



## 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



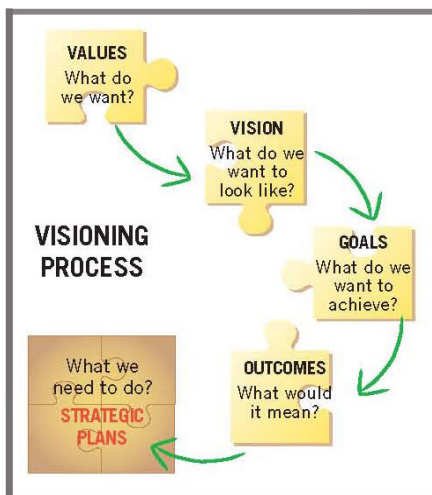
budget process is an integral part of OBM, which requires resources in County programs and services to be allocated toward meeting performance targets and improving overall County service delivery. Using the commitments and goals identified through the community visioning process as the long-term direction 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.
8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.

## **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.

## **Shared Vision 2025**

Last year, the Board determined it was time to revisit and update Shared Vision 2010. A broad Community Steering Committee was established and an “Issues Briefing Book” was prepared to initiate and frame the discussion. A total of ten community forums were conducted across the county, including two in Spanish. By far, the largest turn out was the Youth Town Hall drawing more than 100 middle and high school students. Additionally, over a three-month period, the online survey generated 680 completed questionnaires. Taken together, more than 1,000 residents participated in the Shared Vision 2025 process answering the questions – ***What are the most important goals that San Mateo County should set for the year 2025?*** The community process resulted in hundreds of San Mateo County residents engaged in setting future goals. In the coming month the Board of Supervisors will adopt a final set of goals and adopt a Shared Vision 2025 plan for the County.



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