

San Bruno Community Foundation Listening Campaign 2.0

Final Project Report
May 2021

Prepared For
San Bruno Community Foundation
SAN BRUNO
Community Foundation

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I. Background and Overview

The San Bruno Community Foundation (SBCF), along with Public Dialogue Consortium (PDC), conducted a Community Listening Campaign 2.0 from February to April 2021. The purpose of the Campaign was to elicit the community's perception of community needs and to inform the next phase SBCF's funding priorities and strategies. This effort was modeled on SBCF's first Listening Campaign, which was conducted in 2015 to hear the community's ideas regarding community needs and ways to allocate the original \$70 million dollars in restitution funds from PG&E to meet those needs. Results from that community engagement project have guided SBCF's investment and program strategies over the past six years. Listening Campaign 2.0 was undertaken to enable community members to help shape the funding priorities and program and investment strategies for the next phase of SBCF's work.

This report details the deep appreciation Listening Campaign 2.0 participants expressed for the work of SBCF. There was a clear consensus that the Foundation has provided broad support for the entire community, resulting in community benefits that are impactful and wide-reaching. This report also details the range of current community needs that participants identified as important to the community of San Bruno. Some priorities highlight long-term needs in San Bruno (e.g. downtown San Bruno upgrades and infrastructure), while others are more recent, a product of the negative impacts from COVID (e.g. student learning gaps in the schools, assistance for small businesses). In addition to community needs, participants also identified process recommendations for SBCF to consider (e.g. broaden outreach and engagement to increase visibility and awareness of the Foundation).

This report provides a description of the community engagement and outreach methods used and the interview and survey questions asked. The results section provides a comprehensive summary of what community members appreciate about SBCF, along with the process recommendations, community needs, and program and investment strategies that were identified. Participant demographics are also included.

Outreach and Engagement Methods and Questions

Due to the COVID-19 pandemic and the ongoing need for social distancing into Spring 2021, Listening Campaign 2.0 utilized strategies to engage community members virtually, to work with community partners to enhance the reach of engagement activities into the San Bruno community, and also to conduct outreach via food distribution programs, schools, churches, and commercial centers in San Bruno.

Approximately 550 San Bruno community members participated in the Listening Campaign. The outreach strategy and engagement methods included:

- Community-wide postcard mailed to all San Bruno residential and commercial addresses to announce the Listening Campaign activities
- Seven Key Partner focus groups (70 participants)

- Conducted virtually via Zoom
- Included one teen/young adult focus group
- Included one Spanish language focus group
- Community Engagement Survey (374 participants)
 - Online
 - Paper surveys distributed in person at food distribution centers, through senior meal delivery programs, and upon request
- City Council Interviews (5)
 - One-on-one interviews with each of the five Council members.
- Two Town Hall Webinars (100 participants)

A concerted effort was made to engage the diverse demographics of San Bruno. To assist with this outreach effort, two Spanish-speaking college freshmen who are current recipients of Crestmoor Scholarships awarded by the Foundation were recruited and given temporary paid internship positions with PDC to assist with outreach and engagement of those who tend to be underrepresented in community engagement processes. Community partners and others also assisted with outreach to Spanish speakers and members of the Pacific Islander community in particular. The survey, program highlights video, and other project materials were translated to Spanish.

Focus Groups

During March of 2021, a broad cross-section of the San Bruno community, including representatives of City boards and commissions, community organizations, various demographic groups, and other community stakeholders, were invited to participate in a series of seven virtual focus groups to describe what they thought about the work of the Foundation, recommendations for going forward, priorities and needs for the San Bruno community, as well as investment recommendations for the remainder of the funds. The topics discussed in the focus groups mirrored the questions asked in the community engagement survey. Seventy community members participated in the seven focus groups.

One of the seven focus groups, organized in partnership with Capuchino High School, was targeted to youth. Another focus group was held for Spanish-speaking community members.

Community Engagement Survey

Key partners, schools, community organizations, churches, and food distribution centers assisted with circulating the project survey and website links to constituents and members. A total of 374 community members, almost all currently living in San Bruno, participated in the survey between February 22 - April 1, 2021. While the majority of the surveys were completed online, some were submitted in paper format, and the college student interns conducted 63 in-person surveys at various locations in San Bruno. Most of these respondents were teens and young adults, and members of the Latinx community.

City Council Interviews

One-on-one interviews were conducted with Mayor Rico Medina, Vice Mayor Marty Medina and Councilmembers Tom Hamilton, Linda Mason, and Michael Salazar between February 26 – March 10, 2021.

Town Hall Webinars

Two Town Hall Webinars were conducted following the focus group dialogues and the community engagement survey. These meetings were open to the entire San Bruno community and were streamed live on the SBCF Facebook page. A total of 84 community members participated via zoom, while another 15 or so participated via Facebook live. The format consisted of three segments: (1) background on SBCF and the Listening Campaign 2.0 engagement project, (2) the results of the focus group dialogues and the engagement survey, and (3) an assessment of the results and recommendations using an online webinar poll where results were tabulated and communicated to the participants in “real time.”

Engagement Questions

The same questions were used for the focus groups, survey, and City Council interviews. All questions were open-ended. This format enabled community members to express their views and preferences in their own words. Utilizing the same questions across the different engagement methods also enabled the consulting team to analyze and summarize responses into a unified set of results.

The following questions were asked:

1. What do you think about the work the SBCF has done?
2. What has SBCF done well?
3. What, if anything could SBCF improve?
4. What do you see as the most critical community needs in San Bruno at this time?
5. Should the remaining funds be spent in the short term, or should the funds be treated as an endowment, with investment income fueling the work of the SBCF over the long term?
6. Why? What are the advantages and/or disadvantages of your preference?
7. Rank your future program priorities from 1-3:
 - Crestmoor Scholarship Program - prioritize giving college scholarships to San Bruno students. For more info visit <https://www.sbcf.org/scholarships>
 - Community Grants - prioritize giving smaller grants to local community organizations for programs that benefit the San Bruno community. For more visit <https://www.sbcf.org/grants>
 - Strategic Initiatives - prioritize giving larger grants to address significant and prioritized community needs. (Current and past strategic initiatives have funded the design and construction of the new San Bruno Recreation and Aquatic Center, music education in San Bruno’s public schools, first responder programs, pedestrian safety improvements,

Community Day in the Park, and COVID-19 relief programs. For more info visit <https://www.sbcf.org/strategic-grants>

8. Do you recommend focusing on one, two or all of the above priorities? Why?
9. What specific recommendations would you like to offer regarding how SBCF spends or invests the rest of its funds?
10. Are there any other suggestions you would like to communicate to the SBCF?

II. Summary of Results

The results below are organized into categories that align to the questions that were asked. The results include narrative descriptions, direct quotes from the participants, and raw scores and percentages where applicable.

APPRECIATIONS FOR SBCF

By far the most important and appreciated aspect of the work of SBCF is **its broad support for various sectors of the community** that has resulted in community benefits that are wide-reaching. The strong majority of those familiar with the work of the Foundation were highly complimentary of the "phenomenal," "important," "balanced," "impactful," and "extremely well managed" investments across diverse sectors and demographics that support the San Bruno community as a whole and have wide-reaching impacts. Community members see these efforts as **addressing both immediate needs and investing in the future of the San Bruno community**, and many familiar with SBCF mentioned being pleased with the range of **accomplishments over a short period of time**.

The programs community members are especially grateful for include **investments in scholarships, music education, small businesses, first responders, local non-profits, food distribution, pedestrian safety, and the new Recreation and Aquatic Center**. Some of those who received scholarships and community grants expressed **appreciation for the support they received** to navigate the application process and articulated how scholarships provide **opportunities for youth and their families they would not otherwise have**. Those who were familiar with one program area (e.g. scholarships and education grants) were often surprised and **amazed to learn about the broad range of programs supported by SBCF** (e.g. small business, first responder and COVID relief grants).

- *"I support the overall approach - to use the bulk of the money for the new recreation center, but also to create a large number of programs with an immediate, positive impact for the San Bruno community. It's remarkable how much the foundation has done."*
- *"The idea of funding projects of various sizes (strategic, community, etc.) has made a significant and positive impact on the community. SBCF has made thoughtful decisions in*

- determining projects to fund, scholarships to offer, etc. SBCF has also managed to reach diverse areas of the community in funding, offering board positions, etc."
- "Support for San Bruno businesses and residents in ways that make them more resilient and growth oriented with a good focus on equity."
 - "Thank you for the work you are doing. You are doing great things in the community!"

SBCF was praised by many respondents for **engaging with and listening to the community on needs and priorities to inform decisions about investments and spending**, and for **having good transparency and communication**. Some appreciate and think it important the **Foundation is independent from the City**, and a few recognized the Foundation for **bringing in additional grant money from the private sector** to augment the funds received by the PG&E settlement. The quotes below reflect the variety of ways community members appreciate the work and impact of the Foundation.

- "SBCF has done an excellent job of engaging the community, really listening to the needs and addressing them."
- "SBCF has engaged to residents of San Bruno well. They have been inclusive and has incorporated the public feed back into how their funds are allocated."
- "I appreciate the money that was spent on the community meetings to assess how the community would like to use the money from PG&E. Even though the decision to build the aquatic center wasn't what I wanted (I wanted a new library and community space) the meetings were really well run and involved the whole city."
- "I think the listening campaign was done well. I'm glad so many young people have had the immediate, tangible benefit of the scholarships. I am disappointed the pool/community center is taking so long to get underway but that is not really the SBCF's fault."
- "SBCF is doing a fabulous job with many achievements and successes ... The professional staff and Board Members are doing an outstanding job supporting our San Bruno Community."
- "I really appreciate a foundation that is separate from city finances."
- "I think that you are all doing a good job with the disbursement of the money. When showing where you have put the money it shows all different organizations and businesses. Great job."
- "I wish to thank you for the many ways you have enhanced my life and the life of my family. As a native of San Bruno, a resident of San Bruno, and a teacher in San Bruno I have benefited greatly from your generosity."
- "Great job involving the community in the decision-making process, fantastic engagement, and decision making."
- "I am happy to see people I recognize benefit from the grants and scholarships, like how it is enriching and benefitting the community."

PROCESS RECOMMENDATIONS FOR SBCF

While the overwhelming majority expressed appreciation and admiration for the community investments made by the Foundation, there were suggestions for improvement. The recommendations below are listed in the order of how often they were mentioned by focus group and survey participants.

#1 Continue to Invest Wisely to Ensure Broad Community Benefits

The large majority of participants believe the funds should be invested wisely to **continue to grow the resources of the Foundation** so the work of SBCF can continue to benefit the community. Some are unaware that SBCF uses a third-party investment manager and are concerned with the oversight of the funds. Some cautioned to invest conservatively to protect and slowly grow the remaining principal, while others advised to not be overly conservative in order to grow the funds more quickly. Very few think the funds should be spent down and the work of SBCF is done. The range of community advice and feedback is captured in the quotes below:

- *"Spend wisely. Continue to use people in the community to run the foundation to make decisions."*
- *"The Investment Committee has done an incredible job investing the funds and should continue to do so."*
- *"I am quite impressed with the \$17M that SBCF has made on the original funds."*
- *"Be somewhat aggressive in the investments."*
- *"Invest conservatively so as not to lose principal."*
- *"I hope there is strict oversight on how money is being spent, and it needs to be audited."*
- *"I think they should continue investing the funds so that SBCF will continue helping the SB Community."*
- *"Invest in organizations started by, staffed by, and serving San Bruno residents."*

Some participants expressed the desire for the SBCF funds to be spent in a way that upgrades the infrastructure for all San Bruno residents, including updates to the storm water /sewer system, the streets, the internet, and downtown. Older community members were especially concerned that their property taxes are increasing while they are not experiencing the benefits of the investments.

- *"Spend the money on things that benefit all residents. Ironically this money came to us because PG&E didn't maintain their infrastructure. San Bruno has not been able to afford to maintain our infrastructure."*

#2 Broaden Outreach and Engagement to Increase Visibility and Awareness of the Work of SBCF

The suggestion made most often by those less familiar with the work of the Foundation was to make the work of the Foundation more visible, and to **ensure people are aware of the community support and opportunities offered by SBCF**. When asked about the work of the Foundation, approximately 20% of respondents were unaware of or unfamiliar with SBCF. Outreach and visibility suggestions include:

- Utilize social media outlets including Facebook, Nextdoor, Instagram
- Broadcast meetings via zoom and send meeting notifications via email and text, and announce SBCF meetings and decisions at City Council meetings. Consider broadcasting on the local cable channel.
- Distribute periodic newsletters and announcements to PTAs, both public and private schools, local churches, and organizations.

- *"Let the public know about all the great work you're doing. Many people still ask, 'What happened to the PG&E money?'"*
- *"Perhaps advertising more what the Foundation is doing. I was unaware of most of these things until I received the postcard in the mail."*
- *"I think signage that indicates how the SBCF has invested the funds would help grow awareness. It's nice to have newsletters and online info, but a sign near the rec center showing the plans & letting everyone know that the SBCF is paying for the work might be beneficial."*
- *"Most people don't know what the Foundation does. Increase visibility and encourage community participation whenever possible, keep the board meetings on Zoom or TV."*
- *"Keep visible all the great things that SBCF is doing. I like the monthly e-mails that the City Manager sends so if these projects and the great work that this fund is doing is highlighted there or in other social media that would be helpful."*
- *"I am delighted to see all of the ways SBCF has contributed to the community (music support), I have been unaware of all of their work as my son goes to a private school. Maybe do a better job of marketing to ALL schools for ALL events, improve communications to the community, opportunities are being missed."*
- *"I see a need to communicate more outside of the schools, people do not know about all of the good work going resulting from the Foundation, communicate more broadly to inspire pride and awareness of the investments and opportunities in the community."*
- *"Reaching those not online, connected via the internet is challenging, announce events and activities, and introduce at the Senior Center - go to where they are to introduce activities and opportunities."*
- *"Work to outreach to specific parts of the community such as classes in Spanish, salsa and other dance classes."*

Community members also advised the Foundation to **focus additional resources on outreach and engagement** to the community to continue to gather input on decisions, and to ensure inclusion of diverse demographics across the city.

- *"Ensure that there is sufficient community input."*

- *"Communicate all the great work you're doing and how other residents can get involved and support your work."*
- *"More surveys like this to make people think, to participate, and to communicate with SBCF."*
- *Invest in community outreach to those who can most benefit from community programs and services, but who often do not hear about offerings such as older people, Latinx, Tongan."*

#3 Increase Education and Transparency on Spending Decisions and Program Results

While it was noted by some that SBCF does a good job of notifying the community of its ongoing investment decisions and results, suggestions were made by others to **increase awareness and transparency** on a variety of questions people had about how the funds are being managed and spent. Some noted a need for the Foundation to **communicate clearly** its mission and long-term goals, while others wanted to understand the breakdown of overhead costs in comparison to investments and private donations generated. Some wanted more information about the reasons for decisions to build the Recreation and Aquatic Center, delays in building, as well as ongoing maintenance costs and funding sources. Additional suggestions to increase awareness and transparency include:

- *"Provide evaluation information regarding each grant program. Has the support led to sustainability, or was it a one and done event?"*
- *"More detailed information on disbursements, as in the video, to the community. The mailed brochure annual report is high-level and sort of vague."*
- *"Make transparent, who is making decisions and how. Distance and distinction between SBCF and city council is important so it doesn't look like city council is rigging the decisions."*
- *"I would like to see a concerted effort in the area of communication about what are options and why they were chosen. Use multiple communication tools to try and reach San Bruno residents about the next steps. Use Nextdoor, use the San Bruno Now website, advertise at Clean San Bruno Now, use print media and mailers. Announce it at every City Council meeting."*
- *"The Foundation Highlights clip is excellent, and similar, continued media work would, as this did, not only highlight SBCF's work but also spotlight and foster community spirit."*
- *"How do we find out what SBCF does and how they make decisions and spend money? The Rec Center was the #1 community priority (in the last listening campaign), maybe have FAQs as a way to remind people how decisions are made."*
- *"Add a marquis board to advertise community events, SBCF work, classes and programs offered."*
- *"I would like to hear more follow up on the community grants. Some organizations are good at providing services, but not so good at reporting back. Incorporate milestones and benchmarks. I'd like to hear from community organizations how many people have benefitted, how the money was used. The community needs more follow up on how money was spent to benefit the community."*

#4 Continue to Actively Attract Additional Funds

Some mentioned the importance of the Foundation as a vehicle to **attract additional funds from the private sector**, capitalizing on the concept of corporate responsibility. Other suggestions included **applying for federal grants**.

- *"The Foundation could establish a sustaining program and/or person to get grants and donations from big corporations to keep the programs going."*
- *"Is there a plan to replenish this funding after the ~\$30M is exhausted? YouTube is expanding and isn't Amazon coming to town? Is there any way we can continue to leverage those relationships to continue this work?"*
- *"Explore continuing as an ongoing community resource beyond the current scope of the restitution funds--there's no comparable organization in San Bruno."*
- *"Apply for federal grants."*
- *"The Foundation should continue, apply for grants and continue to raise funds to support the community. The money SBCF has invested is critical to the community for the long term."*
- *"Keep the foundation going, leverage the remaining funds to attract more investments."*

#5 Ensure Diversity of the Board as well as Decision Makers for Grants and Scholarships

A few participants recommend ensuring the board members and decision makers are diverse and **reflect the diversity of the community**.

- *"To the extent possible...maintain a diverse and apolitical board (to) influence the SBCF's spending decisions."*
- *"I do appreciate the work done. I've lived in San Bruno since I was a teenager and grew up in neighboring Pacifica. I'm now raising my own family here and my children attend Allen Elementary. I think there needs to be more involvement from our Pacific Islander, Latino, Asian residents to better reflect the diversity that IS San Bruno."*
- *"The Foundation is doing good work, however there is a need to equitably distribute investments into the Latinx community. The Latinx community is at the margins, families are looking for help and assistance and tend to be less informed/aware of opportunities. There can more investments into this community."*

CURRENT COMMUNITY NEEDS

Community members were asked open-ended questions rather than provided a list of options and choices to allow them to define what they see as the most pressing needs and priorities for the San Bruno community. The needs are listed in order below based on the number of times they were mentioned in a focus group, survey or interview. The number of times each was mentioned is captured in parentheses.

COMMUNITY NEED #1 - Downtown San Bruno Upgrades and Beautification (239)

- Downtown beautification, revitalization that includes a facelift, welcome signs, banners, public art, lights and music to make it desirable community hub (87)
- Fix and pave the streets (35)
- Trash and litter removal (34)
- Resurfacing sidewalks (16)
- Add more parking, including permitted parking (15)
- Plant trees and add landscaping (12)
- Add traffic signals, crosswalks, lighting, accessible sidewalks and other features for safe walking and biking (8)
- Spend money in east San Bruno, not just west San Bruno (7)
- Add shuttle buses with transportation routes that cut down on traffic, parking and emissions (7)
- Attract more businesses and a stronger tax base (6)

- *"Commercial improvements, downtown matching grants and community projects that improve public facilities with matching funds/labor by community groups/businesses."*
- *"Initiate a new planning phase with the city to identify one or more projects to revitalize downtown and perhaps support large community events."*
- *"It would be great to see SBCF MATCH business district funds."*
- *"Organize more volunteer, clean up, opportunities to come together to upkeep SB."*
- *"Provide grants to people that want to beautify the landscaping of the city and plant native species, especially large shade trees."*

COMMUNITY NEED #2 - Students, Schools, Education and Scholarships (139)

Students, Schools and Education Programs (72)

- Invest in students who have experienced a learning gap, tutors, after school programs, summer school (23)
- Support for teachers, increase pay, offer housing stipends for teachers (15)
- Continue investments in art and music programs (9)
- Focus money into elementary and middle schools rather than high schools (5)
 - o STEM education in middle school
- Cross guards, cross walks, lighting, speed bumps as needed around all schools for safety (4)
- Upgrades to walking and biking paths, especially around schools to make them safer for all (3)
- Support drug and alcohol education in the schools (2)
- Help for special needs youth (2)
- Support for preschools (2)
- Better laptops and books for students (2)
- Bullying prevention
- Make Skyline College free to all SB residents age 18-25

- Computer/coding training
- Better food in schools

Scholarships (67)

- Some students and families prefer less money to more students (3)
- Some prefer full scholarships for those otherwise cannot afford college (3)
- Some want to see scholarships go to community college transfer students (3)
- More communication and awareness of scholarships (2)
- Scholarships for students attending vocational and trade schools

"Top notch schools are foundational for great communities."

COMMUNITY NEED #3 - Community and Social Services (126)

- Provide assistance for low-income households and families struggling financially - rent relief, help with water and electricity bills (63)
- Address homelessness (29)
- Invest in affordable housing (9)
- Food security and distribution (8)
- Invest in mental health related to loss, isolation, financial struggle (8)
- Invest in resources to address equity and racism (4)
- Support childcare for working families (3)
- Provide legal aid and support for families without legal status (2)
- Support local non-profits (3)
 - o Grants for organizations that support veterans

COMMUNITY NEED #4 - Community Events and Activities (75)

- More youth activities and programs outside of school (35)
 - o After school programs, summer camps for youth helps working families (9)
 - o Subsidized for low-income families (8)
 - o Early career / internship programs
 - o Painting, yoga, martial arts, dance, art, swim classes
- Volunteer programs, some for city clean up (6)
- Sustainability workshops (4)
- Latinx /Tongan focused activities (4)
- Theater and performing arts funding (3)
- Foster productive civic engagement (3)
- Community garden (3)
- Art workshops for all ages
- Monthly craft / flea market
- Classes and workshops for all ages
- Preventative health

- *"Tech aid and assistance to older adults, classes, assistance, technology to help keep them connected."*
- *"Invest in educational events that focus on anti-racism and discrimination."*
- *"Offer master classes to adults at the new center."*
- *"Offer events and programs at the Rec Center that are welcoming to more factions of the community (Latinx, Tongan, etc.) as people do not always feel welcome in the town center / senior center."*

COMMUNITY NEED #5 Library Upgrades and Programming (58)

- Invest in upgrading the library, purchasing computers, and expanding classes and programs to support those who rely on the library, especially low-income families (16)

- *"Investment in the library is important, this is an important community resource for all demographics in the community, especially children and seniors."*
- *"Programs at the Library serve youth and low income. Tutoring and other programs, computer and wifi accessibility are critical for some families."*
- *" We need to plan for how we are going to sustain major capital investments, SB is quite dilapidated, we need to consider the ongoing maintenance costs of staff and maintenance for a library."*
- *"Children are needing additional support and tutoring, especially those in families that cannot afford it. Critical programs are offered through the schools and libraries to assist these students and keep them from falling behind."*
- *"Plan for long term investments to fund things like the library - mix funds from city, SBCF and private funds to be able to afford a library."*

COMMUNITY NEED #6 - Other Infrastructure Upgrades and Maintenance (51)

- Invest in/lower costs for water, sewer, storm drain system (29)
- Invest in sustainable infrastructure (10)
 - o Invest in and encourage solar, subsidize solar for lower income families (2)
 - o Prioritize preventing and preparing for climate change (2)

COMMUNITY NEED #7 - More + Better Parks, Safe Places for Youth and All Ages to Gather (45)

- Skate/bike park does not require much ongoing funding to support (7)

COMMUNITY NEED #8 - Youth Sports, Soccer + Sports Fields and Facilities (36)

- Concern with the recent loss of fields to a developer to build housing
- Upgrade current parks and facilities like basketball courts (4)

COMMUNITY NEED #9 - Seniors (34)

- Upgrade the senior center (6)
- Support and outreach to seniors (5)
- Sponsor trips and outings for seniors

- Provide additional programming and meals

- *"Seniors rely on the Senior Center for meals and activities."*
- *"Add a sidewalk from Junipero Park to the Senior Center for safety."*
- *"Help seniors with financial planning and setting up trusts."*
- *"Home help for seniors - repairs, cleaning, etc."*

COMMUNITY NEED #10 - Small Businesses (32)

- Consider partnerships with Skyline College for workforce training and small business development

- *"Thank you, the grant I received helped me stay afloat. It gave me an opportunity to meet other business owners and create comradery."*

COMMUNITY NEED #11 - Security and Public Safety (24)

- Especially in places kids hang out
- Neighborhood watch
- Police - student relationship building in schools

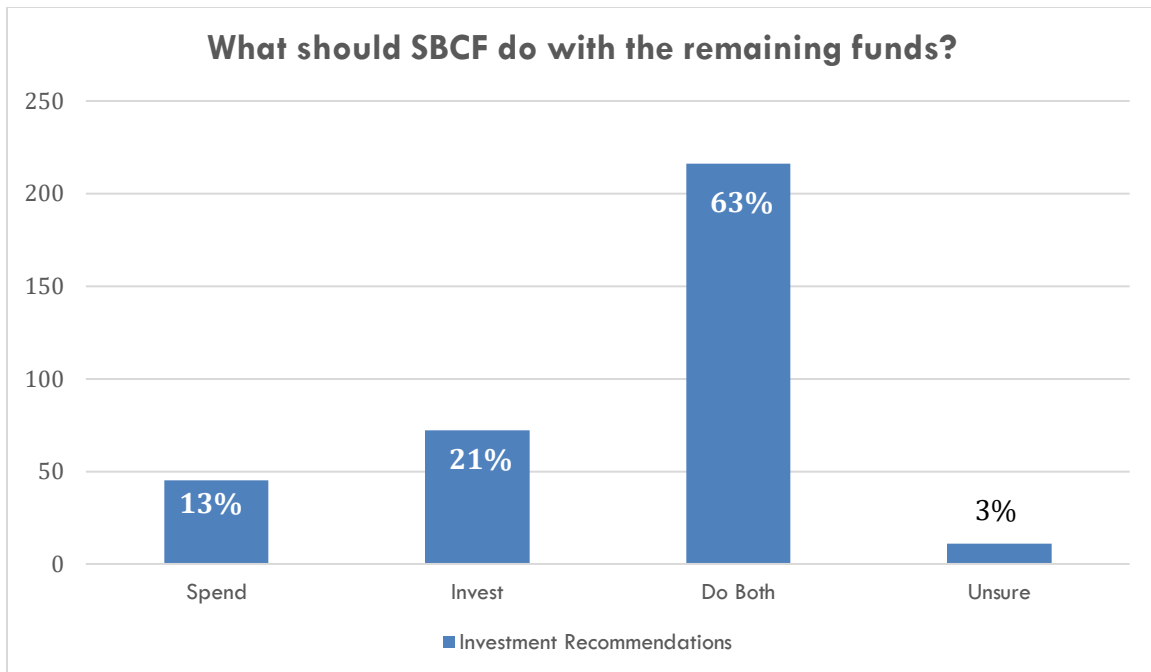
COMMUNITY NEED #12 - Municipal Internet, Free Access to San Bruno Residents (14)

OTHER COMMUNITY NEEDS

- New fire station (2)
- Outdoor pool (1)

INVESTMENT STRATEGIES

When asked, *"Should the remaining funds be spent in the short-term, or should the funds be treated as an endowment, with investment income fueling the work of SBCF over the long-term?"* the majority of participants desire both (63%). Many indicated the immediate needs they are seeing on the part of students, families and businesses that are struggling and would like the Foundation to continue to assist in these areas. The large majority (84%) of participants would like to see SBCF continue on in perpetuity, investing a large portion of the remaining funds so they can continue to support community needs and priorities (21% "invest" + 63% "do both" = 84%). A minority (13%) of participants think the money should be spent now on San Bruno needs and the work of the Foundation is done.



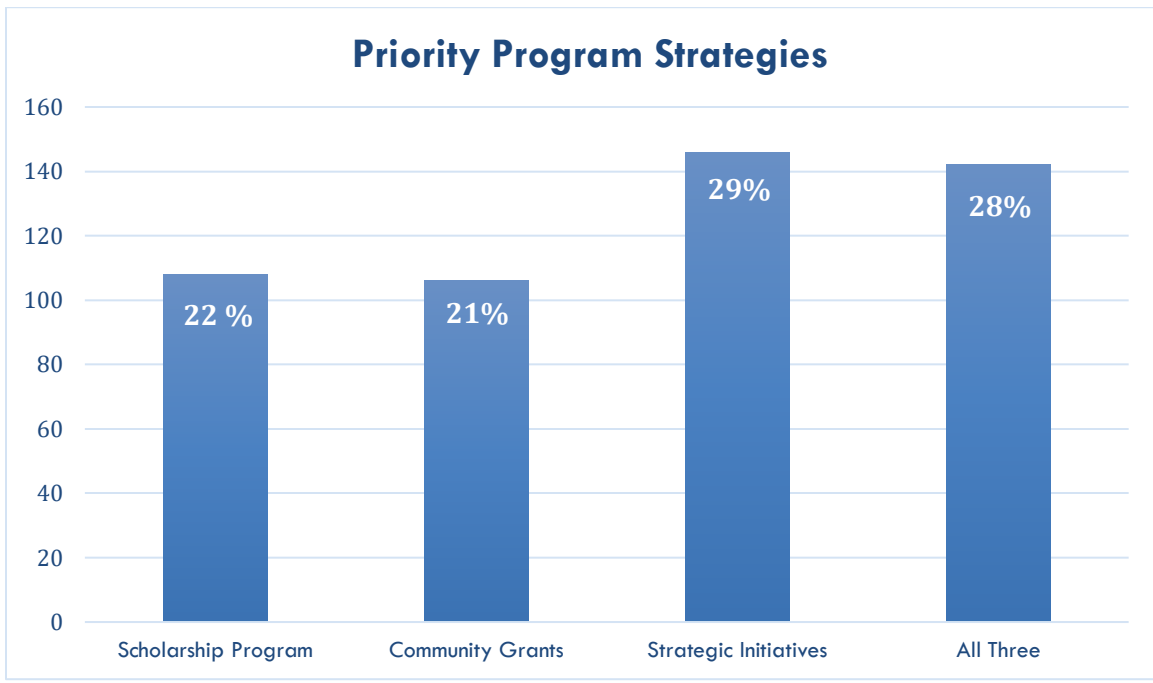
- *"It would be a disservice to the community to dissolve the Foundation, the community is learning how valuable and critical SBCF is, it needs to continue."*
- *"Endow the scholarship fund and attract matching funds from the private sector."*
- *"Invest half of the money for long term, focusing on many smaller, short term investments now where people most need it."*

PROGRAM STRATEGIES

SBCF currently operates programs in three categories: (1) the Crestmoor Neighborhood Memorial Scholarship, which helps San Bruno students obtain a college degree and honors those most directly affected by the 2010 gas pipeline explosion, (2) the Community Grants Fund, which enables local community organizations to apply for annual grants of up to \$25,000 for programs that benefit the San Bruno community, and (3) Strategic Initiatives, which provide significant funding to key community partners to address high priority community needs. The response to the question, *"What are your program priorities? Rank the Scholarship Program, Community Grants and Strategic Initiatives accordingly,"* indicates community members value all of the areas SBCF has focused funds. When asked to prioritize the three program categories in order of importance, it is clear that all three are important to the San Bruno community as a whole. Many people articulated that all are important as they benefit different aspects of the community.

When asked, *"Do you recommend focusing on one, two or all of the above priorities? Why?"* some participants expressed strong preferences for one or two over another, and many (142 participants) specified all three. Taken as a whole the data shows all three program strategies as

critical to the community. Very few expressed that none of these reflect their priorities, and they would rather have the money invested in City infrastructure.



SCHOLARSHIP PROGRAM (108) = 22% identified as their top priority

- *"Give more scholarships for less money, stipulate a requirement for students to return to the community in the summer, etc. to continue to receive scholarship money."*
- *"Scholarships are critical, continue to invest in youth in SB, possibly tie to incentives to bringing their talents back to SB, maybe as teachers."*
- *"Expand scholarships to adults who may need mid-life career training."*
- *"Continue to invest in youth and scholarships, continue the foundation in perpetuity."*

COMMUNITY GRANTS (106) = 21% identified as their top priority

- *"Focus funds on businesses and families who are struggling."*
- *"Right now San Bruno needs quick, decisive action that supports the community, our investments now will benefit us in the long term - support small businesses, it is quite stressful on those trying to survive through this. Supplement and give incentives to support small businesses that support their families and the community."*
- *"Consider internship partnerships between small businesses receiving grants and youth in the community."*
- *"Small business grants and support are critical to the vitality of the community who do not have anywhere else to turn to when they need help. In return business owners can provide internships and apprentice programs."*

STRATEGIC INITIATIVES (146) = 29% identified as their top priority

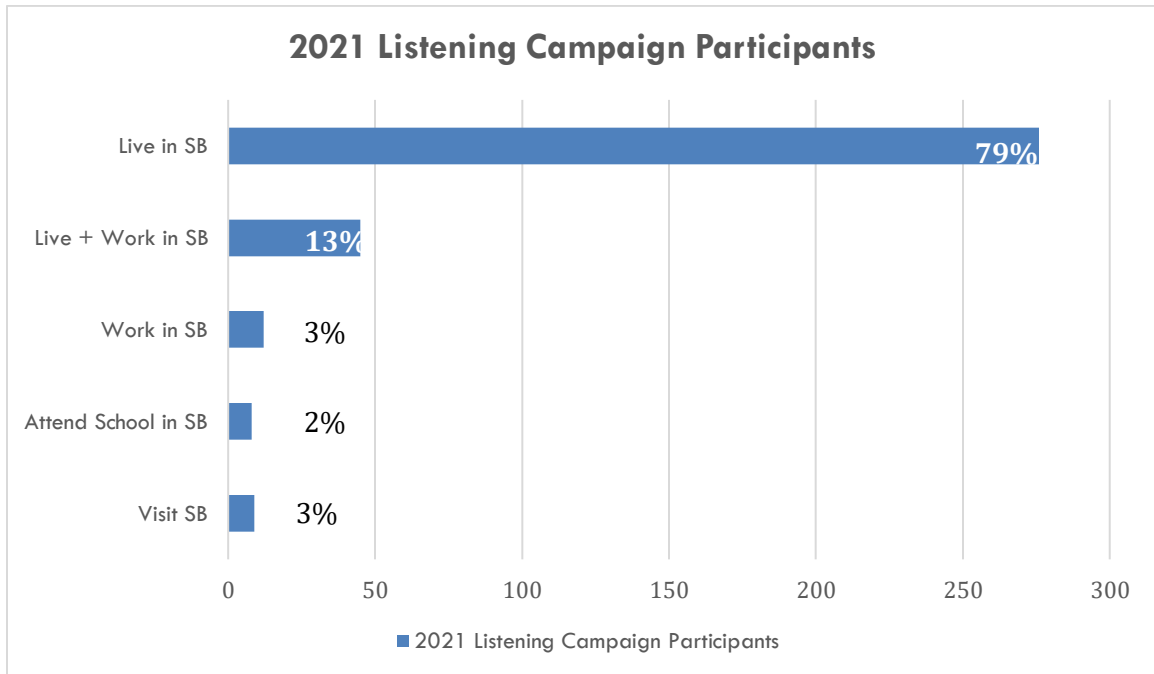
- *"Focus especially those focused on schools and education."*
- *"Build out strategic initiatives to ensure funding over time, do not spend all remaining funds now."*
- *"A strategic initiative approach is the best focus, as it allows the foundation to partner with others in the community better for long term development. Scholarships and grants are also important but focusing on strategic initiatives invests the most into the community for the long term."*
- *"Support strategic initiatives such as the music program offered to ALL kids throughout the District, multi-year, that can address equity issues and is more of a broad, strategic investment."*
- *"Use long term sustainability as a metric for making big investments."*

ALL 3 PROGRAM PRIORITIES (142) = 28% identified as their top priority

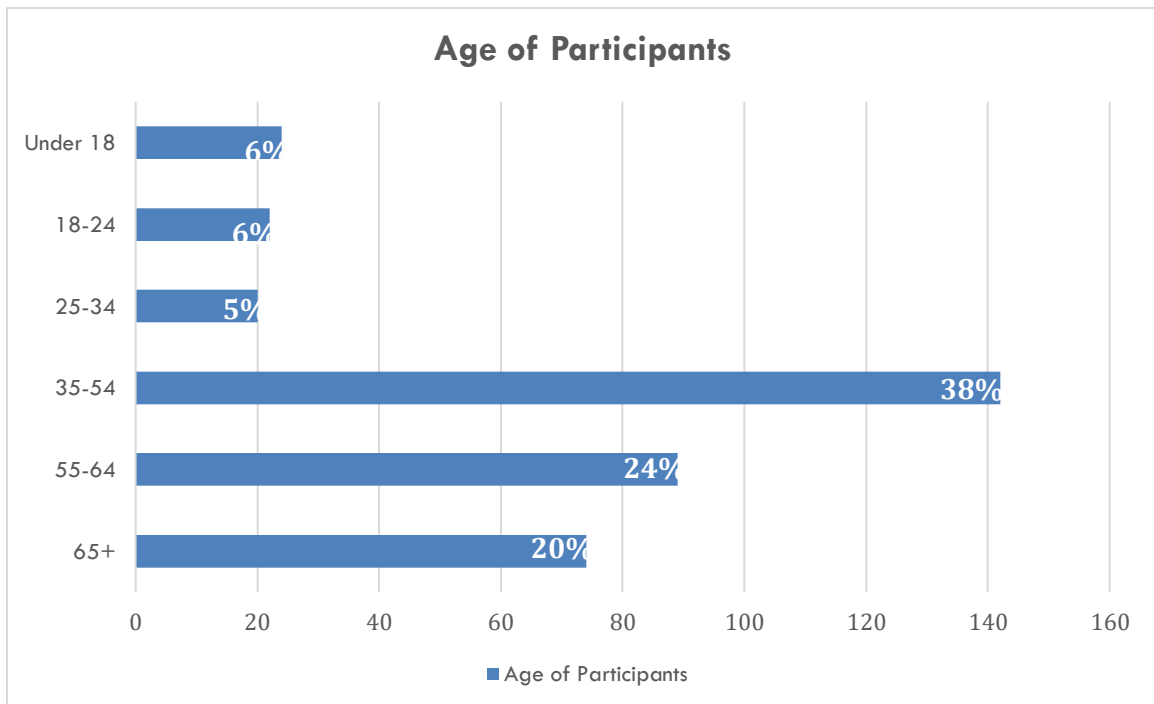
- *"All three benefit different segments of the community. Together they invest across the community."*
- *"All three (investment priorities) are critical, it is like a balanced diet. By spreading money across the city in different areas it keeps interest in the Foundation."*
- *"They are all good, if funding is available for all. Kids need help going to school, community organizations understand what needs to be improved in the community, and the larger program strategies by the foundation bridges the gap between smaller groups and the government. "*
- *"Recommend focusing on all the priorities. They each address different needs of the community that (to me) are on the same level of importance. If there is a way to continue balancing these different, unique needs, it seems like the way to go."*
- *"Look for partnerships to fund initiatives, focus on scholarships, but also invest in the long-term assets of the community with a library, cultural center, etc."*
- *"We need to continue to invest in schools and youth with grants, programs, education, classes, bolstering the youth as much as possible, need internet access, focus the money on the younger generation."*

PARTICIPANT DEMOGRAPHICS (survey participants)

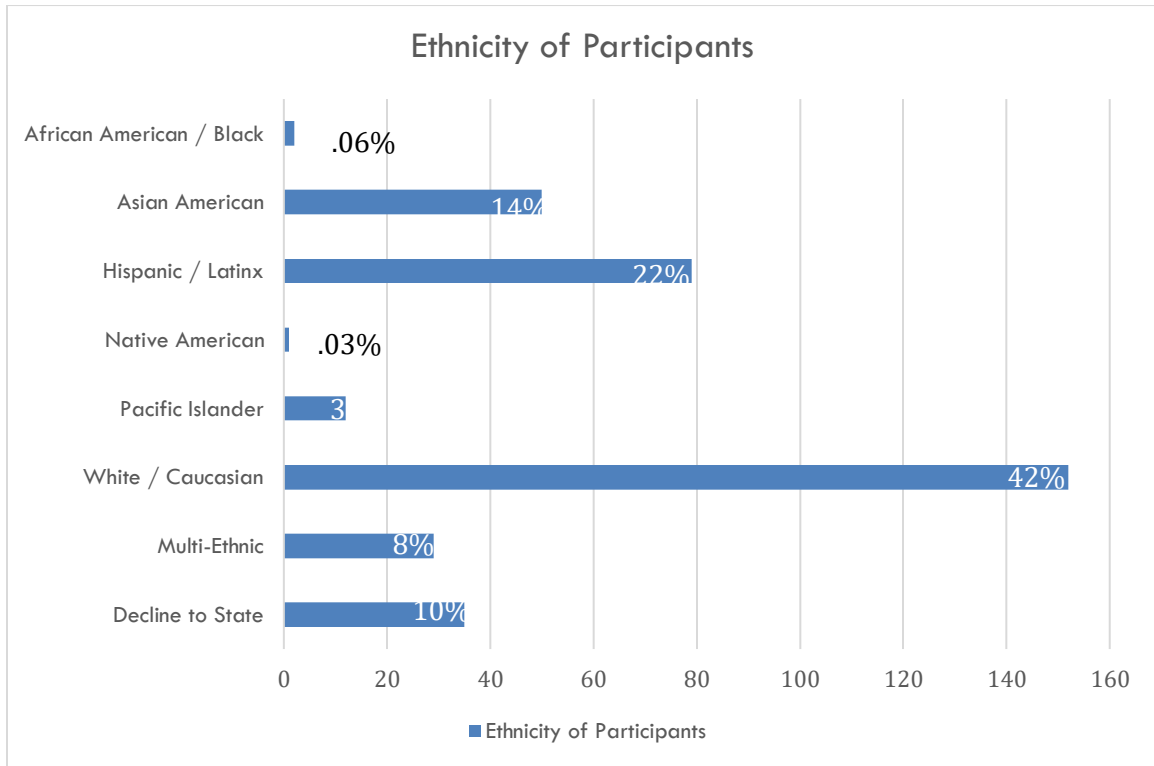
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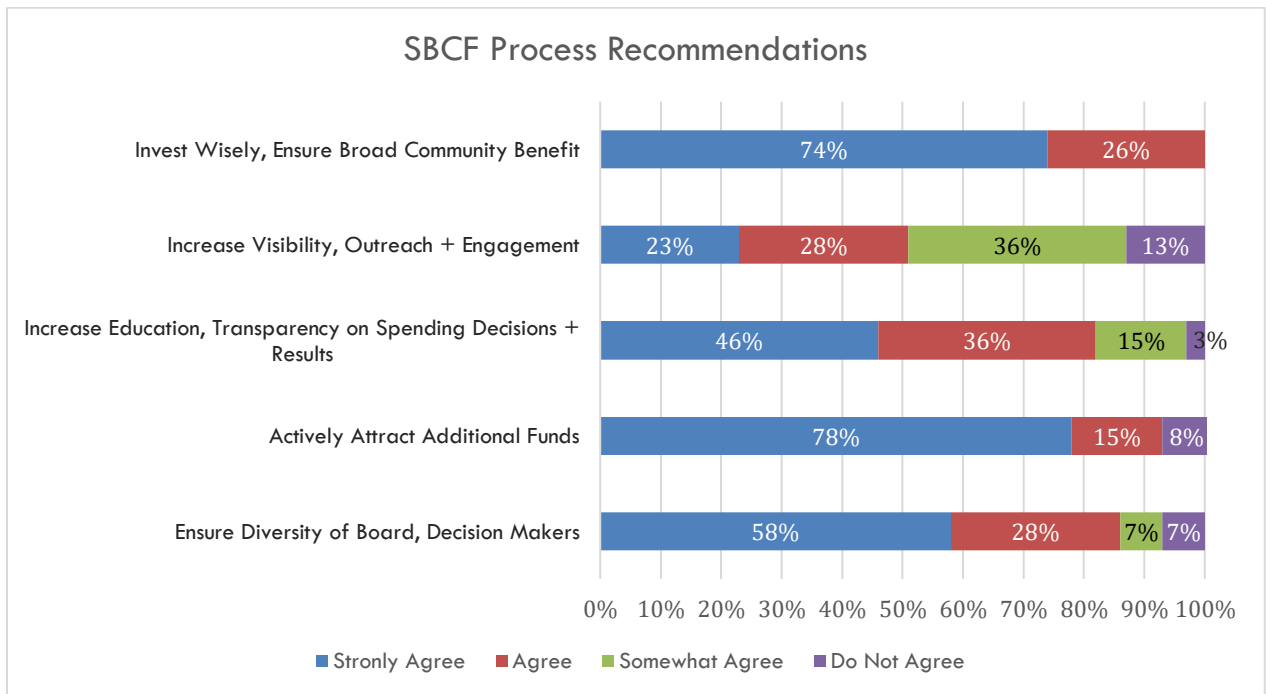
III. Town Hall Webinars

Two Town Hall Webinars were conducted following the focus group dialogues and the community engagement survey. The webinars, held on April 20th and 26th, were open to the entire San Bruno community and were live streamed on the SBCF Facebook page. A total of 84 community members participated via zoom and another 15 or so participated via Facebook live, for a total of approximately 100 webinar participants. The recordings of these webinars can be viewed on the [San Bruno Community Foundation Facebook page](#) and have received 350 additional views as of the writing of this report.

The webinars consisted of three segments: (1) background on SBCF and the Listening Campaign 2.0 engagement project, (2) the results of the focus group dialogues and the engagement survey, and (3) an assessment of the results and recommendations using an online webinar poll where results were tabulated and communicated to the participants in “real time.”

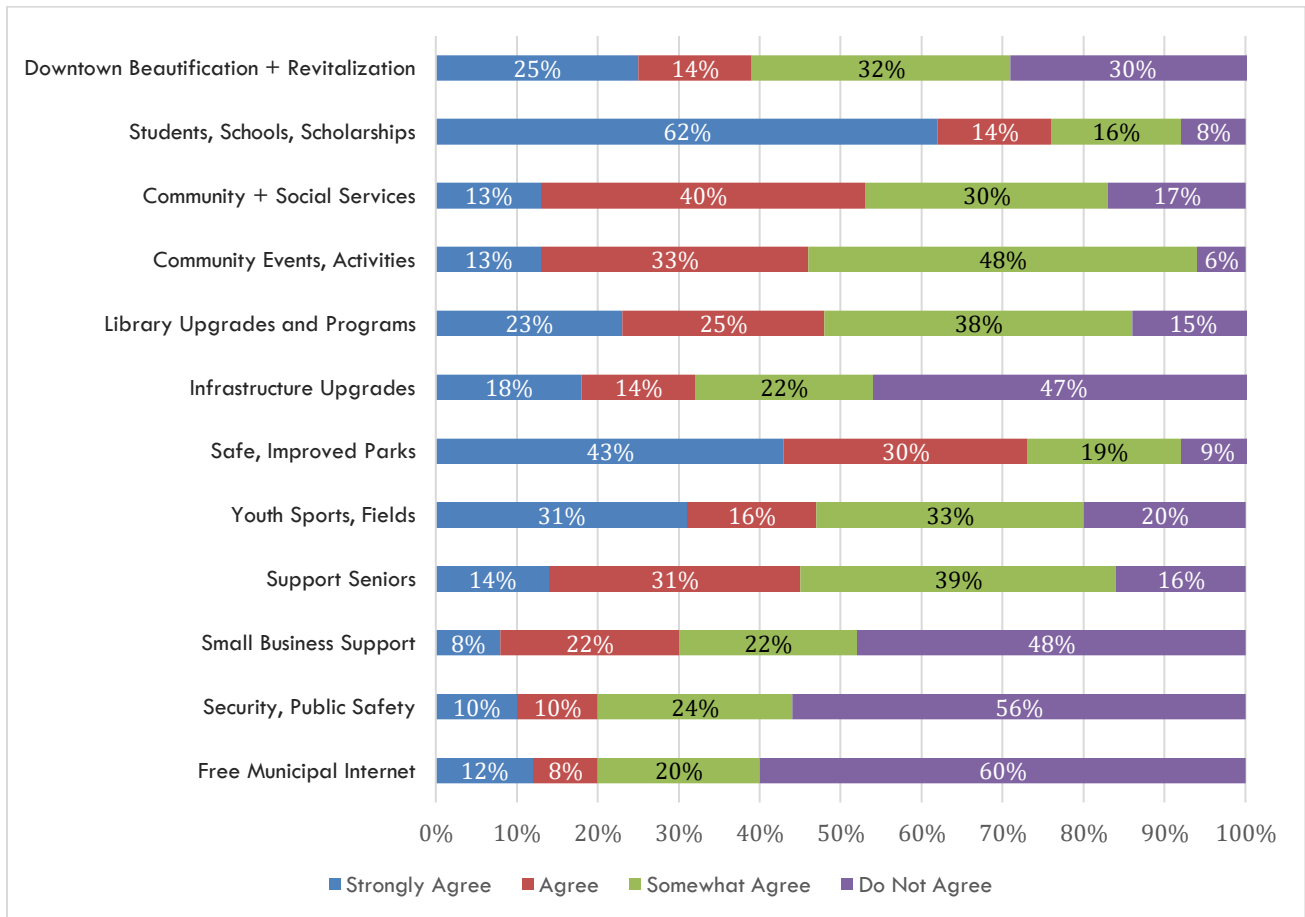
Webinar participants were asked to gauge their **level of agreement** with the process recommendations, current community needs, investment strategy recommendations, and priority program strategy results from community members in the focus groups and community survey. Approximately 2/3 of the webinar participants had previously participated in a focus group or survey. The results of the webinar polling are summarized in the charts below.

Chart One: Level of Agreement with SBCF Process Recommendations



The poll on process recommendations indicates that webinar participants either agreed or strongly agreed with all five of the process recommendations heard in the focus groups and survey. The one exception was that only about half of the webinar participants think it important that the Foundation increase its visibility, outreach, and engagement in the San Bruno community.

Chart Two: Level of Agreement with Current Community Needs



Webinar participants had slightly different levels of agreement with the community needs that were identified in the focus groups and survey. Most notably, *Students, School and Scholarships* rose to the top priority for webinar participants (76% strongly agree or agree), while *Safe and Improved Parks* was a close second (73% strongly agree or agree). A specific suggestion related to *Safe and Improved Parks* offered by some webinar participants that was not previously heard in the Listening Campaign was to purchase the El Crystal property adjacent to San Bruno Park.

Downtown Beautification and Revitalization (39% strongly agree or agree), as well as *Infrastructure Upgrades* (32% strongly agree or agree) were not as high of priorities for webinar participants as they were for survey and focus group participants. The other priorities mostly aligned with what was previously heard in the Listening Campaign.

Chart Three: Level of Agreement with SBCF Program Strategies

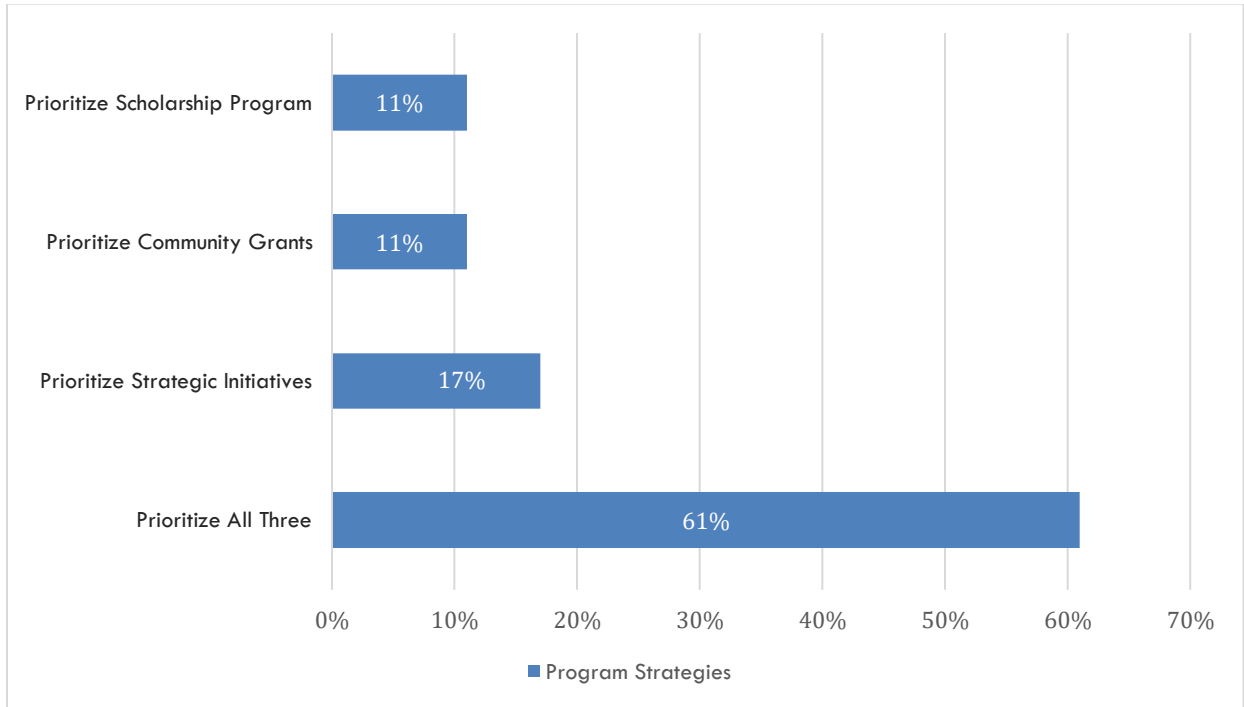
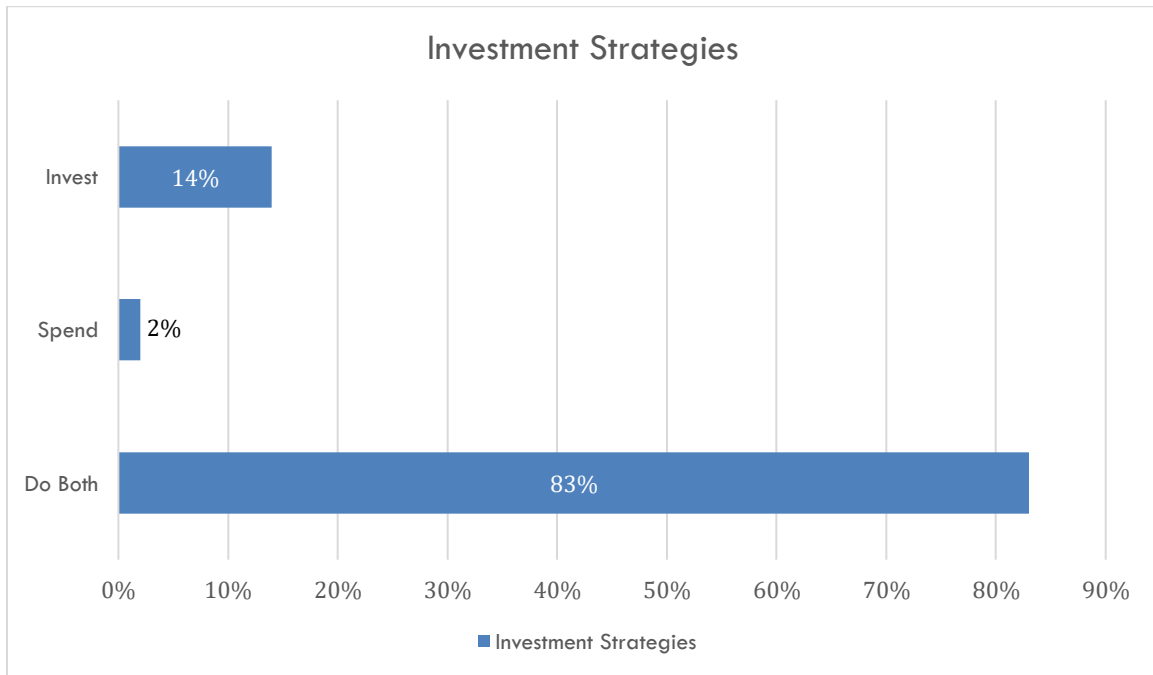


Chart Four: Levels of Agreement with SBCF Investment Strategies



The results displayed in Charts Three and Four show agreement with what was heard in the focus groups and surveys, with even more emphasis on continuing the work of the Foundation in both the short and long term (spending small sums now and investing the bulk of the funds for the future), as well as continuing to prioritize all three program strategy areas in the community.

IV. Next Steps

This Project Report marks the end of the community engagement phase of Listening Campaign 2.0. The next phase consists of a series of Strategic Planning Meetings with the SBCF Board. The PDC consulting team will review this report with the Board to ensure a shared understanding of the results and recommendations that the community advises for the Foundation. This will be followed by decision-making activities that will enable the Board to establish the strategic goals and priorities that will guide SBCF for the next several years.