



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

**Redwood City 2020 Leadership Council/Executive Team Joint Session Meeting Notes**  
**Redwood City Public Library, Community Room (2<sup>nd</sup> Floor)**  
**1044 Middlefield Rd, Redwood City, CA 94063**  
**Wednesday, August 30, 2017, 9:00am—12:00pm**

## **Executive Summary**

- **Welcome and Introductions**
- **Oral Communications:** Greg Schmid, Ruby Mendez, and Roger Soriano from the Health Careers Academy at Sequoia Union High School presented the Executive Team and Leadership Council with a certificate of appreciation.
- **Draft Minutes:** The May 17<sup>th</sup>, 2017 meeting minutes were approved as submitted.
- **Chairperson Rotation**
  - Alisa MacAvoy made a motion to approve Tim Wong as Chairperson of the Executive Team and Shelly Masur seconded. The motion was approved.
  - Alisa MacAvoy made a motion to approve both Jerry Shefren and Stacey Wagner as Chairperson for the Leadership Council with the understanding that Jana Kiser, Jerry Shefren and Stacey Wagner would meet to make the final determination. Melissa Stevenson Diaz seconded. The motion was approved.
- **2016-2017 Year in Review**
  - Jana Kiser summarized Redwood City 2020's primary initiatives and the roles Redwood City 2020 takes on as a backbone organization for collective impact; the Executive Team and Leadership Council reviewed and gave feedback on Redwood City 2020's Annual Report.
- **Plans and Projections for 2017-18**
  - Jana Kiser highlighted Redwood City 2020's committed work and proposed additions/adaptations for Fiscal Year 17-18, including: Redwood City Together will incorporate supportive action; Socios for Success will focus on scaling and capturing impact; Alcohol and Other Drugs Prevention Partnership will incorporate community education classes instead of parent education classes; Safe Routes to School will focus on scaling; LIBRE will adapt to the new political context; Cradle-to-Career Pipeline of Success will focus on childcare solutions, integrating new partners, and setting a foundation for data linking; Big Lift will focus on adaptation and sustainability; Community Schools will emphasize cross collaboration across the pipeline.
- **Community Issue: Childcare Challenges and Solutions**
  - Redwood City 2020 will host a childcare solutions convening on October 25<sup>th</sup>; this convening will be in lieu of the October 18<sup>th</sup> Leadership Council meeting; Redwood

City 2020 will send out an invitation to those interested in planning the logistics of the convening.

- **Safe Routes to School and TEAMC**
  - The Leadership Council and Executive Team agreed to vote via email on the proposal to support Transportation Equity Allied Movement Coalition (TEAMC).
- **2<sup>nd</sup> Annual Presidents' Breakfast & Redwood City 2020's 25<sup>th</sup> Anniversary**
  - The 2<sup>nd</sup> Annual President's Breakfast will be on February 15<sup>th</sup>, 2018; it will also serve as a celebration of Redwood City 2020's 25<sup>th</sup> anniversary.
- **Executive Director Evaluation**
  - The Executive Director Evaluation Committee and members of the Leadership Council and Executive Team discussed the 2016-17 performance evaluation memo after the public joint session concluded.
- **Member Announcements/Good News/Kudos**
  - Stacey Wagner announced that Kaiser Permanente is donating their booth space at the Fiestas Patrias event on Saturday, September 16<sup>th</sup>.
  - Alan Sarver announced that the Belmont-Redwood Shores Save the Music Festival is scheduled for Sunday October 1<sup>st</sup>.
  - Hilary Paulson announced that the Redwood City OktobeRun to benefit the Redwood City Education Foundation will be on October 28<sup>th</sup>.
- **Next Steps and Meeting Closure**
  - The next Leadership Council meeting on October 18<sup>th</sup> will not take place and instead there will be a childcare solutions convening on Wednesday, October 25<sup>th</sup>.
  - The next Executive Team meeting will take place on Wednesday, September 20<sup>th</sup> from 9:00am to 10:30am in City Hall conference room 2B.

# **Leadership Council/Executive Team Joint Session Meeting Minutes**

## **Redwood City 2020 Leadership Council/Executive Team Joint Session**

**Redwood City Public Library, Community Room (2<sup>nd</sup> Floor)**

**1044 Middlefield Rd, Redwood City, CA 94063**

**Wednesday, August 30, 2017, 9:00am—12:00pm**

**Leadership Council Members Present:** Carrie Du Bois, Alisa MacAvoy, Shelly Masur, Hilary Paulson, Alan Sarver, Gerald Shefren, Stacey Wagner

**Executive Team Members Present:** John Baker, Melissa Stevenson Diaz, Amy Gerstein, Lee Michelson, Iliana Rodriguez, Mary Streshly, Timothy Wong

**Others Present:** Kristen Anderson, Chris Beth, Elena Betts Barahona, John Crowell, Peter Ehrhorn, Sarah Kinahan, Jana Kiser, Patricia Ortiz, Matthew Reeves, Robin Rodricks, Irving Torres, Julia Vazquez, Derek Wolfgram

### **Welcome and Introductions**

- Alan Sarver welcomed all in attendance and introductions were given by everyone present; Alan Sarver encouraged those in attendance to contribute in any way they can to the communities of Houston impacted by Hurricane Harvey.
- Jana Kiser announced that Cañada College will join the collaborative as a full core member starting in September; the President of Cañada College will be part of the Executive Team and Cañada College is selecting who will join the Leadership Council.
- Jana Kiser announced that Louise Rogers, the San Mateo County Health System Chief, will be joining the Executive Team.
- Jana Kiser announced that a financial budgeting update would not be part of this meeting, but would be sent via email before the next meeting.
- All those in attendance recognized Alan Sarver for his tremendous contributions as the Leadership Council Chairperson this year.

### **Oral Communications**

- Greg Schmid (gschmid@seq.org), a teacher from Sequoia High School, and his students Ruby Mendez and Roger Soriano from the Health Careers Academy thanked Redwood City 2020 for supporting the Healthcare Academy; the students worked closely with the Fire Department, CERT, and Stanford Hospital to learn CPR, first aid, and search and rescue; the students encouraged those in attendance to contact the Health Careers Academy regarding any opportunity to contribute their skills to the community; on behalf of the Health Careers Academy, the students presented Redwood City 2020 with a certificate of appreciation.

### **Draft Minutes**

- Alan Sarver requested approval of the draft minutes from the Leadership Council meeting held on May 17<sup>th</sup>, 2017.
- There were no changes or omissions suggested. Hilary Paulson motioned for approval of the minutes and Stacey Wagner seconded. The motion was approved.

## **Chairperson Rotation**

- Before initiating the discussion about Chairperson Rotation, Jana Kiser explained that the meeting agenda was being modified to reflect that the Executive Director Evaluation discussion would be a closed agenda item only for Executive Team and Leadership Council members and would be held after the joint session was concluded.
- Jana Kiser explained the roles of the Leadership Council and the Executive Team, reviewed the history of chairperson rotation for each group, and noted that traditionally the chairpersons are from the same organization.
- Jana Kiser announced that Jerry Shefren from Sequoia Healthcare District volunteered to be Leadership Council Chairperson, Tim Wong from Kaiser Permanente volunteered to be Executive Team Chairperson, and that Stacey Wagner from Kaiser Permanente had just informed her that her schedule had opened up to permit her to also volunteer as Chairperson of the Leadership Council.
- Jana Kiser requested additional time to work with Jerry Shefren, Stacey Wagner, and Tim Wong to make an informed recommendation for Leadership Council Chairperson.
- Alisa MacAvoy made a motion to approve Tim Wong as Chairperson of the Executive Team and Shelly Masur seconded. The motion was approved.
- Alisa MacAvoy made a motion to approve both Jerry Shefren and Stacey Wagner as Chairperson for the Leadership Council with the understanding that Jana Kiser, Jerry Shefren and Stacey Wagner would meet to make the final determination. Melissa Stevenson Diaz seconded. The motion was approved.

## **2016-2017 Year in Review**

- Jana Kiser summarized the trajectory of Redwood City 2020 since she began working as Executive Director four years ago; the three primary initiatives have evolved and the six roles of Redwood City 2020 are well-defined, so the intent of the meeting today is to highlight the work happening and present a tailored proposal for next steps.
- Jana Kiser highlighted pertinent facts from [An Equity Profile of the Five-County San Francisco Bay Area Region by The San Francisco Foundation](#); the equity profile emphasizes what Redwood City 2020 partners already know: our community is not equal; inequity has gotten worse since 1990 when Redwood City 2020 first started; Jana Kiser noted that Redwood City 2020 tackles inequity together through our work.
- Jana Kiser explained that Redwood City 2020 works through collective impact and serves as a backbone organization.
- Irving Torres read the components of successful collective impact, including: common agenda and a shared vision for change; collect and analyze data consistently; mutually reinforcing activities; consistent and open communication; backbone organization.
- Jana Kiser reviewed Redwood City 2020's primary categories of work: Pipeline of Success; Health, Wellness, and Safety; and Community Engagement.
- Jana Kiser reviewed the six key roles that Redwood City 2020 serves in the community, including: convene & facilitate collaboration; incubate projects; spark innovation; leverage resources and fund programs; research and evaluate our work; provide professional development.

- Jana Kiser stated that the Annual Report underscores the roles that the Redwood City 2020 backbone organization is performing, accomplishments within each initiative, and requested that the Executive Team and Leadership Council give feedback on it.
- Leadership Council and Executive Team members in attendance suggested the annual report could be more concise and focused on results and impact, include highlights related to collaboration and learning, shortened to focus on the major highlights without feeling obligated to present accomplishments for each project, and written in a way that emphasizes how the partners contribute and are part of the backbone organization.
- Jana Kiser asked Leadership Council and Executive Team members in attendance to leave additional comments on the backs of their agendas, mentioned that she would be writing a Director's Letter and asked members to please send her any thoughts they believe should be articulated in the letter; Jana Kiser said that committee members will receive an updated version of the annual report that will incorporate their feedback and include a Director's Letter.

### **Plans and Projections for 2017-18**

- Jana Kiser elaborated on the Redwood City 2020 program changes for this year.
  - Redwood City Together will incorporate supportive action; providing opportunities for supportive actions people can take and scaffolding that action; Redwood City School District will support the Redwood City Together program by leveraging workshops and supporting community members.
  - Socios for Success will focus on scaling and capturing impact; the majority of Socios families are extremely underrepresented at schools and the systems to engage them need to adapt.
  - Community Youth Development Initiative will continue its course leveraging Redwood City Together and the Alcohol and Other Drugs Prevention Partnership.
  - Alcohol and Other Drugs Prevention Partnership was refunded to continue its work; the changes to the program will be dictated by the criteria of the grant and context changes, such as the legalization of marijuana; the program will incorporate community education classes instead of parent education classes.
  - Safe Routes to School will continue its work with a focus on scaling with additional funding from San Mateo County partners.
  - LIBRE will adapt to the new political context; Redwood City 2020 will be working with partners on curriculum content this year.
  - Cradle-to-Career Pipeline of Success will focus on continuity of holistic services, including resource inventories and childcare; cross-sector collaboration, including aligning goals and indicators, integrating new partners, and reconvening the workgroup; and setting a foundation for data linking; the academic alignment and transition support will continue to be done by the school districts on their own.
  - Big Lift will focus on adaption and sustainability; the program funding is being reduced; if there are parts that the partners want to sustain, Redwood City 2020 will follow the lead of the Redwood City School District.

- Community Schools will emphasize cross collaboration across the pipeline; Redwood City 2020 will be a backbone support for the Sequoia Teen Resource Center and will provide coaching and support more discussions among new community school coordinators.

### **Community Issue: Childcare Challenges and Solutions**

- Jana Kiser and Melissa Stevenson Diaz introduced the topic of childcare in the context of Redwood City 2020's work and stressing the connection to our shared goals.
- Kristen Anderson presented data from a study conducted by Brion Economics on the current status of childcare spaces in San Mateo County.
  - Kristen Anderson explained that there are severe space shortages for childcare and that the spaces needed are expected to increase drastically in the next decade; there are many challenges that childcare facilities face to access more space such as cost, funding, and neighborhood opposition.
  - Chris Beth added that leveraging existing spaces in the community is crucial; he discussed possible examples such as the YMCA and partnerships with Stanford at their Redwood City campus and the Bradford Street/Midpen project.
  - Sarah Kinahan, a member of the San Mateo County Child Care Partnership Council, emphasized that supply gap data is available but action needs to be taken; she would like to see partners come together to pilot a childcare initiative in Redwood City that could be introduced to other places in San Mateo County.
  - Mary Streshly mentioned that Sequoia Union High School District is moving along with a new childcare center in Belmont located at Carlmont High School which will serve the faculty on site at Carlmont and possibly other sites in the district; they are looking to open the center in October or November of this year and hoping to create a possible career pathway for students who work at the center; the Sequoia Union High School District is evaluating this project as a pilot to possibly introduce at other schools.
  - Jana Kiser explained why Redwood City 2020's help is needed and proposed that Redwood City 2020 host a childcare solutions convening on October 25<sup>th</sup> from approximately 10am-3pm; this convening would be in lieu of the October Leadership Council meeting; it would be a Hackathon style convening which emphasizes discussions around actionable initiatives that can begin as soon as possible.
  - Leadership Council and Executive Team members suggested inviting other partners and families, changing the time to later in the afternoon or earlier in the morning, and building a flexible agenda so that partners who may not have five hours available can come to the part of the convening that is most important to them.
  - Jana Kiser will send out an invitation to those interested in planning the logistics of the convening.
  - Shelly Masur made a motion to approve the proposal for Redwood City 2020 to host a childcare solutions convening and Alisa MacAvoy seconded. The motion was approved.

### **Safe Routes to School and TEAMC**

- The Leadership Council agreed to vote via email on the proposal to support Transportation Equity Allied Movement Coalition (TEAMC).

### **2<sup>nd</sup> Annual Presidents' Breakfast & Redwood City 2020's 25<sup>th</sup> Anniversary**

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### **Executive Director Evaluation**

- The Executive Director Evaluation Committee and other Leadership Council and Executive Team members discussed the 2016-17 performance evaluation memo after the joint session concluded.

### **Member Announcements/Good News/Kudos**

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### **Next Steps and Meeting Closure**

- Jana Kiser reminded everyone that the next Leadership Council meeting on October 18<sup>th</sup> will not take place and instead there will be a childcare solutions convening on Wednesday, October 25<sup>th</sup>. The next Executive Team meeting will take place on Wednesday, September 20<sup>th</sup> from 9:00am to 10:30am in City Hall conference room 2B.