



COUNTY OF SAN MATEO

PROFILE 2007-2008

County Geography, History, Economics and Government

The County of San Mateo is home to some of the most spectacular and varied geography in the United States, from 54 miles of rugged coast to tidal marshes along the Bay. In between are redwood forests, rolling hills covered with oaks, wetlands, creeks, beaches and farmland all within the County's 531 square miles.

Established on April 19, 1856, San Mateo County has been a center of innovation since its early days and now is home to cutting-edge industries and a local government that is responsive and responsible.

A five-member Board of Supervisors governs San Mateo County. All Supervisors are elected Countywide but each must live in one of the five districts. Supervisors oversee the County's budget and set policy while an appointed County Manager runs the day-to-day operations from the County seat in Redwood City.



There are 20 cities in San Mateo County, each with unique characteristics, and numerous unincorporated communities. These range from suburban neighborhoods to hamlets tucked away in the forest.

The County is represented in Washington, D.C. by two members of Congress and in Sacramento by three members of the Assembly and two members of the Senate.

The combination of mild climate, abundant open space and economic diversity and vitality make San Mateo County one of the most attractive places to live in the United States. Residents have long committed to preserving the environment and nearly three-quarters of the County is set aside for parks, watershed protection, farmland and other open-space uses.

The County's proximity to leading research institutions such as Stanford University and the University of California along with numerous other colleges and universities has helped create a well-educated and engaged constituency. Home to San Francisco International Airport, the County is a gateway to the world with a bright and diverse population.

The County consistently boasts among the highest incomes and lowest unemployment rates in the United States.

History

In 1769, while searching for Monterey Bay, a Spanish exploration party led by Captain Gaspar de Portola instead found San Francisco Bay from what is now called Sweeney Ridge between San Bruno and Pacifica.

The Spanish expedition found the Peninsula inhabited by several small tribes of Ohlone Indians. As a result, many Native Americans soon contracted diseases that contributed to great suffering.

When Spanish rule of the region gave way to Mexican rule after 1821, numerous large land grants were secured from the Mexican Government. San Mateo County became the site of 17 large ranchos. In 1846, American Naval forces claimed California



and just two years later gold was discovered drawing the "forty-niners" in search of fortune. California's population grew and by 1850, Congress granted it statehood.

San Mateo was part of San Francisco County until 1856, when the County was created out of a political deal. In an effort to eliminate San Francisco government corruption, a state legislative proposal was introduced to merge the City and County of San Francisco. That legislation only won approval when an amendment was added to also require splitting San Francisco into a second county. In 1856, the County Charter was approved and a battle for the location

of the county seat ensued. After three elections and a state Supreme Court decision, Redwood City became the San Mateo County seat.

By 1860, San Mateo County had 3,214 residents. The San Francisco-San Jose railroad line brought something new to the Peninsula: the commuter.

Many of the "Bonanza and Railroad Kings" purchased portions of the old Mexican land grants and built great mansions on estates. The favorable climate, proximity to natural resources and an improving transportation network helped to fuel the County's growth.

Population

Between Jan. 1, 2006 and Jan. 1, 2007, San Mateo County's population grew 1 percent, from 726,336 to 733,496, maintaining San Mateo County's rank as the 14th most populous county in California. During that same time period, California, as a whole, grew by an estimated 1.3 percent to 37.7 million. Of San Mateo County's 733,496 residents, about 65,557 live in the unincorporated area of the County. ¹



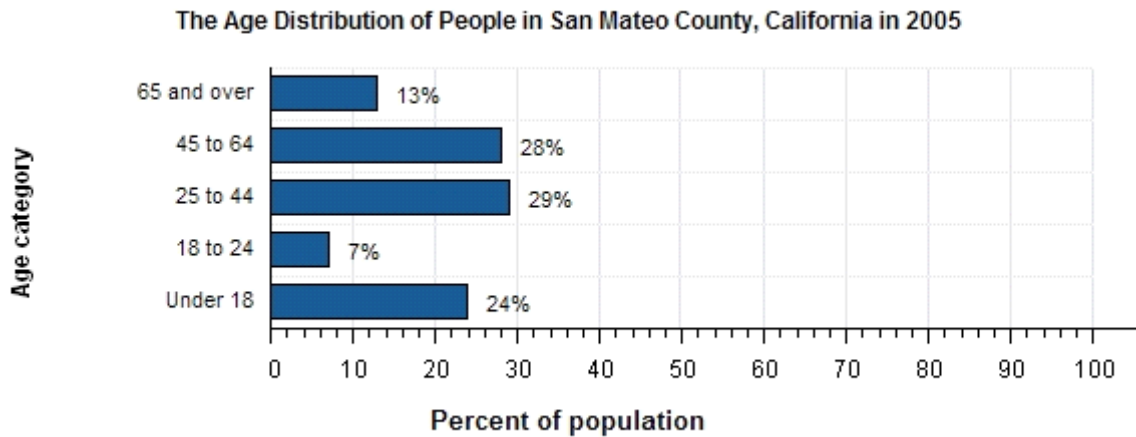
| SAN MATEO CITY/COUNTY POPULATION ESTIMATES ² | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|
| City | 2003 | 2004 | 2005 | 2006 | 2007 |
| ATHERTON | 7,206 | 7,250 | 7,252 | 7,284 | 7,423 |
| BELMONT | 25,365 | 25,369 | 25,451 | 25,725 | 25,897 |
| BRISBANE | 3,641 | 3,674 | 3,721 | 3,753 | 3,789 |
| BURLINGAME | 28,223 | 28,224 | 28,259 | 28,408 | 28,667 |
| COLMA | 1,194 | 1,296 | 1,565 | 1,579 | 1,593 |
| DALY CITY | 104,179 | 104,375 | 104,594 | 105,156 | 106,160 |
| EAST PALO ALTO | 31,672 | 31,853 | 32,170 | 32,183 | 32,630 |
| FOSTER CITY | 29,790 | 29,778 | 29,854 | 29,993 | 30,269 |
| HALF MOON BAY | 12,273 | 12,375 | 12,679 | 12,775 | 12,912 |
| HILLSBOROUGH | 10,948 | 10,966 | 10,975 | 10,998 | 11,122 |
| MENLO PARK | 30,760 | 30,708 | 30,624 | 30,842 | 31,146 |
| MILLBRAE | 20,688 | 20,682 | 20,692 | 20,797 | 20,965 |
| PACIFICA | 38,561 | 38,593 | 38,650 | 38,859 | 39,251 |
| PORTOLA VALLEY | 4,489 | 4,529 | 4,535 | 4,566 | 4,618 |
| REDWOOD CITY | 75,891 | 75,893 | 75,934 | 76,322 | 77,025 |
| SAN BRUNO | 40,916 | 40,939 | 41,417 | 41,645 | 42,145 |
| SAN CARLOS | 27,732 | 27,960 | 28,169 | 28,352 | 28,639 |
| SAN MATEO | 93,562 | 94,032 | 94,144 | 94,605 | 95,510 |
| SOUTH SAN FRANCISCO | 60,787 | 61,030 | 61,617 | 62,017 | 62,614 |
| WOODSIDE | 5,353 | 5,461 | 5,491 | 5,522 | 5,564 |
| Unincorporated | 63,713 | 64,167 | 64,367 | 64,955 | 65,557 |
| COUNTY TOTAL | 716,943 | 719,154 | 722,160 | 726,336 | 733,496 |

**Totals may not equal sum due to rounding*

¹ State of California, Department of Finance, *E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change — January 1, 2006 and 2007*. Sacramento, California, May 2007.

² State of California, Department of Finance, *E-4 Population Estimates for Cities, Counties and the State, 2001-2007, with 2000 Benchmark*. Sacramento, California, May 2007.

The California Department of Finance projects that by the year 2010 San Mateo County's population will grow to 747,134 and by 2020 to 786,740. ³ In 2005, the County's median age was 39.2 (36.4 for the Nation) with 13 percent of San Mateo County residents age 65 or older.



Source: American Community Survey, 2005

More than 34 percent of San Mateo County residents are foreign born. This is in contrast to the percentage of foreign born in the nation (12.4 percent) and California (27.2 percent). In California, counties with higher foreign-born percentages include: Imperial (34.7 percent), Los Angeles (36 percent), San Francisco (35.8 percent) and Santa Clara (36.3 percent) as noted below.⁴ The percentage of San Mateo County residents that identify as white has declined from 50.3% in 2000 to 46.6 in 2004. During that same time, the number of residents that identify as Hispanic or Asian has risen from a combined percentage of 42.4 to 45.9 percent.

| SAN MATEO COUNTY RACE/ETHNIC POPULATION ESTIMATES ⁵ | | | | | | | | | | |
|--|---------|--------|---------|--------|---------|--------|---------|--------|---------|--------|
| | 2000 | | 2001 | | 2002 | | 2003 | | 2004 | |
| White | 357,376 | 50.28% | 354,566 | 49.67% | 348,026 | 48.63% | 341,470 | 47.59% | 334,203 | 46.57% |
| Hispanic | 156,519 | 22.02% | 159,452 | 22.34% | 163,070 | 22.79% | 166,692 | 23.23% | 169,942 | 23.68% |
| Asian | 144,997 | 20.40% | 147,469 | 20.66% | 151,706 | 21.20% | 155,941 | 21.73% | 159,838 | 22.27% |
| Black | 24,633 | 3.47% | 24,584 | 3.44% | 24,854 | 3.47% | 25,111 | 3.50% | 25,302 | 3.53% |
| Multirace | 15,833 | 2.23% | 16,267 | 2.28% | 16,478 | 2.30% | 16,721 | 2.33% | 16,900 | 2.35% |
| Pacific Islander | 9,782 | 1.38% | 9,871 | 1.38% | 9,856 | 1.38% | 9,836 | 1.37% | 9,769 | 1.36% |
| American Indian | 1,592 | 0.22% | 1,637 | 0.23% | 1,682 | 0.24% | 1,720 | 0.24% | 1,756 | 0.24% |

³ State of California, Department of Finance, *Population Projections by Race/Ethnicity for California and Its Counties 2000–2050*, Sacramento, California, May 2004.

⁴ U.S. Census Bureau, 2005 American Community Survey, GCT0501. *Percent of People Who Are Foreign Born: 2005*.

⁵ State of California, Department of Finance, *E-3 California County Race/Ethnic Population Estimates and Components of Change by Year, July 1, 2000–2004*. Sacramento, California, March 2006.

Major Employers

San Mateo County is home to a diverse array of businesses, from Fortune 500 companies to small businesses. The largest employers in the County and their respective number of employees are as follows:

| COUNTY OF SAN MATEO LARGEST EMPLOYERS ⁶ | | |
|---|---------------------------|--------------------------------------|
| Employer | Type of Business | Number of San Mateo County Employees |
| United Airlines | Airline | 9,600 |
| Genentech Inc. | Biotechnology | 7,845 |
| County of San Mateo | Government | 5,777 |
| Oracle Corporation | Software | 5,642 |
| Kaiser Permanente | Health Care | 3,609 |
| Safeway Inc. | Supermarkets | 2,280 |
| United State Postal Service | Postal Service | 2,174 |
| Electronic Arts | Interactive Entertainment | 2,000 |
| Mills-Peninsula Health Services | Health Care | 1,800 |
| Applied Biosystems | Biotechnology | 1,578 |
| San Mateo County Community College District | College District | 1,551 |
| The Gap Inc. | Specialty Retail | 1,700 |
| SRI International | Research & Development | 1,337 |
| San Francisco International Airport | Airport | 1,285 |
| Franklin Templeton Investments | Investment Management | 1,270 |
| Catholic Healthcare West | Health Care | 1,204 |
| Gilead Sciences, Inc. | Biopharmaceutical | 1,000 |

Industry Innovators

San Mateo County is home to innovative researchers in the pharmaceutical, medical science, computer and other leading-edge industries. Of the 25 Bay Area companies receiving the most number of U.S. patents in 2006, seven are located in San Mateo County.

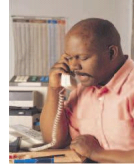
| Largest Patent Recipients in San Mateo County ⁷ | | | | |
|--|-------------------|--|--|-----------------------------------|
| Company | Number of Patents | Sample of one patent assigned in 2006 | Total number of employees company wide | Business description |
| Oracle Corporation | 215 | Systems and methods for sensor-based computing | 68,000 | Software |
| Genentech Inc. | 142 | Polypeptide variants with altered effector function | 10,460 | Human therapeutics |
| Applera Corp (Appliedbiosystems) | 46 | Array imaging system | 5,090 | Life sciences |
| SRI International | 44 | Biopolymer sequence comparison | 1,400 | Technical and scientific research |
| Openwave Systems Inc | 27 | Constrained keyboard disambiguation using voice recognition | 1,452 | Software |
| Rigel Pharmaceuticals Inc. | 25 | Method for selective inactivation of viral replication | 6,300 | Human therapeutics |
| Theravance Inc. | 23 | Pharmaceutical compositions containing a glycopeptides antibiotic and cyclodextrin | 285 | Human therapeutics |

⁶ San Francisco Business Times, 2007 Book of Lists, 2007.

⁷ San Francisco Business Journal, 2007.

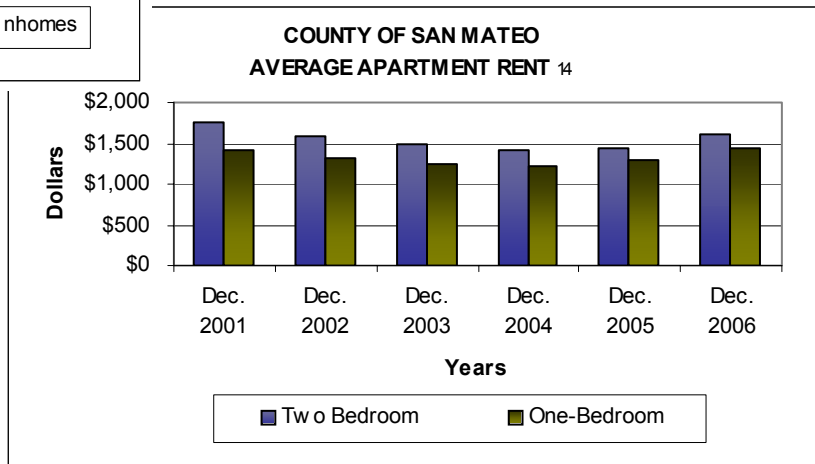
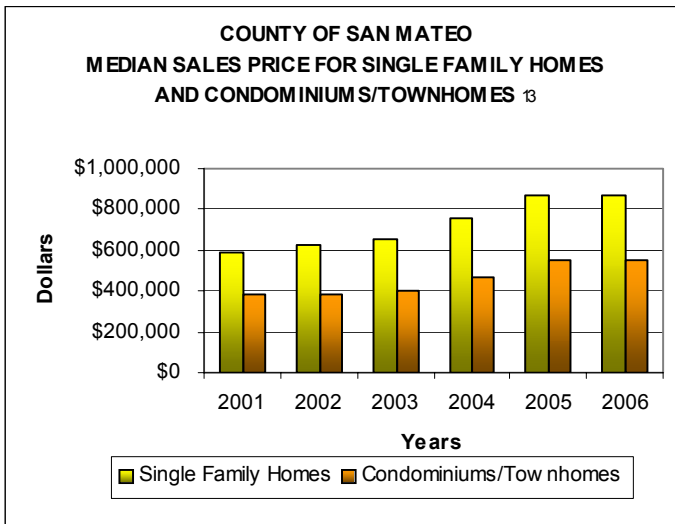
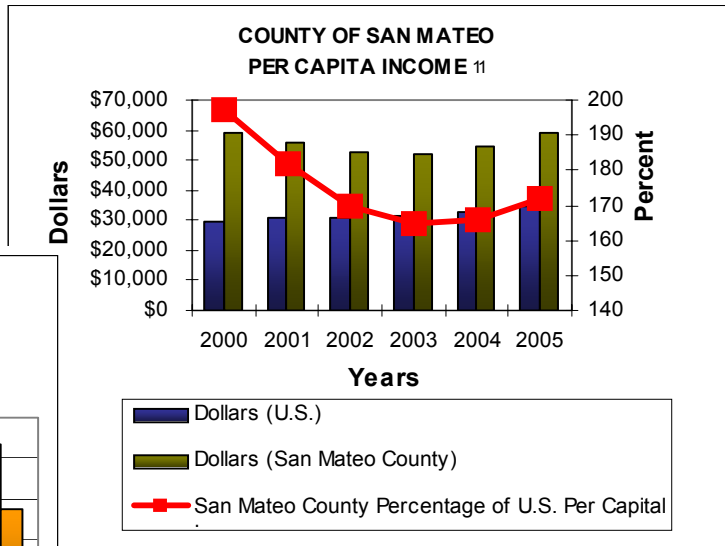
Income and Housing

San Mateo County's median family income in 2005 was \$82,376, about a 6 percent decline from 2004's \$87,762.8 Still, median incomes remain among the highest in the United States. Per capita personal income in 2005 ranked third in California. The County's annual average unemployment dipped to 3.6 percent in March 2007, continuing a downward trend since a high of about 6 percent early in the decade.⁹



| COUNTY OF SAN MATEO MEDIAN FAMILY INCOME ¹⁰ | | | | | |
|---|--------------------------------|--------------------------------|----------|----------|----------|
| | 2001 | 2002 | 2003 | 2004 | 2005 |
| San Mateo County Median Family Income | \$83,021 | \$80,287 | \$84,171 | \$87,762 | \$82,376 |
| National Ranking | 11 | 18 | 11 | 9 | N/A |
| California Ranking | 2 nd to Santa Clara | 2 nd to Santa Clara | 1 | 1 | N/A |

Housing prices in San Mateo County remain among the highest in the United States. The median price of a single-family home in San Mateo County rose to \$869,000 in 2006, up slightly from the prior year despite a slow-down in the overall sales market. Monthly rents are also among the highest in the nation: \$1,439 for a one-bedroom and \$1,621 for a two-bedroom apartment.¹² Creating affordable housing is among the County's top priorities.



⁸ U.S. Census Bureau, 2005 American Community Survey.

⁹ California Employment Development Department Labor Market Info, March 2007.

¹⁰ U.S. Census Bureau, 2001-05 American Community Surveys.

¹¹ U.S. Department of Commerce Bureau of Economic Analysis, Regional Economic Accounts, 2005.

¹² San Mateo County Department of Housing.

¹³ San Mateo County Department of Housing.

¹⁴ San Mateo County Department of Housing.

Commercial Activity

| COUNTY OF SAN MATEO TAXABLE SALES BY TYPE OF BUSINESS (in thousands of dollars) ¹⁵ | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|-------------------|
| Type of Business | 2001 | 2002 | 2003 | 2004 | 2005 |
| Apparel Stores | \$327,455 | \$313,513 | \$312,708 | \$337,738 | 365,474 |
| General Merchandise | 1,259,242 | 1,220,051 | 1,228,323 | 1,246,473 | 1,269,140 |
| Specialty Stores | 1,267,916 | 1,062,791 | 1,090,344 | 1,129,654 | 1,217,982 |
| Food Stores | 415,023 | 401,241 | 399,776 | 401,438 | 408,881 |
| Packaged Liquor Stores | 68,360 | 69,418 | 68,878 | 73,434 | 75,965 |
| Eating/Drinking Places | 982,152 | 952,970 | 951,632 | 1,019,966 | 1,111,150 |
| Home Furnishings | 439,347 | 407,611 | 437,556 | 510,736 | 515,133 |
| Building Materials | 873,013 | 869,275 | 861,172 | 1,067,142 | 1,007,737 |
| Service Stations | 739,561 | 655,492 | 655,484 | 714,645 | 827,759 |
| Cars, Boats, Planes, Parts & Dealers | 1,843,498 | 1,748,003 | 1,695,663 | 1,667,539 | 1,692,898 |
| Total Retail Outlets | 8,215,567 | 7,700,365 | 7,701,536 | 8,088,935 | 8,492,119 |
| Business & Personal Services | 591,870 | 540,008 | 484,754 | 480,851 | 614,539 |
| All Other Outlets | 4,052,152 | 3,374,436 | 3,172,149 | 3,238,288 | 3,341,692 |
| Total/All Outlets | \$12,859,589 | \$11,614,809 | \$11,358,439 | \$11,808,074 | 12,448,350 |

Transportation

The free flow of people, goods and services is vital to a diverse economy and vibrant culture. Home to San Francisco International Airport, San Mateo County is a gateway to the world and a leading destination for business travelers and tourists.

The County is also home to a deepwater port, commuter rail lines and bus service. The region's roadways vary from busy freeways linking the County with San Francisco and Silicon Valley to scenic country lands.

San Francisco International Airport



Located along San Francisco Bay, SFO is one of the largest airports in the United States with more than 33 million annual passengers in calendar year 2006, up 0.8 percent from 2005.¹⁶ The airport, the 25th largest in the world in terms of passengers,¹⁷ continues to rebound after difficult years at the start of the decade that saw passenger numbers and cargo volumes drop sharply.

SFO is positioned as one of the leading gateways to the Pacific Rim and the rest of the world with a 2.5 million square-foot international terminal. Other work completed in the past few years includes a BART station, the AirTrain automated people mover, expanded cargo facilities and roadway improvements.

As Northern California's largest airport, SFO offers flights on 25 international carriers and non-stop flights to more than 60 cities in the United States on 20 domestic airlines. In May, SFO welcomed a new carrier offering five daily flights to the East Coast, another sign of the airport's resurgence.¹⁸ United Airlines is SFO's largest carrier.

The airport is owned and operated by the City and County of San Francisco and plays a major role in the region's economy. The airlines, airport, shipping firms, restaurants and other companies at and around the airport employ tens of thousands of people in jobs directly and indirectly tied to aviation.

¹⁵ State of California, California State Board of Equalization, *Taxable Sales in California (Sales & Use Tax)*, 2001-2005, Sacramento, California, December 2001-2006.

¹⁶ City and County of San Francisco, San Francisco International Airport, *Comparative Traffic Report*, December 2006.

¹⁷ Airports Council International preliminary 2006 passenger traffic report.

¹⁸ San Francisco International Airport News Release, May 2007.

| SAN FRANCISCO INTERNATIONAL AIRPORT COMPARATIVE TRAFFIC REPORTS ¹⁹ | | | |
|--|--|---|-------------------------------------|
| Fiscal Year | Total Enplaned and Deplaned Passengers | Freight and Express Air Cargo Enplaned and Deplaned (Metric Tons) | U.S. and Foreign Mail (Metric Tons) |
| 1998 | 39,326,635 | 598,580 | 173,454 |
| 1999 | 39,515,808 | 655,409 | 186,805 |
| 2000 | 40,287,832 | 695,258 | 176,994 |
| 2001 | 33,955,220 | 516,184 | 118,959 |
| 2002 | 30,741,660 | 506,083 | 89,873 |
| 2003 | 28,786,385 | 483,412 | 90,112 |
| 2004 | 32,156,828 | 489,776 | 73,099 |
| 2005 | 32,802,363 | 520,386 | 70,170 |
| 2006 | 33,077,923 | 529,303 | 65,554 |

Port of Redwood City



The only deepwater port in the southern part of San Francisco Bay, the Port of Redwood City provides shipping berths and recreational opportunities for the Peninsula. Construction materials such as gypsum, cement and aggregates used to build roads along with liquid bulk cargo and scrap metal all move through the port.

The port in the 2006 fiscal year marked its second largest volume ever, just slightly below the 2005 level but still double the volume from just 2002. The port in 2006 handled 1.833 million metric tons of cargo while 151 ships or barges paid a visit to the port. ²⁰ The port is a department of the City of Redwood City.

BART, Caltrain, SamTrans



Improving transportation options remains a high priority for residents, business groups, the County and transit operators. The Bay Area Rapid Transit District (BART) has six stations within San Mateo County, including the extension to SFO that opened in 2003. BART has struggled to achieve ridership numbers in line with projections but BART's ridership on the Peninsula is rising, from 20,355 average weekday exits in 2004 from the stations in Daly City, Colma, South San Francisco, San Bruno, SFO and Millbrae to 22,729 in 2006, an increase of about 11 percent.

Caltrain ridership is also strong following changes in service in an attempt to decrease some commute times. Average weekday ridership rose from 32,031 in 2006 to 33,841 in a February 2007 tally, a 5.7 percent increase. Caltrain, however, has drawn criticism from some because speedier overall service means some stations are bypassed.

SamTrans, the County's bus service, continues to see ridership fall, from more than 60,000 riders a day to fewer than 47,000. SamTrans is operated by the San Mateo County Transit District. Caltrain is owned and operated by the Peninsula Corridor Joint Powers Board consisting of San Mateo and Santa Clara counties and the City and County of San Francisco.

| AVERAGE WEEKDAY RIDERSHIP FOR BART, CALTRAIN AND SAMTRANS | | | | | | |
|--|----------------------|--------|--------|--------|--------|--------|
| | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| BART ²¹ | 14,252 ²² | 22,002 | 20,355 | 21,592 | 22,729 | NA |
| Caltrain ²³ | 30,961 | 27,191 | 25,550 | 28,393 | 32,031 | 33,841 |
| SamTrans ²⁴ | 56,589 | 52,927 | 48,073 | 46,797 | 46,845 | NA |

¹⁹ City and County of San Francisco, San Francisco International Airport, *Comparative Traffic Reports*, 1998-06.

²⁰ Port of Redwood City news release.

²¹ BART Fiscal Year Weekday Average Exits from Daly City, Colma, South San Francisco, San Bruno, SFO and Millbrae stations.

²² BART Fiscal Year Weekday Average Exits from Daly City and Colma stations.

²³ Caltrain average number of weekday boardings based on annual February ridership survey.

²⁴ SamTrans Fiscal Year ridership report.

Schools and Youth

Schools and Youth

San Mateo County's innovation-based, technology, biotechnology, health care industry leaders require a well-educated and trained workforce.

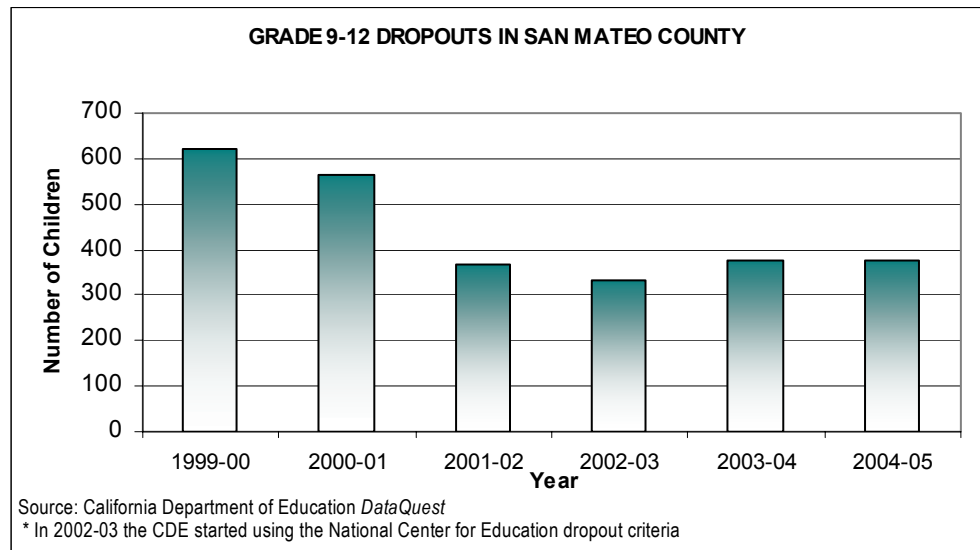
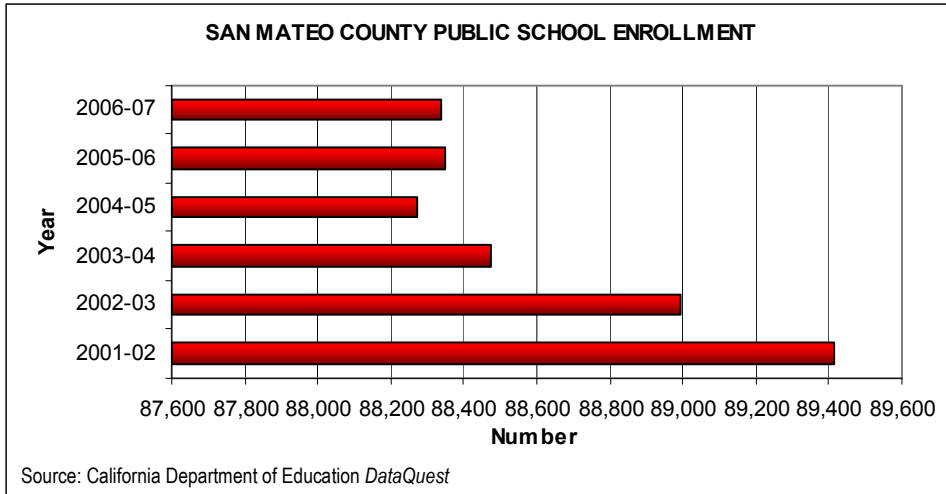
There were more than 88,000 students enrolled in San Mateo County public schools in the 2005-06 school year. There were 5,681 certified staff members, of which 4,773 were teachers, employed at more than 20 separate school districts and 165 kindergarten through 12th-grade schools. There are also a number of leading private schools.



| SAN MATEO COUNTY PUBLIC SCHOOLS 2005-06 | |
|---|--------|
| Students | 88,350 |
| ▪ K-8 | 60,972 |
| ▪ 9-12 | 27,378 |
| Certified Staff | 5,681 |
| ▪ Teachers | 4,773 |
| ▪ Administrators | 415 |
| ▪ Pupil services staff | 493 |
| K-12 Districts | 24 |
| ▪ Elementary | 17 |
| ▪ High School | 3 |
| ▪ Unified | 3 |
| ▪ County Office of Education | 1 |
| K-12 Schools | 169 |
| ▪ Elementary school | 110 |
| ▪ Middle schools | 30 |
| ▪ High schools | 27 |
| ▪ Continuation high schools | 6 |
| ▪ K-12 schools | 0 |
| ▪ County Office of Education Programs | 2 |
| ▪ Charter Schools | 14 |
| High Education | |
| ▪ Adult Education | 5 |
| ▪ Community College District | 1 |
| ▪ Community Colleges | 3 |

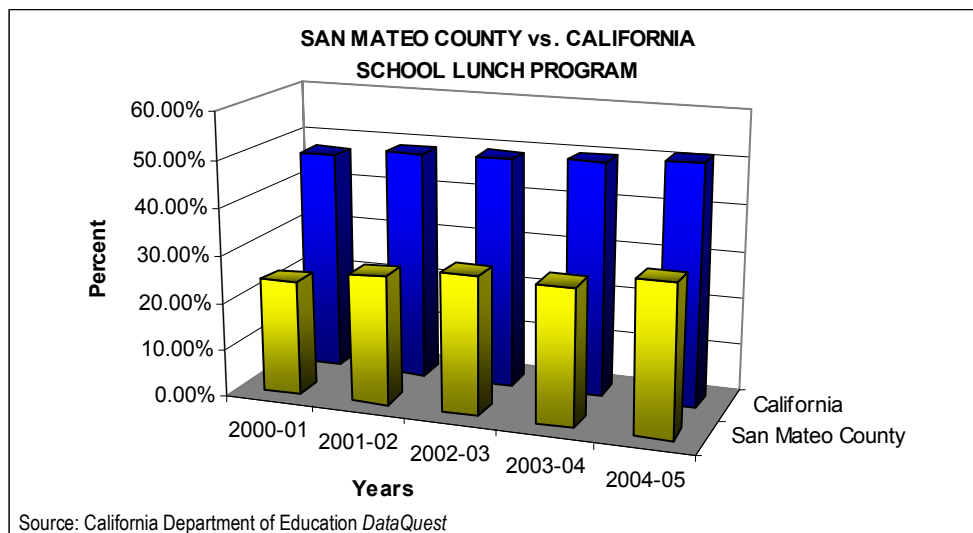
Source: San Mateo County Office of Education

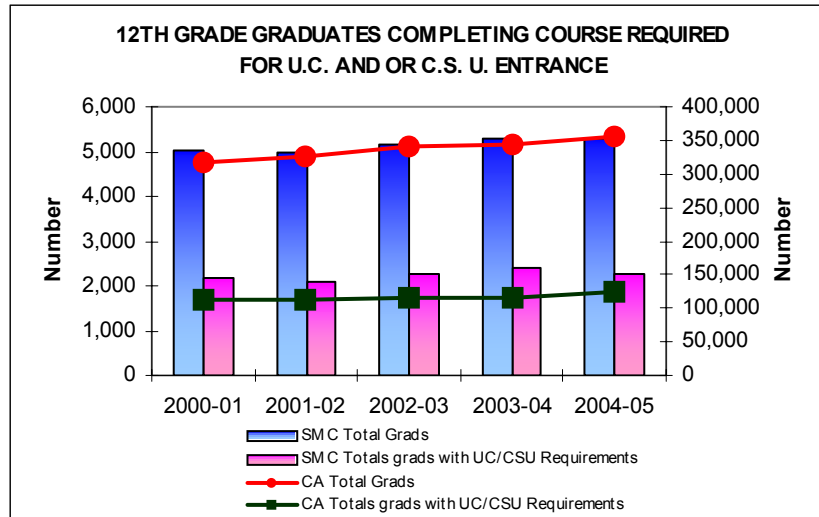
The number of students enrolled in San Mateo County public schools from the 1998 high of 92,825 to 88,335 in 2006-07.



School Lunch Program Participants

Percentage of Students participating in the National school lunch program





County of San Mateo Government

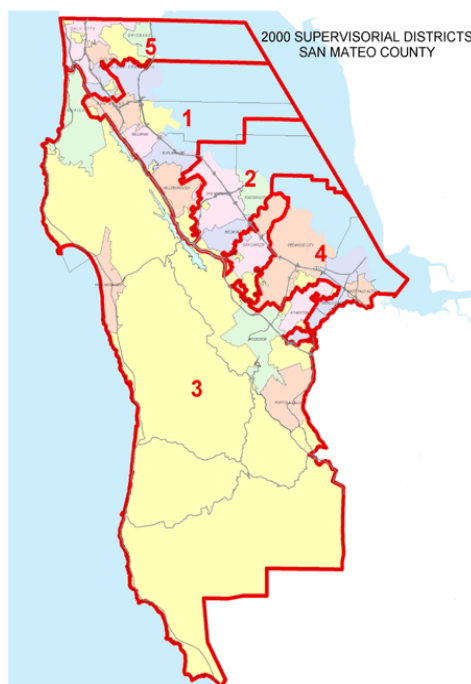
San Mateo County is one of only two California counties that requires each of the five members of the Board of Supervisors to be elected at-large by all voters of the County, but requires each supervisor to reside within one of five geographic supervisorial districts. Supervisors are elected to four-year terms and are limited to no more than three terms. The Board of Supervisors makes policy for County government activity, except for those functions reserved for other elected officials. The Board legislates and sets policy and oversees County government by ordinances and regulations.

In addition to the five Board seats, there are six elected officials who are chosen by general election every four years. They are the Assessor-County Clerk-Recorder, Controller, Coroner, District Attorney/Public Administrator, Sheriff and the Treasurer-Tax Collector. The Clerk of the Superior Court and the Chief Probation Officer are appointed by the Superior Court. All other department heads are appointed by and report directly to the County Manager, who is appointed by the Board of Supervisors.

Board of Supervisors

Adrienne Tissier, 5th District
 Incorporated: Brisbane, Colma, Daly City, South San Francisco (west of El Camino Real)
 Unincorporated: Broadmoor, Country Club Park

Rich Gordon, 3rd District
 Pacifica, Montara, Moss Beach, El Granada, Princeton, Half Moon Bay, Redwood Shores (community of Redwood City), Harbor Industrial, San Carlos, Woodside, Portola Valley, Atherton, Devonshire, Palomar Park, Emerald Lake Hills, Sequoia Tract, West Menlo Park, Stanford Lands, Ladera, Los Trancos Woods, La Honda, Skyline, Pescadero, Menlo Oaks



Mark Church, 1st District
 Incorporated: San Mateo (west portion, adjacent to Hillsborough), Burlingame, Hillsborough, Millbrae, San Bruno, South San Francisco (east of El Camino Real)
 Unincorporated: Burlingame Hills, Highlands/Baywood Park, San Francisco Airport

Jerry Hill, 2nd District
 Belmont, Foster City, San Mateo

Rose Jacobs Gibson, 4th District
 Incorporated: Redwood City, Menlo Park, East Palo Alto.
 Unincorporated: North Fair Oaks, Oak Knoll

Elected Department Heads

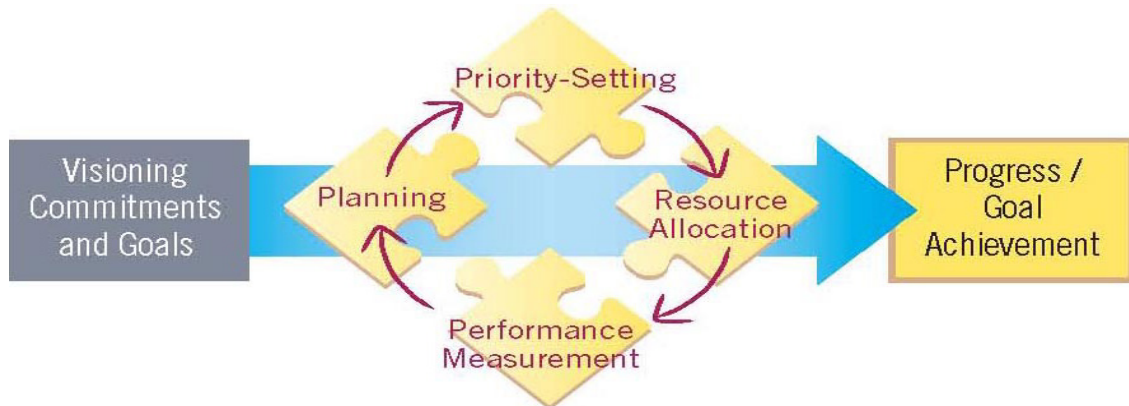
Warren Slocum, Assessor-County Clerk-Recorder
 Tom Huening, Controller
 Robert Foucrault, Coroner
 Jim Fox, District Attorney/Public Administrator
 Greg Munks, Sheriff
 Lee Buffington, Treasurer-Tax Collector

Visioning Project

Sharing a Vision

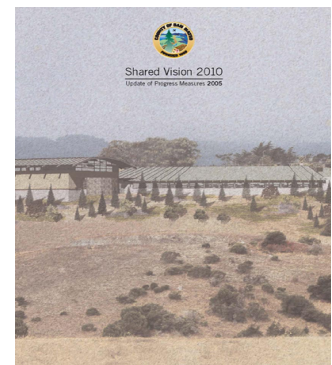


In 2000, the San Mateo County Board of Supervisors asked the community to identify the strategic priorities for the future of the County, asking the question: "What is the most important goal that San Mateo County should set for the year 2010?" With broad participation at eight community forums conducted throughout the County, 10 commitments and 25 goals were developed into the County's **Shared Vision 2010**. Since the adoption of Shared Vision 2010, all Board actions, including budget items, service and program plans are aligned with the commitments and 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 measurements and budget development.



At mid-point, the Board issued Shared Vision 2010: **Update of Progress Measures 2005**, to provide an accounting of progress, a report card and a summary of the initiatives that have been undertaken that 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 to answer the question: What kind of San Mateo County do we want?

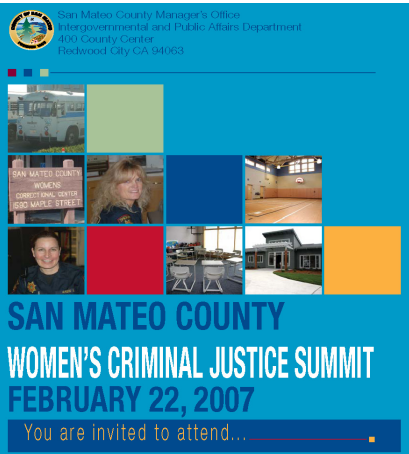
The forums engage the broader community in problem solving through a participatory process and foster greater public support for solution strategies and initiatives. These forums help to better educate, involve, engage and empower the community. Whether the issue is the alarming rise in health care costs from a fast-food-eating docile society, jail overcrowding or the ongoing demand for affordable housing, public participation through community conversations provide an important opportunity for residents, County departments and community stakeholders to collaborate in setting a future course for the County.



opportunity for residents, County

PEOPLE

Women's Criminal Justice Summit <http://www.co.sanmateo.ca.us/womensjusticesummit>



A collaborative effort, the San Mateo County Women's Criminal Justice Summit, held on Feb. 22, 2007, drew 275 participants to identify strategies to improve the outcomes for women and their children in the criminal justice system. Strategies identified and acted on include:

- ✓ Support funding for community-based reentry and transitional services including health care, housing, job training, substance abuse and mental health treatment;
- ✓ Enhance training to integrate gender-responsive strategies throughout the correctional;
- ✓ Expand alternative sentencing options;
- ✓ Coordinate policy, programs and services that support the children and incarcerated women; and
- ✓ Establish an inclusive community-stakeholder work group charged with developing a strategic action plan, oversee its implementation and report outcomes for women's criminal justice system reforms.

Co-sponsors of the Women's Criminal Justice Summit were the San Mateo County District Attorney, Health Department, Mental Health, Human Services Agency, Medical Center,

Commission on the Status of Women, Domestic Violence Council, Youth Commission, San Mateo County Bar Association, Service League/Hope House and Women's Recovery Association.

PLACE

Dedicated to Housing <http://www.co.sanmateo.ca.us/housingforum>



On November 30, 2006, affordable housing advocates came together to identify dedicated revenue sources to fund California's 35 local housing trusts that leverage public and private funds to address critical housing needs. The 125 participants identified revenue strategies:

- ✓ Local-option increase to the document recording fee;
- ✓ Carve-out a percentage of the state housing bond proceeds to support housing trusts;
- ✓ Advocate ability to pool local redevelopment funds for affordable housing development;
- ✓ Authorize a countywide local payroll tax; and
- ✓ Increase and dedicate a portion of the State Bank and Corporation Tax.

San Mateo County's Housing Endowment and Regional Trust (HEART), Housing Department, C/CAG, Housing Trust of Santa Clara County, Assemblyman Gene Mullin, Center for Community Change, Charities Housing, San Diego Housing Commission, California Non-Profit Housing, Peninsula Interfaith Action and the San Mateo County Association of Realtors were partners on the forum.

PARTNERSHIPS

More Livable San Mateo County <http://www.co.sanmateo.ca.us/morelivableSMC>



On March 13, 2006, Dr. Richard Jackson, a distinguished public health official challenged us all to take steps to reduce the damaging impacts of our "super-sized" society, key strategies identified during the community dialogue were:

- ✓ Support prevention programs that educate school children on the value of healthy lifestyles;
- ✓ Improve resident access to healthy, fresh foods;
- ✓ Advocate "snack" and/or "alcohol" taxes to fund health programs;
- ✓ Designate and include health officials in land use decision-making process;
- ✓ Model patterns of development and redevelopment that promote physical activity and discourage auto dependency; and
- ✓ Encourage cities to adopt patterns of development and redevelopment that promote physical activity and discourage auto dependency.

The San Mateo County Health Department, Environmental Health, Environmental Services Agency, Housing Department, Human Services Agency, Hospital Consortium of San Mateo County, Farm Bureau, Visitor and Convention Bureau, School Boards Association, San Mateo County Transit District, San Mateo County League of Women Voters, San Mateo County Medical Association, Kaiser Permanente, and Sustainable San Mateo County collaborated on the event.

PROSPERITY

Maintain the Competitive Edge in Global Economy



San Mateo County is committed to improving the ability of our students and workforce to compete in a fiercely competitive global economy. With that goal at the forefront, leaders in from the education, business, health and labor communities will come together in fall 2007 to plan strategies to ensure children can succeed in the global economy with an ever-expanding array of opportunities and our leading-edge industries can continue to thrive.

Next Steps: Shared Vision 2025

Shared Vision 2010 was initiated nearly eight years ago with the Board establishing the framework of people, place, prosperity and partnerships, conducting community forums which established 10 commitments and 25 goals. It is timely to prepare a comprehensive review and update of the Shared Vision 2010 plan. Collaborative Economics, a local consulting firm, has been retained to assist the Board in a “community visioning” process that will include five community forums to revise the commitments, goals and progress measures. An inclusive Shared Vision 2025 steering committee is being formed to guide the process and implementation.

Year in Review

Priority Projects

County Reorganization

In March 2006, consultants completed a comprehensive review of the County organization and recommended 79 areas for change and improvements that covered a variety of organization-wide and structural issues to improve public service. Over the past year, strategic actions have been undertaken to act on the recommendations. These include: staffing for the Board of Supervisors, County Manager/Clerk of the Board; and reorganizing Employee and Public Services; Public Works and Environmental Services. The final report found that the County of San Mateo performs well and the collaborative culture of County departments has worked effectively in public service delivery. Given the complexities of County government, the reorganization analysis indicated even better performance could be achieved with greater coordination of work units that are dealing with inter-related subjects.

Child Abuse Prevention/Promoting Safe and Stable Families Three-Year Plan Approved

The three-year plan consolidates funding requests to ensure greater efficiency and coordination and integration of prevention-related family support activities toward the goal of improving child and family well-being. The plan will ensure coordinated service delivery for parent education, mandated reporter training, school-based management, a parent participation preschool program and a parent “warm” line and augment mental health funding.



County First Sub-Region Approach to Regional Housing Needs

A recent change in state law allows a county and the cities within the county to form a “sub-region,” a consortium to administer the state mandated Regional Housing Needs Allocation program. The County of San Mateo and the 20 cities in the County have come together to create a “sub-region,” which increases local control.

Succession Planning

Baby-boomers now comprise 40 percent to 55 percent of the workforce and they are fast entering retirement age. The County's Succession Planning Task Force completed its report and recommendations in January 2007. An implementation and evaluation committee was formed in March to prioritize and begin implementation. Current year priorities include creating succession plans for retiring managers, preparing existing managers for executive level positions and meeting the annual target of 20 hours of training for all employees. A number of committees have also been formed to focus on other initiatives, including the expansion of mentoring programs, multi-media training, individual development plans and marketing to youth.

Management Reviews

The Performance Audit/Management Review initiative enhances program and department performance and increases efficiency. Undertaken through interdepartmental collaboration, the review teams conduct management reviews of departments or selected programs within a department to make recommendations for operational improvements, revenue generation and/or cost avoidance. These reviews also include an analysis of best practices and comparative benchmarking with other jurisdictions. The first management review completed this year of the newly established Housing Department found increased opportunities to use federal Housing and Urban Development funding, identified areas of duplication and recommended cross-training.

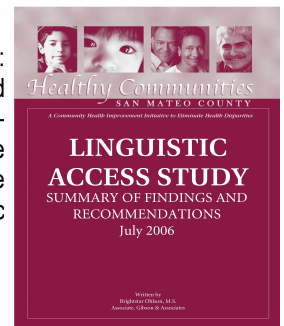
County Exhibit at the 2006 State Fair Wins Silver



San Mateo County took home a silver medal from the California Counties competition at the 2006 California State Fair. San Mateo County's exhibit also won the Superintendent's Award recognizing the best exhibits created exclusively with county participation. Reflecting the County's sesquicentennial celebration, the County's exhibit took nearly a million State Fair visitors on a tour of the County's heroes from the lumber and rail days of the Woodside Store to today's biotechnology industry leaders. Exhibit partners including the San Mateo County Farm Bureau, Convention and Visitors Bureau, San Mateo County Historical Association, Cañada College, Public Works and the County Manager's Office were able to spotlight our 'fresh as it gets!' local products by linking hospitality, farming and fishing sectors to the County's growing reputation as a culinary destination.

Linguistic Access Study

The Linguistic Access Study documents that more than 30 primary languages are spoken in San Mateo County: Spanish; Cantonese and Mandarin, Tagalog, Russian and Tongans. Overall, results show that the County and community programs have better capacity to provide linguistically appropriate services to Spanish- and Tagalog-speaking clients than to the other groups. The study also found that organizations addressing multiple languages face greater challenges than those focusing on the healthcare needs of single language group. The results also indicate the need to examine multiple factors simultaneously, such as social, economic and systemic barriers.



Asthma Treatment

The California Association of Public Hospitals and Health Systems awarded San Mateo Medical Center honors for its innovative approach in a pilot project to help youth manage their asthma. These diseases are especially difficult for children because they are expected to consistently monitor their symptoms and if necessary take medications to control or alleviate problems. In this first-of-its-kind application developed by BeWell Mobile Technology, youth enrolled in the pilot project enter information daily through a cell phone about their asthma symptoms in response to questions presented in English or Spanish. The software provides immediate feedback, indicating to the patient which risk zone they are in and the recommended course of treatment. The data is automatically sent to an asthma case manager at the Medical Center who can then call patients who need urgent attention. Chronic diseases such as asthma require patients to continually manage their care between doctor's visits.

Video Interpreter

The Health Care Interpreter Network, another San Mateo Medical Center project, has won an award for excellence by the California Association of Public Hospitals and Health Systems. The Network allows doctors and nurses to communicate with non-English speaking patients in their native language through a remote video interpreter. Using a video screen, staff can locate an interpreter in several languages in a matter of seconds. Language interpretation can now be provided almost anytime, anywhere within the San Mateo Medical Center system of care.

San Mateo County wins 2006 Environmental Achievement Award



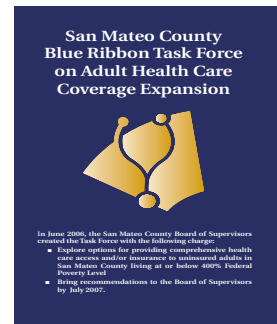
San Mateo County was selected as one of the U.S. Environmental Protection Agency's 2006 Environmental Achievement Award winners for the Green Dollhouse Project. The Green Dollhouse project was a collaborative effort to introduce and inspire the idea of green buildings to the public. The dollhouses demonstrate imaginative uses of green building principles: energy efficiency, water conservation, healthier building materials and other sustainable practices, which can be applied to all homes. Playful, artful, as well as practical, design professionals and design students created dollhouses, which can be seen at www.greendollhouse.org

San Mateo County Wins California's Highest Environmental Honor

A San Mateo County program that teaches children how they can protect the environment in fun and creative ways received the state's highest environmental honor from Governor Arnold Schwarzenegger. The program, RecycleWorks, began as a tool to teach recycling and composting but has grown to include a Web site for children and numerous educational tools for students and teachers. The award was given for the innovative and collaborative work RecycleWorks has done over the years to educate children and families. For more information visit www.RecycleWorks.org

Blue Ribbon Task Force on Adult Health Care Coverage Expansion

A broad-based group of elected officials, policymakers, healthcare providers, leaders from community organizations, advocacy groups and representatives from local government have been tasked with strategizing solutions to provide health coverage for the estimated 44,000 uninsured in San Mateo County.

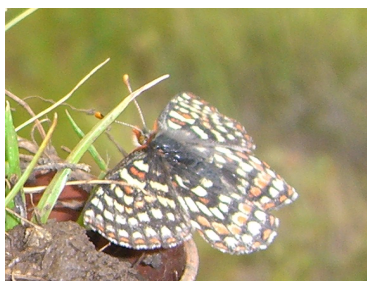


Imagine North Fair Oaks



San Mateo County hosted three community workshops to learn what matters most to those who care about North Fair Oaks, an unincorporated area home to several thousand residents and numerous businesses. Residents, business owners and property owners came together on February and March 2007 to shape the future of the community near Redwood City. The key issues affecting North Fair Oaks include housing affordability, inadequate park and recreation facilities, insufficient parking and the need to attract economic investment and development. The community will set priorities and develop an action plan.

Butterflies Return to Edgewood Park

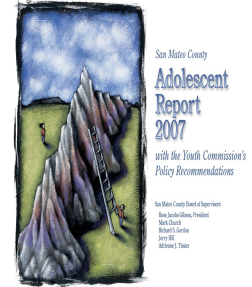


Rare bay checkerspot butterflies were released on April 5, 2007, in a nature preserve during a celebration marking a dramatic turnaround for a species that had been wiped out locally by an unlikely culprit. Conservationists hailed the butterfly release at Edgewood County Park and Natural Preserve as a breakthrough in understanding how the simple act of freeway driving can harm a fragile species. Research at Edgewood may lead to resurgence of threatened species elsewhere. The culprit at Edgewood is ammonia generated by catalytic converters – a technology that helps clean the air. But ammonia from vehicles on nearby Interstate 280 settles at the park and fertilizes nutrient-poor serpentine soil. The richer soils allows invasive Italian ryegrass to flourish and crowd out native plants and flowers necessary for the survival of the bay checkerspot. Edgewood County Park and Natural

Preserve is famous for magnificent displays of wildflowers each spring. The Park includes 467 acres of woodlands and grasslands.

San Mateo County Adolescent Report 2007 with Youth Commission's Policy Recommendations Adopted

A community health improvement initiative to eliminate health disparities, the San Mateo County Adolescent Report 2007 with the Youth Commission's Policy Recommendations provides a snapshot of the health of our adolescent population and includes policy recommendations to improve their health. It is intended to be used by providers, grant makers, policymakers and young people and their allies to identify areas where improvements can be made and to develop action plans. The five areas of need are: Youth-Police Relationships, Gang Violence Prevention, Self-Harm/Suicide Ideation, Sex Education, and Substance Abuse Education and Services.



Prenatal to Three Strategic Plan Approved



The Pre-3 Strategic Plan provides an action plan for integrated health services to expectant parents and families with children to age five, including enhanced efforts in the area of prevention and early intervention. The plan will be used to implement two components: the first deals with identifying a child abuse risk assessment instrument, developing protocols, piloting the instrument and implementing it with Family Health Services and partner community agencies; the second entails identifying best practices in service coordination and piloting these practices with 30 families.

Pandemic Influenza Plans Tested

More than 300 San Mateo County leaders met on May 4, 2007, to struggle with the uncertainty and chaos of an influenza pandemic in a drill that tested how well the community is prepared for a major health threat. The drill scenarios involved participants with reports of small clusters of human-to-human transmission abroad to a full-blown outbreak of pandemic influenza within San Mateo County. The intense four-hour drill brought together representatives from local government, law enforcement, the fire service, courts, the business community, health care, schools and community and faith-based organizations. The exercise was the most ambitious yet in San Mateo County's leading efforts to prepare for a potential pandemic. Pre-pandemic planning is vital because, unlike a normal flu season, a vaccine may not be available for many months or may not be widely available in a limited supply. For more information on pandemic influenza and San Mateo County's preparedness plans, go to www.smhealth.org/pandemicflu



**SAN MATEO COUNTY
PLANNING • PREPARING • PREVAILING**

STARS



Outcome Based Management (OBM) was initiated in 1999 to achieve the Board's vision for the community reflected in the community-set 10 commitments and 25 goals adopted in the Shared Vision 2010 report. A Performance Incentives Workgroup was formed in 2004 to strengthen the OBM process. That workgroup developed STARS, a recognition program for outstanding customer service or program performance. San Mateo County STARS encourages continuous departmental improvement by communicating successful programmatic and customer service strategies. STARS entries include some of the County's most noteworthy programs that significantly impact the efficiency and effectiveness of County government. Out of 18 compelling nominations, the first year recipients were the Call Center at the Department of Child Support Services; Medical Center Payment Processing Improvement Project initiated by the Treasurer-Tax Collector, Ron Robinson Senior Care Center, San Mateo Medical Center; and Camp Glenwood, Probation Department. Each award recipient is further recognized in the budget document as the STARS Award logo is located in their Department Overview section.

Photo Credits: Susie Altman, Board of Supervisors, Pete Smith, Environmental Health Services, Jack Yaco, County Manager's Office