



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

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

Lead	Agenda Item	Background	Time
Council Chair Barbara Pierce	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
Barbara Pierce	<i>Action Item:</i> Draft Minutes	Draft minutes from the Leadership Council meeting held on April 15, 2015 are attached.	9:10am
Redwood City 2020 Staff	<i>Information Item:</i> Redwood City 2020 Initiative Updates and Progress	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.	9:15am
Barbara Pierce and Jana Kiser	<i>Action Item:</i> Redwood City 2020 Governance	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.	9:35am
Jana Kiser	<i>Action Item:</i> Proposed Budget for FY 2015-16	Financial update will be presented. Leadership Council will vote on the proposed budget (attached).	9:50am
Jana Kiser	<i>Action Item:</i> Redwood City 2020 Goals	Redwood City 2020 goals and priority work areas are attached.	10:05am
Leadership Council Members	Member Updates/ Announcements/Good News/Kudos		10:20am
Barbara Pierce	Adjourn		10:30am



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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
 - 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.
 - For the latest newsletter, addresses were verified.
 - Each newsletter contains highlights about leadership, initiatives, partners, fundraising, and more.
- Community Schools
 - 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.
 - 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.
 - 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



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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.



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- 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 Estrada 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.



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- 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 under going 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.



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- Redwood City 2020 works with a moderate size budget for the work that the collaborative does, so it has taken a lot of hard work to return to a good financial situation. Redwood City 2020 only expects their situation to get better, as there are many pending grant proposals in the works.
- Redwood City 2020 still has a significant amount of rollover, particularly in the Safe Routes to School work.
- Audrey Ramberg mentioned that she would like to have a conversation with Jana Kiser about Redwood City 2020's plans for administrative support since Janneth Lujan has transitioned to a job with San Mateo County.
- Gerald Shefren motioned to approve budget; Diane Howard seconded the motion. Budget was approved unanimously.

Action Item: Redwood City 2020 Goals

- Last year, Redwood City 2020 worked hard to look at the history of the collaborative, the work that the collaborative was already doing, the needs and assets of the Redwood City community, and more.
- During that strategic planning process, Redwood City 2020 made only minor adjustments to the mission and vision of the collaborative.
- Initially, Redwood City 2020's goals centered on academic success, safety, and health. However, it has emerged that poverty is a driving force and foundation for a lot of the barriers that the people in the Redwood City community face. As a result, Redwood City 2020 added a poverty piece to their goals.
- For the first six months of the next fiscal year, Redwood City 2020 wants to look at how to best measure progress. However, goal markers must first be established.
- Alisa MacAvoy said that she saw something missing—housing. She knows it was something that was probably discussed during the strategic planning conversation, but she still wants an opportunity for new Redwood City 2020 players to be a part of the housing conversation.
- Jim Liandes agreed and said that he has seen many high school children drop out of school due to housing concerns.
- Diane Howard said that at her City meeting on Monday, the City agreed to take action to help community residents stay in place, keep their units, etc.
- Barbara Pierce added that this topic is something that we can focus on in our special presentations.
- The Leadership Council still agrees with the overarching goals:
 - Reduce the effects of poverty among low-income students and families
 - Accelerate and increase academic success
 - Increase neighborhood safety
 - Increase individual and community health

Adjourn

- Gerald Shefren said that Redwood City 2020's work and the role of the Leadership Council has gotten to be so much clearer than when he first started serving on the council a few years ago.
- Barbara Pierce thanked everyone for coming and closed the meeting at 10:31am.