

Shared Vision 2010

The Promise of the Peninsula





WELCOME

Winter 2001

Dear Friends:

The San Mateo County Board of Supervisors is pleased to present *Shared Vision 2010*. This report sets out a vision that values diverse people, environments and communities; the quality of life necessary for prosperity; and the ability to work in partnership. It is meant to challenge us all—government, business, education, faith and the non-profit community, along with each resident—to take a greater responsibility for the future quality of life and economic well being in San Mateo County.

The Board of Supervisors is grateful to the hundreds of citizens and dedicated County staff who rolled up their sleeves to work on the deliberative public dialogue used to develop this vision and set critical goals that will be used over the next several years to measure our success. There is no doubt that San Mateo County will continue to be one of the most attractive places in which to live and work.

This is not a final report on that community dialogue, but rather a vision to be used as a starting point to bring us together to achieve the kind of community that will ensure the promise of the Peninsula over the decade and beyond.

Best Regards,

San Mateo County Board of Supervisors

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For more information, or to obtain additional copies of this report, please contact **Mary McMillan** of the San Mateo County Manager's Office at **(650) 363-4129**.

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MISSION STATEMENT

“The ambitious plan, with 10 commitments, 25 goals and annual progress measures offers for the first time in the County’s history, a cohesive plan that will bring together often competing and differing communities of interest, to solve the many issues that challenge the County. On behalf of the San Mateo County Bar Association, I want to congratulate the Board of Supervisors for your leadership conducting the community visioning process that engaged San Mateo County citizens to develop a strategic plan for the future of the County.”

—**Martha Bronitsky**
President,
San Mateo County Bar
Association

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 this community. We are committed to:

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

The Future of San Mateo County

Shared Commitments and Measurable Goals For the Next Decade

The Board of Supervisors initiated a “visioning process” to give residents the opportunity to define a shared vision for the future of San Mateo County, asking the questions: *What will the county be like in a decade? What do we want it to look like?*

San Mateo County is one of the most attractive, prosperous and diverse counties, not just in the state, but in the nation. 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 or a set of bedroom communities serving San Francisco and will never be again. It has become something else — a new kind of regional community that is not traditionally suburban, urban, or agricultural, but rather a blending of all three. This combination could lead to increasing conflicts among competing interests and communities, or it could present a new opportunity to blend the best of each kind of community into a cohesive dynamic whole.

An Inclusive Vision: People, Place, Prosperity and Partnerships

A Public Process: Voice, Vote, Vision

The Board of Supervisors set out to create a shared community vision and foster the desire on the part of residents to work together to realize it. The first step was to initiate a process as inclusive as the vision they hoped to achieve. Through a series of workshops the Board of Supervisors constructed a framework based on the shared values of people, place, prosperity and partnerships.

Based upon that framework the Board of Supervisors conducted a series of community forums throughout the county. Residents were encouraged to provide on-line input and invited to submit public comment over a six-month period. Community forum participants worked in small groups with each individual first describing their own vision and then working collectively to refine a shared vision for the future of the county. The participants were then given the opportunity to vote on and prioritize goals.



Shared Vision 2010

To ensure broad representation the Board scheduled three additional forums: the first forum targeted youth and was conducted at Westmoor High School; the second was held at Electronic Arts Corporation to glean the views of those working in the technology industry and driving the “new economy;” the third, and final forum was conducted in Spanish at Garfield School in North Fair Oaks. Additionally, the survey was made available to the public on the County’s web site to provide an opportunity for those interested but unable to attend one of the forums to weigh-in by voting on-line.

Upon the completion of 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 specific areas in greater detail and to tap into county expertise which was useful in formulating progress measures for each of the commitments and goals.

Some 600 residents came together in town hall style community forums, on-line or in small focused groups, to develop, prioritize and refine the goals and to set measures to track progress being made to achieve the goals over the next ten years. No matter the size of the forum, the smallest with just 18 participants, the largest with 60 participants, or with the approximately 50 on-line participants—the top ten commitments were consistently ranked among the top ten.

Throughout the process, parallel complementary and consistent forums were conducted within San Mateo County government with approximately 300 County officials and staff, to ensure, where applicable, County programs and services are aligned with the shared commitments and goals.

The following report is a culmination of the Board’s visioning process, inclusive of the 10 commitments, 25 goals, coupled with indicators to measure progress. This report marks the beginning, not conclusion, of what will be a decade-long process requiring the Board of Supervisors to continually ask and answer: *What will the county be like in 2010? What do we want it to look like?*

Shared Vision 2010 — The Promise of the Peninsula

The San Mateo County Board of Supervisors is pleased to present the *Shared Vision 2010*, developed by County citizen conversations. In undertaking this project, the Board agreed to align County programs and services and to work in partnership with the community to achieve a citizen-developed vision. The data will be updated annually to determine the progress being made.

While *Shared Vision 2010* represents the final product of the vision process, the Board recognizes the report as the basis for an ongoing process that requires them to constantly ask: *How is county government doing? As a community, are we better off?*

The vision was developed to bring us together—individual residents, schools, city and county governments, neighborhoods, businesses and community organizations—to build the best future possible for San Mateo County. The Board of Supervisors recognizes that the challenge now is to take and keep this shared vision as the Promise of the Peninsula.

Shared Vision Values

The San Mateo County Board of Supervisors values the county’s diverse people, natural environment and community vitality; the quality of life necessary for shared prosperity; and the ability to work in partnership.

10 25 COMMITMENTS & GOALS

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.

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 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.



Shared Vision 2010

Preserve and provide people access to our natural environment.

13. Fix the boundary between open space and development to protect 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.



PEOPLE

“We would also like to extend our compliments to the Board of Supervisors for having accomplished this significant task and fully endorse their efforts towards creating the “Shared Commitments for the Future of San Mateo County.” It is in the spirit of this vision truly being a shared commitment, that we are offering our comments and input regarding the draft document. Our comments are directed at making San Mateo County a better place for children and families to live and work... With over 66% of San Mateo County children living with two parents in the workforce or with a single parent who works, the demand for child care/early learning programs in the county is growing steadily. The importance to families of having access to child care as well as the value of child care as a business that creates revenue for a city, can not be understated.”

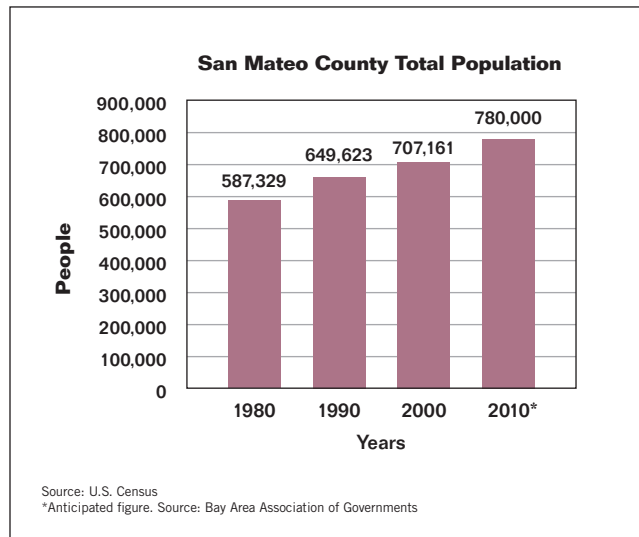
—**Richard Brownscombe**
 President,
 Child Care
 Coordinating Council

—**Valerie Goines**
 Interim Executive Director,
 Child Care Coordinating
 Council

Realize the potential of our diverse population.

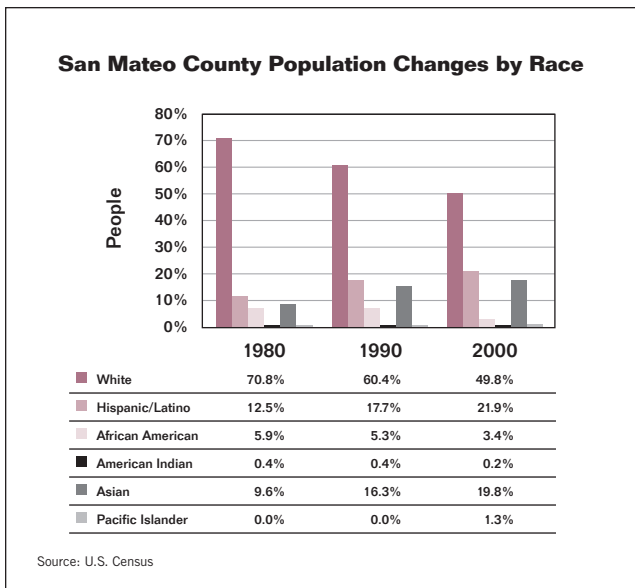
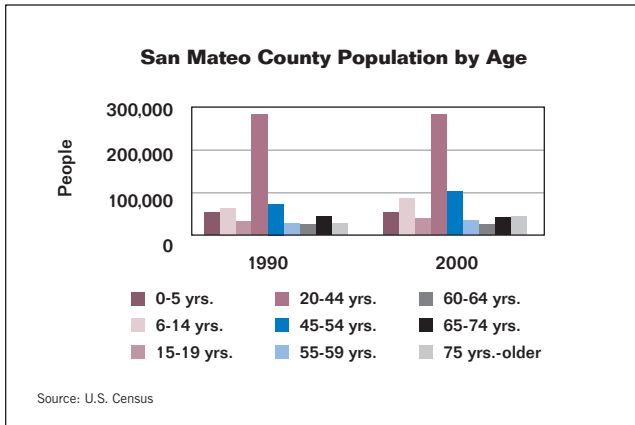
1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.
2. Civic engagement—including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues—is uniformly high among the diverse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

We acknowledge and celebrate the county’s great diversity of cultures as a strength and call for raising the level of civic participation by all citizens—engaging all residents in governance and in the activities of religious, community and non-profit organizations.





Shared Vision 2010



**Comments from
the Community Forums**

“...provide an environment for all county residents to achieve their potential.”

“...more funding for middle class students attending public colleges and universities.”

“...all children are reading at grade level by 3rd grade.”

“...school systems that are the best in the state.”

“...more equitable funding for schools.”

“...improve and increase educational opportunities to reduce crime”

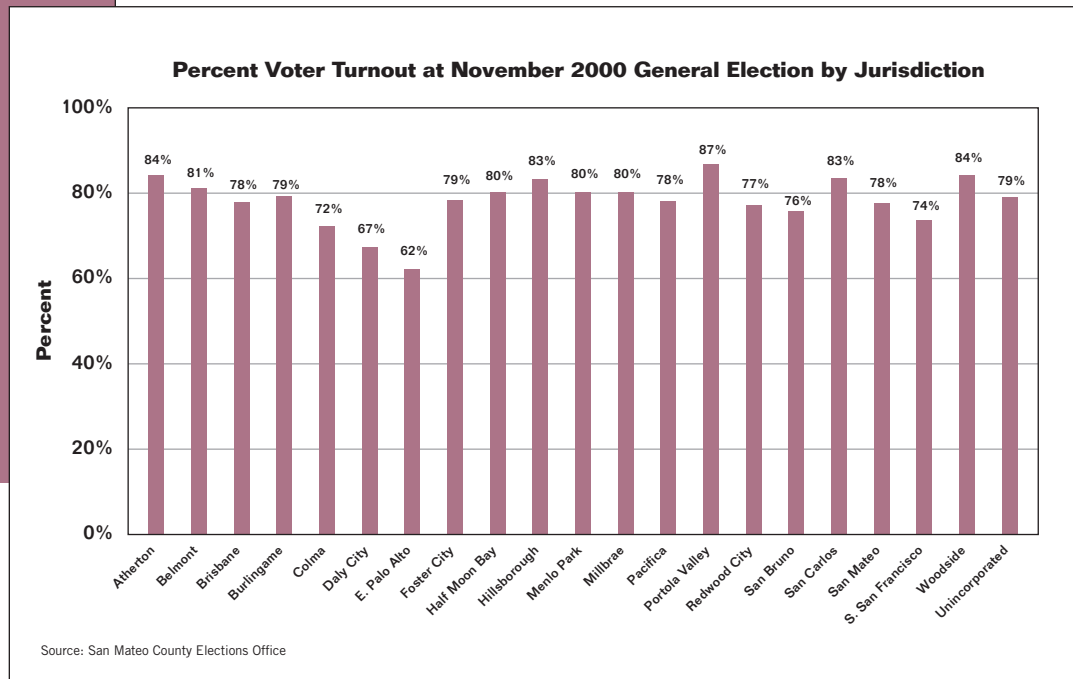


PEOPLE

COUNTYWIDE ANNUAL PROGRESS MEASURES

- Percent of eligible residents that are registered and vote
 - Percent of residents who volunteer
- Silicon Valley residents report volunteering about 6.9 times per year — as compared to the national average of 9.5 times annually; and
- The survey shows that 45% of Silicon Valley respondents say there are obstacles that keep them from getting involved in the community—as compared to 47% nationally. Of these, 56% say “a demanding work schedule or inadequate child care” is a very important obstacle.

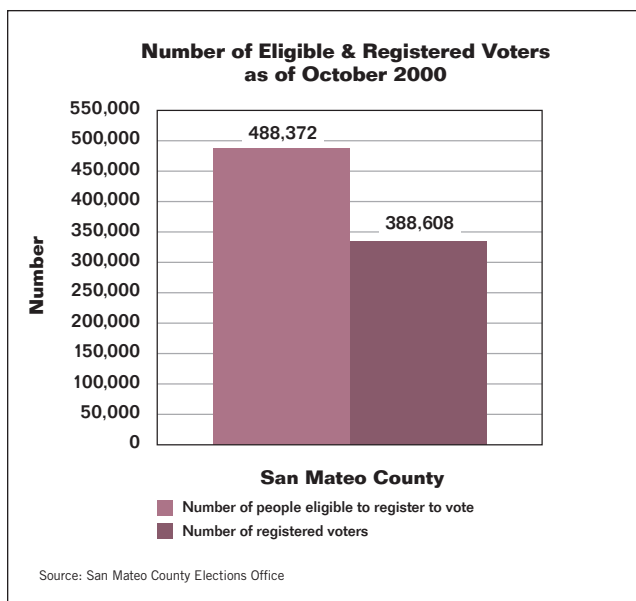
Source: Social Capital Community Benchmark Survey designed by the Saguaro Seminar: Civic Engagement in America, a project at the John F. Kennedy School of Government at Harvard. The survey polled 30,000 nationally and 1,505 residents in the Silicon Valley—from Santa Clara, San Mateo and southern Alameda Counties.





COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- Percent of eligible residents who register to vote by city
- Percent of residents who run for office, apply to serve on boards & commissions, or attend civic oriented programs



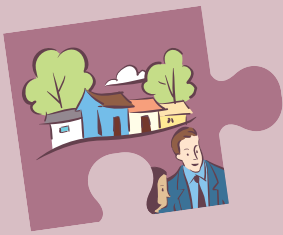
Comments from the Community Forums

"...create a welcoming environment encouraging community building activities."

"...local people participate with the power to make a difference and a civic engagement infrastructure that supports those efforts."

"...arts and culture are used to build community."

"...youth programs prepare children for the future and build self-esteem."



PEOPLE

Provide equal access to educational opportunity.

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

Learning starts at birth. Children who grow up in nurturing and supportive homes who are read to by parents and who have pre-school experience are better prepared for kindergarten and for a lifetime of learning. A region that offers its youth options for achieving success, including training in the trades and technical occupations, is also preparing a diversified workforce for a diversified economy.

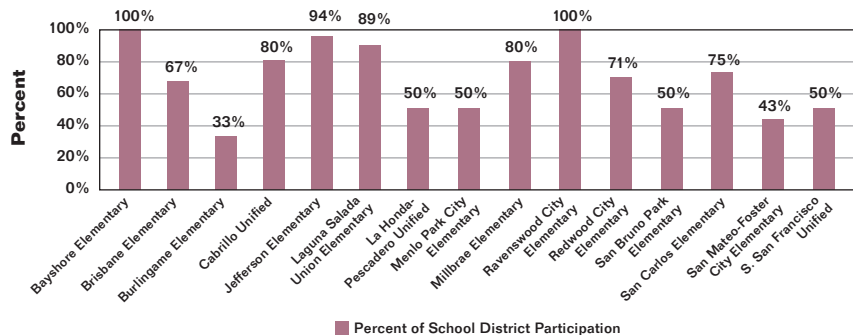
COUNTYWIDE ANNUAL PROGRESS MEASURES

- Percent of kindergartners with early (0-5 years) learning experience
- Percent of elementary schools with before/after school childcare programs
- Percent of public high school graduates going on to college or trade school
- Percent of residents with library cards by age, city and usage

COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- Percent of County employees participating in tuition reimbursement, development and training programs
- Percent of children participating in “Raising a Reader” and other Library outreach programs

Percent of K-8 Schools Participating in County Sponsored After School Programs by District



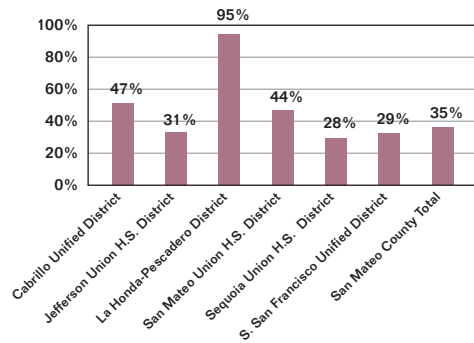
The following school districts do not participate in County sponsored programs: Belmont-Redwood Shores Elementary, Hillsborough City Elementary, Las Lomitas Elementary, Portola Valley Elementary, Woodside Elementary

Source: San Mateo County Manager's Office/Office of Education



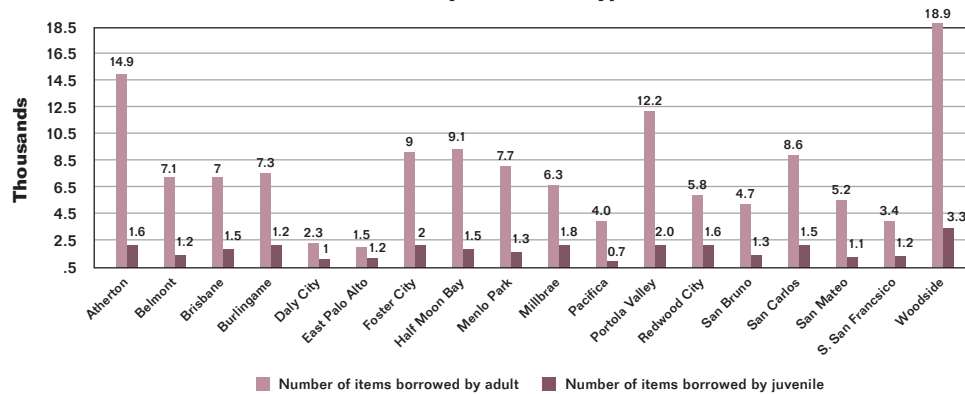
Shared Vision 2010

Percent of High School Graduates Completing All Coursework Required for UC and/or CSU Admission by District

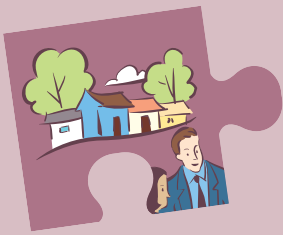


Source: San Mateo County Office of Education

Average Number of Items Borrowed by Home Library and Patron Type 1999-2000



Source: San Mateo County Library Office System



PEOPLE

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.

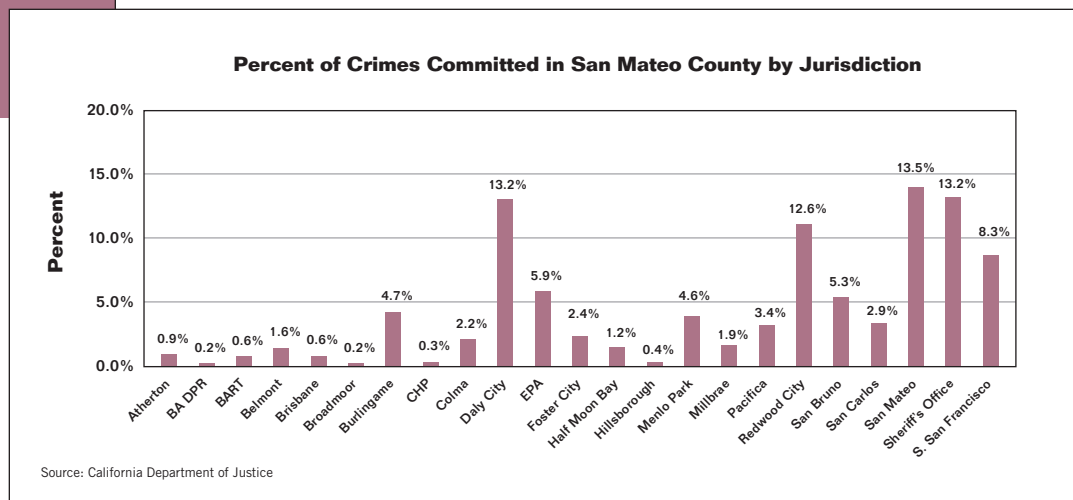
Health and safety is fundamental. The quality of our lives and the lives of those that depend on us is affected by the energy, vitality and enthusiasm we bring to our work, our home lives and our community. When all residents have access to quality health care their ability to succeed in their personal, social and work lives is enhanced, which then benefits the entire community.

COUNTYWIDE ANNUAL PROGRESS MEASURES

- Percent of children immunized by age 2
- Percent of health clinics accessible by public transit
- Crime rate by type, age, and city

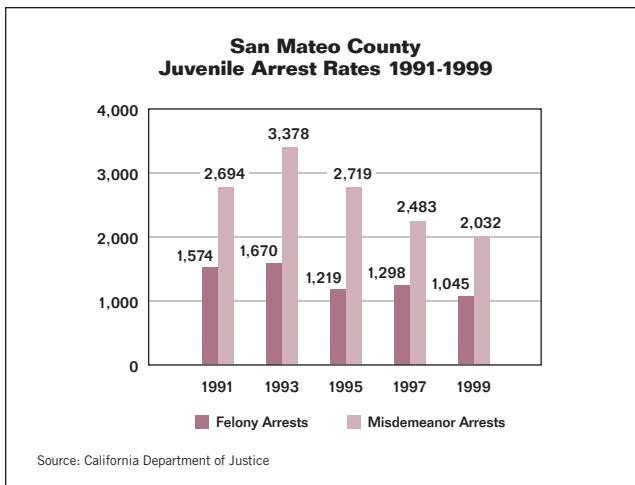
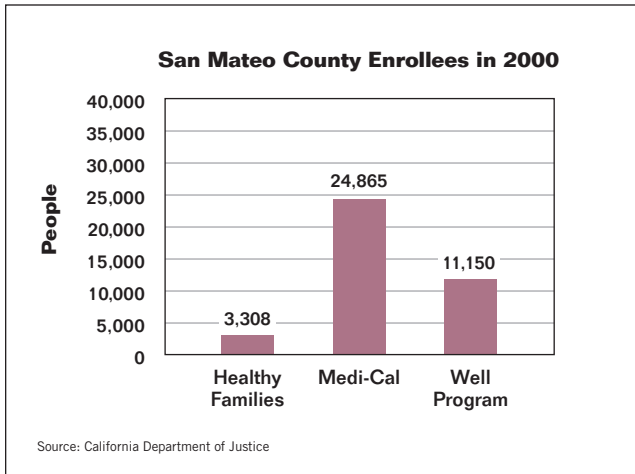
COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- Number of new enrollments in Healthy Families, Medi-Cal and Well Programs





Shared Vision 2010





PLACE

“We have economic prosperity, high quality of life, an almost inviolate open space preserve, strong local control over land use decisions, and protections against imposition of taxes. But taken together, this collection of blessings has become a housing and traffic curse. The Board of Supervisors’ Shared Vision 2010 counts those blessings and reminds us not to take them for granted. The goals set through their community visioning process appropriately raises the standard for the county, as well as for each one of us, as individuals, organizations and community leaders, for responsibility of the future of the County. Success is measured, for example, not just in counting the number of affordable housing units built, but also in the partnerships built. The Shared Vision 2010 goals are reasonable; working together they are achievable.”

— Duane Bay
 Program Director,
 Housing Leadership
 Council of
 San Mateo County

Offer a full range of housing choices.

9. Housing exists for people at all income levels and for all generations of families.

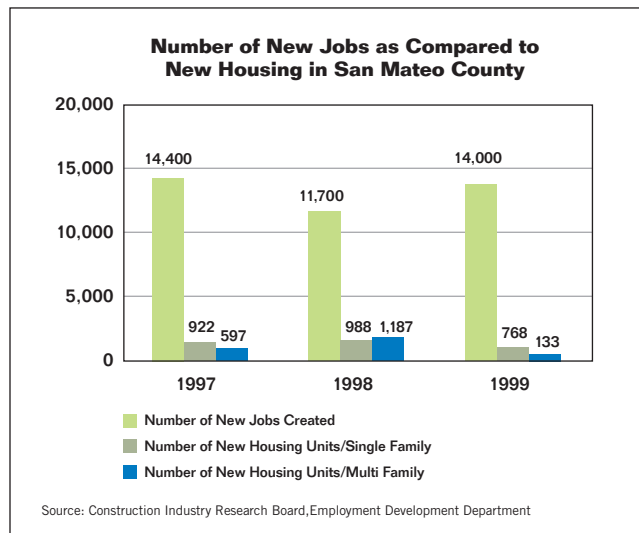
Housing that is affordable to all generations of families so that families can care for each other and stay connected is valued. Housing close to where people work so that people have more time for their families is equally important. The price of housing has increased so rapidly over the last several years that many young people who grew up here can not afford to live here. This has serious implications for the care of aging parents by sons and daughters who are now forced to live and start families further away. Likewise, young people attracted to new jobs in San Mateo County are forced to live long distances from where they work, placing strains on both home-life and public infrastructure for communities far from San Mateo County.

COUNTYWIDE ANNUAL PROGRESS MEASURES

- Ratio of new jobs to housing units (multi vs. single family units)
- Percent of homes sold below, at, or above median income
- Per capita use of natural resources: gasoline, electricity, natural gas, water, and air

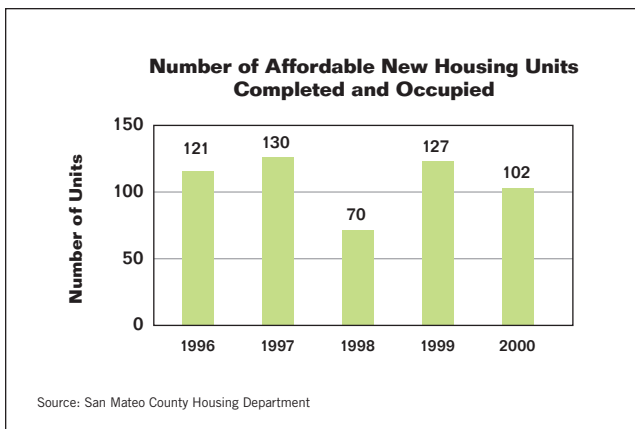
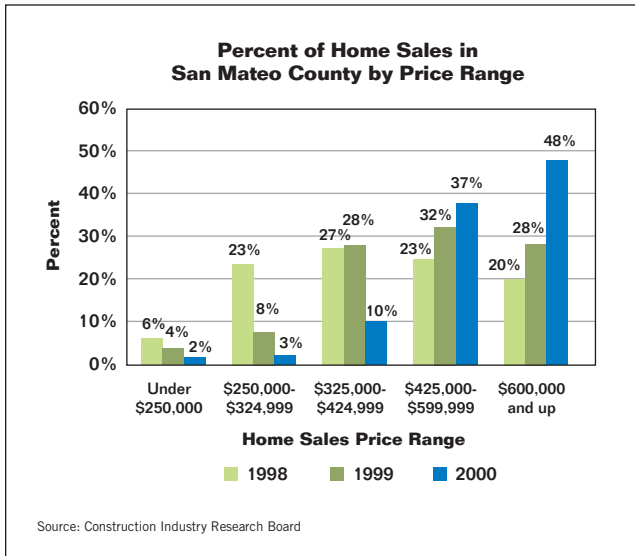
COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- Number of affordable units built with County assistance
- Percent of affordable units built in the unincorporated area meeting State mandated housing goals





Shared Vision 2010



Comments from the Community Forums

- "...make the county affordable to live in for common folks."*
- "...available, affordable housing for everyone who lives or works here."*
- "...equal housing opportunities exist for low income residents."*
- "...new affordable housing for 10,000 more families by 2010."*



PLACE

“We are very pleased that the present forward-looking Board of Supervisors is sharing the objectives of Sustainable San Mateo County and that we have begun what promises to be a fruitful collaboration. These common interests and support will inevitably produce a sustainably high quality of life in our county.”

— **Ruth Peterson**
 Chair,
 Sustainable
 San Mateo County

Redesign our urban environment to increase vitality, expand variety and reduce congestion.

10. Public transportation choices 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.

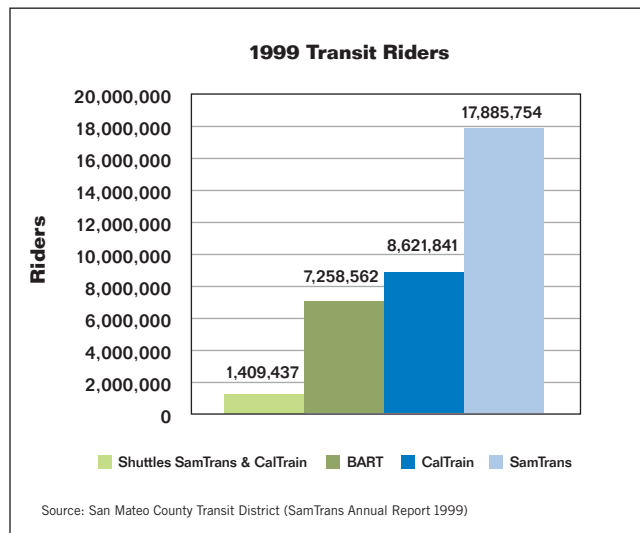
Easy, convenient access to shopping, recreation, work, family and friends is valued. Communities must be designed to give us more choices in how we access the things and people we need on a daily basis so that our dependence on the private automobile is reduced. Much of the solution is in how we design our neighborhoods and employment centers. Creating communities where people can live close to work, shopping and transportation options gives us the choices we need.

COUNTYWIDE ANNUAL PROGRESS MEASURES

- Transit ridership on CalTrain, BART, SamTrans and shuttles
- Number of new housing units and jobs within one mile walking distance to transit
- Per capital annual resource conservation of gasoline, electricity, natural gas and water

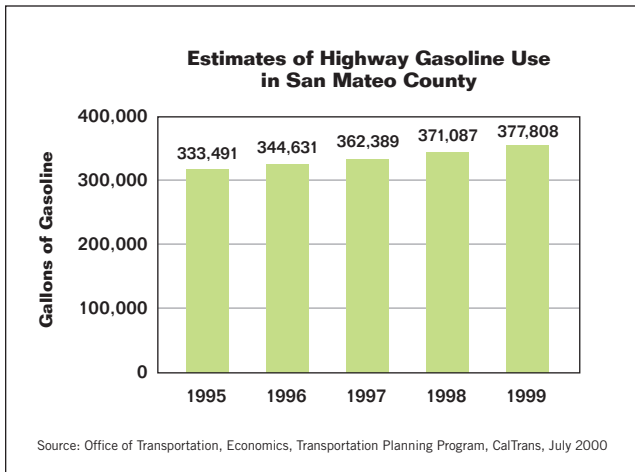
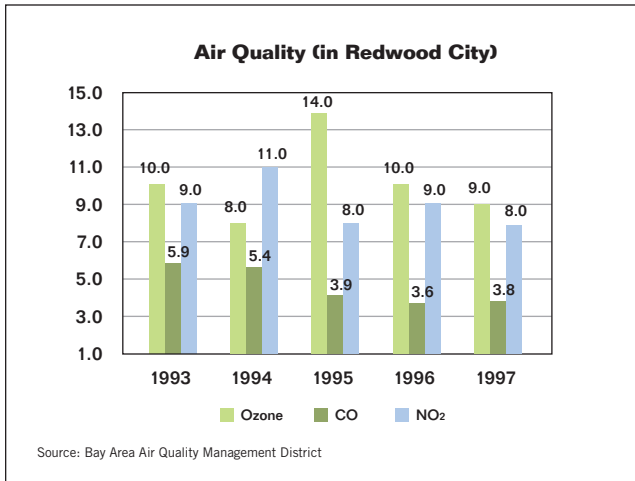
COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- Percent of County employees participating in the Commute Assistance Program
- Percent of County employees that reside in the County





Shared Vision 2010



Comments from the Community Forums

“...build housing near transit/ transportation centers, buses frequently connecting housing and jobs.”

“...increase alternative forms of transportation.”

“...address land use and housing issues with public transportation that is accessible to all residents.”

“...an affordable community where diverse people live, work, and walk together with their kids to the parks, the store, and day care.”

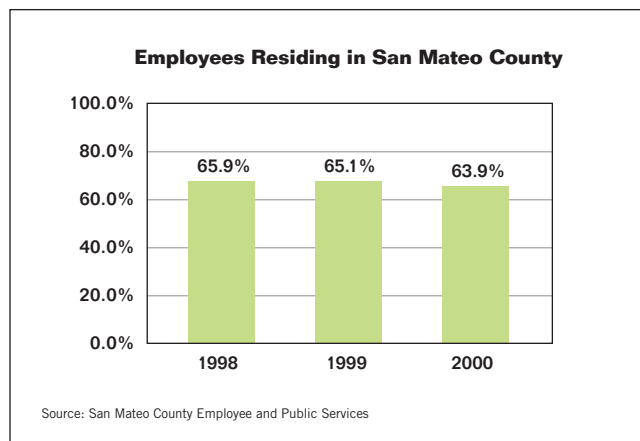
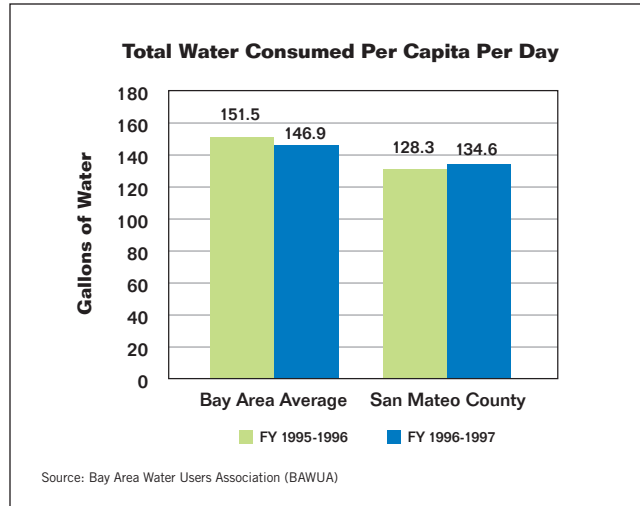
“...develop an easy, inexpensive, and quick regional transportation system.”



PLACE

“The fact that the Coastside is the only area of the County which is a part of the Coastal Zone accounts for the many environmental and land-use oriented concerns articulated by the participants [community forums]. In addition, the Coastside is currently experiencing an abundance of housing and lack of local well-paying jobs so viable solutions to the jobs/ housing imbalance will be different here than in other areas of the county. We commend the County for including open space preservation, protection of agricultural lands an access to green space as identified goals. We urge that the enforcement of existing policies which support these goals become part of the implementation process.”

— **Laura Stein**
 Chair, Midcoast
 Community Council



Preserve and provide people access to our natural environment.

13. Fix the boundary between open space and development to protect 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.



Shared Vision 2010

As stewards of our natural environment, we are responsible to protect and manage it for generations to come. The natural environment is valued for many reasons: as a place to go to enjoy the peacefulness and quiet that can only be achieved by being far from our urban cities; as a place to learn about our world—the plant and animal life that we are connected to; as a ‘green frame’ that defines the breadth and extent of our urban areas; and as the collector and purifier of the water that fills our beautiful lakes, streams, bay and ocean. Finally, our natural environment is our source of food, fiber and flowers—a vital component of our economy.

Also valued is the ability to access recreational opportunities in our neighborhoods—a place where young and old can play, exercise and visit with friends.

COUNTYWIDE ANNUAL PROGRESS MEASURES

- Acres of protected open space and natural preserves
- Per capita park acreage

COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- County maintained park acres, miles of trails and natural preserves

Comments from the Community Forums

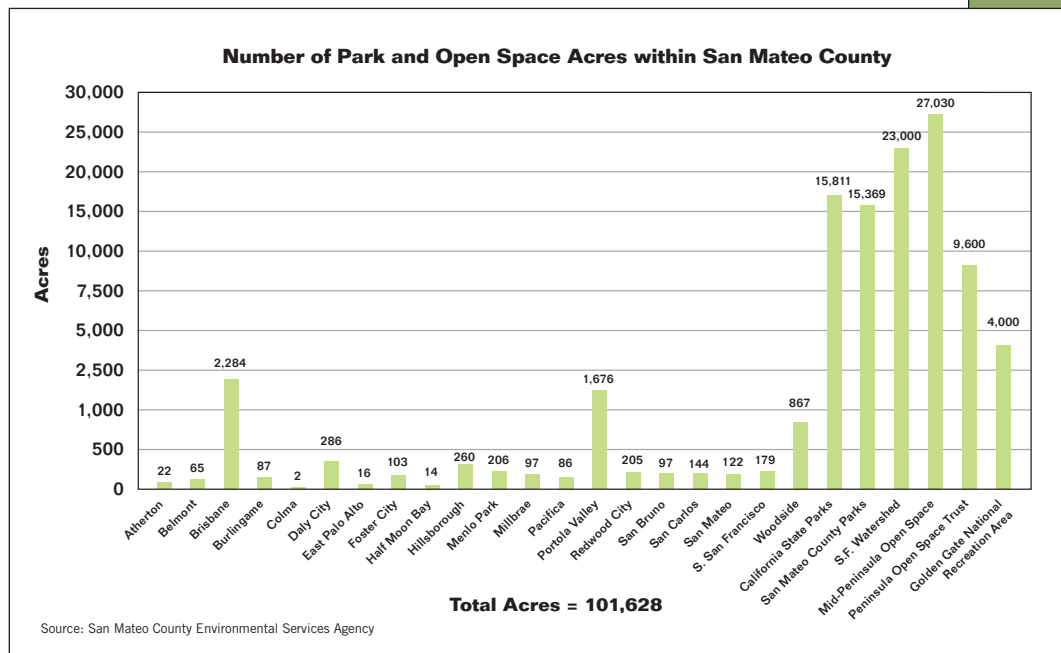
“...maintain sustainable communities with protection of agricultural land and open space.”

“...achieve balance between preservation and growth.”

“...create a more sustainable balance of development and environmental protection.”

“...preserve open space on the San Mateo County Coastside.”

“...neighborhoods have public spaces for kids and adults to play.”





PROSPERITY

“Many businesses, including leading-edge bio-science, software and technology industries have flourished in San Mateo County. This is due in a part to the quality of life afforded this community by its local agencies—schools, cities and county services. Industries’ success has come with new challenges—the need for affordable housing, efficient transportation and reliable childcare. It will take the cities, County, non-profit agencies along with the business community, to come together to find solutions to these problems that know no boundary. The Board of Supervisor’s Vision 2010 offers us common ground—a place to bring the community together to work on sustaining our future livability.”

—Randy Smith
 Chair, San Mateo County
 Economic Development
 Association

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.

San Mateo County is fortunate to be one of the most prosperous counties in the nation, but that prosperity is not shared by all. Greater education, training, and opportunities for career mobility are necessary to enable people to advance their skills and pay as they increase their experience.

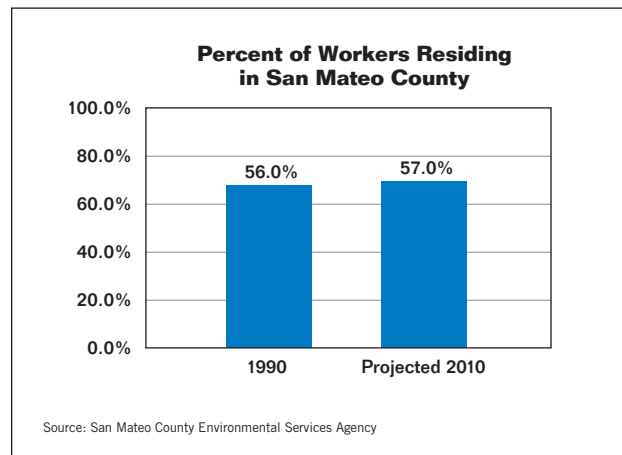
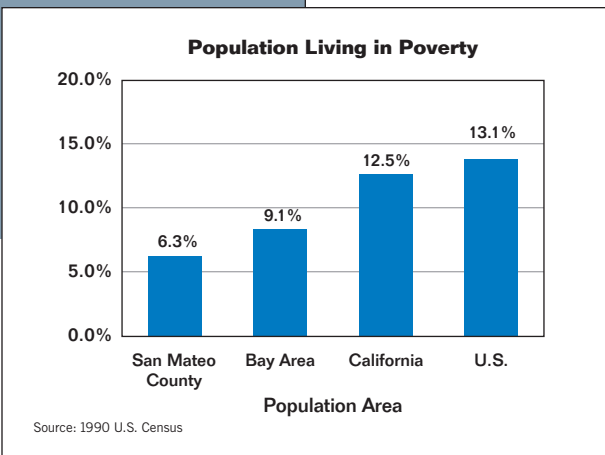
Simply put, people who work at businesses in San Mateo County should be able to afford to live here.

COUNTYWIDE ANNUAL PROGRESS MEASURES

- Percent of population at or below poverty level
- Percent of families receiving subsidized housing and child care
- Percent of workers residing in the county

COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- Average hourly wage at placement from County programs at 3, 6 and 12 months





Shared Vision 2010

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.

Continued prosperity requires us to look ahead today and prepare for tomorrow's opportunities. We must support the industries that provide our competitive edge, while at the same time better prepare our youth for tomorrow's knowledge-intensive careers. By doing so, we will ensure that our economy continues to be a source of prosperity, and enables us to invest in vital communities and environmental preservation.

COUNTYWIDE ANNUAL PROGRESS MEASURES

- Percent of workers employed by industry
- New business starts by industry
- Percent of youth served by after school homework centers

**Comments from
the Community Forums**

"...dramatically increase the percentage of low income students obtaining high wage jobs."

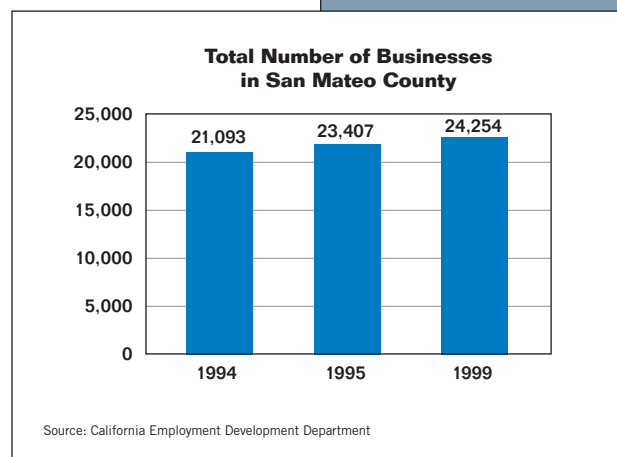
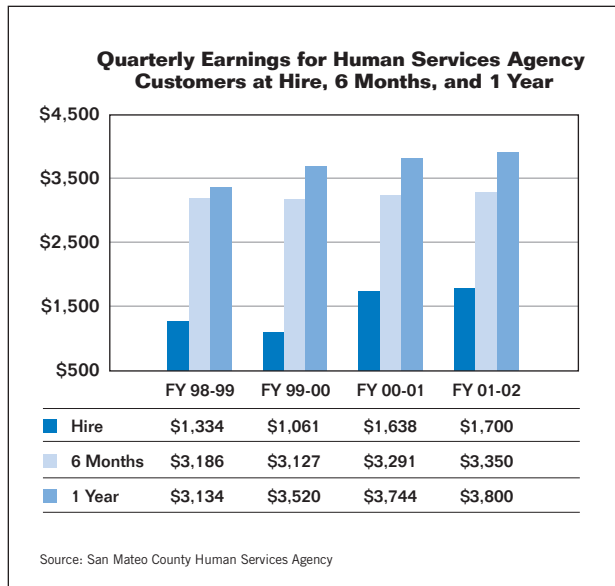
"...opportunities for families—especially children—to thrive and stay in San Mateo County."

"...increase the number of jobs filled by local residents."

"...integrated transportation system: good controlled development consistent with transportation capacity."

"...provide more money or solutions for schools and childcare problems."

"...education at all levels."





PARTNERSHIPS

“To have a vision of the future, I believe, requires an understanding of the past. The San Mateo County Board of Supervisor’s Shared Vision 2010 values the rich history that agriculture has played in the growth of the County’s economy. The future quality of life in San Mateo County is reliant upon a respect for its diverse peoples, industries and resources.”

— Stan Pastorio
 President,
 San Mateo County
 Farm Bureau

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.

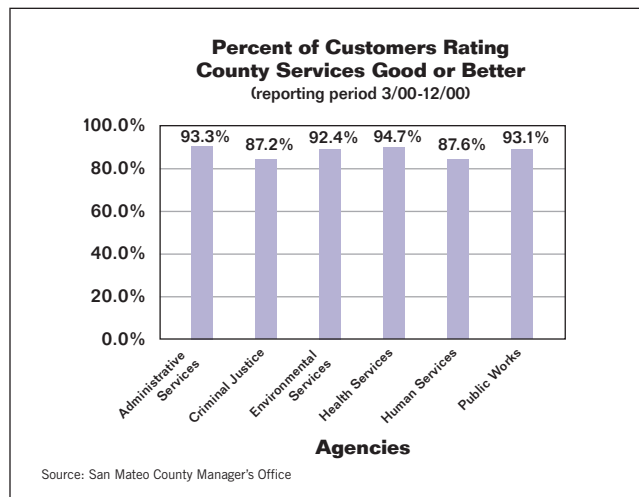
The residents of San Mateo County value greater civic participation on the part of all individuals, organizations and institutions. Increasing the level of collaborative decision-making that is regional in focus will help produce effective regional solutions to difficult issues. To achieve this vision, we will need to build more partnerships across a multitude of cities, organizations and institutions inside and outside the county, especially in the areas of education, economic development and land use.

COUNTYWIDE ANNUAL PROGRESS MEASURES

- Number of public-private and inter-jurisdictional agreements

COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- Percent of county departmental performance measures achieved
- Customer survey ratings
- Percent of program and services available on-line or televised
- Percent expended on public information, outreach, education and civic engagements





Shared Vision 2010

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.

COUNTYWIDE ANNUAL PROGRESS MEASURES

- Regional or collaborative initiatives

COUNTY GOVERNMENT ANNUAL PROGRESS MEASURES

- Percent of County programs and services provided in collaboration with other agencies
- Percent of employees who volunteer or participate in charitable giving

Comments from the Community Forums

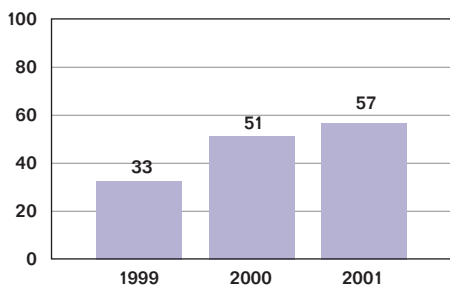
"...cities and county must cooperate to solve housing and traffic problems countywide."

"...partner with corporations to provide affordable housing, and effective transportation."

"...we work collaboratively at all levels to address and solve regional issues with local and community input."

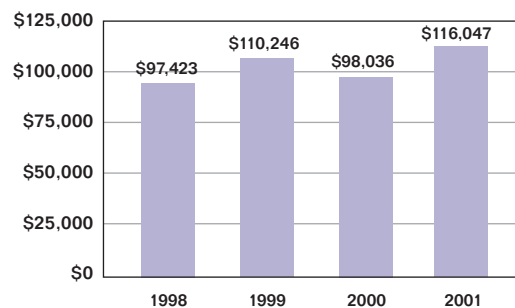
"...residents express their support for regional, collaborative approaches to issues."

**San Mateo County
Citizens Academy Enrollees**



Source: San Mateo County Manager's Office

**Charitable Giving by
San Mateo County Employees**



Source: San Mateo County Manager's Office

NEXT STEPS



Benchmark • Alignment • Active Community Voice • Partnerships

As County Supervisors, we initiated the community dialogue that resulted in *Shared Vision 2010*. We will do our part to follow through the 10 commitments and achieve the 25 goals. But it will take more than the actions of five supervisors and county government to realize this inclusive vision. It will require the actions large and small with young and old, over many years, by individual residents, other government agencies, the business community, faith-based and non-profits, neighborhood associations and community organizations. All have essential roles to play in the future of San Mateo County.

The social, economic and environmental goals contained in *Shared Vision 2010* are not exclusive, but rather interconnected and in many cases complementary. Action can not be focused on a few, leaving the more difficult to tackle later. The challenge for us all is to find new and creative ways to integrate the vision into existing programs, policies and decision-making processes.

Already we have begun to benchmark the goals to ensure our progress can be measured. And we have moved the County's budgeting process to an Outcome Based Budgeting system to enable the alignment of county programs and services to the vision. We recognize that some of the commitments and goals will take longer to achieve; some require tough and possibly unpopular decisions, or the forging of new partnerships. The Board of Supervisors will continue to conduct, as well as participate in, community dialogues to refine the goals and to establish new and strengthened partnerships.

Visioning has only begun the process necessary to more fully engage the Board of Supervisors, residents, staff and community leaders in the task of defining the future of our community and, moreover, to assume responsibility for it. *Shared Vision 2010* provides us all in San Mateo County with a focus—10 commitments and 25 goals—to bring us together to build the desired future for San Mateo County: to realize the vision and the promise of the Peninsula. ■



Shared Vision 2010: The Promise of the Peninsula

For more information, or to obtain additional copies of this report, please contact **Mary McMillan** of the San Mateo County Manager's Office at **(650) 363-4129**.

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