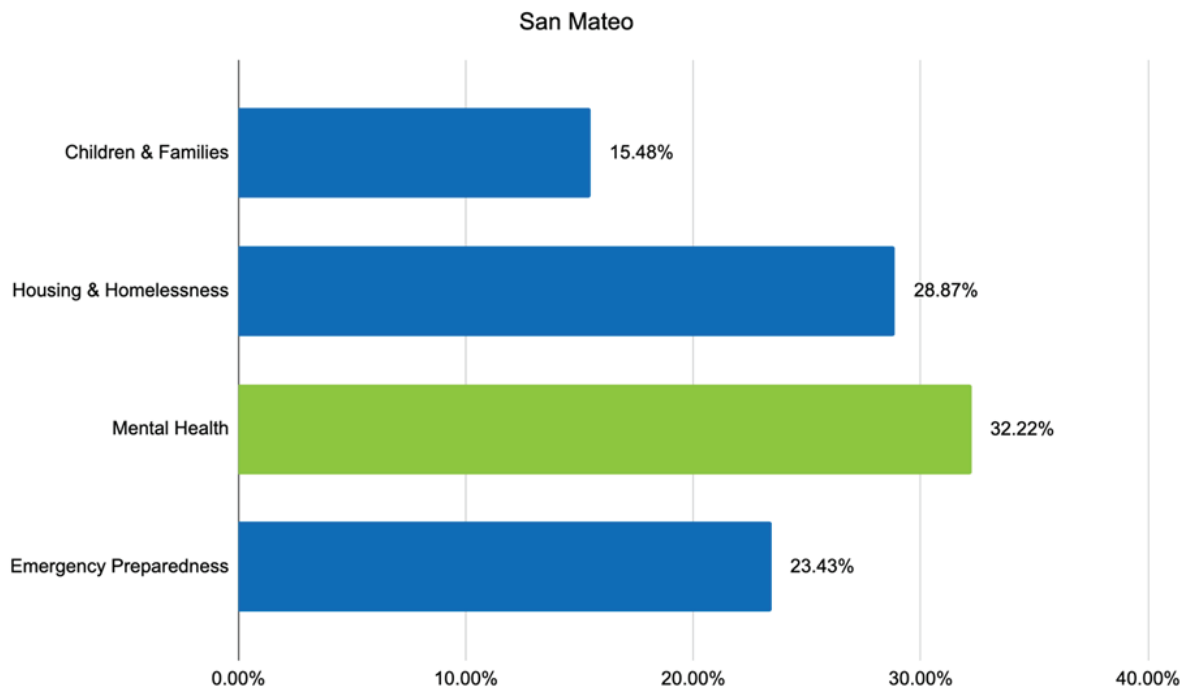
North County: In South San Francisco, Housing & Homelessness garnered the most marbles. Whereas in Daly City, Emergency Preparedness had the majority of marbles.


South San Francisco

Category	Percentage
Children & Families	22.70%
Housing & Homelessness	36.76%
Mental Health	17.84%
Emergency Preparedness	22.70%

Daly City

Category	Percentage
Children & Families	25.54%
Housing & Homelessness	19.44%
Mental Health	12.96%
Emergency Preparedness	43.06%

Appendices

E: Money Marbles by Community

E

El Granada

In El Granada, the Children & Families topic witnessed a minor increase of 1.08% in funding preference. However, Housing & Homelessness garnered a significant rise of 5.42%. In contrast, Mental Health saw a decline of 5.90%, while Emergency Preparedness dipped slightly by 0.60%.
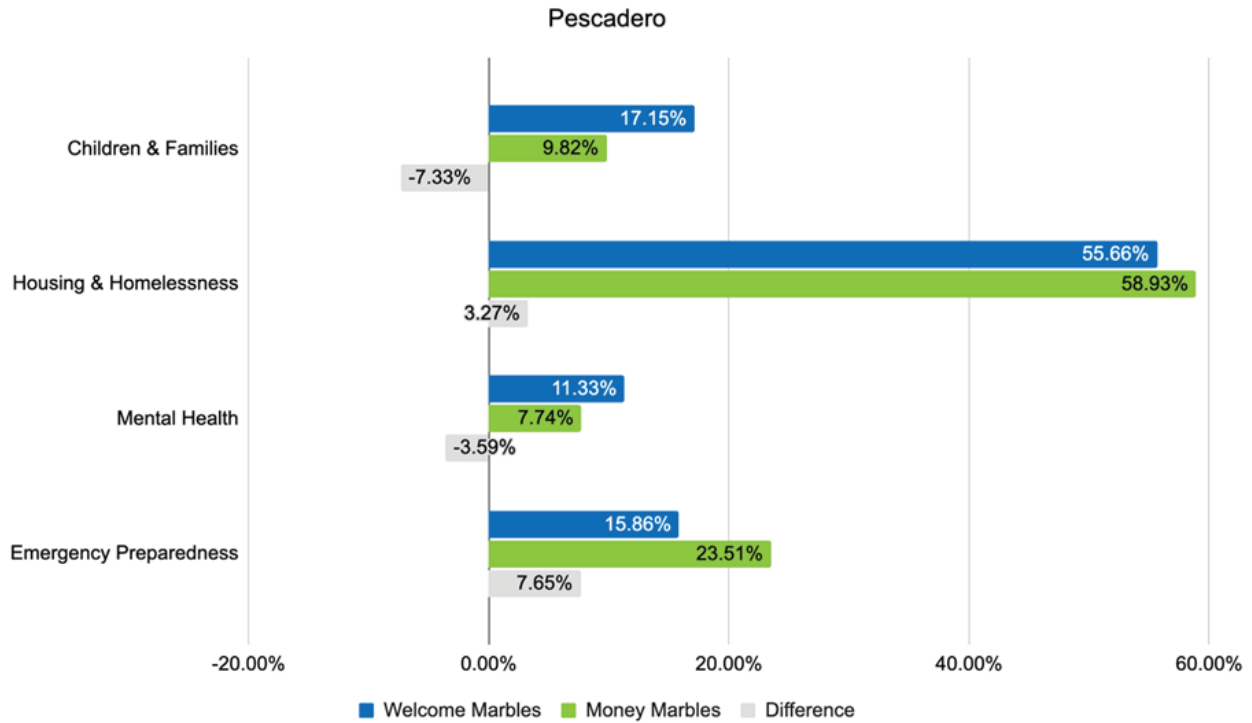
Pescadero

For Pescadero, there was a significant drop of 7.33% in funding priority for Children & Families. The Housing & Homelessness section had an uptick of 3.27%, while Mental Health dipped by 3.59%. Emergency Preparedness, on the other hand, experienced a rise, increasing by 7.65%.
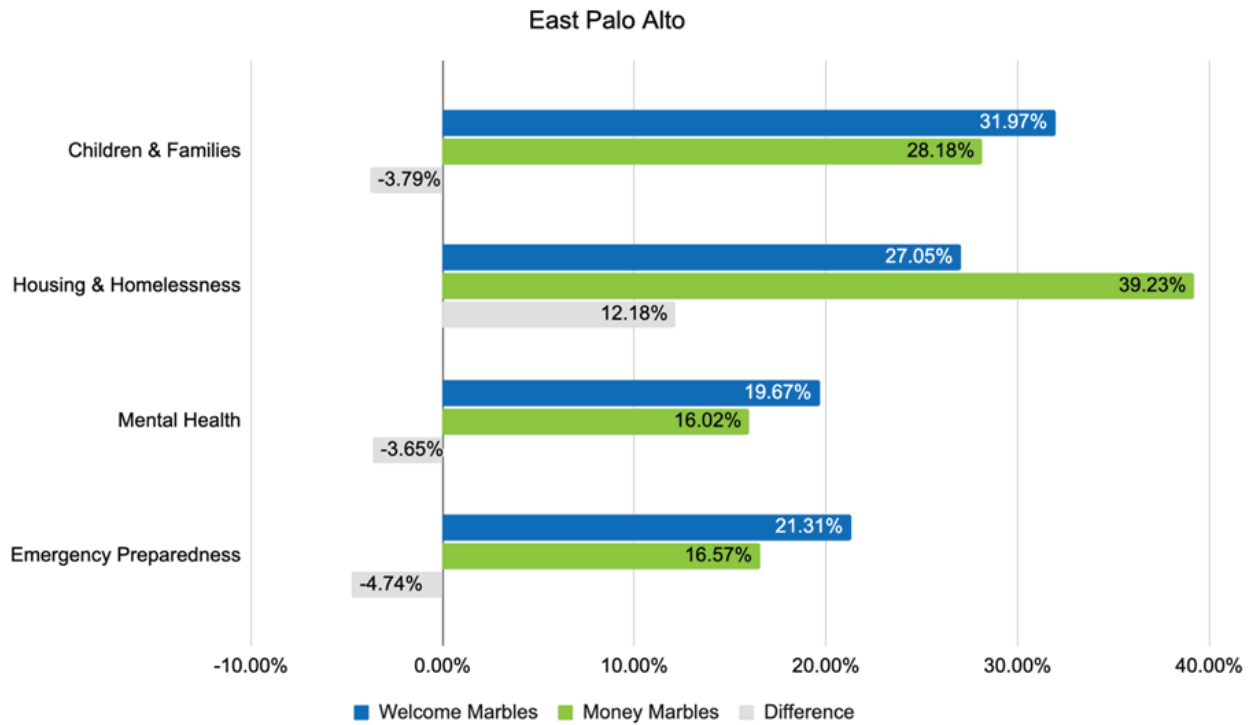
East Palo Alto

In East Palo Alto, Children & Families experienced a 3.79% decrease in funding priority. Housing & Homelessness witnessed a notable increase of 12.18%, becoming a significant highlight. The Mental Health and Emergency Preparedness topics declined by 3.65% and 4.74%, respectively.
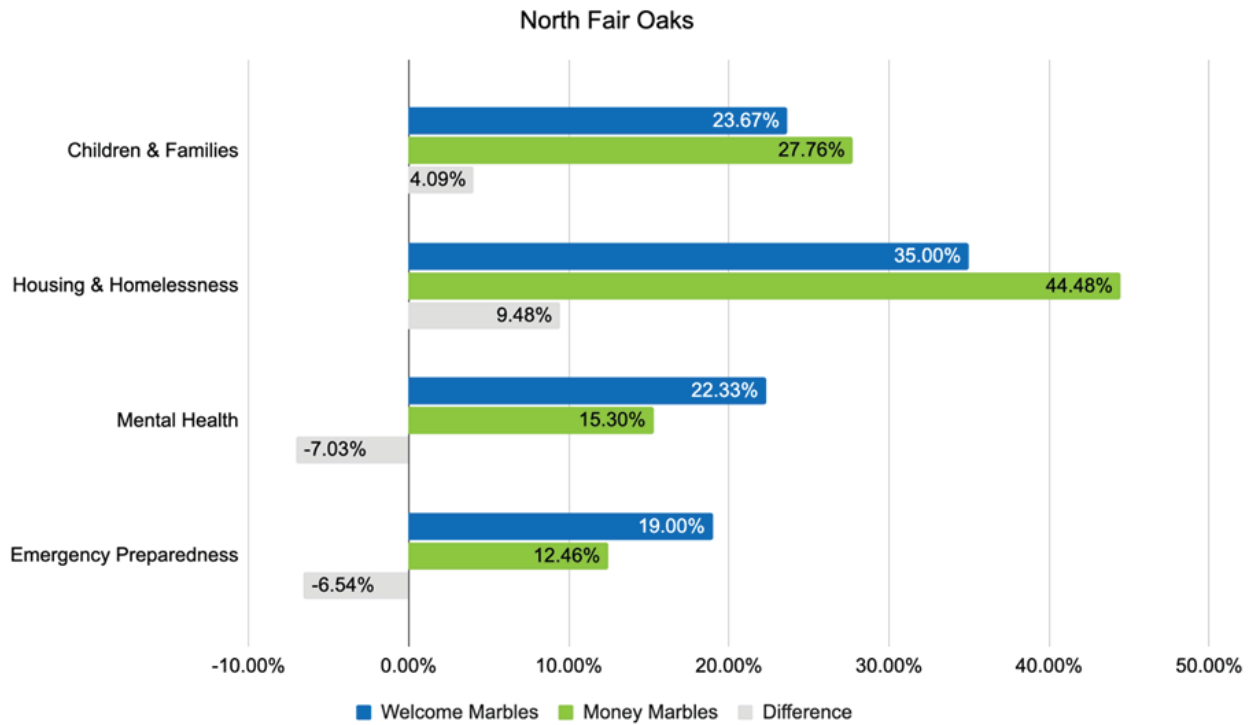
North Fair Oaks

North Fair Oaks reflected diverse responses. The Children & Families category had an increase of 4.09%, and Housing & Homelessness went up by 9.48%. Conversely, Mental Health and Emergency Preparedness noted drops of 7.03% and 6.54%, respectively.
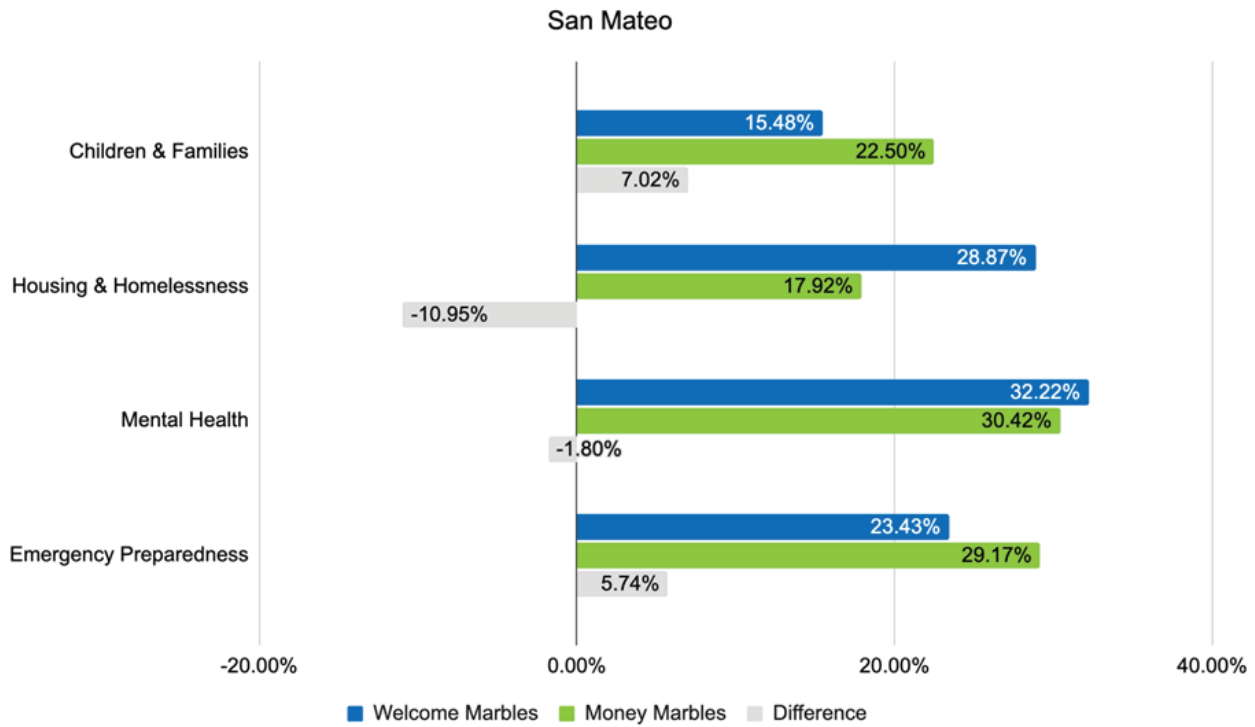
San Mateo

In San Mateo, Children & Families saw a growth of 7.02% in funding interest. In contrast, Housing & Homelessness faced a notable decrease of 10.95%. Mental Health slightly declined by 1.80%, while Emergency Preparedness trended upwards by 5.74%.

South San Francisco
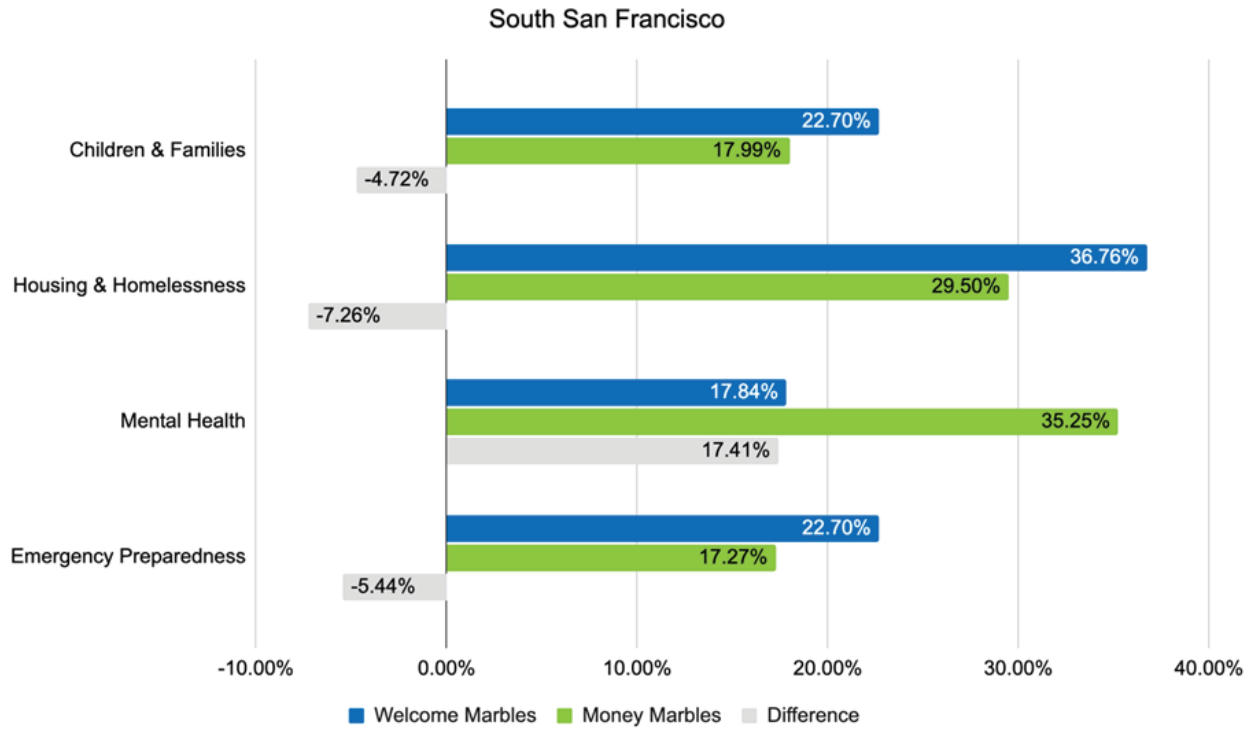
In South San Francisco, the Children & Families section faced a 4.72% decrease, while Housing & Homelessness dropped by 7.26%. Interestingly, Mental Health saw a significant rise of 17.41%, whereas Emergency Preparedness declined by 5.44%.
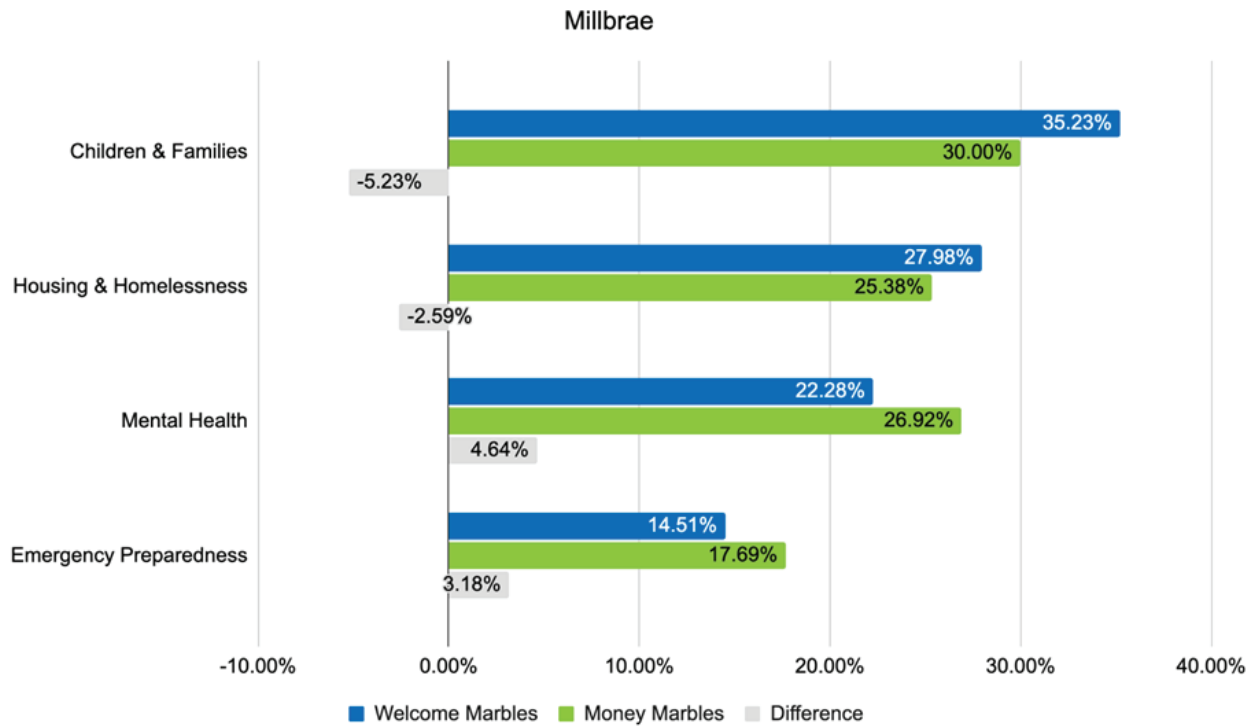
Millbrae

For Millbrae, Children & Families recorded a 5.23% decrease. Housing & Homelessness had a mild dip of 2.59%, while Mental Health increased by 4.64%. Emergency Preparedness also noted an upward trend, increasing by 3.18%.
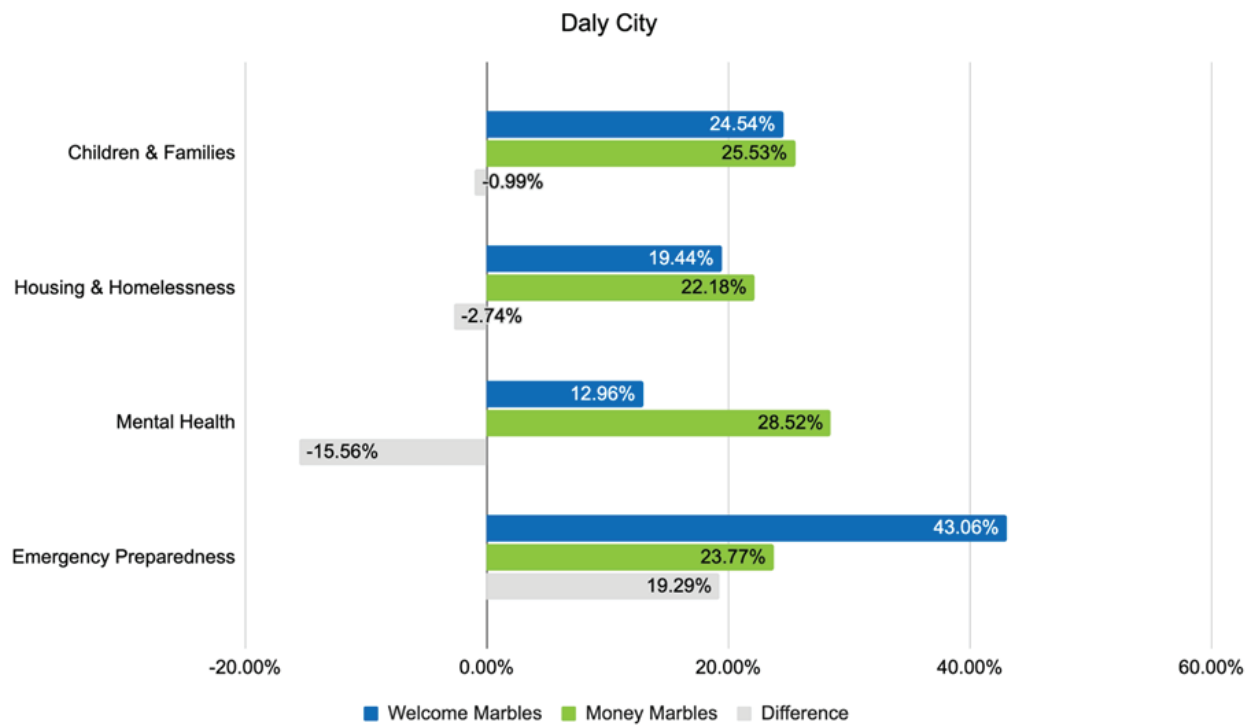
Daly City

At the listening session in Daly City, Children & Families and Housing & Homelessness decreased by 0.99% and 2.74%, respectively. Mental Health had a stark decline of 15.56%. However, Emergency Preparedness surged dramatically, increasing by a substantial 19.29%.