

SAN BRUNO

Community Foundation

August 25, 2015

The attached presentation was presented to the San Bruno Community Foundation Board of Directors by President Nancy Kraus on August 24, 2015.

At its July 29, 2015, meeting, the Board created an Ad Hoc Committee on Program Strategy Development, charged with helping me develop the Foundation's over-arching program strategy framework that the Foundation, as required by the Bylaws, will submit to the City Council for approval. The Committee's charge also includes identifying a small number of projects, consistent with that program strategy, for the Foundation to consider undertaking in 2016. The Committee consists of Chair Nancy Kraus and Committee Members Frank Hedley and Dr. Regina Stanback Stroud.

The Committee is in the process of developing the program strategy framework document. This framework will likely include the Foundation's mission, vision, and purpose statement; guiding principles, funding criteria; and a "three-bucket" program strategy approach. The Committee has also begun to compile a short list of near-term program ideas for the Board to consider.

On August 24, Committee Chair Kraus reported on the Committee's deliberations, provided highlights of the developing program strategy framework, and sought feedback from the Board on both the framework and the list of near-term program ideas. The attached slides accompanied her report. At the meeting, the Board and members of the public asked questions and made comments about the Committee report, but the Board did not take any action regarding the presented program strategy.

After the meeting, the Committee will use the Board's feedback to further refine the program strategy framework document and list of near-term projects. The Committee's goal is to have a final draft to present to the Board for consideration and approval at its September 14 special meeting. The framework document would then be submitted to the City Council for approval at its September 22 meeting.

In reviewing this presentation, please note:

- The Foundation has made NO decisions regarding its program strategy or near-term projects to fund. The attached presentation provides a glimpse at a first draft of the ideas under consideration, which is now in the process of being revised.

- In defining the focus areas listed on slide 8, the committee contemplated the Foundation mission and purpose statements and considered feedback from the Community Listening Campaign, input from Board members, San Bruno demographics, and the Ten Key Components of Healthy, Equitable Communities in San Mateo County compiled by the San Mateo County Health System.
- The timelines in slides 12 and 13 are goals. We will be working hard to achieve them, but they are ambitious and may slip a bit as needed to ensure thoughtful deliberation and as issues arise. Our overall goal is to begin funding programs and projects in 2016.

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Program Strategy Development Report

August 24, 2015

Committee Charge

- **Develop SBCF's program strategy framework document**
 - To be approved by the full by the City Council
- **Identify small number of near-term projects**
 - For SBCF Board to consider

Program Strategy Framework

I. Purpose, Vision, Mission

II. Guiding Principles

III. Funding Criteria

- What We Fund
- What We Don't Fund
- Eligible Funding Recipients
- Focus Areas

IV. Program Categories: The “Three-Bucket” Approach

- Strategic Grantmaking
- Responsive Grantmaking
- Foundation Programs

I. Purpose, Vision, Mission

Purpose Statement in SBCF Bylaws

Approved by the San Bruno City Council, October 2013

The primary purpose of the [Foundation] is to benefit the San Bruno Community through enduring and significant contributions to, and investments in, charitable and community programs, and publicly owned community facilities, over the long term.

Vision Statement

Adopted by the SBCF Board of Directors, October 2014

The SBCF is a resource dedicated to enhancing the quality of life for the San Bruno Community.

Mission Statement

Adopted by the SBCF Board of Directors, October 2014

The SBCF serves the San Bruno community by investing in projects, programs, services, and facilities that have significant and lasting benefits. Through making grants, leveraging partnerships, and taking advantage of other resources, the SBCF assists and enables the community to maximize shared investments and realize their subsequent enhancements and benefits.

II. Guiding Principles

- Focus on projects/programs/initiatives that promote a healthy, vibrant, and equitable San Bruno community, especially serving as catalyst for significant enhancements in quality of life
- Address the needs of various and diverse components of the San Bruno community
- Achieve open and transparent communication with the community, maintaining highest ethical standards
- Collaborate with the City of San Bruno and other organizations to enhance and/or leverage projects/programs/initiatives
- Use resources effectively and prudently in all activities
- Recognize role as a partner, convener, and facilitator
- Encourage and develop philanthropy
- Remain flexible, maintaining ability to respond to unforeseen circumstances, evolving needs of the community, and emerging opportunities

III. Funding Criteria

■ What the Foundation Funds

- Programs and project support
- Support for capital projects for publicly owned community facilities
- Capacity-building

■ What the Foundation Does Not Fund

- Gov't agency salaries for existing programs and contractual obligations
- Existing deficits
- Direct contributions to restricted endowments
- Personal aid to individuals on an individual basis
- Lobbying or political activity
- Religious activity that gov't agencies are prohibited from funding

III. Funding Criteria – cont'd

■ Eligible Funding Recipients

- Charitable, tax-exempt, nonprofit organizations
- Governmental entities
- Individuals *only* in the case of specific programs created by Foundation with articulated guidelines and requirements

■ Ineligible for Funding

- Political organizations
- Any organization that discriminates on the basis of race, ethnicity, gender, disability, etc.

III. Funding Criteria – cont'd

■ Focus Areas

- Publicly owned community facilities
- Community health and safety
- Sports and recreation
- Education
- Youth activities
- Public spaces, parks, and open space
- Community-building
- Human and social services for all
- Economic vitality
- Intra-San Bruno transit
- Affordable housing

IV. Program Categories: Three Buckets

**Strategic
Grantmaking**



**Responsive
Grantmaking**



**Foundation
Programs**



Near-Term Projects

■ Near Term

- Able to realize considerable progress by end of 2016
- May not be funded by endowment

■ Specific Criteria

- High visibility
- Relatively low cost
- Responsive to themes heard from community
- Clear examples of our program strategy
- Geographic considerations

Near-Term Project Ideas

Strategic Grantmaking	Responsive Grantmaking	Foundation Programs
Park at 324 Florida	Community grants fund	Memorial scholarship
Community Day		
Facilities master plan		
Lighted crosswalks		
Downtown landscaping/ beautification		

Program Strategy Timeline

Tonight, August 24 – SBCF Board Meeting

Quasi-endowment presentation • Committee report • Feedback from Board

Between Board Meetings

Committee prepares final draft of framework, list of near-term projects, quasi-endowment proposal

September 14 – SBCF Board Meeting

Board considers and approves program strategy framework, near-term project concepts (may be partial list), creation of ad hoc program committees (as needed), quasi-endowment preliminary target, revised 2015-2016 budget

September 22 – City Council Meeting

City Council considers program strategy framework (“grant policy”) and revised budget

Fall

Program committees and staff develop near-term project proposals

December – SBCF Board Meeting

Board considers and approves near-term project proposals

2016

Implementation of near-term projects • begin discussions of longer-term projects

Investment Strategy Timeline

September

Investment Strategy Committee develops basic investment strategy framework and RFP for Investment Services based on quasi-endowment decisions at September 14 Board Meeting

October

Staff/Committee solicit RFP responses from investment management firms

November

Committee evaluates RFP responses, due diligence on finalists, makes recommendation to Board

December – SBCF Board Meeting

Board considers and approves investment management firm

December and January

Committee develops investment and spending policies with investment management firm

February

*Board considers and approves investment and spending policies • City Council considers policies •
Balance of restitution funds transferred to SBCF*

* Timelines are estimates and subject to adjustment