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DATE: May 7, 2002

TO: Honorable Board of Supervisors
FROM: Rosy A. Costas, President, Women in County Government
SUBJECT: Strategic Plan Update

RECOMMENDATION

Recognize the accomplishments of Women in County Government during 2001-2002 and approve the plan of work for 2002-2003.

Background

Women in County Government was formally recognized in January 1986, to take a leadership role in removing cultural and structural barriers to women's career development by:

Providing increased opportunities for women's advancement.

Creating specific programs to enhance the talents and skills of women.

Promoting an organizational culture that values diversity and fully uses the talents of all County employees.

The activities of Women in County Government benefit our members and enhance the knowledge, skills and abilities of all County employees.

Strategic Plan

In order to remain in step with changing times, Women in County Government recognized that it was necessary to assess current trends in the environment in which we work and affirm the values held by our organization prior to developing future work plans.

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The Strategic Plan, which was approved by our Board, is being updated to include the future direction of the organization. This Strategic Plan has served as the foundation for all Women in County Government activities and is being updated to incorporate annual work plans and reflect changing trends and values. All Women in County Government committees have developed individual work plans based upon the updated Strategic Plan, and our commitment to working with the County to incorporate the Board of Supervisors' Visioning Goals into our processes.

Accomplishments During 2001-2002

During our sixteen (16) years as an organization, Women in County Government has produced significant results with minimal budget and maximum participation. As a matter of fact, this year there was a tremendous response from the County employees, all of our events were very well attended, most of the times to room capacity. Our accomplishments during 2001-2002 included:

- The presentation of "It's How You See it!", a motivational program with Fr. Miles O'Brien Riley, PhD as the guest speaker, attended by 103 employees.
- The Women's Health Issues Committee offered "Take It Personal, Make It Political – Winning the War Against Breast Cancer", with Mrs. Arlyne Draper as guest speaker. This conference was televised several times by Channel 26.
- African Americans in County Government sponsored three events to provide information regarding the significant contributions of African Americans, and thus recognized and celebrated Black History Month, Juneteenth and Kwanzaa, where ethnic arts and crafts exhibits were highly admired.
- Latina Women in County Government had Ms. Ysabel Duron as guest speaker for "Behind the Spotlight", a presentation attended by 101 employees.
- A Career Development Assessment Center for 15 employees to prepare them for promotional opportunities as Assistant/Deputy Directors.
- The 11th Annual Holiday Charity Event and Recognition of Women in County Government, attended by 187 employees and guests. We collected \$1,200.00 to benefit the Center for Domestic Violence Prevention and Sor Juana Ines (Services for Abused Women); as well as almost 200 toys for the Shelter Network.

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- Participated in the "Stop the Family Violence" campaign and walk.
- Took part in the Child Abuse Awareness Month.
- Quarterly distribution of our newsletter.
- Arrangements to update and maintain our website on the County's Intranet.
- Participation in County Health Faire

Plan of Work for 2002-2003

In response to a changing environment, Women in County Government will continue to utilize all the organizational resources in service of our mission statement: " Women in County Government exists to foster a network of support and advancement for its members, by providing training and programs, in order to provide opportunities for you to learn, grow and reach your full potential."

We will continue to offer our core programs and workshops, and in addition, we will partner with departments and organizations for newly identified interests. Below is a list of the activities we plan on sponsoring and possible others we will be developing throughout the upcoming year:

- Develop and implement "Linking County Government", a series of conferences to educate County employees about the diversity of County services and how they interface with each other.
- Support African Americans in County Government in celebrating Black History Month, Kwanzaa and a Juneteenth event, as well as in developing a newsletter, a mentor program and a program to sponsor youth groups.
- Support Breast Cancer Awareness, and any other programs sponsored by the Women's Health Issues Committee.
- Conduct a Career Development Assessment Center.

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- Support programs sponsored by Latina Women in County Government, including a fashion show celebrating diversity
- Recognize outstanding individual contributions of employees in the areas of Community Service, Self-development and Public Service.
- Organize a Holiday Event to raise funds for the Center of Domestic Violence Prevention and Sor Juana Ines (Services for Abused Women), and toys for the Shelter Network.
- Conduct a Membership Drive to reach and interest more employees.
- Community Outreach and Volunteer Programs

Fiscal Impact

None.

Conclusion

Women in County Government has had a very positive and successful year, full of activities that have proven to be of interest to the County employees. Our organization has been flexible, creative and responsive to new developments and we have provided the programs and activities necessary to achieve our purpose. We are very proud of our accomplishments and we know that we would have not been able to realize them without your support and trust. Our sincere gratitude to all of you and we look forward to working with you again this year.



Rosy A. Costas

President

Women in County Government

**2002 – 2003 STRATEGIC PLAN
for
WOMEN IN COUNTY GOVERNMENT**

I. Mission / Purpose

II. Leadership

III. Achievements

IV. Trends

V. Ongoing Activities / New Plans

I. MISSION

The Women in County Government Mission Statement articulates our organization's purpose, what we believe in, and how we adhere to those beliefs.

“ Women in County Government exists to foster a network of support and advancement for its members, by providing training and programs, in order to provide opportunities for you to learn, grow and reach your full potential.”

Women in County Government exists to foster a network of support and advancement for its members. We believe that:

- Women are vital contributors to County government.
- Women support and encourage each other in their endeavors.
- Women promote innovation, foster employee involvement, build trust, and produce quality results.

The purpose of Women in County Government is to:

- Provide a network for women in the County.
- Provide a forum for training regarding common issues and challenges.
- Explore partnerships to support other groups and organizations.
- Increase awareness of existing talents of women.
- Encourage mentoring of women regarding common issues and challenges.

In order to:

- Promote a culture that values diversity and fosters an atmosphere of dignity and respect.
- Provide opportunities for learning, growth and reaching full potential.

II. LEADERSHIP

The leadership of Women In County Government provides direction for the organization and inspires the membership to be innovative and take risks.

The Board of Supervisors of San Mateo formally recognized Women In County Government in January 1986, and the first officers were installed in March of that year. Women In County Government continues to receive on-going support from the board of Supervisors and County Manager.

Board of Supervisors

County Manager

Governing Board

President

Vice President

Treasurer

Recording Secretary

Corresponding Secretary

Member-At-Large

Past President

Women in County Government is most effective when we:

- Promote creativity and question old methods
- Involve members in decision making
- Ensure top management support
- Communicate openly and honestly
- Plan and prepare for the future
- Honor our commitments

III. ACHIEVEMENTS

1985 - Present

Women in County Government is proud of its numerous achievements and continues to strive for excellence.

QUALITY OF LIFE

- Initiated the Women's Health Issues Committee to identify and develop programs that address women's health concerns. Programs have included:
 - Menopause Workshop
 - Infant and Child CPR Training
 - Breast Cancer / Awareness / Care / Lobbying Seminars
 - Osteoporosis
 - Self Defense for Women and Personal Safety Awareness Training
- Initiated an Elder Care Program for County employees in conjunction with the Advisory Council on Women and Aging and Adult Services to address emerging care giving needs.
- Participated in the Labor Management Committee established by the County Manager to plan the development and implementation of the County Child Care Center in Redwood City.
- Developed with County General Hospital a joint proposal for innovation fund monies to study the Child Care Needs of County employees.
- Increased the percentage of women in top management positions from 28.4% in 1984 to 45.8% in 1995. Notable positions held by women include Director of Health Services, Director of Hospital and Clinics, Director of Employee and Public Services, Municipal Court Administrator, Mental Health Director, Director of Aging and Adult Services, Director of Human Services, Director of Income Maintenance, Director of Housing and Community Services, Director of Library Services, Director of Environmental Services and Deputy County Manager.
- Assisted in promotion of the breast health care production "Purple Breasts" and donated scholarship money for the Breast Cancer Conference sponsored by the Hospital Consortium and the Health Services Agency.
- Coordinated two (2) Clothing Drives which supported several Employment and Training facilities and San Mateo County General Hospital's Clothes Closet.
- Provided financial assistance to the Battered Women's Shelter, Friday Night Live Teen Program and Children in Homeless Shelters.
- Asked for donations of sewing materials for stuffed dolls made by the women participating in the Choices Program, an alcohol and drug recovery program for women incarcerated at the Women's Correctional Center.

NETWORKING

- Sponsored Program Lunches (1985-present) featuring key speakers on women's issues to provide learning experiences and an opportunity to meet and network with other County employees. Programs have included:
 - Take a Risk: Strategies for Success
 - Managing a Multi-Cultural Work Force
 - Excellence in Government
 - Women Working With Men
 - Female Sexuality
 - Tips from the Trenches
 - Consumer Affairs Activism
 - The Super-Woman Syndrome
 - Putting Fun to Work
 - Strategies to Excel in Changing Times
 - Looking Forward, Looking Back
 - Pride in Public Service
 - Positioning for Success
 - Cop Out or Commitment, The Challenge to Women in Leadership
 - Getting to the Top of Your Own Mountain: Personal Tips to Tap Your Potential
 - Women and Power in the 80's
 - Sexual Harassment in the Workplace
 - Kathleen Brown, State Treasurer
 - Dr. Kim Yeager, Chief of the California State Office of Women's Health
 - Anna Eshoo, Congresswoman
 - Ysabel Duron, Anchor/Reporter, KRON TV4, San Francisco
- Organize Holiday Events (December 1987-2001) attended by 150+ employees each year, which recognize outstanding women in County government, and increase membership in the organization.
- Hosted a Special Event Barbecue at Huddart Park which combined networking, education, and fun.
- Sponsored a reception with Assemblywoman Jackie Speier, speaking on personal and professional transitions.
- Held a "Take Our Daughters to Work Day", co-sponsored by the Program and Beyond 9 to 5, Women in Non-Traditional Jobs Committees, to give the daughters of County employees a more in depth understanding of career choices, specially in County government.
- Produced nine events sponsored by the Black Women in County Government Committee, six in celebration of Black History Month including:
 - To Sleep with Anger – An analysis of Cultural Issues
 - Living Health in the 90's: Issues Facing Black Women
 - Soul and Passion; Moods of Music

- Black Families in the 90's
- Black History Museum

and public forums:

- Let's Get Acquainted
 - What's Goin' On? A Dialogue with the 90's Man
 - Think and Grow Rich Because Money Matters
 - Education 2000 – Preparing for the 21st Century
 - Affirmative Action: Past, Present and Future
- Presented several seminars sponsored by the Latina Women in County Government Committee:
 - Legal Resources and Information
 - Preventive/Alternative Non-Traditional Medicine
 - Employee Multicultural Fairs
 - Career Development Workshops
 - Women in Leadership
 - Domestic Violence Prevention Seminars
 - Presented "It's How You See It", a motivational program with Father Miles O'Brien Riley.
 - Participated in the "Stop the Family Violence" campaign and walk.
 - Took part in the Child Abuse Awareness Month.

RECOGNITION

- Designed and produced Women's Week: Spring Into the 90's with special events each day, reaching a wide and diverse audience. Program featured Women as Leaders, Women in the Media, a breast health panel discussion, and others.
- Created a Women In Management Brochure and Departmental Contacts to increase visibility and participation in the organization and to serve as informational sources for interested employees.
- Sponsored three Special Event Panel Discussion, which recognized and showcased the talents and abilities of exceptional women leaders in the County. One hundred eighty attendees were inspired by the candor, thoughtfulness, and wisdom of the panelists as they shared their successes, experiences, and insights on three different topics: Career Paths, The Men's Club, and Mentoring.
- Compiled and published a Women in Management Directory.
- Created a Women In Management logo, Pin, Mug, Note cards, Post-its to raise money for the organization and establish a recognition symbol.

- Formed a Recognition of Women Committee to highlight the achievements and talents of women employees. Thirty three (33) employees have been honored in the areas of community service, self-development and public service.
- In 1996 also honored a woman with special recognition for her extraordinary efforts to elevate comparable worth issues throughout all county departments, strong support for employee child care facilities, leadership against contracting out public service and for her skilled and eloquent representation for continued critical funding of public services, particularly that of health facilities and social services.
- Nominated three women to the Women's Hall of Fame in 1987 and one woman in 1991, two of whom were selected.

PARTNERSHIPS

- Established a Partnership with the Advisory Council on Women to work with the Council in areas of mutual concern and avoid duplicating efforts.
- Designed a Women's Day Display, which provided information on the Women In Management Organization.
- Supported the Human Race "Be An Angel" by contributing \$100.00.
- Established and administered the partnership of the Adopt-a-School Program with Roosevelt Elementary School in Redwood City.

CAREER DEVELOPMENT

- Designed and delivered a Budget Basics Training Program which assists employees in understanding the County's unique budgeting process. Over 400 County employees have attended this program.
- Planned, organized, and formed two Toastmaster International groups which have enhanced the leadership and communication skills of the members of this renowned organization.
- Developed and piloted a Mentoring Program which provided an organized partnership for professional development.
- Sponsored the formation of Beyond 9 to 5 (Women in Non-Traditional Jobs), which recognizes and supports women in non-traditional jobs. This group has been instrumental in assisting the County to increase the number of women in non-traditional jobs such as Park Rangers, Road Maintenance Workers, and Sheriff's Deputies. Beyond 9 to 5 has recognized the achievements of women holding non-traditional jobs by conducting several panel discussions, a special recognition event, and a job faire in 1992. In addition, this tasks force provides an ongoing support group for women in non-traditional jobs.

- Sponsored the formation of Black Women in County Government (later African American in County Government), which recognizes and supports Black Employees in County Government. This group organized the first County Black History Month event and has been encouraged to continue activities that foster the growth and development of Black Employees in San Mateo County.
- Designed and presented an Exhibit on Career Development at the Employee Fair which offered information and answered questions on position opening, tuition reimbursement and training programs.
- Designed and implemented a Shadow Program which provided first hand job knowledge to employees who wanted to know more about County job opportunities. This program developed by Beyond 9 to 5, focused on employment fields traditionally dominated by one sex.
- Provided numerous training opportunities (1985-present) to help women develop their skills and abilities in order to reach their full potential. Programs have included:
 - Work Team Effectiveness
 - Taking Risks
 - Effective Public Presentation
 - Positive Negotiations
 - Professional Impact/Personal Presence
 - Organizational Strategies
 - Success Tracking: A Personal and Professional Development Experience
 - Conflict Management
 - Women on the Leadership Path
 - Women Working with Women
- Adhered guidelines for the Development of Department Affirmative Action Plans in conjunction with the County Affirmative Action Advisory Committee.
- Designed and conducted a Career Development Assessment Center for 15-20 County employees (1992 – present) to provide an opportunity for participants to develop skills and abilities to reach their full potential.

IV. TRENDS

The identification of trends is critical for the development of strategic plans to meet the needs of the County.

- **Global.** There is a shift in power away from United States dominance in economic affairs toward more coalitions of government and businesses.
- **National.** There is a shift in emphasis from foreign issues to domestic concerns.
- **Regional.** There are greater efforts on a regional level to address and resolve common issues and concerns.
- **Local.** San Mateo County is:
 - becoming more visible both locally and nationally due to its progressive programs,
 - supportive of health and human services programs,
 - knowledgeable of the concerns of its constituency.

ECONOMIC / FISCAL

- The declining economy is resulting in reduced funding from Federal and State governments as well as downsizing in both the public and private sector.
- Lack of affordable housing is particularly acute in San Mateo County.
- The problems of homelessness, declining resources, crime, etc. continue to increase, placing greater demands on the County's budget.
- Compared to other counties, San Mateo County has had a low rate of unemployment with those employed holding a high percentage of executive, managerial, administrative, professional and technical jobs.
- Jobs in the service industry will remain the dominant source of employment, followed by retail, and transportation. Jobs in the agricultural and manufacturing industries are decreasing.
- The demands on the transportation system will continue to exceed the ability of the system to meet the needs.
- New public and private sector regulations will impact the economy.
- A growing number of uninsured residents will impact County health services.
- Medical costs continue to increase at a rate that is higher than the consumer price index.

SOCIO/CULTURAL

- There is a redefinition of the traditional family structure which allows for so evolving view of family.
- The County is providing a greater array of benefits in an attempt to address the complex economic, social, physical, and psychological needs of their employees.
- There is more focus on quality of life.
- There is increasing disparity between the skills required by the employer and the skills provided by the educational systems.
- There is an increased recognition of our great cultural diversity.
- There is increased concern over pressing environmental issues.
- There is an increase in juvenile crime in San Mateo County.

DEMOGRAPHIC

- Increased longevity, a declining rate of immigration of young adults and families into the area, and a declining birth rate combine to contribute to the Bay Area's aging population.
- San Mateo County's population continues to grow at a slow and steady pace, while relative numbers of minorities increase concurrently.
- The employee base for San Mateo County has expanded to include the nine Bay Area counties.

TECHNOLOGICAL

- There is continued movement toward automation as well as expanded access to information.
- There is growing movement toward decentralization of information services.
- There is a greater sophistication and level of technical knowledge among the general population.

V. ONGOING ACTIVITIES AND NEW PLANS

Each Committee develops work plans to implement new programs or improve current activities.

- **Program / Training Committee**

The committee develops comprehensive activities which will provide learning experiences in a variety of events.

- **Women's Health Issues Committee**

This committee focuses on programs that promote the adoption of healthier lifestyles and contribute to a more productive work force.

- **Special Events and Recognition of Women Committee**

This committee has developed a County-wide recognition event to highlight the achievements and talents of women employees in the County.

- **African American in County Government Committee**

This committee strives to increase the effectiveness and job satisfaction of Black employees in all levels of the organization by increasing knowledge of issues relevant to the County and the Black Community, and providing mentoring and networking opportunities.

- **Latina Women in County Government Committee**

This committee strives to increase the retention, recruitment and mobility of Latina/ Latino County employees.

- **Membership / Marketing**

Each year the committees of Women in County Government are charged with developing a work plan that outlines 1) proposed activities and programs; 2) time lines for accomplishing those activities; 3) resources necessary to achieve success.

PLANS FOR 2002-2003

In 2002-2003, Women in County Government will:

- Develop and implement “Linking County Government”, a series of conferences to educate County employees about the diversity of County services and how they interface with each other.
- Promote a culture that values diversity by:
 1. celebrating Black History Month,
 2. celebrating a Juneteenth event to disseminate information about African Americans,
 3. celebrating Kwanzaa,
 4. developing a newsletter,
 5. implementing a mentor program,
 6. supporting Latina Women in County Government’s programs to increase upward mobility, recognize bilingual needs, and provide information about educational opportunities, and
 7. presenting a fashion show celebrating diversity.
- Present education programs that reflect changing trends and promote a healthier work force by:
 1. coordinating a “Domestic Violence” workshop co-sponsored by the Women’s Health Issues Committee and the Latina Women in County Government Committee, and
 2. presenting a Breast Cancer program sponsored by the Women’s Health Issues Committee in recognition of Cancer Awareness Month.
- Conduct a Career Development Assessment Center
- Recognize outstanding individual contributions of employees in the areas of Community Service, Self-development and Public Service.
- Organize a Holiday Event to raise funds for the Center of Domestic Violence Prevention and Sor Juana Ines (Services for Abused Women), and collect toys for the Shelter Network.
- Conduct a Membership Drive to reach and interest more employees.
- Publish and distribute our newsletter on a quarterly basis.
- Update and maintain our website on the County’s Intranet.
- Participate in County Health Fair.