



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
Gerald Shefren, Sequoia Healthcare District
Carrie DuBois, Sequoia Union High School District
Alan Sarver, Sequoia Union High School District

Redwood City 2020 Leadership Council
Redwood City Main Library, Community Room (2nd Floor)
1044 Middlefield Road, Redwood City
Wednesday, October 19th, 2016
9:00am – 10:30am

Executive Summary of the Leadership Council Meeting Minutes

- **Communications:** There were no oral communications or public comments
- **Minutes:** The August 17th, 2016 meeting minutes were approved as submitted.
- **Redwood City 2020 Governance: Chairperson Rotation:**
 - Jana Kiser presented the governance narrative and proposed that the group invite community members to get involved in the current ways available and hold the discussion of the community member at-large chair position process for the spring.
 - Hilary Paulson thanked Jim Lianides for stepping into the role of Chair of the Executive Team, and Alan Sarver for stepping into the role of Chair of the Leadership Council.
- **The Big Lift:**
 - Jana Kiser detailed what it means for Redwood City to be a Big Lift Community and what that entails in terms of deliverables and support received from the Big Lift. The overarching goal is to ensure that at least 80% 3rd graders in Redwood City and North Fair Oaks are reading at or above grade level by 3rd grade.
 - Several Leadership Council members expressed interest in hearing about and reviewing a study on local childcare availability and changing school district demographics.
 - Jana Kiser elaborated on the alignment between the previously discussed implementation roles for the Pipeline of Success and the Big Lift work in the current fiscal year.
 - As staff compile resource inventories for the community, it was requested that members of the Leadership Council who know about a list or someone with an inventory of free or low cost resources send the list or contact information to the Redwood City 2020 team.
- **Executive Updates:**
 - Jana Kiser detailed data and results from International Walk to School Day and the Leadership Council congratulated Safe Routes to School Coordinator Matthew Reeves on a job well done.
 - Jana Kiser gave a financial update, noting that the prudent reserve last year was \$188,000, and, with conservative projections, the organization will end the year with \$112,000 in unrestricted funds. The collaborative expects to raise an additional \$45,000

this year through new core memberships, the “Friends of Redwood City 2020” program and the fundraiser.

- **Ad Hoc Committee Reports:**
 - Report outs were given by the Finance, Marketing and Communications, and Affiliate Partners Ad Hoc teams.
 - Diane Howard reported for the Finance Ad Hoc and asked the Leadership Council to take action on the reserve policy handout. The Council unanimously adopted the policy.
 - Diane Howard informed the Council that the Presidents’ Breakfast fundraiser’s goal is to raise \$10,000 through sponsorships and ticket sales, and to recruit future “Friends of Redwood City 2020” members.
 - The date will be: Wednesday February 15th in the Fox Forum.
 - Each Leadership Council member was asked to commit to selling five tickets.
 - The group was asked to recommend any keynote speaker suggestions.
 - Stacey Wagner reported for the Marketing and Communications Ad Hoc team and shared that progress was being made on translating the one pager, and the events page of the website was now linked to a Google calendar. In addition, the team was asked to help find a keynote speaker for the fundraiser as soon as possible so that the Marketing and Communications team could start advertising the event.
 - Alisa MacAvoy reported for the Affiliate Partners Ad Hoc and said they are working on a new partner application and review process for the “Friends of Redwood City 2020” program.
- **Outside Speaker Survey:**
 - Alan Sarver encouraged the Council to fill out and suggest outside speakers to present at future Leadership Council meetings.
- **Member Announcements/Good News/Kudos:**
 - Alan Sarver and Alisa MacAvoy requested that affordable housing be an agenda topic at a future Leadership Council meeting.
 - Stacey Wagner announced that Kaiser Permanente has a theatre group that will be performing at Taft Community School on February 3rd 2017, at 8:30-9:45 am if people were interested in attending.
 - Diane Howard reminded the Leadership Council that Redwood City is hosting Redwood City Community Conversations at Red Morton Park at 9:30 am on Saturday, October 22, and on Sunday, November 12th from 9:30am-12:30pm at the Fox Forum in Redwood City.
 - Selina Toy-Lee announced the County convened a housing task force and there is a new website for Home For All SMC (www.homeforallsmc.com). The website contains details on initiatives on what the county is doing as well as looking at housing data, and establishing second units.
- **Next Steps and Meeting Closure:**
 - Alan Sarver ended the meeting by saying the next meeting is Wednesday, January 18th from 9:00 am to 10:30 am.

Leadership Council Members Present: Stacey Wagner, Carrie Dubois, Alisa MacAvoy, Gerald Shefren, Diane Howard, Hilary Paulson, Alan Sarver

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

Others Present: John Crowell, Roselyn Miller, Robin Rodricks, Jana Kiser, Jemima Oso, Maddy Kane, Chris Beth, Selina Toy-Lee, Derek Wolfgram

Welcome and Introductions

- Hilary Paulson welcomed all attendees and commenced the meeting.

Oral Communications

- There were no oral communications or public comments.

Draft Minutes

- Hilary Paulson asked for a motion to approve the draft minutes from the Leadership Council meeting held on August 17, 2016.
 - There were no changes or omissions suggested.
 - Gerald Shefren motioned for approval of the minutes and Diane Howard seconded.
 - Motion passed.
- Hilary Paulson noted that the minutes were “hearty” and in the future would be trimmed.

Redwood City 2020 Governance: Chairperson Rotation

- Jana Kiser referenced a handout detailing a draft of the governance structure, which included pending questions about at-large Leadership Council members.
- Jana Kiser said that as a follow up from the August meeting, the Leadership Council members would discuss a community member at-large position. It was proposed previously that there be a Community Member position on the Leadership Council.
 - The idea was tabled to address other more urgent parts of governance at the time such as the shape of the Leadership Council and Executive Team, how they would work together, and who the decision-making body would be.
 - Since then, the Leadership Council has addressed those questions and the Executive Team has continued brainstorming not only a proposed Community Member seat, but also the selection process and term that people would sit.
 - The Executive Team agreed that the process be decided at a later point in time.
 - Jana Kiser continued that there are a number of opportunities for community members to be engaged with decision-making within Redwood City 2020.
 - One of the opportunities is involvement in Steering Committees for Redwood City Together, Safe Routes to School, and the Alcohol and Other Drugs Prevention Partnership. These steering committees are important because they shape work plans, work on grant proposals, and are shaping the work Redwood City 2020 is doing.
 - Not only are there community member opportunities available, but also there are community members currently participating in them such as

residents, and people in the faith community. Barbara Pierce was given as an example, as she is a community member participating in the Redwood City Together Steering Committee.

- Another opportunity is participating in a workgroup. For example, the Community Schools Expansion and Sustainability Workgroup had parents from both school districts participate.
- A third opportunity is attending the open meetings announced online.
- Jana Kiser proposed that the group invite people to get involved in the current ways available and table the community member process for the spring.
- Hilary Paulson mentioned community members could be part of ad hocs (evaluations, finance, etc.), which should be considered.
- Alan Sarver suggested that the Leadership Council could have a more formal role in inviting people like school groups, the PTA, site councils, ELAC, principals, and more. Those groups have active, interested participants who would be interested in seeing what goes on in these meetings. If they choose to attend on a regular basis, those participants might be eventual candidates.
- Stacey Wagner noted that that idea may even get more traction after the first fundraiser in February.
- Jana Kiser said there were a number of actively involved volunteers working for Redwood City through the family engagement initiative as well as Safe Routes to School, which would be another good pool for potential nominations.
- Hilary Paulson thanked Jim Lianides for stepping into the role of Chair of the Executive Team, and Alan Sarver for stepping into the role of Chair of the Leadership Council.
- Hilary Paulson presented a slide which detailed the organizations who have recently held the Chair positions. She encouraged organizations who were not represented in recent years to consider stepping into the role next year.
- Jana Kiser thanked Jim Lianides and Alan Sarver. The group is looking forward to following their leadership and working collaboratively.
- Hilary Paulson initiated a motion to approve the new Chairs.
 - Carrie Dubois motioned to approve, and Stacey Wagner seconded. All were in favor.
- Jana Kiser handed Hilary Paulson flowers and thanked her for her dedication, including going beyond her Leadership Council Chair role to be a strong contributing member of ad hoc committees such as the executive evaluation ad hoc, as well as a strong and supportive member of the Community Schools and pipeline efforts. Jana Kiser emphasized Hilary Paulson is not leaving, but her leadership will be shifted and placed in other ways.
- Allen Sarver commented that Hilary Paulson always excels. He is excited to pick up a lot of the good work, and looks forward to helping everyone keep on track.

The Big Lift

- Jana Kiser mentioned that in August, Redwood City 2020 and the Redwood City School District began partnering to co-lead the Big Lift in our community. Jana Kiser gave background information to answer, “What does it mean to be a Big Lift community?”, “What is our work and contribution in order to be a Big Lift community?” and “What do we gain from the Big Lift?”
 - The Leadership Council referenced visuals on the Cradle-to-Career Pipeline of Success and the Big Lift work plan.

- Some of Redwood City 2020's goals for the Pipeline of Success are to ensure that young people are healthy, successful, and have smooth transitions that keep them actively engaged.
- The Big Lift supports those goals, and gives the collaborative "a shot in the arm" for the early part of the continuum, affecting 0-8 year olds.
- The goal is to ensure that at least 80% of 3rd graders across the country and here in Redwood City and North Fair Oaks, are reading at or above grade level by 3rd grade.
- The holistic inventory work and existing collaboration through the Pipeline of Success, in addition to the work the Redwood City School District is already doing, provides a solid framework to build the Big Lift efforts on and supported a competitive grant application.
- Another handout highlighted the categories of efforts that the collaborative and the Redwood City School District will be engaged in through the Big Lift initiative. Tremendous work is already happening and this enhances that work by providing new data collection tools, among other supports.
 - The main pillars of the Big Lift are: attendance, which attempts to decrease chronic absenteeism; Big Lift Inspiring Summers, which will begin in summer 2017 for Redwood City/North Fair Oaks; Family Engagement; and Preschool Quality, Evaluation, and Alignment.
 - The collaborative is supporting the convening and facilitation of monthly meetings for Big Lift partners to learn and share accountability, and enhance best practices, learn about what is working in other communities and come up with new solutions, and share progress.
 - In the Family Engagement pillar, the Redwood City School District is taking the lead on the Parent Cafe and Raising a Reader projects, while Redwood City 2020 is supporting Family Engagement through Socios for Success, which supports authentic partnerships between teachers and families to actively engage in holistic wraparound services and family to family outreach.
 - Redwood City 2020 is also working to create a resource inventory, while the Executive Team is reflecting on ways to create a streamlined referral system.
 - The Redwood City/North Fair Oaks community has already done a lot of reflection on data linking, research and data tracking with help from the John Gardner Center and the Youth Development Archive, and will explore the possibility of next steps.
 - Matching funds are coming directly from Redwood City School District, but Redwood City 2020 is also supporting Big Lift goals by fundraising in the spring and helping with the robust reporting requirements.
 - John Baker mentioned that the Big Lift would be a boost for the community's preschoolers. He noted that the demographics of the community are changing. There are concerns that there will be difficulty attracting families into the preschools as the district has in the past. The Director is noticing that they are having difficulty finding students since they are leaving because of the housing situation in the city. Hiring staff is another difficulty because it is challenge to find qualified early childhood educators.
 - Chris Beth added that there is not only difficulty in finding the right staff but also there are gaps in available pre-K spots. There was a countywide study with Brion Economics that Redwood City joined to research the gaps and find out where

there is potential to add more spaces. A significant challenge is identifying where to build. There is a supply and demand gap for preschool spots.

- Alisa MacAvoy stated that the district had discussed this but had not moved on it. Demographic changes means there are fewer low income parents whose children are filling spots, and that having a mix of kids would be preferable.
 - Alisa MacAvoy stated she would love to see the study to look at where local gaps are and that it would help the school district.
- Chris Beth asked if it would be possible for the consulting group to present as an outside speaker during a Leadership Council meeting.
- Amy Gerstein said that the John Gardner Center is working on similar topics, and mapping services and programs for early childhood education for 0-3 year olds in the county and particularly in Redwood City. In the neighboring communities everyone is going through the same challenges of changing demographics, facilities, and trouble finding a staff. She suggested potentially crossing city lines to help each other.
- Jim Lianides asked how much of the Big Lift work is in preschool versus Kindergarten-8th grade.
- John Baker responded the majority is in preschool, about 95%.
- Jana Kiser added that a lot of the other effort for the other grades is done through the attendance and summer learning work.
- Jim Lianides asked if there was much effort on literacy programs for Kindergarten through 3rd grade.
- John Baker answered there is work aligning preschool curriculum for Transitional Kindergarten, Pre-K, and Kindergarten. The work ensures communication between all teachers so as children come up they are already reading at Kindergarten level, as well as alignment for staff development, other programs, and family engagement.
- Jim Lianides asked how many targeted Kindergarten students participated.
- John Baker answered about 45% of students participated.
- Amy Gerstein asked what percentage were in high-quality prekindergarten.
- Hilary Paulson answered that some spots are pre-kindergarten, but if the spots are only half days sometimes families will not take the spot because they do not have childcare for the other half of the day.
- Alan Sarver commented that it was analogous to the work high school districts are doing with Kindergarten through 8th grade and community colleges. He noted that work with younger grades resonates with him because one of the biggest impacts a community can have on high school graduation rates is to raise attendance in high quality preschools; this illustrates the critical nature of the Pipeline of Success in integrating PreK into Kindergarten, as that has a positive impact on local high school graduation rates and shows what the collaborative is here to achieve.
- Diane Howard said that considering the urgency there is in attracting staff to these programs, and that in moving forward the collaborative should think outside of the box. One idea included utilizing the senior population in childcare, which is currently untapped as a formal resource. She suggested a conversation asking “Do we have people in the community who would be willing to step up and fill in some gaps?”, noting this would not be a permanent solution, but could

help keep things moving forward. It would be losing ground if the group waited to solve the housing crisis and make salaries equitable before taking action on childcare. She continued that there is a real possibility that the Leadership Council could make something wonderful happen and bring the older generation in to help make children successful in our community. There is a chance funding would be available because the thinking is so outside the box—for example Friends For Youth is doing notable work connecting at-risk high schoolers with mentors. Diane Howard added the team could consider asking for volunteer mentors to assist teachers and guide students. Volunteers are very helpful, but if they are not asked to volunteer then nothing will happen.

- Jana Kiser continued by referencing a handout detailing the distribution of implementation roles for the Pipeline of Success; this is a snapshot of what is happening this year related to the Pipeline. The Big Lift handout is a detailed version of Redwood City 2020's role in implementing the Pipeline of Success. She noted, with regards to holistic services, that in August the Leadership Council talked about receiving funding to share information with partners to aid in the continuity of wraparound services in our community.
- Jana Kiser referred to the Pipeline of Success: Resource Inventories handout.
 - Jana Kiser explained the “why” of collecting resource inventories. The point is to inform people of what is currently out there. For example, there is a need to learn about what early childhood education and pre-kindergarten opportunities are available for families and practitioners. Furthermore, there are gaps—and part of the goal is to identify those gaps and maximize underutilized resources. There are waitlists for some resources, but openings in others (like food programs) that are not at capacity. The purpose is not to create inventories, but rather corral and share information and amplify the efforts of others and identify the gaps.
 - In order to make this project more tangible and realistic, Redwood City 2020 is concentrating on four areas: mental health, food programs, early childhood education, and adult education. These are areas with big needs, and there's already work to gather up the information about these efforts (e.g. the high school district is working on mental health, Amy Gerstein and the John Gardner Center are working on early childhood education, ALLIES is working on adult education, and Community School Coordinators are working on food resources). Yet all four areas have gaps and underutilized resources that should be identified and filled.
 - Jana Kiser continued that the criteria for the resource inventories included resources that are geographically focused in the local community and free or low cost.
 - Jana Kiser said the tasks include corraling existing inventories. This includes talking to staff at partners' agencies around the table as well as investigating additional resources and currently known specific local resources such as individual community schools.
 - Hilary Paulson asked where the inventory would be located.
 - Jana Kiser responded that at minimum, it would be on the Redwood City 2020 website and shared amongst practitioners as a document, but the goal is more ambitious. Jana Kiser said there are various connections with philanthropists and the technology community. The goal would be to work to create a platform for

people to use. Jana Kiser added it could be low or high tech, and the family-to-family mobilization teams would be trained on existing resources to pass that information to others. The grant from First 5 San Mateo County will help support the work, including identifying and disseminating information about underutilized resources, with the end goal to fill underutilized programs rather than promoting a program with a six month long waitlist.

- ACTION: If a member of the Leadership Council knows about a list or someone with an inventory of free or low cost resources, please send them to the Redwood City 2020 team.
- Alisa MacAvoy commented that housing is the big elephant in the room; the Leadership Council could continue dealing with these issues, but families are leaving and hiring qualified staff is becoming a major concern. She noted housing as a community-wide conversation across sectors and requested that at some time in the future the collaborative have a more formal conversation about it. Alisa MacAvoy continued that people are house-burdened, and if they were not they might be able to afford food and other services; since the collaborative is a group of smart and dedicated people it might be the right group to tackle the issue.
- Alan Sarver responded that the Leadership Council should come back to that after the City Council's housing meeting.
- Alisa MacAvoy answered that if the housing issue continues there will not be anyone left to be a beneficiary of the holistic services the group is aiming to share.
- Carrie Dubois added that often people hit a roadblock in how to help, but it is not just about building housing; there are other ways to help and that the Leadership Council may be able to problem solve collectively and support innovative work.

Executive Updates

- Jana Kiser said that there would be more programmatic information to share later, and shared updates from International Walk to School Day, the launching event of the Safe Routes to School program. Jana Kiser mentioned the mode charts around the room where youth had marked how they came to school that day.
 - There were a record number of participants in partnership with Redwood City School District.
 - Eleven schools (the largest number of participating schools ever in this area) and over 1500 students participated with 1437 students walking to school and 143 riding a bike or scooter.
 - These were new banners distributed to schools as part of ongoing efforts within all the Redwood City 2020 programs to make them user friendly for participants, given that other evaluations such as pre/post surveys can be difficult for teachers to fit into their allotted educational minutes.
 - This year the team put up the banners and had young people simply put up stickers indicating how they arrived at school. The students were excited to put up their sticker and get a pencil and other incentives.
 - Classrooms that had the most participants got larger prizes, and there was high teacher/student enthusiasm and buy-in.

- Jana Kiser ended this portion by thanking everyone for supporting Safe Routes to School, noting that this project not only improves student health and wellness but also alleviates traffic.
- Alan Sarver added that transportation issues go hand in hand with housing issues, and noted its importance for the high schools to encourage more carpooling and busing and decrease students using family-only cars. He added that the Leadership Council could use collaborative opportunities have a big impact on this area of urgency.
- Diane Howard thanked Matthew Reeves for a successful event. The City Council had a robust conversation about the city transportation plan recently. Diane Howard urged the Leadership Council to make sure to talk directly with schools about focusing on getting children to school safely, with fewer parents in single occupancy vehicles.
 - ACTION: Diane Howard requested a summary of the event and plans for the future in order to present them to the City Council under committee reports section next week.
- Financial Report
 - Jana Kiser shared that Redwood City 2020 is on budget for spending in Quarter 1 of the 2016-2017 fiscal year. She thanked John Crowell for his hard work on the financial reporting.
 - Jana Kiser added that the Core Membership contracts process had been expedited this year, and gave a special thanks to everyone and Melissa Stevenson Diaz for the City's contributions in particular. All of the Core Membership contracts have been signed and all but two of the membership dues have been paid.
 - Jana Kiser said the Leadership Council would hear from the finance ad hoc committee.
 - Jana Kiser said that the prudent reserve last year was \$188,000, and right now with conservative projections the organization will end the year with \$112,000 in unrestricted funds. There is more to come, but as the team has been benchmarking prudent reserves, usually 15% has been realistic; the budget highlights ideas from the finance ad hoc team to raise an additional conservative estimate of \$45,000 this year through new core memberships, the "Friends of Redwood City 2020" program and fundraiser efforts.
 - Jana Kiser continued that there are a number of grants that are not reflected in this report because the organization has not heard back from the grant-makers yet about them; the projections may therefore increase, although the collaborative is in a financially secure situation currently.
 - Stacey Wagner referenced the program expenditures and asked why the actual was lower than projected.
 - Jana Kiser responded that that is not unusual for Quarter 1 because there is often program ramp-up in the fall. The financial reports err on the conservative side to project Quarter 1 expenses. An example of this is Safe Routes to School which has a lot of planning in Quarter 1 and 2, but in Quarter 3 starts to pay contractors for services (such as Safe Moves for bike rodeos)
- Jana Kiser announced that she had been experiencing health issues that had gotten worse. Jana Kiser said she reduced her schedule to three days a week, and for the next couple of months she will be working less, and there is a chance she will need a more substantial break. However, this is one of the collaborative's best teams ever, the work currently being done has already been shaped, and the team members are well trained and ready to run them. She continued that newer work would begin in the spring, when she will come back and be stronger. She shared a handout with the contact person for each program and how to reach them on days when she is not in the

office. Jana Kiser noted that John Crowell has done a tremendous job with ad hocs and the collaborative would hear from him next.

- Jana Kiser assured she would still be available as a resource if need be.
- Chris Beth encouraged Jana Kiser to let the Leadership Council know how they could help.
- Jana Kiser responded she felt the support already, and will be ok.
- Jana Kiser ended this section by offering three specific opportunities for Leadership Council members to support the collaborative in her absence:
 - Sharing expertise with the team to move the annual report forward
 - Supporting the conversations as Redwood City 2020 actively pursues a new core member
 - Supporting the development of the resource inventories.

Ad Hoc Committee Reports:

- Finance and Development Ad Hoc
 - Diane Howard echoed what Chris Beth said, and wished Jana a quick and strong recovery.
 - Diane Howard detailed that the members of the Finance and Development ad hoc committee include John Crowell, Robin Rodricks, Stacey Wagner, Alisa MacAvoy, and herself. The Finance and Development ad hoc is tasked developing a sound three-year fiscal plan that promotes sustainability for Redwood City 2020 and recommends fundraising dues as well as promoting fiscal health through philanthropy and development.
 - Diane Howard thanked John Crowell for putting all of their planning thoughts into a cohesive document; there were recommended changes in methods of support as well as finalizing the operating reserve policy.
 - Diane Howard added that the ad hoc committee has been planning the President's Breakfast for February 2017, and also drafting the "Friends of Redwood City 2020" program.
 - Diane Howard announced that the finance ad hoc committee had decided on a 15% operating reserve based on what other agencies and communities do.
 - Diane Howard requested the Leadership Council review and approve the policy today.
 - Diane Howard continued that the President's Breakfast's goal is to raise \$10,000 through sponsorships, tickets, etc. and recruit future "Friends of Redwood City 2020"
 - The date will be: Wednesday February 15th in the Fox Forum
 - The group was asked to fill out a purple sheet with any keynote speaker suggestions ideally the day of the meeting because the Finance and Development ad hoc team was meeting the day after to consider the recommendations.
 - Diane Howard passed around a clipboard with contacts for the fundraiser that the Finance and Development ad hoc team had identified, requesting that if any of the members of the Leadership Council felt comfortable writing a personalized invitation with a short note to someone on the list to write their name on the list. Diane Howard said that the Finance and Development ad hoc committee will follow up with those that wrote their name down to bring them an invite, collect it later, and then mail it out for them. The team is beginning with contacts who have shown additional interest in pursuing further partnership with Redwood City 2020.
 - John Crowell acknowledged Robin Rodrick's contribution in producing the list of potential invitees that was being passed around and suggested that if any of the

Leadership Council members had ideas for organizations and individuals not on the list, to feel free to recommend them.

- Alan Sarver asked if there were any questions or comments on the reserve policy as presented and suggested the team take action.
 - Hilary Paulson motioned to approve the reserve policy, Diane Howard seconded, and the action was passed unanimously.
- John Crowell asked that the Leadership Council inform the Finance and Development ad hoc committee if there is anyone who would want to buy a ticket at \$75 per ticket with breakfast.
- Diane Howard requested that each member of the Leadership Council commit to a minimum of five tickets; there is no punishment if all five tickets are not sold per person but it would be good to have a baseline number of people in attendance to start ordering event supplies.
- Stacey Wagner asked if the list of possible sponsors that was being passed around was included in the ask for tickets; she suggested that it should be taken into account since a sponsor table is 8 tickets.
- Marketing and Communications Ad Hoc
 - Stacey Wagner reminded the Leadership Council about the one pager and announced it was in the process of being translated into Spanish; it will be helpful when describing and explaining what Redwood City 2020 is and what the organization has done.
 - Stacey Wagner mentioned that the goal of the President's Breakfast is to raise \$10,000; every member knows someone who benefits in some way or might want to get involved, and asked that the members support the fundraiser in whatever way possible. The team has secured in kind support from the Fox Forum and caterers, but is still looking for a keynote speaker and would love feedback.
 - Stacey Wagner added that the team is working on a public calendar in order to promote what Redwood City 2020 is working on and how community members can participate.
- Affiliate Partners Ad Hoc
 - Alisa MacAvoy said there was less to show today but more to come.
 - Alisa MacAvoy listed the members of the affiliate partners ad hoc: John Crowell, Carrie Dubois, Diane Howard, Jana Kiser, and Alisa MacAvoy.
 - Alisa MacAvoy continued that there is some crossover between committees in that this ad hoc is also working on the "Friends of Redwood City 2020" program. They are working on a new partner application and review process. The organization has had hundreds of partners over the years and some of that work is streamlining those already in the system and determining those who the organization has not heard from in a while. In addition, they are working on a more robust application process for new partners.

Outside Speaker Survey

- Alan Sarver requested the members of the Leadership Council fill out suggestions for outside speakers.

Member Announcements, Good News, and Kudos

- Alan Sarver attended the Breaking Ground Workforce housing conference. Carrie Dubois and Alisa MacAvoy were involved in the active education component of that conference. The conference highlighted the dual pronged nature of the affordable housing crisis; it is affecting low

income families but it is also a crisis affecting middle class families. Alan Sarver asked Alisa MacAvoy to do a more of an in-depth explanation of the conference.

- Alisa MacAvoy said that she would love for housing to be a regular agenda item or subcommittee and requested a more robust discussion around what the issues are in housing and if it is feasible the collaborative should look into conducting a needs assessment. Alisa MacAvoy added that she has sat through a number of these housing conversations and there is consistently an imbalance between number of jobs being created and the amount of housing being created and the issue will only continue. It is becoming increasingly difficult to hire staff and the community is losing valuable community members.
- Stacey Wagner announced that Kaiser Permanente has an educational theatre program based in Northern California where trained professional actors and actresses tour; they will be performing at Taft community school Friday February 3rd at 8:30-9:45 am and that Leadership Council members is invited to watch the play.
- Hilary Paulson commended the theatre program for being entertaining but also tackling serious subjects for the youth in an age appropriate way; teachers sit up front to watch students' reactions and are available to sit and chat with the students afterward.
- Diane Howard mentioned she saw a performance regarding drinking soda versus drinking water and everyone in attendance really enjoyed it.
- Diane Howard reminded the Leadership Council that Redwood City is hosting Redwood City Community Conversations and is hoping for a vibrant conversation at Red Morton park at 9:30 am on Saturday, October 12th, and if members are unable to attend that one there will be another from 9:30am-12:00pm on Sunday, November 12th at the Fox Forum in Redwood City.
- Chris Beth added that the "post-it party" Redwood City Community Conversations would be near the Zoppe circus in order to catch as many people going in as possible.
- Selina Toy-Lee introduced herself, noting that she oversees homeless services for San Mateo County Human Services Agency and they are implementing a new strategic plan, including working on creating a system in the Fair Oaks Community Center. They have several RFPs for rapid rehousing and creating a streamlined system. She noted too that San Mateo County recently convened a "Closing the Job/Housing Task Force" and there is a new website for Home For All SMC (homeforallsmc.com) The website contains details on county initiatives and resources, as well as looking at housing data and establishing second units.
- Diane Howard commented that she worked on that task force, and it was a nice partnership; she would love to hear a presentation from Home for All and named Jessica Mullin as a good contact point.

Next Steps & Closure

- Alan Sarver ended the meeting by saying the next meeting is January 18th and wished Jana Kiser a quick return to full health & strength.