SHARED VISION 2010

San Mateo County Mission Statement
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

The Future of San Mateo County

Shared Commitments and Measurable Goals for the Next Decade
In 2000, the Board of Supervisors initiated a “visioning process” to give residents an opportunity to define a shared vision for the future of San Mateo County, by asking the questions: What will the County be like in a decade? What do we want it to look like?

San Mateo County is an attractive, prosperous and diverse place to live and work. It has undergone tremendous change: the emergence of a new economy, the arrival of new and diverse residents and the physical transformation of its cities. The County is no longer predominantly agricultural nor is it simply a set of bedroom communities serving San Francisco. It is a single region with elements of suburban, urban and agricultural communities. Through a shared vision, San Mateo County strives to blend the best of each of these diverse communities into a cohesive and dynamic whole.

Shared Vision 2010 - The Promise of the Peninsula

California’s local governments provide the critical services and programs necessary to stimulate and sustain the State’s economy. The success of these programs and services requires meaningful and achievable long-term plans. Shared Vision 2010 defines what the San Mateo County community can achieve over the next decade with government and citizens working together. It is a plan that seeks to avoid crisis-driven policies, remove irrelevant boundaries and barriers, and favors comprehensive and coordinated community-wide planning.

The plan itself will not solve all problems. However, it will raise an expectation of greater cooperation and collaboration among jurisdictions. The plan encourages shared responsibility by governments, educators, non-profits, faith-based and business community organizations, as well as individual residents for the future success of the County.

The Board of Supervisors believes that leadership is most respected and effective when it has clear purpose, accompanied by a plan of how to achieve it. The numerous and complex issues challenging the Peninsula, including affordable housing, transportation and sustainable economic growth, will only be solved with increased regional cooperation. Shared Vision 2010: The Promise of the Peninsula provides a framework for solving problems.

Since the adoption of Shared Vision 2010, the Board of Supervisors actions have been aligned with the 10 commitments and 25 goals. Moreover, the Board of Supervisors established and phased-in a system referred to as Outcome Based Management (OBM) to integrate the Shared Vision 2010 into department planning, priority-setting, performance measurement and budget development. The County budget process is an integral part of OBM, which requires
resources in County programs and services to be allocated toward meeting performance targets and improving overall County service delivery. Using the commitments and goals identified through the community visioning process as the long-term direction for County programs and services, all resources are now allocated toward those areas that can significantly contribute to progress and achieve the goals set out in Shared vision 2010.

Now at mid-point, the Board issued Shared Vision 2010: Update of Progress Measures 2005, to provide a summary of progress, a report card and an accounting of the initiatives that have been undertaken which contribute to the Shared Vision goals. Taken together, real progress has been demonstrated, yet indicators also report more work is needed. Mid-point is an opportune time for reflection, as well as to once again look to the future. As a result, the Board has set out a new course of civic engagement with community conversations to develop strategic plans for Shared Vision 2010, again answering the question: What kind of San Mateo County do we want?

First in that series, More Livable San Mateo County, drew broad community representation with 250 participants engaged in a lively facilitated discussion on ways San Mateo County can work together to as a community and as individuals to reduce the damaging impacts caused by the built environment. The strategies include ways of making our community more pedestrian friendly, promoting locally grown food products, and increasing the use of transit. These efforts contribute to reducing the incidence of diabetes, childhood obesity, depression, and heart disease.

**An Inclusive Vision: People, Place, Prosperity and Partnerships**

**A Public Process: Voice, Vote, Vision**

Just over five years ago, the Board of Supervisors set out to create a shared community vision for San Mateo County and foster a desire on the part of residents to work together to realize it. The first step in the process was to define an approach that would be as inclusive as the vision they hoped to identify. Through a series of workshops the Board of Supervisors constructed a visioning framework based on the shared values of people, place, prosperity and partnerships.

Using that framework the Board of Supervisors conducted a series of community forums throughout the County, including special forums targeting youth, new economy professionals, and Spanish-speakers. Residents were encouraged to provide online input and invited to submit public comment over a six-month period. Incorporating online and public input, community forum participants worked collectively to define a shared vision and prioritize goals for the future of the County.

After completing the community process, the Board of Supervisors presented the top vote-getting commitments and goals to small groups across the County. These focused meetings provided an opportunity to discuss the commitments and goals in greater detail and to identify performance indicators to monitor progress over time.

The result of this year-long visioning process was the County’s Shared Vision 2010, which includes a comprehensive set of 10 commitments and 25 goals that represent the priorities of the county for the following decade. Those commitments and goals are included below:

**PEOPLE**

**Realize the potential of our diverse population.**

1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.
2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County.

**Provide equal access to educational opportunity.**

3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.
4. Residents have many educational and training opportunities beyond high school.

**Ensure basic health and safety for all.**

5. Residents have access to healthcare and preventive care.
6. Children grow up healthy in safe and supportive homes and neighborhoods.
7. Maintain and enhance the public safety of all residents and visitors.
PLACE

Offer a full range of housing choices.
9. Housing exists for people at all income levels and for all generations of families.

Redesign our urban environment to increase vitality, expand variety and reduce congestion.
10. Public transportation choices that are convenient, affordable, accessible and safe.
11. New housing is clustered with jobs and commercial services along transportation corridors.
12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.

Preserve and provide people access for our natural environment.
13. Fixing the boundary between open space and development protects the quality of the natural environment.
14. Important natural resources are preserved and enhanced through environmental stewardship.
15. Residents have nearby access to green space, such as parks and recreational opportunities.

PROSPERITY

Create opportunities for every household to participate in our prosperity.
16. Residents hold the majority of jobs created in the county.
17. All households experience real gains in income.

Sow the seeds of our future prosperity.
18. San Mateo County attracts and maintains leading-edge industries.
19. The skill level of new workers rises with improved K-12 education and training options.

PARTNERSHIPS

Responsive, effective and collaborative government.
20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.
21. County employees understand, support and integrate the County vision and goals into their delivery of services.
22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.

Leaders work together across boundaries to preserve and enhance our quality of life.
23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.
24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.
25. Residents express their support for regional, collaborative approaches to issues.
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Shared Vision 2010 Key Department Initiatives—People

**Realize the Potential of Our Diverse Population**

1. **Healthy Communities San Mateo**
   
   **Lead Department/Agency:** Health Department

   **Major Issues to be Addressed:**
   - A growing body of research documents that many U.S. population groups—including racial and ethnic minority groups such as African Americans, Hispanics/Latinos, Asian Americans, American Indians, Alaska Natives, and Pacific Islanders, as well as some geographic and/or socioeconomic groups such as low-income and rural populations—experience a disproportionately high burden of disease and mortality.
   - These health disparities are present in San Mateo County and reducing them will require concerted action across a wide range of issues and sectors.

   **Goals:**
   - Reduce health disparities
   - Engage the community in addressing high priority health issues

   **Objectives:**
   - By 2010, reduce levels of childhood overweight from 25% to 20%
   - By 2010, reduce proportion of youth using alcohol, tobacco, and other drugs from 26% to 21%
   - Improve linguistic access to healthcare services by developing an action plan to address key findings from the Department’s Linguistic Access Study

   **Partners:**
   - Human Services Agency
   - San Mateo Medical Center
   - Health Plan of San Mateo
   - First 5 of San Mateo County

2. **Juvenile Detention Alternatives Initiative (JDAI)**
   
   **Lead Department/Agency:** Probation Department

   **Major Issues to be Addressed:**
   - Disproportionate confinement of Hispanic, Pacific Islander, and African American youth detained in the Juvenile Hall and Camp Glenwood
   - Over-utilization of detention for youth committing minor and technical law violations

   **Goal:**
   - Ensure alternatives to detention exist for youth who are not detained for serious or violent offenses

3. **Youth Development**
   
   **Lead Department/Agency:** Health Department

   **Major Issues to be Addressed:**
   - The San Mateo County Adolescent Report 2001 documented the rationale and need to shift the focus in serving youth from one of risk reduction to one of youth development, including promoting “assets” or positive traits and supports.
   - Such a focus can assist youth in developing the skills and resiliency they need to build positive self-esteem, problem-solving ability, and healthy social relationships, as well as reduce risk behaviors.

   **Goals:**
   - Promote asset development among all youth in San Mateo County
   - Work in partnership with HSA and other County departments to incorporate youth development approach in high priority initiatives affecting youth in the community

   **Objectives:**
   - By 2010, increase the level of youth assets
   - Reduce disparities in youth asset levels by ethnicity

   **Partners:**
   - Human Services Agency
   - Probation Department
   - County Office of Education
4. **Help America Vote Act (HAVA)**

   **Lead Department/Agency:** Assessor-County Clerk-Recorder

   **Major Issues to be Addressed:**
   - Acquire a new voting system that complies with federal Help America Vote Act (HAVA). New federal and state mandates require a full voting system replacement in 2006 with implementation, enhanced facilities, training requirements and voter education and outreach efforts.

   **Goal:**
   - Facilitate the participation of disabled voters in the democratic process

   **Objectives:**
   - Improve disabled voter access to elections

   **Partners:**
   - Board of Supervisors
   - Controller’s Office

5. **Helping Child Support Obligors who are “Unable” to Pay**

   **Lead Department/Agency:** Department of Child Support Services (DCSS)

   **Major Issue to be Addressed:**
   - DCSS takes over 200 obligors to court each year on contempt charges for failure to pay support. Of those 200 cases, about 20% consistently make payments after the contempt hearing. The issue remains, how to best address inability to pay for the remaining 80%. Is the current option of jail time the best alternative?

   **Goal:**
   - Increase child support payments from parents that have failed to pay support due to personal obstacles such as mental health issues, substance abuse or illiteracy

   **Objectives:**
   - Increase the child support payments from formerly non-paying obligors
   - Develop collaborative relationships with other County departments and community-based groups to provide services for “unable” parents
   - Identify and modify orders that are inconsistent with obligors earning abilities
   - Use the legal tools of DCSS to leverage client participation in appropriate programs
   - Identify and address the underlying issues behind noncompliance rather than applying failed solutions
   - Increase DCSS effectiveness and efficiency

   **Partners:**
   - Human Services Agency
   - Mental Health
   - Correctional Health
   - Sheriff
   - Probation
   - Courts
   - Community Based Organizations such as Project 90, Family Service Agency, Project READ, Service League and others
**Ensure Basic Health and Safety for All**

1. **Youth Services Center (YSC)**

   **Lead Department/Agency:** Probation Department

   **Major Issues to be addressed:**
   - San Mateo County has identified a need to improve and streamline services to youth and their families by building a comprehensive Youth Services Center where service providers work together to offer youth and families the finest case prevention and intervention services available.
   - The current facility does not allow the programming space necessary to address individualized case needs of youth detained at the Hall.
   - Population-specific needs, including dual-diagnosis treatment and gender-specific programming, are not provided
   - Past services lacked the integration that a multi-disciplinary approach could address.

   **Goal:**
   - To design and implement a multi-disciplinary Youth Services Center that develops individual and family strengths and promotes juvenile rehabilitation through appropriate program referral and intervention, while ensuring public safety and meeting the health and safety needs of detained youth

   **Objectives:**
   - Every youth detained in San Mateo County will receive appropriate and adequate assessment and case plan services to meet individual and family needs and promote rehabilitation
   - Reduce the number of girls sent to out-of-county placements by 25%
   - Youths detained in the hall will have access to multi-disciplinary programs that address individual needs
   - Reduce youth detained in the Juvenile Hall by 20%

   **Partners:**
   - Mental Health
   - Human Services Agency
   - Correctional Health
   - County Office of Education
   - Courts
   - District Attorney’s Office
   - Private Defender’s Program
   - Sheriff

2. **Healthy Communities San Mateo**

   **Lead Department/Agency:** Health Department

   **Major Issues to be Addressed:**
   - A growing body of research documents that many U.S. population groups—including racial and ethnic minority groups such as African Americans, Hispanics/Latinos, Asian Americans, American Indians, Alaska Natives, and Pacific Islanders, as well as some geographic and/or socioeconomic groups such as low-income and rural populations—experience a disproportionately high burden of disease and mortality.
   - These health disparities are present in San Mateo County and reducing them will require concerted action across a wide range of issues and sectors.

   **Goals:**
   - Reduce health disparities
   - Engage the community in addressing priority health issues

   **Objectives:**
   - By 2010, reduce levels of childhood overweight from 25% to 20%
   - By 2010, reduce proportion of youth using alcohol, tobacco, and other drugs from 26% to 21%
   - Improve linguistic access to healthcare services by developing an action plan to address key findings from the Department’s Linguistic Access Study

   **Partners:**
   - Human Services Agency
   - San Mateo Medical Center
   - Health Plan of San Mateo
   - First 5 of San Mateo County

3. **Chronic Disease and Well-Being**

   **Lead Department/Agency:** Health Department

   **Major Issues to be Addressed:**
   - According to the Centers for Disease Control and Prevention (CDC), chronic diseases today account for 70% of the deaths of all Americans and 75% of this country’s annual health care costs. Unless steps are taken to deal effectively with chronic diseases, the nation is headed for serious financial and quality-of-life challenges.
   - The growing impact of chronic disease, including issues related to obesity, mental illness, and addiction to alcohol, tobacco, and other drugs, is seen within the Health Department’s programs and in planning for the needs of an aging population.

   **Goals:**
   - Strengthen support of most vulnerable populations and promote wellness, resilience, and adoption of healthy behavior to address priority populations with chronic diseases within the County
   - Work with community partners, including consumers, to broaden and deepen community knowledge and ability to manage and prevent chronic disease

   **Objectives:**
   - Through implementation of Mental Health Services Act (MHSA) and other systems changes, increase the number of
clients served in the Mental Health system from 11,426 in FY 2005-06 and 12,794 in FY 2006-07

• Increase level of physical activity among children and older adults
• Reduce binge drinking

Partners:
• Human Services Agency
• Probation Department
• San Mateo Medical Center
• Sheriff’s Office
• Health Plan of San Mateo

4. Women’s Correctional Center

Lead Department/Agency: Sheriff’s Office

Major Issues to be addressed:
• Obsolete, overcrowded, inadequate Women’s Correctional Center facility – the current facility is structurally outdated, unable to adequately handle today’s offenders’ health and welfare needs, and operates at an average daily population of 158% of Board of Corrections rated capacity
• Lack of children’s visiting area or any programming for children of incarcerated inmates
• Need for adequate housing to separate pre-trial inmates from sentenced inmates, in compliance with statutory regulations

Goal:
• A Women’s Correctional Center that will meet San Mateo County’s female incarceration needs for the next 30 years, adequately addressing health and welfare needs of female offenders while ensuring public safety

Objectives:
• A new/remodeled Women’s Correctional Center will operate at an average of no more than 80% of Board of Corrections-rated capacity for 10 years following construction
• The new/remodeled WCC will accommodate a Children’s Visiting Area capable of accommodating up to 20-25 children (under age 5) at any given time
• The new/remodeled WCC will provide adequate space for targeted programming and counseling activities

Partners:
• Board of Supervisors
• County Manager’s Office
• Facilities Planning and Development
• Correctional Health Services
• City Police Departments
• Countywide JPA Emergency Services Council
• City of Redwood City

5. Medical Center Service Expansion

Lead Department/Agency: San Mateo Medical Center (SMMC)

Major Issues to be Addressed:
• There is a need for the County to provide other healthcare services in the community such as labor and delivery and geriatric psychiatry. Expansion of services offered at SMMC would not only address this need but would place a revenue-generating unit in a currently vacant space.

Goals:
• Provide continuity of care through expanded services to patients
• Generate new revenue to help offset rising operational costs

Objectives:
• Build a unit that addresses community needs
• Hire high quality staff to serve patients
• Provide a continuum of care

Partners:
• Public Health
• Department of Public Works
• Lucille Packard Children’s Hospital

6. Provide County Law Enforcement with an Improved Weapons Training Facility

Lead Department/Agency: Sheriff Office

Major Issues to be addressed:
• Current firing range at Coyote Point, which serves as the weapons training facility for 24 law enforcement agencies operating in San Mateo County, was built over 40 years ago and is deteriorating due to lack of maintenance
• Safety and environmental conditions limit the current use of the Range, which has restricted weapons qualification time for allied law enforcement agencies using the Range
• The existing firing range does not meet the training requirements for modern law enforcement weapons, impacting local law enforcement’s ability to carry out public safety duties in high threat situations

Goal:
• Provide a firing range facility for Sheriff’s deputies and local law enforcement agency officers that meets safety standards and modern weapons training needs, advancing public safety in San Mateo County

Objectives:
• A new/remodeled firing range that provides adequate firing lanes to accommodate 24 agencies and approximately 3,000 officer qualification hours annually, in an efficient, safe, and modern facility that has minimal noise impact on the surrounding community
• Sheriff’s deputies and local law enforcement officers will have both static and dynamic firing training required to
respond skillfully and professionally in high threat situations, providing enhanced public safety
• A new/remodeled firing range designed to provide training accommodations for modern weapons training needs

Partners:
• Board of Supervisors
• County Manager’s Office
• Facilities Planning and Development
• City Police Departments

7. Child Welfare Systems Improvement Initiative
Lead Department/Agency: Human Services Agency

Major Issues to be Addressed:
• There is a unique opportunity to strengthen its child welfare system through a convergence of quality improvement opportunities at the Federal, State, and local levels
• Compliance with State-defined AB636 outcomes is required and underway
• The next Federal review of the County and California child welfare system is imminent

Goals:
• Achieve accreditation from the Council on Accreditation for Children and Families
• Implement an ongoing system of quality improvement in child welfare to include evidence-based child welfare practices and specific links to implementation of the System Improvement Plan (SIP)

Objectives:
• Integrate quality measures with local, state, and national best practice requirements
• Identify and monitor evidence-based child welfare practices for continuous improvement in achieving desirable outcomes
• Connect quality improvement to implementing Differential Response, team-based decision making, and permanency
• Use quality improvement/accreditation/evidence-based practice systems to address local variances with Federal and State standards
• Train managers and staff in child welfare in systematic use of performance and continuous quality improvement

Partners:
• County Manager’s Office
• Health Department
• Children and Youth System of Care
• Youth Services Center
• Probation Department

8. Medically Indigent Healthcare Pilot
Lead Department/Agency: County Manager’s Office

Major Issues to be Addressed:
• The County does not have the information it needs to determine its financial obligation for carrying out its mandate under Section 17000 of the Welfare and Institutions Code to provide healthcare to medically indigent residents
• General Fund contributions and loans to the San Mateo Medical Center continue to increase to cover the gap between revenues and expenditures as a result of rising costs to provide healthcare and insufficient revenues from payor sources

Goal:
• Create a long-term financially viable business model for providing healthcare to the County’s medically indigent residents

Objectives:
• By September 2005, develop financial assistance policies containing eligibility criteria for medically indigent programs
• By December 2005, eliminate self-declaration process and establish full screening that requires proof of income, assets and county residency to qualify for financial assistance
• By Fall 2006, determine the County’s financial obligation to meet its Section 17000 mandate
• By December 2006, develop MOU with Medical Center and explore other alternatives for the provision of services to medically indigent residents of the County

Partners:
• San Mateo Medical Center
• Health Department
• Human Services Agency
• Health Plan of San Mateo
• Community-Based Organizations
• Healthcare Advocacy Groups
• Information Services Department
• Revenue Services/Treasurer’s Office
• County Counsel
• Controller’s Office

9. Respond to Declining Fire Protection Revenues
Lead Department/Agency: Fire Services

Major Issues to be Addressed:
• Dedicated property tax for fire protection has declined since FY 2004-05 due to a drop in the assessed value of unsecured properties in the fire district.

Goal:
• Ensure fire protection services are provided in a safe and effective manner despite funding issues
Objectives:

- To ensure fire calls for service are answered within established time criteria
- To ensure necessary fire plan checks occur in a timely manner

Partners:

- California Department of Forestry (CDF)
- Controller’s Office
- Assessor’s Office
- County Manager’s Office
- Health Department
- Neighboring fire departments and cities
- American Medical Response (AMR)
Shared Vision 2010 Key Department Initiatives—Place

1. Ten Year Plan to End Homelessness (HOPE)
   Lead Department/Agency: Human Services Agency

   Major Issues to be Addressed:
   • An estimated 4,000 children, men, and women are homeless each year in the County; another 26,000 are just one paycheck or medical emergency away from the street
   • The homeless face major barriers to participation in workforce and community life
   • The human, financial, and social costs of not solving the homeless problem are great and increasing

   Goals:
   • Implement San Mateo County’s HOPE Initiative designed to ensure that safe, accessible, affordable housing is available in the County for those in greatest need
   • Succeed in changing from a project-focused effort in addressing homelessness to a strategic amelioration of the root causes of homelessness
   • Assist 12,200 individual and family households who have been homeless or at severe risk of homelessness in securing and maintaining safe, permanent, accessible, affordable, and (where needed), supportive housing by 2015

   Objectives:
   • Successfully launch the first-year implementation goals of the HOPE Initiative
   • Collect, analyze, and report current and accurate data for community leaders, policymakers, funding providers, service providers, consumers, and the general public
   • Support a cadre of community champions who will ensure sustainable engagement around the vision of HOPE
   • Increase housing opportunities for people who are homeless
   • Deliver timely, flexible services to support stability and independence
   • Create system performance standards, track progress, and report results toward ending homelessness

   Partners:
   • Board of Supervisors
   • County Manager’s Office
   • Department of Housing
   • San Mateo Medical Center
   • Sheriff’s Office
   • Probation Department
   • Health Department
   • Homeless Service Providers
   • Cities

2. Countywide Housing Strategy
   Lead Department/Agency: Department of Housing

   Major Issues to be Addressed:
   • Lack of goal alignment and coordinated implementation of programs among the County, cities, agencies, and organizations
   • Broadly appreciated countywide measures of production progress linked to sustainability goals do not yet exist

   Goal:
   • Increase infill housing production countywide by aligning complementary efforts of public and private organizations to produce well-placed housing for households at all income levels in the community

   Objectives:
   • Publish strategy and implementation plan showing how much housing is needed and why, where it can go, who is doing what to produce it, and how these initiatives fit together
   • Develop measurable “sustainability goals” and set housing production targets necessary to achieve them
   • Develop integrated marketing approach to coordinate among initiatives
   • Increase production rates to a level necessary to reach sustainability targets by 2025
   • Increase annual funding five-fold for special needs housing

   Partners:
   • Human Services Agency, Center on Homelessness
   • Planning and Building Department
   • City/County Association of Governments (C/CAG), HEART, HOPE, SamTrans, cities
Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

1. Maintain Infrastructure while Minimizing Impacts on the Environment

Lead Department/Agency: Department of Public Works

Major Issues to be addressed:
- Maintenance of flood control facilities in areas that have become habitat to endangered/threatened species where lack of maintenance can result in flooding
- Spills from sanitary sewer systems that contaminate creeks and other bodies of water
- Elimination of landscape vegetation that can infiltrate sewer lines and cause stoppages
- Excess amount of herbicides being introduced into the environment
- Lack of maintenance of roadside vegetation that can result in fires, vehicle accidents and other damage
- Trash and debris in water bodies or other sensitive areas

Goal:
- Provide regular maintenance of infrastructure that serves the citizens of San Mateo County while preserving or minimizing impacts on the environment, including sensitive biological areas and habitats of endangered/threatened species as identified by various regulatory agencies

Objectives:
- Obtain long-term regulatory permits to allow for annual maintenance of facilities
- Reduce sewer spills by establishing programs to identify trouble spots in the sewer collection systems
- Eliminate exotic and invasive plants while sustaining native plant species through the development of programs in cooperation with the Agriculture Commissioner that allow for the use of herbicides
- Reduce the amount of illegal dumping that ends up in the streets or drainage channels through outreach and education
- Develop and distribute a brochure to inform the public on the methods and benefits of a vegetation management plan

Partners:
- Agriculture Commissioner
- San Francisco International Airport
- Regional Water Quality Control Board
- California Department of Fish and Game
- Corps of Engineers
- United States Fish and Wildlife Service
- California Coastal Commission

2. Showcase Housing Solutions

Lead Department/Agency: Department of Housing

Major Issues to be Addressed:
- Locally adapted demonstrations of best-practice solutions—“great places” anchored by great housing—are not sufficiently commonplace or widely diffused to stimulate replication by planners and policy makers and stimulate popular and market demand

Goal:
- Showcase exemplary housing solutions and, as needed, import, adapt and demonstrate best-practices

Objectives:
- Encourage exemplary developments on County-owned or regulated land
- Establish and publicize measures of progress toward “network of 100 great places”
- Publish series of local demonstrations/adaptations of best-practice housing solutions

Partners:
- Human Services Agency, Center on Homelessness
- Planning and Building Department
- C/CAG, HEART, HOPE, SamTrans, cities
**Preserve and Provide People Access to Our Natural Environment**

1. **Reduce the County’s Impact on Climate Change by Reducing CO\textsubscript{2} Emissions**

   **Lead Department/Agency:** Department of Public Works

   **Major Issues to be addressed:**
   - CO\textsubscript{2} and other greenhouse gases affect climate on a global level by increasing surface temperature, raising sea level and increasing the strength and variability of weather incidents.
   - County facilities emit over 23,000 tons of CO\textsubscript{2} per year, contributing to the climate change.
   - The CO\textsubscript{2} from the County comes from the use of (in decreasing order): electricity, natural gas, gasoline and diesel.
   - The cost of fuels and energy are increasing, which provides an incentive to reduce consumption.

   **Goal:**
   - To reduce by 10% County CO\textsubscript{2} emissions by 2010

   **Objectives:**
   - Electricity supplied to existing County facilities by PG&E (the grid) will be reduced by 20% by 2010.
   - The current level of natural gas consumption in facilities will be maintained, even while switching to energy efficient gas fired cogeneration plants at the Maguire Jail and the San Mateo County Medical Center.
   - The published miles per gallon (MPG) average of the County passenger vehicle fleet will be raised by 5 mpg by 2010; the current average of County passenger vehicles is 22 MPG.

   **Partners:**
   - All Departments that use County vehicles and/or occupy space in County owned or leased buildings.
   - San Mateo Medical Center (largest energy consumer).
   - Sustainable Silicon Valley.
   - Sustainable San Mateo County.
   - City/County Association of Governments (CICAG); Congestion Management and Air Quality committee (CMAQ).

2. **Parks for the Future**

   **Lead Department/Agency:** Parks Department

   **Major Issues to be addressed:**
   - Funding for Parks and Recreation is largely discretionary and is at jeopardy with declining general revenues. A reliable ongoing source to fund the County Parks system as well as local city parks needs to be identified for long-term stability.

   **Goal:**
   - San Mateo County voters will pass a 1/8 cent sales tax increase to fund city and County parks and recreation programs to ensure the maintenance and ongoing operations for the enjoyment of future generations.

   **Objectives:**
   - Voters pass the Parks for the Future Initiative on the November ballot.
   - Cities and the County realize new revenue to fund ongoing Parks and Recreation programs.

   **Partners:**
   - Parks Foundation.
   - Board of Supervisors.
   - County Manager’s Office.
   - Cities.
Shared Vision 2010 Key Department Initiatives—Prosperity

Create Opportunities for Every Household to Participate in Our Prosperity

1. Housing and Asset Development for Emancipating Foster Youth

Lead Department/Agency: Human Services Agency

Major Issues to be addressed:

- Foster youth face challenges of homelessness, unstable housing, unemployment, lack of permanent connections, and limited independent living skills as they emancipate from the child welfare system and probation foster care system

Goals:

- Develop a housing stipend and apartment program for emancipated foster youth to keep them safe from homelessness
- Provide emancipating foster youth with supportive services that lead to self-sufficiency
- Work in partnership with the Health Department and other County departments to incorporate an asset development/youth development approach in high priority initiatives affecting the community

Objectives:

- Provide aftercare case management services and housing stipends to emancipating foster youth
- Develop a transitional housing structure with support services to provide housing for former foster youth
- Reduce the homeless rates of emancipating foster youth from a current rate of 25-50% to zero
- Correlate the asset development needs of emancipating foster youth to the “prosocial 40 youth assets” model in the Health Department, which aims to increase the overall level of youth assets in the community and reduce disparities in youth asset levels by ethnicity

Partners:

- County Board of Supervisors
- County Manager’s Office
- Department of Housing
- Health Department
- Probation Department
Shared Vision 2010 Key Department Initiatives—Partnership

Responsive, Effective and Collaborative Government

1. Improvements to Planning and Building

Lead Department/Agency: Planning and Building Department

Major Issues to be Addressed:
- In June 2005 the Planning and Building Task Force issued a report addressing concerns about the Planning and Building Division. The report called for three phases of recommendations to improve efficiencies in the Division.

Goal:
- To implement improvements to the Division to improve the quality of service to residents and business owners within the County by providing consistent application of rules and regulations, providing greater certainty to the process, and allowing for timely and efficient processing of planning and building applications.

Objectives:
- Wait time for permits will decrease
- Customer satisfaction will increase
- Staff retention will increase
- Caseloads per planner will be reduced
- Staff will receive improved training opportunities
- Employee morale in the Division will increase

Partners:
- Elected and appointed Boards, Commissions and Committees
- Human Resources Department
- Information Services Department
- County Manager’s Office
- Public Works
- Health Department
- Community Development customers

2. County Reorganization and Countywide Improvements

Lead Department/Agency: County Manager’s Office

Major Issues to be Addressed:
- About 75% of the County’s department and division/deputy directors are eligible to retire, all with many years of experience; it is estimated that 25% of the County workforce will retire between 2005-2010
- Results from the County Organizational Review completed in March 2006 indicated that improvements are needed in the County’s succession planning efforts, external and internal communications, departmental review process, information technology planning, employee training, hiring and promotional practices, and performance feedback

Goal:
- Restructure the County organization to foster collaboration, increase effectiveness and enhance policy and executive level support and focus
- Improve County effectiveness by implementing best practices

Objectives:
- By July 2006, reorganize and implement staffing changes to the County Manager/Clerk of the Board, Board of Supervisors, and Training and Development
- By October 2006, eliminate Employee and Public Services and Environmental Services Agency and transfer operations or management oversight to the County Manager’s Office, Tax Collector-Treasurer, and Health Department; transfer the Tobacco Prevention Program from the Human Services Agency to the Health Department
- By June 2008, implement the 79 recommendations from the Organizational Review

Partners:
- County Employees
- Managers and Supervisors
- County Department Heads
- Human Resources Department
- Information Services Department

3. Expand the County’s Succession Planning Programs

Lead Department/Agency: Human Resources Department

Major Issues to be Addressed:
- Baby boomers are leaving the workforce in record numbers and there are not as many workers in subsequent generations to take their place
- Middle management level positions have been reduced, eliminating a logical succession planning process
- Insufficient resources have been allocated to identify and develop future leaders

Goal:
- Develop and implement a robust succession planning program to assure that highly qualified employees are developed to fill key leadership vacancies

Objectives:
- Staff are trained in the skills they need to advance
- There are increased number of promotions from within top level management positions
- New hires for key positions will be made prior to departure of the incumbent
4. **Transition to a Statewide Automated Child Support System**

**Lead Department/Agency:** Department of Child Support Services (DCSS)

**Major Issue to be addressed:**
- The State of California is being fined over $220 million a year for failing to have a state-wide automated child support system. To stop the penalties, all California counties must use the same automated system that meets specific federal requirements. All child support payments in the state must be processed at a central facility.

**Goals:**
- Maintain the current level of performance and customer service under statewide automated child support system
- Effectively utilize a statewide collections process to prevent future penalties

**Objectives:**
- Child support collections will be equal to or greater than the prior year
- Percent of current support collected will be equal to or greater than the prior year
- Percent of cases will a collection on arrears with be equal to or greater than the prior year
- Percent of cases with orders will be equal to or greater than the prior year

**Partners:**
- Information Services Department
- Controller’s Office
- Courts
- Human Services Agency
- State Department of Child Support Services
- Treasurer’s Office

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5. **Community Capacity Health Initiative**

**Lead Department/Agency:** Health Department

**Major Issues to be Addressed:**
- Research and practice have affirmed the important roles that communities play in shaping health outcomes through family and peer supports, social and cultural norms, and other factors that are rooted in communities.
- Community-based organizations are key Department partners in promoting health, but their resources are often stretched.

**Goals:**
- Strengthen community capacity to partner with the Health Department on priority health issues

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6. **San Mateo Medical Center Revenue Cycle Improvement**

**Lead Department/Agency:** San Mateo Medical Center (SMCC)

**Major Issues to be addressed:**
- SMCC strives to be a good steward of the County’s resources while providing the maximum level of service to patients. Internal and external assessments indicate there are opportunities to enhance cash collections and improve the financial standing of the Medical Center.

**Goals:**
- Improve patient access and billing through enhanced reporting, process redesign, and staff training
- Work with inpatient and outpatient departments to improve timeliness of gathering supporting documentation for billing

**Objectives:**
- Increase percentage of cash collection
- Reduce claim denials
- Reduce bad debt
- Reduce days and dollars in accounts receivable

**Partners:**
- Revenue Services

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7. **Health Client Data Store (HCDS) / Applicable Client Record Search (ACRS)**

**Lead Department/Agency:** Information Services Department

**Major Issues to be Addressed:**
- Uncoordinated data stores result in duplicative efforts by multiple County Departments and unsynchronized client management. Many County Departments serve the same clients. Creating interoperable data stores will reduce duplication of effort and will allow County Departments to better serve clients by having more complete client information where applicable and authorized.
Goal: Provide Countywide reporting and client coordination

Objective: Reduce by 20% the number of stand-alone and non-interoperable data stores in the County

Partners: Health Department, San Mateo Medical Center, Human Services Agency

8. Computing Environment Modernization

Lead Department/Agency: Information Services Department

Major Issues to be Addressed:
- The County computing infrastructure is approaching or is at end-of-life. In an effort to maximize County computing investment, infrastructure equipment is replaced when the supporting vendor no longer provides support. This results in a compressed time frame for equipment replacement and hinders implementation of new technologies.

Goal: Supply a communications environment that meets the County’s present and future business needs

Objectives:
- Maintain network computing environment availability at 99.7% while implementing newer technology enabling the deployment of modern applications Countywide, to include video conferencing and increased e-gov services

Partners: All County Departments

9. Implementation of Interactive Voice Response (IVR) System

Lead Department/Agency: Treasurer-Tax Collector’s Office

Major Issues to be Addressed:
- County taxpayers should have easy access to general tax information, faster response time, tax bill information and payment options for all tax rolls
- Need system that will interface to the Tax Collector’s database for payments and inquiry of all tax rolls

Goals:
- County taxpayers will have an efficient and user-friendly phone system to respond to tax information needs

Objectives:
- To install the new IVR system in FY 2006-07 to enhance delivery of services and improve customer satisfaction

Partners: Information Services Department

10. Upgrade Property Assessment System

Lead Department/Agency: Assessor’s Office

Major Issues to be Addressed:
- Develop and install an upgrade to the property assessment system that realizes the efficiencies of an integrated relational database and incorporates a new Geographic Information System (GIS) and document imaging system

Goals:
- Roll corrections are delivered electronically to the Controller’s Office and County Counsel

Objectives:
- Replace paper processes with electronic process

Partners: Board of Supervisors, County Controller
Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

1. Centralized Collection, Analysis, and Dissemination of Law Enforcement Information

Lead Department/Agency: Sheriff's Office

Major Issues to be addressed:
- Sophisticated, organized, and increasing violent criminal gang organizations in the County
- Gang leadership are now typically hardened criminals, often ex-convicts and parolees who are familiar with law enforcement operations and enforcement patterns, who insulate gang management by having young recruits, often minors, performing the more dangerous crimes and shootings, and are difficult to identify and apprehend
- Need for coordinated approach by law enforcement to address issues of gang proliferation across jurisdictional boundaries and organized gang criminal activities
- Police agencies historically have operated without a coordinated approach to long-term information sharing
- Need for extended-term gang intelligence capability to identify gang patterns, scope of criminal activities, and develop a plan for interdiction, apprehension, and sustained vertical prosecution of gang members and leadership

Goals:
- Improve the effectiveness and efficiency of County law enforcement efforts to curb gang criminal activities
- Provide a support network of useful and timely intelligence and crime analysis to support County gang interdiction

Objectives:
- Identify key stakeholders and involved agencies and ideal user-level participants
- In conjunction with the County Chiefs of Police and Sheriff’s Association, adopt a criminal intelligence sharing plan for San Mateo County, to serve as a future guide and model for future law enforcement information-sharing initiatives
- Develop and customize a plan for common or shared databases, software, network protocols, and security protocols
- Establish a centralized San Mateo County law enforcement information sharing bureau or task force

Partners:
- Board of Supervisors and City Councils
- County Manager’s Office
- San Mateo County Police Chiefs and Sheriff’s Association
- District Attorney’s Office
- Probation Department
- Federal and State law enforcement agencies

2. Community Capacity Human Services Initiative

Lead Department/Agency: Human Services Agency

Major Issues to be Addressed:
- Nonprofit community-based organizations confront increasing stress in delivering human services in the County
- As community partners help the Agency to roll out initiatives like the Differential Response system, or deliver safety net or treatment services, the sustainability of the County’s nonprofit sector for human services is an ongoing challenge
- It is a challenge to map the services available in communities of San Mateo County vis-a-vis the population’s need for services in specific areas

Goals:
- Strengthen community capacity to partner with HSA on priority human services issues, especially those relating to prevention and early intervention
- Strengthen information coordination capacity versus service needs in specific locations, especially regarding prevention and early intervention services

Objectives:
- Follow up on community capacity recommendations identified through the Safety Net Needs Assessment, the AOD Strategic Planning Process, the Human Services Agency Strategic Plan for Prevention and Early Intervention, and the implementation of Differential Response throughout the County
- Identify and eliminate duplicative administrative requirements on community partners in an effort to streamline or reduce administrative burden

Partners:
- Health Department
- Human Resources Department (County Nonprofit Liaison)
- Peninsula Library System Community Information Program
- Youth Services Center
- Probation Department
- Community partners and community-based organizations