

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

July 29, 2015
6:30 p.m.

Meeting Location:

San Bruno Senior Center, 1555 Crystal Springs Road, 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/Welcome

2. Roll Call

3. Approval of Minutes: June 29, 2015, Special Board Meeting

4. Board Member Comments

- a. President
- b. Others

5. Executive Director's Report

6. Consent Calendar: All items are considered routine or implement an earlier Board action and may be enacted by one motion; there will be no separate discussion unless requested by a Board Member or staff.

- a. Adopt Resolution Canceling the August 20, 2015, Regular Board Meeting and Scheduling a Special Board Meeting on August 24, 2015
- a. Receive and Approve Treasurer's Report

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7. Study Session

- a. Presentation on Capital Project Cost Modeling by Pamela Anderson-Brulé of Anderson Brulé Architects
- b. Presentation on Next Steps: Possible Program Strategies, Stakeholder Outreach, and Data Collection by Executive Director Leslie Hatamiya

8. Conduct of Business

- a. Adopt Resolution Creating and Appointing Members to Ad Hoc Committee on Program Strategy Development

- 9. 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.

10. Adjourn

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MINUTES

SAN BRUNO COMMUNITY FOUNDATION

Special Meeting of the Board of Directors

June 29, 2015

6:30 p.m.

**Meeting Location: San Bruno Senior Center, 1555 Crystal Springs Road,
San Bruno**

- 1. Call to Order/Welcome:** President Kraus called the meeting to order at 6:31 p.m.
- 2. Roll Call:** Board Members Kraus, McGlothlin, Cohn, Bohm, Hedley, Roberts, and Stanback Stroud present.
- 3. Approval of Minutes:** May 21, 2015, Regular Board Meeting: Board Member Hedley moved to approve the minutes of the May 21, 2015, Regular Board Meeting, seconded by Vice President McGlothlin, approved unanimously.
- 4. Board Member Comments:**
 - a. President: President Kraus acknowledged how seriously the SBCF is taking its responsibility. She congratulated the Board, Executive Director Hatamiya, and the community on accomplishing three major milestones in a very short time. She also thanked the Public Dialogue Consortium for its work and for making the Community Listening Campaign open and comfortable for all.
 - b. Others: None.
- 5. Executive Director's Report:** Executive Director Hatamiya shared that her primary focus of the past few weeks has been the Community Listening Campaign. She reported that the San Bruno City Council approved the Foundation's 2015-2016 budget on June 9, 2015, and that the Foundation may return to the City Council in the fall with a revised budget that reflects investment and program strategy decisions. She also reported that SBCF has received tax-exempt status from the State of California and confirmation of registration with the Attorney General's Registry of Charitable Trusts. She also reported that she continues to reach out to the greater Bay Area philanthropic community.

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6. Consent Calendar:

- a. Adopt Resolution Canceling the July 16, 2015, Regular Board Meeting and Scheduling a Special Board Meeting on July 29, 2015:

Board Member Stanback Stroud moved to adopt the Consent Calendar, seconded by Secretary Roberts, approved unanimously.

7. Conduct of Business:

- a. Receive and Approve Treasurer's Report

Treasurer Cohn reviewed the Treasurer's Report for May 2015. Board Member Bohm moved to approve the Treasurer's Report, seconded by Vice President McGlothlin, approved unanimously.

- b. Receive Audit Committee Report and Adopt Resolution to Contract with the Same Certified Public Accounting Firm to Conduct Independent Audit of SBCF's Financial Statements and to Prepare SBCF's Tax Returns

Vice President McGlothlin, chair of the Audit Committee, reported on the Committee's progress in drafting a Request for Proposal for Audit and Tax Preparation Services and compiling a list of certified public accounting firms to which to send it. Board Member Hedley moved to adopt Resolution to Contract with the Same Certified Public Accounting Firm to Conduct Independent Audit of SBCF's Financial Statements and to Prepare SBCF's Tax Returns, seconded by Secretary Roberts, approved unanimously.

Board Member Stanback Stroud moved to accept the Audit Committee report, seconded by Secretary Roberts, approved unanimously.

- c. Receive and Accept Community Listening Campaign Report from the Public Dialogue Consortium (PDC), presented by PDC President and Senior Consultant Shawn Spano, Ph.D., and Give Direction to the Executive Director on Next Steps

Presentation of Report from PDC

Accompanied by PDC Senior Consultant Linda Blong, Ph.D., PDC President and Senior Consultant Shawn Spano, Ph.D., presented the final report for the Foundation's Community Listening Campaign. He outlined the engagement approach used during the Community Listening Campaign, the various engagement activities used during the Listening Campaign, and a summary of recruitment efforts and participation figures. In particular, he emphasized the impressive community participation in the Listening Campaign, with more than 1,000 community members sharing their thoughts through town halls, focus groups, interviews, and survey responses. He spent most of his presentation explaining the themes that emerged during the Listening Campaign with respect to (a) community assets and resources, and (b) community

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needs and suggestions for using the restitution funds to address those needs. He highlighted three categories of themes for needs and suggestions, which he said were heard consistently throughout the Campaign:

- Dominant (High Intensity/High Frequency) Themes:
 - ✓ Upgrade and Expand the Library
 - ✓ Upgrade and Expand the Recreation Center, Pool, and Gym
 - ✓ Upgrade and Expand Sports Fields and Programs
 - ✓ Upgrade and Expand Parks and Open Spaces
 - ✓ Community Meeting Spaces – Use Existing Public Facilities
 - ✓ New Multi-Purpose Community Center
 - ✓ Downtown Revitalization, Beautification and Maintenance
 - ✓ Infrastructure Upgrade – For Safety, Growth, and Technology
 - ✓ Support and Invest in Schools
- Moderate Intensity/Moderate Frequency Themes:
 - ✓ Citywide Beautification
 - ✓ Youth Programs and Facilities
 - ✓ Economic Development Plan for Downtown - Recruit and Attract Businesses
 - ✓ Community Events and Public Awareness
 - ✓ Social Services and Affordable Housing
- Process-Oriented Suggestions:
 - ✓ Integrate Community Resources
 - ✓ Develop Public-Private Partnerships
 - ✓ Leverage and Invest the Funds for Future Growth

Board members commented on Dr. Spano's presentation. Several Board members complimented the Executive Director and PDC on successfully executing the Listening Campaign in a short time frame and providing rich information in the report that accurately captured what was heard during the Listening Campaign. They also commended the community for its active and thoughtful participation in the Listening Campaign and commented on the wonderful spirit of community that emerged from it.

One Board member asked the PDC consultants what was most surprising to them about the Listening Campaign. Dr. Spano responded that what was most surprising to him was that the community quickly coalesced around the dominant themes, while Dr. Blong said she was struck by how community members respectfully listened to each other and acknowledged that there were many great ideas beyond their own.

In response to a question from a Board member about the breakdown of responses by demographic groups, Dr. Spano replied that PDC did not conduct that level of analysis, per its

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direction from the Ad Hoc Community Engagement Committee. However, he said the report does include a section showing what percentage of demographic groups participated in the Listening Campaign.

Board members also suggested the value of considering other forms of information about San Bruno, such as Census data, to better understand community needs and the importance of discussing the Report with City leaders and other community stakeholders to ensure coordination and prevent duplication of efforts.

A dozen members of the public made comments or asked questions about the report and the Board's plans for making decisions about use of the restitution funds. Many of them complimented the Foundation Board and staff on the successful execution of the Community Listening Campaign.

Linda Mason commended the Foundation for its outreach efforts and provided her support for modernizing the library, creating a hub on San Mateo Avenue, and memorializing the victims of the pipeline explosion.

Walter Bird stated his support for many ideas in the report and emphasized the importance of safety in the community.

Ceci Guerra asked to match demographics with program decisions, called for a home purchase assistance program, and offered her assistance as a volunteer.

Maria Barr thanked the Foundation for a fine job in the Community Listening Campaign and expressed her appreciation that the process has brought the community together. She also stressed the need to make sure the funds are not used where there are other sources of funding.

Marty Medina thanked the Board and Executive Director for bringing the community together. He asked for a breakdown of percentages to determine priorities and a time frame for decisions.

Claire Gagas said she was very happy to hear about the support for a new library and volunteered to participate on a library committee.

Andy Mason highlighted the opportunity to expand and grow San Bruno Cable and its programming.

Ray Levinson expressed his support for everything in the report and in particular advocated for a solar energy rebate program. He said he wants the Board to remember the circumstance in which this fund was created.

Patty Lenahan expressed her support for the ideas in the Report and stressed the need to make sure City department heads are involved in decisions going forward.

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Laura Davis said she heard, at the town hall she attended, many ideas suggested that in fact already are in place and stressed the need for better communication in the City. She also said she would like to see projects funded sooner rather than later.

Rosenda Jardin expressed the need for water pipe improvements and asked for assistance with the water pipe situation in her building.

Mike McGuirk asked for the costs for each of the suggested projects and an outline of next steps in the Board's process.

President Kraus, Executive Director Hatamiya, and PDC staff responded to comments where appropriate. Board Member Hedley moved to accept the Community Listening Campaign report from the Public Dialogue Consortium (PDC), seconded by Vice President McGlothlin, approved unanimously.

Report on Next Steps

Executive Director Hatamiya then made a presentation on next steps to assist the Board in its deliberations to formulate program and investment strategies for the Foundation. First, she explained the concept of the Board designating a certain amount of funds as a quasi-endowment and reported that she had enlisted the pro bono assistance of Mark Hayes, Ph.D., a former managing director of the Stanford Management Company, to develop a model to demonstrate scenarios in which a different portion of the restitution funds is treated as quasi-endowment and how the size of the quasi-endowment would affect the Foundation's operating budget and ability to fund programs and operations.

Second, she emphasized the importance of Foundation Board representatives meeting with representatives of the City Council and the City Manager in the near future to share the report, learn about the City's plans to address some of the suggestions, understand the City Council's interests in the various suggestions, and discuss benefits and challenges in undertaking various suggestions. Because such a meeting is a natural extension of the community engagement process, she recommended that the Board extend the duties of the Ad Hoc Committee on Community Engagement through the summer and direct the Committee to represent the Foundation at such meetings with City Council representatives.

Third, she reported that she planned to share the report with other key community stakeholders, including but not limited to the San Mateo Union High School District, the San Bruno Park School District, San Mateo County elected officials, and the business community, and invite discussion about their interests in working with the Foundation to pursue various suggested projects.

The fourth step she outlined was the need to obtain conceptual scoping or cost modeling of some of the capital projects suggested in order to evaluate the viability of such projects. She reported that she had begun seeking proposals from several construction management and architectural design firms to complete such cost modeling by the July Board meeting and that she expects the cost of such services to be under \$20,000. In response to a

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question from a Board Member about working with the City to incorporate previous cost scoping efforts into the new cost modeling project, the Executive Director responded that this was being done.

Ms. Hatamiya also reported that she is working to compile additional data on the San Bruno community, including demographic and Census data that would be helpful to the Board's deliberations.

In response to earlier questions from the public, she reported that the Foundation seeks to be thoughtful and deliberative in its strategy decisions, but is also sensitive to the desire to begin benefiting the community with the restitution funds. As a result, she said she anticipated that the Foundation would attempt to accomplish some smaller projects in the short term, while working through the details of the larger, more complex projects. She also explained that in the Foundation's bylaws, the City Council reserved a number of powers, including approval of the Foundation's grant and investment policies, and that the Foundation Board would make funding decisions in accordance with those policies.

In response to a question from a Board member, Ms. Hatamiya said that the Foundation is unlikely to do a comprehensive strategic plan prior to making any program decisions, as such a process could take months. Rather, she said that the Board would likely construct its strategic plan in stages, so that some short term projects could get started in 2016, while plans for the larger, more complex projects were deliberated.

Several members of the public made comments or asked questions.

Renee Callantine asked about the type of information the cost-modeling consultants would provide and how the community might be involved in discussions of endowment proposals.

Laura Davis suggested developing a criteria for the decision process.

Lorry Greenberg asked whether the restitution funds are currently being invested.

Marty Medina mentioned a City Council study session on the future of San Bruno Cable and suggested the Foundation could partner with the City to bring fiber to San Bruno.

President Kraus and Executive Director Hatamiya responded to comments where appropriate. Board Member Bohm moved to extend the term of the Ad Hoc Committee on Community Engagement through the summer to represent the Foundation at meetings with City Council representatives on matters related to community engagement and next steps in the process, seconded by Board Member Stanback Stroud, approved unanimously.

8. Public Comment: None.

9. Adjourn: Board Member Stanback Stroud moved to adjourn the meeting at 8:42 p.m., seconded by Secretary Roberts, approved unanimously.

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Respectfully submitted for approval at the Special Board Meeting of July 29, 2015, by Secretary Emily Roberts and President Nancy Kraus.

Emily Roberts, Secretary

Nancy Kraus, President

SAN BRUNO

Community Foundation

Memorandum

DATE: July 27, 2015

TO: Board of Directors, San Bruno Community Foundation

FROM: Leslie Hatamiya, Executive Director

SUBJECT: Executive Director's Report

Since the June 29, 2015, Board meeting, my primary focus has been on next steps following the successful completion of our Community Listening Campaign, which will be covered in the Study Session portion of the July 29 Board meeting.

In addition, I have continued to work on various projects related to the Foundation's administrative and corporate governance needs, which include:

1. Financial Management

I continue to have discussions with investment professionals for ideas and advice that will be helpful as we begin to develop our investment strategy. I recently met with City Treasurer John Marty and Jim Dowley, who is the City's contact at Wells Fargo Securities, where the custodial account currently resides. The Board will recall that I have met previously with other financial planning firms and will continue to do so as I enhance my understanding of the various services available to the Foundation.

2. Distribution of RFP for Audit and Tax Preparation Services

Per the direction I received from the Board at the June 29 meeting, on June 30 I began distributing the Foundation's Request for Proposal (RFP) for Audit and Tax Preparation Services to Bay Area certified public accounting firms with nonprofit practices. I have distributed the RFP to 18 CPA firms and posted the RFP on the Foundation's webpage. I have had communication with about a dozen of the firms. Thus far, two firms have submitted a proposal, and two have indicated they would not be applying. I anticipate we will receive six to eight additional proposals by the July 31 deadline.

The Audit Committee will review the proposals over the first two weeks of August and will meet on August 17 at 4:30 p.m. in City Hall Conference Room 101 to consider the proposals and select a small number of CPA firms to interview. We will then interview finalists and conduct further due diligence, including reference calls.

At an August 31 meeting (again at 4:30 p.m. in City Hall Conference Room 101), the Committee will meet to select one firm to recommend to the full Board for approval, likely at a to-be-scheduled Special Meeting in early September.

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Community Foundation

Memorandum

DATE: July 27, 2015

TO: Board of Directors, San Bruno Community Foundation

FROM: Leslie Hatamiya, Executive Director

SUBJECT: Consent Calendar for the July 29, 2015, Regular Board Meeting

For the July 29, 2015, Special Meeting of the Board of Directors of the San Bruno Community Foundation, the Consent Calendar includes two items related to administrative and operational functions of the Foundation:

1. Adopt Resolution Canceling the August 20, 2015, Regular Board Meeting and Scheduling a Special Board Meeting on August 24, 2015

The Foundation Board's meetings are regularly scheduled for the third Thursday of the month and are held at San Bruno City Hall in Conference Room 115, the largest conference room at City Hall. The regular August meeting is scheduled for August 20.

Our June Board meeting was moved from its regular date in the third week of June to June 29 in order to receive the report from our Community Listening Campaign, which was not scheduled to be ready for release until the last week of the month. In addition to moving the date, we moved the venue of the meeting to the San Bruno Senior Center to accommodate what we anticipated would be a large audience of community members. In fact, more than 60 members of the public attended the June 29 meeting.

We similarly moved the July Board meeting to the Senior Center to ensure that we could accommodate a large number of public attendees.

Given the tremendous community interest in the Foundation's work as it studies and deliberates its options for using the restitution funds to benefit the San Bruno community, I believe we should similarly move the Board's August meeting to the larger Senior Center venue. Due to the Center's regular programming on Thursday evenings, moving the meeting from City Hall to the Senior Center on the Board's regularly scheduled date is not an option.

As a result, I recommend that the Board adopt the attached resolution canceling its August 20, 2015, Regular Meeting and scheduling a Special Meeting on Monday, August 24, 2015, at the Senior Center to accommodate increased attendance by community members.

SAN BRUNO

Community Foundation

Memorandum

As a side note, because public interest in the Foundation's work is likely to remain high for the foreseeable future, as the Board continues to deliberate over the organization's program and investment strategies, I believe the Board should consider permanently moving the location of its regular meetings to a larger venue, which may require also moving the scheduled date. I am currently looking into various options and hope to be able to make a recommendation for changing the regularly scheduled Board meeting location and/or date at the August meeting.

2. Receive and Approve Treasurer's Report

In light of the routine nature of the report, starting this month we are moving the Treasurer's Report, which includes the previous month's financial statements (Budget Report and Balance Sheet) and a written narrative explanation, to the Consent Calendar. The attached Budget Narrative provides a thorough explanation of the Budget Report and Balance Sheet.

I recommend that the Board receive and approve the Treasurer's Report as part of the Consent Calendar.

Attachments:

1. Resolution Canceling the August 20, 2015, Regular Board Meeting and Scheduling a Special Board Meeting on August 24, 2015
2. Treasurer's Report: June 2015 Financial Statements and Budget Narrative

RESOLUTION NO. 2015-__

**RESOLUTION OF THE SAN BRUNO COMMUNITY FOUNDATION
CANCELING THE AUGUST 20, 2015, REGULAR BOARD MEETING AND
SCHEDULING A SPECIAL BOARD MEETING ON AUGUST 24, 2015**

WHEREAS, public interest in the activities of the San Bruno Community Foundation has increased significantly in the last few months;

WHEREAS, the current location of the SBCF's Board meetings, San Bruno City Hall Conference Room 115, can comfortably accommodate only a small number of guests at Board meetings; and

WHEREAS, a larger meeting space at the San Bruno Senior Center is not available on Thursday, August 20, 2015, the date of the SBCF Board's regularly scheduled August meeting, but is available on August 24, 2015.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors cancels the Regular Board Meeting of August 20, 2015, and schedules a Special Board Meeting at 6:30 p.m. on August 24, 2015, at the San Bruno Senior Center.

Dated: July 29, 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 29th day of July, 2015, by the following vote:

AYES: Board members:

NOES: Board members:

ABSENT: Board members:

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Community Foundation

June 2015

Budget Narrative

This report describes the amounts in columns a (Actual Year to Date) and d (Budget Variance) of the monthly Budget Report. This is the final report for the fiscal year, but figures may change based on audit adjustments, if any.

INCOME

Line 1 Restitution Funds – Actual (\$491,031) is the amount received from the City of San Bruno on February 24, 2015.

Line 2 Interest & Investment Income – \$200,000 transferred to the Wells Fargo market rate savings account in early April generated only \$18 interest.

EXPENSES

Line 4 Salaries & Wages – Executive Director, hired effective February 2, 2015, was the only employee in 2015 fiscal year.

Line 5 Payroll Taxes & Benefits - Actual costs (\$15,341) include: Social Security/Medicare (\$5,578); Workers' Compensation Insurance (\$510); accrued Paid Time Off (\$5,607); and accrued Retirement (\$3,646). Life insurance is not expected until July.

Line 7 Grants & Assistance – There were no Grants or Assistance provided in the fiscal year.

Line 8 Occupancy – Only cost is office lease (\$909 per month), which began April 1.

Line 9 Insurance – Actual (\$24,016) is: a) amount reimbursed to City in April 2014 (\$19,950); b) package non-profit liability coverage for March 21 to June 30, 2015 (\$271); c) Directors & Officers (D&O) coverage for March 21 to June 30 (\$3,568); and d) Crime coverage for May 29 to June 30 (\$227).

Line 10 Telecommunications – Actual cost (\$1,703) includes SBCF domain name purchase (\$1,153) by the City, cell phone account (\$424), and internet access (\$126). New website and corresponding cost will occur next fiscal year.

Line 11 Postage & Shipping – April cost of \$1,295 for community engagement postcard mailing represents 93% of total (\$1,391).

Line 12 Printing & Copying – Actual cost (\$4,204) is for 2,500 flyers (\$568), 17,500 postcards (\$3,461), and design of both (\$175).

Line 13 Office Supplies – Total (\$903) includes: Focus Group easels, pads, and ballot boxes (\$249); Accounting software fees and check printing (\$240); toner and external drive (\$189); and general office supplies (\$224).

Line 14 Office Equipment & Furniture – Actual cost includes a laptop with accessories (\$1,846), cell phone with accessories (\$112), printer (\$505), and furniture (\$994 for desk, bookcase, cabinet, and folding table).

Line 15 Legal Fees – Total cost (\$34,626) was incurred by the City for organizational formation and start-up work.

Line 16 Auditor & Payroll Fees – Over 80% (\$2,600) of the total (\$3,235) is for 2014 IRS 990 preparation fees incurred by City of San Bruno. The remaining \$635 is for payroll fees.

Line 17 Investment Consultant – There were no Investment Consultant costs.

Line 18 Other Consultants - Actual costs (\$146,615) include \$104,699 by the City for: formation and start-up work by Silicon Valley Community Foundation (\$7,732); Executive Director recruiting by the 360 Group (\$86,067); and Executive Director compensation consulting by Cotter & Associates (\$10,900). The remaining \$41,916 is for Listening Campaign consultant (\$33,940), Accounting consultant (\$7,360), and Peninsula Conflict Resolution Center (\$616).

Line 19 Travel, Meetings & Conferences – Actual costs (\$2,308) were incurred by the City for clerical support taking minutes at Board meetings (\$969) and meeting refreshments and meals (\$279); and directly by SBCF for Town Hall and Focus Group meetings (\$674), San Bruno Cable TV audio recording of June 29 Board meeting (\$338), and Accounting consultant travel (\$48).

Line 21 Miscellaneous – Actual cost (\$210) includes Chamber of Commerce membership dues (\$125), Accounting consultant fingerprint fees (\$60); and California DOJ registration fee (\$25).

SUMMARY

During this initial fiscal year, SBCF was operational for only the final five months. The focus was to establish policies, procedures, financial control systems, a physical office, and launch the community listening campaign. 52% of expenses (\$164,381 out of \$313,811) shown in the June budget report were incurred by and reimbursed to the City of San Bruno.

The balance of funding, currently held in trust by the City, should be transferred during the next fiscal year, coinciding with the launching of SBCF's program expenditures.

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June 2015 2014-2015 Budget Report

	(a) Actual Year to Date	(b) Budget	(c) Actual as % of Budget (a/b)	(d) Budget Variance (a - b)
INCOME				
1 Restitution Funds	\$ 491,031	\$ 70,088,703	0.7%	\$ (69,597,672)
2 Interest & Investment Income	18	4,906,209	0.0%	(4,906,191)
3 Total Income	491,049	74,994,912	0.7%	(74,503,863)
EXPENSES				
4 Salaries & Wages	72,917	195,000	37.4%	(122,083)
5 Payroll Taxes & Benefits	15,341	44,850	34.2%	(29,509)
6 Subtotal Personnel	88,258	239,850	36.8%	(151,592)
7 Grants & Assistance	-	3,504,435		(3,504,435)
8 Occupancy	2,728	26,000	10.5%	(23,272)
9 Insurance	24,016	19,950	120.4%	4,066
10 Telecommunications	1,703	3,000	56.8%	(1,297)
11 Postage & Shipping	1,391	11,000	12.6%	(9,609)
12 Printing & Copying	4,204	35,000	12.0%	(30,796)
13 Office Supplies	903	1,000	90.3%	(97)
14 Office Equipment & Furniture	3,614	15,000	24.1%	(11,386)
15 Legal Fees	34,626	150,000	23.1%	(115,374)
16 Auditor & Payroll Fees	3,235	6,107	53.0%	(2,872)
17 Investment Consultant	-	140,000		(140,000)
18 Other Consultants	146,615	170,000	86.2%	(23,385)
19 Travel, Meetings & Conferences	2,308	8,000	28.9%	(5,692)
20 Board Development	-	7,500		(7,500)
21 Miscellaneous	210	-		210
22 Subtotal Non-Personnel	225,553	4,096,992	5.5%	(3,871,439)
23 Total Expenses	313,811	4,336,842	7.2%	(4,023,031)
24 Net Surplus	\$ 177,238	\$ 70,658,070	0.3%	\$ (70,480,832)

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Statement of Financial Position as of June 30, 2015

ASSETS

Cash, Wells Fargo General	\$ 44,746.11	
Cash, Wells Fargo Payroll	8,284.31	
Cash, Wells Fargo Savings	125,014.13	
Total Cash		178,044.55
Accounts Receivable	90.00	
Prepaid Expenses	7,373.81	
Total Other Current Assets		7,463.81
Deposits	1,520.45	
Total Other Assets		1,520.45
TOTAL ASSETS		<u>\$ 187,028.81</u>

LIABILITIES & NET ASSETS

LIABILITIES

Accounts Payable	62.96	
Accrued Expenses	4,120.82	
Accrued Employee PTO	5,607.25	
Total Liabilities		9,791.03

NET ASSETS

Year to Date Net Income	177,237.78	
Total Net Assets		177,237.78
TOTAL LIABILITIES & NET ASSETS		<u>\$ 187,028.81</u>

SAN BRUNO

Community Foundation

Memorandum

DATE: July 27, 2015

TO: Board of Directors, San Bruno Community Foundation

FROM: Leslie Hatamiya, Executive Director

SUBJECT: Presentation on Capital Project Cost Modeling by Pamela Anderson-Brulé of Anderson Brulé Architects

In the report summarizing the findings of our Community Listening Campaign, many of the suggested uses of the restitution funds involve capital projects – for example, an upgraded and expanded library, a new recreation center, an indoor pool for year-round use, new and enhanced sports fields, upgraded playground equipment and park facilities, installation of lighting on playing fields and in parks, and a new fire house.

As a result, at the June Board meeting, I reported that I had begun seeking proposals from several area construction management firms and architectural firms to provide the Foundation with a cost-modeling tool that would help us to understand the costs involved in such capital projects, to be completed prior to and presented at our July Board meeting. After receiving three proposals, I retained Anderson Brulé Architects, Inc. (ABA) to provide this service to the Foundation. Founded in 1984, ABA is a San Jose-based architectural firm that has extensive experience with municipal and community-based capital projects, including design of the Redwood Shores Library and the Martin Luther King Jr. Library in San Jose. The project cost for services is \$15,000, with a \$550 reimbursable allowance for out-of-pocket costs.

ABA was charged with creating a cost-modeling tool for seven sample projects to establish a framework for understanding costs involved in the sample projects. Given the brief three-week timeframe for developing the tool, we did not request a detailed cost estimate or a facilities master plan. Rather, we asked for a conceptual level of cost modeling based on current metrics in cost per square foot based on current trends in public facilities, service population demands typically used for facilities of a similar nature in other cities, and best estimates with known information for future facility sizes.

We identified seven sample projects for the cost-modeling tool. We selected these projects not because the Foundation has made any decision to fund them, but because they are representative of the types of projects identified in the Community Listening Campaign Report. The sample projects are:

- Replacement Library
- Replacement Recreation Center

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- Replacement Pool for Year-Round Use
- Replacement Fire House #51
- Renovated City Park (renovated playing fields and stands, improved lighting throughout the park, ADA compliance for park and play structures)
- Renovated Commodore Park (renovated baseball field, new playground, new dog park, ADA compliance for park and play structures, lighting)
- Renovated Crestmoor High School Playing Fields (renovated turf or grass fields, new lighting, new concession stands and restrooms)

With significant assistance from City staff, we provided ABA with architectural drawings, facilities plans, and other existing documentation and materials related to the identified sample projects. A week into the project, we met in person with ABA staff to review key questions involving the scope of the sample projects, identify additional information still needed, and provide feedback on the format of the cost-modeling tool. I also gave the ABA staff a tour of San Bruno City Park, the pool, and the Recreation Center. In the third week of the project, we met with the ABA team via conference call to preview a preliminary draft of the cost-modeling tool, become familiar with how it works and the assumptions on which it was based, and provide feedback. Because nearly all of the sample projects involve City property and facilities, City staff, including City Manager Connie Jackson and City Attorney Marc Zafferano, have been involved in the conversation about the cost-modeling project from the start, as has been President Nancy Kraus.

At the July 29 Board meeting, ABA Founder and President Pamela Anderson-Brulé, accompanied by Director of Strategic Planning David O'Brien, will present the project to the Board. They will explain how the cost-modeling tool works (including outlining the assumptions built into the model, the categories of costs involved in such capital projects, the use of benchmarks, and the role of escalation), provide cost ranges for each of the sample projects, and explain how the Foundation can use the cost-modeling tool to evaluate capital projects.

Please note: If the Foundation were to decide to fund any of the sample projects, much more extensive planning would be required to determine project scope, size, and cost. The cost-modeling tool is, quite simply, just that: a high-level tool for the Foundation to use at this early stage in the planning process to evaluate certain capital projects and to provide useful background information as the Board begins to deliberate both program and investment strategy.

I would like to thank City Manager Jackson and City Attorney Marc Zafferano for their valuable insights and assistance on this project, the City staff members who helped assemble the extensive designs and planning materials we provided to ABA, and President Kraus for the considerable time and attention she has given to this project.

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DATE: July 27, 2015

TO: Board of Directors, San Bruno Community Foundation

FROM: Leslie Hatamiya, Executive Director

SUBJECT: Next Steps: Possible Program Strategies, Stakeholder Outreach, and Data Collection

At the June 29 Board meeting, the Foundation received the report from our Community Listening Campaign, and I outlined several next steps in our strategic planning process. They included partnering with a design or construction firm to develop a cost-modeling tool for capital projects, meeting with representatives of the City Council, sharing the report with other community stakeholders, researching endowment scenarios, and obtaining other useful data about the San Bruno community.

In the month since that meeting, I have made progress on all fronts. At the July 29 Board meeting, I will provide an update on these activities as well as outline a framework and timeline for the development of the Foundation's program and investment strategies:

- Review of Community Listening Campaign Report

At the June 29 Board meeting, members of both the Board and the public expressed an interest in receiving a breakdown of responses by demographic group.

It is important to remember that the Community Listening Campaign was designed as a community engagement exercise and not as a scientific survey or poll. The town halls and focus groups were purposely conducted as conversations that engaged community members and allowed them to share and listen to others' ideas. Support for particular ideas was noted but not tabulated by a formal vote, and specific support was not tied to a specific individual with specific demographic characteristics. We did ask participants to complete demographic forms, which were optional, to ensure that the overall pool of community members participating in the Community Listening Campaign roughly reflected the diversity of the San Bruno community. This data was included in the PDC Report.

However, even doing a breakdown of the survey responses, where demographic characteristics could be linked to specific responses, would not necessarily provide an accurate reflection of a particular demographic group's support for an idea because the questions asked were open-ended. Participants were not asked to rank or vote for a set

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list of ideas; rather, they were asked in broad terms to describe San Bruno's needs and suggest programs or projects using the restitution funds to address those needs. It was structured this way because we did not want to limit the possible responses participants might give. The fact that a particular respondent did not mention support for a new library did not necessarily mean she would not support a library if asked specifically about one, and if she had thought of a library as a possible option, she might have been quite enthusiastic about it. In fact, one of the strengths of the format of the town halls and the focus groups (and what led to a richness of responses we received during those gatherings) is that it allowed participants to exchange ideas and react and build upon ideas that they might not have thought of by themselves.

Moreover, as was explained at the June Board meeting, there was overwhelming agreement on the dominant themes outlined in the report across demographic groups. For example, the ideas proposed in the Latino focus group remarkably mirrored the ideas proposed in the teen/young adult focus group and those proposed in the long-time residents focus group. Similarly, the dominant themes were echoed across demographic groups in the town hall discussions and the surveys.

Consequently, with guidance from the PDC team, we have decided that additional analysis, which would have been outside our original agreement with PDC and would require additional fees, is not advisable at this time and, in fact, given the non-scientific nature of the Listening Campaign, could provide misleading information about a particular demographic group's preference for specific proposals.

- Program Strategy Framework

I will offer a "three-bucket" framework for organizing the Foundation's programs: (1) Foundation-run programs, (2) responsive grantmaking, and (3) strategic grantmaking. This framework provides a vision for the different types of program work the Foundation may choose to undertake and, I am hoping, will evolve into the grant policy that the Board will submit to the City Council for approval. I have attached an article from the Council on Foundations that explains different models of grantmaking and is instructive for understanding Buckets 2 and 3.

As part of this framework, I will propose that the Foundation identify a small number of projects that could be accomplished in the short term (e.g., over the next 18 months or by the end of 2016), while taking the time necessary to research and deliberate over the more complex and more costly projects, including many of the capital projects.

- Stakeholder Outreach

The Ad Hoc Committee on Community Engagement, which consists of President Nancy Kraus, Secretary Emily Roberts, and Board Member Frank Hedley, met with two

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representatives of the San Bruno City Council, Mayor Jim Ruane and Councilmember Irene O'Connell, to discuss the Community Listening Campaign Report and share ideas for next steps. City Manager Connie Jackson, City Attorney Marc Zafferano, and I also participated in the meeting.

In addition, I have separately met with San Bruno Park School District Superintendent Cheryl Olson and a Google representative to share the Report and begin discussions on possible areas for collaboration. President Nancy Kraus and I have also scheduled a meeting with San Mateo County Supervisor Dave Pine and a joint meeting with State Senator Jerry Hill and Assemblymember Kevin Mullin. We are working on setting up a meeting with Congresswoman Jackie Speier.

- Endowment Scenarios

I have moved the presentation by Mark Hayes, Ph.D., on endowment scenarios to our August Board meeting. Dr. Hayes is currently on the East Coast and would not have been able to participate in the July 29 meeting in person. More important, I am in the process of researching and understanding the options for financing the larger capital projects the community has suggested, and this information will be critical for understanding the Board's options for designating some of the restitution funds as quasi-endowment. At the August meeting, Dr. Hayes will be able to present in person, and he will be able to incorporate any information we have learned about capital financing into his endowment scenario model.

- Data Collection

As mentioned at the June meeting, I am working to compile additional data on the San Bruno community that would be helpful in identifying additional community needs as the Board deliberates its program strategy. The data collection is an ongoing project, and for the July 29 meeting I will share with the Board 2010 Census data and 2014 American Community Estimates (which are also compiled by the U.S. Census Bureau) for San Bruno and various well-being indicators received from San Mateo County. I will also share the ten components of a healthy, equitable community as identified by the County. At the meeting, I will give an overview of the data and engage the Board in a discussion of how it might inform its program priorities and strategy.

- Timeline

At the Board meeting, I will present a tentative timeline for the next six months for the development of the Foundation's program and investment strategies.

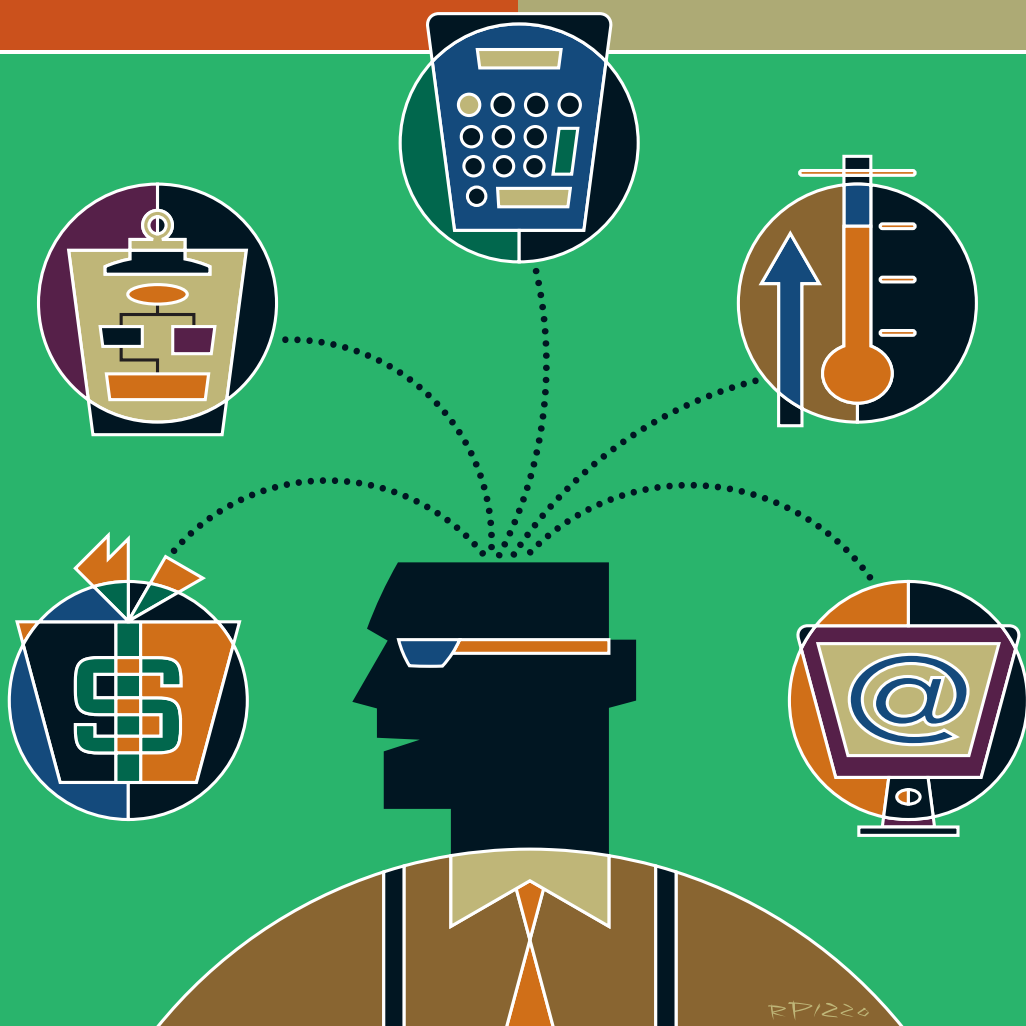
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Attachments:

1. Council on Foundations, "What You Need to Know: Comparing Grantmaking Strategies," July 2008
2. San Mateo County, "Ten Components of Healthy, Equitable Communities in San Mateo County"
3. 2010 Census Data for San Bruno, CA
4. 2009-2013 American Community Survey Five-Year Estimates for San Bruno, CA
5. Well-Being Indicators for San Bruno, CA, from the 2011-2012 California Health Interview Survey



WHAT YOU NEED TO KNOW

Comparing Grantmaking Strategies

July 2008



COUNCIL *on* FOUNDATIONS



Comparing Grantmaking Strategies

Most community foundations operate a competitive grantmaking program that is responsive to their community—meaning foundations make grants in response to requests received from those seeking grants. At times, however, you may ask: Is this approach the most effective use of our philanthropic dollars?

Some community foundations believe the answer is no. They spend time debating where and how their grant dollars can make the most difference, and if you asked 10 different community foundations this question, you would get 10 different answers on which approach works best.

There are many different strategies when it comes to grantmaking, and it's difficult to know which one will be the most effective.

It helps to think of grantmaking strategies along a continuum and to choose different approaches at different times, depending on the results you want to achieve. This resource will present some of the most common grantmaking strategies—what they are, how they are used, and what questions you and your colleagues want answered.

Grantmaking Strategies

When it comes to grantmaking strategies, there are five common models. A number of community foundations employ these strategies—some simultaneously—to achieve multiple goals. The models listed below are not mutually exclusive but offer grantmakers a continuum of choices:

MODEL 1

Responsive grantmaking involves providing grants to accommodate requests from nonprofits for programs that fall within a community foundation's mission and guidelines; responsive grantmaking means reacting to the needs of

the local community. A responsive foundation is primarily concerned with today's needs and the different ways it can support and meet those needs. The foundation waits for proposals and is less likely to initiate new programs, instead preferring to be completely receptive to nonprofits that contact the foundation.

Example: Many community foundations offer nonprofit organizations an opportunity to submit a funding request through a community-wide process. Applications may cover a broad spectrum of issues and are reviewed on a competitive basis.

MODEL 2

Strategic grantmaking is a broad umbrella term for a foundation that directs grants to address specific community needs with a defined impact in mind. A strategic foundation isn't limited to one grantmaking model. In fact, it may engage in many approaches—proactive, initiative, collaborative, and even responsive grantmaking can be considered strategic—as long as these approaches work toward creating a planned result. The community foundation's board shapes the grantmaking program around the change or benefit the board hopes to accomplish, rather than make grants randomly.

Example: A community foundation takes a look at the most pressing needs in its community and discusses how its grantmaking can bring about positive change. The board and staff plan and establish goals for the foundation's funding programs, the types of grants they will make, and the outcomes they seek.

MODEL 3

Proactive grantmaking involves identifying organizations or programs that target specific issues that foundations are interested in and want to fund over a three-to-five-year time period. To solicit organizations, foundations will either issue a request for proposal (RFP) or contact the organization directly. Grantmakers who follow this model are usually interested in systems change, policy, and/or policy development work.

Example: A community foundation learns that adult literacy rates in its region have fallen below the national average. It targets three organizations in the community that work in this area and awards them grants with specific outcomes in mind.

MODEL 4

Initiative grantmaking involves launching a specific grantmaking or community leadership effort—a call for foundations to assume a leadership role with a focus on new ideas or what “could be.” Initiative grantmaking goes one step beyond proactive grantmaking. This approach may involve convening or collaborating with additional funders, community partners, and/or key stakeholders—investing significant money and time, including staff and volunteer resources, to address a specific issue. The emphasis is usually on problem solving and establishing achievable outcomes to demonstrate a clear return on investment for donors and the community.

Example: A community foundation wants to decrease the homeless rates in its region. It brings together organizations working in this area—experts on homelessness—and other funders to discuss the need and possible ways to help. Based on a productive meeting, the foundation initiates a collaborative funding effort with specific outcomes.

MODEL 5

Collaborative grantmaking involves working with other funders on specific areas of interest that all agree to mutually support. This method may involve either making grants from a fund established at the community foundation to which a variety of funders contribute or bringing together a group of funders on a project or issue. It could also involve other funders supplementing the awards made by the community foundation.

Example: A group of funders finds it has a similar interest in combating HIV/AIDS. The funders draft an RFP and then jointly review the grant proposals, make recommendations, and fund those organizations that they agree on.

The grantmaking models listed here are just that—models. Some community foundations choose a middle ground, while others take a variety of approaches for different circumstances. As you consider what your foundation is doing today and what it hopes to do in the future, remember this: There is not a right or wrong answer.

Frequently Asked Questions

How do we solve how to focus our grantmaking?

There are a number of methods that can be used to determine the needs in a community and how to prioritize among them. This involves scanning the community to gain a greater understanding of the community’s needs, opportunities, and resources. Below are some of the most common methods:

Community needs assessment is a strategic scan of the community to identify the gaps in services and resources, and prioritize those needs. This approach may involve conducting site visits, meetings, surveys, and research. Some community foundations hire outside surveyors to do the needs assessment, as it can require a lot of staff time and resources. Others rely on community assessments that have been conducted by other organizations.

ON FOCUSING GRANTS

“We are preparing to do a community needs assessment based on focus groups and interviews with community leaders. The needs uncovered will in part determine how a percentage of our grants will be directed.”

— Denise K. Spencer, President and CEO,
Community Foundation of the Lowcountry

- **Community report card** identifies specific indicators of community need, tracks changes in those indicators over time, and highlights trends that are positive as well as areas of concern. See *A Summary of The Boston's Indicator Report 2004–2006* [pdf] and the *2006 Jackson Community Report Card* [pdf].
- **Focus groups and listening sessions** occur when a community foundation invites a group of people to a session to glean information and get their perceptions about a specific issue. Rather than define one area of discussion, foundations can also hold listening sessions for community members to speak openly. Focus groups and listening sessions can be held separately or as part of a larger needs-assessment process.
- **Commission research** by working with local college or university research departments or by hiring outside experts to conduct research on a specific community need or opportunity.
- **Attend meetings** and look to existing collaborative organizations, advisory committees, or working groups to learn about different views on community needs. A lot of information can be learned just by being involved with your community—whether in a professional capacity or a personal capacity.

- **Read the newspaper** to learn about recurring issues. Survey the local papers and identify potential roles in which a community foundation might help. This is a simple and cost-effective way to continually scan the community.
- **Talk with other funders** and ask your colleagues about the gaps they see in funding and if there are potential areas where you might work together.

Idea: Once you determine the foundation's major areas of focus, prioritize them to decide what percentage of your total grantmaking dollars will be allotted to each area.

What selection criteria should we consider for long-term proactive grants?

The selection criteria will vary depending on a community foundation's mission and goals, as well as the specific proactive initiative. However, for long-term proactive grants, some community foundations look for organizations or programs that:

- are not already being addressed or addressed satisfactorily
- are appropriate in scale and scope, and can be accomplished in a realistic, finite time frame
- can make a huge difference
- will result in a visible and measurable impact

ON INITIATIVE GRANTMAKING

“We try our best to bring the ‘experts’ together to promote statewide collaborative community initiatives. We do this by hosting multiple conferences and workshops across the state. These public forums usually revolve around a topic that has already been identified through a community assessment or by local nonprofits.”

— Samin Dadelahi, Senior Program Officer,
Wyoming Community Foundation

What should we think about when deciding to become more proactive?

Realizing that it's a long-term commitment. Before engaging in proactive or initiative grantmaking, be sure you have:

- the organizational capacity to see it through
- the commitment of your board and staff
- the know-how to measure success

As any proactive grantmaker will tell you—if you want to see results, you must be willing to stick with your strategy for a minimum of three to five years.

There's something else to consider when choosing to become proactive—cost. Ask yourself the following questions:

- How much of our unrestricted dollars will go toward proactive grantmaking?
- Are we prepared to go three to five years on the same project?
- What kind of costs will we incur to train the community foundation staff?"
- Finally, consider how proactive grantmaking affects the nonprofit community. If your foundation has been practicing responsive grantmaking for years, will a shift to proactive grantmaking leave any other organizations you fund in the lurch? And if you *do* fund a grantee long term, what is your exit strategy for gradually removing them from the grant later?

When should our foundation take on a leadership initiative?

Before stepping into a leadership role, be clear on what it will mean for your foundation. Take the time to:

- determine whether the work is consistent with your mission
- research the issue at hand
- assess what kinds of roles the community foundation might play

- determine the level of commitment from board and staff
- determine if there is another organization already doing similar work
- explore potential partnerships
- determine the risks of doing the work vs. not doing the work
- determine how much it will cost
- consider how doing the work will affect the community foundation's image

How do we decide when to take risks in grantmaking?

The best advice: Look before you leap; but don't limit yourself. First, determine what risk means to your foundation. It could be considered risky if:

- funds are not used as intended
- the impact you expect will not be achieved
- the activity causes more harm than good
- the grant or program brings negative PR

To make your decision (or help board members make theirs), weigh the risks against the potential benefits. Ask yourself: What would happen if we *didn't* fund this organization/program? Is it more risky to invest in this project or *not* to invest in the project?

Before awarding a grant to a new or unproven program, you might consider the following:

- Has the applicant identified a target population?
- Is the need legitimate?
- Are there other organizations in the community carrying out the same or a similar project?
- Is there research that shows the proposed project has been successful in other places?
- Are there adequate and trained personnel to carry out the project?

- Does the organization demonstrate the ability to raise enough money to complete and sustain the project?
- Does the organization have the capacity to undertake the project?
- Does the community foundation feel confident in the organization?
- Keep in mind that risky grants may require more mentoring and monitoring from community foundation staff. Be prepared to make changes along the way. Also, make sure you have an exit strategy—it's your way out if things go bad.

Idea: Ask your board members to estimate the percentage of discretionary funds they would be willing to apply to risky grants. You may be surprised by their response.

ON TAKING RISKS

"We always tell our grants committee: We need to make some high-risk grants all of the time, or we aren't doing our job—especially if the potential impact is great or if there isn't much work being done in that area. Because they are high risk and could have a higher failure rate, we don't want to overcommit to these projects either. If the grantee asks for high dollars and the risk is high, we might suggest the grantee bite off a smaller chunk so that we can get to know them and they can build capacity in a little safer way."

— Ann Van Tassel, Vice President, Finance,
Community Foundation Muskegon County

How can we involve donors in grantmaking?

There are many ways to involve both current and potential donors in grantmaking, no matter the approach. Below are some ideas:

- Brief donors on areas of community need, both in person and in printed materials (newsletters, bulletins, fund statements, and your website).
- Invite donors to serve on foundation advisory committees or a special grantmaking project.
- Invite donors to foundation and/or community meetings, site visits, and grantee presentations.
- Give donors the opportunity to learn about and become involved in community issues.
- Know your donors—determine and track their interests over time so that you can bring a specific opportunity to a donor who may be interested.

Ask Yourself:

- What decisions have we already made in our grantmaking approach?
- What is the rationale for those decisions?
- What new choices should we consider?
- How often should the board revisit the foundation's grantmaking approaches to determine whether they continue to serve the organization's mission and goals?
- How are we going to determine the opportunities for the greatest grantmaking impact?
- What expectations and outcomes will we attach to our funding?
- Do our grantmaking outcomes meet our goals as a foundation?
- How can we determine the impact of our grantmaking strategies?

Resources

"Community Catalyst: How Community Foundations Are Acting as Agents for Local Change." This paper [pdf] presents the experiences, successes, failures, and lessons from the work of several community foundations. The James Irvine Foundation, January 2003.

Eyes Wide Open: Deciding When to Launch a Community Initiative. This guide gives community foundations helpful information on what due diligence should come before launching a community initiative. The third in a series, the paper comes from the experience and evaluation of the James Irvine Foundation's Community Foundations Initiative. The James Irvine Foundation, July 2003.

"Making a Difference: A community impact series." This free online series offer workbook exercises and resources to increase the impact of community leadership and grantmaking. The six sessions include tools on assessing community needs and opportunities, creating and executing strategies, and communicating the results of your work. Center for Community Foundation Excellence, Council on Foundations.

Scanning the Landscape: Finding Out What's Going On In Your Field. Download the guide to learn how to get started with a scan, explore benefits and methods of using a scan, understand how to ensure diverse input into the scan, and discover ways a scan can contribute to the field and inform people of your objectives. Grantcraft.

For further information email
community@cof.org or call 703-879-0600.



COUNCIL *on* FOUNDATIONS

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Ten Key Components of Healthy, Equitable Communities in San Mateo County

- **Sense of Community Where Everyone Feels Like They Belong and Are Safe**
Examples include safe and socially cohesive neighborhoods, opportunities for the community to connect, local leadership is representative of community demographics and empowered residents are involved in decision-making and social and civic engagement.
- **Thriving and Inclusive Economy**
Examples include diverse local small businesses, economic opportunities with family supportive wages/benefits, fair labor practices, job skills trainings, and community support of new and current businesses.
- **High-Quality Education System**
Examples include strong programs from K-12 to college level and trade schools, universal childhood and enrichment programs, affordable afterschool programs and childcare, and opportunities for youth career and skill development and adult education.
- **Healthy, Stable and Affordable Housing**
Examples include socially integrated housing that is stable and affordable, near transit, appropriate for all income and generational levels, has healthy indoor air quality and is free of pests, mold and similar negative conditions and energy efficiency.
- **Complete Neighborhoods and Communities**
Examples include “people-centered” design with residential, businesses, services, schools, jobs, recreation and transit in close proximity, high quality infrastructure and street design with good lighting and landscaping to support mixed uses, transit and walkability.
- **Active Transportation Options**
Examples include affordable and accessible transportation options for all ages, such as walking, biking, and public transit; innovative, easy to use, fast, well connected, and efficient transit located near jobs, housing, and retail and quality bike and pedestrian infrastructure.
- **Safe and Diverse Public Places, Parks, and Open Space**
Examples include public places (plazas, mini-parks, etc.) in convenient locations across neighborhoods for people to be active, relax, socialize and host community events, with age and culturally appropriate programs and amenities such as benches and community gardens.
- **Healthy Food Access**
Examples include affordable, fresh, local and culturally appropriate foods at grocery stores and farmers markets, space and resources to grow food in schools and neighborhoods and accessible clean drinking water.
- **Clean Environment**
Examples include clean air, soil and water with high performing green spaces and efficient natural systems, healthy trees, and affordable, sustainable energy and water systems.
- **Public Services and Infrastructure for People of all Incomes, Ages, Races, and Immigration Status**
Examples include affordable healthcare and childcare, “age in place,” culturally supportive services and infrastructure for seniors to stay independent, and accessible services like libraries, recreation facilities and medical centers.


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City of San Bruno

San Mateo County

Decennial Census data

[1920-1940](#) | [1950-1960](#) | [1970-1990](#) | [2000-2010](#)
[here](#)
[More Census Bureau data](#)

	Census 2000		Census 2010		2006-2010 ACS*
TOTAL POPULATION	40,165	100.0%	41,114	100.0%	40,231 100.0%
In households	39,944	99.4%	40,716	99.0%	
In group quarters	221	0.6%	398	1.0%	
RACE					
White	23,156	57.7%	20,350	49.5%	
Black or African American	807	2.0%	942	2.3%	
American Indian and Alaska Native	189	0.5%	246	0.6%	
Asian	7,506	18.7%	10,423	25.4%	
Native Hawaiian and Other Pacific Islander	1,156	2.9%	1,377	3.3%	
Some other race	4,346	10.8%	5,075	12.3%	
Two or more races	3,005	7.5%	2,701	6.6%	
HISPANIC OR LATINO AND RACE					
Hispanic or Latino (of any race)	9,686	24.1%	12,016	29.2%	
Not Hispanic or Latino	30,479	75.9%	29,098	70.8%	
White	18,822	46.9%	14,781	36.0%	
Black or African American	753	1.9%	841	2.0%	
American Indian and Alaska Native	103	0.3%	89	0.2%	

Asian	7,393	18.4%	10,228	24.9%
Native Hawaiian and Other Pacific Islander	1,118	2.8%	1,342	3.3%
Some other race	211	0.5%	260	0.6%
Two or more races	2,079	5.2%	1,557	3.8%

SEX

Male	19,822	49.4%	20,256	49.3%
Female	20,343	50.6%	20,858	50.7%

AGE

Under 5 years	2,440	6.1%	2,478	6.0%
5 to 17 years	6,789	16.9%	6,154	15.0%
18 to 64 years	26,424	65.8%	27,268	66.3%
65 years and over	4,512	11.2%	5,214	12.7%
Median age	36.3	X	38.8	X

HOUSEHOLDS

Total households	14,677	100.0%	14,701	100.0%
Family households	9,917	67.6%	10,044	68.3%
Families with children under 18	4,607	31.4%	4,288	29.2%
Average household size	2.72	X	2.77	X
Average family size	3.29	X	3.31	X

HOUSING OCCUPANCY

Total housing units	14,980	100.0%	15,356	100.0%	15,655	100.0%
Occupied housing units	14,677	98.0%	14,701	95.7%	14,909	95.2%
Owner-occupied housing units	9,252	63.0%	8,938	60.8%	8,960	60.1%
Renter-occupied housing units	5,425	37.0%	5,763	39.2%	5,949	39.9%
Vacant housing units	303	2.0%	655	4.3%	746	4.8%
1 unit, detached housing	9,040	60.5%			9,168	58.6%
Median value owner occupied unit (dollars)	385,100	X			648,400	X
Median gross rent (dollars)	1,162	X			1,455	X

PLACE OF BIRTH BY

CITIZENSHIP STATUS

Native	27,143	67.6%	25,159	62.5%
Foreign born	13,021	32.4%	15,072	37.5%
Naturalized citizen	6,791	16.9%	9,430	23.4%
Not a citizen	6,230	15.5%	5,642	14.0%

INCOME AND POVERTY IN 1999

Median household income (dollars)	62,081	X	75,576	X
Median family income (dollars)	70,251	X	82,107	X
Per capita income (dollars)	26,360	X	33,496	X
Individuals in poverty	1,774	4.4%	2,894	7.2%

EDUCATIONAL ATTAINMENT

Population 25 and over	27,680	100.0%	28,280	100.0%
High school graduate	6,121	22.1%		23.9%
Bachelor's degree	5,096	18.4%		25.7%
Graduate or professional degree	2,143	7.7%		8.1%

COMMUTING TO WORK

Mean travel time to work (minutes)	26.2	X	23.4	X
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MEANS OF TRANSPORTATION TO WORK FOR WORKERS 16 YEARS AND OVER

Total	20,958	100.0%	20,859	100.0%
Car, truck, or van:	18,100	86.4%	17,717	84.9%
Drove alone	15,084	72.0%	14,847	71.2%
Carpooled	3,016	14.4%	2,870	13.8%
Public transportation (Census 2000 includes taxicabs, ACS excludes them)	1,656	7.9%	1,716	8.2%
Bus or trolley bus	673	3.2%	617	3.0%
Streetcar or trolley car	29	0.1%	9	0.0%

Subway or elevated	496	2.4%	1,000	4.8%
Railroad	451	2.2%	90	0.4%
Ferryboat	0	0.0%	0	0.0%
Taxicab	7	0.0%	0	0.0%
Motorcycle	60	0.3%	31	0.1%
Bicycle	112	0.5%	74	0.4%
Walked	457	2.2%	574	2.8%
Other means	63	0.3%	125	0.6%
Worked at home	510	2.4%	622	3.0%

LABOR AND EMPLOYMENT BY OCCUPATION

Employed civilian population 16 years and over	21,364	100.0%	21,761	100.0%
Management, professional and related	6,887	32.2%	7,284	33.5%
Service	3,373	15.8%	3,909	18.0%
Sales and office	6,902	32.3%	6,321	29.0%
Farming, fishing & forestry	27	0.1%	Included in following category	
Construction, extraction, and maintenance	2,002	9.4%	1,972	9.1%
Production, transportation, and material moving	2,173	10.2%	2,275	10.5%

CLASS OF WORKER

Self-employed workers	1,341	6.3%	1,456	6.7%
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Source: Census 2000 SF1, SF3, DP1-DP4, CTPP, Census 2010 DP-1, American Community Survey 2006-2010

* Go to tables in [American Factfinder](#) to view information on methodology and margins of error

Decennial Census data

[1920-1940](#) | [1950-1960](#) | [1970-1990](#) | [2000-2010](#)

[Areas within cities](#) ?

Bay Area Census 2000 tracts (.xls)

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DP05

ACS DEMOGRAPHIC AND HOUSING ESTIMATES

2009-2013 American Community Survey 5-Year Estimates

Supporting documentation on code lists, subject definitions, data accuracy, and statistical testing can be found on the American Community Survey website in the Data and Documentation section.

Sample size and data quality measures (including coverage rates, allocation rates, and response rates) can be found on the American Community Survey website in the Methodology section.

Although the American Community Survey (ACS) produces population, demographic and housing unit estimates, it is the Census Bureau's Population Estimates Program that produces and disseminates the official estimates of the population for the nation, states, counties, cities and towns and estimates of housing units for states and counties.

Subject	San Bruno city, California			
	Estimate	Margin of Error	Percent	Percent Margin of Error
SEX AND AGE				
Total population	41,581	+/-45	41,581	(X)
Male	20,328	+/-562	48.9%	+/-1.4
Female	21,253	+/-569	51.1%	+/-1.4
Under 5 years	2,584	+/-386	6.2%	+/-0.9
5 to 9 years	2,341	+/-366	5.6%	+/-0.9
10 to 14 years	2,255	+/-404	5.4%	+/-1.0
15 to 19 years	2,208	+/-324	5.3%	+/-0.8
20 to 24 years	2,497	+/-302	6.0%	+/-0.7
25 to 34 years	6,769	+/-657	16.3%	+/-1.6
35 to 44 years	5,766	+/-386	13.9%	+/-0.9
45 to 54 years	6,880	+/-599	16.5%	+/-1.4
55 to 59 years	2,517	+/-323	6.1%	+/-0.8
60 to 64 years	2,437	+/-347	5.9%	+/-0.8
65 to 74 years	2,777	+/-304	6.7%	+/-0.7
75 to 84 years	1,798	+/-301	4.3%	+/-0.7
85 years and over	752	+/-207	1.8%	+/-0.5
Median age (years)	38.5	+/-1.2	(X)	(X)
18 years and over	33,017	+/-432	79.4%	+/-1.0
21 years and over	31,694	+/-495	76.2%	+/-1.2
62 years and over	6,657	+/-539	16.0%	+/-1.3
65 years and over	5,327	+/-455	12.8%	+/-1.1
18 years and over	33,017	+/-432	33,017	(X)
Male	15,890	+/-476	48.1%	+/-1.3
Female	17,127	+/-463	51.9%	+/-1.3
65 years and over	5,327	+/-455	5,327	(X)
Male	2,162	+/-295	40.6%	+/-3.5
Female	3,165	+/-283	59.4%	+/-3.5
RACE				
Total population	41,581	+/-45	41,581	(X)

Subject	San Bruno city, California			
	Estimate	Margin of Error	Percent	Percent Margin of Error
One race	38,790	+/-659	93.3%	+/-1.6
Two or more races	2,791	+/-656	6.7%	+/-1.6
One race	38,790	+/-659	93.3%	+/-1.6
White	21,332	+/-1,126	51.3%	+/-2.7
Black or African American	1,523	+/-648	3.7%	+/-1.6
American Indian and Alaska Native	188	+/-104	0.5%	+/-0.3
Cherokee tribal grouping	9	+/-16	0.0%	+/-0.1
Chippewa tribal grouping	0	+/-26	0.0%	+/-0.1
Navajo tribal grouping	0	+/-26	0.0%	+/-0.1
Sioux tribal grouping	0	+/-26	0.0%	+/-0.1
Asian	10,232	+/-904	24.6%	+/-2.2
Asian Indian	840	+/-384	2.0%	+/-0.9
Chinese	3,573	+/-502	8.6%	+/-1.2
Filipino	4,081	+/-800	9.8%	+/-1.9
Japanese	440	+/-151	1.1%	+/-0.4
Korean	423	+/-258	1.0%	+/-0.6
Vietnamese	306	+/-260	0.7%	+/-0.6
Other Asian	569	+/-263	1.4%	+/-0.6
Native Hawaiian and Other Pacific Islander	1,734	+/-783	4.2%	+/-1.9
Native Hawaiian	96	+/-73	0.2%	+/-0.2
Guamanian or Chamorro	15	+/-24	0.0%	+/-0.1
Samoa	734	+/-648	1.8%	+/-1.6
Other Pacific Islander	889	+/-417	2.1%	+/-1.0
Some other race	3,781	+/-740	9.1%	+/-1.8
Two or more races	2,791	+/-656	6.7%	+/-1.6
White and Black or African American	149	+/-108	0.4%	+/-0.3
White and American Indian and Alaska Native	795	+/-493	1.9%	+/-1.2
White and Asian	703	+/-181	1.7%	+/-0.4
Black or African American and American Indian and Alaska Native	51	+/-69	0.1%	+/-0.2
Race alone or in combination with one or more other races				
Total population	41,581	+/-45	41,581	(X)
White	23,788	+/-1,071	57.2%	+/-2.6
Black or African American	2,021	+/-694	4.9%	+/-1.7
American Indian and Alaska Native	1,363	+/-617	3.3%	+/-1.5
Asian	11,249	+/-911	27.1%	+/-2.2
Native Hawaiian and Other Pacific Islander	2,101	+/-734	5.1%	+/-1.8
Some other race	4,269	+/-727	10.3%	+/-1.7
HISPANIC OR LATINO AND RACE				
Total population	41,581	+/-45	41,581	(X)
Hispanic or Latino (of any race)	11,926	+/-934	28.7%	+/-2.2
Mexican	6,958	+/-998	16.7%	+/-2.4
Puerto Rican	384	+/-176	0.9%	+/-0.4
Cuban	376	+/-286	0.9%	+/-0.7
Other Hispanic or Latino	4,208	+/-757	10.1%	+/-1.8
Not Hispanic or Latino	29,655	+/-937	71.3%	+/-2.2
White alone	14,853	+/-966	35.7%	+/-2.3
Black or African American alone	1,149	+/-421	2.8%	+/-1.0
American Indian and Alaska Native alone	78	+/-62	0.2%	+/-0.1
Asian alone	9,959	+/-868	24.0%	+/-2.1
Native Hawaiian and Other Pacific Islander alone	1,713	+/-784	4.1%	+/-1.9
Some other race alone	345	+/-396	0.8%	+/-1.0
Two or more races	1,558	+/-332	3.7%	+/-0.8
Two races including Some other race	80	+/-78	0.2%	+/-0.2
Two races excluding Some other race, and Three or more races	1,478	+/-322	3.6%	+/-0.8

Subject	San Bruno city, California			
	Estimate	Margin of Error	Percent	Percent Margin of Error
Total housing units	15,550	+/-477	(X)	(X)

Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to nonsampling error (for a discussion of nonsampling variability, see Accuracy of the Data). The effect of nonsampling error is not represented in these tables.

The ACS questions on Hispanic origin and race were revised in 2008 to make them consistent with the Census 2010 question wording. Any changes in estimates for 2008 and beyond may be due to demographic changes, as well as factors including questionnaire changes, differences in ACS population controls, and methodological differences in the population estimates, and therefore should be used with caution. For a summary of questionnaire changes see http://www.census.gov/acs/www/methodology/questionnaire_changes/. For more information about changes in the estimates see <http://www.census.gov/population/hispanic/files/acs08researchnote.pdf>.

For more information on understanding race and Hispanic origin data, please see the Census 2010 Brief entitled, Overview of Race and Hispanic Origin: 2010, issued March 2011. (pdf format)

While the 2009-2013 American Community Survey (ACS) data generally reflect the February 2013 Office of Management and Budget (OMB) definitions of metropolitan and micropolitan statistical areas; in certain instances the names, codes, and boundaries of the principal cities shown in ACS tables may differ from the OMB definitions due to differences in the effective dates of the geographic entities.

Estimates of urban and rural population, housing units, and characteristics reflect boundaries of urban areas defined based on Census 2010 data. As a result, data for urban and rural areas from the ACS do not necessarily reflect the results of ongoing urbanization.

Source: U.S. Census Bureau, 2009-2013 5-Year American Community Survey

Explanation of Symbols:

1. An '***' entry in the margin of error column indicates that either no sample observations or too few sample observations were available to compute a standard error and thus the margin of error. A statistical test is not appropriate.
2. An '-' entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution.
3. An '-' following a median estimate means the median falls in the lowest interval of an open-ended distribution.
4. An '+' following a median estimate means the median falls in the upper interval of an open-ended distribution.
5. An '****' entry in the margin of error column indicates that the median falls in the lowest interval or upper interval of an open-ended distribution. A statistical test is not appropriate.
6. An '*****' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.
7. An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small.
8. An '(X)' means that the estimate is not applicable or not available.

Indicators	California		San Mateo County		San Bruno	
	Percent	Estimate	Percent	Estimate	Percent	Estimate
Ever diagnosed with asthma (18+)	13.7%	3,808,121	13.6%	76,867	14.0%	4,550
Ever diagnosed with diabetes (18+)	8.4%	2,334,906	7.1%	40,129	7.3%	2,373
Ever diagnosed with heart disease (18+)	6.3%	1,751,180	5.4%	30,521	5.1%	1,658
Obese (BMI: 30+) (18+)	24.8%	6,893,532	16.5%	93,258	17.9%	5,818
Delayed prescriptions/medical services (18+)	21.5%	5,976,248	18.2%	102,866	17.7%	5,753
Serious psychological distress (18+)	7.9%	2,195,924	6.1%	34,477	6.4%	2,080
Fair or poor health (18-64)	17.9%	4,187,329	11.1%	51,615	10.9%	2,954
Low-income food insecurity (18+)	8.4%	2,334,906	3.4%	19,217	3.5%	1,138

Source: California Health Interview Survey, 2011-2012

For more information about indicators and methodologies: http://askchisne.ucla.edu/ask/_layouts/ne/dashboard.aspx#/help

Infants/Toddlers on the Wait List for Subsidized Care through 4Cs Voucher Program

All infants/toddlers waiting for services	852
Infants/toddlers in San Bruno	60
Infants/toddlers in SSF	60
Infants/toddlers in Pacifica	23
Infants/toddlers in Millbrae	14

Source: 4Cs of San Mateo County

SAN BRUNO

Community Foundation

Memorandum

DATE: July 27, 2015

TO: Board of Directors, San Bruno Community Foundation

FROM: Leslie Hatamiya, Executive Director

SUBJECT: Resolution Creating an Ad Hoc Committee on Program Strategy Development

Over the next several months, the Board's focus will be on the development of its investment strategy and its program strategy. The Board has already created an Ad Hoc Committee on Investment Strategy, which is charged with preparing a Request for proposal for Investment Services, making a recommendation to the Board on an investment management adviser, and drafting the Foundation's investment and spending policies. I expect this Committee to be activated soon, as the Board begins to make preliminary decisions about whether to treat some portion of the restitution funds as a quasi-endowment with a long-term investment strategy and the Foundation moves toward taking possession of the balance of the funds.

I believe that now is also the time to activate a parallel ad hoc committee to assist me in the development of the Foundation's program strategy. This committee would be a sounding board in the development of an over-arching program strategy that we would take to the City Council for approval as the Foundation's grant policy and assist in the research and outreach necessary to formulate such a strategy. It would also help vet smaller proposals that the Foundation could get off the ground in the near term.

As a result, I am recommending the creation of a new Board Ad Hoc Committee on Program Strategy Development charged with developing the program strategy framework that the Board would submit to the City Council for approval and identifying a small number of projects, consistent with that program strategy, for the Foundation to consider undertaking in the next 18 months.

Further, it is my recommendation that Board President Nancy Kraus chair this committee and that Board Members Frank Hedley and Dr. Regina Stanback Stroud be appointed as Committee members.

Attachments:

1. Resolution Creating an Ad Hoc Committee on Program Strategy Development

RESOLUTION NO. 2015 - ____

**RESOLUTION OF THE SAN BRUNO COMMUNITY FOUNDATION
CREATING AND APPOINTING MEMBERS TO AD HOC COMMITTEE ON PROGRAM
STRATEGY DEVELOPMENT**

WHEREAS, the next stage in the San Bruno Community Foundation Board's planning process is the development of its program strategy;

WHEREAS, the Executive Director seeks assistance from the Board in conducting the research and outreach necessary to develop such program strategy and identifying a small number of near-term projects for the Foundation to undertake; and

WHEREAS, the Board seeks to move expeditiously yet thoughtfully in the development of its program strategy.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors hereby creates an Ad Hoc Committee on Program Strategy Development and appoints President Nancy Kraus as Committee chair and Board Members Frank Hedley and Dr. Regina Stanback Stroud as Committee members.

Dated: July 29, 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 29th day of July, 2015, by the following vote:

AYES: Board members:

NOES: Board members:

ABSENT: Board members: