



## SHARED VISION 2025

*Our shared vision for 2025 is for a healthy and safe, prosperous, livable, environmentally conscious, and collaborative community.*

**Shared Vision 2025** reflects the goals and priorities for the San Mateo County community expressed during a series of public meetings and surveys. The "community outcomes" — healthy and safe, livable, prosperous, environmentally conscious and collaborative — provide a foundation for sound decision-making. Focusing on the Shared Vision 2025 goals and priorities places an emphasis on what's best for all of San Mateo County today and in the years to come. On January 29, 2013 the Board of Supervisors adopted nine **Community Impact Goals** and preliminary community indicators, to begin building performance dashboards that will be used to align employee goals and track the performance of County programs and services toward achieving Shared Vision 2025 goals.

### HEALTHY AND SAFE COMMUNITY



Our neighborhoods are safe and provide residents with access to quality healthcare and seamless services.

- Reduce crime
- Increase life expectancy

### PROSPEROUS COMMUNITY



Our economic strategy fosters innovation in all sectors, creates jobs, builds community and educational opportunities for all residents.

- Improve affordability of housing and basic needs
- Close education achievement gaps

### LIVABLE COMMUNITY



Our growth occurs near transit, promotes affordable, livable connected communities.

- Make transit accessible
- Increase community engagement

### ENVIRONMENTALLY CONSCIOUS COMMUNITY



Our natural resources are preserved through environmental stewardship, reducing our carbon emissions, and using energy, water and land more efficiently.

- Reduce greenhouse gas emissions
- Conserve and protect natural resources

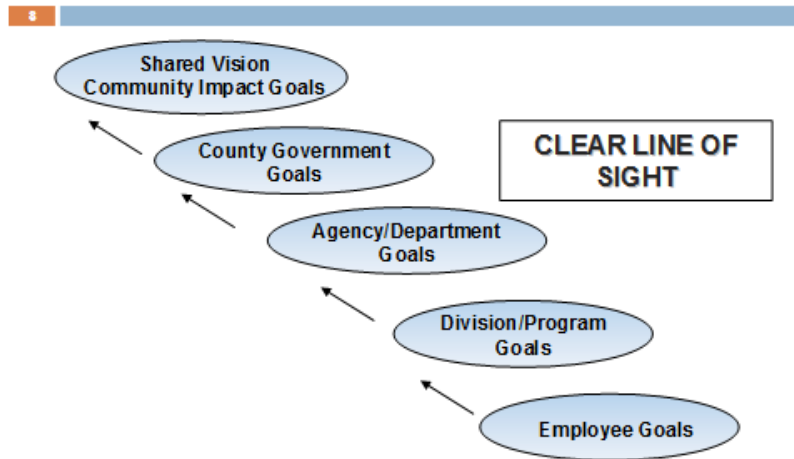
### COLLABORATIVE COMMUNITY



Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.

- Open, responsive, and effective government

## Alignment of Goals Individual Contribution to Community Goals

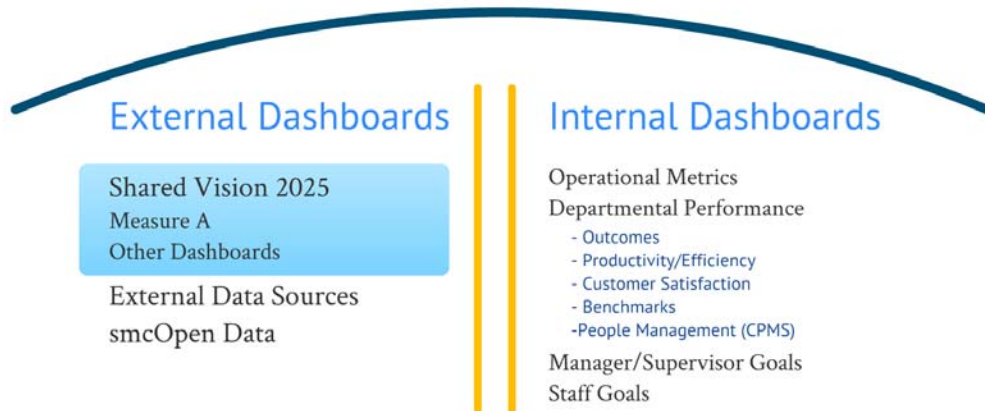


To make Shared Vision 2025 a reality, we need to create a clear line of sight that connects our individual contributions to the most important goals in the community. The County Manager’s Office continues to work together with departments to foster a performance management culture that:

- Aligns employee goals with Shared Vision 2025 community impact goals;
- Measures outcomes and the most productive use of public resources;
- Uses evidence and data to make better operational and strategic decisions;
- Engages employees and other stakeholders to continuously improve performance; and
- Uses benchmarks to compare performance and learn from peers in other organizations.

SMC Performance Dashboards  
<https://performance.smcgov.org>

## Community Impact Measures



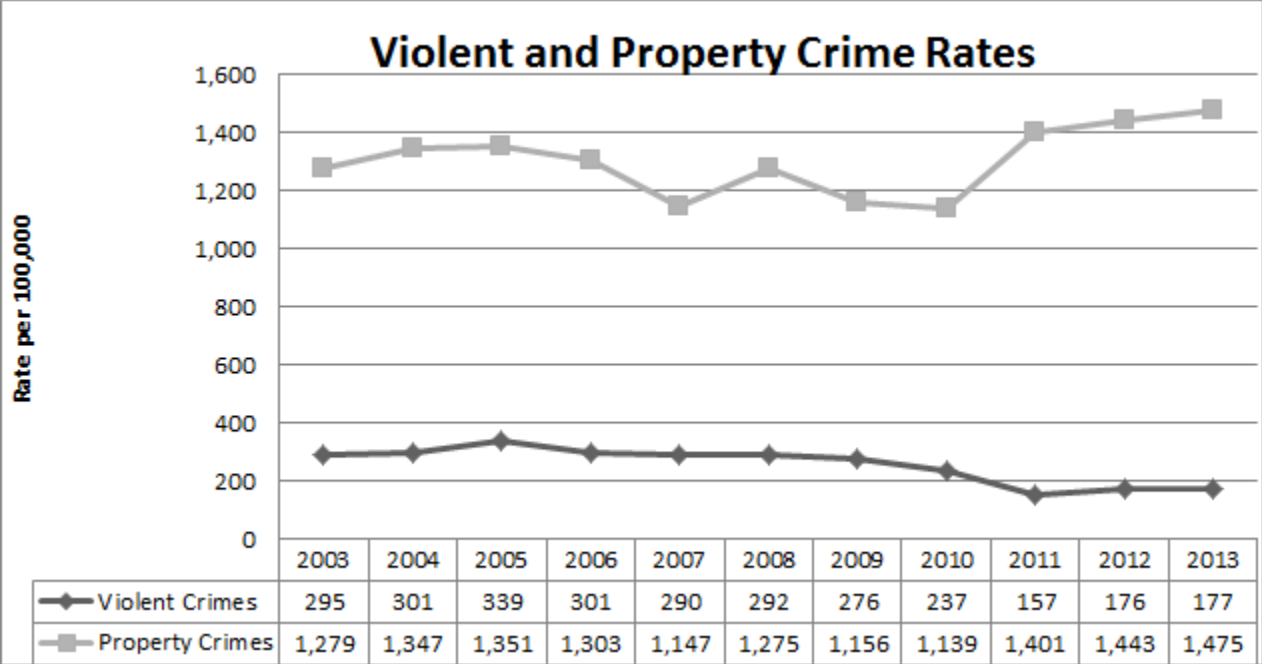


HEALTHY AND SAFE COMMUNITY

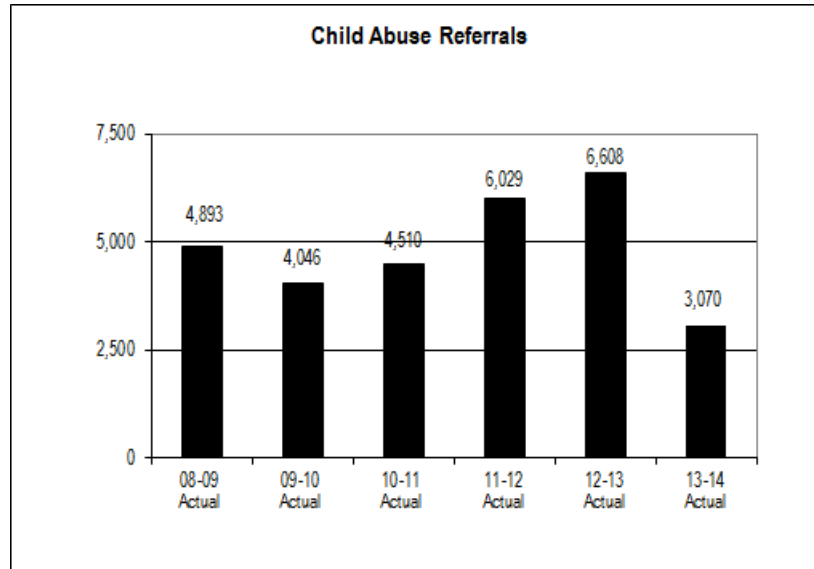
Our neighborhoods are safe and provide residents with access to quality healthcare and seamless services.

Community Impact Goals:

- 1. Reduce crime
- 2. Increase life expectancy



Source: Department of Justice



Source: Human Services Agency

***Major Initiatives to Reduce Crime and Recidivism:***

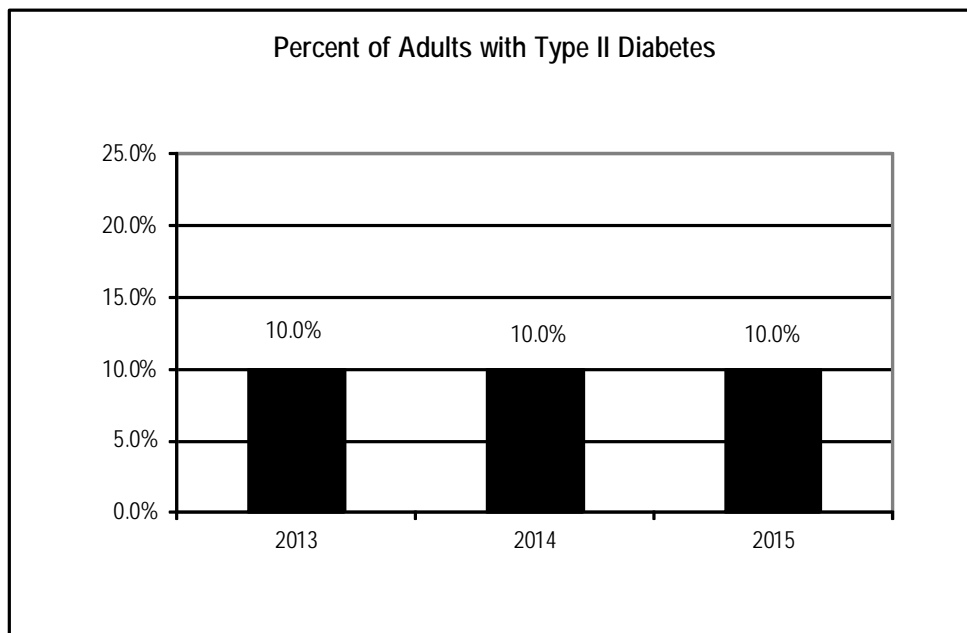
- Support formerly incarcerated individuals in the community so they can become self-sufficient with stable housing, basic needs, employment and healthcare
- Collaborate with community partners to provide effective supervision for medium and high risk AB109 supervisees
- Place eligible offenders in appropriate alternatives to custody in a timely manner
- Track and measure outcomes to ensure continued reduction in recidivism
- Target prevention and early intervention strategies in high violent crime rate areas
- Utilize technology within the community to more quickly solve crimes
- Invest in assessments of at-risk families
- Identify ways to more aggressively intervene in mental health cases
- Educate and engage residents in programs to keep their neighborhoods safe
- Ensure school safety and reduce truancy through mental health services, stakeholder outreach and collaboration, and teacher and parent education
- Target prevention and early intervention strategies in areas with higher rates of child abuse and out of home placements
- Address the complex needs of commercially sexually exploited children
- Increase coordination of health care for children and youth in foster care
- Expand Family Resource Centers to prevent child maltreatment
- Provide trauma-informed therapy for all victims of child abuse

Key Performance Measures	FY 2013-14 Actual	FY 2013-14- Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<b>Public Safety Dispatch:</b> High Priority calls dispatched within established timeframes	84%	79%	77%	80%	80%
<b>Sheriff Patrol:</b> Average Response Time – Urban / Rural	5:35 / 12:25	5:00 / 11:00	5:00 / 12:00	5:00 / 11:00	5:00 / 11:00
<b>Adult Services (Probation):</b> Percent of adult probationers completing probation without new sustained law violation					
- SMC Probation	63%	69%	63%	69%	69%
- Chief Probation Officers of CA	69%	69%	69%	69%	69%
Percent of realignment offenders without new felony law violations	73%	72%	70%	70%	70%
<b>Probation:</b> Offenders successfully completing an evidence-based program during the term of probation supervision	---	---	64%	65%	65%
<b>Juvenile Hall (Probation):</b> Percent of youth remaining out of custody for 6 months upon being transitioned to the community	---	70%	70%	70%	70%
<b>Children &amp; Family Services (HSA):</b> Rate of child abuse reports per 1,000 children and rate of substantiated allegations per 1,000 children	36.6/2.4	30.7/2.7	29.3/2.4	30.7/2.4	30.7/2.4
<b>Children &amp; Family Services (HSA):</b> Reunification of children to the parent/guardian within 12 months of removal from home	66.7%	72.5%	75%	75.2%	75.2%

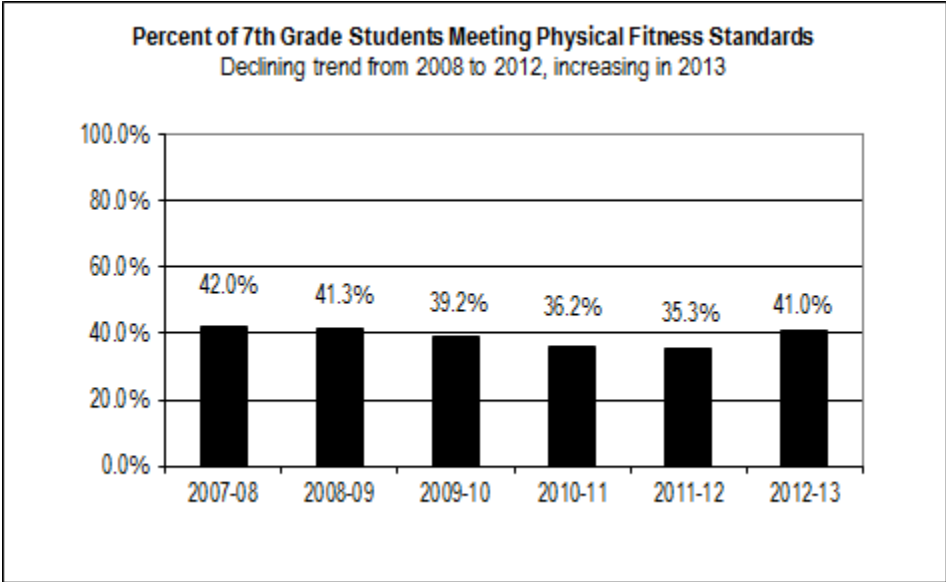
**LIFE EXPECTANCY BY RACE / ETHNICITY  
FOR SMC RESIDENTS**

<b>Year</b>	<b>Overall</b>	<b>Hispanic</b>	<b>White</b>	<b>Black</b>	<b>Asian</b>	<b>Pacific Islander</b>
<b>2012</b>	<b>82.3</b>	<b>87.4</b>	<b>82.1</b>	<b>75.5</b>	<b>89.1</b>	<b>77.6</b>
<b>2013</b>	<b>81.1</b>	<b>84.2</b>	<b>86.1</b>	<b>83.1</b>	<b>75.6</b>	<b>76.8</b>

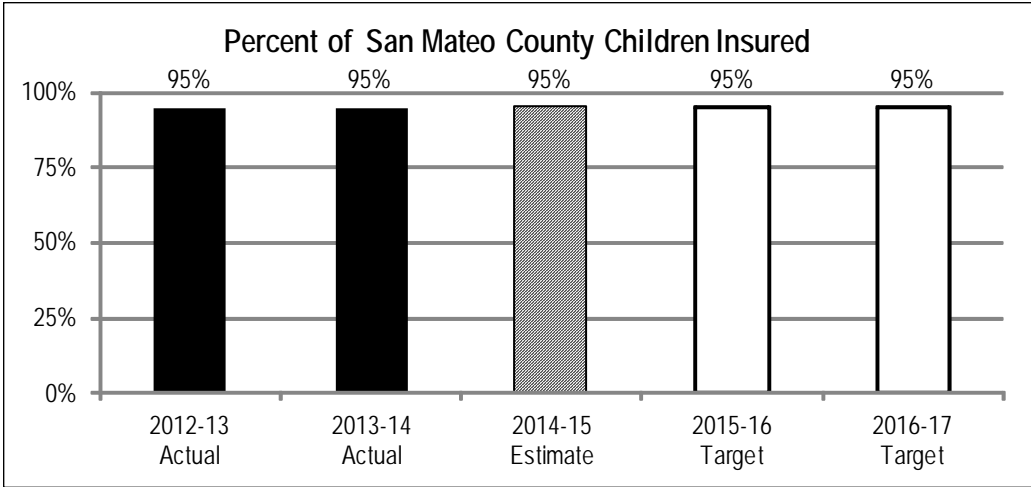
Source: Health System



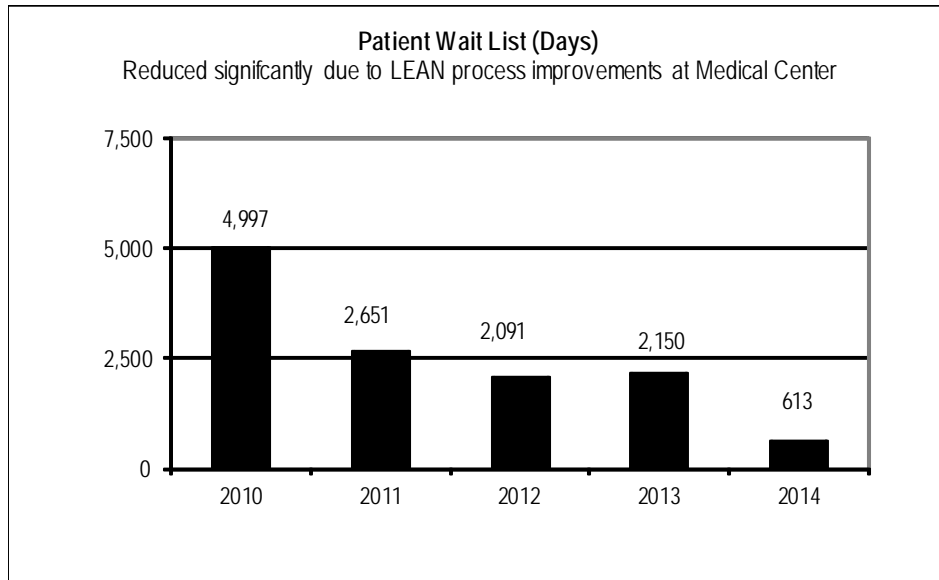
Source: Health System



Source: Health System



Source: Health System / Human Services Agency



Source: Health System - San Mateo Medical Center

***Major Initiatives to Improve Access to Healthcare and Increase Life Expectancy:***

- Make improvements in communities with life expectancies below the county average
- Provide culturally responsive services to race and ethnic groups with life expectancies below the county average
- Enhance mental health support for youth and adults, including prevention and early intervention services
- Keep children and adults at home and out of institutions
- Rebuild Cordilleras for the 21st Century
- Support enrollment and retention of health coverage, including Medi-Cal, Covered California health plans, Healthy Kids, and Access to Care for Everyone (ACE)
- Sustain our successes as one of only three counties in California with universal health coverage for children, and achieving an insurance coverage rate for children of 95%
- Continue outreach and assistance to connect low-income residents to health coverage
- Promote physical fitness of our youth in areas with high rates of obesity and students who do not meet physical fitness standards
- Make the healthy choice the easiest choice through policy changes on sugar-loaded drinks and healthy transportation
- Assess the proximity of parks and open space to schools and neighborhoods



Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<b><i>Family Health Services:</i></b> Percent of low-income children up-to-date on immunizations at age two	89%	90%	94%	90%	90%
<b><i>San Mateo Medical Center:</i></b> Percentage of eligible patients (seen at least twice in a clinic within a year) who are assigned to a Primary Care Provider	97%	97%	97%	98%	98%
<b><i>Public Health:</i></b> Percent of patients with HIV viral load of less than 50	93%	90%	90%	90%	90%
<b><i>Alcohol and Other Drug Services:</i></b> Percent clients who report abstinence from alcohol and other drug use at discharge	55.7%	55%	50%	55%	55%
<b><i>Health Policy and Planning:</i></b> Percent of San Mateo County cities with adopted Complete Streets policies/resolutions	---	50%	50%	75%	85%

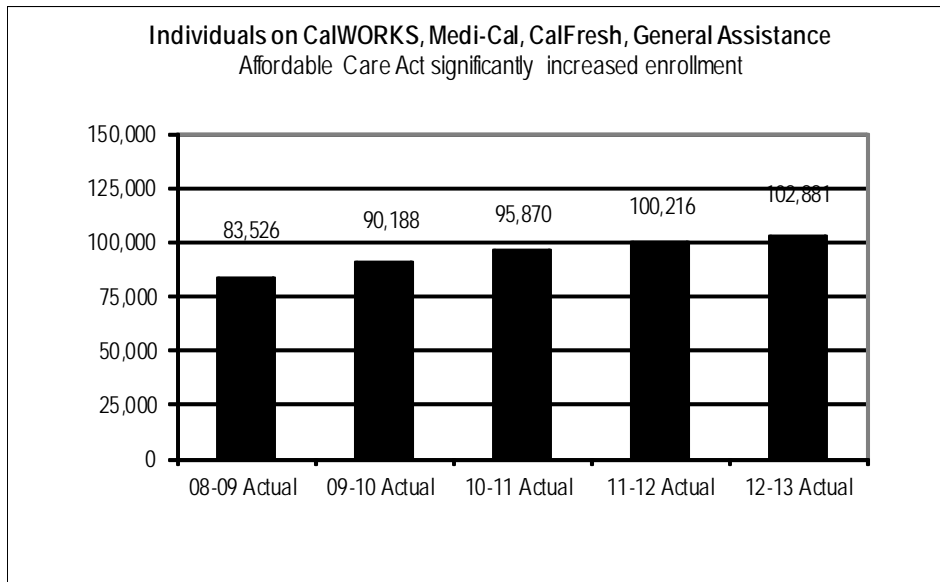


### PROSPEROUS COMMUNITY

Our economic strategy fosters innovation in all sectors, creates jobs, builds community and educational opportunities for all residents.

#### Community Impact Goals:

1. Improve affordability of housing and basic needs
2. Close education achievement gaps



Source: Human Services Agency

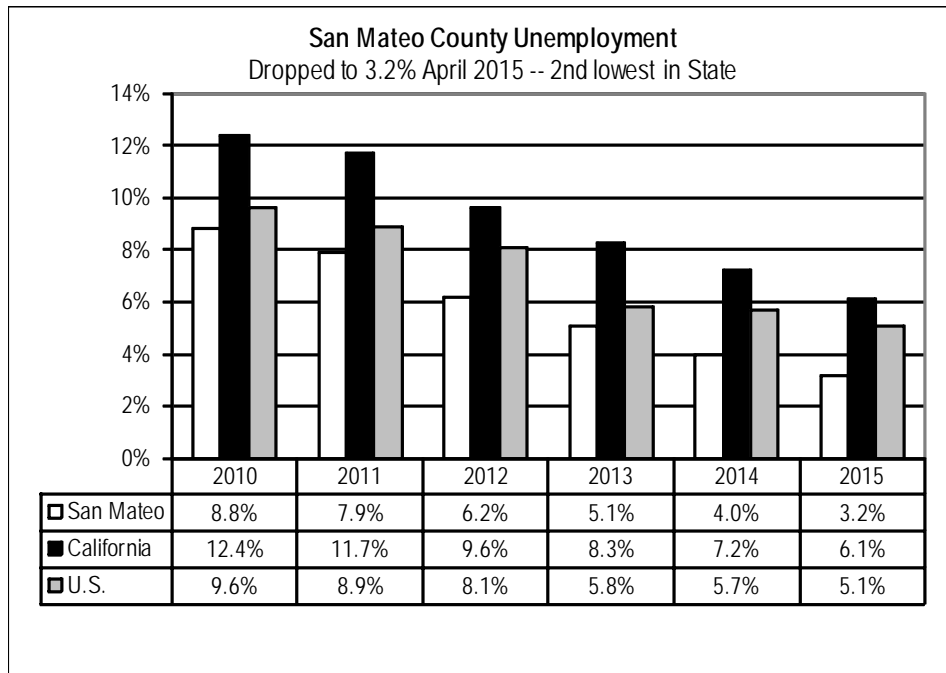
<i>First-time Buyer Housing Affordability Index by Region</i>	<i>1st Quarter</i>	<i>1st Quarter</i>
	<i>2014</i>	<i>2015</i>
United States	78%	77%
California	56%	55%
SF Bay Area	47%	45%
Alameda	46%	44%
Contra Costa	48%	43%
Marin	31%	38%
Napa	52%	58%
Santa Clara	46%	44%
San Francisco	34%	27%
<b>San Mateo County</b>	<b>34%</b>	<b>29%</b>
Solano	73%	69%
Sonoma	53%	54%

Source: CA Association of Realtors [www.car.org](http://www.car.org)

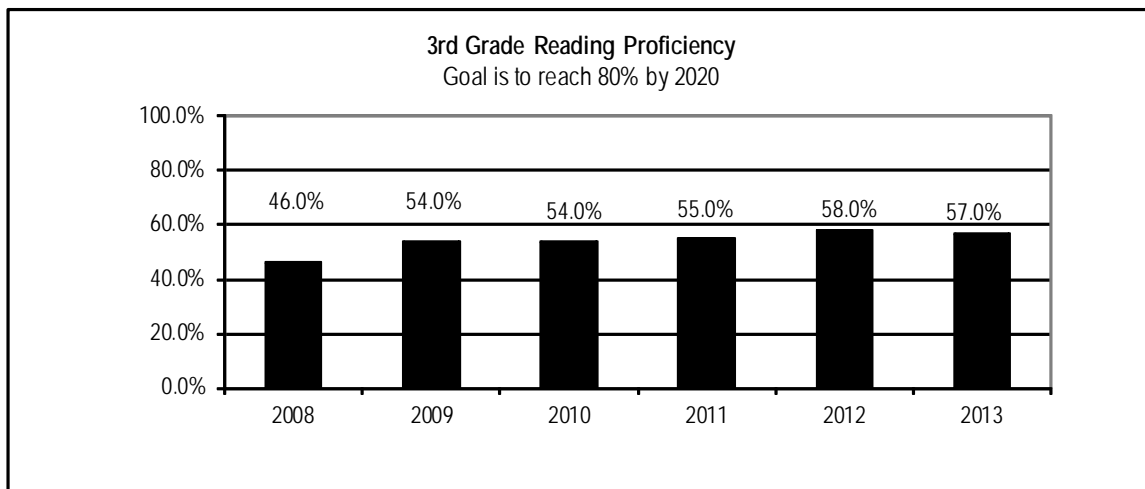
***Major Initiatives to Improve Affordability:***

- Address the housing needs of low-income residents who spend more than 30% of their income on housing or have mental health and/or medical needs for supported housing and board and care placements
- Provide supportive housing for older foster youth who are transitioning to independence
- Explore a pilot rapid rehousing program
- Stimulate new affordable housing projects by working directly with partners through development funding (Affordable Housing Fund)
- Identify opportunities to support residents aging in place
- Explore the impacts of living wage and rent control ordinances
- Provide employment opportunities, services and resources for individuals and families seeking employment or training to move into industries with higher wages
- Continue the Employability Improvement Program (EIP) for clients to leverage counseling and job-supervision resources
- Connect unemployed residents with local businesses through job search support, interview preparation, apprenticeships and training and work experience
- Pursue partnerships with regional employers to create job opportunities for clients
- Help individuals with significant barriers gain and maintain employment
- Help low-income residents meet their basic needs through safety net services
- Determine strategies for handling the limited supply of affordable housing and the high cost of living, which remain a challenge for low-income families
- Prevent and address homelessness, and provide support towards stability and self-sufficiency for low-income and vulnerable populations including those released from jail, discharged from the hospital and other institutions, emancipating foster youth, veterans, immigrants, older adults, individuals with disabilities and victims of violence
- Assess safety net needs in the county

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<b><i>Child Support Services:</i></b> Percent of Current Support Collected	67%	68%	69%	68%	68%
<b><i>Housing &amp; Community Development:</i></b> Number of households benefitting directly from County-administered loans and grants for home purchase, repair, rehabilitation or new construction.	537	427	350	350	350
<b><i>Housing Authority:</i></b> Percent of individuals and families through Provider Based Assistance (PBA) program	38%	42%	40%	45%	45%
<b><i>Housing Authority:</i></b> Number of families (new in FY2013-14, and cumulative) exiting housing subsidy programs due to greater self-sufficiency, such as homeownership or income above qualifying limit.	44	114	154	194	234
<b><i>Homeless and Safety Net Services (HSA):</i></b> Percent of clients in homeless transitional shelters that are connected to mainstream services and benefits.	78%	84%	80%	80%	80%



Source: <http://www.calmis.ca.gov/file//lfmonth/countyur-400c.pdf>



Source: County Office of Education

**Major Initiatives to Close Achievement Gaps:**

- Improve access to and quality of early childhood education focused in school districts that are below the goal of 80% of students meeting third grade reading standards
- Collaborate with community partners on early childhood education and achievement
- Continue summer learning opportunities that enable children to maintain their academic and developmental gains
- Reduce truancy and improve school attendance and academic performance
- Encourage youth to participate in local government and community organizations to promote leadership and positive development

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<b>Measure A – Summer Reading Programs:</b> Number of participants / completion rates	19,009 / 44%	36,761 / 39%	45,369 / 31%	45,000 / 60%	48,000 / 60%
<b>Child Care (HSA):</b> Percent of preschool aged children assisted with child care that enroll in licensed early childhood education providers	55%	60%	59%	60%	62%
<b>Vocational Rehabilitation Services (HSA):</b> Percent of clients served in vocational programs securing employment	46%	60%	55%	55%	55%
<b>Employment Services (HSA):</b> Percent of placements in unsubsidized employment	31%	30%	35%	37%	38%
<b>Community Capacity (HSA):</b> Percent of Service Connect participants in the 550Jobs! program securing employment	--	87%	55%	55%	55%

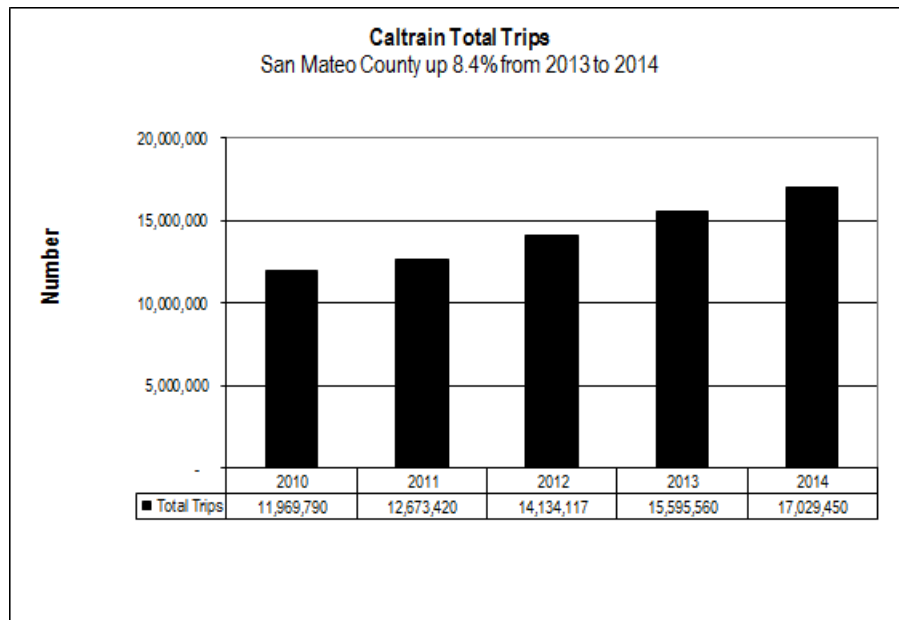


## LIVABLE COMMUNITY

Our growth occurs near transit, promotes affordable, livable connected communities.

### Community Impact Goals:

1. Make transit accessible
2. Increase community engagement

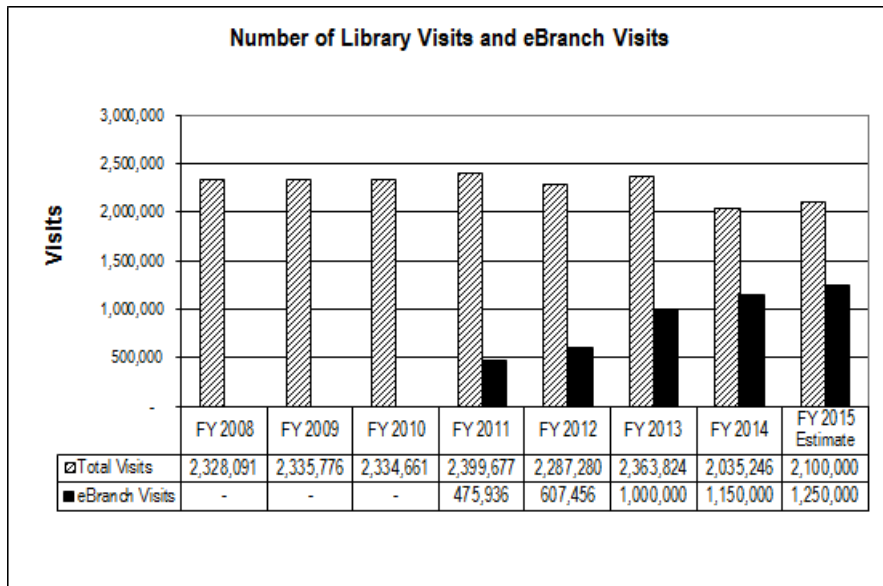


Source: February Caltrain Annual Passenger Counts Key Findings 2009-2013  
[www.caltrain.com/about/statsandreports/Ridership.html](http://www.caltrain.com/about/statsandreports/Ridership.html)

**Major Initiatives to Make Transit Accessible:**

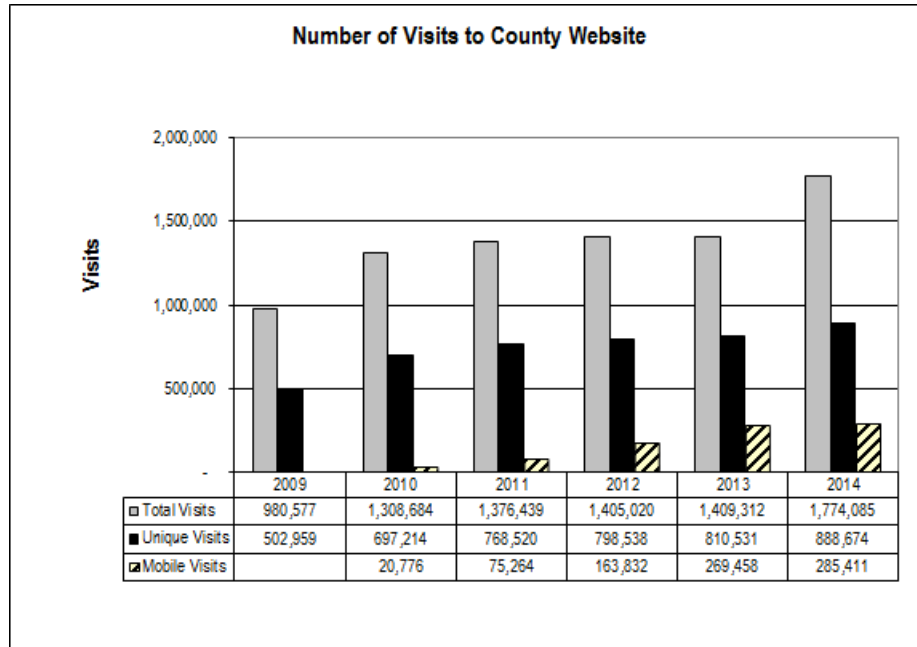
- Maintain and increase public transportation options and reduce congestion
- Support healthy commutes including biking and public transit for residents and employees
- Support access to public transportation for older adults and individuals with disabilities
- Support bicycle and pedestrian safety

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<b>Paratransit Customers (SamTrans):</b> Zero trip denials for Paratransit customers	304,425	309,651	312,747	315,000	315,000
<b>Commute Alternatives Program (Public Works):</b> Average monthly number of County employees using transit tickets	1,117	940	1,400	1,100	1,100



Source: San Mateo County Library Joint Powers Authority





Source: County Manager's Office / Information Services Department

***Major Initiatives to Increase Livability and Community Engagement:***

- Increase opportunities for citizen participation in community decisions
- Evaluate existing and alternative voting systems
- Complete and implement the Parks Strategic Master Plan
- Expand programs focused on youth, health and environmental literacy
- Increase access to County Parks through transportation alternatives
- Establish volunteer stewardship corps
- Apply a business approach to park management to increase revenue streams
- Increase library programs and services that support the literacy, health and economic needs of all residents
- Improve and expand public access to technology and online experiences
- Cultivate increased involvement and advocacy in support of library services
- Deliver library collections that reflect the diverse interests of the community
- Support facility improvements that promote learning, creativity and community pride

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<b><i>Measure A - Homeless Outreach Teams (HSA):</i></b> Homeless individuals on HOT list who successfully transition to permanent housing solutions (including reunification with family members)	---	18	45 (cumulative)	60	75
<b><i>Volunteer Hours (Parks):</i></b> Number of annual volunteer hours	33,066	27,900	24,000	31,500	32,000
<b><i>Road Construction and Operations (Public Works):</i></b> Percent of maintained miles with Pavement Condition Index greater than baseline: 55 for Primary Roads / 40 for Secondary Roads	93% / 85%	94% / 85%	93% / 86%	85% / 80%	85% / 80%

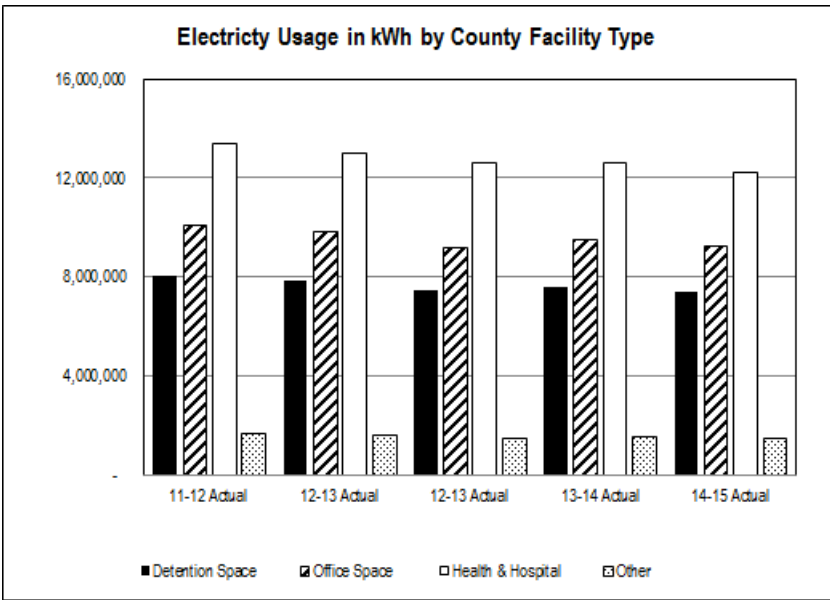


### ENVIRONMENTALLY CONSCIOUS COMMUNITY

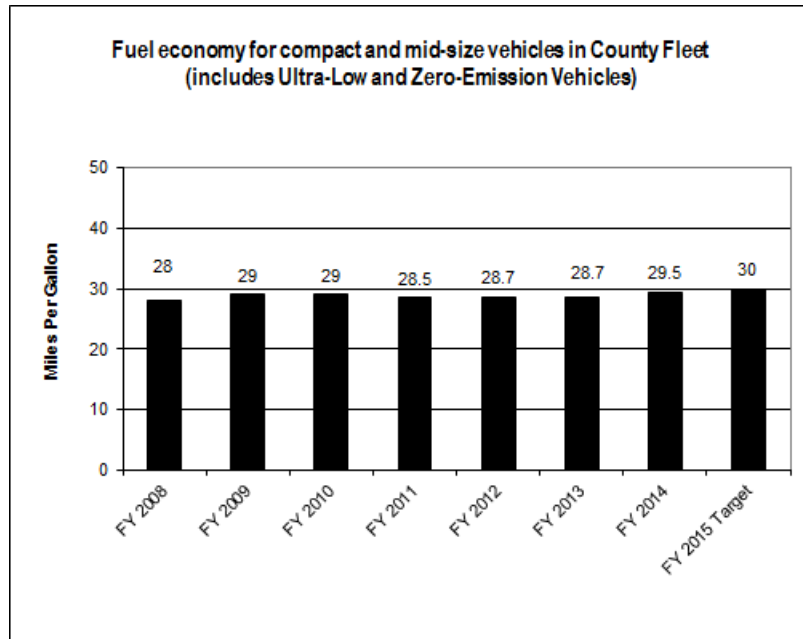
Our natural resources are preserved through environmental stewardship, reducing our carbon emissions, and using energy, water and land more efficiently.

**Community Impact Goals:**

- 1. Reduce greenhouse gas emissions
- 2. Conserve and protect natural resources



Source: Public Works - Facilities Maintenance

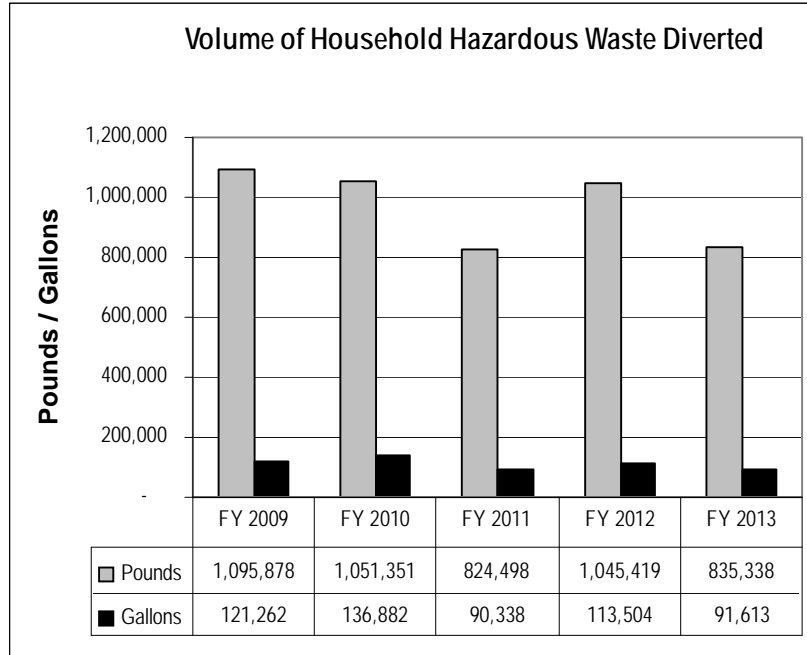


Source: Public Works - Fleet Management

***Major Initiatives to Reduce Greenhouse Gas Emissions:***

- Prevent and prepare for climate change (Adaptation/Emergency Preparedness)
- Work collaboratively with public and private partners to prepare for and prevent sea level rise resulting from climate change to protect infrastructure and assets
- Implement the Climate Action Plan for government operations and the Energy Efficiency Climate Action Plan for unincorporated areas to reduce greenhouse gas emissions
- Maintain healthy urban and natural forests in County parks
- Expand telecommute and flex schedule options for County employees where appropriate
- Reduce emissions from the County vehicle and equipment fleet through acquisition of electric and hybrid vehicles and promotion of car share for employees
- Increase the energy efficiency of County facilities through the implementation of the Strategic Energy Master Plan
- Explore renewable energy projects such as solar photovoltaic and wind energy systems
- Explore the impacts of establishing a Community Choice Aggregation program

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<b>Commute Alternatives Program (Public Works):</b> Average monthly number of County employees served in the Commute Alternatives Program  - Vanpool - Transit Tickets - Carpool - Bike/Walk - Total	28 1075 315 65 1,475	27 1054 301 64 1,446	27 1,100 300 52 1,479	25 1,100 325 50 1,500	25 1,100 325 50 1,500
<b>Energy Upgrade CA (County Manager's Office):</b> Total Energy Upgrade home retrofits	183	167	100	200	200
<b>Energy Upgrade CA (County Manager's Office):</b> Total Energy Upgrade multi-family units receiving rebates	---	133	167	200	200
<b>County Climate Action Plan (County Manager's Office):</b> CO2e reductions due to transportation grants (Metric Tons CO2e)	---	242	---	484	484



Source: Public Works - Waste Management

**Major Initiatives to Conserve and Protect Natural Resources:**

- Reduce water consumption in high use communities
- Collaboratively manage surface water and groundwater quantity and quality
- Ensure all areas of the county have long term access to adequate potable water supplies
- Improve air quality by reducing harmful emissions from wood smoke
- Plant the right trees in the right spaces in urban County parks
- Comply with AB 939 solid waste disposal limits and minimize waste generated
- Divert 75% of all waste from landfills by 2020 through recycling and composting
- Work towards zero waste through waste diversion and waste-to-energy technologies
- Work collaboratively with public and private landowners to develop a network of connected trails through property acquisitions, easements and cooperative agreements
- Protect open spaces through expansion of the County Park system

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<i>Agricultural Commissioner:</i> Percent of agricultural and pest control businesses in compliance with pesticide regulatory requirements	91%	98%	89%	92%	94%
<i>Waste Management (Public Works):</i> Number of visits to the County's RecycleWorks.org website	940,888	600,000	614,000	600,000	600,000
<i>Waste Management (Public Works):</i> Number of programs and projects implemented in the unincorporated areas that reduce waste, promote resource conservation, or conserve resources	34	30	28	30	35

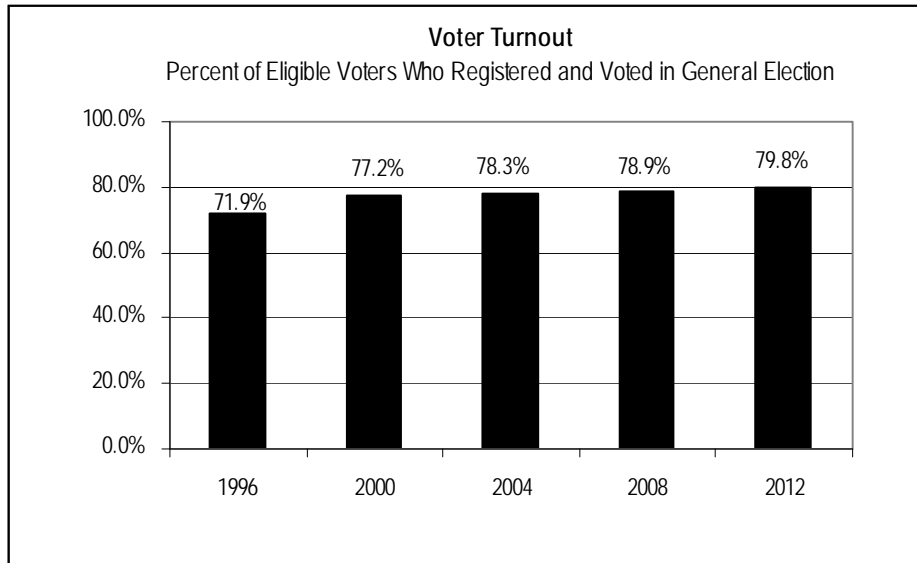


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Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.

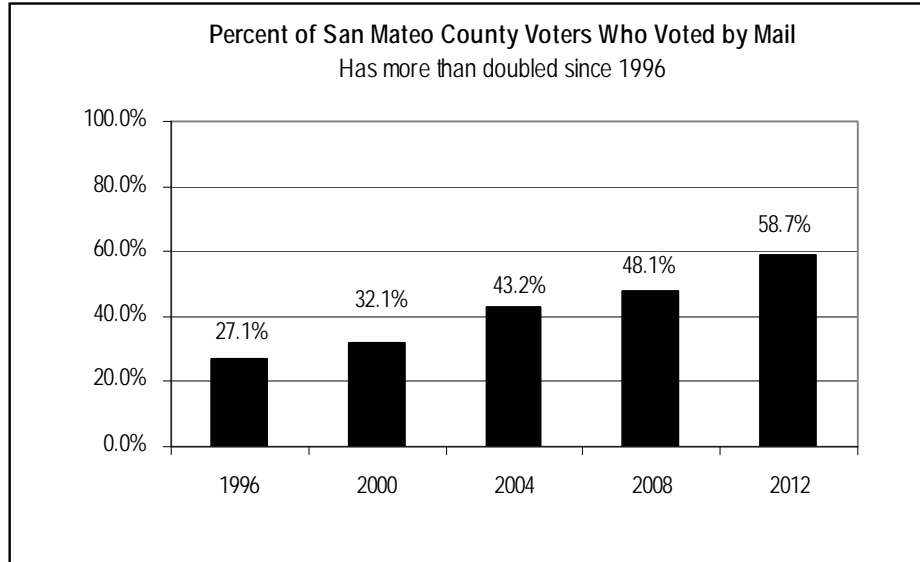
**Community Impact Goal:**

1. Open, responsive, and effective government



Source: <http://www.sos.ca.gov/elections/statewide-elections/>





Source: <http://www.sos.ca.gov/elections/statewide-elections/>

***Major Initiatives to Increase Responsiveness, Effectiveness and Collaboration:***

- Continue the County's ten-year plan to pay down its pension obligations by 2023
- Maintain operating reserves of at least 15% in addition to 3% contingency reserves
- Evaluate programs to continuously improve services and set priorities for funding
- Improve capacity to collect and use performance data to manage toward outcomes
- Complete an Open Data strategic plan
- Make more County services, data and information available online and expand automation
- Expand presence in social media and interactive media
- Continue existing Measure A initiatives that are making an impact in the community
- Continue modernization and maintenance of capital and technology infrastructure
- Prioritize and implement suggestions for improvement from customer surveys
- Set clear customer satisfaction expectations with staff and provide training
- Improve communication and engagement so residents feel connected to their government
- Track, measure and report County collaborative efforts that produce tangible results
- Deliver culturally responsive services to address the needs of our diverse communities

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<b><i>Open Data Portal (ISD):</i></b> Number of datasets available on the Open Data Platform	63	79	247	350	350
<b><i>LEAN Process Improvement (Health System):</i></b> Percent of Health System employees who have participated in a LEAN training or event	---	14%	25%	30%	40%
<b><i>Center for Continuous Process Improvement (County Manager's Office):</i></b> Number and percent of events resulting in increased productivity and/or reduced processing time	---	---	---	--- / 90%	--- / 90%
<b><i>Workforce Resources and Diversity (HR):</i></b> Percent of employees utilizing skills or reporting change in behavior after attending training classes	93%	98%	98%	90%	90%
<b><i>County Facilities (Public Works):</i></b> Percent of County facilities with Facilities Condition Index at or below .05	75%	86%	78%	80%	85%
<b><i>Employee Engagement Survey:</i></b> Percent of County employees stating they would recommend the County as a great place to work	79%	83%	85%	90%	90%
<b><i>Highest Credit Ratings:</i></b> Issuer credit ratings from Moody's and Standard & Poor's	Aaa / AAA	Aaa / AAA	Aaa / AAA	Aaa / AAA	Aaa / AAA