

SAN BRUNO

Community Foundation

Board of Directors

Nancy A. Kraus, *President* • John P. McGlothlin, *Vice President* • Emily Roberts, *Secretary* • Ben Cohn, *Treasurer*
Patricia Bohm • Frank Hedley • Regina Stanback Stroud
Leslie Hatamiya, *Executive Director*

AGENDA

SAN BRUNO COMMUNITY FOUNDATION

Special Meeting of the Board of Directors

March 31, 2015

5:30 p.m.

Meeting Location:

San Bruno City Hall, Conference Room 115, 567 El Camino Real, San Bruno

In compliance with the Americans with Disabilities Act, individuals requiring reasonable accommodations or appropriate alternative formats for notices, agendas, and records for this meeting should notify us 48 hours prior to meeting. Please call the City Clerk's Office at 650-616-7058.

1. Call to Order

2. Roll Call

3. Consent Agenda

- a. Adopt Resolution Creating and Appointing Members to an Ad Hoc Committee Charged with Supporting Community Engagement and Listening Campaign

4. Conduct of Business

- a. Adopt Resolution Authorizing the Executive Director to Execute a Consulting Agreement with the Public Dialogue Consortium for the Creation and Implementation of a Community Engagement and Listening Campaign, for a Total Cost Not to Exceed \$34,000

5. Public Comment: Individuals are allowed three minutes, groups in attendance, five minutes. If you are unable to remain at the meeting, contact the President to request that the Board consider your comments earlier. It is the Board's policy to refer matters raised in this forum to staff for research and/or action where appropriate. The Brown Act prohibits the Board from discussing or acting upon any matter not agendaized pursuant to State Law.

6. Adjourn

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Memorandum

DATE: March 30, 2015

TO: Board of Directors, San Bruno Community Foundation

FROM: Leslie Hatamiya, Executive Director

SUBJECT: Ad Hoc Committee on Community Engagement

At the March 31, 2015, Special Board Meeting, the Board will consider adopting a resolution authorizing the executive director to execute a consulting agreement with the Public Dialogue Consortium (PDC) for the creation and execution of a community engagement and listening campaign to kick off its strategic planning process. President Nancy Kraus, Secretary Emily Roberts, and Board Member Frank Hedley provided valuable assistance in the vetting of PDC's proposal and in discussions with other consulting firms interested in working on this project.

As I work with PDC to plan and shape the community engagement and listening campaign, it would be helpful to have the continued assistance of these three Board members. Feedback from more than just the executive director will be useful as PDC works on the logistics for the listening sessions, shapes the questions to be asked both at the listening sessions and in an online survey, and prepares a marketing strategy to get the word out to all San Bruno residents about the campaign.

As a result, I recommend adoption of the attached resolution creating a Board Ad Hoc Committee to be charged with supporting the community engagement and listening campaign and appointing President Nancy Kraus, Secretary Emily Roberts, and Board Member Frank Hedley to serve on this committee.

The Ad Hoc Committee's duties will terminate at the conclusion of the community engagement and listening campaign with PDC this summer.

Attachment:

1. Resolution Creating and Appointing Members to an Ad Hoc Committee Charged with Supporting a Community Engagement and Listening Campaign

RESOLUTION NO. 2015 - ____

**RESOLUTION OF THE SAN BRUNO COMMUNITY FOUNDATION
CREATING AND APPOINTING MEMBERS TO AN AD HOC COMMITTEE CHARGED
WITH SUPPORTING COMMUNITY ENGAGEMENT AND LISTENING CAMPAIGN**

WHEREAS, the San Bruno Community Foundation seeks to gather community input as it begins its strategic planning process;

WHEREAS, the Foundation plans to embark on a community engagement and listening campaign to survey San Bruno residents about how the Foundation can best utilize the approximately \$70 million in restitution funds the City of San Bruno received from PG&E to achieve its mission of benefiting the entire San Bruno community over the long term;

WHEREAS, the Foundation plans to engage with the Public Dialogue Consortium (PDC) to help plan and execute the community engagement and listening campaign; and

WHEREAS, with limited staff, it would be helpful to have some input from the Board of Directors to assist PDC.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors hereby creates an Ad Hoc Committee charged with supporting a community engagement and listening campaign and appoints President Nancy Kraus, Secretary Emily Roberts, and Board Member Frank Hedley as committee members.

Dated: March 31, 2015

ATTEST:

Emily Roberts, Secretary

I, Emily Roberts, Secretary, do hereby certify that the foregoing Resolution No. 2015-__ was duly and regularly passed and adopted by the Board of Directors of the San Bruno Community Foundation on this 31st day of March, 2015, by the following vote:

AYES: Board members:

NOES: Board members:

ABSENT: Board members:

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Memorandum

DATE: March 30, 2015

TO: Board of Directors, San Bruno Community Foundation

FROM: Leslie Hatamiya, Executive Director

SUBJECT: Authorization of Executive Director to Execute Consulting Agreement with Public Dialogue Consortium for the Creation and Implementation of a Community Engagement and Listening Campaign

Background

As I outlined at the March 19, 2015, San Bruno Community Foundation Board meeting, I envision a community engagement and listening campaign as the first step in our strategic planning process to determine, consistent with the Foundation's mission, how to effectively use the PG&E restitution funds to benefit the entire San Bruno community over the long term. This campaign will allow us to hear community viewpoints on the needs of San Bruno, the challenges San Bruno faces, and what would improve the quality of life for all San Bruno residents. To be successful, this outreach must reach a broad cross-section of people who live and work in San Bruno.

Such a campaign would serve multiple functions, including:

- Involving the community in the planning process
- Educating the community about the Foundation, its planning process, and its activities
- Receiving community input on community needs and challenges as well as ideas for how the Foundation could address those needs and challenges and benefit the community over the long term
- Identifying community leaders and other assets

This outreach is to take place from late April through June. The results will inform the Board's development of grant-making and investment policies over the summer, with the goal of presenting them to the City Council for approval in early September.

As I reported on March 19, given the small size of our staff and Board, I believe that we would be best served by partnering with a consulting firm or freelance consultant specializing in community engagement projects. Such a partner would provide both valuable expertise and much-needed bandwidth, helping us design our outreach strategy and formulate the questions we ask, providing guidance on how we structure our meetings, advising on how to most effectively engage harder-to-reach pockets of

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the community, facilitating the meetings, creating and implementing an online survey, and documenting the results of these efforts.

President Nancy Kraus and I met, in person or by phone, with a half dozen consulting groups that specialize in community engagement work. Through our discussions, some groups pulled themselves out of consideration after concluding they were not a good fit for our project at this time, and we determined that others did not meet our particular needs. One group – the Public Dialogue Consortium (PDC) – quickly rose to the top of the list of firms being considered and submitted a formal proposal for our project.

President Kraus, Secretary Emily Roberts, Board Member Frank Hedley, and I met with Shawn Spano and Linda Blong from PDC to discuss the proposal and the Foundation's vision for a community engagement campaign. After our meeting, PDC revised its proposal in response to our discussion.

PDC Proposal

PDC is a nonprofit organization committed to fostering high quality communication in the public sphere. It is staffed by a group of consultants, educators, and practitioners who work to facilitate communication that results in collaborative problem solving, appreciation for different perspectives, and identification of common ground for action. PDC has offices in San Jose, San Francisco, and Sonoma County. Many of its clients are Bay Area governmental entities seeking to engage their communities in planning and vision projects, including the City of Milpitas, the City of Cupertino, the City of Half Moon Bay, and the Midpeninsula Regional Open Space District.

PDC's distinctive focus is on the patterns and processes of communication, rather than on positions or personalities, and encourages individuals, groups, and stakeholders to build relationships and work together. PDC's guiding principles are attached to this memorandum.

Although its public engagement programs are individually tailored to the needs of its clients, PDC has developed a general model for its engagement process, known as SHEDD: **G**etting **S**tarted, **H**earing the Voices, **E**nriching the Conversation, **D**eliberating, and **D**eciding. For our project, we discussed with the PDC team an engagement for the first two phases of the PDC model. Please see the PDC proposal attached to this memorandum for the full details.

In Phase One, "Getting Started," PDC would plan and prepare for engagement, setting the right conditions and a common set of expectations between the consulting team and the Foundation. PDC would devise an engagement plan that would outline the community engagement strategies across all phases of the project, including marketing and recruitment of participants and the design and implementation of the engagement activities, and delineate the responsibilities of the Foundation and of PDC.

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Phase Two, “Hearing All the Voices,” would encompass four integrated engagement activities that PDC has found very useful in eliciting input and hearing the needs of the community: Town Hall meetings, Community Conversations, Focus Groups, and an online engagement survey.

Consistent with our discussion, PDC proposes three Town Hall meetings at different locations in San Bruno, with the first Town Hall meeting as the kick-off event for the public phase of the project. PDC’s approach to Town Hall meetings is to utilize both large and small group formats. Typically, these meetings start with a brief presentation on the background of the project to the large group and then move quickly into small group, facilitated discussions using the set of questions developed in Phase One. This format allows participants to have ample opportunity to express their views and hear the views of others while generating new ideas that emerge through the interaction. Comments made in the small groups are recorded on flip charts, and the Town Hall meetings usually include a report-out segment after the small group discussions to enable all participants to hear what was discussed in all the groups.

According to PDC’s proposal, Community Conversations are a flexible and consistent strategy for gathering people’s values, visions, concerns, and ideas. They typically take the form of face-to-face, person-on-the-street interviews with community members at public events. The potential events we have discussed include the Posy Parade and the San Bruno Relay for Life event. At events, PDC team members approach people and invite them to participate, following a protocol that provides background information, the specific questions to be asked, and the collection of demographic information. PDC might use a cadre of junior associates, including Spanish-speaking associates and students from Skyline College, to conduct the interviews. PDC’s proposal envisions holding community conversations at three community events.

With Focus Groups, PDC would engage affinity groups and community organizations, such as the business community, service clubs, ethnic-based groups, seniors, and the school community. The Focus Groups follow a format similar to the Town Hall meetings, where participants learn about the project and then engage the questions through a facilitated discussion during which comments are captured on flip charts. PDC envisions holding about eight focus groups.

The final engagement tool PDC plans to use is an online survey on the MindMixer platform, which can reach a broader and different group of participants than face-to-face interactions. The site would become available early in the process, but the content could change to match the phase of the project. Printed materials distributed throughout the City would direct people to the site, which would also have links from the City and Foundation websites. PDC would prepare a hard-copy version of the survey for people who are not comfortable or able to access the questions online.

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After collecting input from all four engagement activities, PDC would summarize and synthesize the data in consultation with Foundation staff and Board. The result would be a written report that will highlight themes or options about community needs and the various alternatives for allocating the PG&E settlement money. It would also include a summary of the demographic information collected.

PDC's estimated fees for Phase One total \$5,580, and its estimated fees for Phase Two are \$28,420, for a total estimated project cost of \$34,000. These fees include a three-month subscription to the MindMixer platform, Skyline student associates, and Spanish-speaking oral interpreters for the meetings. Possible additional costs that are not included in the proposal fees include translation services for written materials and the online platform, the costs of designing, printing, and mailing a postcard or other marketing materials, and meeting costs such as room rentals, refreshments, and ADA-required accommodations. Although PDC would help facilitate those services, the Foundation would be responsible for covering those additional costs.

The consulting agreement would require PDC to invoice the Foundation at regular intervals (probably monthly) for its actual costs. The agreement would include a provision that PDC's fees would not exceed its total estimated project cost of \$34,000. PDC staff reports that the organization is very diligent about staying within budget and is comfortable with this not-to-exceed cap for the services specified.

The proposal includes an addendum that outlines additional engagement activities for Phases 3-5 of the PDC model – a second round of community listening activities if we sought additional community input, assistance in the Board's deliberations in formulating its program strategy, and/or assistance in developing a decision-making process for the Board. These activities are not part of the project proposal but are options the Board might consider after conducting Phases 1 and 2.

The PDC team would be led by Shawn Spano, PDC President and a communications studies professor at San Jose State University. Other team members would include Senior Consultant Linda Blong, PDC Executive Director Jennifer Mair (a lecturer in communication studies at Skyline College), and PDC Junior Associates. Biographies for the three primary consultants are included in the project proposal.

President Kraus, Board Member Hedley, and I contacted a number of references who have utilized PDC's services. They are primarily municipalities and other governmental entities. The feedback we received was overwhelmingly positive and emphasized PDC's excellent preparation, facilitation skills, and ability to make adjustments as obstacles or challenges arose. Several of the references have used PDC for multiple engagements.

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Recommendation

I recommend that the Board adopt the attached resolution authorizing the Executive Director to execute a consulting agreement with PDC for the community engagement and listening campaign, for a total cost not to exceed \$34,000. The campaign that we have outlined with the PDC team would provide us with valuable feedback from the community as well as educate the community about the Foundation's planning process and activities. With years of experience designing collaborative public engagement campaigns, PDC appears to be well suited to carry out the type of community listening exercise that the Foundation seeks. PDC's assistance would allow the Foundation to get its community listening campaign off the ground quickly, so that we can move forward in our strategic planning process in an expeditious yet deliberative fashion.

Attachments:

1. PDC Proposal for SBCF Community Listening Campaign
2. PDC Guiding Principles
3. Resolution Authorizing the Executive Director to Execute a Consulting Agreement with the Public Dialogue Consortium for the Creation and Implementation of a Community Engagement and Listening Campaign, for a Total Cost Not to Exceed \$34,000



MEMORANDUM

Date: March 27, 2015

To: Leslie Hatamiya, and Nancy Kraus, Executive Director and Board President of the San Bruno Community Foundation

From: Shawn Spano, Public Dialogue Consortium

Subject: Draft Proposal for SBCF Community Listening Campaign

The Public Dialogue Consortium is pleased to submit a draft proposal for the San Bruno Community Foundation Community Listening Campaign. This memo provides a description of PDC involvement in the project, and outlines an approach with estimated costs. We look forward to presenting the proposal to the SBCF Board on at your meeting on Tuesday, March 31.

General Approach

The Public Dialogue Consortium does not use a pre-packaged public engagement program; we design processes that respond to each unique situation. However, we developed a general model outlining a process trajectory that has proved useful for organizing our engagement efforts over the years. It is summarized by the acronym SHEDD: **G**etting **S**tarted, **H**earing the Voices, **E**nriching the conversation, **D**eliberating, and **D**eciding. This model is based in the *communication perspective*, the primary framework that informs all of our work. The strategies and activities that we use as we implement the model are designed to facilitate productive and inclusive patterns of communication between and among the public officials, stakeholders and the general public: patterns that enable well-informed decisions and generate support for those decisions.

SHEDD and the Draft Scope

The five stages of the SHEDD model roughly correspond to the phases and tasks included in the draft scope outline as follows:

1. *Getting Started* is about planning and preparing for engagement, setting the right conditions and a common set of expectations among the consulting team and SBCF.
2. *Hearing the Voices* involves listening to the general public and stakeholders to understand what is most important to them, including the needs, concerns, and assets that should be at the forefront.
3. *Enriching the Conversation* is the work we do to summarize, synthesize, and share what we are hearing; and to bring out additional information or perspectives. This

kind of work results in the identification of options or alternatives that form the basis of the next stage.

4. The *Deliberating* phase involves reviewing, analyzing, and evaluating the options, essentially weighing the trade offs and benefits of each.
5. *Deciding* entails selecting the final option(s) that will be pursued.

Note: This proposal describes a process for conducting phases 1 and 2 only for the SBCF Community Listening Campaign. An addendum is included for phases 3, 4, and 5, should the Board decide to conduct these phases after the first two phases are completed.

PHASE ONE: GETTING STARTED

Task 1.1 – Project Kick-Off

PDC involvement in the kick off will be critical to a clear understanding of SBCF's expectations for community engagement and what it should accomplish.

Sub-tasks for Project Kick-Off:

- Planning meeting(s) with SBCF Board and Executive Director
- Outcome: Clearly defined scope of the project (number and kind of engagement activities, recruitment strategies, identification of groups, organizations, and individuals, preliminary development of the engagement questions, materials across the different phases of the project)

Task 1.2 – Develop Engagement Plan

The Engagement Plan will formally outline the community (stakeholders and the public) engagement strategies across all phases of the project.

Sub-tasks for Engagement Plan:

- Call with SBCF ED and Board members to frame Engagement Plan
- PDC drafts plan and finalizes it with SBCF input
- Submit to SBCF for final formatting

PHASE TWO: HEARING ALL THE VOICES

What follows is an outline of four integrated engagement activities that we have found very useful in eliciting input and hearing the needs of the community.

Task 2.1 - Town Hall Meetings

Town Hall meetings are widely used to collect public input and engage community members. We propose conducting three Town Hall meetings at different locations in the City. Moreover, we propose scheduling the first Town Hall meeting as the kick-off event for Phase Two of the project.

PDC's approach to Town Hall meetings is to utilize both large group and small group formats. Specifically, we envision starting the meetings with a brief large group presentation on the background of the project, and then moving quickly into small group, facilitated discussions using the set of questions that were developed in Phase One. By utilizing the facilitated, small group format, participants will have ample opportunity to

express their views and hear the views of others while potentially generating new ideas that often emerge through the interaction. Comments made in the small groups will be recorded on flip chart paper and summarized at the end of the meetings. Typically, we include a report-out segment after the small group discussions to enable all participants to hear what was discussed in all of the groups.

Given that these are public meetings, it is critical that we focus on marketing and recruitment to ensure San Bruno residents and community members are aware of the meetings and are motivated to attend.

Sub-tasks for Town Hall meetings:

- Marketing and recruitment to the community (e.g. postcards sent to residents, flyers posted at different City locations, link on the City website and social media outlets, etc.)
- Draft and finalize meeting invitation message and meeting materials (agenda, slides, recoding template, etc.)
- Conduct the Town Hall meetings
- Document and report outcomes

Task 2.2 - Community Conversations

Community Conversations are a flexible and consistent strategy for gathering people's values, visions, concerns and ideas. They are flexible in that they can take a variety of forms, most notably face-to-face interviews. They are consistent in that they follow a general protocol that includes a few broad questions that can be adapted to different contexts and modalities.

More specifically, these conversations take the form of "person-on-the-street" interviews with community members at public events. Potential events in San Bruno include the Posy Parade and the San Bruno Relay for Life event. At these events, members of the PDC team will approach people and invite them to participate, following a protocol that provides background information on the project, the specific questions to be asked, and the demographic information to be collected. Having a cadre of junior associates, including Spanish-speaking associates and students from Skyline College, to conduct interviews makes this strategy viable for PDC and relevant to the San Bruno area. PDC used community conversations extensively with the Midpeninsula Open Space District vision planning process, the general plan update process in Half Moon Bay, and in a strategic planning process for the City of Milpitas.

Community Conversations are well suited to Phase Two of the Community Listening Campaign. It can set the right tone for the project at the outset, providing information to people and gathering their input, and encouraging their continued involvement. It can also generate some positive buzz about the project and public involvement. Inviting people to provide email addresses to receive notices and other information about the planning process as it unfolds would be a part of the protocol, which would also include a request for referrals to others that would be interested in participating.

Sub-tasks for Community Conversations:

- Draft and finalize protocol and materials
- Train students to conduct Community Conversations
- Identify community events/other locations to conduct the conversations
- Conduct Community Conversations
- Document and report outcomes

Task 2.3 – Focus Groups

Focus Groups are well suited to engaging intact affinity groups and community organizations. Potential groups to engage in San Bruno include City commissions, business community, service clubs, sports organizations, seniors, schools community, faith-based groups, and any ethnic-based groups and organizations that might be operative in the City. Overall, we propose conducting eight Focus Groups total.

Similar to the community conversations, Focus Groups provide a consistent basis for comparison in that they follow a general protocol that includes a few broad questions that can be adapted to different contexts and modalities. More specifically, the Focus Groups will follow a format similar to the Town Hall meetings. That is, participants will learn about the project and then engage the questions through a facilitated discussion that includes capturing comments on flip chart paper.

The Focus Group engagement activity complements the Town Hall Meetings and Community Conversations. The Focus Groups will help set the tone for the project, educate the public about the SBCF and the Community Listening Campaign, and serve as a source for new referrals (asking for contact information of groups and individuals to engage). PDC's Senior Consultants will facilitate the Focus Groups. Our Junior Associates will serve a supporting role (i.e. note taking).

Sub-tasks for Focus Groups:

- Recruitment: Work with SBCF and the City of San Bruno to identify and invite community groups and organizations to participate
- Draft and finalize protocol and materials
- Conduct focus groups
- Document and report outcomes

Task 2.4 – Online Engagement

We have been working with the MindMixer platform to provide information to the public, elicit feedback, and encourage discussion. An online platform can reach a broader and different group of participants than face-to-face interactions. The platform content can also change to match the project phase while remaining a consistent place for interested individuals or groups to go for information. Also, when combined with social media, an online engagement platform can generate participation in face-to-face strategies and, conversely, face-to-face and print materials can generate participation online. We also propose developing a hard-copy version of the web platform for people who are not comfortable or able to access the questions online.

We have found that a stand-alone web platform like MindMixer works best under these circumstances:

- The site would become available early in the process
- The SBCF and the City of San Bruno websites would have a link to the MindMixer site
- Printed materials for announcing the site are developed and circulated throughout the community (posters in selected community shops and/or postcard size handouts to combine with community conversations)
- The site content would change to match the phase (PDC could handle this with MindMixer)
- Ideally, at least one SBCF staff and/or Board member would be listed as “listener” on the site, and responding to ideas now and again

Sub-tasks for online engagement:

- Facilitate contract with provider (MindMixer preferred)
- Co-Create basic content for site in consultation with SBCF staff
- Create interactive content mirroring the Town Hall meeting, Community Conversations, and Focus Groups
- Work with SBCF and the City to link site to websites and other social media, as they are available
- Create a hard-copy version of web platform
- Document and report outcomes, link to Town Hall meetings, Community Conversations, and Focus Group outcomes

Task 2.5 - Final Report

After collecting input from the Town Hall meetings, Community Conversations, Focus Groups, and online platform, PDC will summarize and synthesize the data in consultation with SBCF staff and the Board. This will result in a report that will consist of themes or options about community needs and the various alternatives for allocating the PG&E settlement money. The report will also include a summary of the demographic information that will be collected. We are including two sample community engagement reports under separate cover.

OUR TEAM

Role	Team Member
Project Team Lead	<i>Shawn Spano, PDC President & Senior Consultant</i>
Project Team Senior Consultant	<i>Linda Blong, PDC Senior Consultant</i>
Project Team Consultant	<i>Jennifer Mair, PDC Executive</i>
Public Dialogue Facilitators	<i>PDC Junior Associates</i>

Shawn Spano, Ph.D. is President, Senior Consultant, and one of the founding members of the Public Dialogue Consortium. Shawn has over 20 years of experience working with city government and public organizations, including multi-year projects with three different municipalities. Shawn is a specialist in designing and facilitating public forums, meetings, training workshops and off-site retreats with leaders, executive staff, elected officials, middle managers, commissions and boards, and local residents.

In addition to his work with the PDC, Shawn is a Professor in the Communication Studies Department at San José State University. He teaches courses and conducts applied research in dialogue facilitation and interpersonal and small group communication. Additionally, he served as the principle investigator on a Ford Foundation grant given to SJSU to develop a Difficult Dialogues Initiative on campus. Shawn was selected “SJSU Outstanding Professor” in 2000, and has published numerous articles and chapters, including the book, *Public Dialogue and Participatory Democracy*.

Linda Blong, Ph.D. has worked with the Public Dialogue Consortium as a Senior Consultant since 2009. She brings close to twenty-five years of experience working with public agencies at the state and local levels, to support a wide range of participatory processes focused on capacity building, collaboration, and engagement. In addition to consulting with PDC, Linda serves as Senior Project Specialist at the Napa County Office of Education and as Program Leader and faculty for the Dialogue, Deliberation, and Public Engagement Certificate Program at Kansas State University.

Linda completed her doctorate in human and organizational systems at Fielding Graduate University, school of Human and Organizational Development where she infused her work as a scholar-practitioner with a communication perspective. Her experience and expertise includes large and small group facilitation; community engagement, participatory planning processes, professional development design and implementation, collaborative learning and communities of practice, personal and organizational development, interpersonal and group communication, program evaluation, systems change, and project management.

Jennifer Mair, M.A. works as a Team Consultant, facilitator, and Executive Director for Public Dialogue Consortium. She joined PDC in 2009 to assist in organizational planning and development, and to work toward quality public engagement in our communities. She teaches Communication Studies at Skyline College, where she organizes and hosts campus

dialogues. In addition to her M.A. in Communication Studies, she completed the award winning Dialogue Deliberation and Public Engagement Certificate Program at Fielding University in January 2011.

Jennifer brings more than 5 years of experience facilitating public discussions and training facilitators in communities, on campuses, and in classrooms. She has extensive experience working in corporate, small business, non-profit, and educational environments, and has organized, designed, and facilitated public discussions focused on diversity, contentious issues, and enhancing community engagement. She works closely with student coordinators to train for, organize, and oversee community outreach efforts. Jennifer coordinates social media efforts and messaging on projects, working with clients to maximize community engagement via online platforms and social media strategies.

TIMELINE

March – June 2015

March

- Preparation of proposal; delineating scope of project
- Presentation and discussion of proposal and project scope with SBCF Board (March 31)

April

- Official project kick-off with SBCF Board (April 16)
- Development of community engagement materials and messaging
- Community Conversations 1 (possible option: San Bruno's Relay for Life for the American Cancer Society, April 25)

May

- Two Town Hall meetings (first meeting in early May; second meeting TBD)
- Community Conversations 2 (Date and Location TBD)
- Five Focus Groups (Dates TBD)

June

- Community Conversations 3 (possible option: Posy Parade, June 7)
- One Town Hall Meeting (Date TBD)
- Three Focus Groups (Dates TBD)
- Presentation of Community Engagement Report to Board (Date TBD, late June)

Scope Detail and Fees

PHASE 1: Getting Started

Task 1.1 – Project Kick-Off

- Two planning meetings with SBCF to scope engagement activities and establish common expectations

Task 1.2 – Develop Engagement Plan

- PDC drafts engagement plan and finalizes it with SBCF input
- Submit to SBCF for final formatting

Estimated Fees for Phase One: \$5,580

PHASE 2: Hearing All the Voices

Task 2.1: Town Hall Meetings (3 total)

- Marketing and recruitment to the community
- Draft and finalize meeting invitation message and meeting materials
- Conduct the town hall meetings
- Document and report outcomes

Task 2.2: Community Conversations (at three public events)

- Draft and finalize protocol and materials
- Train student conversation facilitators
- Identify community events and other locations
- Conduct conversations
- Document and report outcomes

Task 2.3: Focus Groups (8 total)

- Draft and finalize protocol and materials
- Identify and invite community groups and organizations to participate
- Facilitate Focus Groups
- Document and report outcomes

Task 2.4: Online Engagement

- Facilitate contract with provider (MindMixer preferred)
- Co-Create basic content for site in consultation with SBCF staff
- Create interactive content mirroring community conversations
- Work with SBCF and the City to link site to websites and other social media, as they are available.
- Document participation and input, link to Community Conversations and Focus Group outcomes

Task 2.5: Final Report

- Analyze and consolidate data from all engagement activities
- Summarize and synthesize data, compile Final Report

Estimated Fees for Phase Two: \$28,420 (includes three-month MindMixer subscription, Skyline student associates, and Spanish-speaking oral interpreters for meetings)

Possible Additional Costs Not Included in This Proposal

- Translation services for written materials and the online platform
- Design and printing of written materials, recruitment post cards, fliers
- Postage costs for post cards
- Meeting costs such as room rentals, refreshments, and ADA-required accommodations for participants

Estimated Fees: TBD

Fees by Phase and Total Cost

Phase 1: Getting Started	\$5,580
Phase 2: Hearing All the Voices	<u>\$28,420</u>
	= \$34,000

ADDENDUM

After Phase Two is complete, the Board might decide that additional engagement activities are needed and that they can use PDC to assist them in deliberating and deciding on the options that will be generated. In short, the Board might want to contract with PDC to help conduct Phases 3, 4, or 5. This addendum provides a brief description of these phases with estimated costs.

PHASE THREE: ENRICHING THE CONVERSATION

This phase involves conducting another round of Town Hall meetings, Community Conversations, Focus Groups, and/or online engagements to elicit additional public input on the themes and options that emerged in the second phase. If more community engagement is wanted, the protocols, questions, and online platform will be updated to reflect the new information, and a second round of community engagement activities will be conducted.

Sub-tasks for Additional Community Engagements:

- Draft and finalize new protocol and materials for the Town Hall meetings, Community Conversations, Focus Groups, and online platform
- Identify and invite community groups and organizations to participate
- Conduct engagement activities; open revised online platform
- Document online participation and input; link to Town Hall meetings, Community Conversations, and Focus Group outcomes.

PHASE FOUR: DELIBERATING

PDC is available to help develop a process for the Board to deliberate the options. The key to this phase is to establish a format for Board members to weigh the tradeoffs and benefits of the options. This often involves developing criteria that will be used to evaluate the options. The Deliberating phase is complete when Board members have a sufficient understanding of the options (pros, cons, tradeoffs, benefits) and are prepared to decide which ones to select.

Sub-tasks for Deliberating:

- Develop deliberate process and format for the Board, with questions, materials, etc.
- Facilitate deliberative session with the Board; compile results

PHASE FIVE: DECIDING

This phase can happen after the deliberating phase as a stand-alone activity, or it can be folded into the Deliberating phase. Either way, deciding typically involves having the Board rate or rank order the options, according to the criteria developed in Phase Four, to determine the relative priority of the options. This can be followed by a voting exercise to select the options to pursue and the order in which they should be pursued (immediately, short-term, long-term, etc.).

Sub-tasks for Deliberating:

- Develop decision process and format for the Board, with questions, materials, etc.
- Facilitate decision session with the Board; compile results

PHASE 3: Enriching the Conversation
Summarize Input; Conduct Additional Engagement Activities <ul style="list-style-type: none">• Summarize and synthesize input from Phase Two• Draft and finalize new protocol and materials for town hall meetings, community conversations and focus groups• Identify and invite community groups and organizations to participate• Conduct meetings, conversations and focus groups• Document online participation and input; link to Community Conversations and Focus Group outcomes
Estimated Fees for Phase Three: \$11,000

PHASE 4: Deliberating
PDC assists the Board in deciding the options (one meeting)
Estimated Fees for Phase Five: \$2,500

PHASE 5: Deciding
PDC assists the Board in deciding the options (one meeting)
Estimated Fees for Phase Five: \$2,500



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PDC's Guiding Principles



- We view community as a complex tapestry of interconnected conversations. Public dialogue can be understood as a series of “conversational turns” in which what occurs in one set of meetings is incorporated into the next round of discussions; each discussion growing out of one context and affecting the next context.



- In addition to interconnected conversations, we view community as comprised of stakeholder groups with different and sometimes conflicting ideas of what their community should be. We see these differences as enriching rather than problematic.



- Community building is central to our work and requires active engagement with all

community members.



- We believe there should be support from the top for initiatives from the bottom. It's crucial for governments and community organizations to recognize and support public engagement, and for community members to feel heard. This often requires creating new places for quality communication to occur between residents and community leaders.



- We treat language as “fateful” and recognize that the way issues are framed and discussed affects outcomes as well as the level of trust and respect among the various stakeholders. Therefore, we work collaboratively to name and frame public conversations.



- We see the engagement process as a series of dialogic conversations. We think of dialogue as the ability to state your perspectives, values, and desires while remaining open to the perspectives, values, and desires of others. Engaging in this form of communication creates the conditions for trust and respect and opens up possibilities for enriched actions.



- We recognize that as facilitators we must remain neutral with regard to the outcome of community decisions, but vigilant about the process in which those decisions are made.

RESOLUTION NO. 2015 - ____

**RESOLUTION OF THE SAN BRUNO COMMUNITY FOUNDATION
AUTHORIZING THE EXECUTIVE DIRECTOR TO EXECUTE A CONSULTING
AGREEMENT WITH THE PUBLIC DIALOGUE CONSORTIUM FOR THE CREATION
AND IMPLEMENTATION OF A COMMUNITY ENGAGEMENT AND LISTENING
CAMPAIGN, FOR A TOTAL COST NOT TO EXCEED \$34,000**

WHEREAS, the San Bruno Community Foundation seeks to gather community input as it begins its strategic planning process;

WHEREAS, the Foundation plans to embark on a community engagement and listening campaign to survey San Bruno residents about how the Foundation can best utilize the approximately \$70 million in restitution funds the City of San Bruno received from PG&E to achieve its mission of benefiting the entire San Bruno community over the long term;

WHEREAS, the Public Dialogue Consortium has extensive experience in designing and implementing community engagement projects for local and regional government entities throughout the Bay Area; and

WHEREAS, the Public Dialogue Consortium has presented the Foundation with a thoughtful and responsive proposal to design and implement the Foundation's community engagement and listening campaign, with an estimated total cost of \$34,000.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors hereby authorizes the Executive Director to execute a consulting agreement with the Public Dialogue Consortium for the creation and implementation of a community engagement and listening campaign, for a total cost not to exceed \$34,000.

Dated: March 31, 2015

ATTEST:

Emily Roberts, Secretary

I, Emily Roberts, Secretary, do hereby certify that the foregoing Resolution No. 2015-__ was duly and regularly passed and adopted by the Board of Directors of the San Bruno Community Foundation on this 31st day of March, 2015, by the following vote:

AYES: Board members:

NOES: Board members:

ABSENT: Board members: