



- HEALTHY COMMUNITY
- LIVABLE COMMUNITY
- PROSPEROUS COMMUNITY
- ENVIRONMENTALLY CONSCIOUS COMMUNITY
- COLLABORATIVE COMMUNITY



Voice Your Choice: Vision The County's Future



Mission

San Mateo County government protects and enhances the health, safety, welfare and natural resources of the community and provides quality services that benefit and enrich the lives of the people of the community. We are committed to:

- The highest standards of public service
- A common vision of responsiveness
- The highest standards of ethical conduct
- Accessible services for those in need
- Treating people with respect and dignity

Dear Friends:

Life abounds with daily distractions, fresh challenges and new hurdles that block us from focusing on our future.

It's easy to get bogged down in today's budget crisis, the latest deadline or the next meeting. It's easy to lose sight of the ingredients our community needs to succeed in the years to come.

That's why it's imperative we have a common vision that helps guide us during tough times.

Shared Vision 2025 provides us that guide. Developed during an inclusive process involving public meetings and surveys, Shared Vision 2025 is a set of principles all of us can use as we create policies, budgets and programs.

Shared Vision 2025 provides us with an opportunity to achieve a community that is truly sustainable. Shared Vision 2025 calls for a community that is healthy, livable, collaborative, environmentally conscious and prosperous. It's a community that we can be proud to pass on to the next generation.

Our community began the process of creating a vision more than a decade ago. The original Shared Vision 2010 set high standards for all of us to achieve. The new Shared Vision 2025 builds upon that original document.

This report provides an update of the progress toward achieving our shared vision. It does not provide an implementation strategy nor an action plan. Those are best left to individual groups or agencies. For our County, the strategy and the plan are inherent in every action we take, for every action should in some way lead us closer to a community that is healthy, livable, collaborative, environmentally conscious and prosperous.

Setting such lofty standards would be meaningless without some method to measure results. We have developed a tool to help us measure progress and be accountable. You can find the tool at <http://sanmateocounty.visiblestrategies.com>.

Respectfully,

SAN MATEO COUNTY BOARD OF SUPERVISORS

Handwritten signature of Mark Church in black ink.

MARK CHURCH, 1ST DISTRICT

Handwritten signature of Rose Jacobs Gibson in black ink.

ROSE JACOBS GIBSON, 4TH DISTRICT

Handwritten signature of Carole Groom in black ink.

CAROLE GROOM, 2ND DISTRICT

Handwritten signature of Adrienne Tissier in black ink.

ADRIENNE TISSIER, 5TH DISTRICT

Handwritten signature of Rich Gordon in black ink.

RICH GORDON, 3RD DISTRICT

What Do We Want?

Shared Vision 2010



More than a decade ago, the Board of Supervisors asked residents to define a vision for the future of San Mateo County. This “visioning” asked: What will the county be like in a decade? What do we want it to look like?

The Board set out to foster the desire of residents to work together to create a community vision and to realize that vision. Over six months, residents voiced opinions at forums held through the county, discussed challenging issues and painted mental pictures of the county’s future. Participants chose priorities and set measurable goals. Community dialogue created 10 commitments with 25 goals adopted by the Board of Supervisors as Shared Vision 2010.

Since the adoption of Shared Vision 2010 in 2000, the County implemented Outcome-Based Management and Budgeting to ensure expenditures, policies and programs contribute to achieving the goals. The County regularly reports the progress achieving the vision goals and identifies areas that need more work.

The plan has enabled the County to avoid crisis-driven decision-making.

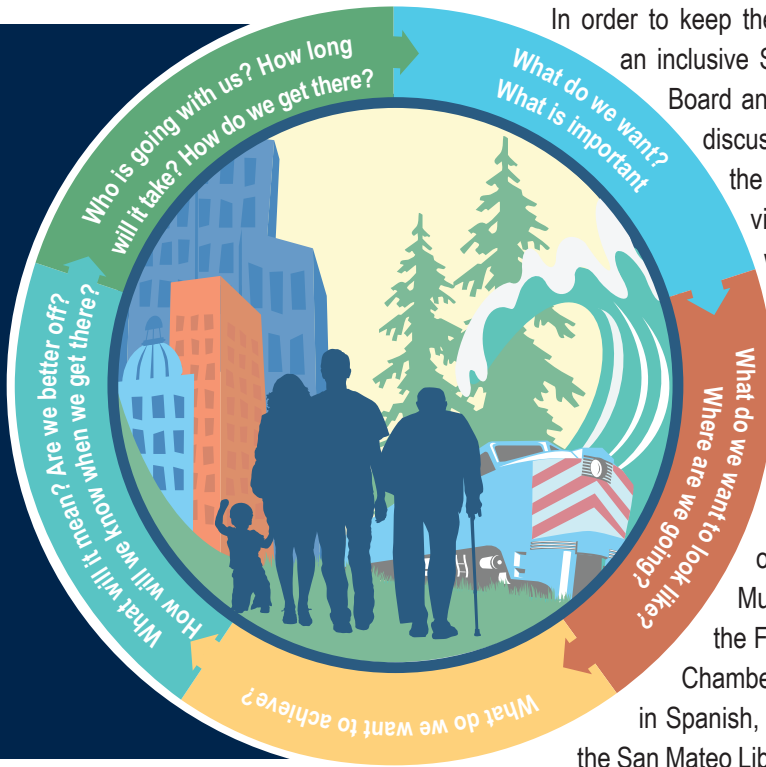
The Board’s visioning process includes a commitment to provide opportunities for the community to participate in learning who we are, what we do, how well and what it costs to do it. This process reveals levels of success, identifies gaps in achievement and provides an opportunity to adjust course or initiate new strategies.

From the beginning, the Board of Supervisors has approached visioning as an effort to set strategic priorities, improve accountability and authenticity and to enhance opportunities for meaningful civic engagement in our increasingly diverse community.



Shared Vision 2025

The Process



In order to keep the vision current and relevant, the Board of Supervisors created an inclusive Shared Vision 2025 Steering Committee in the fall of 2007. The Board and the Steering Committee launched the update with a facilitated discussion of the issues and challenges facing the community with the goal of establishing a new framework to conduct the community visioning process. A consultant team, Collaborative Economics, was retained to facilitate the process. Armed with current data in a briefing book, the Shared Vision 2025 Steering Committee was able to frame the community engagement process, with these questions: *Where are we now? Where are we going? Where do we want to be? What do we want to look like?*

Over four months, ten community forums were conducted across the county. Residents discussed the future of the county. The kick-off was held on a Saturday morning at the San Mateo County History Museum in Redwood City. This was followed by evening sessions at the Foster City Hall, Millbrae City Council Chambers, Daly City Council Chambers, and the Half Moon Bay/IDES Hall. Two forums were conducted in Spanish, one at the North Fairs Oaks Community Center and a second at the San Mateo Library. At each forum participants developed goals and then voted to rank these as priorities. A forum for County staff was conducted at Atherton's Holbrook Palmer Park and the stakeholder Steering Committee met a final time in the Board Chambers.

In partnership with the Youth Commission, San Mateo County conducted its first Youth Town Hall meeting. This visioning forum garnered the largest crowd as more than 100 youth from age 12 to 18 years old participated. They worked in small groups, with each electing a spokesperson to report out their goals. The youth voted to establish their desired future direction for the county.

Additionally, over the same four-month period an online survey was conducted. Together, more than 1,176 individuals participated in *Shared Vision 2025* answering the same question presented at the forums: *What is the most important goal that San Mateo County should set for the year 2025?*

In the fall of 2008, the Board of Supervisors approved *Shared Vision 2025* to reflect the goals and priorities expressed through the community process. *Shared Vision 2025* paints a picture of a desired future through five broad outcome statements. Each statement fully reflects and incorporates both the verbiage used and the priorities that were consistently expressed, voted on and ranked the highest by the community.

Where Are We Going?

The community expressed a desire for five broad outcomes. They place a new emphasis on the interconnectedness of all of our communities, and specifically of our county policies and programs. *Shared Vision 2025* is for a sustainable San Mateo County that is:



Healthy

Our neighborhoods are safe and provide residents with access to quality health care and seamless services.



Environmentally Conscious

Our natural resources are preserved through environmental stewardship, reducing our carbon emissions and using energy, water and land more efficiently.



Livable

Our growth occurs near transit, promotes affordable, livable and connected communities.



Collaborative

Our leaders forge partnerships promote regional solutions, with informed and engaged residents and approach issues with fiscal accountability and concern for future impacts.



Prosperous

Our economic strategy fosters innovation in all sectors, creates jobs and educational opportunities for all residents.

How Will We Get There?

County Budget Aligned

Implementing the desired future expressed in *Shared Vision 2025* requires a collaborative effort with the entire community. Before drawing up action plans, it's important to first assess what efforts are currently underway that contribute to achieving the vision. The following report cards provide a snapshot of the County's most recent strategic initiatives that contribute and demonstrate progress toward achieving *Shared Vision 2025*.

To fulfill the vision, an organization must ensure each program, service and dollar spent contributes to that vision. San Mateo County is ensuring just that.

This year in the County's budget, each of the County's diverse array of departments is listed under one of the five outcome statements: healthy, livable, prosperous, environmentally conscious and collaborative.

Departments that seem to have dramatically different mandates are grouped together. The Health System, Sheriff's Office and grand jury are under the Healthy Community umbrella, for instance. Public Works and Parks are under Environmentally Conscious.

This grouping goes beyond merely placing the names together in a report. The Sheriff and Chief of the Health System work together to improve public health and reduce drug and alcohol abuse. A healthy community with access to drug and alcohol counseling will experience reduced crime, have fewer victims and spend less money on jails.

The Public Works Department protects watersheds, operates energy-efficient buildings and manages waste. These jobs contribute to an environmentally conscious community every bit as much as operating our County Parks. Similar logic applies to each grouping.

This system of budgeting is a bold statement about our community's commitment to *Shared Vision 2025*.



Our neighborhoods are safe and provide residents with access to quality health care and seamless services.



Shared Vision 2025 Report Card — FY 2008-09

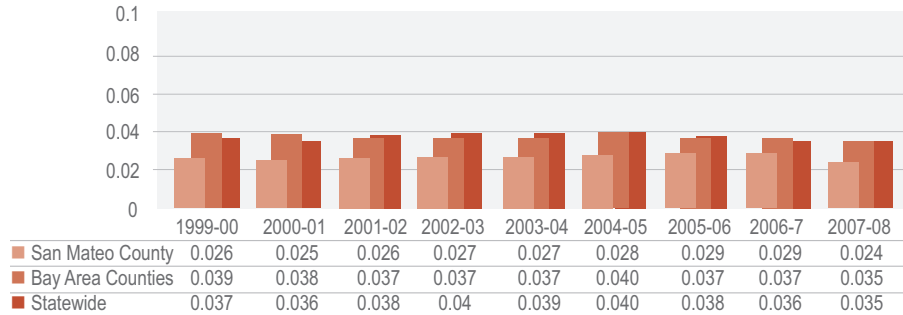
HEALTHY COMMUNITY INITIATIVES	SAFE NEIGHBORHOODS	HEALTHY RESIDENTS	SEAMLESS SERVICES
BLUE RIBBON TASK FORCE – ADULT HEALTH COVERAGE: Community stakeholders explored new cost efficient ways to provide comprehensive coverage and improve access to health care for uninsured adults.		✓	
HEALTH SYSTEM REDESIGN/CHRONIC DISEASE MODEL OF CARE: Established a framework for an efficient continuum of health care delivery.		✓	
CHILD WELFARE SYSTEMS IMPROVEMENT: One of 11 California counties to redesign child welfare system to improve the lives of children and families with a three-pronged strategy: prevention, protection and permanence. These three strategies improve child safety and provide comprehensive services.		✓	✓
TOBACCO RETAILER PERMIT ORDINANCE: Decrease youth access to tobacco by providing culturally competent merchant information and education about the law and penalties for selling to minors.	✓	✓	
COUNTYWIDE GANG SUPPRESSION: Provides gang prevention education to schools, civic organizations and counselors throughout the Community.	✓		
CHILD SUPPORT EDUCATION AND AWARENESS ENFORCEMENT: Collaboration with several school districts, cities, and community-based organizations offering school-based social services.			✓
CHILDREN'S IMMUNIZATION ASSISTANCE AND REGISTRY: Increase immunization rates aiming 2 year-olds and assess immunization rates of all kindergarten age children in the county.		✓	✓

HEALTHY COMMUNITY INITIATIVES	SAFE NEIGHBORHOODS	HEALTHY RESIDENTS	SEAMLESS SERVICES
YOUTH SERVICES CENTER/WRAP AROUND SERVICES: Process to create individualized services and support for at-risk children and families.	✓		✓
FOOD SERVICE NUTRITION INFORMATION ORDINANCE: Requires chain food service establishments to post nutritional information for all menu items.		✓	
NEW BEGINNINGS COALITION: Strategic Plan for Older Adults with Disabilities: maximizes the independence of seniors and adults with disabilities by promoting affordable/accessible housing and transportation in safe environments and ensuring physical and programmatic access to community-based services and support.		✓	✓
ECONOMIC URGENT RESPONSE: Collaborative strategies to respond to the economic downturn by providing critical safety net services, increase community capacity, and ensure access to those in need.			✓
HEALTHIER OUTCOMES THROUGH MULTIDISCIPLINARY ENGAGEMENT (HOME) INITIATIVE: Targets frequent users of the emergency department at the San Mateo Medical Center to reduce the number of emergency room visits, while promoting access to more cost effective primary care and achieve healthier outcomes for clients.		✓	
BILL OF RIGHTS FOR CHILDREN AND YOUTH: Declares that the young people of our county hold specific rights by virtue of their age and stage of mental and social development.		✓	✓
HEALTHY EATING AND ACTIVE LIVING WEBSITES: www.gethealthysmc.org and www.yspacesmc.org initiated by the Get Healthy San Mateo County Task Force to develop strategies that will reduce and prevent obesity and other health risks by promoting healthy eating and physical activity among all children in San Mateo County.		✓	
CHILDREN IN OUR COMMUNITY: A report on the health and well being of children in San Mateo County provides parental, familial and community guidance for behavior, cognitive and academic success.	✓	✓	✓
LONG-TERM CARE INTEGRATION: Provides a comprehensive continuum of long-term care services for seniors and adults with disabilities that removes barriers to services by blending funding across all levels of care: acute, long-term, primary care, and home and community-based services.		✓	
FAMILY RESOURCE CENTER AND FAMILY SELF-SUFFICIENCY TEAMS: Coordinate and integrate services and programs with community partners to enhance service delivery.			✓
RE-ENTRY WORKGROUP: Reduce recidivism and correction costs through an early assessment of inmates need in order to better connect jail inmates to post-release programs that address alcohol and drug abuse problems, job training and housing needs.	✓		✓
COUNCIL ON ACCREDITATION: San Mateo County's Human Services Agency earned accreditation in 2008 to become the first public agency in California demonstrating the commitment to the highest practice standards in the administration of human services.			✓

“ In order for a community to be healthy, it must engage its residents in a dialogue, provide access to quality medical care, ensure educational opportunities and maintain a safe and secure environment in which to live, work and play. ”

Supervisor Adrienne Tissier

PART 1 * CRIMES PER CAPITA
1999 TO 2008
(PER 100,000 POPULATION)

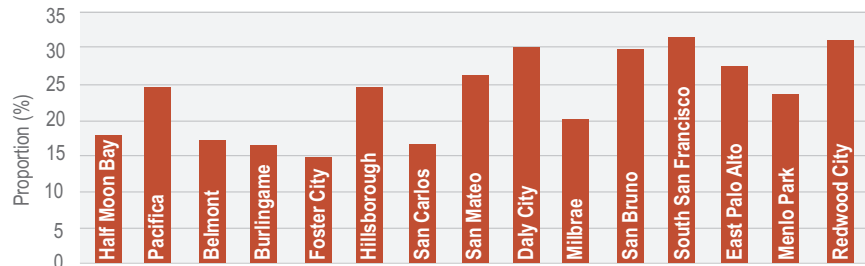


* Part 1 Crimes include the offenses of criminal homicide, forcible rape, robbery, assault, burglary, larceny-theft, arson, and motor vehicle theft.

Bay area counties include: Santa Clara, San Mateo, Alameda, Marin, Santa Cruz, Sonoma, Napa, Contra Costa, and San Francisco

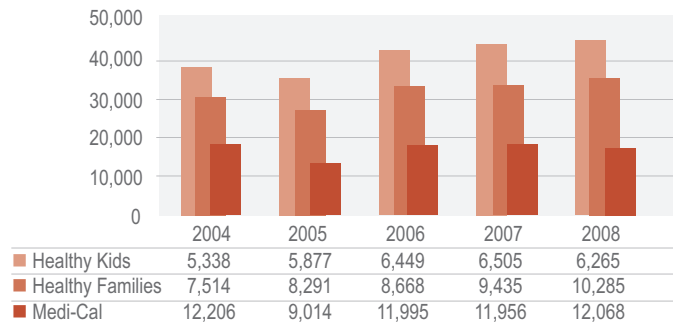
Source: California Department of Justice

PROPORTION OF STUDENTS OVERWEIGHT IN GRADES 5, 7, 9
IN SELECTED CITIES



Source: California Center for Public Health Advocacy. The Growing Epidemic: Child Overweight Rates in California's Cities and Communities, 2004.

NUMBER OF ELIGIBLE SAN MATEO COUNTY CHILDREN
ENROLLED IN HEALTH INSURANCE



Source: San Mateo County Children's Health Initiative and Human Services Agency



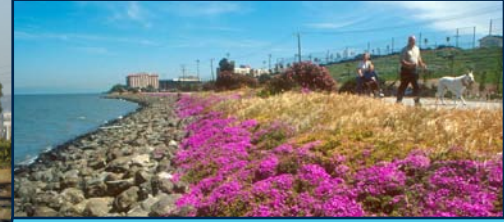
BUILDING A HEALTHY COMMUNITY

A healthy community is a safer community.

One of the prime measures of a healthy community is access to preventative care and health care services, beginning with pre-natal care and lasting through all stages of life. Access to care lowers overall healthcare costs by reducing costly emergency room visits and providing services long before routine matters become acute. A healthy community also includes access to alcohol and drug prevention and treatment, which also helps reduce criminal justice costs and victimization.



Our growth occurs near transit, promotes affordable, livable connected communities.



Shared Vision 2025 Report Card — FY 2008-09

LIVABLE COMMUNITY INITIATIVES	GROWTH OCCURS NEAR TRANSIT	AFFORDABLE COMMUNITIES	CONNECTED COMMUNITIES
COUNTYWIDE HOUSING SOLUTIONS NETWORK: A collaborative effort to improve activities and initiatives that bolster affordable housing production.		✓	✓
NORTH FAIR OAKS COMMUNITY PLAN: Guides development to reflect the community's needs and goals. This includes designating the type, location, and intensity of allowed land uses, defining the capacity and design of needed public improvements and infrastructure, and determining the strategies and resources required to support improvements in the area.	✓	✓	✓
GRAND BOULEVARD INITIATIVE: A collaboration of 19 cities, San Mateo and Santa Clara counties, and local and regional agencies to improve the performance, safety and aesthetics along El Camino Real.	✓	✓	✓
TRESTLE GLEN: With nonprofit partner, Bridge Housing, San Mateo County developed award- winning 119 units of transit-oriented affordable housing.	✓	✓	✓
MIDWAY VILLAGE AND HALF MOON VILLAGE REVITALIZATION: Offer a full range of housing choices, redesign the urban environment to increase its vitality, expand variety, and reduce congestion responsive, effective and collaborative government.		✓	

“San Mateo County is a leader in creating livable and environmentally sustainable communities that link housing, transportation, open space and community services. By incorporating smart growth policies, residents are able to live in desirable neighborhoods that maximize the benefits of urban living and open space.”

Supervisor Mark Church

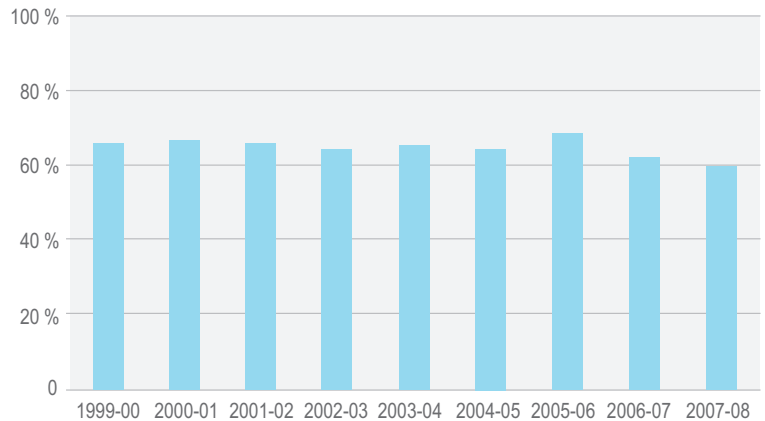
NUMBER OF MIXED USE DEVELOPMENTS WITHIN ½ MILE FROM TRANSIT 1999-2008

Transit Oriented Developments In San Mateo County

1999	250
2000	350
2001	200
2002	100
2003	200
2004	100
2005	200
2006	300
2007	100
Total	1,800

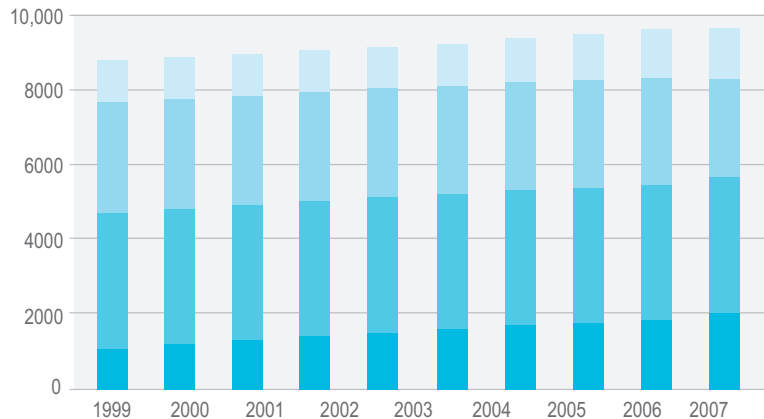
Source: Association of Bay Area Governments

PERCENT OF COUNTY EMPLOYEES WHO RESIDE WITHIN SAN MATEO COUNTY 1999-2008



Source: Personnel/Payroll Information System, San Mateo County database of employee and payroll information.

NUMBER OF AFFORDABLE HOUSING UNITS DEVELOPED AND OCCUPIED SINCE 1999-2008



Homeownership Programs
 Rent Controlled Apartments
 Open-Market Rental Assistance (Section B)
 Non-Profit Rental Housing

Source: San Mateo County Housing Department



BUILDING A LIVABLE COMMUNITY

Livable communities connect people to housing, opportunities for cultural and personal enrichment, supportive social services, and transit systems and to other people of all ages. This helps create a happier and healthier community. For workers, livable communities provide opportunities to work close to home – reducing commute times – and provide easy access to rail, bus and carpool options. The result is that more families are able to spend more time together or participate in volunteering, cultural or civic affairs or simply enjoy the arts in lively downtowns. Connected communities reduce impacts on natural resources, while enhancing human resources. Connected communities also increase opportunities for residents to make new friends, meet diverse neighbors and enjoy the rich diversity.

Our economic strategy fosters innovation in all sectors, creates jobs and educational opportunities for all residents.



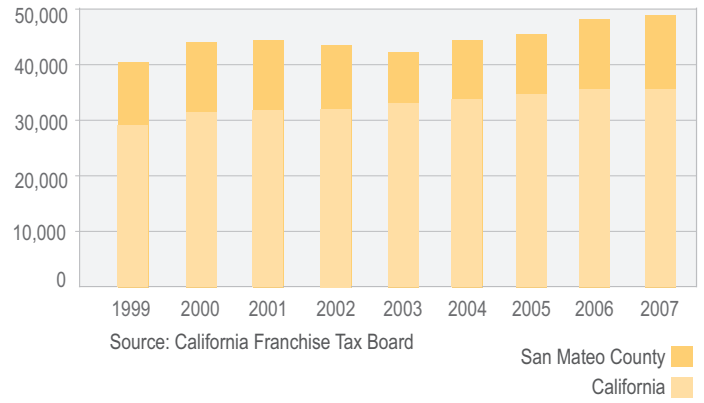
Shared Vision 2025 Report Card — FY 2008-09

PROSPEROUS COMMUNITY INITIATIVES	FOSTERS INNOVATION	CREATES JOBS	BUILDS COMMUNITY	EDUCATIONAL OPPORTUNITIES
CALWORKS FAMILY ENGAGEMENT: New client engagement strategies to improve and increase work participation rates.	✓		✓	
INDEPENDENT LIVING PROGRAM FOR EMANCIPATED FOSTER YOUTH: Provide emancipated foster youth with a continuum of housing services based on their ability to live independently.			✓	✓
GLOBAL COMPETITIVE WORKFORCE: P-16 COMMISSION: Integrates the three largely disconnected preschool, kindergarten through high school and college systems to ensure greater coherence. Improved outcomes include expanded access to early learning, smoother transition from one level of learning to the next, improving test scores, upgrading teacher education and professional development, strengthening relationships between families and schools and better preparing our students to meet 21st Century workforce needs.	✓	✓	✓	✓
INNOVATION FUND: 5TH GRADE MATH/SCIENCE PROGRAM: Promotes interest and increased achievement in math and/or science by students with grants of up to \$5,000 to 4th and 5th grade teachers.	✓			✓
GREEN JOBS SUMMIT: Connects leaders in the green jobs movement in the areas of public policy, education, government with green industry.	✓	✓	✓	✓
REGIONAL INTERNSHIP PROGRAM: Provides work opportunities and practical learning experience for students to enhance their academic preparation and expose them to public service.		✓	✓	✓
JOINT POWERS AUTHORITY – EMPLOYEE TRAINING SERVICES: Provide a variety of customized training and development programs for local agencies.	✓			✓
JOBS FOR YOUTH: Employed 3,100 youth in 2008-09.		✓		✓

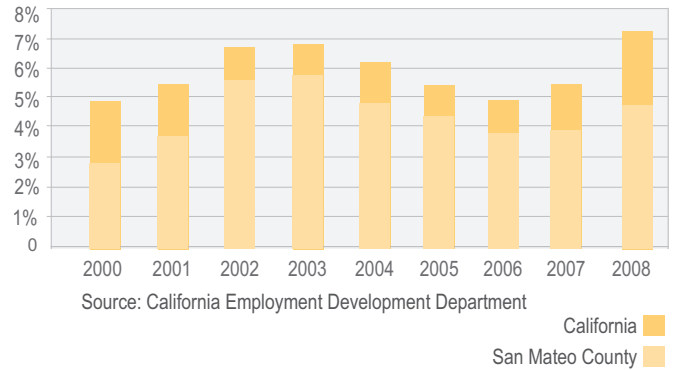
“ Prosperity is the ultimate goal of our County and its residents. We strive to create a county rich in opportunity, innovation, culture, verdant places and livable spaces. Together, this is a vision of a prosperous community. ”

Supervisors Rose Jacobs Gibson

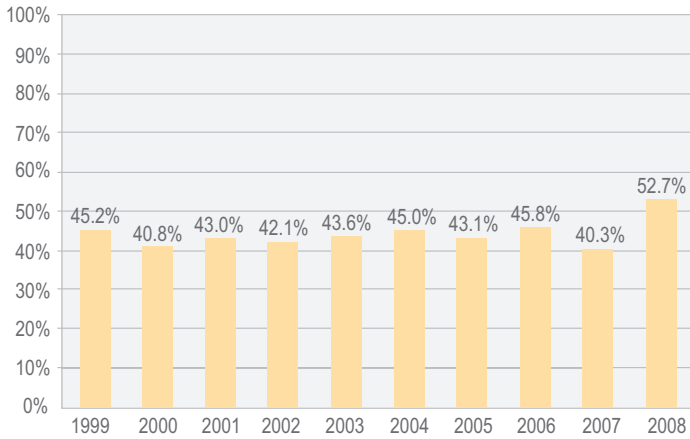
SAN MATEO COUNTY MEDIAN INCOME



SAN MATEO COUNTY UNEMPLOYMENT



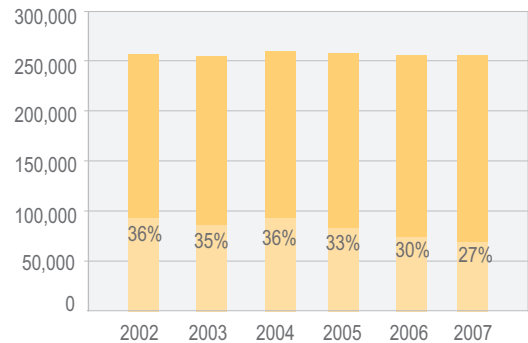
PERCENT OF STUDENTS MEETING UC/CSU REQUIREMENTS



* Estimate based on preliminary district reporting

Source: California Department of Education

PERCENTAGE OF SAN MATEO COUNTY FAMILIES WITH INCOMES BELOW SELF SUFFICIENCY



Source: US Census

Total San Mateo County Families
Estimated Below Self Sufficiency



BUILDING A PROSPEROUS COMMUNITY

A prosperous community fosters innovation and encourages fresh approaches and new ideas. A prosperous community also creates the resources necessary to experiment and to try new things. San Mateo County is strategically located in the golden triangle between Stanford University, the University of California San Francisco and the University of California Berkeley. These leading academic innovators serve as the incubators for leading-edge research and development. The County also benefits from San Francisco State University, San Jose State University, the College of San Mateo, Canada College, Skyline College and a host of private colleges and universities. As a result, San Mateo County enjoys a reputation for highly skilled workers that attract cutting-edge bioscience and technology innovators, including Genentech, Gilead, Electronic Arts, Oracle and PDI DreamWorks. This culture of innovation permeates our growing industries and sets higher expectations for public agencies. “Good enough” is not good enough in San Mateo County.



Our natural resources are preserved through environmental stewardship, reducing our carbon emissions, and using water and land more efficiently.



Shared Vision 2025 Report Card — FY 2008-09

ENVIRONMENTALLY CONSCIOUS INITIATIVES

COOL COUNTIES INITIATIVE: REDUCING CO₂ EMISSIONS: Marshals the resources of all 3,066 counties across the nation to address the challenges climate change poses to our communities.

COUNTY'S GREEN TEAM: Made the county a greener work place by reducing water and energy usage, increasing recycling and decreasing carbon emissions by commuting. It's easy to be green!

GREEN BUILDING ORDINANCE: Encourages the conservation of natural resources, reduce waste in landfills generated by construction projects, increase energy efficiency while lowering energy usage, to reduce operating and maintenance costs for buildings, and promotes a healthier indoor environment.

HAZARDOUS WASTE DISPOSAL PROGRAM (PSC): Collects Hazardous Waste from households and small businesses and provides safe disposal of hazardous toxic materials.

LA HONDA LANDSLIDE ASSESSMENT DISTRICT: Roadway reconstruction and improvements, and slide stabilization work to ensure the safety benefit of all assessed in the unincorporated area of La Honda.

FIVE YEAR CAPITAL IMPROVEMENT PLAN: Provides financial plan for major capital projects to be constructed over the next five years, costing an estimated \$260 million.

DISPOSABLE FOOD SERVICE WARE ORDINANCE: Departments must use biodegradable, compostable, reusable or recyclable plates, cups, storage containers and other food service ware.

GREENING MAGUIRE JAIL: Resulted in diverting and composting more than 340 cubic yards of waste per month – eliminating the use of 3,000 disposable plastic spoons per day; recycling pallets and packing; and moving to “green” cleaning solutions that save the environment as well as \$3,000 per month in more toxic and costly solutions.

REDUCED CO₂ EMISSIONS: Completed lighting retrofits at 14 County buildings with a reduction of 587,000 kilowatt-hours per year and 144 tons per year in CO₂ emissions.

MEADOWVIEW PLAYGROUND: Completed new playground at the Junipero Serra County Park.

ALTERNATIVE FUEL FLEET: Expanded to include replacement of older mid-sized cars, pickups trucks and vans in the county motor pool.

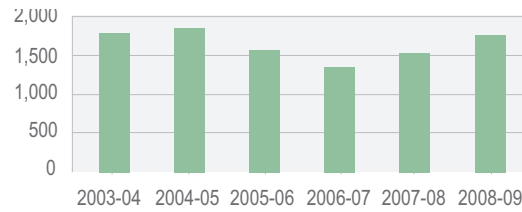
PC POWER MANAGEMENT: Implemented a PC Power Management Program to change the default power savings settings inside the Windows operating system placing PC into sleep mode earlier saving 400 tons of CO₂ emissions.

	ENVIRONMENTAL STEWARDSHIP OF NATURAL RESOURCES	REDUCED CARBON EMISSIONS	EFFICIENT USE WATER AND LAND
COOL COUNTIES INITIATIVE: REDUCING CO ₂ EMISSIONS: Marshals the resources of all 3,066 counties across the nation to address the challenges climate change poses to our communities.		✓	✓
COUNTY'S GREEN TEAM: Made the county a greener work place by reducing water and energy usage, increasing recycling and decreasing carbon emissions by commuting. It's easy to be green!	✓	✓	✓
GREEN BUILDING ORDINANCE: Encourages the conservation of natural resources, reduce waste in landfills generated by construction projects, increase energy efficiency while lowering energy usage, to reduce operating and maintenance costs for buildings, and promotes a healthier indoor environment.	✓	✓	✓
HAZARDOUS WASTE DISPOSAL PROGRAM (PSC): Collects Hazardous Waste from households and small businesses and provides safe disposal of hazardous toxic materials.	✓		
LA HONDA LANDSLIDE ASSESSMENT DISTRICT: Roadway reconstruction and improvements, and slide stabilization work to ensure the safety benefit of all assessed in the unincorporated area of La Honda.	✓		✓
FIVE YEAR CAPITAL IMPROVEMENT PLAN: Provides financial plan for major capital projects to be constructed over the next five years, costing an estimated \$260 million.	✓		✓
DISPOSABLE FOOD SERVICE WARE ORDINANCE: Departments must use biodegradable, compostable, reusable or recyclable plates, cups, storage containers and other food service ware.	✓		✓
GREENING MAGUIRE JAIL: Resulted in diverting and composting more than 340 cubic yards of waste per month – eliminating the use of 3,000 disposable plastic spoons per day; recycling pallets and packing; and moving to “green” cleaning solutions that save the environment as well as \$3,000 per month in more toxic and costly solutions.	✓		✓
REDUCED CO ₂ EMISSIONS: Completed lighting retrofits at 14 County buildings with a reduction of 587,000 kilowatt-hours per year and 144 tons per year in CO ₂ emissions.	✓	✓	
MEADOWVIEW PLAYGROUND: Completed new playground at the Junipero Serra County Park.	✓		✓
ALTERNATIVE FUEL FLEET: Expanded to include replacement of older mid-sized cars, pickups trucks and vans in the county motor pool.	✓	✓	
PC POWER MANAGEMENT: Implemented a PC Power Management Program to change the default power savings settings inside the Windows operating system placing PC into sleep mode earlier saving 400 tons of CO ₂ emissions.		✓	

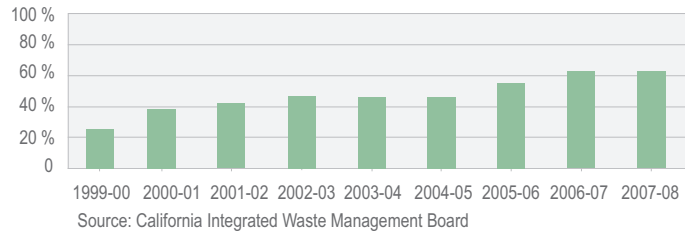
“ We have a strong tradition in San Mateo County of protecting our precious natural environments, but being environmentally conscious is not just about setting aside land for parks and open space. It means thinking through the long-term effect of every action, realizing that land use decisions impact air quality, water consumption and quality, and energy use, and understanding that future generations will hold us accountable for the decisions we make today. ”

Supervisor Rich Gordon

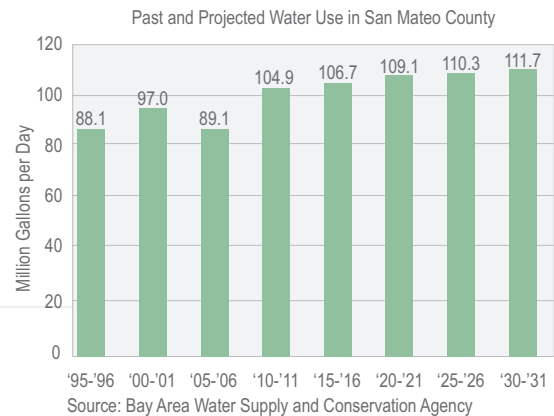
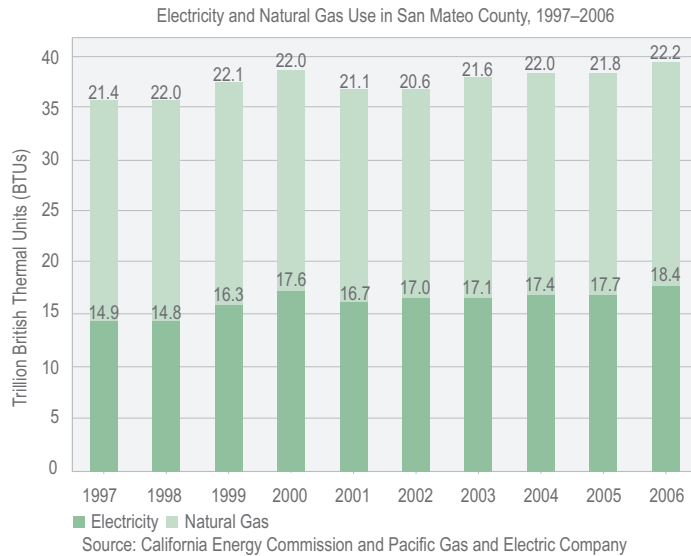
SAN MATEO COUNTY PARK VISITORS 2003-2009



PERCENT OF SOLID WASTE DIVERTED FROM LANDFILL 1999-2008



REDUCE WATER AND ENERGY CONSUMPTION 1999-2008



BUILDING AN ENVIRONMENTALLY CONSCIOUS COMMUNITY

Nearly 75 percent of San Mateo County's land is protected in open space, wetlands, watersheds or parks. San Mateo County is one of the most beautiful communities in California and residents take seriously their role as stewards of the environment. The County is committed to reducing emissions and finding innovative ways to conserve energy and cut waste. A clean and green community results in sustaining the high quality of life enjoyed by residents and attracting leading edge industries. That's good for all of us.



Our leaders forge partnerships, promote regional solutions, with informed and engaged residents and approach issues with fiscal accountability and concern for future impacts.



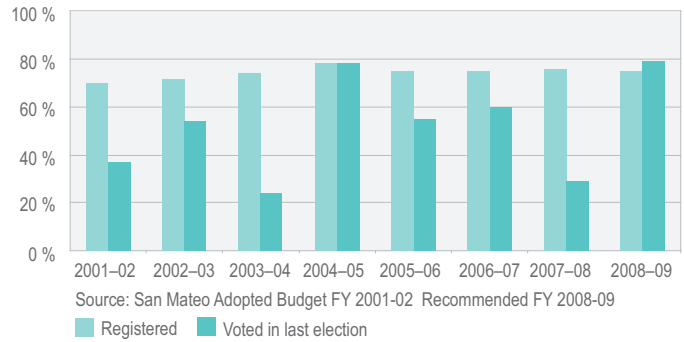
Shared Vision 2025 Report Card — FY 2008-09

COLLABORATIVE COMMUNITY INITIATIVES	PARTNERSHIPS	REGIONAL SOLUTIONS	INFORMED AND ENGAGED RESIDENTS	FISCAL ACCOUNTABILITY CONCERN FOR FUTURE IMPACTS
HOUSING ENDOWMENT AND REGIONAL TRUST: A collaborative that raises public and private funds to meet critical housing needs in San Mateo County.	✓	✓		
HELP AMERICA VOTE ACT: Provides funds to States to replace punch card voting systems, to establish the Election Assistance Commission to assist in the administration of Federal and other elections.	✓		✓	
STRATEGY TO ELIMINATE STRUCTURAL BUDGET DEFICIT: Five-year plan to eliminate the \$100 million dollar structural deficit by 2013. The Plan includes projected growth in property tax and other general-purpose revenue, along with continued management of costs by setting conservative budget targets for departments.	✓		✓	✓
STANDING COMMITTEES OF THE BOARD: Ensure effective, inclusive and transparent public policy development by the Board of Supervisors.			✓	
REVISE/REFORM COUNTY INVESTMENT POLICY: Improve the transparency for managing the investment policy and program which is annually reviewed and approved by the County Treasury Oversight Committee and the County Board of Supervisors.	✓			✓
SHARED VISION 2010-2025: This report sets out a vision that values diverse people, environments and communities; the quality of life necessary for prosperity; and the ability to work in partnership. It is meant to challenge us all — government, business, education, faith and the non-profit community, along with each resident — to take a greater responsibility for the future quality of life and economic well being in San Mateo County.	✓		✓	

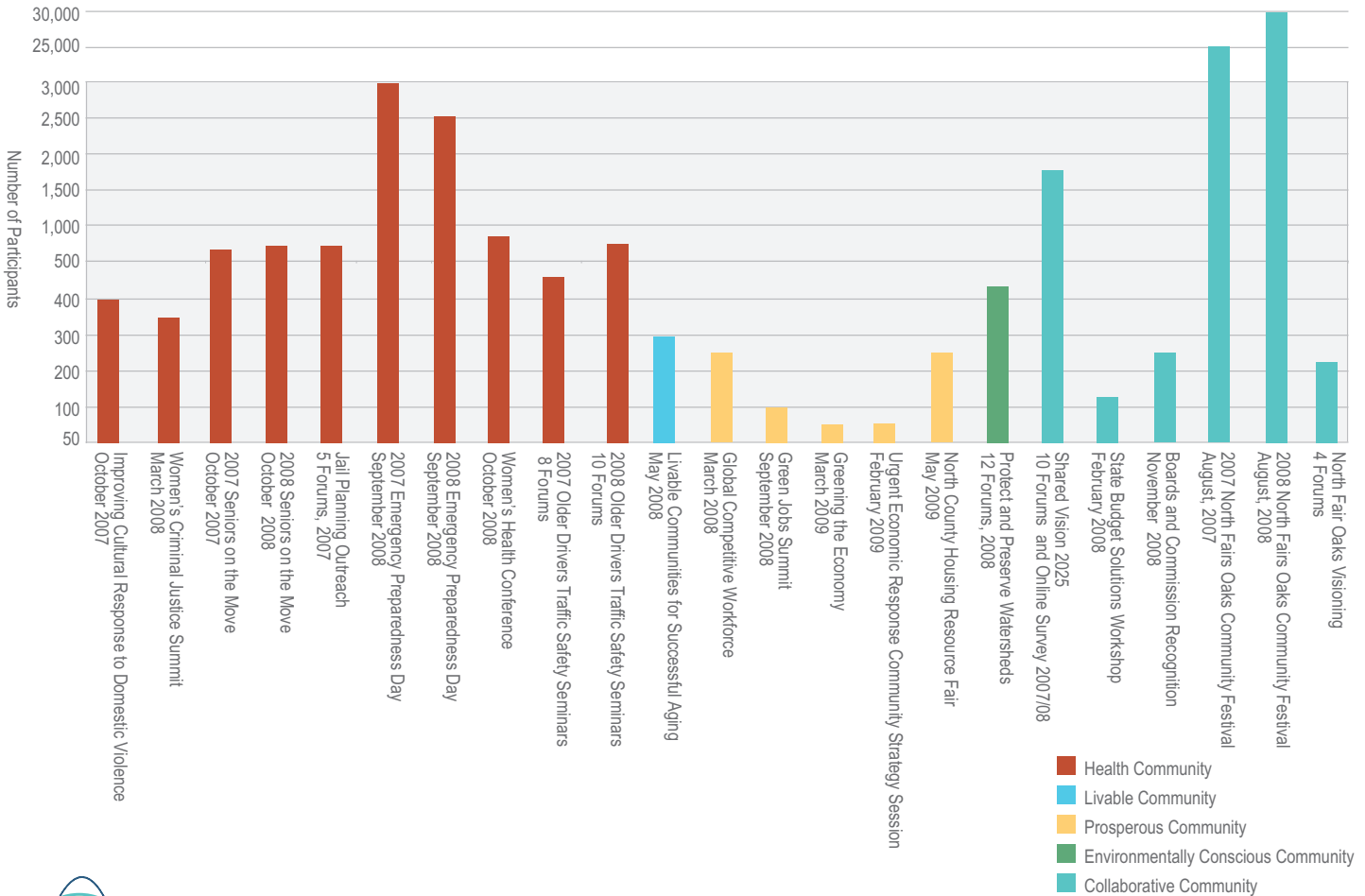
“ San Mateo County has a long and successful history of collaboration – many voices contributes to better decisions. ”

Supervisor Carole Groom

PERCENT OF ELIGIBLE RESIDENTS REGISTERED AND VOTING



ENGAGED COMMUNITY

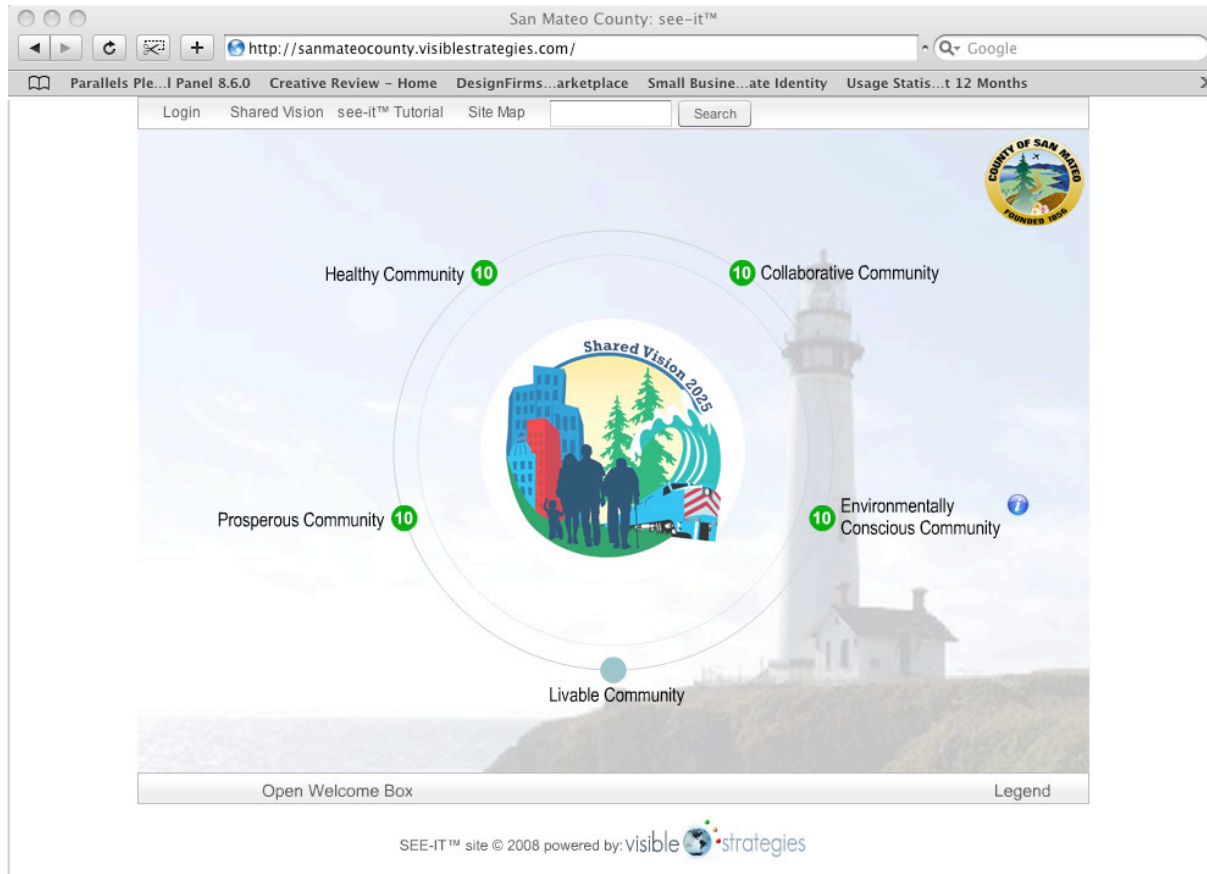


BUILDING A COLLABORATIVE COMMUNITY

True community participation occurs when participants know their opinion is valued. San Mateo County community leaders have consistently invited everyone to be involved in developing solutions and creating innovative partnerships to public challenges. This spirit of innovation is seen in the Peninsula Library Joint Powers Authority, Emergency Services Council, Housing Endowment and Regional Trust (HEART), Peninsula Partnership for Youth, and the City/County Association of Governments (C/CAG). Consistently, these efforts result in the more efficient and effective delivery of community services. These efforts value community partners and they work to better safe guard taxpayer resources, improve accountability and restore confidence and trust in government. Penny wise, pound-foolish. San Mateo County strives to make strategic choices that look toward future impact, not just immediate savings.

Are We There Yet?

Upon approval of the five Shared Vision 2025 statements, the County launched *See It!* an online tool to report the County's progress in achieving the new desired outcomes. The new tool can be found at <http://sanmateocounty.visiblestrategies.com>. *See It!* enables County departments to be more accountable for service delivery, provide current progress reports, announce initiatives, and is another way for residents to engage with these efforts. Additionally, the tool allows other agencies and community groups to connect to the vision and demonstrate their contributions achieving our shared community outcomes.



Shared Vision 2025

HEALTHY COMMUNITY

LIVABLE COMMUNITY

PROSPEROUS COMMUNITY

ENVIRONMENTALLY CONSCIOUS COMMUNITY

COLLABORATIVE COMMUNITY



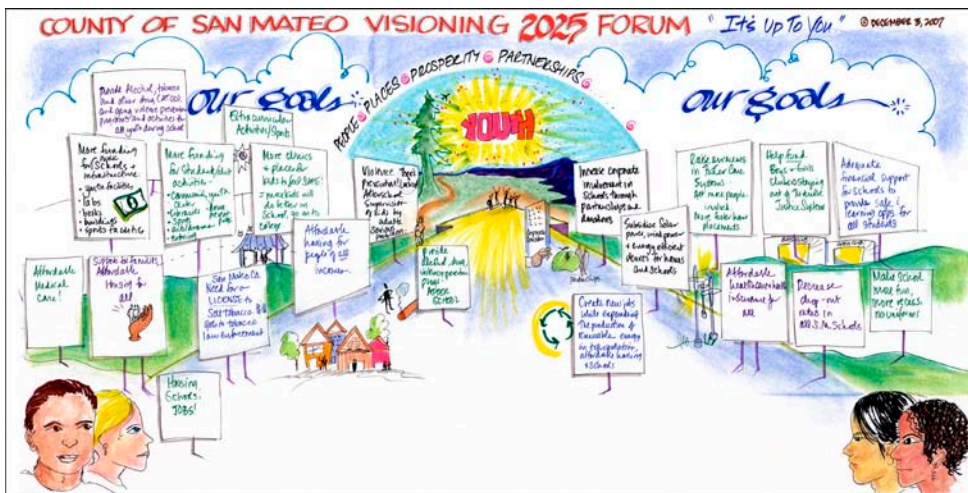
Shared Vision 2025 Steering Committee

THE SAN MATEO COUNTY BOARD OF SUPERVISORS WOULD LIKE TO ACKNOWLEDGE and thank the outstanding contribution and leadership provided by the Shared Vision 2025 Steering Committee. Their efforts framed the community engagement process.

- Honorable Alicia Aguirre, Redwood City Council member
- Beth Bhatnagar, San Mateo County League of Women Voters
- Julia Bott, Executive Director San Mateo County Park Foundation
- Larry Buckmaster, Executive Director Redwood City-San Mateo County Chamber of Commerce
- Emmitt Carson, Executive Director of the Silicon Valley Foundation
- Colleen Cassity, Executive Director, Oracle Foundation
- Karen Chew, San Mateo County Art Commissioner
- Honorable Karen Clancy, Belmont-Redwood Shores Elementary School District Board
- Diana Conti, Executive Director, PARCA
- Michael Crilly, Superintendent, Jefferson Union High School District
- Dan Crucey, Executive Director San Mateo County Economic Development Commission (SAMCEDA)
- Geoff Davis, Representative, Midcoast Community Council
- Nirmala Dillman, Coordinator, Child Care Partnership Council
- Honorable Robert Foiles, San Mateo County Superior Court
- Honorable James Fox, District Attorney
- Matt Gardner, President/CEO, BayBio
- Pat Gemma, Superintendent Sequoia Union High School District
- Dildar Gil-Pasani, San Mateo County Arts Council
- Valerie Goines, San Mateo County Community College District
- Dr. David Goldschmidt, President, San Mateo County Medical Association
- Norma Gomez, City Clerk, City of San Mateo
- Corinne Goodrich, San Mateo County Transit District
- Honorable Debra Gordon, Councilmember, Town of Woodside

- Honorable Carole Groom, Councilmember, City of San Mateo
- Tyler Hammer, Executive Director, Sustainable San Mateo County
- Honorable Jean Holbrook, San Mateo County Superintendent of Schools
- Michele Jackson, Executive Director, Shelter Network
- Jackie Jacobberger, San Mateo County League of Women Voters
- Adam Kent, President, San Mateo County Bar Association
- Kitty Lopez, Executive Director, Samaritan House
- Marshall Loring, Representative, Seniors-on-the Move
- Chief Susan Manheimer, City of San Mateo police Department
- Pat Martel, Daly City Manager
- Mike McCarron, San Francisco International Airport, Communications Director
- Rabbi Jay Miller
- David Mineta, Executive Director, Asian Recovery Association
- Tom Mohr, President, Canada College
- Honorable Greg Munks, San Mateo County Sheriff
- Bill Nack, Manager/Executive Officer, San Mateo County Building Trades Council
- Geraldine O'Connor, Government and Community Relations, Genentech
- Honorable Chester Palesoo, Ravenswood Elementary School District
- John Schott, Representative, North Fair Oaks Community Council
- Charlene Silva, Director, San Mateo County Health Services Department
- Honorable Jim Vreeland, Pacifica City Councilman
- Carey Weist, President, Highlands Community Association

AND A SPECIAL THANK YOU to Ms. Pat Brown of Redwood City 2020 for her support of the first San Mateo County Youth Town Hall.



GRAPHIC RECORDING OF SAN MATEO COUNTY YOUTH TOWN HALL FORUM 125 youth came together to set goals for the future of our county.



HEALTHY COMMUNITY
LIVABLE COMMUNITY
PROSPEROUS COMMUNITY
ENVIRONMENTALLY CONSCIOUS COMMUNITY
COLLABORATIVE COMMUNITY



Shared Vision 2025

Prepared by the San Mateo County Manager's Office
Intergovernmental and Public Affairs
400 County Center
Redwood City, California 94063
(650) 363-4121
www.co.sanmateo.ca.us

Designed by Cartwright Design Studio
© Photos by Scott Buschman