



**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 (2<sup>nd</sup> Floor)**  
**1044 Middlefield Road, Redwood City**  
**Wednesday, October 21, 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**

<b>Lead</b>	<b>Agenda Item</b>	<b>Background</b>	<b>Time</b>
Leadership Council Chair 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	<i>Action Item:</i> Draft Minutes	Draft minutes from the Leadership Council meeting held on August 19, 2015 are attached.	9:10am
Jana Kiser	<i>Action Item:</i> Affiliate Partner Applications	Affiliate partner applications are attached.	9:15am
Jana Kiser	<i>Action Item:</i> Ad Hoc Committees and Community Representatives	Proposed key tasks for ad hoc committees are attached.	9:30am
Redwood City 2020 partners	<i>Informational Item:</i> Community Schools Expansion and Sustainability Workgroup	An update will be presented with requests for Leadership Council feedback, involvement, and support.	9:45am
Jana Kiser	<i>Informational Item:</i> Staffing Plans and Financial Update		10:10am
Leadership Council Members	Member Updates/Announcements/Good News/Kudos	Special thanks to Leadership Council members who participated in International Walk to School Day, organized by Safe Routes to School.	10:20am
Hilary Paulson	Adjourn		10:30am



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**Leadership Council Members Present:** Alisa MacAvoy, Hilary Paulson, Alan Sarver, Gerald Shefren, Stacey Wagner

**Executive Team Members Present:** John Baker, Amy Gerstein, Jim Lianides, Kitty Lopez, Audrey Seymour Ramberg, Timothy Wong

**Others Present:** Chris Beth, Susan Brown, Alejandro Meza, Derek Wolfgram

### **Welcome and Introductions**

Hilary Paulson announced that the Leadership Council will be honoring Barbara Pierce in the next Leadership Council meeting.

### **Oral Communications**

There were no oral communications or public comments.

### **Action Items: Draft Minutes**

Hilary Paulson asked for approval of the draft minutes from the Joint Leadership Council and Executive Team Meeting held on August 19th, 2015.

- There were no changes or omissions suggested.
- Stacey Wagner motioned for approval of the minutes, Alan Sarver seconded, and the minutes were approved as presented.

### **Action Item: Affiliate Partner Applications**

Jana Kiser announced that the Peninsula Literacy Coalition (PLC) has applied to be an affiliate partner of Redwood City 2020.

- In accordance with current procedures, PLC filled out an application and Jana Kiser has met with PLC leaders twice.
- Susan Brown, the Executive Director, was present at this Leadership Council meeting.
- Jana Kiser is impressed with the innovative work that PLC is spearheading. There is a lot of alignment between PLC's efforts and ours.

Susan Brown presented briefly to the Leadership Council on PLC.

- She described the history of the organization. PLC began two years ago after several conversations with community leaders, school leaders, and members of the community to discuss the most pressing issues in the Redwood City educational community. There was substantial agreement around literacy.
- PLC spent two years listening and learning more about the Redwood City literacy landscape, including the schools, programs, and community organizations, in order to shape the action they wanted to take to support literacy in the community.



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- Through this process, PLC determined that there was no need to create something new because Redwood City already had the foundation of great schools that seek out and implement cutting-edge, effective, and proven curricula and work to partner with similarly effective organizations that provide support both on-campus and off-campus to literacy and other goals.
- PLC launched in February of 2015 with a three pronged mission.
  - First, PLC aims to create awareness in community about literacy by tackling misinformation and information gaps as a community issue. PLC is talking with people to give them a better understanding of what they can do to address literacy in our community.
  - Second, PLC intends to rally volunteers for organizations that work on literacy. PLC is targeting students from K-3.
    - An example of current practice includes direct outreach to increase the number of volunteers at the Redwood City Education Foundation's OctoberRun, and with numerous community partners such as the Redwood City Library, Project Read, Reading Partners, Generations United, the Jewish Coalition for Literacy, Healthy Cities in Clifford, and members of the faith community. PLC operates a website in which organizations can post opportunities and community members can easily identify an opportunity that matches their availability, interests, and skillset, thereby lowering the barrier to tapping volunteer potential in the community and broadening opportunities to volunteer.
  - Third, PLC creates collaboration between organizations, schools, and others working on literacy to identify and address any gaps or duplicative efforts, and align their work by fostering ongoing communication and space for strategic thinking.
- PLC wants best practices to arise so that organizations can learn from one another and move forward together.
- PLC is a grassroots organization, with 8-10 core volunteers. They believe that every child in the community deserves a chance to succeed. There is innovation, technology, and expansion in the community, but PLC believes that the future lies in the children, and strives to ensure that there is community responsibility to ensure that the children of Redwood City, particularly those with early literacy concerns, are well equipped to lead the community forward.

Susan Brown answered questions and comments from the members present.

- Stacey Wagner asked if PLC is affiliated with Big Lift efforts. Susan Brown said yes, but noted that Big Lift has not yet moved into working with the kindergarten-3<sup>rd</sup> grade age groups. Nevertheless, PLC has talked with them to ensure efforts will be aligned.
- Timothy Wong noted that the issue of volunteers is crucial. He noted that there is often a lot of enthusiasm, but volunteers are not sure how to get through red tape in order to volunteer. Beyond awareness, he noted the importance of connecting volunteers with knowledge so they can help others through volunteer work.
  - Susan Brown agreed and remarked that she has encountered seniors that are eager to help. However, when they learned they needed to complete a Life Scan and TB test, it was a barrier



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to volunteering. To reduce this barrier, PLC is working on bringing together the Life Scan and TB test to one place where the individuals often already go.

- Susan Brown emphasized that PLC does not want to create more work for schools or organizations. They want to provide them with more help.
- Susan Brown further explained that volunteering is a keystone of the lives of PLC members, who are required to volunteer themselves, but that volunteering is a passion and a means to support positive change in the community rather than a burden on their time. She mentioned she personally cannot wait to go to tutoring every week because youth she works with challenge her but she wants to see them succeed and graduate. Susan Brown returned to the notion that PLC is built on the belief in youth as the community's future and the ability of the community to support youth literacy through volunteering.
- Alisa MacAvoy and Hilary Paulson commented on the PLC collaboration meeting they attended. Alisa MacAvoy voiced her support of PLC's work, saying she felt that PLC had begun by asking the right questions and that there was a role for PLC to help connect people to volunteering efforts as well as to help coordinate those volunteers. Furthermore she felt that the collaboration meeting felt like a "mini Big Lift meeting for Redwood City" and that the efforts were additive, rather than duplicative.
- Kitty Lopez noted that the alignment work between preschool and elementary is extremely important. As part of Big Lift, First 5 and Silicon Valley Community Foundation are working with the pre-K schools in the Bridges to Success program in Redwood City.
- Jana Kiser offered two ideas as to how PLC could align with Redwood City 2020's work. The first was to explore how to integrate the PLC into professional development and family engagement initiatives. For example, PLC and partners might benefit from tangible tools from the family engagement initiative to reach further volunteers to support those programs, particularly partners who are working in a non-traditional school setting such as afterschool and summer programs. The second idea was to involve PLC in the Community Schools Expansion and Sustainability Workgroup, and Jana noted that a PLC member did attend the most workgroup as an exploratory step.
- Amy Gerstein asked for clarification on the geographical scope of PLC.
  - Susan Brown responded that because most of the PLC members are from Redwood City. Their main focus is currently Redwood City, but that their goal is to serve other parts of the Peninsula.
  - She reiterated their commitment to ensure quality in their work. She noted that they are starting small and focused, which will allow them to learn local lessons deeply and set the foundation to scale up with consistently high quality in the future. Susan Brown explained that they work with a few organizations based in Menlo Park but the majority are Redwood City and North Fair Oaks based partners.
- Amy Gerstein asked how long PLC has existed.
  - Susan Brown answered that their work began officially in February of 2015, although they have been on an intentional learning tour for about two years.
  - Susan Brown clarified further that PLC is still waiting on their incorporation as an official 501c3 nonprofit organization, but that they intend to limit the funding they seek because they



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do not want to take funding from other local organizations and service providers that need the funding streams.

Hilary Paulson directed the attention of the members present to the PLC application and affiliate partner criteria, both attached to the agenda.

- Jana Kiser also reminded the members present that in the spring of 2015, the collaborative identified the affiliate partner process and network as an area of work for fiscal year 2015-2016. While good work has been done to clarify and streamline the governing bodies, some work remains to be done to improve the affiliate partner process this year. Jana Kiser invited the collaborative to think further on how the collaborative could keep the process streamlined while better articulating the relationship between affiliate partners and Redwood City 2020.
- Jana Kiser suggested that the Leadership Council discuss forming a small committee of members and partners who are passionate about further developing the process in the January Leadership Council meeting.

Hilary Paulson requested a motion to approve the affiliate partner application of PLC.

- Alisa MacAvoy motioned for approval, Stacey Wagner seconded, and there was unanimous agreement to accept the PLC as an affiliate partners. There were no abstentions.
- Hilary Paulson welcomed Peninsula Literacy Coalition as an affiliate partner of Redwood City 2020.

**Action Item: Ad Hoc Committees and Community Representatives**

Jana Kiser introduced a document describing the key tasks and responsibilities of the three proposed ad hoc committees and asked for feedback.

- She reminded the members present that in the August joint meeting of the Leadership Council and Executive Team, the collaborative suggested incorporating key tasks of the ad hoc committees in the narrative of the governance structure.
- Jana Kiser drafted the key tasks and the Executive Team body vetted the key tasks and descriptions of the proposed committees in their September meeting.
- The proposed committees are Finance and Development, Marketing and Communications, and Executive Evaluation.
- She suggested that a programmatic ad hoc committee would be duplicative of the efforts of the steering committees of each initiative, and hence a programmatic ad hoc committee is not proposed. Jana Kiser reiterated that all Leadership Council and Executive Team members have a standing invitation to participate on the initiative steering committees and referred members to a handout with steering committee meeting dates, times, and locations. Leadership Council and Executive Team members' expertise and vision would be assets to each committee, and the members would have the opportunity to steer programmatic work.
  - Jana Kiser honored the many Leadership Council and other members who are active in steering committee work. For instance, Derek Wolfgram and Barbara Pierce attend Redwood City Together, and all members have participated or sent staff to the Community Schools



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Expansion and Sustainability Workgroups. Others are in the Alcohol and Other Drugs Prevention steering committee and the Safe Routes to School task force.

- The main dates for the steering committee were presented in an attached handout. Some committees have regular monthly meetings, like the first Wednesday of every month for Redwood City Together, while others meet on quarterly or more varied basis.

Jana Kiser reviewed the responsibilities of each ad hoc committee.

- Finance and Development will develop a sound 3 year fiscal plan that promotes the sustainability of Redwood City 2020; recommend to the Leadership Council and Executive Team changes in methods of support for the collaborative, including fundraising, setting dues amounts, and others as seen fit; and assure the collaborative's fiscal health through ongoing efforts in philanthropy and fund development. For example, this committee would help to determine if Core Partners should create multi-year contracts, rather than single year contracts and if the current Core Partner contribution to core infrastructure should go up, down, or remain the same.
- Marketing and Communications will promote awareness of Redwood City 2020 among the various user groups and gain greater recognition for the collaborative's initiatives and innovations with a broader external audience; enhance Redwood City 2020's marketing strategy by sharing expertise and ideas; and support communication for Redwood City 2020, including public relations, advertising, promotion, and outreach.
- The Executive Evaluation committee, started last year on Jana Kiser's request, will create or modify and lead the process for evaluating Redwood City 2020's executive director annually.
  - Jana Kiser noted that it is important to ensure there is representation on this committee from the City of Redwood City because it is Redwood City 2020's fiscal agent. As the Redwood City 2020 staff are officially part of the City Manager's team, it is important to have a City Councilmember and the City Manager on that committee.
  - Jana Kiser gave a brief overview of the process and time commitment of this ad hoc committee last year. She explained that she wrote a narrative report at the end of 2014 which was shared with the Leadership Council and Executive Team. The evaluation ad hoc committee members co-created an evaluation tool with Jana Kiser. Leadership Council and Executive Team members filled out the evaluation, for which Jana Kiser acknowledged her gratitude. Barbara Pierce compiled the information, and the ad hoc committee met with Jana Kiser to give oral feedback in a closed meeting. The committee created recommendations, and proposed those recommendations in a closed session of the Leadership Council in March, 2015. This process lasted approximately two and half months. Jana Kiser thanked Alan Sarver, Lee Michelson, Barbara Pierce, and Bob Bell for serving on the evaluation ad hoc committee last year.

Jana Kiser asked for feedback on the proposed ad hoc committees (document attached).

- Jana Kiser asked first to confirm that the elimination of the programmatic ad hoc committee was acceptable and that members were instead encouraged to join initiative steering committees.
  - Alisa MacAvoy confirmed, and Hilary Paulson asked for any disagreement. There was none.



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- Jana Kiser asked if anything was missing from the ad hoc committees, and if the outlined tasks were appropriate for each.
- Hilary Paulson suggested to start by discussing the Finance and Development committee.
  - There were no additional comments.
  - Jana Kiser noted that the volunteers for this committee from the August Joint Meeting were Diane Howard, Lee Michelson Alisa MacAvoy, and Audrey Seymour Ramberg.
  - Hilary Paulson asked for further volunteers, and asked if four was an appropriate number. When there were no further comments, Hilary Paulson confirmed the Finance and Development ad hoc committee as presented and discussed.
- Hilary Paulson requested feedback on the Marketing and Communications ad hoc committee.
  - Amy Gerstein noted that data is critical for informing the conversation, not only to identify programmatic areas to improve but also data-based conversation in choosing what and how to promote. She emphasized the importance of using data to ensure that the work promoted through marketing and communications was proven good work.
  - Amy Gerstein volunteered to ensure someone from the John W. Gardner Center team would sit on this ad hoc committee.
  - Stacey Wagner volunteered to join the committee.
  - Hilary Paulson asked the members present to let Jana Kiser know of anyone either in the Leadership Council or in the respective partner organizations that has experience in marketing and communication.
  - Alisa MacAvoy asked how resource-intensive this committee would be in both time and other resources.
  - Jana Kiser responded that the committee's responsibilities and work could shrink or expand in accordance with committee members' bandwidth. She noted it could be contained and mostly utilize the strategies already established, or it could be a larger, more robust effort with new work. She concluded that there is room to determine the nature and scope of marketing and communications, and proposed that the ad hoc committee bring back ideas to the Leadership Council and Executive Team to determine the feasibility of the ideas and resources available.
  - Alisa MacAvoy highlighted the efforts and resources Redwood City School District has put into marketing and communications, and suggested that those experts could give input to the committee.
  - John Baker noted that their work was still burgeoning and growing, and he wished to respect their time and efforts by not signing them up to be part of the committee.
  - Alisa MacAvoy clarified that she envisioned these experts' input as a springboard, rather than an ongoing commitment.
  - Jana Kiser acknowledged the generous in-kind support from the Kaiser Permanente team regarding marketing and communications for the collaborative. Kaiser Permanent Marketing and IT staff developed the new Redwood City 2020 website.
- Hilary Paulson asked for further feedback and volunteers for the Executive Evaluation committee. She acknowledged Jana Kiser's earlier request that the City Manager and a City Councilmember sit on the committee.



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- Alan Sarver volunteered to stay on the committee.
- Jana Kiser remarked that there was a good chance Lee Michelson would also want to stay on the committee.
- Tim Wong offered to be part of the evaluation ad hoc committee.
- Gerald Shefren asked to clarify if the ad hoc committees were intended to be standing or time-limited, as ad hoc committees are time-bound and these seemed ongoing.
  - Jana Kiser noted that the intention is for these committees to stand for a year, with the understanding that at the end of the year, the ad hoc committees' success and value would be assessed. The executive director evaluation committee is designed to recur annually, but is time-bound since the evaluation process lasts for approximately two months.
  - Alisa MacAvoy noted the first two ad hoc committees (Finance and Development and Marketing and Communications) seemed ongoing to her and the executive evaluation would also ongoing, but with only two and half months of intensive process.
  - Hilary Paulson suggested keeping the language and the form as ad hoc for this year and re-evaluating the structure at the end of the year.
  - Jana Kiser noted that these thoughts were aligned with the original thinking in creating ad hoc committees. Therefore, she suggested that the members test that structure this year and discuss its successes and drawbacks next year.

**Informational Item: Community Schools Expansion and Sustainability Workgroup**

Jana Kiser appreciated the Leadership Council and Executive Team members as well as other community representatives who have participated in the Community Schools Expansion and Sustainability workgroup.

- Leadership Council members Carrie DuBois, Alisa MacAvoy, Hilary Paulson, Barbara Pierce, Alan Sarver, and Gerald Shefren have attended and shared their leadership.
- Both Superintendent Jim Lianides of Sequoia Union High School District and Superintendent John Baker of Redwood City School District (both members of the Executive Team) have participated, and Jana Kiser thanked them for sharing their expertise and vision.
- Sandra Portasio, member of the Executive Team, is a co-facilitator of the process and a close partner.
- Chris Beth, Derek Wolfram, and Timothy Wong have also added critical expertise.
- Jana Kiser also thanked all members who have been instrumental in ensuring the best representatives from their respective teams and organizations are part of the workgroup.

Acknowledging that many members were already deeply familiar with the community schools workgroup, Jana Kiser gave a quick synopsis of the process.

- The Community Schools Expansion and Sustainability workgroup is charged with exploring the possibility of bringing community schools in the community to scale and sustaining the existing community schools. Jana Kiser emphasized the exploratory nature of the work, and briefly described the history of that charge.
  - In April of 2014, the Leadership Council and Executive Team had a joint meeting at the end of a multi-month strategic process and reached consensus on the three priority areas of work



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for the collaborative—Community Schools, Community Health and Wellness, and Community Engagement.

- During the strategic planning process, the collaborative examined the history of Redwood City 2020 and its strengths, achievements, and lessons. Members examined current conditions, needs, and strengths of the community through a robust Environmental Scan, and weaved together history and current conditions to create a vision for the future and for the collaborative. Jana Kiser reminded the members that 2020 is a year marker, which in part prompted the strategic planning process.
- During the strategic planning process, members worked to solidify and articulate the collaborative’s focus for the next six years. Ideas for focus areas included food security, continued efforts in health and wellness, housing, community schools, and more. Through workgroups and facilitated conversations to condense and focus the ideas, members reached a consensus in April, 2014 on the three priority areas.
  - Within the priority area of Community Schools, the collaborative committed to exploring the expansion and sustainability of community schools by considering what already existed and what next steps would support students and their families best. There was general consensus that the community school work was among Redwood City 2020’s flagship work, and the members looked to determine what more could be done in partnership with existing organizations and partners’ strong work. Children younger than kindergarten were considered as well as youth and families in high school, adult education, and beyond.
  - In April 2014, Leadership Council and Executive Team members unanimously agreed to explore expanding and sustaining community schools to build a “pipeline” of community schools and wraparound holistic services for youth and families from cradle to career.
  - The collaborative then secured funds from the Grove Foundation to convene a cross-sector community workgroup to explore the community schools work. From June of 2014 to December of 2014, the collaborative worked to discern the nature of the workgroup. In March of last year, the Executive Team agreed for Sandra Portasio and Jana Kiser to lead the workgroup, building on their past successes in convening multi-sector stakeholder groups such as the Family Engagement Impact Project.
  - In April of 2015, the workgroup launched. The fifth meeting will be on November 9<sup>th</sup>, 2015.
- Jana Kiser presented the Table of Contents for the draft plan, the document the workgroup is charged with making. The goal is to provide recommendations that are well vetted by the cross-sector group of stakeholders that decision makers can consider. The Table of Contents serves as a rough outline of the plan, intended to be no longer than 20 pages, with the right balance of detail and overview.
  - The introduction will outline the process of the workgroup, its charge, Redwood City 2020’s role and history, the definition of full-service community schools, and the concept of a community school pipeline.
  - Community Context is a statement of the needs and strengths of the community. It will include a brief history of K-8 community schools in Redwood City/North Fair Oaks, the Sequoia Teen Resource Center, and will honor the existing good work that has occurred in the community, including the leadership and the work to link the Redwood City School District with the Sequoia Union High School District to support students.



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- The Vision Statement is a detailed snapshot of an aspirational future state, or what it would look like if the mission was achieved. This statement was co-created by the workgroup over several meetings. This section also will show how community schools align with common goals and common objectives, and include the logic model.
- The next section, which includes Guiding Principles, Core Elements and the multilevel collaboration, is rooted in community school literature. The multilevel collaboration section is a unique aspect that the workgroup is adding to the national literature.
  - Jana Kiser and Sandra Portasio shared their experience from a convening two days prior with community school delegates in California who are working to contribute to the national standards on community schools. They shared that it was clear that the Redwood City/North Fair Oaks community is on the cutting edge of the national conversation regarding the implementation of an entire system, rather than focusing on individual sites.
- Transitions and Linkages across the system seeks to delineate structures and necessary work to link segments of efforts across systems and organizations to create a streamlined process ensuring a continuity of services, partnership, data, and more.
- Jana Kiser explained that text in green in the Table of Contents denotes areas in which the workgroup has made progress, meaning the workgroup spent time discussing, generating ideas, creating text, editing text, and more. Green did not signify complete, but instead forward collective movement. Jana Kiser noted that the bulk of the synthesizing and writing of the text of the plan will happen during the months of November, December, and January. She further explained that the red text was content that will be addressed in the next workgroup meeting.
- Jana Kiser mentioned that there would be an extra workgroup meeting in January and explained this was to ensure a deeper opportunity to explore community conditions and causes. Workgroup members will be conducting one-on-one listening sessions to hear partner’s priorities and goals to ensure the plan is tailored to the partners.

Jana Kiser invited Leadership Council members who have been participating in the workgroup meetings to share feedback and experiences.

- Hilary Paulson shared that she found the ad hoc process to be noteworthy because it moved the work forward while creating the space for workgroup members to challenge and push back on each other. She explained that, as a result, when the workgroup met, the material and the thinking was further refined and ready to be pushed even further forward by the workgroup. She emphasized the small group process of the ad hoc meetings, and noted that each consisted of diverse stakeholders.
- Alan Sarver highlighted the presentation made by Sean Priest, Sequoia High School Principal, in the October, 2015 workgroup that illuminated the large range of wraparound services at Sequoia High School. The presentation brought up the question of determining exactly the difference between Sequoia High School’s current services and the vision of community schools, and pushed workgroup members to consider what boosts and benefits might exist in transforming Sequoia to a community school from its current status, or what investments and benefits would make sense in the Sequoia



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High School context. He added that there is additional exploration to occur, which was the part of the process he found most interesting.

- Alisa MacAvoy noted there were a wide range of people in the room, including many partners far beyond the core partner organizations of Redwood City 2020, which she appreciated. She also appreciated the small group work; she felt like the workgroup members were making tangible progress and accomplishments. She shared that her takeaway from the process was that there is a lot of interest amongst stakeholders and community members that would like to be helping out, because all partners are recognizing that schools cannot create holistic success for children all on their own. Alisa MacAvoy also felt that a completed document explaining the vision and plan for expanding and sustaining community schools would give the whole community a better direction for success. She noted that there is an opportunity for efficiency and equity as well. For example, community schools stand to help make sure that there is an even distribution of services such that one family receives many services while another family receives no services.
- Jim Lianides reiterated the Sequoia Unified School District's commitment to creating seamless transition and linkages. He explained to the members present that Sean Priest, principal of Sequoia High School, made a presentation during the last Community Schools Expansion and Sustainability workgroup describing all of the wraparound services available at Sequoia High School, reminded them that those services, such as the Teen Wellness Center, serve Woodside High School as well, and highlighted the need for further socioemotional information to strengthen the transition between Redwood City School District and Sequoia Union High School District schools. Jim Lianides noted the opportunity to broaden the array of services and information currently available to ensure a "pipeline" of seamless holistic transition for all students, particularly those with greater socioemotional needs and risk factors.
- Hilary Paulson noted that there was a commitment to support Redwood High School and its students during the workgroup meeting.
- Jim Lianides commented that Redwood High is a small school for 11<sup>th</sup> and 12<sup>th</sup> grade students, with a small group of 5<sup>th</sup> year seniors, with approximately half the student body from Redwood City. Most students and families have complex needs. He reiterated the district's intent to ensure holistic wraparound services for the students and families, as well as exploring the opportunity to bloom into a community school.
- Sandra Portasio noted that the workgroup's process is a potential opportunity to refine the identity of the community. She noted that the collaborative started the community schools process with a purpose, but that there are new partners now and the community has changed. She remarked that this could be an opportunity to look back, to look forward, and to connect our efforts to the needs and resources of the partners and community. She noted that that schools, students, and organizations are participants in this process to ensure the work reflects the targets and goals of the work on school sites, and that the more connected those partners are, the greater the chance for the sustainability and pathways for new projects, transitions, and community synergy to continue. Sandra Portasio noted too that community school work is never finished. In her fifteen years of experience working in community schools, she has come to see the need to incorporate large levels of flexibility to accommodate changes in needs, resources, and to navigate different elements. Therefore, it is



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important to be inclusive when developing the next steps. This supports all partners having shared priorities.

- Hilary Paulson acknowledged Sandra Portasio and Jana Kiser for participating in the national community schools work and for representing Redwood City in that conversation. She noted that, per Jana Kiser and Sandra Portasio’s report-outs, Redwood City is on the cutting-edge of the national implementation conversations, particularly in terms of financial sustainability.
- Jana Kiser shared that the national work reinvigorated her, because she felt that this community is not alone in their commitment to bringing this idea to scale, and that many communities are documenting their processes for supporting, expanding, and/or linking community schools. She noted the thoughtfulness with which this community is moving regarding the quality and clarity of that work, as a contribution to the local community and the larger movement. She noted that when she and Sandra Portasio talk to colleagues from other communities “their eyes light up” and they ask to visit schools, watch the workgroup, or see the documents being created. Daly City in particular has asked to receive the plan once it is complete. Jana Kiser further acknowledged that although she and Sandra Portasio attended the meeting hoping for tangible pieces of a toolkit to bring back to the workgroup process, both were proud and happy to contribute to the national conversation.
- Hilary Paulson noted that we may have visitors in the November workgroup meeting.
- Alan Sarver suggested preparing a presentation.
- Jana Kiser suggested that after the January workgroup meeting, the collaborative could host a convening of interested community schools partners to review the lessons learned and successes from the workgroup process.
- Sandra Portasio highlighted that the same issues this community is grappling with, such as the definition of community schools, are also being grappled with on the national level. The conversation at the national level is currently centered on developing school-site standards of implementation rather than the systemic, multi-level collaboration that the Redwood City/North Fair Oaks workgroup is developing, although the other communities have acknowledged that systemic thinking across levels would be the next step.
- Sandra Portasio noted that it is natural that the thinking in this community would be more encompassing, because it derives from the collaborative’s journey in community schools. She explained that this community of partners understands the importance of the individual sites, because they are the source of on-the-ground information on needs, strengths, challenges and successes in the work. Yet this community also understands deeply that without systemic and structural support from the district or the collaborative, the community schools will not be sustainable. For example, without multi-level collaboration and support, if there is a change in leadership at any level, it would be far more challenging to sustain the work that has been accomplished for another fifteen to twenty years. Sandra Portasio concluded that she too felt reinvigorated after the meeting.
- Alan Sarver noted the distinction between developing a program at a site level and selecting a site as a pilot for the first implementation of a multi-level initiative. If the structure is being built at the district and collaborative level, the bulk of the work in creating a new community school site is not put on the providers and the people on the ground. He reiterated that this is the essential importance that the multi-level approach brings.



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- Amy Gerstein noted that part of what worked well in Redwood City, which she noted to be a part of her broader experience with school reform and community school development, was the engagement of the site-level partners in the development of the design of each school as well as the community level reform strategy. Every community school in Redwood City was tailored to its unique needs and strengths, and any work at the high school level would be similar. For example, a version of community schools for Sequoia High School would be different from Redwood High School or Woodside High School. She noted the importance of making space for site-specific differences in the planning and development process, and clarified that this was not different or separate from Alan Sarver's comment, but rather an encouragement to ensure there is enough time and space for site-level development. Amy Gerstein further noted the enthusiasm within the workgroup and expressed a desire to ensure that enough time is set aside for site level development and implementation as well.
- Timothy Wong asked if Jana Kiser and Sandra Portasio had heard any ideas at the national-level meeting that were applicable but not yet implemented in the Redwood City/North Fair Oaks community, even though, he acknowledged, that the it sounded as though the community is more advanced than the national level in some aspects.
- Jana Kiser noted that it was helpful to watch the process at the recent meeting of California delegates. She explained that the Community Schools Expansion and Sustainability workgroup has crafted guiding principles that describe how the core elements of a community school system are connected and how the leadership works together. In the national coalition there was a notable amount of overlap with those principles and elements, but there were also some distinctions. One of the strengths the Redwood City/North Fair Oaks community is integration of a strengths-based approach in every aspect of the work. The national conversation did not have a focus on strengths-based approach, but had pulled out equity as a focus. Jana Kiser noted that equity is imbedded in the local work but has not been named as an explicit focus.
- Audrey Seymour Ramberg asked, reflecting on the recent Executive Team conversation and exploration about the next steps of the workgroup process, whether or not "Conclusion and Next Steps" in the Table of Contents was intended to signify instead something closer to "Recommendations and Next Steps."
- Jana Kiser agreed that was the intention and that "Conclusion and Next Steps" were not the correct words. The thought was to highlight reflections and recommendations that would be proposed to decision-makers during the final stage of the process. She highlighted the workgroup's commitment to have conversations with decision-makers regarding the recommendations in real time, to ensure the recommendations and reflections are in alignment with organizational priorities. She expressed that Redwood City 2020 will rework this language and reiterated that the Table of Contents and the plan itself are intended to be a working document.

#### **Informational Item: Staffing Plans and Financial Update**

Jana Kiser stated that Redwood City 2020 has been working in close partnerships with the City of Redwood City's finance department. Jana Kiser acknowledged the effort and time put forth by the finance team who have taken time out of their busy schedules to support the collaborative. She noted that the budget shown was from 2014-2015, and highlighted several positives.



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- There is a net gain of \$93,000.
  - There were less staffing costs than anticipated, as Janneth Lujan left Redwood City 2020 and was not replaced during the 2014-2015 fiscal year.
  - Certain contracts and initiatives were underspent purposefully, as those costs will be incurred during the 2015-2016 fiscal year.
    - For example, in the Family Engagement, there was a rollover of approximately \$5,000 as the initiative is intending to print handbooks that were developed for partners this year.
    - The Community Schools initiative is also underspent as the workgroup process started April of 2015 and will continue through the 2015-2016 fiscal year using the same funds. Approximately \$25,000 will be spent this year.
  - Some rollover was created because much of the grant writing was done in-house this year, rather than the projected expenses for a grant writer. Furthermore, office expenses were lower than projected.
  - Jana Kiser noted that some rollover will also support initiatives that have less funding in the 2015-2016 fiscal year.
  - She noted that core costs were covered by core partners' membership contributions, and that the only staffing costs not covered by initiative-specific grants were the Executive Director and the Administrative Assistant positions.
  - Jana Kiser stated that she will email all Leadership Council members the final financial report from the 2014-2015 fiscal year, noting she and Redwood City 2020 staff have spent many hours in conversation with colleagues from the Finance Department of the City of Redwood City to ensure the integration, fidelity, and accuracy of Redwood City 2020 accounts.

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

Stacey Wagner honored Redwood City 2020 Safe Routes to School Coordinator Matthew Reeves and the Safe Routes to School program on International Walk to School Day. She attended the Adelante Spanish Immersion School event, and noted her surprise at the number of items given out as incentives. She observed that it seemed that a comparable number of students walked to school as those that were driven, and acknowledged the school's work in promoting the event. She thanked Matthew Reeves for his efforts in coordinating and promoting the event across schools.

- Jana Kiser noted that both Lee Michelson and Barbara Pierce attended the Roy Cloud Elementary School event, and they also praised the event via email.
- Jana Kiser acknowledged Chris Beth's team at the Parks and Recreation Department in the City of Redwood City for their contribution to the Safe Routes to School initiative, noting the success of the SPOKES program in particular.

Stacey Wagner announced that Kaiser Permanente's Physician in Chief (and Redwood City 2020 Executive Team Member) Dr. Jim O'Donnell is retiring at the end of this year and has graciously donated \$5,000 to Redwood City 2020. Stacey Wagner noted that Dr. O'Donnell says he appreciates and respects the work of Redwood City 2020, and that she was able to match his donation for a total donation of \$10,000.



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Hilary Paulson announced that the Redwood City Education Foundation will host their annual OctobeRun, with opportunities for a Fun Run, 5K or half marathon distance, on October 24, 2015. She encouraged all to sign up to run or to volunteer, noting volunteer opportunities for the day of the event and the week leading up to it.

Hilary Paulson also encouraged everyone to vote yes on Measure T, a bond measure to upgrade and repair neighborhood schools, in the upcoming elections (November 3, 2015, with all mail-in ballot for San Mateo County this year).

- She noted that voters who have not voted yet via mail ballot yet will receive many phone calls encouraging them to vote.
- Hilary Paulson also announced that she had envelopes for ongoing fundraising for the Redwood City Education Foundation.
- Stacey Wagner mentioned that everyone can also do phone banking for Measure T on Monday, Tuesday, and Wednesday (October 26, 27, and 28, 2015).
- Hilary Paulson added that this would occur on Wednesday, October 28<sup>th</sup>, at the Five Guys restaurant across from the courthouse, and further noted an opportunity to join a “precinct walk” on October 31<sup>st</sup> to drop off flyers and engage with residents. She remarked that an hour of one’s time could make a large difference in the votes for Measure T.

### **Adjourn**

- Hilary Paulson adjourned the meeting at 10:30am.