



Redwood City 2020 Leadership Council Members
 Barbara Pierce, City of Redwood City
 Diane Howard, City of Redwood City
 Warren Slocum, County of San Mateo Board of Supervisors
 Michael Garb, First 5 San Mateo County
 Milbrey McLaughlin, John W. Gardner Center
 Stacey Wagner, Kaiser Permanente
 Alisa MacAvoy, Redwood City School District
 Hilary Paulson, Redwood City School District
 Gerald Shefren, Sequoia Healthcare District
 Carrie DuBois, Sequoia Union High School District
 Alan Sarver, Sequoia Union High School District

Redwood City 2020 Leadership Council Meeting
Redwood City Main Library, Community Room (2nd Floor)
1044 Middlefield Road, Redwood City
Wednesday, January 20, 2016
9:00am – 10:30am

Speaking to the Council: The public is encouraged to speak to the Leadership Council about issues of concern, whether or not the issue is on the agenda. To address the Council, please complete a Speaker’s Card, available at the entrance, and give it to the Executive Director. If the subject is on the agenda, you will be called on when it is being considered. If your item is not on the agenda, you will be called on during Oral Communications. Public comments are limited to 3 minutes per person per topic.

Electronic Devices: Please turn the sound off on all cell phones, pagers, and other electronic devices during the meeting.

Leadership Council Meeting (Draft) Agenda

Lead	Agenda Item	Background	Time
Hilary Paulson	Welcome and Introductions		9:00am
Members of the Public	Oral Communications	Opportunity for members of the public to address the Leadership Council on items not on the agenda.	9:05am
Hilary Paulson	Draft Minutes <i>Motion Required</i>	Draft minutes from the Leadership Council meeting held on October 21, 2015 are attached.	9:10am
Hilary Paulson and Jana Kiser	Honoring and Appreciation	Barbara Pierce will be recognized for her contributions as Leadership Council Chairperson and City Councilmember.	9:15am
Redwood City 2020 partners	Community Schools Expansion and Sustainability Workgroup	An update will be presented with requests for Leadership Council feedback, involvement, and support to further progress and take next steps.	9:30am
Diane Howard, Lee Michaelson, Stacey Wagner, Hilary Paulson	Ad Hoc Committee Updates and Requests	Information about three ad hoc committees will be presented: Finance and Development, Executive Director Evaluation, and Marketing and Communications.	9:50am
Jana Kiser	Financial and Programmatic Announcements		10:05am
Jana Kiser	Affiliate Partner Application <i>Action Required</i>	Planned Parenthood’s application to become a Redwood City 2020 affiliate partner is attached.	10:10am
Leadership Council Members	Member Announcements/Good News/Kudos		10:20am
Hilary Paulson	Next Steps and Meeting Closure		10:25am



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Leadership Council Members Present: Diane Howard, Alisa MacAvoy, Barbara Pierce, Hilary Paulson, Alan Sarver, Stacey Wagner

Executive Team Members Present: John Baker, Amy Gerstein, Jim Lianides, Lee Michelson

Others Present: Chris Beth, Mayra Diaz, Kathie Fosgett, Carol Marks, Sandra Portasio, Derek Wolfgram

Welcome and Introductions

- Jana Kiser gave a special acknowledgement to First Church of Redwood City Executive Director Kathie Fosgett and Rev. Kim Smith-Nilsson. First Church generously provided a grant to fund Sophia Colombari Figueroa's Program Associate position. Redwood City 2020 is exploring the expansion and sustainability of community schools and providing family engagement trainings. Investing in Sophia Colombari Figueroa was critical to success of those projects. Jana Kiser knows First Church from her previous position at Hoover Community School, where First Church has supported several wide-ranging initiatives including family engagement evenings with the library, mutual service projects in the winter, and many other collaborations in the community.
- Kathie Fosgett said First Church is happy to be involved.
- Jana Kiser formally welcomed and introduced Program Manager John Crowell and Administrative Assistant Robin Rodricks, who are relatively new Redwood City 2020 staff members. She explained this was a year of great growth as major projects are growing and coming to fruition.
 - John Crowell is a longtime resident of Redwood City. His children attended Redwood City public schools. He had a long and successful career in the tech field but wanted to work for the benefit of his community in a different way. His skillset and personality have already tremendously benefited the collaborative.
 - Robin Rodricks has already been more than was anticipated in a new colleague. She has a deep long history of public sector work from top level leadership/boards and commissions to integral support of operations, which is what she is doing for us. Redwood City 2020 is grateful to have her extensive and robust skillset.
 - Jana Kiser thanked all who helped Redwood City 2020 ensure the top candidates applied for these two positions.

Oral Communications

- There were no oral communications or public comments.



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Draft Minutes

- Hilary Paulson asked for approval of the draft minutes from the Joint Leadership Council and Executive Team Meeting held on October 20th, 2015.
 - There were no changes or omissions suggested.
 - Alan Sarver motioned for approval of the minutes, Stacey Wagner seconded, and the minutes were approved as presented.

Honoring and Appreciation of Barbara Pierce

- Jana Kiser expressed that today is a day of celebration and transition. As most know, Barbara Pierce has been termed out as a City Councilmember. She was a long time member and one of the founders of Redwood City 2020. Jana Kiser shared that Maddy Kane had the opportunity to interview Barbara Pierce regarding the history of her contributions to the collaborative over time, and it is clear how deep and expansive her reach has been.
 - Jana Kiser was touched to read about her influence in the early community schools work in Redwood City. Barbara Pierce came back from a national conference with a vision of community schools for the community to implement here.
 - Barbara Pierce was a pioneer in thinking about Safe Routes to School along with Lee Michelson and brought that vision back to the community.
 - In her time as mayor when immigration raids and other circumstances made many feel unsafe, Barbara Pierce's vision and insight helped to make Redwood City as more welcoming place. She also helped launch Redwood City Together, Redwood City 2020's welcoming initiative that builds understanding and empathy among newcomers and long-term residents in the community.
- Jana Kiser noted that these are just a few of many contributions Barbara Pierce has made and described Barbara Pierce as wise, generous, assertive, kind, and thoughtful. Jana Kiser expressed she has been fortunate to have the opportunity to work with Barbara Pierce and said there will always be room for her as part of the Redwood City 2020 fiber and family.
- Additionally, Jana Kiser said Redwood City 2020 looks forward to continuing to work with Barbara Pierce and to seek her guidance and counsel as we move forward. Barbara Pierce will continue to serve as a member of the Redwood City Together Steering Committee and of the Community Schools Expansion and Sustainability Workgroup.
- Jana Kiser announced that, in partnership with Parks, Recreation, and Community Services of Redwood City, Redwood City 2020 is looking forward to planting a tree in Barbara Pierce's honor. Knowing Barbara Pierce's commitment to making Redwood City a place that is green and welcoming, Redwood City 2020 wanted to honor her with something that is alive and keeps living. More details will come about the opportunity to gather and celebrate Barbara Pierce.
- Jana Kiser encouraged meeting attendees to either share something about what they appreciate that Barbara does and who she is or, for those who have known her for a while, to share how they first met her.



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- Hilary Paulson said she once went to the Kennedy Middle School Winter Music Concert with 250 student musicians (more than one third of the study body). She was grateful because Barbara Pierce always reminded her to not forget about the music and its importance for the students.
- Carrie Du Bois shared that when she first became an elected official she asked a friend if there was a model elected official from whom she could learn. Her friend immediately said Barbara Pierce. Carrie DuBois reached out to her, and they met for a 3 hour lunch during which Barbara Pierce generously shared her insight. Carrie DuBois noted that the City Council Chambers were overflowing during the meeting in which Barbara Pierce was recognized for her long service to City Council, because she truly is a model to so many in the community.
- Chris Beth said it is amazing what can happen when Barbara Pierce takes the lead. He shared that when the City of Redwood City had to find money for the Redevelopment Funds, Barbara Pierce picked up a bucket, put on a red vest, and began a person-to-person fundraising campaign.
- Sandra Portasio shared that she met Barbara Pierce while working as a Community School Coordinator at Kennedy Middle School. She said Barbara Pierce's generosity and inclusiveness empowered her to do her job at the school site. Collaborating throughout the past 15 years has been fantastic and she is grateful.
- Alan Sarver said he met Barbara Pierce at a Community Builders program when he was moving from being a sporadic community activist to being truly involved in the community. He shared that he felt Barbara Pierce has intelligently guided growth and progress that is logical to the needs of families and the entire community. He said Redwood City is a great place to be and Barbara Pierce has been right at the core of it.
- Diane Howard said she met Barbara Pierce 18 years ago, when Barbara Pierce was thinking of running for City Council. She said the City Council and the Redwood City School District did not have strong communication at the time, even though all members would have liked to have a strong connection. Diane Howard shared that when she saw Barbara Pierce speak about the strong ties she had with the schools and their programs, she could not have been more excited because Barbara Pierce could help the City Council find a way to create that strong connection. She felt that Barbara Pierce opened the door to a new way of doing things, one that is still helping Redwood City to become a better place.
- Stacey Wagner said Barbara Pierce has supported her throughout her career. Stacey Wagner was delighted to attend to the City Council tribute to Barbara Pierce. She said there is probably not one issue Barbara Pierce is not involved with, and described Barbara as a "doer who does not just talk but also walks." Stacey Wagner thanked Barbara Pierce for her extensive contribution to making Redwood City a better place.
- Alisa MacAvoy shared that ten or twelve years ago as the president of Clifford Elementary School's Parent Teacher Organization, she experienced a moment in which she suddenly understood that there was not just one school (hers) through Barbara Pierce's diligent work with the Redwood City Education Foundation, which supported all Redwood City School District schools. During Alisa MacAvoy's time on the Redwood City School District board, Barbara Pierce has always reminded all of the importance of music programs. Thanks to her



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leadership and the Redwood City Education Foundation, the district has always continued its music program. Alisa MacAvoy noted that the children who benefitted from the continuation of these programs during the Great Recession are now in high school or college, and many are still playing their instruments. Alisa MacAvoy added that Barbara Pierce’s impactful connection with all constituents, from children to seniors, was evident in the hundreds of people, including students, who attended Barbara Pierce’s City Council celebration. Alisa MacAvoy shared that she teared up when one student stood up to talk about how much Barbara Pierce means to him and his family.

- Barbara Pierce said that as a middle child, she simply learned how to help people to get along, and that she is very persistent. She said she often happens to be at the right place at the right time. Barbara Pierce shared that she always had wanted to remodel the world and felt that Redwood City’s City Council was a perfect way to contribute. She noted that even though she hadn’t always thought of public service as the avenue for change, she had always felt like she could help, and started with the Redwood City Education Foundation. During that time, she worked with Beth Ross who was the Executive Director of Redwood City 2020 at the time (it was still called Redwood City 2000). When Beth Ross was on maternity leave, Barbara Pierce helped with the community-facing aspect of her job. Barbara Pierce shared that she participated in a conference on participatory democracy in 1999 when lots of negative things were going on in the community, such as people saying they would not go to ‘that part of town.’ Given that those opinions did not match her understanding of the community, Barbara Pierce wondered if there was another a way to invite people to get involved to solve problems, and that was the start of “a great adventure.”
- Barbara Pierce noted that she was fortunate that Milbrey McLaughlin (of the John W. Gardner Center for Youth and Their Communities at Stanford University) invited her and Beth Ross to attend a community schools conference in Washington, D.C. She thought community schools seemed like a great idea and became a supporter and champion.
- Barbara Pierce shared that during difficult times, financial or otherwise, when music programs, Redwood City 2020, and other programs seem to be in danger, she keeps trying to remind people to please keep going and not lose the programs. She said it is easier to trim a program than it is to cut it and then restart it again, and therefore she has emphasized keeping programs in some way, rather than cutting them outright.
- Barbara Pierce concluded by expressing her gratitude to all the organizations she has worked with and the myriad of collaborations that have created great progress in the community. She said she looks forward to fewer meetings but continued work. Finally, she expressed she is fond of oak trees.

Community Schools Expansion and Sustainability Workgroup

- Jana Kiser introduced the programmatic section of the meeting agenda on community schools, reminding all that this initiative is something Barbara Pierce helped to spearhead. She shared that members of the workgroup would highlight important pieces from current work.
- Jana Kiser added that the conversation would allow attendees to get an early look at what the workgroup has been developing and that more details would be formally shared in February.



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- Jana Kiser reminded attendees that the workgroup consists of 40 diverse stakeholders who represent families, practitioners from many sectors, and policy makers, among others. The workgroup has been meeting for about nine months, and the last meeting of Phase 1 will occur on January 26th. More details will be sent via email to attendees.
- Jana Kiser explained that the purpose of the workgroup was to create content for and draft a set of recommendations for decision makers to consider. The recommendations are intended to be thorough but digestible, and roughly 20 pages long. The Executive Team will discuss some of the recommendations in their February meeting, and the Leadership Council will consider the recommendations in their March meeting. Jana Kiser stressed that these recommendations would not be a stopping point, but rather a launching point.
- Jana Kiser gave an overview of the updated concept of the cradle-to-career pipeline. This would be a pipeline of solutions, collaboration, and services; a pipeline of linked data, continuity of holistic service, strengthened transition points, intentional referral systems, and collaboration between partner organizations. This pipeline's purpose is to build on the strong collaborative work done over the years by Redwood City 2020 and partners such as the Redwood City School District. Jana Kiser introduced the framework of naming sites of encounter between families and community resources as anchor sites. These anchor sites include full-service community school sites and ally sites, which would be schools with some elements of the community school model that are interested in linking to the pipeline as well as sites of encounter such as the public library, Fair Oaks Health Clinic, and other physical sites that offer holistic services. This is work that has already been happening within the collaborative for the past 20 years. The idea is to strengthen and systematize the collaboration and create space for sites that are not full-service community schools to connect and collaborate.
- Derek Wolfram shared that, having recently come in to this community, participating in the workgroup was a terrific opportunity to meet many partners with shared goals in the community. This process helped him see how the work the library is doing is connected with other work happening with community school partners, and understand how all of that comes together. Derek added that the concept of anchor sites he pictures in his mind resembles the bumpers that are used in bowling alleys. Even the best bowlers do not get straight to the strike, he noted, and ally sites can provide additional support and guidance to get to the goal. He added that this pipeline has a clear end goal of supporting students from cradle to career and it is coming together in a profound way where everyone shares goals and pitches together to make them happen.
- Jana Kiser said that the workgroup will be careful to articulate that this is not brand new. The community already has a foundation and history, and the goal is to build upon it and expand out. Jana gave an example of how the superintendents are already doing pioneering work to ensure that there is continuity of holistic services through the linking of socio-emotional data in addition to academic data between the districts.
- Jana Kiser shared that she and Sandra Portasio recently attended a Promise Neighborhood meeting. One of the things the speaker emphasized is that the purpose is not just collaboration for collaboration's sake, but collaboration for results. There have to be concrete results that partners are accountable for. The intention is that every partner at the table will share accountability for moving forward.



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- Hilary Paulson encouraged everyone to provide feedback on the list of indicators that many received from Sophia. A few questions to consider include: Have we chosen indicators for which we have no data? Have we missed key indicators?
- Amy Gerstein asked for clarification about the difference between partner and ally sites.
- Jana Kiser said that the intention is to provide a number of different entry points. This is an opportunity for the library, clinic, and schools that are not community schools but want to link into the pipeline, for example, to share family engagement training for community school and non-community school staff. There is content that their families could go to that they would have information about that. There would be a distinction between schools that are transforming themselves into community schools with a coordinator and others who want to connect as ally sites.
- Amy Gerstein responded that she can imagine that the library might already see itself as a partner. She noted that her question may be about semantics but that she does not understand the distinction.
- Jana Kiser added that this is helpful feedback and that the workgroup is continuing to work on the language. What the workgroup has been working on is strengthening linkages with more intentionality.
- Lee Michelson asked for the presentation of an overall annual budget for community schools in terms of what it costs today, how much each program costs, what the income sources are today, what sources are missing, etc. He noted this overview would help with moving forward with new sites and are necessary pieces to ensure financial sustainability.
- Jana Kiser responded that thanks to Sandra Portasio's leadership, there is a budget that reflects the core infrastructure costs, and that they would be happy to share that information.
- Jana Kiser added that the topic of financial sustainability is a great segue way to discussion of the phases of the Community Schools Expansion and Sustainability work. She noted that the workgroup is Phase 1 and that the current thinking for Phase 2 of this process would be to create subcommittees to focus on financial sustainability, continuous improvement and evaluation, community schools implementation, and others. Jana Kiser highlighted that the workgroup would create concrete recommendations for the subcommittees, with the intention that the subcommittees would allow for cross-sector collaboration to hold the project such that it would not be the sole responsibility of the districts in the future.
- Carol Marks returned to the financial sustainability topic to add that including the financial report in the recommendations document would be helpful.
- Sandra Portasio made a few comments with regard to the budget and how the Redwood City School District has been sustaining current community schools. She outlined that she has divided the funding into infrastructure of a community schools, such as community school coordinator position and a family resource center, and operational costs. Sandra Portasio shared that a few years ago the district participated in a study focused on Healthy Start sites and how they were sustained after the grant expired. Sandra Portasio also note that the district has partnerships that translate into services for all the schools while some schools have individual partnership that create services for their campus. She said that she felt that it is time to have a more transparent picture of how much each piece costs, how many students each program services, what are the benefits for the organizations that are participating, and how to go deeper in the efforts to merge the budgets.



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- Sandra Portasio said that she feels optimistic about where the workgroup is. Going back to Barbara Pierce's mention of the community schools conference, there have been several milestones for the community schools movement such as that conference and the academies at Stanford. Sandra Portasio sees this workgroup as another potential milestone to make commitments to address equity and create priority areas. She said that the recommendations paper will be reflective of the workgroup's shared thinking and values, which would then need to translate into projects that will be funded. Phase 2 is an opportunity to grow, expand, and continue to recognize the great partnerships that already exist.
- Jana Kiser noted that this discussion was a small taste of the work underfoot and that next month the workgroup will have a working document to present to the Executive Team. The suggestions offered today are valuable in articulating the difference between ally and partner sites.
- Jim Lianides requested that, in their February meeting, that the Executive Team begin to work to distinguish the roles of the school districts and Redwood City 2020 in driving community schools forward. He noted that clarifying the organizational roles and responsibilities would bring more clarity to discussion around ally sites and other pieces of the pipeline.
- John Baker said that the organizational roles have been hazy for him and that he has struggled with that since coming on board.
- Amy Gerstein shared that, in its initial launch, the community schools initiative was a community wide focus on elementary-aged children and youth, which is why it was launched through the Redwood City School District and Redwood City 2020. She agreed that it is important to identify who is responsible for what jobs.
- Barbara Pierce responded that Redwood City 2020 is an incubator. The collaborative initially held the community schools initiative and then the school district decided to take it on with continued support from and a strong relationship with Redwood City 2020. She also agreed that clarity of roles would be important in the expansion and sustainability work.
- Barbara Pierce emphasized that data is critical to show that community schools are a tool to help students. She expressed a desire for longitudinal data that would be able to track students' success in high school, college, and career regardless of what context within which they begin school in the community. This data would help track the success of the youth and the community schools over time.
- Jana Kiser reminded everyone that the workgroup's purpose is to explore what Redwood City 2020 and other partners should do to support community schools, to define the extent of each partner's responsibility.
- Hilary Paulson reiterated the request to pay attention to the proposed results and indicators. The idea is to ensure that partners are responsible for specific indicators in collaboration with other partners. For example, one proposed indicator for kindergarten readiness is having all immunizations prior to entry. These indicators should emphasize ways that partners are already contributing to children, youth, and families' success in the community and ways to strengthen that work.
- Alisa MacAvoy added that from her experience on the Redwood City School District Board, it has been clear to her that the school district cannot do its job (i.e., build the academic success of young people) without the help of community partners, and she feels that community schools are the best example of that belief. She expressed support for the concept of ally sites in the pipeline, and reiterated Hilary Paulson's ask that partners take a careful look at the indicators to determine how



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their organizations may already be supporting the desired results, and if there were any additional ways to measure and support achieving the desired results in the pipeline.

Ad Hoc Committee Updates and Requests

- Jana Kiser encouraged ad hoc committee members to provide an update on their respective committees.
- Finance and Development Ad Hoc Committee
 - Members: John Crowell, Diane Howard, Jana Kiser, Alisa MacAvoy, Lee Michelson, and Audrey Ramberg.
 - Diane Howard said that the committee would like to have more members to gather input from so as to come back with healthy recommendations for the collaborative.
 - Lee Michelson noted that Redwood City 2020 does not have set funds. As a non-profit, the collaborative depends on funding from others. While core partners contribute, there is not a guaranteed income. There is concern about this and the ad hoc committee was tasked with ensuring Redwood City 2020 has a steady source of money for years to come. He said the committee is focusing initially on three ideas:
 - Seek new annual memberships as the collaborative lost one this year.
 - Organize an annual fundraising event, to be determined.
 - Establish a friends program for partners that cannot contribute a full \$25K but can contribute a smaller membership amount.
 - Lee Michelson emphasized that this ad hoc committee welcomed the support of all, in various ways, offering that those who do not sit on the committee itself could support a future event, a fundraising program, and more to help guarantee ongoing funding for this organization. He noted that the funding thus far has been fairly stable and substantial, but that shouldn't be taken for granted.
 - Marking and communications ad hoc committee
 - Members: John Crowell and Stacey Wagner
 - Stacey Wagner shared that this committee welcomes more participation and encouraged everyone who does not have bandwidth to participate fully to consider determining if members of their team had the skills and bandwidth to support the work.
 - Stacey Wagner said that during this time she has been enhancing her understanding of what Redwood City 2020 does, and how it may be best promoted. She said the goal of the committee is to build awareness, link partners, and better support the community.
 - Stacey Wagner added that they worked on a one-pager that describes Redwood City 2020, its partners and accomplishments.
 - Stacey Wagner shared that another marketing and communications strategy they discussed is encouraging core partners to do a 10 minute interview on Peninsula Television with Dani Gasparini. This is an opportunity to write a question and respond to it on public TV, and there is no charge for it.



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- Stacey Wagner also talked about social media. She invited everyone to like and follow Redwood City 2020 on Facebook and Twitter, and to share or retweet the posts. Sharing posts can help the collaborative expand its reach beyond those who are already affiliated.
- Stacey Wagner concluded by talking about the newsletter which is now mobile-friendly. She shared that she and John Crowell have been working on shortening the articles and sending the newsletter out more frequently to create awareness.
- John Crowell added that it has been a pleasure working with Stacey Wagner and that he looks forward to others joining the committee.
- Diane Howard noted that they have done a lot of work for a small committee.
- Executive Evaluation ad hoc committee
 - Hilary Paulson introduced the members of the committee: Hilary Paulson, Alan Sarver, Lee Michelson, Melissa Stevenson-Diaz, and Tim Wong, representing both the Leadership Council and the Executive Team.
 - Hilary Paulson noted that the process for Executive Evaluation this year would closely follow what was done last year. She reported that Jana Kiser will give the Leadership Council and Executive Team a written report of the 2015 calendar year. The ad hoc committee will then review the report and discuss the contents with Jana Kiser. The ad hoc committee will also send a questionnaire similar to that of last year regarding Jana Kiser's performance this year as Executive Director to all members of the Executive Team and the Leadership Council. Hilary Paulson assured attendees that the survey would be brief, and noted that the Executive Evaluation committee needs the help of all members to fill out the survey so that it could be as complete and accurate as possible. The ad hoc committee will then compile the responses with the report and give the results back to the Leadership Council and Executive Team for review.
 - Hilary Paulson noted that the timeline for this process is to complete the review by the March 16th Leadership Council meeting, so that it can be discussed at the closed session portion of that meeting.
 - Alan Sarver noted that the participation in the evaluation survey last year was about 50% of Leadership Council and Executive Team members, and that at the Leadership Council meeting in which the evaluation was discussed, members had highlighted the importance of 100% participation. He noted that the survey is brief but important to reflect the job that Jana Kiser is doing.
 - Jana Kiser reminded attendees of the logistical process of the Executive Evaluation, noting that in the prior year, the Executive Evaluation ad hoc team had made suggestions regarding the evaluation and performance to the Leadership Council during a closed session meeting.
 - Jana Kiser noted that the closed session meeting is optional but will be an opportunity to give verbal feedback. The closed Session portion will start at 8:15am before the general Leadership Council meeting on March 16th, 2016, in the Community Room. Notes and a reminder will be sent in advance.



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Financial and Programmatic Announcements

- Jana Kiser announced that the Quarter 1 and Quarter 2 financial reports will be shared during this meeting, with the intention to share more via email.
- Jana Kiser shared that, as many know, last year Redwood City 2020 embarked on a process of streamlining and improving its financial reporting system to better align with that of the City of Redwood City, the collaborative's fiscal agent. Much progress has been made, and more remains to be done to finalize that systemic alignment.
- Jana Kiser explained that the handout in this meeting showed the actuals for Quarter 1 and Quarter 2.
- Jana Kiser shared with the attendees that the summary of the financial announcements for the collaborative is that the collaborative is well in the black, the budget is balanced, and the spending to date is appropriate for the revenue.
- Jana Kiser anticipated that the pieces of the handout that may change in the future include salary allocations. As the collaborative finalizes its alignment with the City's financial system, there are some occasions in which a salary is pulled from the incorrect project, although she assured the attendees that the numbers are correct. For example, a salary may be pulled from Core funds when it should be pulled from the Safe Routes to School funds. There is then a misalignment between the City and the collaborative's systems, even though the numbers remain accurate.
- Jana Kiser noted that as those numbers are refined, the collaborative will have sharper projections for the rollover amounts for each project, which will then be used by the Finance and Development ad hoc committee to create a proposal for the rollover funds. Current suggestions include setting prudent reserve and flexible reserve amounts. She noted that the Leadership Council will be invited to make a decisions on those numbers as the year progresses.
- Jana Kiser acknowledged the efforts of the Redwood City 2020 team and the City of Redwood City Finance Department team for the time and deep thought they have put into this work. She reported there has been significant headway made and precedent set for the future.
- Jana Kiser concluded by noting the exciting opportunity to report positive financial updates and invited questions. With no questions asked, she noted that there will be more to come from the Finance and Development ad hoc in future meetings as they continue to look more deeply at the collaborative's financial state.

Affiliate Partner Application – Planned Parenthood Mar Monte

- Jana Kiser gave a short introduction of Affiliate Partners with respect to Redwood City 2020.
 - Affiliate partners are community-based partners and allies who want to join the Redwood City 2020 network. There will be an opportunity to refine the affiliate application process in the spring, especially to distinguish more carefully what the benefits and contributions are for the affiliate partners.
- Jana Kiser briefly introduced Planned Parenthood Mar Monte and their representative, Education Program Manager Laurice Rubalcava.
- Jana Kiser shared that Planned Parenthood Mar Monte was evaluated for partnership through the current affiliate partner application process, which includes a two-part conversation with Jana Kiser as well as the submission of a formal application, which was presented to the Leadership Council members and attendees for review. She reminded attendees that the voting members present would



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put the application to a vote after a brief presentation by Laurice Rubalcava, the Planned Parenthood representative, or, if questions remained, members would move to table the vote until next meeting, pending resolution of those questions.

- Laurice Rubalcava, Education Program Manager for Planned Parenthood Mar Monte, thanked the Leadership Council for the opportunity to present. She shared a brief presentation regarding Planned Parenthood Mar Monte, noting that the organization was looking forward to the opportunity to network and partner with the affiliate and core partners of Redwood City 2020.
 - Planned Parenthood Mar Monte provides an array of educational and health services for 42 counties in California and Nevada. In Redwood City specifically, Planned Parenthood Mar Monte operates a health center which offers pregnancy testing, options counseling, STD and HIV testing and referral, primary care services, pediatric care services, medical abortions, and behavioral health services including individualized meetings with counselors and skill-building trainings for parents and family members. Last year the Redwood City Planned Parenthood health center saw an average of 720 patients per month.
 - She shared that Planned Parenthood Mar Monte was proud to announce it would be launching transgender care in March of 2016.
 - Laurice Rubalcava shared further details regarding the educational programming Planned Parenthood offers, and that those services had reached several thousand people throughout the county. Educational programming included sexual health and community education, youth development program such as TeenTalk for middle school girls at Clifford Elementary School and Kennedy Middle School. TeenTalk is among the many education programs that empower young people, especially girls, with the skills to make decisions regarding sexual activity, which increases self-esteem and sexual health.
 - Laurice Rubalcava noted that Planned Parenthood Mar Monte has had many wonderful partnerships in Redwood City and across San Mateo County, and she ascribed the success of the services offered by Planned Parenthood to those partnerships, especially the cross-referrals that are possible. Partners include Samaritan House, Health Plan of San Mateo, San Mateo Medical Center and more.
 - She noted in particular that Planned Parenthood fills a special niche with special services in this region, even though the aforementioned partners do often provide similar services. She highlighted in particular that when other partners are at capacity with waiting lists of several weeks, Planned Parenthood can see those patients immediately, and in that regard, Planned Parenthood fits in and aligns with other services in the community.
- Laurice Rubalcava invited questions regarding Planned Parenthood Mar Monte's application and her presentation.
- Diane Howard noted a concern about duplication of services, particularly around primary care and pediatric services, as her earlier conception of Planned Parenthood services is that they are intended to be a back-up for emergency set of services, rather than primary care. She asked Laurice Rubalcava for further clarification regarding the focus of Planned Parenthood's services, citing a wish to ensure funders weren't asked to fund two sets of the same services in the same area.
- Laurie Rubalcava clarified that not every location provided primary pediatric care, but all locations focus on and provide reproductive services, for which the organization is most known and trusted. She shared that Planned Parenthood is linked to and refers to Health Plan of San Mateo and their



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providers. She noted that Planned Parenthood in San Mateo has found that often the other providers are at capacity. She stressed that where the overlap of services exists between other providers and Planned Parenthood, it is because the community need has outpaced the services available so far. Laurice Rubalcava noted that occasionally community members who grew up going to Planned Parenthood for services continue to seek care at Planned Parenthood due to trust and familiarity, but that more often Planned Parenthood is used as and seen as a safety net provider for community members who need care right away when other providers are at capacity.

- Diane Howard remarked that Planned Parenthood is well regarded as an excellent provider of education and preventative care, and wanted to know what percentage of time and energy of the organization is spent on that work, citing the important roles of those activities. She mentioned that she would like to see an increase in the opportunities to do preventative care and educational programming with access to those services for all as Planned Parenthood continued to work in the community, potentially in partnership with Redwood City 2020 and its affiliates.
- Laurice Rubalcava responded that approximately two-thirds of the population served by the Mar Monte affiliate of Planned Parenthood fall under the Federal Poverty Line, and that Planned Parenthood has a specialty in reaching out to underserved communities. She shared that Planned Parenthood is hoping to expand that work in particular in the Redwood City and North Fair Oaks community, because there is a large demonstrated pocket of need. She shared that the organization is taking additional steps to let the community know about services available, address stigmas, and other barriers to seeking care.
- Diane Howard shared that her first “externship” as a nurse was at Planned Parenthood, and that she felt that she had been enriched and better prepared to move on in her nursing career. She shared that many community members came into Planned Parenthood frightened and with no other resources, and that Planned Parenthood put them at ease with resources, education, and anything they needed to be at ease. She commended the organization.
- Stacey Wagner asked if there were fees or a sliding scale payment mechanism for healthcare services.
- Laurice Rubalcava responded that there was a sliding scale. She shared that most of the patients qualify for state funded insurance and/or MediCal, but that through the Affordable Care Act, Planned Parenthood does accept other coverage and for those not covered, there is a sliding scale for fees.
- Lee Michelson explained further regarding the duplication of services, noting that as the Affordable Care Act is implemented, many public providers are having difficulties recruiting and retaining physicians. He explained that there is a cost-of-living issue in the area, and also that private providers are recruiting medical professionals away from public-sector care organizations. He shared that as the waiting lists are getting longer and longer, many professionals and patients are looking for other places to seek care and that Planned Parenthood is another place that patients can get services. He noted concern with the issue of physician recruitment and retention in the public sector.
- Laurice Rubalcava noted that physician recruitment and retention is an issue for Planned Parenthood as well and noted the opportunities available for physicians in the area.
- Hilary Paulson asked the Council members present if they would be comfortable moving forward with Planned Parenthood’s application, and requested a motion be made if so.
- Diane Howard motioned for approval and Alisa MacAvoy seconded the motion. All members were in favor and the application was approved.



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- Laurice Rubalcava thanked the Leadership Council and other members present for their time, noting that they would be waiting to hear about the next steps of the affiliate partnership and expressed that the organization was looking forward a wonderful partnership with Redwood City 2020.

Member Announcements/Good News/Kudos

- Stacey Wagner announced that she is selling raffle tickets for Adelante Immersion School's only fundraiser of the year. Contact Stacey Wagner for further details.
- Stacey Wagner shared that Kaiser Permanente had recently completed their Employee Day of Service on Martin Luther King Jr. Day at the community garden at Taft Community School. She noted that employees weeded and mulched, and appreciated that Diane Howard had offered to do a second day of service in the spring at Taft Community School's garden through the Redwood City's Pride and Beautification Project. Stacey Wagner shared that she greatly values her partnership with Robin Miller, Taft Community School principal.
- Lee Michelson encouraged all to take a CPR class in the new year, reminding attendees that one never knows whose life one might save. He shared that the CPR classes were offered for free at the Sequoia Healthcare District (SHD) offices every two to three months, as well as offered to groups of 10 or more at their group's site. He noted that the classes cover all one would need to know, including techniques for choking and for infants. He particularly encouraged First Church to participate either by hosting someone from SHD or bringing congregation members to SHD.
- Diane Howard noted that the Redwood City Chamber of Commerce is holding a legislative bus tour of the Capitol on Monday, March 7th, starting at 7:30am. She noted that participants could meet Assemblymember Kevin Mullen, Assemblymember Rich Gordon, Assemblymember Phil Ting, and more. The price of the tour is \$125 for individual registration and corporate prices are different. She reminded members that this was an opportunity to go to Sacramento with different members of the Chamber of Commerce and to speak to our legislators about Redwood City 2020 and the many issues as well as positives in the community.
- Barbara Pierce encouraged members to attend the Pacific Mambo Orchestra concert, on January 29th at 8pm at the Fox Theatre, to fundraise for the Redwood City Educational Foundation. She encouraged all to dance and enjoy themselves, or to simply donate if they felt inspired.
- Barbara Pierce reminded attendees that Nina and Keith Kadera are fundraising for the annual Grand Canyon Trip at the 840 Wine and Bar (formerly Mister Frog's on Brewster Ave) on February 13th, time to be announced. The Grand Canyon Trip is for all 7th graders from Kennedy and MIT, who walk to the bottom of the canyon, are hosted overnight by the local Native American tribe for outdoor and cultural education sessions, and then students hike back up to the canyon's rim. She noted the trip has been called a transformative experience for students in confidence-building, team-building, and more.
 - Alisa MacAvoy requested that the invite be sent to the Redwood City School District board members as well.

Next Steps and Meeting Closure

- Jana Kiser reminded all attendees that the **March Leadership Council meeting** will take place on **March 16th, from 9:00am-10:30am in the Community Room of the Main Library.**



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- Jana Kiser also reminded attendees that the final **Community Schools Expansion and Sustainability workgroup** meeting would take place on **January 26th, from 9:00am-12:30pm in the Community Room of the Main Library**. She noted that this would be a working meeting, and that the Executive Team and Leadership Council would finalize a completed version in February and March.
- John Crowell shared that the next **Finance and Development Ad Hoc meeting** would take place on **February 10th from 10:00-11:00am at the Sequoia Healthcare District offices**.