COMMUNITY FACILITIES PRIORITIZATION

CITY OF SAN BRUNO

February 2017
Our facilities will attract and inspire the community by creating a vibrant, healthy, accessible center for people of all ages to gather, learn, play, and prosper.
ACKNOWLEDGEMENTS

San Bruno City Council Members
Jim Ruane, Mayor
Ken Ibarra, Vice Mayor
Marty Medina, Councilmember
Irene O'Connell, Councilmember
Rico E. Medina, Councilmember

Core Team Project Committee
Jim Ruane, Mayor
Irene O'Connell, San Bruno City Councilmember
Connie Jackson, San Bruno City Manager
Kerry Burns, City of San Bruno Community Services Director
Tim Wallace, City of San Bruno Library Services Manager
Danielle Brewer, City of San Bruno Community Services Superintendent
David Woltering, City of San Bruno Community Development Director
Nancy Kraus, San Bruno Community Foundation (SBCF) Board President
Frank Hedley, SBCF Vice President
Dr. Regina Stanbach Stroud, SBCF Boardmember
Leslie Hatamiya, SBCF Executive Director
Jimmy Tan, City of San Bruno Public Services Director

San Bruno Community Foundation Board
Nancy A. Kraus, President
Frank Hedley, Vice President
Tim Ross, Treasurer
John McGlothlin, Secretary
Emily Roberts
Patricia Bohm
Dr. Regina Stanback Stroud

Consultant Team
Anderson Brulé Architects
Light Consulting
The Sports Management Group
Aquatic Design Group
TBD Consultants
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EXECUTIVE SUMMARY
Overview

The City of San Bruno has the opportunity to obtain funding through the San Bruno Community Foundation (SBCF) for improved community facilities. Several potential facility projects were identified by a previous Community Listening Campaign conducted by SBCF. Initial analysis indicated that the scope of the potential projects exceeds the funding currently available. In order to identify which of these potential project scenarios should receive the highest priority, the City has retained Anderson Brulé Architects to facilitate a participatory community process to prioritize the possible development of new community facilities. The key findings of community input during this current effort was presented to the San Bruno City Council for consideration towards a decision and next steps for moving forward with the priority project.
Background & Prior Efforts

In 2013, the San Bruno Community Foundation was created as a non-profit organization by the San Bruno City Council to manage a $70 million restitution settlement from Pacific Gas and Electric Company (PG&E) following the 2010 gas pipeline explosion in San Bruno’s Crestmoor neighborhood. The Foundation is responsible for determining the use of the funds and administering them for the long-term benefit of the San Bruno community as a whole.

In 2015, the Foundation launched an intensive two-month Listening Campaign to engage the public in a conversation about how to allocate the restitution funds for the benefit of the entire community. Through multiple outreach opportunities and events, various common themes emerged from the campaign, including several potential facility projects. As a next step to the Listening Campaign, existing San Bruno Community facilities were cost modeled as replacement facilities. Through this cost modeling exercise, it was determined that the current funds available would not be enough to support all replacement facilities projects.

In response to the community’s expressed desire for community projects, the Foundation determined it was best to allocate about $55 million of the restitution funds towards major strategic initiatives, including community facility projects, to be spent over the next 7-10 years. For this project, it was determined that approximately $50 million dollars of the $55 million allocated could be assumed for the community facility project portion.

Following the Listening Campaign, a Preplanning Process was conducted with a Core Team of key city staff and representatives of City Council and the Foundation to prepare for the community process and to focus efforts on meeting the community’s greatest needs. From this effort, the Core Team made two key recommendations:

First, the Core Team recognized two types of projects. One type could be analyzed and managed by existing city staff and resources. In other words, simple repairs and upgrades to existing facilities. The other type would need a deeper level of community discussion, visioning, and planning. This other type included Library, Recreation Center, Swimming Pool, and Community Center as well as potential shared-use combinations of the same.

The second key recommendation made by the Core Team was to focus on determining the highest priority facility and move forward with next steps sooner rather than spending up to two years and significantly more funds to develop a detailed master plan for all the potential facilities.

As a result, this phase of the community engagement is geared towards determining the community’s top facility priority for the City Council’s consideration, and ultimately, a decision for action.
Prioritization Effort

The remainder of this Executive Summary walks through the steps and findings of the prioritization effort.

Analysis

As a basis for community discussion, a consultant team comprised of architects, library planners, recreation planners, aquatics designers, and cost estimators, developed a framework for the various types of community facilities that are appropriate to the San Bruno community. The consultant team analyzed the city’s demographics, conducted a needs assessment, and evaluated community facility service trends that would be most relevant to the community.

Demographics

The City of San Bruno comprises more than 41,000 people as of 2011 and is projected to approach 46,000 residents by 2020. Children and teens make up 23% of the population, 36% of the residents are within typical childbearing age, 22% are between 45 to 59 years old and 20% are seniors.

Needs Assessment & Service Trends

The needs identified within the San Bruno community and the community facility service trends most relevant to the San Bruno community are the desire for community gathering and building, places for cultural activities and gatherings, and facilities that are flexible and offer multiple services in one place. Additionally, there is a need for self-directed learning and recreation, early childhood development and literacy, teen education and college preparedness, job retraining and placement support, health and fitness support for all ages, learning adult skills (such as parenting, home buying, and job searching), and teaching job skills to teens, elderly, immigrants, and other interested individuals.
EXECUTIVE SUMMARY (cont.)

Conceptual Project Opportunities

Initially established by the Listening Campaign and later selected for focus by the Core Team, the potential projects for consideration are as follows:

/ Library
/ Recreation Center
/ Swimming Pool, and
/ Community Center.

Additional shared use scenarios for consideration include:

/ Library/Community Center
/ Community/Recreation Center
/ Swimming Pool/Recreation Center, and
/ Library/Community/Recreation Center/Pool.

Based on the San Bruno community’s population size, demographics, and needs, the consultant team conceptualized a framework for recommending building sizes, site area, and key features. The framework also included cost information in 2016 dollars for modeled one-time project costs, which include construction, design, and site improvements, and modeled annual operational costs, which combine the anticipated annual revenue and costs to run and maintain the facility and its services. These conceptual ideas were developed to support a community discussion about priorities for major new community facilities and contain just enough information for the community to compare a project’s value and impact on the community and to prioritize the scenarios for Council’s consideration.

Community Outreach Approach and Outcomes

Vision & Success Criteria Development

The first round of community outreach focused on understanding the context and background for the discussion and began to define the community’s greatest needs and goals for specific facilities by developing a Vision Statement and Success Criteria.

Opportunities for community input included an informational and interactive Community Forum meeting, online survey, and pop-up outreach events (*where the consultants created an interactive community event*) at the San Bruno Library and The Shops at Tanforan. Participants were asked to draft a vision statement for their community facilities and rank the importance of various success criteria in developing San Bruno’s community facilities.

The final Vision Statement and top five ranked Success Criteria developed from all community input collected resulted in the following:

**Vision:**
“*Our facilities will attract and inspire the community by creating a vibrant, healthy, accessible center for people of all ages to gather, learn, play, and prosper.*”

**Success Criteria:**
1. Serving all ages and socioeconomic groups
2. Providing the greatest impact on the whole community
3. Providing programs for youth and teens
4. Providing access and services year round
5. Providing a sense of community.

“Our facilities will attract and inspire the community by creating a vibrant, healthy, accessible center for people of all ages to gather, learn, play, and prosper.”
Project Scenario Prioritization

The second round of community outreach focused on understanding and exploring the different conceptual project opportunities, evaluating cost impacts against the possible funds available from the SBCF, developing project scenarios (including dedicated use or joint-use combinations), and interactively prioritizing these project scenarios.

The project scenarios developed and prioritized in this process include:

<table>
<thead>
<tr>
<th>Dedicated Use</th>
<th>Project Costs</th>
<th>Operational Costs</th>
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<tbody>
<tr>
<td>1. Community Center</td>
<td>$31.7 M</td>
<td>$0.30 M - $0.50 M</td>
</tr>
<tr>
<td>2. Library</td>
<td>$49.2 M - $54.2 M</td>
<td>$0.50 M - $0.60 M</td>
</tr>
<tr>
<td>3. Recreation Center</td>
<td>$45.7 M</td>
<td>$0.20 M - $0.40 M</td>
</tr>
<tr>
<td>4. Swimming Pool</td>
<td>$11.1 M - $16.2 M</td>
<td>$0.02 M - $0.03 M</td>
</tr>
<tr>
<td>5. Community Center &amp; Pool (separate facilities)</td>
<td>$42.8 M - $47.9 M</td>
<td>$0.32 M - $0.53 M</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Joint Use</th>
<th>Project Costs</th>
<th>Operational Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Library / Community Center</td>
<td>$73.2 M - $78.1 M</td>
<td>$0.80 M - $1.10 M</td>
</tr>
<tr>
<td>7. Community / Recreation Center</td>
<td>$67.1 M</td>
<td>$0.50 M - $0.60 M</td>
</tr>
<tr>
<td>8. Swimming Pool / Recreation Center</td>
<td>$56.8 M - $61.9 M</td>
<td>$0.22 M - $0.43 M</td>
</tr>
<tr>
<td>9. Community / Recreation Center / Pool</td>
<td>$78.2 M - $83.3 M</td>
<td>$0.52 M - $0.63 M</td>
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<tr>
<td>10. Library / Community / Recreation Center / Pool</td>
<td>$125.9 M - $136.0 M</td>
<td>$1.02 M - $1.23 M</td>
</tr>
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Similar to the first round of outreach, opportunities for community input included an informational and interactive Community Forum, online survey, and pop-up outreach events at the Parkside Intermediate School Winter Concert and The Shops at Tanforan. Participants were asked to review the project opportunity information and project scenario options and choose their top three project scenario options.

The combined community input ranked a joint-use Pool/Recreation Center and a joint-use Library/Community & Recreation Center/Pool, as its first tier, closely followed by a dedicated use Library, and joint-use Library/Community Center as a second tier.
EXECUTIVE SUMMARY  (cont.)

Considerations, Key Findings, and Additional Insights

The City Council had a number of factors for consideration towards a decision: alignment with community input *(Vision, Success Criteria, priority input, and maximizing resources)*, amount of community members served, amount of positive impact to the community, impact of project and operational costs, land availability or need to acquire, funds currently available or need through public bonds or taxes, and adaptability to the funding currently available.

Key findings and additional insights gathered throughout the outreach process indicated a community preference for joint-use facilities, which offer adaptability, flexibility, and the ability to serve a greater breadth of the community. The community also expressed the desire to maximize the positive impact of the investment, serving as many community members as possible and replacing/creating facilities that address the greatest needs, whether it be community accessibility or facility condition. Many community members also preferred project opportunities that could be designed to align to a $50 million budget, which could be a Pool/Recreation Center, Library, or Library/Community Center. However, some community members voiced a desire to leverage the funds with additional public funding through bonds or taxes.

Council Decision and Next Steps

With all of the above factors considered, the Core Team determined the two top candidates for final consideration would be a joint-use Pool/Recreation Center and a joint-use Library/Community Center.

While both projects would bring value to the San Bruno community, the City Council ultimately decided that the joint-use Pool/Recreation Center project would be the more viable option with land already available for the amount of site area recommended for San Bruno’s population size. The Council, however, emphasized a continued commitment to identify opportunities for the development of a future joint-use Library/Community Center project.

The City staff has been directed to request funding from the San Bruno Community Foundation, as well as issue a request for qualifications for a consultant team to develop the next phases of a Pool and Recreation Center project that will align with the $50 million of identified funding. Staff anticipates those phases to include Programming, Operational Cost Model, Site Analysis, Schematic Design through Construction Documents, Project Cost Estimate and Schedule, and Bidding and Construction Administration.

Further Information

Detailed data and additional information on the following can be found in a separate appendix including: assessments conducted by library, sports, aquatics, and pool consultants, documentation from each Core Team and Community Forum meetings, and additional community comments from online surveys and outreach events.

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1.6 / City of San Bruno Community Facilities Prioritization / Anderson Brulé Architects / February 2017
02

BACKGROUND
In 2013, the San Bruno Community Foundation was created as a non-profit organization by the San Bruno City Council to manage a $70 million restitution settlement from Pacific Gas and Electric Company (PG&E) following the 2010 gas pipeline explosion in San Bruno’s Crestmoor neighborhood. The Foundation is responsible for determining the use of the funds and administering them for the long-term benefit of the San Bruno community as a whole.

In 2015, the Foundation launched an intensive two-month Listening Campaign to engage the public in conversation about how to allocate the restitution funds for the benefit of the entire community. Through multiple outreach opportunities and events, various common themes emerged from the campaign, including several potential facility projects. Existing San Bruno community facilities were then cost modeled as replacement facilities. Through this cost modeling exercise, it was determined that the current funds available would not be enough to support all replacement facilities projects. In response to the community’s expressed desire for community projects, the Foundation determined it was best to reallocate about $50 million of the restitution funds towards major strategic initiatives, including community facility projects, to be spent over the next 7-10 years.

A preplanning process was conducted afterwards to explore which of the replacement projects would be most beneficial to the community, and potential shared-use scenarios were also developed. The current stage of community engagement is geared towards determining the community’s top facility priority to put forth for the City Council’s consideration, and ultimately, a decision for action.
Establishment of the San Bruno Community Foundation

In 2013, the San Bruno City Council created the nonprofit San Bruno Community Foundation (SBCF) to manage a $70 million restitution settlement from PG&E following the gas pipeline explosion that occurred in the Crestmoor neighborhood in 2010. The Foundation is responsible for determining the use of the funds and administering them for the long-term benefit of the San Bruno community as a whole.

SBCF’s Listening Campaign

In 2015, the Foundation launched a Community Listening Campaign to engage the public in conversation about how to allocate $70 million for the benefit of the entire community.

To engage as many members of San Bruno as possible, the Listening Campaign offered and publicized multiple outreach opportunities for residents to participate. Participants were asked to express their opinions about San Bruno’s assets and resources as well as community’s needs.

Identifiable themes emerged from the information gathered during the Listening Campaign both regarding San Bruno’s assets and resources as well as the community’s needs.

The prominent themes emerging regarding San Bruno resources and assets, in order of decreasing importance, are:

- Sense of community
- Location, access and transportation
- Open spaces and parks

San Bruno Community Foundation Community Listening Campaign Final Report

Compiled by The Public Dialogue Consortium
June 29, 2015
SBCF’s Listening Campaign Common Themes

The common themes that emerged from the Listening Campaign about San Bruno’s community needs and suggestions for how to spend the $70 million are:

/ Upgrade and expand the library
/ Upgrade and expand the recreation center, gym, and pool
/ Upgrade and expand sports fields and programs
/ Upgrade and expand parks and open spaces
/ Need for 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
/ Citywide beautification
/ Youth facilities and programs
/ Economic development plan for downtown – recruit and attract businesses
/ Community events and public awareness
/ Social services and affordable housing
/ Integrate community resources
/ Develop public-private partnerships
/ Leverage and invest the funds for future growth
Capital Planning for Public Projects

Based on recommendations from community stakeholders, SBCF found a number of factors that would need to be balanced over time. Those factors include both short- and long-term costs.

The cost factors include:
/ Capital Investment
  › Interest strategy
  › Potential to grow investment
/ Escalation
  › Project cost increase overtime
/ City Management Capacity
  › Methodologies
  › Strategies

Other factors these costs need to be balanced with are:
/ Community Expectation
  › Aging Facilities
    › San Bruno Library - Built in 1955
    › Veterans Memorial Recreation Center - Built in 1958
    › San Bruno Park Pool - Built in 1959
/ Community input and buy-in gathered through community engagement

Cost Tool

In this previous effort, existing community facilities in San Bruno were cost modeled as replacement facilities based on the following elements:

/ Project Cost Elements Included
  › Building Costs
  › Soft Costs
  › Contingencies
/ Project Cost Elements Not Included
  › Operational Cost
  › Property Acquisition
  › Escalation

After cost modeling a series of replacement facilities projects, it was determined that the current funds could not support all of the projects.
SBCF’s Strategy

The results of cost tool allowed the San Bruno Community Foundation board to reassess its initial allocation of the majority funds to long-term endowments and resulted in a shift in strategy:

- Set aside as Quasi-Endowment
- Principal to be preserved
- Over the long term, investment income will be used to fund operations, Crestmoor Scholarship, Community Grants, and small strategic programs.

The SBCF determined it was best to allocate about $55 million of the restitution funds towards major strategic initiatives, including, but not limited to, community facility capital projects, to be spent in the mid-term over the next 7-10 years. Of that $55 million, up to $50 million will likely be available for major community facility projects, with the remainder of the strategic funds going toward other initiatives, programs, and operations. The remaining $15 million has been designated as a quasi-endowment with a long-term investment strategy. Over the long term, investment income will fund programs (e.g. grants and scholarships) and operations.
Focus on Key Facilities

Preplanning Process

Following the Listening Campaign, a Preplanning Process was conducted with key city staff and representatives of City Council and the San Bruno Community Foundation to prepare for the community process and to focus efforts on meeting the community’s greatest needs.

![Scope Discussion Matrix]

From this effort, the Core Team made two key recommendations:

First, the team recognized two types of projects. One type could be analyzed and managed by existing city staff and resources. In other words, simple repairs and upgrades to existing facilities. The other type would need a deeper level of community discussion, visioning, and planning. This other type included Library, Recreation Center, Swimming Pool, and Community Center as well as potential shared-use combinations of the same.

Second, the team made a key strategic recommendation. Rather than spending up to two years and significantly more funds to develop a detailed master plan for all the potential facilities, it instead decided to focus on determining the highest priority facility and be able to move forward with next steps sooner. As a result, this phase of the community engagement is geared towards determining the community’s top facility priority to put forth for the City Council’s consideration, and ultimately, a decision for action.

The next step would be gathering community input on prioritizing the community’s preferred community facility moving forward.
The current effort for which this document is prepared is to facilitate a participatory community process to prioritize the potential San Bruno community facility projects.

The project framework for this phase was conducted in five key steps:

- **Step 1** – Outreach Preparation: Needs Research
- **Step 2** – Community Outreach: Understanding Needs and Goals
- **Step 3** – Outreach Preparation: Space Needs and Cost Information
- **Step 4** – Community Outreach: Prioritization
- **Step 5** – Presentation of Outcome
The key findings of community input throughout the process will be presented to the City Council for a decision and next steps for moving forward.

The information for Council's consideration will include:
/ Vision & Success Criteria
/ Project Priorities and Scenarios
/ A review of the potential impact of escalation
03
COMMUNITY DEMOGRAPHICS & NEEDS ASSESSMENT
Overview

As a basis for community discussion, the consultant team developed a framework for the various types of community facilities that are appropriate to the San Bruno community. The consultant team analyzed the city’s demographics and conducted a needs assessment.

City of San Bruno Demographics

The City of San Bruno comprises more than 41,000 people as of 2011 and is projected to approach 46,000 residents by 2020. Children and teens make up 23% of the population, 36% of the residents are within typical childbearing age, 22% are between 45 to 59 years old and 20% are seniors.
Needs Assessment

The needs identified within the San Bruno community are the desire for: community gathering and building, places for cultural activities and gatherings, and facilities that are flexible and offer multiple services in one place. Additionally, there is a need for self-directed learning and recreation, support for youth health, early childhood literacy, teen education and college preparedness, fitness support for all ages, engaging millennials in the community, learning adult skills (such as parenting, home buying, and job searching), and teaching job skills to teens, elderly, immigrants, and other interested individuals.
MARKET ANALYSIS & COMMUNITY FACILITY SERVICE TRENDS
The Sports Management Group conducted a preliminary market analysis to assess the market conditions that may impact on the demand for recreation activity, community programs, and social gathering space in San Bruno. Market data was used to estimate the capacity of the market to respond to that demand.

Market research included the activities listed below and provided additional information to assess the community’s needs and interest; identify facility needs, identify building spaces and room sizes, develop preliminary estimates of revenue potential, and assess the likely demand for use. In addition to the content of this section, the findings of this analysis have been integrated into the following sections: **Section 3: Demographics & Needs Assessment** and **Section 06: Conceptual Project Opportunities**.

1. **Demographics Analysis of the Service Area**  
   - Use: Estimates of demand for programs, services, and activities. Used to estimate revenue potential.

2. **Identification of Market Segments**  
   - Use: Project demand for activities by market segment. Applied to Trends Analysis and space planning.

3. **Trends Analysis**  
   - Use: Identify national, state, and local trends that are likely to impact the planning, design, and demand for facilities and programs in San Bruno. Apply demographic data, social research, and market analysis, among other factors, to determine applicable trends for San Bruno.

4. **Service Providers Inventory**  
   - Use: Estimate the demand and measure the capacity of public, private, and commercial service providers to meet the demand. Project revenue, estimate space needs, and to avoid duplication of services adequately served.

5. **Public and Private Venues Inventory**  
   - Use: Project demand for social gatherings space. Identify the market niche. Identify revenue based on rental assumptions.

The selected project will need additional market analysis when it moves into design.
Overview

The consultant team conducted an analysis of community facility service trends most relevant to the San Bruno community and developed the following list of trends:

/ Community Connection
/ “Majority Minority”
/ Service Focused and Fiscally Responsible
/ Self-Directed Recreation and Learning
/ The Sandwich Generation
/ Engaging Millennials
/ Youth Health
/ Active Older Adults

The following pages contain a more detailed description of each trend, as well as the types of amenities that might be available for community programs, recreation and fitness, and aquatics.
Community Connection

Fostering community connection through the provision of indoor and outdoor gathering space. Design should support community-wide events, such as festivals, art and cultural events, celebrations, and holidays. Larger events might take place outdoors with an indoor-outdoor connection to the building and its large spaces. Celebratory banners, plazas, and facilities that open the indoors to the outdoors are opportunities for building design to foster community connection. Providing small and large meeting space to support community organizations, non-profits, and neighborhood associations is an important response to this trend.

General
/ Indoor-outdoor connections
/ Art display

Community Programs
/ Community room with patios
/ Special program rooms
/ Demonstration kitchen
/ Meeting rooms
/ Diverse program selection
“Majority Minority”

The growing Latino and Asian populations will be a continuing demographic trend. Extended families and large social and cultural events have planning implications for the City. New facilities can be responsive by providing a larger capacity social hall, offering “non-traditional” sports like cricket, and activity classes like Qigong. Asian families tend to enroll their children into many enrichment classes. With a growing Asian population, providing a sufficient number of classroom spaces can address this trend. In addition, library collections and programs can include multiple languages and cultural resources.

**General**
- Community Room for large family gatherings
- Kitchen to support events

**Community Programs**
- Early literacy
- English as a second language programs
- Multi-lingual resources and programs
- Cultural enrichment and awareness programs

**Recreation & Fitness**
- Rising demand for different sports
Community facilities are shifting towards operating on a fiscally sound business model. Providing facilities of a quality that compete successfully in the market is important for revenue generation.

**General**
- WiFi connectivity
- Functional and friendly customer service counters – "concierge"
- Computer kiosks (registration & info)

**Community Programs**
- Event space (community room, kitchen, green room)
- Event space tied into ceremonial space (stage, outdoor pavilion, dance floor)

**Recreation & Fitness**
- Fitness room (various strength equipment)
- Wood floor studio (aerobics, cycling, etc.)

**Aquatics**
- Year round availability
- Cabana areas (family rentals)
- Party rooms (rentals)
- Concessions
Community facilities can support self-directed learning by encouraging individuals to interact with spontaneity and fun of play through innovative programs, such as STEAM (science, technology, engineering, art, and math) or independent fitness training.

Community Programs
/ Computer access
/ Open door creative art room
/ MakerSpace with mobile independent workstations
/ Teen/Game Room (technology to incorporate online competitions)
/ New trends and innovation resources and programs
/ Featured materials display
/ School/Homework Support

Recreation & Fitness
/ Independent, personalized fitness training
/ Walking/jogging track
Boomers who are entering retirement age are increasingly faced with providing care for their parent(s) as we experience longer life spans. Program rooms and facilities that serve multiple age groups allow for a fusion of simultaneous activities.

General
/ Clear, vibrant signage

Community Programs
/ Program rooms within proximity to each other
/ Childcare room
/ Family changing care facilities
/ Enrichment rooms (with ease of circulation and good sightlines to instructor)
/ Children’s Area (STEM/STEAM Education, coding, exploration)
/ Teen Space (recording studio, gaming lounge, hanging out)

Recreation & Fitness
/ Integrating socialization with health & fitness

Aquatics
/ Pools with a variety of amenities
/ Family swim areas
/ Family changing rooms
Engaging Millennials

Millennials are the consumer of the future. They rely heavily on mobile phone applications and social media for social connection, information, and gaming.

General
/ WiFi connectivity
/ Social corners/niches

Community Programs
/ Classrooms for group activities
/ Makerspace/technology room
/ "Adulting" life skills education (finances, home buying, parenting)

Recreation & Fitness
/ Team sports/gym
/ Team sports spectator area
/ Wood floor studio for dance, movement

Aquatics
/ Pool with areas for group play/interaction
/ Pool with play features
/ Movable seating areas for group interaction
/ Cabanas
Youth Health

Supporting youth health is critical issue for San Bruno. Facilities and programs, both physical and educational, that address this challenge should be a priority for the City.

General
/ Healthy snack vending
/ Drinking fountain / bottle filler stations
/ Lobby for pick-up, drop-off

Community Programs
/ Nutrition programs & materials
/ Enrichment programs & classes

Recreation & Fitness
/ Equipment (sized for younger participants, grouped for ease of rotation)
/ Wood floor studio (dance, movement, play)
/ Child zone (enclosed outdoor playground connected to the room)

Aquatics
/ Zero-depth entry
/ Instructional pool with steps (swim lessons)
/ Play amenities (parent-child playtime)
Active Older Adults

The San Bruno population is getting older and becoming a greater percentage of the total population. Multi-generation programming is important, as are enrichment classes for older adults. Active aging is an important trend and suggests a demand for lifelong learning and fitness options focused on boomers and older adults. Adults in this age group prefer working out with fitness equipment in community, YMCA, JCC and other public fitness centers, as most private health clubs target a younger demographic. Lifelong learning programs can address interests, such as travel and computer literacy.

General
- Lobby with clear directional signage
- Light, bright spaces with exterior views
- Easy storage access for set-up/clean-up
- Room for socialization

Community Programs
- Enrichment classes
- Employment resources (job skills, local economy)
- Serenity room (therapeutic & mind/body recreation)
- Technology programs & resources
- Travel and leisure programs & resources

Recreation & Fitness
- Functional strength training equipment with expanded circulation
- Indoor walking areas
- Stretching area with walls for balance
- Ability to track distance, time, & other stats

Aquatics
- Warm water fitness (lap swim lanes, exercise classes)
- Spa (soaking, water rehabilitation)
05

VISION & SUCCESS CRITERIA DEVELOPMENT
The first round of community outreach focused on understanding the context and background for the discussion and sought to define the community’s greatest needs and goals for specific facilities through developing a Vision Statement and Success Criteria.

Opportunities for community input included an informational and interactive Community Forum meeting, online survey, and pop-up outreach events at the San Bruno Library and The Shops at Tanforan. Participants were asked to draft a vision statement for their community facilities and rank the importance of various success criteria in developing San Bruno’s community facilities.
Community Forum #1

Overview

Held on October 26, 2016 at the San Bruno Senior Center, this forum provided a dialogue and reflection for the community to understand its needs and establish goals for future community facilities.

The context and background for the effort was reviewed, including the Listening Campaign outcome, the community’s demographics, and a summary of available budget and funding.

Most importantly, the attendees gathered in groups to draft a vision statement and success criteria for San Bruno Community Facilities.

Participant Demographics

Draft Vision Statements

“Our community’s facilities will provide a long-term, lasting, positive effect on our city that enriches our diverse community.”

“Our community’s facilities will attract, engage, and inspire to create a vibrant, healthy, energized, and connected center for children of all ages to thrive, grow, learn, and prosper.”

“Our community’s facilities will be accessible landmarks that create a desirable destination to engage community members and provide a multitude of resources year round.”

“Our community’s facilities will meet education and recreational needs with all ages and citizens in mind so that our community will be a place people want to live, work, grow, and play.”
Success Criteria: Key Themes Developed

“What are the most important criteria for prioritizing the development of San Bruno’s community facilities?”

/ Providing the greatest impact on the whole community
/ Providing a sense of community
/ Providing an attractive destination facility that the community can be proud of
/ Supporting community gathering
/ Serving all ages and socioeconomic groups
/ Being centrally located, connection to downtown
/ Staffing and operational costs (or generating revenue)
/ Providing access and services year round
/ Providing a range of recreational opportunities
/ Supporting health and wellness
/ Focusing on existing facilities with the greatest issues (accessibility, condition, etc.)
/ Offering community access to technology
/ Providing affordable facility use
/ Providing programs for children under 5
/ Providing programs for youth and teens
/ Providing programs for seniors
/ Teaching personal safety skills

Results
(Ranked by Occurrence)
Overview

Based on input gathered in the Community Forum, an online survey was developed to gather additional responses to refine and prioritize the key vision and success criteria. Survey participants were asked to rank the importance of each of the success criteria key themes developed in the Community Forum. The survey was available from October 29, 2016 to November 6, 2016.

The City of San Bruno has the opportunity and funding to move forward with improved community facilities. The City wishes to work with the community in a participatory process to identify which potential projects should receive the highest priority. The potential projects for consideration were established by the Listening Campaign and include a Library, Recreation Center, Swimming Pool, and Community Center.

For more background information, see the October 26th community forum presentation at Community Forum Link.

The following prioritization criteria were developed based on input from the October 26th community forum presentation.

1. How important do you think the following criteria are for prioritizing the development of San Bruno’s community facilities?

<table>
<thead>
<tr>
<th>Providing the greatest impact on the whole community</th>
<th>Not Important 1</th>
<th>Slightly Important 2</th>
<th>Moderately Important 3</th>
<th>Important 4</th>
<th>Very Important 5</th>
<th>No Opinion</th>
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</thead>
<tbody>
<tr>
<td>Providing a sense of community</td>
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<td>Providing an attractive destination facility that the community can be proud of</td>
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<tr>
<td>Supporting community gathering</td>
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<td></td>
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<tr>
<td>Serving all ages and socioeconomic groups</td>
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<td></td>
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<tr>
<td>Being centrally located, connection to downtown</td>
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<td></td>
</tr>
<tr>
<td>Staffing and operational costs (or generating revenue)</td>
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<tr>
<td>Providing access and services year round</td>
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</tr>
<tr>
<td>Providing a range of recreational opportunities</td>
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<tr>
<td>Supporting health and wellness</td>
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<tr>
<td>Focusing on existing facilities with the greatest issues (accessibility, condition, etc.)</td>
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<tr>
<td>Offering community access to technology</td>
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<tr>
<td>Providing affordable facility use</td>
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<td></td>
</tr>
<tr>
<td>Providing programs for children under 5</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Providing programs for youth and teens</td>
<td></td>
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<tr>
<td>Providing programs for seniors</td>
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<tr>
<td>Teaching personal safety skills</td>
<td></td>
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</tr>
</tbody>
</table>

2. Is there other criteria you think is important for prioritizing the development San Bruno's community facilities? If so, please describe.

Participant Demographics

Survey Results
(Ranked by Occurrence)
Pop-Up Outreach Events

Overview

Based on input gathered in the Community Forum, pop-up outreach events were conducted to gather additional responses. These pop-up outreach efforts leveraged other community event opportunities by setting up an outreach station on location, meeting the community where they are. The first pop-up outreach was held at the San Bruno Library on November 7, 2016, and the second event was held at The Shops at Tanforan Food Court on November 12, 2016.

Survey participants were asked to choose their most important and second most important criteria for developing San Bruno’s community facilities through dot-polling.

Information Provided

Demographics

Population Growth Trends & Projections (1990-2030)

Households by Type

City of San Bruno Demographics Board
**San Bruno Community Facility Prioritization**

**Survey Question**

**Your Thoughts?**

What do you think is the **most important criteria** for developing San Bruno’s community facilities?

<table>
<thead>
<tr>
<th>Most important criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing the greatest impact on the whole community</td>
</tr>
<tr>
<td>Providing a sense of community</td>
</tr>
<tr>
<td>Providing an attractive destination facility that the community can be proud of</td>
</tr>
<tr>
<td>Supporting community gathering</td>
</tr>
<tr>
<td>Serving all ages and socioeconomic groups</td>
</tr>
<tr>
<td>Being centrally located, connection to downtown</td>
</tr>
<tr>
<td>Staffing and operational costs (or generating revenue)</td>
</tr>
<tr>
<td>Providing access and services year round</td>
</tr>
<tr>
<td>Providing a range of recreational opportunities</td>
</tr>
<tr>
<td>Supporting health and wellness</td>
</tr>
<tr>
<td>Focusing on existing facilities with the greatest issues (accessibility, condition, etc.)</td>
</tr>
<tr>
<td>Offering community access to technology</td>
</tr>
<tr>
<td>Providing affordable facility use</td>
</tr>
<tr>
<td>Providing programs for children under 5</td>
</tr>
<tr>
<td>Providing programs for youth and teens</td>
</tr>
<tr>
<td>Providing programs for seniors</td>
</tr>
<tr>
<td>Teaching personal safety skills</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

**Dot-Polling Board**

**Pop-Up Outreach at The Shops at Tanforan**
San Bruno Library

Participant Demographics

Survey Results
(Ranked by Occurrence)

Vision & Success Criteria Development

Pop-Up Outreach Events (cont.)

Serving all ages and socioeconomic groups
Supporting health and wellness
Providing programs for youth and teens
Offering community access to technology
Providing the greatest impact on the whole community
Teaching personal safety skills
Focusing on existing facilities with the greatest issues (accessibility, condition, etc.)
Providing programs for children under 5
Providing a range of recreational opportunities
Providing access and services year round
Providing an attractive destination facility that the community can be proud of
Providing affordable facility use
Providing a sense of community
Providing programs for seniors
Supporting community gathering
Being centrally located, connection to downtown
Staffing and operational costs (or generating revenue)
Other

0% 2% 4% 6% 8% 10% 12% 14% 16%
The Shops at Tanforan

Participant Demographics

Survey Results
(Ranked by Occurrence)
Combined Results

The final Vision Statement and top five ranked Success Criteria developed from all community input collected resulted in the following:

Final Vision Statement

“Our facilities will attract and inspire the community by creating a vibrant, healthy, accessible center for people of all ages to gather, learn, play, and prosper.”

Overall Most Important Criteria
(Combined Ranking)

“What are the most important criteria for prioritizing the development of San Bruno’s community facilities?”

1. Serving all ages and socioeconomic groups
2. Providing the greatest impact on the whole community
3. Providing programs for youth and teens
4. Providing access and services year round
5. Providing a sense of community
6. Supporting health and wellness
7. Providing an attractive destination facility that the community can be proud of
8. Providing a range of recreational opportunities
9. Offering community access to technology
10. Supporting community gathering
11. Providing affordable facility use
12. Teaching personal safety skills
13. Focusing on existing facilities with the greatest issues (accessibility, condition, etc.)
14. Providing programs for seniors
15. Providing programs for children under 5
16. Staffing and operational costs (or generating revenue)
17. Being centrally located, connection to downtown

Overall Participant Demographics
06
CONCEPTUAL PROJECT OPPORTUNITIES
Conceptual Project Opportunities

Framework

Overview

The potential projects for consideration were established by the Listening Campaign conducted by the San Bruno Community Foundation and include a Library, Recreation Center, Swimming Pool, and Community Center. Additional shared use scenarios for consideration include a Library/Community Center, Community/Recreation Center, Swimming Pool/Recreation Center, and Library/Community/Recreation Center/Pool.

Based on the San Bruno community’s population size, demographics, and needs, the consultant team conceptualized a framework for recommended building sizes, site area, and key features. The framework also included cost information in 2016 dollars for estimated one-time project costs, which include construction, design, and site improvements, and estimated annual operational costs, which combine the anticipated annual revenue and costs to run and maintain the facility and its services. These conceptual ideas were developed to support a community discussion about priorities for major new community facilities and contain just enough information for the community to evaluate its value and impact on the community and to prioritize the scenarios for council’s consideration.

What is a Project Opportunity?

A project opportunity is:
/ A conceptual description of a facility’s potential to serve your community.
/ A professional assumption for a project customized to your community demographics and needs.
/ Simply an idea with just enough information to evaluate and prioritize facilities for council’s consideration.

A project opportunity is NOT:
/ A complete description or an architectural space program.
/ A cost estimate or a defined operational cost.

City of San Bruno Community Facilities Prioritization / Anderson Brulé Architects / February 2017 / 6.1
## Overview

The following information describes the assumptions by which the cost model was developed, including the items that were included in the cost model and the items that were not included in the cost model.

### Cost Model Components

<table>
<thead>
<tr>
<th>What’s Included?</th>
<th>What’s NOT Included?</th>
</tr>
</thead>
<tbody>
<tr>
<td>/ Site Work Costs</td>
<td>/ Escalation</td>
</tr>
<tr>
<td>/ Building Costs</td>
<td>/ Land Acquisition</td>
</tr>
<tr>
<td>/ Allowance for a Construction Contingency</td>
<td>/ Demolition Costs</td>
</tr>
<tr>
<td>/ Allowance for Soft Costs</td>
<td>/ Feasibility Studies</td>
</tr>
<tr>
<td>/ Allowance for Project Contingency</td>
<td>/ Financing Costs</td>
</tr>
</tbody>
</table>

### Cost Model Framework

<table>
<thead>
<tr>
<th>Cost Model vs. Cost Estimate</th>
<th>Hard Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>/ This is a Cost Model, not a Cost Estimate</td>
<td>– The direct costs to construct a building or structure, otherwise known as “brick and mortar” costs.</td>
</tr>
<tr>
<td>/ Provides budgetary numbers</td>
<td>/ Building</td>
</tr>
<tr>
<td></td>
<td>/ Site</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Soft Costs</th>
<th>Contingencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>– Expenses, other than hard costs, incurred in developing a project</td>
<td></td>
</tr>
<tr>
<td>/ Design</td>
<td></td>
</tr>
<tr>
<td>/ Other professional costs</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Escalation</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>– Assumption of cost increase over time</td>
<td></td>
</tr>
<tr>
<td>/ Unpredictable</td>
<td></td>
</tr>
</tbody>
</table>
Project Opportunity Boards

The following pages contain the board layouts presented during the next round of the prioritization effort. Each board includes potential key features available in each project opportunity, along with the following pieces of data for consideration.

*All cost numbers are in 2016 dollars.*
Project Opportunity: Library
(Could be combined with Community Center)

**Key Features**

- **Large Meeting Room**
  (120 seat capacity)

- **Group Study Rooms**
  (4-6 seat and 8-10 seat capacity)

- **Quiet Areas**

- **Children’s Area**

- **Teen Area**
  (hanging out, gaming, recording studio)

- **Maker Space**
  (digital tools, studio)

- **Tech Resources**
  (laptops, tablets, Wi-Fi, “genius bar”)

- **Flexible Tech Area**

- **Co-Working Space**

- **Market Place**

**San Bruno Community Facilities Prioritization**

**EXISTING FACILITY**

- **15,000 SF**
  Building Area

**46,000 SF - 51,000 SF**

**Building Area**

**2.20-2.39 ACRES**

**Site Area**

**$49.2M-$54.2M**

Project Costs
(in 2016 dollars, includes site work)

**$0.5M-$0.6M**

Increase in Yearly Operational Costs

City of San Bruno
Community Facilities Prioritization
Community Forum #1
October 26, 2016

San Bruno Community Foundation

6.4 / City of San Bruno Community Facilities Prioritization / Anderson Brulé Architects / February 2017
Project Opportunity: Community Center
(Could be combined with Library or Recreation Center)

Key Features

- Community Hall
  (300 seat capacity, movable partitions)
- Catering Kitchen
- Green Room
  (prep room for weddings & other events)
- Meeting Room
  (60 seat capacity)
- Small Conference Room
  (12 seat capacity)
- Wood Floor Studio
  (ballet, dance, yoga)
- Home Arts Classroom Studio
  (culinary arts, crafts)
- Maker Space/Computer Room
  (classes, group workstations)
- Arts Studio
  (fine arts, graphic arts, cultural arts)
- Preschool Classroom
  (incl. reception, toilets, kitchenette)

EXISTING FACILITY: NONE
31,000 SF Building Area
1.52 ACRES Site Area
$31.7M Project Costs (in 2016 dollars, includes site work)
$0.3M-$0.5M Yearly Operational Costs

Project Opportunity:
San Bruno Community Facilities Prioritization
City of San Bruno
Community Facilities Prioritization
Community Forum #1
October 26, 2016
City of San Bruno Community Facilities Prioritization / Anderson Brulé Architects / February 2017 / 6.5
Project Opportunity: Recreation Center
(Could be combined with Community Center or Swimming Pool)

Key Features

- **Fitness Center**
  (cardio equipment, weights)

- **Fitness & Wellness Studio**
  (aerobics, spin bike)

- **Wood Floor Studio**
  (Pilates, yoga, etc.)

- **Gymnasium**
  (basketball courts, bleachers)

- **Activity Room**

- **Teen Center**

- **Camp/Classroom**

- **Childwatch/Tot Activity**
  (babysitting for parents in facility)

**EXISTING FACILITY**
- **27,000 SF** Building Area

**45,000 SF** Building Area

**1.99 ACRES** Site Area

**$45.7M** Project Costs
(in 2016 dollars, includes site work)

**$0.2M-$0.4M** Yearly Operational Costs
Project Opportunity: **Swimming Pool**
(Could be combined with *Recreation Center*)

Key Features

### 6-LANE POOL
- 6-Lane Pool
- 21,000 SF (6-LANE)
- $11.1M (6-LANE)
- 1.13 ACRES (6-LANE)
- Year-Round Use

### MULTI-PURPOSE POOL
- Multi-Purpose Pool
- 30,000 SF (MULTI-PURPOSE)
- $16.2M (MULTI-PURPOSE)
- 1.40 ACRES (MULTI-PURPOSE)
- Year-Round Use

---

**EXISTING FACILITY**
- 14,000 SF Area

**Building Area**
- 21,000 SF (6-LANE)
- 30,000 SF (MULTI-PURPOSE)

**Project Costs**
- $11.1M (6-LANE)
- $16.2M (MULTI-PURPOSE)
- (in 2016 dollars, includes site work)

**Site Area**
- 1.13 ACRES (6-LANE)
- 1.40 ACRES (MULTI-PURPOSE)

**Yearly Operational Costs**
- $0.02M (6-LANE)
- $0.03M (MULTI-PURPOSE)
San Bruno Community Facilities Prioritization

Project Opportunity: Joint-Use Facilities

Library + Community Center

- **Building Area**: 74,000 SF - 79,000 SF
- **Site Area**: 2.64-2.83 ACRES
- **Project Costs**: $73.2-$78.1M (in 2016 dollars, includes site work)
- **Yearly Operational Costs**: $0.8M-$1.1M

Shared Key Features

- Maker Space
- Large Meeting Room (120 seat capacity)

Swimming Pool + Recreation Center

- **Building Area**: 66,000 SF - 75,000 SF
- **Site Area**: 2.93-3.20 ACRES
- **Project Costs**: $56.8-$61.9M (in 2016 dollars, includes site work)
- **Yearly Operational Costs**: $0.22M-$0.43M

Shared Key Features

- Locker & Changing Facilities
Project Opportunity: Joint-Use Facilities

Community Center + Recreation Center

- **66,000 SF** Building Area
- **$67.1M** Project Costs (in 2016 dollars, includes site work)
- **$0.5M–$0.6M** Yearly Operational Costs

**Shared Key Features**

- Wood Floor Studio
  - (ballet, dance yoga)
- Classroom/Studio
  - (culinary arts, crafts)
- Preschool Classroom/Childwatch/Tot Activity
  - (incl. reception, toilets, kitchenette)

Library + Community Center + Swimming Pool + Recreation Center

- **133,000 SF - 147,000 SF** Building Area
- **$125.9–136M** Project Costs (in 2016 dollars, includes site work)
- **$1.02M–$1.23M** Yearly Operational Costs

**Shared Key Features**

- Large Meeting Room
  - (120 seat capacity)
- Wood Floor Studio
  - (ballet, dance yoga)
- Classroom/Studio
  - (culinary arts, crafts)
- Preschool Classroom/Childwatch/Tot Activity
  - (incl. reception, toilets, kitchenette)
07
Project Scenario Prioritization Process
The second round of community outreach focused on understanding and exploring the different conceptual project opportunities, evaluating cost impacts against the possible funds available from the SBCF, developing project scenarios (including dedicated use or joint use combinations), and interactively prioritizing these project scenarios.

Opportunities for community input included an informational and interactive Community Forum meeting, online survey, and pop-up outreach events at the Parkside Intermediate School Winter Concert and The Shops at Tanforan. Participants were asked to review the project opportunity information and project scenario options and choose their top three project scenario options.
Overview

Held on November 30, 2016 at the San Bruno Senior Center, this forum provided a community dialogue about the potential project options and their value to community. Each potential project concept was presented to help the community understand the options being considered. Funding budget and options were also reviewed, in addition to the potential impact of escalation on project cost and budget.

During the majority of the forum, the attendees gathered into small groups to participate in an interactive prioritization exercise to evaluate and prioritize different project options and scenarios, including potential joint use or combined project facilities. Teams were asked to choose their top three scenarios, as well as the opportunities and constraints of those scenarios.

Participant Demographics

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Number</th>
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<tbody>
<tr>
<td>5-10 YEARS OLD</td>
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<tr>
<td>11-19 YEARS OLD</td>
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<td>20-34 YEARS OLD</td>
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<td>35-49 YEARS OLD</td>
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<td>50-64 YEARS OLD</td>
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<td>65+ YEARS OLD</td>
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<th>Resident Status</th>
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<tr>
<td>FEMALE</td>
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<tr>
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</table>
Prioritization Exercise

Prioritization Exercise Board

Still Shots from Prioritization Exercise Demonstration Video

Participants presenting their team’s top three scenarios

Prioritization Results

(Ranked by Occurrence)

Pool / Recreation Center (joint-use)
Community Center + Pool (separate facilities)
Library / Community Center / Pool / Recreation Center (joint-use)
Library
Library / Community Center (joint-use)
Community Center / Recreation Center (joint-use)
Other - Reuse
Pool
Community Center / Recreation Center / Pool (joint-use)
Recreation Center
Community Center
Overview

Based on the project scenarios developed by participant groups at Community Forum #2, this online survey asked participants to review project opportunity information and choose their top three project scenario options. The survey was open from December 3, 2016 to December 11, 2016.

Survey Instructions

The City of San Bruno has a funding opportunity to move forward with improved community facilities. The City wishes to work with the community in a participatory process to identify which potential projects should receive the highest priority. The potential projects for consideration were established by the SBCF Listening Campaign and include a Library, Recreation Center, Swimming Pool, and Community Center.

Many new and interesting things are happening in these types of modern community facilities. To get a glimpse of these exciting service trends, check out the November 30th Community Forum presentation starting on slide 20.

Project Opportunities

Based on the San Bruno community’s input, size, and needs, the consultant team developed several Project Opportunities. These are ideas to support a community discussion about priorities for major new community facilities. Smaller efforts will be handled with separate processes.

Nothing has been decided about the size and features of each possible project. These are simply ideas with just enough information to evaluate and prioritize facilities for council’s consideration. For more information, please look over these Project Opportunity boards from the forum.

Project Scenarios

At the community forum, groups created different scenarios to prioritize the Project Opportunities. These have been captured below with the estimated Project Cost, the estimated annual Operational Costs, and compared to the earmarked funds for community facilities by the San Bruno Community Foundation.

Project Cost is a one time cost that includes construction, design, and site improvements. Operational Costs combine the anticipated annual revenue and costs to run and maintain the facility and its services. All costs are given in today’s dollars.

Scenario Options

<table>
<thead>
<tr>
<th>Dedicated Use</th>
<th>Project Cost</th>
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<tbody>
<tr>
<td>(1) Community Center</td>
<td>$ 31.7 M</td>
</tr>
<tr>
<td>(2) Library</td>
<td>$ 54.2 M</td>
</tr>
<tr>
<td>(3) Recreation Center</td>
<td>$ 45.7 M</td>
</tr>
<tr>
<td>(4) Swimming Pool</td>
<td>$ 16.2 M</td>
</tr>
<tr>
<td>(5) Community Center and Pool</td>
<td>$ 47.9 M</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Joint Use</th>
<th>Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>(6) Library / Community Center</td>
<td>$ 78.1 M</td>
</tr>
<tr>
<td>(7) Community / Recreation Center</td>
<td>$ 67.1 M</td>
</tr>
<tr>
<td>(8) Swimming Pool / Recreation Center</td>
<td>$ 61.9 M</td>
</tr>
<tr>
<td>(9) Community / Recreation Center / Pool</td>
<td>$ 83.3 M</td>
</tr>
<tr>
<td>(10) Library / Community / Recreation Center / Pool</td>
<td>$ 136 M</td>
</tr>
</tbody>
</table>
Based on the San Bruno community's input, size, and needs, the consultant team developed several Project Opportunities. These are ideas to support a community discussion about priorities for major new community facilities. Smaller efforts will be handled with separate processes. Nothing has been decided about the size and features of each possible project. These are simply ideas with just enough information to evaluate and prioritize facilities for council's consideration.

For more information, please look over these Project Opportunity boards from the forum.

### Project Scenarios

At the community forum, groups created different scenarios to prioritize the Project Opportunities. These have been captured below with the estimated Project Cost, the estimated annual Operational Costs, and compared to the earmarked funds for community facilities by the San Bruno Community Foundation.

**Project Cost** is a one time cost that includes construction, design, and site improvements.

**Operational Costs** combine the anticipated annual revenue and costs to run and maintain the facility and its services.

All costs are given in today's dollars.

#### Scenario Options

**Dedicated Use**

1. Community Center: $31.7 M
2. Library: $54.2 M
3. Recreation Center: $45.7 M
4. Swimming Pool: $16.2 M
5. Community Center and Pool (separate facilities): $47.9 M

**Joint Use**

6. Library / Community Center: $78.1 M
7. Community / Recreation Center: $67.1 M
8. Swimming Pool / Recreation Center: $61.9 M
9. Community / Recreation Center / Pool: $83.3 M
10. Library / Community / Recreation Center / Pool: $136 M

#### Scenario Prioritization

1. Please review the following scenarios and pick your top 3 choices from the diagrams below.

   *Other (please describe)*
Online Survey (cont.)

Participant Demographics

Survey Results
(Ranked by Occurrence)
Based on the project scenarios developed by participant groups at Community Forum #2, two pop-up outreach events were conducted to gather additional responses. Survey participants were asked to choose their top three project scenarios. The first pop-up outreach event was held at the Parkside Intermediate School Winter Concert on December 9, 2016, and the second event was held at The Shops at Tanforan Food Court on December 10, 2016.

**Vision Statement**

“Our facilities will attract and inspire the community by creating a vibrant, healthy, accessible center for people of all ages to gather, learn, play, and prosper.”

**Success Criteria**

*Developed and prioritized in Round 1 of Community Outreach*

“What are the most important criteria for prioritizing the development of San Bruno’s community facilities?”

1. Serving all ages and socioeconomic groups
2. Providing the greatest impact on the whole community
3. Providing programs for youth and teens
4. Providing access and services year round
5. Providing a sense of community
6. Supporting health and wellness
7. Providing an attractive destination facility the community can be proud of
8. Providing a range of recreational opportunities
9. Offering community access to technology
10. Supporting community gathering
11. Providing affordable facility use
12. Teaching personal safety skills
13. Focusing on existing facilities with the greatest issues (accessibility, conditions, etc.)
14. Providing programs for seniors
15. Providing programs for children under 5
16. Staffing and operational costs are justifying investment
17. Being centrally located, connection to downtown
San Bruno Community Facilities Prioritization

Project Opportunities

What is a Project Opportunity?

- A conceptual description of a facility’s potential to serve your community
- A professional assumption for a project customized to your community demographics and needs
- Not a complete description or an architectural space program
- Not a cost estimate or a defined operational cost
- Simply an idea with just enough information to evaluate and prioritize facilities for council’s consideration

Each project opportunity includes the following information for consideration:

**Existing Facility**
- The age of existing facility
- Condition
- Value
- Flexibility

**Building Area**
- 3URMHFWHG
- 3URMHFWHG

**Site Area**
- 3URMHFWHG

**Project Costs**
- 3URMHFWHG

**Yearly Operational Costs**
- 3URMHFWHG

**Library**

**Community Center**

<table>
<thead>
<tr>
<th>Key Features</th>
<th>Key Features</th>
</tr>
</thead>
<tbody>
<tr>
<td>~125,000 sq ft</td>
<td>~133,000 sq ft</td>
</tr>
<tr>
<td>~66,000 sq ft</td>
<td>~75,000 sq ft</td>
</tr>
<tr>
<td>2.93-3.20 ACRES</td>
<td>2.61 ACRES</td>
</tr>
</tbody>
</table>

**Library + Community Center**

**Recreation Center**

**Swimming Pool**

**Joint-Use Opportunities**

Up to $50 million has been earmarked to fund major community facility projects

- Short term: up to 2.39 acres
- Mid-term: up to 3.20 acres
- Long-term: up to 4.46 acres

- Over the long-term investment
- Some within existing budget
- Nonfamily

Information Provided (cont.)
Survey Question

San Bruno Community Facilities Prioritization

Project Scenarios: Pick your Top 3.

Library

Community Center

Pool

Recreation Center

Community Center + Pool (separate facilities)

Library / Community Center (joint-use)

Pool / Recreation Center (joint-use)

Community Center / Recreation Center (joint-use)

Community Center / Recreation Center / Pool (joint-use)

Library / Community Center / Pool / Recreation Center (joint-use)

Polling Results from The Shops at Tanforan Pop-Up Outreach

Dot-Polling Board

City of San Bruno Community Facilities Prioritization / Anderson Brulé Architects / February 2017 / 7.9
Parkside Intermediate School Winter Concert

Participant Demographics

Survey Results

(Ranked by Occurrence)
The Shops at Tanforan

Participant Demographics

Survey Results
(Ranked by Occurrence)
Overall Scenario Prioritization (Combined Ranking)

The combined community input ranked a joint-use Pool/Recreation Center as its top priority, followed by a joint-use Library/Community & Recreation Center/Pool, dedicated use Library, and joint-use Library/Community Center. For discussion purposes, the Core Team grouped the top two ranked projects as Tier 1 and the two projects following that as Tier 2.
08

PROJECT
SCENARIO
PRIORITIZATION
OUTCOME
Analysis of Prioritization Results

Below are the top two tiers of project opportunities, their project and operational costs (in 2016 dollars), and the possible opportunities and challenges each project may have.

**Tier 1**

**Pool / Recreation Center**
*(joint-use)*

- **Joint Use:** Pool / Recreation Center
- **PROJECT COSTS:** $61.9 M
- **OPERATIONAL COSTS:** $0.43 M
- Reduce program and/or quality to achieve $50M project or add $11.9M and any escalation to budget
- Could be built in existing city park
- Could replace existing pool and recreation center

**Library / Community & Recreation Center / Pool**
*(joint-use)*

- **Joint Use:** Library / Community Center / Swimming Pool / Récréation Center
- **PROJECT COSTS:** $136 M
- Exceeds available funding by $86M and would need to include escalation
- A bond would be necessary
- Need to establish available land strategy
- Could replace pool and recreation center
- Existing library can be repurposed or sold

**Tier 2**

**Library**
*(dedicated use)*

- **Joint Use:** Library
- **PROJECT COSTS:** $54.2 M
- **OPERATIONAL COSTS:** $0.6 M
- Reduce program and/or quality to achieve $50M project or add $4.2M and any escalation to budget
- Currently does not fit on existing library site
- Need to establish available land strategy
- Existing library can be repurposed or sold

**Library / Community Center**
*(joint-use)*

- **Joint Use:** Library / Community Center
- **PROJECT COSTS:** $78.1 M
- Reduce program and/or quality to achieve $50M project or add $28.1M and any escalation to budget
- Need to develop shared use concept
- A bond would be necessary
- Need to establish available land strategy
- Existing library can be repurposed or sold
Based on the considerations, findings, and insights, the Core Team recommended the following top two project scenarios for final consideration by the San Bruno City Council:

<table>
<thead>
<tr>
<th>Project Scenario Prioritization Outcome</th>
<th>Top Candidates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pool / Recreation Center</td>
<td>Library / Community Center</td>
</tr>
<tr>
<td>Library / Community Center</td>
<td>Library / Community Center</td>
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<tr>
<td>Library / Comm Ctr / Rec Ctr / Pool</td>
<td>Library / Community Center</td>
</tr>
<tr>
<td>Library / Comm Ctr / Rec Ctr / Pool</td>
<td>Library / Community Center</td>
</tr>
<tr>
<td>Pool / Recreation Center</td>
<td>Not Joint Use</td>
</tr>
</tbody>
</table>

Next Steps with Council

8.2 / City of San Bruno Community Facilities Prioritization / Anderson Brulé Architects / February 2017
In addition to the prioritization results and Core Team recommendations, the City Council had other factors for consideration, as well as key findings and additional insights gathered throughout the prioritization effort.

**Council Considerations**

- Does the input from the community support this type of facility with regards to the following:
  - Success Criteria
  - Vision
  - Priority Input
  - Joint-use & maximizing resources
- How much of the community will be impacted by this type of facility? How many people can it serve?
- What is the magnitude of project & operational costs?
- What city-owned land can be used? What will need to be acquired?
- What funds have been identified? Is there a need for additional funds via bonds or taxes?
- Can this facility type adapt to the current budget and funds available?
- What is the financial impact of schedule and escalation?

**Key Findings/ Additional Insights**

The following are key findings and additional insights gathered from outreach efforts.

- **Community preference for joint-use facilities**
  - Adaptable and flexible facilities
  - Serve a greater breadth of the community

- **Community desires to maximize impact for investment**
  - The number of community members served
  - Replace/Create facilities that address greatest needs

- **Many community members preferred project opportunities that could be designed to fit a $50M budget**
  - Pool / Recreation Center
  - Library
  - Library / Community Center

- **Some community members would like to leverage funds with additional public funding**
The community’s input, priority scenarios, and potential cost impacts were presented to community commissions, boards, and City Council at the Commission Meeting held on January 23rd, 2017 and gathered the following input:

**Public Comment**

/ Would like to explore opportunities for additional funding to supplement restitution funds
  › Bond, grants, state funding, local partnerships, City to find more funding
/ Concern about choosing an option without first considering possible locations
/ Interested in a library as a way to support education and gathering places in San Bruno
/ Ideas for expanding the library at the current site

**Commission Input**

/ **Pool / Recreation Center**
  › Reasons mentioned for Pool / Recreation Center preference
    › Site availability
    › Concerns with the existing facility condition
    › Removal of physical education programs from some schools
    › Desire for a year-round indoor pool
  › Some would like for the Pool/Recreation Center to be renovated in its current location
  › Concern about sufficient parking if the Pool/Recreation Center were to be renovated or built as new, due to increased usage

/ **Library/Community Center**
  › Some would like to find ways to find matching funds, so the project would not have to be scaled down
  › Some would like to see the library renovated and expanded in its current location, as finding new land would be challenging
  › Suggested expanding Library/Community Center to include City Hall and use City Hall site

/ **Other**
  › Consider public usage numbers. How many people are expected to use the proposed facilities?
  › Some had a preference for renovation
While both projects would bring value to the San Bruno community, the City Council ultimately decided that the joint-use Pool/Recreation Center project would be the more viable option with land already available for the amount of site area recommended for San Bruno’s population size. The Council, however, emphasized a continued commitment to identify opportunities for the development of a future joint-use Library/Community Center project.
The City staff has been directed to request funding from the San Bruno Community Foundation in the amount of $50 million. This number represents the total project budget, which should account for escalation. The City staff has also been directed to issue a request for qualifications for a consultant team to develop the next phases of a Pool and Recreation Center project that will align with the identified funding. Staff anticipates the next phases to include:

/ Programming
/ Operational Cost Model
/ Site Analysis
/ Schematic Design through Construction Documents
/ Project Cost Estimate & Schedule, and
/ Bidding & Construction Administration.