



Leadership Council Members
 Barbara Pierce, City of Redwood City
 Diane Howard, City of Redwood City
 Warren Slocum, County of San Mateo Board of Supervisors
 Michael Garb, First 5 San Mateo County
 Milbrey McLaughlin, John W. Gardner Center
 Stacey Wagner, Kaiser Permanente Medical Group
 Alisa MacAvoy, Redwood City School District
 Hilary Paulson, Redwood City School District
 Katie Kane, Sequoia Healthcare District
 Gerald Shefren, Sequoia Healthcare District
 Carrie DuBois, Sequoia Union High School District
 Alan Sarver, Sequoia Union High School District

Redwood City 2020 Leadership Council and Executive Team Joint Meeting
Redwood City Main Library, Community Room (2nd Floor)
1044 Middlefield Road, Redwood City
Wednesday, August 19, 2015
9:00am – 10:30am

Speaking to the Council: The public is encouraged to speak to the Leadership Council about issues of concern, whether or not the issue is on the agenda. To address the Council, please complete a Speaker’s Card, available at the entrance, and give it to the Executive Director. If the subject is on the agenda, you will be called on when it is being considered. If your item is not on the agenda, you will be called on during Oral Communications. Public comments are limited to 3 minutes per person per topic.

Electronic Devices: Please turn the sound off on all cell phones, pagers, and other electronic devices during the meeting.

Leadership Council and Executive Team (Joint) Meeting Agenda

Lead	Agenda Item	Background	Time
Council Chair Barbara Pierce	Welcome and Introductions		9:00am
Members of the Public	Oral Communications	Opportunity for members of the public to address the Leadership Council on items not on the agenda.	9:05am
Barbara Pierce	<i>Action Item:</i> Draft Minutes	Draft minutes from the Leadership Council meeting held on May 20, 2015 are attached.	9:10am
Jana Kiser	<i>Action Item:</i> Executive Team and Leadership Council member changes and chairperson rotation	Executive Team and Leadership Council contact information/rosters are attached. Leadership Council will vote on the proposed 2015-16 chairpersons. Executive Team and Leadership Council will discuss plans to welcome new members and honor outgoing members.	9:15am
Redwood City 2020 Staff	<i>Informational Item:</i> Redwood City 2020 Initiative Progress and Updates	An overview of the 2015/16 plans for Community Schools, Community Health and Wellness, and Community Engagement will be presented, with requests for Leadership Council/Executive Team feedback, involvement, and support.	9:25am
Jana Kiser	<i>Informational Item:</i> Staffing Plans and Financial Update	Redwood City 2020 organizational chart for FY 2015/16 and an updated budget are attached. Fundraising news, information about staffing, and a financial update will be discussed.	9:50am
Barbara Pierce and Jana Kiser	<i>Action Item:</i> Redwood City 2020 Governance	Leadership Council and Executive Team meeting schedules are attached. Leadership Council will vote on proposed governance plans for 2015/16 (attached).	10:05am
Leadership Council Members	Member Updates/ Announcements/Good News/Kudos		10:20am
Barbara Pierce	Adjourn		10:30am



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Redwood City 2020 Leadership Council and Executive Team Draft Minutes

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

Executive Team Members Present: Amy Gerstein, Audrey Ramberg, Jim Lianides, John Baker, Lee Michelson, Iliana Rodriguez, Timothy Wong

Others Present: Chris Beth, Carolina Ornelas, Sophia Colombari Figueroa, Madeleine Kane, Jana Kiser, Matthew Reeves, Derek Wolfgram.

Community Visitors: Adilah Haqq, Sean Priest, Natalie Sarima.

Public Comment

None

Changes in the Meeting Minutes held on May

None

Welcome and Introductions

- Jana Kiser welcomed new members: John Baker, Carolina Ornelas, Audrey Ramberg, Stacey Wagner, and Timothy Wong.

Action Item: Draft Minutes

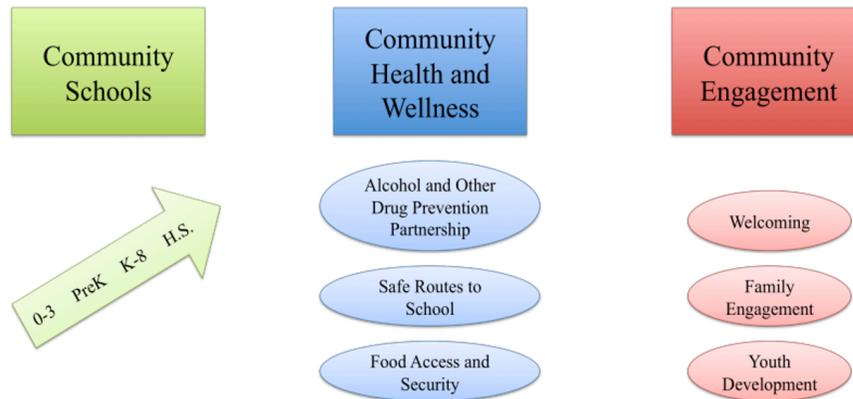
- Barbara Pierce asked for approval of the draft minutes from the Leadership Council meeting held on May 20th, 2015.
- Alan Sarver motioned to approve the minutes, Alisa MacAvoy seconded the motion. Stacey Wagner abstained and minutes were approved.

Informational Item: Redwood City 2020 Initiative Updates and Progress

- Jana Kiser briefly reviewed Redwood City 2020's strategic areas: Community Schools, Health and Wellness, and Community Engagement.



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- Jana Kiser explained that the updates provided during the meeting are meant to anchor new Leadership Council and Executive Team members, share how all members can contribute, as well as highlight key aspects that more tenured members may or may not know.
- Key Roles of Redwood City 2020:
 - Facilitating collaboration and partnership: Convene people who are doing the work and help move the work forward.
 - Incubating projects: Community schools are a key example of a project that was incubated at Redwood City 2020 and later moved to the hands of the Redwood City School District.
 - Sparking innovation: Both in our partnerships and within initiatives.
 - Leveraging resources and funding programs: Fundraising and redistributing resources as intermediary funders reduces competition between programs and promotes collaboration.
 - Research and evaluation: Committed to program design, implementation, and the investigating problems in our communities.
 - Professional development: For parents, youth, and community partners.





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- Sophia Colombari Figueroa shared about the Community Schools Initiative
 - Initiative Overview: In partnership with the Redwood City School District, Redwood City 2020 is leading and convening a Community Schools Expansion and Sustainability workgroup whose charge is to create a sustainable, integrated, and systemic plan for community schools from cradle to career.
 - Redwood City 2020's Role: Convening, sparking innovation, as well as leveraging resources by bringing in funding support to sustain and expand community schools.
 - What's to come in 2015/2016: There has been tremendous buy-in with 43 workgroup members from all sectors of the community. With three meetings left, the hope is to have a plan that is 80% by November so that workgroup members can take it back to their organizations and communities and further align it with the organization's goals, needs, and assets.
 - One thing you may not yet know: This is groundbreaking work that will add to the larger discourse on community schools. Just like Redwood City 2020 has benchmarked what other community have done, other communities will benefit from this plan.
 - Feedback, involvement, and support: The workgroup aims to articulate a compelling needs-and-assets statement that explains how the community schools plan aligns with the Redwood City/North Fair Oaks community context. There are two main ways to contribute:
 - Completing the brief survey: <https://www.surveymonkey.com/r/W6JQNBR>
 - Emailing Sophia Colombari Figueroa (sfigueroa@redwoodcity.org) relevant documentation about the needs and assets of Redwood City and/or North Fair Oaks (e.g. environmental scans, statements of need, community reports, needs surveys) and highlighting 3-5 key findings that you find particularly compelling.
 - Discussion
 - Alisa MacAvoy spoke with teachers from Daly City School District who mentioned they look to Redwood City as a model. There is a whole continuum and there is more to be done, of course, but it was nice to hear Redwood City is known as a community with community schools that are trying to help families succeed in the broader community. There is going to be a big conference in March, and they are potentially looking for speakers.
 - Jana Kiser highlighted that partners from Daly City participated in the Hoover Community School site visit to see the model in person as well as talk with workgroup participants. They expressed great interest in the coming community-wide plan, especially in components such as implementation and financing. Oakland has a great public plan (it took about 30 thousand hours to build). This has been helpful for benchmarking, and Redwood City 2020 can similarly contribute to the existing knowledge on community schools.
 - Alan Sarver suggested that a next step in the high school district is to look at differences between what is currently happening at Sequoia and Woodside and what it would mean to become a true community school. What investment/change is needed? What are the tradeoffs? When level of buy in is needed at each school? He recommended pulling together the core team from the Sequoia Union High School District and going through those same documents that Daly City is wanting.
 - Sean Priest highlighted that the workgroup has been talking a lot about what is missing and needs transforming. Jefferson illuminates Sequoia's peculiarity as the districts are quite different. He emphasized the importance of discussing how to use strong existing community school models to align services and structures (including sharing services and data) to best support high school students. There are structures in place at the high school level to get practical with this initiative.



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- Jana Kiser recognized that there are tremendous resources in Redwood City already in part because of the collaborative's long history of linking people and services. She thanked all present for either participating in the workgroup or being intentional about sending the right people to meetings.
 - Jana Kiser is all ears if you have more questions or thoughts (things we haven't touched on, etc.). Jana Kiser really loves those phone calls, because questions asked are probably ones that others have.
- Jana Kiser shared about the Socios for Success program
 - Hesing-Simons gave us a major grant to carry out this work. Our workgroup last year created a long term plan for family engagement for parents with children from ages 0 to 8.
 - RWCSd are the main leaders and RWC2020 is assisting with Community Mobilization Teams
 - The title is intentionally bilingual to honor the language backgrounds in our community. Socios means partners in Spanish.
 - It is a dual capacity professional development program for both staff and family members. We are earning, practicing and leading promising family engagement practices on their sites. We are using best practices to build on and transform the culture of partnership and community mobilization teams.
 - In Hoover, in about 3.5 years, there was jump from 23 to 97% in family engagement. This includes parents taking classes, meeting with teachers, volunteering, leading projects. They are actively participating. The bloom in family engagement was not accidental. It included top, bottom & middle collaboration.
 - Role of RWC 2020:
 - Leveraging money and resources.
 - We have \$450K, which is significant for targeted work!
 - Innovation
 - Professional development
 - The ideas behind Socios for Success originate from best practices in other areas as well as Jana Kiser's experiences in Hoover, coaching and providing very similar training.
 - Something you may have not known is we are developing tools kits and documenting this work so it can be replicated
 - Another thing you may not have known is that family engagement is crucial for student success. Students learn English faster, have a greater sense of care, and attendance increases with higher family engagement.
 - We'll have provided PD to all CS except Selby, the library and health clinic (before Derek came onboard). We also want to tailor it for library and FOHC as well. These leaders will take the training and embed it in their communities and schools. They will push forward goals of literacy, safety, promoting project on campus (i.e. students have right clothing, backpacks, and food to be ready to learn).
 - Discussion
 - Chris Beth asked if after school coordinators can attend. Jana Kiser said that not for the time being, but when the mobilization teams are launched at the schools, then after school coordinators will get trained.
 - Barbara Pierce asking about connecting the high schools. What happens to parent involvement when the child moves on into high school or middle school? Jana Kiser highlighted that family engagement is a way to link between the schools.



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- The update on Redwood City Together was tabled for an upcoming meeting since it was recently revisited at the last Leadership Council meeting. New information will be sent via email.
- Matthew Reeves gave an overview about the Safe Routes to School initiative
 - We promote students and families walking and biking. In the 70's, 70% would walk and bike, now it's 30%. We host activities, engage in education, and host meetings.
 - Role of RWC 2020
- Facilitate collaboration and partnership
- We collaborate through quarterly task force meetings
- We work closely with SPOKES.
- Incubate projects
- We are training families to be leaders in these projects to keep it sustainable
- Education through SPOKES
- Leverage resources
- Hoover infrastructure project
- Construction on Goodwin and Alameda de las Olgas to make it safer to cross. There are \$3 million dollars in construction to improve Redwood City.
- How can get involved:
 - Join meetings
 - International walk to school day (October 7)
 - Visit SPOKES/bike rodeos
- Matthew Reeves was very excited to see the thank you notes from the children in SPOKES, which were placed on tables during the meeting.
- Discussion
 - Diane Howard heard about complaints about unsafe spaces. There were two complaints about McGarvey and Roosevelt. She asked how we identify the streets.
 - Matthew Reeves explained the walking audits with engineers and school staff.
 - We meet with families, have a survey for parents, bring it up in quarterly task force meetings, and connect the individuals with city/county engineers, the police department, etc.

Informational Item: Staffing Plans and Financial Update

- Jana Kiser said that the fiscal year ended on June 30th. Redwood City 2020 staff are currently working with City partners to close books. When finished, Jana Kiser will send out the quarter 4 report and final report.
- For this meeting, the focus was on the projected core budget, which was approved on May. Jana Kiser said that there is a balanced budget and small net gain, despite challenges with dwindling resources in core partnerships. This year, First 5 will be contributing less due to diminished revenue from the tobacco tax. Redwood City 2020 voted to maintain the partnership with a smaller fee and same level of participation.
- Jana Kiser fundraised \$100,000 for core staff. First Church of Redwood City generously granted \$50,000 and a donor from a family foundation matched the donation.
- This money will allow Redwood City 2020 to hire a Program Manager and Special Programs Associate. With the Socios for Success program to be continued until June 2016 and the Community Schools Workgroup heading into drafting of a plan by November and shopping the plan for implementation in the spring, Redwood City 2020 could use more staff.
 - The Program Manager will oversee the Alcohol and Other Drug Prevention, Safe Routes to School, Redwood City Together, and Sequoia Teen Resource Center initiatives, enhance communications, and maintain the affiliate partner network. This position will alleviate Jana Kiser so she can concentrate on other aspects of



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Redwood City 2020 including strategic leadership, public and community relations, fundraising and fiscal management, as well as special programs.

- The Special Programs Associate will support the development and implementation of Socios for Success and Community Schools.
- Additionally, Redwood City 2020 will hire an Administrative Assistant in partnership with the Sequoia Teen Resource Center. Redwood City 2020 requires 25 hours a week of administrative assistance, and the Teen Resource Center needs 15 hours a week. This will allow to hire a full-time employee, which will enhance the applicant pool.
- Lee Michelson suggested the creation of a committee to develop a 3-5 year financial plan for Redwood City 2020 in order to ensure financial sustainability, assess the strength of partnership, and identify new potential partners.
 - Alisa MacAvoy, Diane Howard, Aubrey Ramberg, and Lee Michelson volunteered to be part of the committee.
- Jana Kiser noted that another way team members could contribute is by helping build relationships with potential donors by introducing her as donor confidence in the leader is paramount.
- Jana Kiser also encouraged members to write positive reviews on LinkedIn after noticing that potential donors often look at LinkedIn as a first step to vet the collaborative. Redwood City 2020 will make a deliberate effort to strengthen its online presence on social media, and Jana Kiser will work on updating her LinkedIn in the next six weeks.

Action Item: Redwood City 2020 Governance

- Jana Kiser said that key decisions have been made with respect to governance structure, the roles of the Leadership Council and Executive Team, number and dates of meetings, and the contribution of each partner and number of seats. Decisions remain to be made about the rotation of chairs, Ad Hoc committees, and community representatives
- With regard to chair rotations, Jana mentioned that the original plan was to have chairs from the same member organizations rotating alphabetically. The proposal is to continue to do this and acknowledge that life factors happen, which do not always permit alphabetical rotation. For this year, the Redwood City School District volunteered and therefore, Hilary Paulson and John Baker are the new chairs.
- Jana Kiser raised the question of whether Redwood City 2020 will continue to have three Ad Hoc committees: finance and development, marketing and communications (support launching community schools and more), programmatic, and executive evaluation.
 - Lee Michelson requested that the group considers the 2-3 most important things these committees do so they can judge if it is worth the time-commitment.
 - Jana Kiser will draft summaries of each Ad Hoc committee for the Executive Team meeting in September and then bring the statements to the Leadership Council in October.
 - Barbara Pierce and Jana Kiser will meet with Hilary Paulson to talk about the role. John Baker and Jana Kiser will talk next week to ensure a smooth transition for the chairs.
 - Diane Howard thanked Hilary Paulson and John Baker for stepping up.
- Jana Kiser brought up the question about whether to have community representatives on the Leadership Council.
 - Stacey Wagner proposed that there be more transparency regarding the qualifications for these community representatives.
 - Alisa MacAvoy has had success with this and suggested creating an application and getting it out to everyone for fairness. Then looking at qualifications and interest of the applications to ensure a balance and gather community perspectives. She volunteered to assist with this and get information from City Commissions and bring it to the next Leadership Council meeting.
- Jana Kiser said that new rosters with contact information will be emailed along with meeting minutes.
- Jana Kiser noted the intentionality behind welcoming new members and honoring outgoing members.
 - Jan Christensen and Bob Bell received a Redwood City 2020 plaque and were publically acknowledged. Jan Christensen wrote a thank you note, which Jana Kiser read out loud:



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- Welcoming new members currently involves personal conversations, packets, and presentations. If there any new ways Redwood City 2020 should welcome members, Jana Kiser is all ears.

Member Updates/ Announcements/Good News/Kudos

- Hilary Paulson invited all to participate in the Redwood City Education Foundation OctobeRun Half Marathon and 5K Race as runners, sponsors, or volunteers. More information at www.rcef.org.
- John Baker shared about Measure T, a facilities bond that would allocate \$190 million dollars across all Redwood City School District schools to support aging infrastructure and 21st century learning goals. Similarly, those interested can endorse or volunteer. The website will be running soon.
- Alan Sarver announced the upcoming Save the Music Festival in Belmont, which will take place in October 4th 11am-5:30pm, to support the instrumental music program in the elementary schools, half of which serve Redwood City students.
- Diana Howard invited all to participate in the Fall Redwood City Clean Up on Sept 19 at 8:30am at public works yard on Broadway & Woodside. There will be breakfast and lunch.
- Barbara Pierce announced that all mail ballot and said that cards are available in English and Spanish at City Hall and can be mailed to organizations.
- Jana Kiser thanked Barbara Pierce who has been involved with Redwood City 2020 from the beginning. She will be honored further in the upcoming meeting.

Next Steps:

- Redwood City 2020 team will send out rosters and minutes
- Redwood City 2020 team will send an email with the CS survey and link
- There will be a task force on long term for financial sustainability (with the new leeway), really assessing strength of partnership, identifying new potential partners, finding new avenues, etc.
 - Alisa MacAvoy, Diane Howard, Aubrey Ramberg, Lee Michelson all volunteered
 - Any others?
- Alisa MacAvoy volunteered to assist with getting information from City Commissions and bring it to the next Leadership Councils meeting. This is to establish a method of determining the qualifications and evaluating potential community representatives
- Jana Kiser will draft some statements for each ad hoc committee and present it to the executive team in September and then bring to leadership council October.
- Barbara Pierce and Jana Kiser will meet with Hilary Pearson to talk about role. Jon Baker and Jana Kiser talk next week for a smooth transition.
- Think of a quote or statement about RWC 2020 and/or Jana Kiser for the LinkedIn page. This is critical for gathering donor support and endorsement.
- Join our AOD, CMT, CS, and SRTC meetings if you are interested in getting more involved
 - International walk to school day (October 7)