



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
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 and Executive Team Meeting
Redwood City Main Library, Community Room (2nd Floor)
1044 Middlefield Road, Redwood City
Wednesday, August 17, 2016
9:00am – 10:30am (Public Meeting)

Executive Summary

- **Communications:** There were no oral communications or public comments.
- **Minutes:** The May 18th, 2016 minutes were approved as submitted.
- **Redwood City 2020 2015/16 Highlights:**
 - Redwood City 2020 2015/16 accomplishments were reviewed for Community Schools, Health and Wellness, and Community Engagement initiatives. Highlights for each initiative included:
 - The Community Schools Expansion and Sustainability workgroup and the Leadership Council reached consensus on the guiding principles, core elements, multi-level collaboration structure, transitions and linkages of the Pipeline of Success and developed a set of recommendations which were approved by Redwood City 2020 leadership.
 - The Health and Wellness initiative achieved great results in the Alcohol and Other Drugs Prevention Partnership, Safe Routes to School, and Food Access programs, including a 95% compliance rate for underage alcohol access decoy operations, \$500,000 in Measure A funds for Kennedy Middle School to support infrastructure needs, and in partnership with LIBRE, 7,000 community members were provided accurate benefit eligibility information.
 - The Community Engagement initiative saw deep collaboration to achieve substantial success in the Socios for Success, Community Youth Development Initiative, and Redwood City Together programs, highlighted by Welcoming Stars work which identifies and honors exemplary welcoming initiatives.
 - An annual report will be compiled to highlight these outstanding 2015-16 accomplishments and many more.
- **Pipeline of Success, Big Lift, and Socios for Success:**
 - Implementation roles for the Pipeline of Success were presented and unanimously approved by the Leadership Council as follows:
 - Redwood City 2020 staff will convene and facilitate monthly meetings, steward and report on current funding, host a funding convening, and share information with stakeholders about and ensure continuity of holistic services, build authentic partnerships between professionals in the social sector and families, and coach and support community school staff, systems and infrastructure.
 - The Redwood City 2020 Executive Team will vet and refine the financial sustainability plan, consider proposals for sharing and linking data and the sharing

of information across sectors, and explore possibilities of streamlined referral systems.

- The Redwood City School District will continue to facilitate academic alignment, ensure smooth educational transitions for students and families, support cross-sector staff and partner collaboration and lead Big Lift programming and evaluation activities.
- **Governance:**
 - The Leadership council reached agreement to modify the Redwood City 2020 governance structure by establishing a scheduled annual rotation of its leadership by membership organization.
 - Redwood City 2020 staff will research who led the leadership council during the past three years so that a membership organization rotation can be established and leadership can transition at the next Leadership Council meeting.
- **Ad Hoc Committee Report Outs:**
 - The Finance and Development Ad Hoc committee reported that Redwood City 2020's first fundraising event is scheduled for February 15, 2017 at the Fox Forum in Redwood City. The Leadership Council and Executive Team are encouraged to suggest exciting speakers, plan to attend, provide lists of other people to be invited, and help identify potential sponsors.
 - The Marketing and Ad Hoc committee reviewed the Redwood City 2020 one-pager, applauded the good reception for Tuesday Tidbits, and noted the importance of keeping the website up to date, being active on social media, and participating in community activities and events.
 - The Affiliate Partner Ad Hoc Committee reported on their work to improve the affiliate partner application and approval process, update affiliate partnership benefits and responsibilities and plan to present recommendations to the Leadership Council in October.
 - The Executive Director Evaluation Ad Hoc Committee reported that they had completed their review of Jana Kiser's performance evaluation and recommended a 6% salary increase which was subsequently approved by the Leadership Council.
- **Redwood City School District Parcel Tax:**
 - The Leadership Council took no position on the Redwood City School District parcel tax ballot measure.
- **Member Announcements/Good News/Kudos:**
 - Shelly Masur has been invited to make a presentation on Redwood City 2020 to the Peninsula Division of League of Cities; Redwood High School is now operating as a community school; Belmont Redwood Shores Save the Music Festival will be Sunday, October 2, 2016; Kaiser Permanente provided a \$30,000 grant for Redwood City 2020's Alcohol and Other Drugs Prevention Program.
- **Next Steps and Meeting Closure**
 - The next meeting for the Executive Team will be on Wednesday, September 21st from 9:00 A.M. – 10:30 A.M. at City Hall Conference Room 2B in Redwood City.
 - The next meeting for the Leadership Council will be on Wednesday, October 19th from 9:00 A.M. – 10:30 A.M. in the Community Room of the Redwood City Main Library.
 - Hillary Paulson adjourned the meeting at 10:30 A.M.

Meeting Notes

Leadership Council Members Present: Carrie DuBois, Diane Howard, Alisa MacAvoy, Stacey Wagner, Hilary Paulson, Shelly Masur, Alan Sarver, and Gerald Shefren

Executive Team Members Present: John Baker, Lee Michelson, Timothy Wong, and Iliana Rodriguez

Others Present: John Crowell, Madeleine Kane, Jana Kiser, Roselyn Miller, Jemima Oso, Matthew Reeves, and Robin Rodricks

Welcome and Introductions

- Hilary Paulson welcomed all the attendees and requested that they all introduce themselves.
- Introductions were given by Carrie DuBois, Timothy Wong, Stacey Wagner, Robin Rodricks, Shelly Masur, Alisa MacAvoy, Diane Howard, Jana Kiser, Hilary Paulson, Alan Sarver, Lee Michelson, Iliana Rodriguez, John Baker, Roselyn Miller, Gerald Shefren, Jemima Oso, John Crowell, and Matthew Reeves.
- Jana Kiser explained that Roselyn Miller and Jemima Oso were participating in a one-year fellowship as part of a collaboration between Redwood City 2020, The Haas Center at Stanford, The John Gardner Center, and the Shinnyo-en Foundation.
- Jana Kiser updated the participants that Sophia Colombari Figueroa had returned to Costa Rica and Carolina Ornelas had begun medical school at UCSF.

Oral Communications

- There were no oral communications.

Draft Minutes

- Hilary Paulson asked for approval of the draft minutes from the Leadership Council meeting held on May 18th, 2016.
 - There were no changes or omissions requested.
 - Alan Sarver motioned for approval of the minutes and Diane Howard seconded. The minutes were unanimously approved as presented.
- Alan Sarver complimented the addition of an executive summary to the minutes.
 - Jana Kiser thanked Diane Howard for the suggestion.

Redwood City 2020 2015/16 Highlights

- Annual Report
 - Jana Kiser announced that for the first time the Redwood City 2020 staff will be preparing an annual report, which is a change from the quarterly newsletters the team sent out in the past and the shorter and more frequent methods of communication referred to as Tuesday Tidbits.
 - Jana Kiser reported that the Redwood City 2020 team will be sending out a list of accomplishments in paper format, online, and posting it on the website with the

intention to create something digestible and impactful, particularly for people outside of the collaborative.

- Jana Kiser stated that the annual report will focus on three areas: Community Schools, Community Health and Wellness, and Community Engagement.
- Jana Kiser mentioned that Community Schools would be discussed later in the meeting because it is changing to be consistent with some of the suggestions made by the workgroup in the spring.
- Community Schools Accomplishments
 - Jana Kiser said that there was real spearheading in the community schools' projects during the past year as the workgroup reached consensus on the Pipeline of Success.
 - Jana Kiser reminded everyone that the workgroup of more than forty community stakeholders gathered over a period of nine months and accomplished several tasks including:
 - Performed a deep look on how to expand and sustain community schools.
 - Benchmarked community schools outside of the Redwood City and North Fair Oaks region and learned from them.
 - Visited community schools in San Francisco in order to review the success of community schools there.
 - Compared the Redwood City community schools' effort with Promise Neighborhood work and other geographic cradle to career efforts.
 - Proposed a cradle to career vision which the Executive Team worked on during the spring, adding meetings to do some more of the thought work involved in creating the draft vision document.
 - Jana Kiser said that in May the Leadership Council created an improved version of the cradle to career vision, and reached consensus on the guiding principles, core elements, multi-level collaboration structure, transitions, and linkages of the Pipeline of Success in order to create a holistic and coordinated support system for families from cradle to career.
- Health and Wellness Accomplishments
 - Jana Kiser referred to the power point slide and explained that Redwood City 2020 saw a lot of impact and growth in this area.
 - Jana Kiser elaborated that a particularly noteworthy accomplishment is that there were some great partnerships in the Alcohol and Other Drugs Prevention Partnership between Redwood City 2020, youth partners, community based organizations such as the Peninsula Conflict Resolution Center, the Youth Leadership Institute and Star Vista as well as law enforcement partners.
 - Jana Kiser continued that these organizations worked together on decoy operations, which are undercover tests of local merchants to selling alcohol if they are selling to underage youth. The cadet program, police department, and other partners worked together to coordinate the decoy operations.

- Jana Kiser elaborated that these decoy operations have had a 95% compliance rate, which has improved over time and is among the highest in San Mateo County.
 - Jana Kiser qualified this by explaining that Redwood City 2020 cannot make a direct correlation that this is a result of Redwood City 2020 efforts, but she believes Redwood City 2020's efforts have increased awareness.
 - Jana Kiser also stated there has been terrific follow up. Stores that did not sell were given certificates and stores that were cited were given free responsible beverage training.
- Jana Kiser stated that there were many other important accomplishments in the Alcohol and Other Drugs initiative, including a partnership with the Youth Advisory Board to complete the needs assessment survey and the launch of a middle school parent project in partnership with the Peninsula Conflict Resolution Center.
- Jana Kiser discussed how Safe Routes to School, led by Matthew Reeves, continues to be a robust model program in San Mateo County.
 - Jana Kiser said a lot of students and leaders participated in events associated with the initiative such as Walk to School Day, in which about a thousand students participated.
 - Jana Kiser continued that there is a lot of rich education happening in the Safe Routes to School initiative such as bike rodeos, workshops during and after school, and a partnership with the Parks, Recreation, and Community Services to fund a program called Spokes, a multi-week after school program in the Redwood City School District where students learn about bike safety and maintenance. At the end of the program, students who do not have them receive a bike and helmet.
 - Jana Kiser said there is much more action happening in Safe Routes to School, including having hundreds of volunteers and a lot of leveraged funds.
 - Jana Kiser provided an example of how the Safe Routes to School program is helping the community gain access to leveraged funds by discussing how Kennedy Middle School received \$500,000 in Measure A funds to support infrastructure needs identified by Safe Routes to School walking audits.
 - Stacey Wagner asked Jana Kiser if the infrastructure changes included the crossing on Alameda de las Pulgas. Matthew Reeves confirmed that it does, and that the city will be providing funds for that improvement too.
 - Stacey Wagner then asked about the timing for the infrastructure changes. Matthew Reeves responded that it is still in the design phase, and people are still deciding if there will be a roundabout or not.
 - Shelly Masur commented that the infrastructure improvements were in the city's budget for this year.

- Jana Kiser commented that this is terrific because it shows how this type of work magnifies the strengths and needs in the community and how to help leverage funding to address those needs.
- Jana Kiser moved on to detail Redwood City 2020's food access work with LIBRE, which is a collaboration between San Mateo Legal Aid Society, Redwood City 2020, the Redwood City School District, a number of different community based organizations, the San Mateo County Human Services Agency, and others who are working to provide accurate information about public benefits in the community, particularly for immigrant families who are mixed status. Jana explained that mixed status means there are some with legal residency or documentation from the US government, and others without residency or documentation.
- Jana Kiser said that LIBRE work has been phenomenal and continues in partnership with the Grove Foundation. Last year, 7,000 people were given accurate information, 167 clients were served, and out of 892 households who applied for benefits \$81,000 was received in support.
- Shelly Masur asked for confirmation that the legal advocacy work was in partnership with the Legal Aid Society.
- Jana Kiser confirmed that it was and went on to explain that LIBRE work is split into four steps: the first is family to family outreach where family members in the community are gaining information and then sharing it; the second step is educational convenings where people show up for information and there is a lawyer present from the Legal Aid Society; the third is navigation support; and the fourth step is legal advocacy where people are given assistance with paperwork that they do not understand or given help if they are not receiving benefits they should be receiving.
- Jana Kiser stated that she sits on a steering committee and Redwood City 2020 receives a very small amount of funding from the Grove Foundation to make the project more sustainable. LIBRE is an example of a project where Redwood City 2020 supports the convening, fundraising, and strategic planning, but do not provide staff on the ground.
- Diane Howard commented that she has noticed that at the Redwood City Farmer's Market people used to be able to submit food vouchers, which is wonderful because they were provided with healthy choices, but that the vouchers are no longer accepted. She then asked if food vouchers were no longer accepted at any Farmer's Markets.
- Jana Kiser asked Iliana Rodriguez if there had been any changes in CalFresh programs in farmer's markets.
- Iliana Rodriguez stated that it is something to research, but might have to do more with EBT, also known as an electronic benefit transfer card. The vendors may have lost access, perhaps the result of a failed random audit.
- Diane Howard clarified that participants had food bucks; Kiwanis used to be able to accept them, but now they cannot.

- Jana Kiser stated that she would check with the Legal Aid Society to get more information on this.
- Community Engagement Accomplishments
 - Jana Kiser quickly touched on the Redwood City Together, Socios for Success, and Community Youth Development Initiative accomplishments for the sake of time. All three of these projects were explained to be deeply collaborative.
 - Jana Kiser then explained Redwood City 2020's roles in Redwood City Together, Socios for Success, and the Community Youth Development Initiative.
 - The staff's role in the Community Youth Development Initiative is in professional development convening.
 - Jana Kiser explained that Redwood City Together is a welcoming initiative to build dialogue, create deeper empathy and understanding across class lines and racial divides, and to ensure that this community is one where all people feel welcome.
 - Jana Kiser highlighted the Welcoming Stars work which was created to identify exemplary welcoming initiatives in the community. Welcoming Stars is a community recognition and awards program where once a quarter organizations are honored for their outstanding welcoming work.
 - Jana Kiser talked about the San Mateo History Museum, which was recently honored for their immigration exhibit. In addition, the Redwood City police department San Mateo County Sheriffs were awarded for their Coffee with Cops and Donuts with Deputies programs.
 - Jana Kiser extended gratitude to several groups, particularly the city council, who made room to honor the recipients at their council meetings.

Pipeline of Success, Big Lift, and Socios for Success

- Jana Kiser referred to the visual diagram and explained how it highlights the consensus that the Executive Team has around the cradle to career Pipeline of Success. Since Redwood City and North Fair Oaks are newly awarded Big Lift recipients, the Big Lift program was added to the pipeline along with support for community schools which remains a key part of the initiative.
- Jana Kiser said that the remainder of the meeting would focus on action steps for the Pipeline of Success and implementation steps.
- Jana Kiser said that in June, the Executive Team considered a proposal for implementation.
- Jana Kiser asked the attendees to refer to the visual handouts for the Pipeline of Success. The Big Lift efforts, the community schools' effort, and the family engagement effort all fit together to support the pipeline.
- Jana Kiser highlighted that one of the biggest successes of the Leadership Council meeting in May was landing on consensus for the five goals, but the council identified that they needed to pick the key indicators to track movement toward goals.
- Jana Kiser said that outline of the implementation proposal contains everything that needs to be done for Big Lift, Socios for Success, and community schools. In addition, the steps meet the goals that were outlined in the Pipeline of Success.

- Jana Kiser stated that before getting into the implementation details she wanted to further explain two pieces from the document. She explained that the Big Lift program, granted in partnership with the Redwood City School District, includes a small portion of funding for Redwood City 2020 to help with the convening and coordinating of the effort.
- Jana Kiser explained that Redwood City 2020 is working with Superintendent John Baker and the Redwood City School District to co-lead the team.
- Jana Kiser also pointed out that when the Leadership Council last met, Redwood City 2020 was granted money from San Mateo County First Five to support Socios for Success.
- Jana Kiser reminded the Leadership Council that this year San Mateo County First Five would not be a core partner of Redwood City 2020 and instead would partner with Redwood City 2020 and provide funding in different ways. Jana Kiser explained that Redwood City 2020 previously received \$12,500 as a membership contribution from San Mateo County First Five, and now has been awarded \$50,000 dollars to support family engagement.
- Jana Kiser asked the participants to refer to the green hand out, and mentioned that in May one of the questions that arose was who was going to execute which roles, and who was going to lead each role. She explained that the proposed implementation roles on the green sheet was a synthesis of what the Leadership teams approved in June.
- Shelly Masur asked a question about the order of the funding process. She asked if the plan had already been funded and if Redwood City 2020 had already committed to the funding plan; if so, is the proposed implementation roles plan just information for the purposes of this meeting.
- Jana Kiser answered that this was not entirely the case since the proposals for the Socios for Success work and the Big Lift work have been granted. Redwood City 2020 put the pipeline ambition into those projects, so the overall vision has been improved. The document presented is more about who is doing what within the collaborative, which is flexible.
- Jana Kiser further explained that if, for example, there was a suggestion to change one of the roles of the Redwood City 2020 staff to become a partner's role, that that would be fine as long as the work gets done.
- Jana Kiser clarified that what needs to get done was already approved by the Leadership Teams and the funders, but who is going to do the work is what is being distinguished.
- Shelly Masur agreed, but wanted more clarification on what needed to be talked about and what was already set in stone.
- Jana Kiser said that what was set in stone is that the work outlined on the page needed to get done and the work is funded to get it done, but the question is who would be in charge of how it got done.
- Lee Michelson suggested along the lines of Shelly Masur's point that when the agenda is being put together, items that are meant to be action items should be highlighted as such.
- Shelly Masur seconded this point, stating it should be done especially since this is a public meeting. Jana Kiser agreed to do that for the next meeting.

- Jana Kiser continued the meeting by saying that the action of this portion of the meeting would be to see if the Leadership Council is in agreement about who is going to be doing what roles for the different pieces of implementation within the Pipeline of Success initiative.
- Jana Kiser noted that while there would be leads on different roles, the jobs would be done in a collaborative way. She continued that no team would be solely responsible for the execution, they are simply the leaders who will be backed by partners.
- Redwood City 2020 Staff Roles:
 - Jana Kiser read the first bullet point and noted that Redwood City 2020's role will be to convene monthly meetings of the Big Lift partners and others who are involved in the pipeline. Internally, John Crowell and Jana Kiser will work on the project, along with John Baker and the Redwood City School District.
 - Jana Kiser said that Redwood City 2020 staff will be responsible for taking ownership of four parts:
 - The first is collective impact, which includes having regular meetings for people to come together to align the work and learn. Partner organizations will choose the appropriate representatives to send to the meetings to share best practices and learn together. The meetings will be supported by San Mateo County partners, with resources that Redwood City 2020 can leverage, as well as local expertise backed by the John Gardner Center and the San Mateo County Human Services Agency.
 - Jana Kiser said the team would work with partners in August and September, and possibly into early October, in order for chief executives to choose the indicators that are most appropriate for each goal, with the goal of having two to three indicators that work for the member organizations.
 - Jana Kiser added that Redwood City 2020 staff would also be responsible for contributing to the county wide effort by attending quarterly meetings of the learning community, and meeting with grantees.
 - The second is financial sustainability. Redwood City 2020 staff would be responsible for storing and reporting on the funding that the organization has received. For the Big Lift, Redwood City 2020 would partner with the Redwood City School District; for the First Five funding, Redwood City 2020 staff would independently ensure that all the criteria are being met.
 - Redwood City 2020 staff will host a funder convening. The Redwood City 2020 staff will do all of the logistical work to bring together local funders and to generate new support.
 - The third is supporting the continuity of holistic services, which were narrowed down to four services: food, adult education, mental health, and early childhood development.
 - Jana Kiser said that partners and the Executive Team agree that there should be a more robust inventory of what is present in these

four categories. Redwood City 2020 will be building on the information from the County 211 and other existing inventories.

- Jana Kiser said that there are gaps and holes in existing inventories, so it is important to be able to support existing efforts with local information.
- The fourth is building and continuing to build authentic relationships between families and service providers.
 - Jana Kiser said that this is important because people will get the right information and help close the gap between underutilized resources and people who need them.
 - Jana Kiser gave the example that there are food programs that have not reached max enrollment, yet there are families that need food support. The inventory would be closing that gap through family-to-family mobilization and training to ensure that the underutilized resources in those four categories are well used.
- Stacey Wagner asked if the geographic locations referenced were targeted because they presented the greatest opportunity to get the third grade reading level up in the Big Lift?
 - Jana Kiser responded that there are pockets of concentrated poverty where the community mobilization teams are running and strong networks of people who are talking to each other within these communities. She mentioned that the key take away from needs assessment work done with the John Gardner Center under a Heising Simons grant was that families reported that they received system, resource, and educational information primarily from other families.
 - Jana Kiser further explained that the benefits and guiding principles behind Community Mobilization Teams is that they are able to leverage that strength of communication with accurate information, some training, and intentionality.
- Shelly Masur commented that the Community Mobilization Teams were particularly effective since they are a mirror of the family engagement work that Jana Kiser started at Hoover, and it is a good example of how this type of work can be done successfully.
 - Jana Kiser replied that the current Community Mobilization Teams are using the same strategies that were started at Hoover; these same engagement strategies are gaining traction at Hawes and Taft. She stated that Hoover is in their third transition of leadership and the model has been sustainable across leadership transitions, with family engagement increasing from 23% to 97%.
 - Jana Kiser said that there is now funding to perform this type of community engagement work on a larger scale.
- Jana Kiser stated that the Executive Team's leadership and unique vantage point supports the pipeline work in several ways: the first is to vet and refine the financial sustainability plan, the second is to consider proposals for sharing and linking data legally, ethically and practically, and the third is to explore the possibilities of streamlined referral processes.

- Jana Kiser added that these projects are a bit difficult and need more time to be fully detailed, need more collaboration, and more time so the executive team would work on those pieces during the next year.
- Jana Kiser then moved on to the Redwood City School District roles; they will take on the areas of work which they have already started, received funding for, and have the power to move forward. The Redwood City School District will be doing work on academic alignment, smooth transitions between key transitional periods, and staff and partner collaboration between academic organizations.
- Jana Kiser clarified that the Big Lift plans do not involve both school districts, but rather just the Redwood City School District which has unique responsibilities as a co-lead of the Big Lift work around preschool quality, family engagement, attendance, summer programming, and evaluation of that work.
- Jana Kiser said the Redwood City 2020's role as Big Lift co-lead work is to help monitor progress, and facilitate learning; the Redwood City School District is responsible for the programmatic end.
- Jana Kiser summarized that if all the roles are completed, the goals for the Big Lift program, the Pipeline of Success, and family engagement programs will be met and the five goals printed on the back of the pipeline handout would be met.
- Jana Kiser asked if there were comments or questions.
 - Hilary Paulson added that she was very happy with the document presented.
 - Diane Howard thanked the Executive Team for the hours of work that went into the project.
 - Jana Kiser responded by saying that there was a lot of work done outside of meetings and it is a compilation of a lot of good thinking over time.
 - Alan Sarver commented that a lot of what has gone into the work is about alignment and focusing existing good work, not creating new things that the school districts were not already doing.
 - John Baker added by saying that it is a demonstration of great collaboration.
 - Shelly Masur said that this work is perfect for showing core competencies and the ability to move things forward in the right way.
 - Diane Howard said that it highlights the importance of partners and how important it is to invite a partner like Cañada College to the table because they are going to be critical to the success of the continuum presented here.
- Jana Kiser shared that she had some very fruitful meetings with Cañada College, and she will be sending a summary email of that conversation to the Leadership Council and Executive Team. She added that it would be very helpful if the Leadership Council and Executive Team members could respond and reach out to Jamillah Moore and offer encouragement from Redwood City 2020 leadership.
 - Alan Sarver added that Jamillah Moore has been part of a working committee that the Sequoia Union High School District has been convening for the design of their new small high school, and has been collaborating with local high schools already.

- Jana Kiser stated that there seems to be an exciting shift in climate; Cañada College is interested in exploring the opportunity of incorporating a community schools model for college which would support their Spark Point work in financial literacy wraparound services.
- Jana Kiser provided more related news about the adult school in the Sequoia Union High School District and Redwood High, which are both interested in transforming into community schools; Redwood High is opening as a community school campus this year. Redwood City 2020 co-applied for funding and raised money for their new community schools' coordinator thanks to Lee Michelson at the Health Care District, Grove Foundation, and the Sequoia Union High School District.
 - Diane Howard asked if the Leadership Council could do a field trip to Redwood High once it gets started.
 - Jana Kiser responded in agreement, saying yes to the idea and adding the possibility of doing the field trip as part of a funder convening.
 - Alan Sarver added that the Sequoia Union High School District is in the middle of the most massive clean-up that Redwood High's site has ever had. The 60-year-old elementary school is being demolished and they will open with new buildings next year; this year the school is still under construction.
- Jana Kiser said that with the knowledge that there is tremendous work to move forward with, she wanted to make sure the teams were leaving with a charge. She asked everyone if they were in agreement that the implementation roles presented reflected the appropriate plan.
- Carrie DuBois stated that when visiting preschools, she often notices that there are not enough slots for new students, and that in addition, mental health services are lacking; she then asked if the team has looked into those issue areas and whether or not there was a goal to close that gap.
 - Jana Kiser responded that those points are somewhat addressed in the implementation plan; in terms of preschool spots, the Big Lift work is focused on supporting high quality preschool and ensuring that there is a lot of professional development training and programmatic support; with the Redwood City School District's leadership, there will also be some increase in the number of spots available for preschool.
 - Hilary Paulson added that some funding goes to half day preschool and if parents cannot afford half day daycare, then preschool is not an option for them and the kids stay home; part of the analysis that is still needed is how to solve that problem with all day preschool or coordinated daycare and preschool.
 - Jana Kiser continued that as a follow up the team could take a look at how quality and access will improve share it with Carrie DuBois. She added that mental health has been a part of the conversation, and that when the Redwood City 2020 staff does resource inventory work, mental health would build on existing inventories and identify where the gaps are.
 - Hilary Paulson said that it is written in the Executive Team roles to streamline the referral and transition processes.

- Jana Kiser added that as the inventory work is being done and mental health resources that are underutilized are found, families will be informed about them to help maximize those resources.
- Lee Michelson stated that for future meetings it would be helpful to bring in a partner to speak or present on relevant project areas like the Big Lift or mental health for ten to fifteen minutes in order to have a more rounded presentation on that specific area.
- Jana Kiser said that the Redwood City 2020 staff is working on a survey for the Leadership Council to suggest speakers; Redwood City 2020 is already planning on bringing people in for the Big Lift convenings. She added that if there is anyone on the Leadership Council who wanted to bring speakers from their own organizations they should let the Redwood City 2020 staff know.
- Jana Kiser concluded this discussion by asking if the next steps for implementation of the Pipeline of Success project were correct.
- Shelly Masur made a motion to approve the implementation roles document; Alisa MacAvoy seconded it. The motion passed unanimously.

Governance

- Hilary Paulson began the governance part of the meeting by directing the participants to the “2016-2017 Governance Structure” printed document. Hilary Paulson said that this was a “pre-discussion to a discussion” before a discussion at the next meeting. She explained that in the history of the Redwood City 2020 organization, Barbara Pierce was the institutional leader for a while and when Barbara Pierce left the position there was a need to create a more definitive governance structure to transition leaders for the Executive Team and Leadership Council. Hilary Paulson then directed the meeting members towards the governance document which outlines the transition of leaders. Hilary Paulson said that the governance document informs the Leadership Council about the timeframe for leadership transition, but that the transition would not be happening this month because the Leadership Council has found that the August meeting is a difficult time to transition because staff retreats and first day of school responsibilities cause many people to miss the meeting. Hilary Paulson then suggested some other ideas that she would like the Leadership Council to think about: 1) whether a one-year term is an appropriate length of time for someone in a leadership position to hold their spot; 2) if starting this position in August is the right time or if it should be pushed out farther so that the transition is not happening during the summer; 3) does the Leadership Council want to stagger the leadership transitions with the Executive Team so that Redwood City 2020 is not transitioning both the head of the Executive Team and Leadership Council at the same time. Hilary Paulson noted that if the Leadership Council staggers, then it will have people who are not part of the same organization working together. She said that she personally believes that that could be really good and that it would be great to work with a different organization for at least part of the time. Referencing her current experiences with John Baker, Hilary Paulson said that she would love the opportunity to collaborate with other organizations.
 - Shelly Masur commented that almost everyone on the Leadership Council was present at the meeting; there was only one person missing. Hilary Paulson agreed

with this statement. Shelly Masur then said that from a Leadership Council perspective, the Leadership Council should be the people who vote on the chair of those meetings and they were in attendance. Hilary Paulson also agreed with this statement.

- Hilary Paulson then said that at one-point there had been some discussion about there being a two-year term instead of a one-year term, for consistency. She asked if the participants wanted to table that discussion and think about it until next time because the meeting was running late.
- Shelly Masur stated that she believes that a one-year term is appropriate; that a two-year term is too long because there are so many different agencies. She mentioned how Barbara Pierce was a great leader, but also held the position for a long time. She added that one person being the chair for years does not give other people the opportunity to engage in the same way and rather than having one person be the chair for multiple years, she would like to see it rotate more regularly. She then proposed that the Leadership Council rotate chairs by organization like they did many years ago. As an example, she said it could go from school to city to county, and so on, creating a clear path where you know that somebody from each organization will transition at a specific time in the rotation. Shelly Masur added that it would be beneficial to the bodies to do a regular rotation by organization. Multiple parties agreed with this point.
- Alisa MacAvoy suggested that if there was a rotation like this in place and an organization that was next in line felt like they could not serve, then the leadership could just move to whoever is next in line.
- Hilary Paulson asked if the Leadership Council wanted Jana Kiser and the Redwood City 2020 Staff to come up with a rotation that takes into account who's done what. She gave an example of how Redwood City Schools chaired the Leadership Council this year and the City of Redwood City was last year.
- Shelly Masur said that it would be helpful to understand the last three chairs and what organizations they were from when creating this rotation.
- Jana Kiser said that the Leadership Council could do that. She then noted that they did come out with a rotation schedule last year that was alphabetical, but when it was time to do the rotation there was new staff and so the Leadership Council decided to just look for volunteers. The discussion then moved to whether asking for volunteers should be how the transition is decided. Jana Kiser said that she personally favors a consistent order and that organizations could pass on if they would prefer to not hold the position. She said that this would be helpful for continuity's sake and would allow her to know who is next in line, approach them, and prep them so the person can decide if they are ready for it.
- Alisa MacAvoy said that she also liked this idea because she thought it would create a collaboration amongst the parties. She noted that because the school board rotates, there is a fairness and equality of sharing responsibility and authority, collaborating with each other and taking responsibility for making decisions in a different kind of way than if you have competition amongst people.

She noted how she has watched a lot of different boards and councils over the years and is a firm believer in orderly leadership rotation. She said it was important from a collaboration point and that, since Redwood City 2020 is a collaborative, it was even more important for this group.

- Lee Michelson pointed out that the differences between the different roles and components of the Leadership Council and Executive Team are clearly defined in the governance packet. He explained that, to his understanding, the Leadership Council was defined as the governing board of decision-makers, while the Executive Team had more of an advisory role. Due to these different roles, Lee Michelson said he did not believe that the head of each team had to be connected to each other; that there was no need for the people in those two positions to collaborate, so it would not greatly affect the wider group if the heads of the Leadership Council and Executive Team were not from the same organizations. He then reiterated that the Leadership Council should be consistent on the selections.
- Hilary Paulson said that with a rotation it will be easier to be consistent with the selections. Lee Michelson agreed with this point and pointed out that there would not need to be an election if a rotation is made.
- Jana Kiser clarified that the Leadership Council was suggesting that research be done on the last three leaders so that a rotation could be established and this action would allow the next leader to be approached ahead of time and confirm or decline that they would take the position. She added that if anyone really wanted to fill the role of next leader in the rotation, they could talk to her.
- Alisa MacAvoy commented that how the rotation is made—for example, alphabetically or randomly—does not matter; the key is that should there be a rotation and that, since the last two positions were held by the Redwood City School District and the City of Redwood City, they should not be next up in the rotation.
- Shelly Masur said that the last two people before Hilary Paulson to hold the chair position were from the County and the City, and each held the position for three years.
- Gerald Shefren asked if this rotation should be by person or by organization and multiple people answered that it should be by organization to account for changes in membership. He then said that the rotation being by organization could be a problem in the case that someone is newly elected to the board and his/her organization is next in line to lead. Alisa MacAvoy agreed with this point, and said that the background of the person would help determine whether or not he or she could take on the leadership position at his or her first meeting, and that the person could always pass if need be.
- Shelly Masur also pointed out how most organizations have two board members, so the odds of there being two new people at the same time as that organization's turn to lead would be low.

- Alan Sarver said that recruitment and vetting should happen leading up to the last meeting in the spring so that the new chair would have the summer to work with staff and be ready to lead come fall time. This was met with a lot of agreement.
- Hilary Paulson then summarized that the Leadership Council's goal would be to transition at the next meeting so Jana Kiser and the Redwood City 2020 staff could make contact and email the participants so everyone would be up to date. This was met with wide agreement.

Ad Hoc Committee Report Outs

- Hilary Paulson then announced that it was time for the report outs from the ad hoc committees and that Finance and Development would go first.
 - Lee Michelson noted that the entire committee was at the meeting and said that he was going to mainly focus his report out on their recommendation for Redwood City 2020's first fundraising event. He explained that the event would be held February 15, 2017 at the Fox Forum which has donated its space to the event thanks to Stacey Wagner. He continued and said the event would have catered breakfast for a low price and that printing costs would be donated too. Lee said that the Finance and Development Ad Hoc Committee is still in search of a keynote speaker although a request has been sent to Rick Welts, the president and CEO of the Golden State Warriors. He explained that this event would occur in February so that if it becomes an annual event it could be focused around the concept of President's Day and attract community leaders and presidents of different organizations to be active in and aware of Redwood City 2020. Lee said that the goal for the fundraiser is to raise \$10,000 net, not \$10,000 in revenue. He said that it looked like the expected expenses could be held to about \$5,000. Lee then explained that individual tickets would be priced in the \$65 to \$75 range and that sponsorship packages from \$500 to \$3,500 would be available.
 - Lee Michelson said that the overall Redwood City 2020 fundraising goal is to raise \$45,000 for the whole year; \$25,000 of that would hopefully come from one new major partner, \$10,000 would come from the fundraising event, and then \$10,000 would come from a combination of affiliated members, donors, and supporters over the year. He further explained that that \$45,000 would be added to the core membership to guarantee that the base of funding for the organization is stable and sustainable. He said that he did not think that \$10,000 is ambitious for an event, but also recognized that this was going to be a first time event. Lee Michelson then suggested three ways for the Leadership Council members to help: 1) they could suggest exciting speakers for the fundraiser; 2) they should plan to come and could provide invitation lists; 3) if they are in a position as an organization or know someone, they could help find sponsorship for the event. He gave examples of how Stacey Wagner was able to get Crystal Springs catering to offer a good deal because Kaiser did a lot of business with them and how he was able to get printing donated because the Sequoia Healthcare District did a lot of business with the printer.

- Lee Michelson then asked if anyone else in the committee had anything to add about the fundraiser; everyone agreed he had covered all points.
- Diane Howard said that this ad hoc committee had had a lot of discussion on the reserve policy that the team will present in November and that there were a lot of things that this team had been talking about.
- Lee Michelson then asked the participants if this needed to be an action item or if this was something that everyone agreed to did the Finance and Development Ad Hoc Committee have the authority to move forward. The Leadership Council agreed that they should move forward.
- Lee Michelson ended the Finance and Development committee's report by repeating that the fundraiser would happen February 15, 2017.
- Hilary Paulson then called on Communications and Marketing team to do a report-out.
 - Stacey Wagner directed the Leadership Council to the Redwood City one pager that was handed out. She said that this page had been available for consumption and that she thought that it should be translated into Spanish on the second side. Stacey suggested that this would be Redwood City 2020's elevator pitch when articulating the core work that Redwood City 2020 is doing. She then added how they had talked about adding accomplishments, but that it might be challenging given the lack of space on the page for more information; instead, she suggested that accomplishments might be a second piece that comes from the annual report that Jana Kiser mentioned earlier in the meeting.
 - Stacey Wagner stated the Tuesday Tidbits that Jana Kiser had mentioned earlier had gotten good traction and feedback, and could be forwarded on to contacts to share the work that the organizations were doing.
 - Stacey Wagner stated how the Marketing and Communications Ad Hoc Committee had a meeting where Lee Michelson joined them and discussed updating the content on the website. She acknowledged that for a lot of organizations it is really difficult to do because content changes so frequently and not everyone has the staffing to make website changes.
 - Stacey Wagner reported how the committee talked about revisiting the name *Redwood City 2020*, and how Redwood City 2020 would need to do that at some point. She and others noted how the name used to be *Redwood City 2000* and then it became 2020.
 - Stacey Wagner then mentioned that Redwood City 2020 had a Facebook and Twitter presence. She said that if Redwood City 2020 collaborative members are on social media, they should like and share posts, or like, tweet, and retweet to further get the organization's message out. Stacey Wagner then asked John Crowell and Lee Michelson if there was anything they wanted to add.
 - Lee Michelson added that it might be nice if the collaborative went out to some of many Redwood City community activities and fairs and set up a table with materials so that the general public would become more aware of Redwood City 2020.

- Stacey Wagner said that this was a really good idea and brought up an event that would be coming up September 16th called Fiestas Patrias. She said that Kaiser Permanente always has a presence there and could hand out Redwood City 2020 information, or that there could be a separate table just for Redwood City 2020. She and Diane Howard clarified that this event happens every year on September 16th in the Courthouse Square from 4pm to 8pm.
 - Building upon this topic, Diane Howard mentioned that Redwood City was going to have Warren Dale and Ed Everett host Community Conversations starting in September. She said that there would be two to three different “town hall meetings.” Shelly Masur asked if these would be “World Cafes,” and Diane Howard replied that they were trying to not use that title, but rather to refer to them as town halls or community conversations for now. Diane Howard said that through these events they were trying to get the community to talk to each other about their wants, needs, and desires for the years to come in Redwood City. She said that she would make sure to tell everyone which dates these conversations would occur on when they are finalized because there may be an opportunity to not only provide information, but also for Redwood City 2020 to participate and speak about some of the things that are positive in Redwood City, and what people want to see more of.
 - Alisa MacAvoy stated that the Community Conversations focus on what the community wants in the future is very much in line with how the Leadership Council thinks about Redwood City 2020’s goals for the future; she said that she believed that these community conversations would be important for Redwood City 2020 to be a part of to avoid duplication of effort.
 - Diane Howard said that the tentative first date for these conversations is Sunday, September 18th from 1:00pm to 3:30pm; the location is still to be determined.
- Hilary Paulson asked the Affiliate Partners Ad Hoc Committee to provide a report-out.
 - Diane Howard reported that this committee had met the prior week and that they were a short-term committee, tasked with the responsibilities of making recommendations, improving the application approval process for partners, and to update affiliate partnership benefits and responsibilities—the gives and the gets—of those who choose to partner with Redwood City 2020. She then listed the members of the committee: John Crowell, Carrie DuBois, Alisa MacAvoy, Diane Howard, Robin Rodricks, and Jana Kiser. Diane Howard continued her report-out with the accomplishments of the committee. She said that they defined new terms which described the qualities of affiliate partners, reviewed and updated the responsibilities and benefits that affiliate partners offer, assessed the current approval and application process, and identified what elements need to be improved. She then mentioned that the Affiliate Partner Ad Hoc Committee

would have another meeting and present its recommendations in November. Diane Howard said that the Affiliate Partner Ad Hoc Committee planned to review and update the affiliate partner application and further discuss membership fees. These recommendations would also be shared in November. She added that the committee would be meeting in September to finalize recommendations. She said that the committee believed that affiliate partners had been a crucial part of the organization, but that they also felt that a member fee establishes more ownership and presence to the work being done and that this was not unlike what other groups and organizations do. She then asked the participants if they had any questions.

- Hilary Paulson asked how many affiliate partners Redwood City 2020 had. Jana Kiser said that Robin Rodricks had gone through files and checked the website to estimate how many affiliate partners there were. Robin Rodricks responded that there were approximately 142 partners. Jana Kiser commented that some of those organizations might not even exist anymore. Robin Rodricks agreed and said this was due to the fact that there was old material in the data.
- Hilary Paulson called on the Executive Director Evaluation Team, which she said was composed of Lee Michelson, Alan Sarver, Hilary Paulson, Timothy Wong, and Melissa Stevenson Diaz. Hilary reported that the committee had worked with Jana Kiser and brought a vote to bring Jana Kiser's salary up to date for her previous service, and that Jana Kiser was currently working with the City to make that happen. Hilary Paulson said that the committee met to review the six months between the Leadership Council's last vote and the work that Jana Kiser had done and that the committee unanimously agreed that, in light of Jana Kiser's outstanding job performance, they would recommend that the Leadership Council offer Jana Kiser a 6% raise. This was for her continued service, not for what she had done in the past. 3% of this was for cost of living and 3% was for performance. Hilary Paulson then asked if there were any other comments.
 - Alan Sarver commented that this finally got the committee into the appropriate evaluation schedule. He acknowledged that the committee had been substantially behind in the review process since Jana Kiser took the job and that this was the time for them to make it official.
 - Hilary Paulson asked for a motion to approve the 6% raise. Diane Howard made this motion; Shelly Masur seconded it. The motion was unanimously supported.
 - Hilary Paulson then said that the committee wanted to make sure that they keep up and have the committee meet at the appropriate time so that they can align with Jana Kiser's official start date, which was in June. She said they would be coming back and asking to form a new committee around April or May of the upcoming year and commented that, as a new person to the committee this year, it was invaluable to have Jana Kiser be on the committee. She said it would be great to always see the Executive Evaluation Ad Hoc Committee have at least one or two people who had been involved with the process before to make it transition well.

- Hilary Paulson then said that the Leadership Council would be getting surveys again and should make sure to fill them out. She then informed the participants that one thing the Executive Evaluation Ad Hoc committee had talked about was setting Jana Kiser's Executive Director goals versus goals for the Redwood City 2020 organization and that they would be working with her on that and later bring them back to the Leadership Council
 - Shelly Masur asked if those goals would align with the goals of the organization; Hilary Paulson said yes and added that Jana's goals would be a little more personal.
- Shelly Masur mentioned that the Peninsula Division of League of Cities had asked her to come in and present on Redwood City 2020 and its partnerships. There would be somebody else also at the event discussing a San Jose partnership on housing. She assured everyone that she would check in with Jana Kiser before presenting and that this was an exciting opportunity because the Institute for Local Government—part of the League of Cities and California State Association and Counties—will also be presenting, and it will be a chance for Redwood City 2020 work to be brought before members. She also informed the Leadership Council that each Councilmember has been asked to bring a school board member from their community to this Peninsula Division of League of Cities event.

Redwood City School District: Parcel Tax

- Hilary Paulson said that the Redwood City School District parcel tax was officially on the ballot and asked if Redwood City could consider endorsing it.
- Shelly Masur said that there had never been a request for Redwood City 2020 to do an endorsement before and that this would be akin to the School Board or City Council doing endorsements. She said that those organizations as a whole do not give endorsements, but individual members sometimes do. She said Redwood City 2020 could make an endorsement, but thought it would be bad practice.
 - Alisa MacAvoy commented that the Redwood City School District was using Voter Circles, an app and website, to identify supporters, opponents, and those who are undecided thus saving time which is usually spent on making phone calls. She said that this process was very easy and could be sent to personal contacts to encourage them to vote.

Member Announcements/Good News/Kudos

- Hilary Paulson asked for any member announcements.
 - Alan Sarver announced that August 17th was the first day of Redwood High School operating as a community school and that this would be a challenging and exciting year.
 - Alan Sarver also reminded the participants that the Save the Music Festival in Belmont would be coming up soon. It would be October 2nd in Twin Pines Park and benefit the Belmont-Redwood Shores School District, half of which are Redwood City students. He said that a lot of the music that has graced the stages of Redwood City this summer, both in the square and in the park, with many

student musicians from the Sequoia Union High School District, including Carlmont High School and the Robotics Team from Woodside High School; the Stanford and University of California, Davis marching bands would be there too.

- Timothy Wong announced Kaiser Permanente was able to provide a \$30,000 grant for Redwood City 2020's Alcohol and Other Drugs Prevention Program.

Next Steps and Meeting Closure

- Hilary Paulson reminded the Leadership Council about the August 31st Community Schools Expansion and Sustainability Workgroup meeting and asked Jana Kiser to explain the next steps for the Leadership Council, including meeting dates.
 - Jana Kiser said that the Executive Team would meet in September and that the Leadership Council meeting would be October 15th, followed by meetings in January, March, and May.
 - Jana Kiser said that reminders would be sent and the reminders would include next year's dates as well. She told the participants that all the dates were set two years ago and that a new group of dates are due to be established. Jana Kiser said she hoped that having these dates would help the Leadership Council members secure their calendars and congratulated the group on their attendance that day.
 - Stacey Wagner asked if calendar invites could be sent out that only needed to be accepted and then would populate Leadership Council member's calendars.
 - Jana Kiser said that historically Redwood City 2020 had not sent out dates in that fashion, but if it was easy enough to do then Redwood City 2020 would try sending out digital calendar invitations.
- Hilary Paulson asked for a motion to adjourn. Alan Sarver moved adjournment and it was seconded by Alisa MacAvoy. The motion passed unanimously and the meeting ended at 10:30am.