Redwood City 2020 Leadership Council Meeting
Redwood City Main Library, Community Room (2nd Floor)
1044 Middlefield Road, Redwood City
Wednesday, May 20, 2015
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 Agenda

<table>
<thead>
<tr>
<th>Lead</th>
<th>Agenda Item</th>
<th>Background</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council Chair Barbara Pierce</td>
<td>Welcome and Introductions</td>
<td></td>
<td>9:00am</td>
</tr>
<tr>
<td>Members of the Public</td>
<td>Oral Communications</td>
<td>Opportunity for members of the public to address the Leadership Council on items not on the agenda.</td>
<td>9:05am</td>
</tr>
<tr>
<td>Barbara Pierce</td>
<td>Action Item: Draft Minutes</td>
<td>Draft minutes from the Leadership Council meeting held on April 15, 2015 are attached.</td>
<td>9:10am</td>
</tr>
<tr>
<td>Redwood City 2020 Staff</td>
<td>Information Item: Redwood City 2020 Initiative Updates and Progress</td>
<td>News related to Community Schools, Community Health and Wellness, and Community Engagement will be shared, with requests for Leadership Council/community involvement. Memo and visuals about Community School Expansion and Sustainability Workgroup, and Redwood City 2020 newsletter are attached.</td>
<td>9:15am</td>
</tr>
<tr>
<td>Barbara Pierce and Jana Kiser</td>
<td>Action Item: Redwood City 2020 Governance</td>
<td>Membership update will be given. Leadership Council will vote on number of meetings in 2015-16 and chairperson rotation. Governance structure and proposed meeting schedule are attached.</td>
<td>9:35am</td>
</tr>
<tr>
<td>Jana Kiser</td>
<td>Action Item: Proposed Budget for FY 2015-16</td>
<td>Financial update will be presented. Leadership Council will vote on the proposed budget (attached).</td>
<td>9:50am</td>
</tr>
<tr>
<td>Jana Kiser</td>
<td>Action Item: Redwood City 2020 Goals</td>
<td>Redwood City 2020 goals and priority work areas are attached.</td>
<td>10:05am</td>
</tr>
<tr>
<td>Leadership Council Members</td>
<td>Member Updates/Announcements/Good News/Kudos</td>
<td></td>
<td>10:20am</td>
</tr>
<tr>
<td>Barbara Pierce</td>
<td>Adjourn</td>
<td></td>
<td>10:30am</td>
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Redwood City 2020 Leadership Council
Draft Minutes

Leadership Council Members Present: Carrie Du Bois, Diane Howard, Alisa MacAvoy, Hilary Paulson, Barbara Pierce, Alan Sarver, and Gerald Shefren

Executive Team Members Present: Audrey Ramberg, Jim Lianides, Jim O’Donnell, Natasha Bourbonnais

Others Present: Chris Beth, Lauren Estrada, Sophia Colombari Figueroa, Madeleine Kane, Jana Kiser, Matthew Reeves

Community Visitors: Derek Wolfgram, Ellen Barton

Welcome and Introductions

Oral Communications

• None

Action Item: Draft Minutes

• Barbara Pierce asked for approval of the draft minutes from the Leadership Council meeting held on April 15th, 2015.
• Alan Sarver motioned to approve the minutes, Jim O’Donnell seconded the motion. Minutes were approved unanimously.

Information Item: Redwood City 2020 Initiative Updates and Progress

• Newsletter
  o A quarterly newsletter is sent via email (Constant Contact) and postal mail. A paper copy of the latest newsletter was given to Leadership Council members in the meeting handouts as well.
  o For the latest newsletter, addresses were verified.
  o Each newsletter contains highlights about leadership, initiatives, partners, fundraising, and more.

• Community Schools
  o Redwood City 2020 will send the Leadership Council a link to a video that was shown at the Community Schools Expansion and Sustainability workgroup. The video was created by students in Oakland and is a great tool for newcomers in the Community Schools movement: http://www.communityschools.org//aboutschools/video_what_is_a_community_school.aspx.
  o Leadership Council members were given an article with National research on the impact that Community Schools have on young people and their families. Jana Kiser gave a brief summary of the article, and highlighted how Community Schools lead to improvements in students’ preparedness, work habits, attitudes, grades, test scores, graduation rates, and more.
  o Jana Kiser also explained the motives of the workgroup, which are to investigate how to explore the expansion and sustainability of Community Schools from cradle to career. Redwood City 2020 received an 8-month grant to develop a plan, blueprint, and timeline for this process. Jana Kiser
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
Alisa MacAvoy, Redwood City School District
Hilary Paulson, Redwood City School District
Katie Kane, Sequoia Healthcare District
Gerald Shefren, Sequoia Healthcare District
Carrie DuBois, Sequoia Union High School District
Alan Sarver, Sequoia Union High School District

introduced the key components of the plan that will be developed. Jana Kiser then gave an overview of the workgroup’s timeline and process, as well as who was present at the first work group meeting. Finally, Jana Kiser highlighted the key dates that the workgroup will be meeting and explained how the workgroup will incorporate design thinking into their process (particularly in the ad hoc meetings about specific plan components).

- Carrie DuBois agreed with Alan Sarver that the Community Schools Expansion and Sustainability project represents the collaborative at its best. She also commented that she enjoyed the site visit to Mission High School.
- Jana Kiser pointed out that the Mission High School site visit allowed workgroup members to see how many things Sequoia High School has in common with an already established high school Community School.
- Alisa MacAvoy agreed and said that Mission High School had an advantage by having a half-time community school coordinator. By having two leaders (principal and community school coordinator), Mission High School staff are able to work together in a complementary way, with the principal taking on the academic pieces.
- Alan Sarver said he was struck by the Hoover Elementary School site visit. He also felt that Mission High School had a limited resource capacity, whereas at Sequoia, there are so many resources that the focus is on bringing students the supports that they need and bringing families into the picture. He concluded by noting that Redwood City’s Community School approach is sophisticated and intentional.
- Alisa MacAvoy said that at a conference she attended last weekend, several leaders and delegates approached her about the model of Community Schools in Redwood City.
- Jana Kiser thanked the Leadership Council and Executive Team for helping to ensure that all of the right people are participating in the workgroup. She might seek out members’ help again over the next 8 months to recruit more from their teams for ad hoc meetings, especially individuals whose expertise might be particularly helpful for certain plan components such as marketing.
- Ellen Barton asked about how many dollars are saved by implementing a Community School model. She noted how several years ago, at the federal level, hunger was recognized as a key component of education.
- Jim O’Donnel asked why some schools opt out of the Community Schools model.
- Hilary Paulson added that all principles who have the need for a Community School model would adopt immediately if there was the funding to support it.
- Alisa MacAvoy agreed and highlighted the additional funding required to support a Community School Coordinator.
- Jim Liandes added that a choice is involved when adopting a Community Schools model. At Sequoia High School, for example, a choice was made to support wrap-around services rather than academic services with the resources invested in the Teen Resource Center.
- Barbara Pierce also recognized the time commitment involved with adopting a Community Schools model. She noted that it takes time to modify some of the traditional ways schools work.

- Steering Committee Invitations
  - Matthew Reeves invited Leadership Council members to get involved with the Safe Routes to School Task Force meetings.
  - Lauren Estrada invited Leadership Council members to get involved with the Alcohol and Other Drugs Prevention Partnership Steering Committee meetings.
Maddy Kane invited Leadership Council members to get involved with the Redwood City Together Steering Committee meetings.

- **Staff Updates**
  - Redwood City 2020 will lose Lauren Estada next year because she will be attending medical school.
  - Sophia Figueroa, Mathew Reeves, and Maddy Kane have all extended their commitments to work with Redwood City 2020 for another year.

**Action Item: Redwood City 2020 Governance Structure**

- **Membership Updates**
  - Jana Kiser introduced the two key pieces of change regarding Membership Updates.
  - Jana Kiser explained that, previously, Redwood City 2020 had 8 core members with the County acting as a double contributor (from both the Health System and the Human Services Agency). Over time, in addition to their membership contributions, the County has given substantial funding to support Redwood City 2020’s initiatives via programmatic grants. When Redwood City 2020 initially received grants from the County, there was little funding allocated for overhead costs. However, over time, Redwood City 2020 has been able to pull out more for overhead costs. As a result, the County has been “triple-contributing.” Many more collective impact collaboratives have been emerging throughout the county. The County aims to support them all equitably. As a result, in the next fiscal year, the County’s total membership contribution will be $25,000 ($12,500 from the Health System and $12,500 from the Human Services Agency). This might allow Redwood City 2020 to become even more competitive for County grants and continue to allocate overhead costs in the grant budgets. San Mateo County’s commitment to Redwood City remains unwavering.
  - Natasha Burbonnais recognizes how Jana Kiser and the entire Redwood City 2020 collaborative have worked effectively and collaboratively with her team. The County uses Redwood City 2020 as an example everywhere.
  - Jana Kiser honored the County by also recognizing that they contribute to the tri-part contract.
  - Jana Kiser also said that San Mateo County First 5 (an organization that receives funding from the tobacco tax) has experienced major cuts in their budget due to the reduction of cigarette sales. After ongoing conversations with Jana Kiser, Kitty Lopez decided that First 5 would like to contribute $12,500 with the intention that they will later return to a $25,000 contribution-level once they are in a better fiscal situation. First 5 would still like to contribute leaders’ time to the collaborative. The proposal is that Kitty Lopez will remain on the Executive Team, but that First 5 will only get one vote on the Leadership Council. First 5’s fiscal forecast is positive, especially if e-cigarettes begin to be taxed.
  - Alisa MacAvoy liked the idea that the proposal is only temporary. She agrees that they can reevaluate First 5’s situation after a year, only because they are clearly in a dire financial state.
  - Diane Howard said that First 5’s situation is ultimately a testament to the good work of Redwood City 2020 and others who are engaged in alcohol and other drugs prevention efforts. She suggested that First 5 and our member organizations write to legislators and encourage raising the tax for e-cigarettes, because the more cost prohibitive they are, the harder they are to obtain.
  - Jana Kiser said that it’s not unprecedented for an organization to explore its right fit with Redwood City 2020. The Shinnyo-en Foundation used to be a Redwood City 2020 core member, but they actually give more funding now by not being a core member but by supporting a fellow’s role instead.
Leadership Council Members
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Michael Garb, First 5 San Mateo County
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Alan Sarver, Sequoia Union High School District

- Barbara Pierce asked for Leadership Council Members’ approval for First 5’s exception to membership dues and the changes in the County’s contributions.
- Diane Howard motioned for approval. Gerald Shefren seconded the motion. Motion is approved unanimously.

- Membership Meetings
  - Jana Kiser proposed to have five Leadership Council meetings the upcoming fiscal year. One meeting will be joint with the Executive Team and the remaining four will take place over the course of the year. The Executive Team will continue to meet six times, including the one joint meeting with the Leadership Council.
  - Barbara Pierce said this meeting structure is a two-year commitment but will be evaluated next year.
  - Jana Kiser added that if meetings are scheduled two years out, it helps to ensure strong attendance of Leadership Council members.
  - The Leadership Council approved the meeting schedule.
  - Jana Kiser said that Doodle results showed that the current meeting day/time works best. However, if Leadership Council members RSVP to each meeting, a Doodle can be used for those individual dates that do not seem to work well with the majority’s schedule.

- Chairperson Rotation Proposal: Each organization will have an opportunity to chair the Leadership Council and Executive Team.
  - Barbara Pierce has been the chair of the Leadership Council for at least the last two years. Before that, the holder of the position changed regularly but there was not a formal rotation.
  - Jana Kiser explained that with an alphabetical rotation, the County would be next. However, the Health System and Human Services Agency are undergoing organizational change given that there will soon be a new chief of the Health System and Iliana Rodriguez has been in her role for approximately a year. Redwood City 2020 wants to make sure every organization has the opportunity to chair at a time that is best for them.
  - Gerald Shefren offered the idea of an associate chair position that allows for a year of training.
  - Jana Kiser added that the chairperson position does not require a substantial time commitment. It only involves a few phone conversations and preparation for Leadership Council meetings.
  - Barbara Pierce agreed and mentioned that the chairperson will also serve on the ad hoc committee for the evaluation of the Executive Director.
  - Jana Kiser asked Leadership Council members to let her or Barbara Pierce know if they are interested in the position.
  - Jana Kiser pointed out the Governance Structure handout and added that there will be opportunities to contribute to the evaluation and finance ad hocs committees in the future.

Action Item: Proposed Budget for FY 2015-2016
- Jana Kiser presented an overall projected budget for the next fiscal year. She noted that two years ago, the budget was close to $60,000 in the red. As a collective unit, Redwood City 2020 has reduced the deficit. During Jana’s first year (2013/14), the deficit was reduced to $30,000. This fiscal year (2014/15) the projected budget had approximately a $16,000 deficit. The projected budget for FY 2015/16 has a $8,537 surplus.
领导委员会成员
芭芭拉·皮尔斯，红木城市
戴安娜·霍华德，红木城市
沃伦·斯洛克，圣马特奥县董事会副主席
迈克尔·加布，圣马特奥县第一5号
米丽·麦克劳林，约翰W·加德纳中心
阿利莎·麦克阿沃伊，红木城学校董事会
希拉里·保罗森，红木城学校董事会
凯蒂·凯恩，塞克维亚卫生保健区
杰拉德·谢弗伦，塞克维亚高中学区
凯瑞·杜博伊，塞克维亚高中学区
艾伦·萨弗，塞克维亚高中学区

红木城2020的工作与该合作组织的规模预算有关，因此它需要付出很大的努力才能恢复到良好的财务状况。红木城2020只期待它们的情况会变得更好，因为有很多待批的赠款提案。

红木城2020仍然有大量的滚存，特别是在安全路线到学校的工作上。

奥德丽·兰伯格表示，她想与贾娜·基斯特关于红木城2020的行政支持计划进行交谈，因为贾内特·卢汉已经过渡到圣马特奥县的工作。

杰拉德·谢弗伦提议批准预算，戴安娜·霍华德第二。预算以一致的意见通过。

行动项：红木城2020的目标

- 去年，红木城2020努力工作，回顾合作组织的历史，该组织正在进行的工作，红木城社区的需求和资产，等等。
- 在战略规划过程中，红木城2020只做了很少的调整来适应使命和愿景。
- 初期，红木城2020的目标是强调学术成功，安全，和健康。但是，它已经发现贫困是一个推动因素，为社区中面临障碍的人们提供了基础。
- 在接下来的财政年度的前六个月，红木城2020希望评估如何测量进度。但是，目标标记必须首先建立。
- 阿利莎·麦克阿沃伊表示，她看到了一个缺失——住房。她知道这个话题可能在战略规划阶段讨论过，但她仍然希望有机会让新的红木城2020参与者参与住房问题。
- 吉姆·利安德斯同意，并表示他看到许多高中学生因住房问题而辍学。
- 戴安娜·霍华德表示，她在周一的市议会会议上，市议会同意采取行动帮助社区居民留任，保持他们的单位，等等。
- 芭芭拉·皮尔斯补充说，这是一个我们可以在特别会议中关注的问题。
- 领导委员会仍然同意以下的总体目标：
  - 减少贫困对学生和家庭的影响
  - 加速并增加学术成功
  - 增加社区安全
  - 增加个人和社区健康

解散
- 杰拉德·谢弗伦表示，红木城2020的工作和领导委员会的作用比几年前他刚当选为委员会成员时要明确得多。
- 芭芭拉·皮尔斯感谢大家的到来，并在10:31分结束会议。