

San Bruno Community Foundation Community Listening Campaign

Final Report

If you had \$70 million to benefit San Bruno, how would you spend it?



Now is YOUR chance to offer suggestions on how the San Bruno Community Foundation can thoughtfully and effectively use \$70 million to benefit the entire San Bruno community over the long term.



Compiled by
The Public Dialogue Consortium

June 29, 2015

SAN BRUNO
Community Foundation

Si usted tuviera \$70 millones para ayudar a San Bruno, ¿cómo los invertiría?



Ahora es SU oportunidad para ofrecernos sugerencias de cómo la Fundación de la Comunidad de San Bruno puede utilizar cuidadosa y efectivamente \$70 millones para beneficiar a toda la comunidad a largo plazo.

La Fundación de la Comunidad de San Bruno (SBCF) fue establecida por la alcaldía para supervisar \$70 millones en fondos de reembolsos resultantes de la devastadora explosión del oleoducto ocurrida en nuestra ciudad en el 2010. La Fundación quiere **oír de la comunidad** antes de tomar decisiones de inversión.

Necesitamos SU voz en esta conversación. Diganos sus ideas. Conozca la opinión de las otras personas de la comunidad.

Así es como puede participar:

ASISTA A UNA REUNION EN LA ALCALDIA

Seleccione la que sea más conveniente para usted.

6:30-8:30 p.m.	Lunes, 11 de Mayo Capuchino High School Cafeteria, 1501 Magnolia Avenue
Refrigerios. No necesita reservación.	Jueves, 28 de Mayo Belle Air Elementary School, 450 3rd Avenue
Las reuniones serán facilitadas por el Public Dialogue Consortium en representación de la Fundación de la Comunidad de San Bruno.	Miércoles, 3 de Junio San Bruno Senior Center, 1555 Crystal Springs Road
Se habla Español.	

PARTICIPE EN LÍNEA

No puede asistir a la reunión? También puede darnos su opinión haciendo una encuesta en línea o participando en a nuestro panel de discusión en www.SBCFListens.com

La fecha límite para completar la encuesta es el 12 de Junio. Las copias impresas de la encuesta se pueden recoger y entregar en la Alcaldía de San Bruno (San Bruno City Hall), la Biblioteca, el Centro de Recreación y el Centro para Personas de la Tercera Edad (Senior Center).

SUS IDEAS IMPORTAN. ¡QUEREMOS ESCUCHAR DE USTED!



Overview

The San Bruno Community Foundation (SBCF), along with Public Dialogue Consortium (PDC), conducted a Community Listening Campaign from late April to mid-June 2015. The purpose of the Campaign was to engage the public in conversations related to the assets and needs of the San Bruno community, and to hear the public's ideas for how to allocate the nearly \$70 million dollars in restitution funds from PG&E for the benefit of the entire community.

The two months of intensive public outreach and engagement included one-on-one community conversations, focus groups, large town hall conversations, an online survey and participation platform, and a written survey. Each of these outreach and engagement activities was organized around a common set of questions that enabled community members to express a wide range of views and perspectives, while also providing the SBCF Board of Directors with focused responses related to allocating the restitution funds.

An analysis of the responses reveals that community members expressed a number of dominant themes regarding the assets and needs of their community, and how they would like to see the restitution funds allocated to meet those needs. These themes emerged clearly from the responses, indicating a fairly stable and consistent set of ideas and suggestions that cut across each of the engagement activities. This report summarizes these themes as well as the overall outreach and engagement effort, while also including some of the more distinct and unique ideas that were expressed.

Background

Consequent to the devastating 2010 gas pipeline explosion in San Bruno's Crestmoor neighborhood, the Mayor, City Council, and City leaders pursued a restitution settlement from PG&E to be used to benefit the entire San Bruno community. Their efforts resulted in a \$70 million fund to be managed by a new nonprofit foundation.

In 2013, the City Council created the SBCF, adopted Foundation Bylaws defining the mission and scope of the Foundation, and appointed a seven-member volunteer Board of Directors entrusted to manage the fund and oversee the organization. The Council defined the primary purpose of the Foundation as being "to benefit the San Bruno community through enduring and significant contributions to, and investments in, charitable and community programs, and publicly owned community facilities over the long term."

As a supporting organization to the City Council, the Foundation is required to operate under the provisions of the Brown Act. All Board meetings are open to the public, and meeting agendas, minutes, and reports are posted on the City's website. Further, the Council maintains a number of reserved powers over the Foundation, including approving the Foundation's annual budget and the grant and investment policies.

The Board members assumed their appointed roles in late 2013 and began the task of acquiring official nonprofit status for the Foundation and adopting policies and procedures to govern its operations.

In 2014, the Board conducted a nationwide search for the Foundation's first Executive Director. Leslie Hatamiya joined the Foundation in February 2015 and serves as its only employee.

As the first stage in its strategic planning process, in late April 2015 the Foundation launched the Community Listening Campaign to give members of the San Bruno community the opportunity to share their thoughts and ideas about how to use the \$70 million to benefit the entire San Bruno community prior to the Board making any decisions about program or investment strategy. The Foundation engaged the services of the PDC to design, implement, and facilitate the campaign.

The following principles underscored all aspects of the Community Listening Campaign:

- The Foundation has no preconceived ideas about how to spend the money.
- The feedback from the community will help inform the Board as it deliberates the development of investment and grant-making strategies.
- The Foundation's Purpose Statement, which is referenced above, guides the Listening Campaign's engagement with the community.

Engagement Approach

To meaningfully engage as many San Bruno community members as possible, the Board approved a multi-pronged approach that included mailing an announcement of the process, including dates of meetings, to every address in San Bruno; distributing flyers throughout the community; and conducting community conversations, focus groups, town hall conversations, and an online and written survey. PDC formulated the outreach and engagement questions used throughout the campaign to elicit both broad and specific community input designed to help the Foundation Board decide how to utilize the funds.

The same set of questions was used across all of the engagement activities. These questions were developed using a tiered approach, starting with an appreciative question designed to elicit community assets and resources (Question 1). The second question built on the first question, while eliciting a different set of responses that served as a bridge between community assets and needs (Question 2). The next question asked directly about community needs, with a follow-up probe designed to encourage participants to elaborate and expand on their initial responses (Question 3). These three questions established a foundation for the final question, which asked participants for specific ideas and suggestions for allocating the funds in ways that would address the community's needs (Question 4).

The four questions used in each of the engagement activities were:

- 1) *What are some of things that you like most about San Bruno?*
- 2) *What do you think would make San Bruno even better?*
- 3) *What needs do you see in San Bruno? Why they are important?*
- 4) *What kinds of projects or services do you think would address those needs?*

Engagement Activities

The Listening Campaign consisted of a robust engagement strategy involving four distinct yet parallel activities.

Community Conversations: These Conversations, which took the form of one-on-one interviews, were conducted at three San Bruno community events, each of which was open to the public. Members of the PDC team attended the events and gently approached participants to ask if they would be willing to answer questions about the restitution fund. SBCF Board members and the Executive Director were present, but not in an interviewing capacity. PDC team members recorded responses on clipboards. Approximately 200 participants engaged in Community Conversations at these events:

1. American Legion Breakfast (April 25)
2. Operation Clean Sweep (May 2)
3. Annual Posy Parade (June 7)

Focus Groups: The Foundation organized seven Focus Groups targeting varying demographics and affinity groups in San Bruno. The Focus Groups were facilitated and recorded by members of the PDC team. SBCF Board members and the Executive Director were in attendance but did not participate. The Focus Groups mirrored the community conversations with the exception that they were conducted with a group of 9-14 people rather than in a one-on-one format. Approximately 100 participants engaged in these targeted group discussions:

1. Teenagers and young adults (May 8)
2. Latino community members, conducted in Spanish (May 13)
3. Business community members (May 19)
4. Crestmoor neighborhood residents (May 26)
5. Parents of San Bruno youth (June 2)
6. Sports, recreation, and youth activities leaders (June 10)
7. Longtime San Bruno residents (June 10)

Town Hall Conversations: Three Town Hall Conversations were conducted at different locations in the City on different days of the week. Like the Community Conversations, these events were open to the public. SBCF Board members, the Executive Director, City Councilmembers, the City Manager, and the City Attorney attended but did not participate. Each Town Hall began with a welcome from San Bruno Mayor Jim Ruane and a brief overview of the Listening Campaign by a member of the PDC team. The large group was then divided into small group discussions, which were facilitated and recorded by PDC team members. Each small group then identified a community member to report out to the entire room. Overall, approximately 300 people participated in these three Town Hall Conversations, which were held at:

1. Capuchino High School (May 11)
2. Belle Air Elementary School (May 28)
3. San Bruno Senior Center (June 3)

Surveys: A survey was developed to enable community members to respond individually to the engagement questions and voice their ideas. At www.SBCFListens.com, residents were invited to participate in an online discussion via the MySidewalk platform or to take an online survey (created using SurveyMonkey). Hard copies of surveys were available at various locations in the City, including San Bruno City Hall, the San Bruno Senior Center, the San Bruno Recreation Center, and the San Bruno Public Library. Approximately 450 community members participated in the survey or on the online discussion board.

Recruitment and Participation

In order to recruit community members to participate in one or more of the engagement activities, the Foundation developed and mailed a postcard announcing the Listening Campaign to every address in San Bruno. In addition, a flyer in both English and Spanish, was disseminated widely throughout the City and at each of the engagement activities (see Spanish-language version on the cover of this Report). Further outreach included a formal press release from the Foundation to the media resulting in several articles, a televised news report, and radio coverage of the campaign. Additionally, the Foundation's Executive Director and individual Board members personally invited individuals and various community groups to participate. As a result of these comprehensive efforts

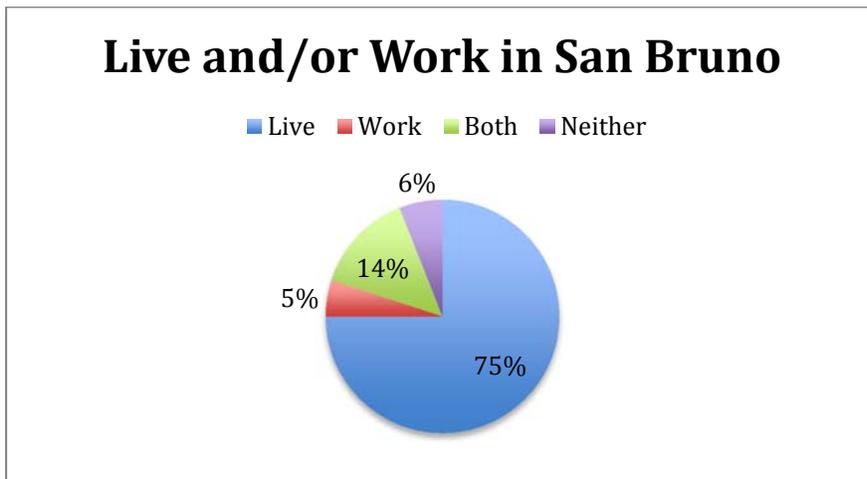
by the Foundation, the engagement of the community in the Listening Campaign was enormously successful.

In total, approximately 1,050 community members participated during the two-month Listening Campaign. In PDC's experience, this high level of participation reflects a well-publicized and thoughtful Listening Campaign. It also speaks positively to the commitment and willingness of community members to participate.

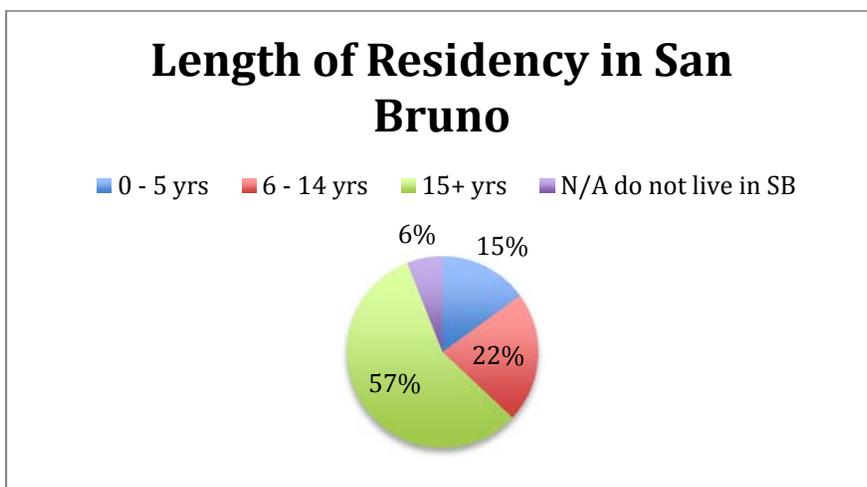
Participant Demographics

In addition to attracting a large number of participants, the Listening Campaign was successful in engaging a cross-section of community members in terms of length of residency, location of residency, age, gender, and ethnicity. This information was obtained from a demographic sheet that participants were asked to fill out at each of the engagement activities. A breakdown of participant demographics is as follows:

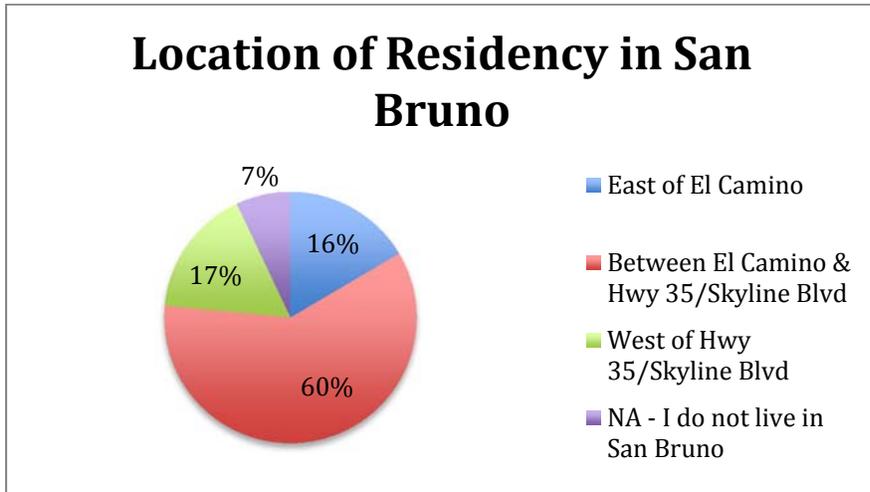
Percentage of Participants who Live and/or Work in San Bruno



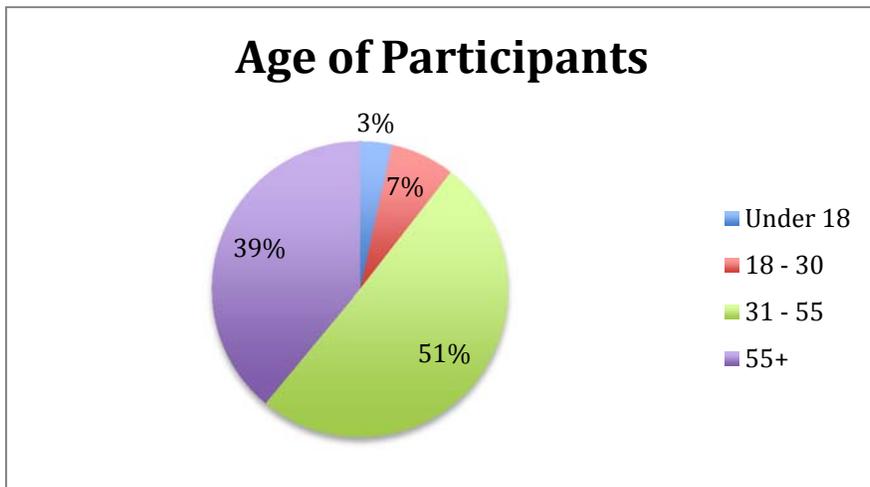
Length of Residency in San Bruno by Percentage



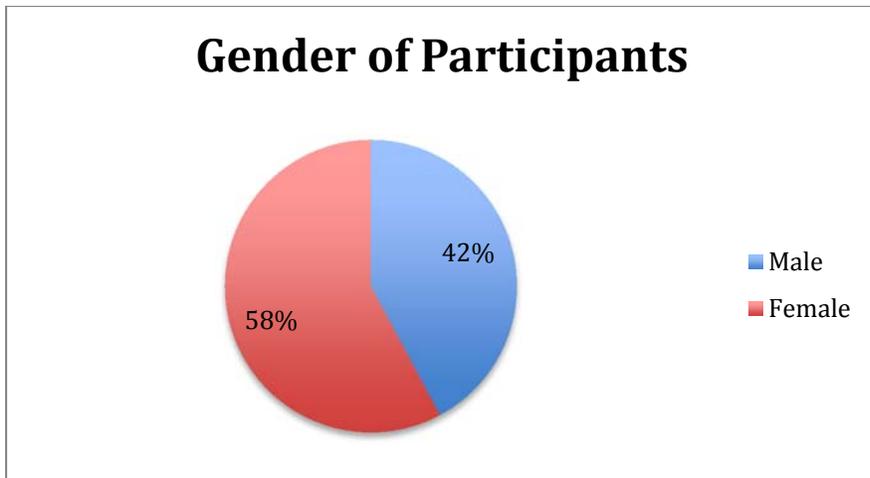
Location of Residence in San Bruno by Percentage



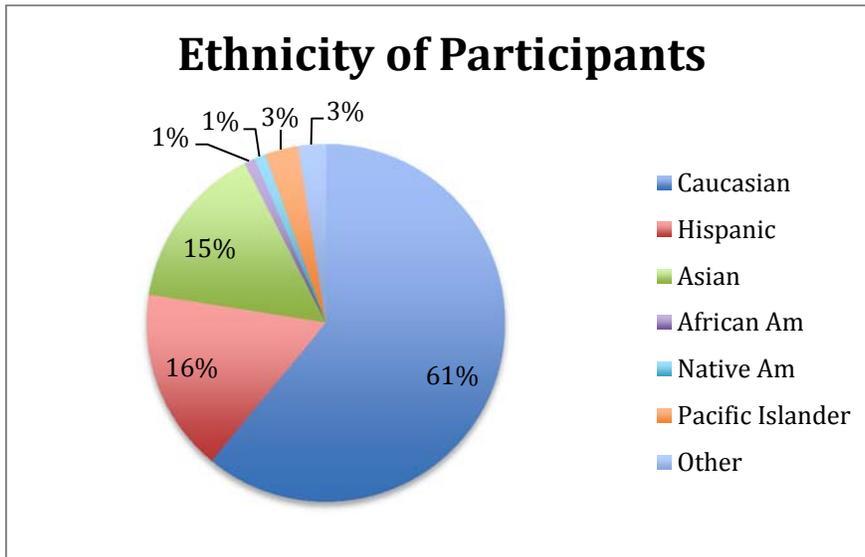
Age of Participants by Percentage



Gender of Participants by Percentage



Ethnicity of Participants by Percentage



Emerging Themes Consequent to the Listening Campaign

PDC conducted a qualitative analysis of the response data from all of the engagement activities to identify key themes in the responses to the Campaign's set of questions. These themes reflect patterns and trends in the data; they are not attributable to any one engagement activity, group, organization, or individual.

As noted earlier, clear themes emerged from the response data, as participants expressed their views about San Bruno's assets, needs, and their ideas for how the funds should be spent to benefit the whole community. These themes are organized into two large categories: (1) Assets and Resources, and (2) Needs and Suggestions (on how the restitution funds should be spent). Each theme is described below with a brief summary followed by specific bullet points to illustrate the nature of the theme and to provide insight and awareness. Although the analysis is qualitative, the themes are presented here in an order that reflects the general frequency and intensity with which the themes were articulated.

Assets and Resources

Three key themes emerged in response to the question, *"What are some of the things that you like most about San Bruno?"* Additional community assets were also mentioned and are included below as well.

Sense of Community

Participants said that they like San Bruno because it is a strong, close-knit community, populated with friendly people who watch out for each other. This strong sense of community is bolstered by the diversity of the residents and family-friendly activities and events.

- Small, close knit community.
- People know each other, help each other and watch out for each other.
- Diverse community – ethnically, socio-economically, and professionally.
- Friendly and down to earth people.
- Middle class, working class pride – humble, not pretentious.

- People stay here and are involved in the community.
- Family and kids activities – a great place to raise a family.

Location, Access, and Transportation

Participants identified San Bruno’s location as a major asset. Specifically, the City is uniquely positioned to offer convenient access and transportation to San Francisco, San Francisco International Airport (SFO), beaches, Silicon Valley and the Peninsula, and other Bay Area attractions and destinations.

- Strategically located on the Peninsula, near San Francisco, SFO, and Silicon Valley.
- Good public transportation with BART and Caltrain.
- Easy access to three main freeways (I-280, I-380, and Highway 101).

Open Spaces and Parks

Participants clearly said they enjoy the natural beauty and open spaces that San Bruno offers, with San Bruno City Park, the San Andreas segment of the Crystal Springs Regional Trail, and the Sweeney Ridge area of the Golden Gate National Recreation Area emerging as major assets.

- People really use and like San Bruno City Park – it is the hub of the community.
- Opportunities for outdoor recreation.
- Walking and biking trails, particularly the San Andreas trail and in the Sweeney Ridge area west of Skyline Boulevard.

Other Community Assets

While participants identified the assets described above most often, the following community assets were also mentioned:

- Local schools and teachers.
- Skyline College.
- San Bruno Senior Center.
- The Shops at Tanforan.
- Youth sports programs.
- Safe and responsive community – good fire and police services.
- Community events (*e.g.*, Operation Clean Sweep, Posy Parade, Easter Egg Hunt).
- The weather/climate.
- The relative affordability of housing.
- San Bruno Municipal Cable.
- San Bruno Public Library.
- Local churches.
- Local restaurants.

Needs and Suggestions for Spending the Restitution Funds

Several key themes emerged in response to the questions, “*What do you think would make San Bruno even better? What needs do you see in San Bruno? Why they are important?*” and “*What kinds of projects or services do you think would address those needs?*” These themes are described below, followed by additional needs and suggestions that were also mentioned. It should be noted that these themes reflect what community members expressed during the campaign and do not take into account whether the City and other stakeholders have already begun efforts to address them.

Upgrade and Expand the Library

The San Bruno Public Library is considered a valuable resource that needs to be updated and expanded to meet the evolving needs of the community. The suggested upgrades focused on increasing the size of the library as well as specific features and programming.

- Upgrade and add new technology.
- Add activities and study spaces for younger children.
- Add activities and study spaces for teenagers.
- Add activities and study spaces for adults.
- Add multipurpose meeting spaces.
- Include a technology-training center.
- Make the library accessible and inclusive for the whole community.
- Add extended hours, drop off and pick up areas.

Upgrade and Expand the Recreation Center, Gym, and Pool

Participants viewed San Bruno's Veterans Memorial Recreation Center, which includes a gym, and the City's public pool – located near each other in San Bruno City Park – as valuable centers for recreation and health in San Bruno. Similar to the library, participants would like to see these assets upgraded, with expanded hours and uses for all ages.

- Build a new Recreation Center to include a gym, meeting room space, other recreation spaces, and underground parking to accommodate increased size of facility, keeping the facility in the footprint of the existing complex to maintain integrity of the feeling of the park setting.
- Upgrade the existing pool and make modifications so that it is usable year round (*e.g.*, new pool cover, retractable roof, heated year round).
- Build a new indoor pool that is available for use year round.
- Add swimming classes and programming for all ages.
- Expand and upgrade the gym, adding new equipment.
- Make both the park and the pool accessible and inclusive with upgraded parking, curbs, ramps, and playground equipment that are ADA compliant.
- Have state-of-the-art sports facilities that can host tournaments and draw money to the City and local businesses.
- Lengthen the hours the recreation facilities are open to the public.
- Keep the feel and warmth of City Park and the Recreation Center.
- Consider charging fees for using the Recreation Center to generate revenue.

Upgrade and Expand Sports Fields and Programs

Participants expressed pride in San Bruno's youth sports programs, which are highly regarded and well attended. Participants expressed a desire to increase support for these programs, expand them, upgrade existing playing fields, and build new fields.

- Add and expand sports programs and activities for youth.
- Redo and maintain sports fields, add lights for night games, and ensure that they are safe and not contributing to injuries.
- New restroom facilities at San Bruno City Park and other playing fields.
- Improve fields at specific school sites for community use.
- Youth and sports groups are willing to volunteer to help maintain the fields.

- Build more sports fields, especially for soccer. Specific suggestion is to purchase parcel 170 (former Crestmoor High School site) and build a state-of-the-art soccer complex with new turf, lights, restrooms, and concession stands. An online petition has generated support for this proposal (www.change.org/p/field-of-dreams).
- Make sure fields are multi-use for various sports, similar to Burlingame High School.
- Add infrastructure to fields such as concession stands, lights for night play, restrooms, and covered places for kids and families.
- Host youth sports tournaments to draw visitors to San Bruno, generate income for the City, and increase reputation of the City for youth sports.

Upgrade and Expand Parks and Open Spaces

Participants identified the recreation and health benefits that come from San Bruno's parks, open spaces, and trails as important community assets. San Bruno City Park, in particular, is considered an epicenter of the community. Participants expressed a desire to upgrade, expand, and support these assets.

- Upgrade and expand existing facilities, such as playground equipment and restrooms.
- Create more hiking and biking trails, particularly in the Sweeney Ridge area; upgrade existing bike paths.
- Add outdoor exercise stations and a track for jogging and walking.
- Make sure the parks have sufficient lighting for safety and for use after dark.
- Make parks and playground areas in the City accessible to all by installing ADA-compliant playground equipment, curbs, parking, sidewalks, and restrooms.
- Build a new dog park.

Community Meeting Spaces – Use Existing Public Facilities

Many participants expressed the need for more community meeting spaces and programs, suggesting that they be connected to an upgraded Library, City Hall, and/or Recreation Center. Together, these centers would offer space and programming for both adults and youth, with upgraded technology that would keep the community at the forefront of growth and skills training. These centers could also help create a vibrant, engaged community for generations to come, while offering youth and young adults important support, activities, and training.

- Community activity and meeting rooms are needed. New generations of people and workers need better facilities.
- The current facilities limit the programs and events in San Bruno.
- Build new City Council chambers in the civic center complex.
- Add programs and workshops for both youth and adults.
- Add more youth and family activities.
- Add job and technology training and workshops.
- Having more meeting spaces can generate revenue for the community with rental fees for private events, but it is important to keep these facilities affordable with tiered pricing so the spaces are available to all segments of the community.

New Multi-Purpose Community Center

Among the many participants who expressed the need for more community meeting spaces, some suggested a new, stand-alone community center.

- Some of the participants who suggested a new Community Center described it as a multi-purpose facility with a variety of different programming options (*e.g.*, youth, adult), available

for a variety of community events and meetings, including local government (*e.g.*, as a site for City Council meetings).

- Others suggested a new community center devoted exclusively to culture and the performing arts.
- In both cases, the new Center could serve a revenue generating function through rental fees for private parties and events.

Downtown Revitalization, Beautification, and Maintenance

Participants expressed the desire for the main downtown area, primarily along San Mateo Avenue and El Camino Real, to be revitalized and developed to become a more vibrant city center that attracts local residents and out-of-town visitors.

- Upgrade San Mateo Avenue, as well as San Bruno Avenue and the main El Camino Real strip.
- Create gathering places (*e.g.*, benches, a plaza) and walking paths in the downtown area.
- Look at what neighboring cities like Redwood City, Millbrae, Burlingame, and San Carlos have done; use them as models and examples of best practices.
- Repair and upgrade the American Legion Hall building.
- Start a city matching fund program to encourage upgrades to store fronts.
- Have a city-sponsored competition/award for upgraded storefronts.
- Manage and improve blighted buildings in the downtown area.
- Plant trees, landscape downtown area with planters and flowers.
- Install trash cans and clean up trash.
- Add a parking structure.
- Do regular street sweeping.
- Support small, local businesses; fill empty storefronts.
- Have regularly scheduled events (weekly, monthly, seasonal) that attract people downtown.
- Encourage outdoor restaurant seating.

Infrastructure Upgrade – For Safety, Growth, and Technology

Participants identified the aging infrastructure of the City as a major need for improvements, suggesting that significant upgrades are needed to ensure safety, to accommodate future growth, and to take advantage of new technologies.

- Upgrade roads, sidewalks, and transportation infrastructure.
- Upgrade storm drains, pipes, lighting, water, sewer, and power lines, including locating power lines underground.
- Pave roads and repair sidewalks, fix potholes and cracks, add speed signs, speed bumps, and new crosswalks (various streets and intersections were mentioned).
- Upgrade San Bruno Municipal Cable, including bringing gigabit Internet service to all San Bruno homes and businesses through installation of a fiber network.
- Install free citywide Wi-Fi system as a benefit for residents and as an incentive to attract businesses.
- Ensure safety by upgrading equipment and offering programs, such as CERT & CPR training, to residents.
- Replace and retrofit the City's two Fire Department facilities.
- Increase accessibility with ADA compliant curbs, parking, and sidewalks throughout the City.

- Create transportation/shuttle bus system with routes to major spots around town for connectivity (including BART, Caltrain, Bayhill area, downtown, Skyline College, entrances to main hiking trails, and various residential neighborhoods).
- Improve bike paths to decrease reliance on automobiles to get around town.
- Invest in alternative energy development like solar and wind.
- Add wells and water catchment and storage.
- Ensure the City of San Bruno pays for the needed infrastructure upgrades so that it does not come out of the restitution funds.

Support and Invest in Schools

Support for the schools was voiced by many participants who said that the schools need resources to improve current facilities, upgrade and acquire new technologies, and provide sufficient staff resources to keep current teachers while attracting new ones.

- Ensure teachers are adequately paid; contribute money for teacher salaries.
- Upgrade technology (new computers, laptops, high speed Internet, etc.).
- Support existing arts and music programs; create new arts programs.
- Make sure there are physical education activities and programs, with appropriate equipment and fields.
- Improve school playground structures and fields.
- Create block grants, endowments, and scholarships for schools.
- Set up investments and income generators for ongoing support of schools.
- Foster and support extra-curricular activities.
- Add school bus services.
- Support the San Bruno Education Foundation (SBEF) in two ways: (1) Seed an endowment for the SBEF, and (2) develop a “matching program” for the donations SBCF receives for its Fall Pledge Drive.
- A significant number of participants voiced concerns about the Foundation giving money to the schools for salaries

Citywide Beautification

San Bruno residents spoke about cleaning up and beautifying all areas of San Bruno, not just the downtown corridor.

- Repurpose old and run-down buildings.
- Make entrances to San Bruno more inviting.
- Add landscaping and trees.
- Add trash and recycling cans throughout the City.
- Build public bathrooms in designated areas.
- Start a citywide tree-planting program; plant native plants.

Youth Programs and Facilities

Participants expressed strong support for youth and young adults, highlighting the need for activities, programs, and facilities that will contribute to their development.

- Build a Youth/Teen Recreation Center with after-school programs and activities (could be connected to City Park, the Recreation Center, and/or the Library).
- Offer mentoring and tutoring programs.
- Develop and fund a nonprofit learning center.

- Develop youth-oriented classes, programs, and workshops, such as language courses and technology training (can be run by the schools or community organizations).
- Provide financial assistance to supplement the lack of extra-curricular activities offered at schools.
- Add an arcade or game center for youth and teens.
- Encourage businesses that provide activities or attractions for teens (*e.g.*, trampoline facility, cafes and beverage shops like Tpumps) to open in San Bruno to provide teens with more local “hangout” spots.
- Create a Crestmoor neighborhood memorial scholarship program to assist high school graduates in pursuing post-secondary education.
- Keep youth engaged and safe.

Economic Development Plan for Downtown - Recruit and Attract Businesses

In step with beautification and revitalization of the downtown areas of San Bruno, people expressed the desire for a plan to attract businesses downtown while increasing revenue for the City.

- Attract more desirable small and large businesses, including more upscale hotels and restaurants.
- Keep money in the community; use “local currency” to encourage people to spend dollars locally.
- Provide economic incentives to open new businesses (*e.g.*, tax incentives, lower permit fees, cost offsets).
- Attract tourist dollars from those using the airport (SFO).
- Keep rent controlled so big businesses do not take over.
- Revise policies against live music and food trucks.
- Create a hub or town center (*i.e.*, a visible and known central gathering place).

Community Events and Public Awareness

Participants value San Bruno’s strong sense of community and would like to see more events that enhance awareness and participation by creating places for people to gather and create community together.

- Bring people together with community events.
- Create a larger, more engaged sense of community.
- Increase fun activities for youth and families.
- Have a system to let people know what activities and services are available, including installation of a digital community announcements board and creation of a community events email list-serve.
- Have monthly events that draw local residents, support local businesses, and create community.
- Start a Neighborhood Block Party Program.
- Have monthly and seasonal events that draw people into the area.

Social Services and Affordable Housing

Participants suggested the need for additional and more accessible social services and affordable housing opportunities to support disadvantaged groups and individuals in the community.

- Help low-income families with financial assistance.
- Increase services for the homeless and veterans.

- Offer youth and family services (health, mental health, etc.) at schools.
- Create a scholarship to support low-income youth in education.
- Offer job training and technology training for the unemployed.
- Support and create affordable housing opportunities; offer financial assistance to help lower income families and the elderly purchase homes and pay rent to live in San Bruno.

Integrate Community Resources

Many participants encouraged collaboration across community resources and services, including the development of volunteer programs, as a way to leverage resources and restitution funds while incentivizing community members to help improve the City.

- Encourage cross coordination among current centers and programs to share resources.
- Leverage the expertise and time of retired, military, college, and high school students.
- Partner with San Bruno Education Foundation to help identify and fund school needs.
- Coordinate social services to youth and families with school services and offerings.
- Share community resources and spaces (*e.g.*, Capuchino High School's theater as a fine arts center, schools share fields with sports programs, library adds a technology center).
- To encourage volunteerism, create a volunteer recognition program, including monetary awards for stellar San Bruno volunteers.
- Start a citywide tree-planting program.
- Support existing community groups and their community service projects.
- Start a volunteer program with youth and sports groups to help maintain the fields.

Develop Public – Private Partnerships

Participants suggested that the Foundation and the City partner with businesses and other private entities to leverage funds for various facilities and programs that will benefit the community.

- Partner with technology companies (*e.g.*, Google/YouTube) to fund technology upgrades (*e.g.*, free high-speed Internet) and other community resources (*e.g.*, library, schools, facilities, programs).
- Partner with technology companies to build a Technology Center.
- Offer youth scholarships and grants (leadership programs, etc.) with donations and matching funds from private businesses.
- Partner with private businesses to upgrade parks, the Recreation Center, and other public facilities.
- Partner with the school districts.

Leverage and Invest the Funds for Future Growth

Participants encouraged the Foundation to leverage and invest the restitution funds for long-term financial growth (in addition to spending some of the money on immediate programs, services, and facilities, as described in this Report). Specific suggestions include the following:

- Create an endowment fund; invest all or part of the funds to generate income indefinitely for future projects and needs.
- Balance the need for funding projects now and investing funds for the future. Spread the money around as much as possible.
- Partner with the City and big businesses to increase the reach of the funds with partnerships and matching programs.
- Pursue grants; hire grant writers to increase funding for the community.

- Consider criteria of community safety, aesthetics, and the broadest community benefit to help the most people for the longest amount of time.
- Consider investing in facilities that can generate and draw income for the facilities and the community, such as the pool and Recreation Center, meeting rooms, and fields for tournaments.
- Look at studies and projects from other cities to inform decisions for San Bruno; partner with others during development; “do not reinvent the wheel.”
- Make sure there is transparency and accountability to ensure the credibility and long-term viability of the Foundation.

Other Community Needs and Suggestions

As to be expected with the large number of people who participated in the Listening Campaign, a number of other community needs and suggestions for spending the money were offered that did not fit the themes described above. These additional items are:

- Develop community gardens; coordinate programming with the schools.
- Install LED lighting and solar panels throughout the City.
- Fund more police to patrol neighborhoods and schools.
- Build a YMCA in San Bruno.
- Create Mandarin and Spanish language immersion programs.
- Commemorate the fire/explosion through the creation of a scholarship program, a park in the Crestmoor neighborhood, or other memorial.
- Provide grants to nonprofits that sell fireworks to wean them off their reliance on fireworks revenue, with the goal of eventually ending fireworks sales in San Bruno.
- Build a museum to document the history of San Bruno.
- Develop and/or support a wellness center.

Conclusion

The more than 1,000 people who participated in this Listening Campaign have communicated a strong sense of commitment and pride in San Bruno and care deeply about their community. These sentiments are also obvious in the work and efforts of the Foundation and the City Council.

Throughout the two-month Listening Campaign, community members were clearly motivated to participate and provided thoughtful ideas and suggestions. While there will surely be tough decisions and tradeoffs to be made in how to best use the \$70 million, the community has already benefited by coming together for this engagement process and will no doubt continue to benefit from the efforts of the San Bruno Community Foundation. Indeed, numerous participants envision the Foundation becoming a leader in the community for convening further discussions, in concert with the City Council, to ensure that San Bruno is a vibrant community for years to come.