



Redwood City 2020 Leadership Council Members
Barbara Pierce, City of Redwood City
Diane Howard, City of Redwood City
Warren Slocum, County of San Mateo Board of Supervisors
Michael Garb, First 5 San Mateo County
Milbrey McLaughlin, John W. Gardner Center
Stacey Wagner, Kaiser Permanente
Alisa MacAvoy, Redwood City School District
Hilary Paulson, Redwood City School District
Gerald Shefren, Sequoia Healthcare District
Carrie DuBois, Sequoia Union High School District
Alan Sarver, Sequoia Union High School District

Redwood City 2020 Leadership Council Meeting
Redwood City Main Library, Community Room (2nd Floor)
1044 Middlefield Road, Redwood City
Wednesday, March 16, 2016
8:30am – 9:00am (Closed Session) and 9:00am – 10:30am (Public Meeting)

Executive Summary of the Leadership Council Meeting Minutes

- The closed session on the Executive Director's Performance was completed.
- There were no oral communications or public comments.
- Minutes from January 20, 2016 Leadership Council meeting were reviewed and approved with no changes.
- The Executive Director Evaluation Committee completed its evaluation and concluded that the collaborative is positive about progress of the organization and confident that we have the right person, in the right position, and doing the right job for all parties. The Committee's recommendations of a 3% merit increase in salary and 3% cost of living adjustment were approved unanimously.
- The Finance and Development Ad Hoc Committee recommends multi-year agreements for core partners, a fundraising event and the pursuit of other new fundraising opportunities, and the expansion of core members in support of the development of a sound three-year fiscal plan.
- The Marketing and Communications Ad Hoc Committee is updating the Redwood City 2020 communications strategy to include shorter more frequent information via Tuesday Tidbits, becoming more active on social media, and exploring how to well we communicate our history, current status and future. All were invited to help amplify our messaging.
- The Community Schools Expansion and Sustainability Workgroup is in the process of finishing its recommendations paper to create and sustain community schools from cradle to career. The Executive Team met in February to review the paper and wants more time to complete their review, so an additional meeting has been scheduled in March. The Executive Team will also meet as regularly scheduled in April. The intent is to present the paper to the Leadership Council in May.
- The current Affiliate Partner application process was presented and the benefits and responsibilities of partnership were described. A new, short term Affiliate Partner Ad Hoc Committee was formed to make recommendations to improve the application process and update partnership benefits and responsibilities.
- Brief highlights on the Alcohol and Other Drug Prevention Partnership, Safe Routes to Schools, Socios for Success, and Redwood City Together initiatives were presented.
- The Sequoia High School Youth Advisory Board presented results of their annual student survey which had a record 1,500 respondents. Those results included a ranking of key issues that should be addressed, a summary of student knowledge about healthcare options available, identification of key stressors for students, and how the main sources of stress change as students age.
- Member announcements included: the Redwood City Together Dinner and Dialogue on March 29th, a presentation on human trafficking on March 21st, a conference on mental health on April 29th, an honoring ceremony for Barbara Pierce on March 29th, and a visual-interactive art event on human trafficking on Mary 14th.
- The next Leadership Council meeting will take place on May 18, 2016 from 9:00 A.M. to 10:30 A.M. in the Community Room of the Main Library.

Leadership Council Meeting (Draft) Agenda

Lead	Agenda Item	Background	Time
Leadership Council and Executive Team members	(Closed Session) Executive Director's Performance Evaluation/Feedback	Executive Director Report and compilation of feedback survey emailed to Leadership Council and Executive Team members by Hilary Paulson.	8:30am
Hilary Paulson	Welcome and Introductions		9:00am
Members of the Public	Oral Communications	Opportunity for members of the public to address the Leadership Council on items not on the agenda.	9:05am
Hilary Paulson	Draft Minutes <i>Motion Required</i>	Draft minutes from the Leadership Council meeting held on January 20, 2016 are attached.	9:10am
Hilary Paulson, Lee Michelson, John Crowell	Ad Hoc Committee Updates and Recommendations <i>Motion Required</i>	Executive Director Evaluation Finance and Development Marketing and Communications	9:15am
Jana Kiser	Community Schools Expansion and Sustainability Workgroup	Progress update will be shared. Process timeline attached.	9:30am
Jana Kiser	Affiliate Partners of Redwood City 2020	Brief presentation/discussion about Redwood City 2020's current affiliate partner application process and benefits/responsibilities of membership. Leadership Council will consider a request for an ad hoc committee (short-term) to create proposals for reform.	9:40am
Jana Kiser	Initiative Updates and Upcoming Meeting Topics	Outside speaker survey. Initiative highlights.	9:50am
Youth Advisory Board and Allies	Youth Advisory Board Survey Results	Presentation by Sequoia High School students and StarVista staff, followed by questions and discussion.	10:00am
Leadership Council Members	Member Announcements/Good News/Kudos		10:20am
Hilary Paulson	Next Steps and Meeting Closure		10:25am

DRAFT MINUTES

Leadership Council Members Present: Carrie DuBois, Diane Howard, Alisa MacAvoy, Hilary Paulson, Alan Sarver, and Gerald Shefren.

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

Others Present: Christopher Beth, Sophia Colombari Figueroa, John Crowell, Madeleine Kane, Jana Kiser, Matthew Reeves, Robin Rodricks, and Carolina Ornelas.

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 approval of the draft minutes from the Leadership Council meeting held on January 20, 2016
 - There were no changes or omissions suggested.

- Diane Howard motioned for approval of the minutes, Jim Lianides seconded. Minutes were unanimously approved as presented.

Ad Hoc Committees Updates and Requests

- Executive Director Evaluation Committee
 - Hilary Paulson reported that during the closed session of the meeting, the Executive Director Evaluation Committee reviewed the summary of feedback provided by Leadership Council and Executive Team members. Jana Kiser provided copies of the Executive Director report for those who did not have one.
 - Alan Sarver said that Jana Kiser provided an update on goals and process, and on how goals were met and/or exceeded. Alan Sarver said that the feedback from the broad range of respondents was clearly positive about the progress of the organization. He added that there was a confident sense across the entire team that Redwood City 2020 has the right person, in the right position, and doing the right job for all parties. He said he is confident in Redwood City 2020's ability to build on this progress.
 - Hilary Paulson stated that the Executive Director Evaluation Committee recommended a 3% merit increase in salary and 3% cost of living adjustment. She added that Jana Kiser's hire date was not in alignment with the fiscal year, and as such there will be a short revisit in June to align the annual Executive Director evaluation with the fiscal year going forward. A motion for this action was made by Alisa MacAvoy, and seconded by Carrie DuBois. All voted unanimously in favor.
- Finance and Development Committee
 - Alisa MacAvoy reported that the Finance and Development Committee had several productive meetings. The Committee is comprised of Diane Howard, Jana Kiser, Alisa MacAvoy, Lee Michelson, and Stacey Wagner.
 - Alisa MacAvoy said the Committee recommends development of a sound three-year fiscal plan that promotes sustainability. The immediate year is more detailed than the next two years, and may be revised.
 - Alisa MacAvoy added that the Committee recommends modification of support methods to include fundraising and dues.
 - Alisa MacAvoy stated that the elements of three-year plan are:
 1. Core partner organizations commit to a three-year agreement rather than a single-year agreement, which will help Redwood City 2020 because the collaborative will know it has the core commitments.
 2. Exploring additional fundraising opportunities. While Jana Kiser and the Redwood City 2020 team have been successful at securing grants, there may be additional opportunities to reflect upon such as a Friends of Redwood City initiative.
 3. A proposed fundraising event to connect with potential funders on President's Day.
 4. Expansion of core membership.
 - Diane Howard elaborated on the fundraising idea that Lee Michelson proposed. This would be either an introductory event about Redwood City 2020 or a fundraiser. Alisa MacAvoy added that the event would be held around President's and that invitations would go to presidents of businesses and nonprofits. The event would feature a guest speaker and present an opportunity to talk about collaboration and possibly gain new partners and funding.
 - Diane Howard advised that Redwood City's 150 year anniversary is next year and that there might be an opportunity to tie a Redwood City 2020 event into that milestone. She also mentioned that HART decided not to conduct a fundraiser event this year, as they presently have no Executive Director, and instead held a cocktail reception at Devil's Canyon Brewery. She reiterated that this first event Redwood City 2020 event may not necessarily be a fundraiser but may be a marketing opportunity with the hope of future fundraising.
 - Carrie Du Bois asked whether this event would include just presidents or include Executive Directors from organizations like StarVista. Alisa MacAvoy indicated that the event would include leaders in general, not just presidents.

- Alisa MacAvoy said that this is an introduction to the Finance and Development Committee's current thinking with the intention to capture feedback about the possibility of an event. The next step will be to put together a three-year budget with details including how much to raise now that the collaborative is out of a dire situation, with a goal to have more consistency in fundraising, with core funders and grants.
 - Jana Kiser stated, with credit to Lee Michelson for the idea, that there is a survey within the agenda packet to capture the attendees' feedback as the Committee develops the event. She asked everyone to complete the survey and leave it on the table for collection at the end of the meeting. Jana Kiser said including a name in the survey would be helpful for follow-up purposes.
 - Jana Kiser reminded the group that the collaborative is in the black for the first time in a while. She said now is time to project into the future and maintain the balanced budget in a collaborative and diverse way.
- **Marketing and Communications ad hoc**
 - Hilary Paulson reported that Stacey Wagner apologized for having to miss the meeting and is proud of the work the Marketing and Communications Committee has accomplished.
 - John Crowell explained the responsibilities of the Marketing and Communications Committee highlighted in the slides (See attachment). He added that the one-pager mentioned at the last meeting will soon be distributed so all partners can use the document to share the vision of Redwood City 2020.
 - John Crowell mentioned that the Committee modified Redwood City 2020's newsletter strategy, with a shorter and more frequent issue called *Tuesday Tidbits*. The latest *Tuesday Tidbit* was released a day before the Leadership Council meeting.
 - John Crowell added that the Committee is spring-boarding into more activity on social media and on the Redwood City 2020 website to stay current on these channels.
 - John Crowell said the Committee is also exploring how to communicate the history, current status, and future of Redwood City 2020 thoughtfully.
 - John Crowell reported that the Marketing and Communications plan is getting to the final stages and will soon be shared. The plan will highlight the tactics mentioned above, as well as others.
 - John Crowell also invited everyone to amplify the Redwood City 2020 marketing by forwarding the *Tuesday Tidbits* to networks and engaging with the collaborative on Twitter and Facebook. Additionally, he invited all to participate in interviews that will be conducted to showcase partners. The Committee comprised of Stacey Wagner, Jana Kiser, Lee Michelson, and John Crowell welcomes participation in their meetings as well.
 - Amy Gerstein commended the great work and reiterated the importance of ensuring all core partners are connected to Redwood City 2020 on social media.

Community Schools Initiative

- Jana Kiser gave an update on the Community Schools initiative. She reminded attendees that the last nine months have been busy with a Community Schools Expansion and Sustainability Workgroup of forty diverse leaders who explored the possibility of Redwood City 2020 supporting an effort to create and sustain a community schools pipeline from cradle to career. She reported that these partners have done tremendous thinking together.
- Jana Kiser said the Workgroup is in the process of finishing a recommendations paper that will have a high level vision and highlight tangible next steps. Jana Kiser said many Leadership Council and Executive Team members have seen the draft recommendation sections as workgroup participants. As a courtesy, the Redwood City 2020 team has sent it to all Leadership Council and Executive Team members regardless of whether they have participated in the Workgroup or sent key staff from their team.
- Jana Kiser reported that the Executive Team is reviewing the content deeply. The Executive Team met in February to talk about the recommendations paper and clearly wanted more time before presenting the content to the Leadership Council. Therefore, the Executive Team scheduled an extra meeting in March. Jana Kiser thanked Sequoia Healthcare District for offering to host the meeting.
- Jana Kiser said the Executive Team will also meet in April with the intention of bringing the recommendations paper to the Leadership Council in May. The Leadership Council will receive the draft recommendations a week in advance on the May meeting.

- Jana Kiser stated that many Leadership Council members have shared their perspectives in meetings and that their contributions are in the paper. However, if any Leadership Council members would like to provide input earlier than that, the Redwood City 2020 team would gladly answer questions and listen to feedback before May. She indicated that feedback can be provided by tracking changes in the Microsoft Word documents or verbally by setting up a meeting with her or a staff member. She added that the best time to offer feedback is in the next couple of months as the intention is to have some, if not all, ratified for implementation in May with the possibility, if nothing else, to better link current community schools with allies such as the library, clinic, and other community schools.
- Jana Kiser would like to see amplification of the great work already underfoot. She stated that there is already consensus within the Redwood City 2020 collaborative about the importance of exploring the possibility for more community schools horizontally within the Redwood City School District and vertically across the developmental continuum from pre-kindergarten level and earlier to college.

Affiliate Partners

- Hilary Paulson stated that the Leadership Council recently went through the membership process with Peninsula Literacy Coalition and Planned Parenthood. At the conclusion of which, it was determined that the process needed refining.
- Jana Kiser said her focus was on strategic planning during her first year, and the Affiliate Partners program was put on the back burner as she reviewed internal systems, strategic priority areas, tuned-up and refined current projects, and embraced new projects. At this time it is appropriate to make the Affiliates program a priority. She proposed that an ad hoc committee is formed to meet on a very short-term basis, 1 or 2 meetings with some deep thinking, and come up with possible plans. She suggested Redwood City 2020 offer the opportunities to serve on the ad hoc at Leadership and Executive Team meetings and bring a proposal to the May or August meetings.
- Jana Kiser explained that the current application process is as follows:
 - Core members have representation on Redwood City 2020 governing bodies and contribute in-kind donations and services, such as the property with the Redwood City School District or fiscal agent, as with the City of Redwood City. In this sense, core members are the essence of Redwood City 2020.
 - She described the Affiliate partners as being “one circle out”, in which organizations who are doing work with Redwood City 2020, examples being Silicon Valley Bike Coalition or Redwood City Parks and Recreation Department and their work with Safe Routs to School. Affiliate partners often apply for funding from Redwood City 2020, and attend meetings such as the Community Schools Expansion and Sustainability Workgroup. Affiliate partners are also invited to attend professional development offerings.
 - She stated that recently the Leadership Council has had Planned Parenthood and Peninsula Literacy Coalition apply to be Affiliate partners and were approved by this body. The process began when they filled out a brief written application, followed by vetting conversations with the Executive Director – some had more than one. The application form is then delivered to the Leadership Council for vote, with representatives from the applying organization present at the meeting to be available to answer questions.
 - Jana Kiser stated that while she has not seen this happen, the Leadership Council may not be ready to vote, in which case the process would begin again by expanding the vetting process, after which the application comes back to the Leadership Council for a vote.
 - Examples of Affiliate partners and opportunities for reform are highlighted in slides (see attachment). Hilary Paulson asked if there is a full list of Affiliate Partners on the website. Jana Kiser stated that part of the challenge is that the Collaborative has been around since early 1990’s and a variety of factors lead to Redwood City 2020 not knowing who all the Affiliate partners are, i.e. leadership and staff turnover in both Redwood City2020 and the Affiliate partners. Redwood City 2020 does know, however, which partners are active today and have taken strides to update who Redwood City 2020 partners are, but there is room for clarification and to ask for updated documentation.
 - For example, in 1999 an applying partner may not have filled out an application. In any case, the application is over ten years old and needs revision.
 - Another consideration is a nominal Affiliate member fee of \$50 to \$150 dollars to be on par with other organizations and collaboratives. There is also room to expand, an example being we are not

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Comment [1]: This says exploring but may still be too strong. Perhaps don't mention RCSD?

officially an affiliate of some housing groups, so once we know who are we not partnered with we can seek out those potential partners.

- There is room for new ideas and an opportunity to think about it as a reciprocal, what Affiliates are offering and what they receive, and who are we not yet partnering with to seek those partnerships.
- Jana Kiser presented a slide (see attachment) listing benefits and responsibilities, which could be displayed for partners online to help recruit volunteers. Another idea would be an online platform for matching resources (i.e. volunteers that speak Spanish) that we could host where partners could seek support.
- A survey could be distributed out to Affiliate partners to see what partners need out of the resources of Redwood City 2020, what is most important to them, and where the holes are. People have expressed in person gatherings are desirable, with regular partner convenings (concepts Redwood City 2020 has thought about before).
- Jana Kiser proposed an ad hoc committee, to meet on a very short-term basis – one to two meetings. The committee would review and update the application and then come back to the Leadership Council with suggestions.
- Amy Gerstein commented that the Gardner Center did research around community youth development initiatives and that they are familiar with what people in the community found beneficial. She recommends going back to the research for community youth development that illustrated benefits of learning from one another, i.e. a learning community. **This is a huge goal and something that rarely occurs.** It does not happen naturally, so really making intentional efforts to build bridges can create learning opportunities with each other and allow organizations to work collaboratively. It is valuable but took intentional work.
- Amy Gerstein stated that another issue was brokering funding – being a resource. Partners are really small, and this is an opportunity to help build capacity in the nonprofit community in Redwood City. She asked if we should think of ourselves as people who can help build capacity – should we work in concert for fundraising? Convening school districts and a few partners together to go for a grant was incredibly valuable. Again it was a lot about learning together and making enormous progress around youth development and a learning community. She feels before we ask anyone to pay-in they have to experience the effects of a learning community. It first would require a shift from Redwood City 2020 to bring people back to the table before asking them to pay.
- Jana Kiser stated that a lot of the application language is dated, and initially Redwood City 2020 will just write that it needs to be updated to capture correct information. The new short-term ad hoc committee will capture the current work and set direction. She indicated there is a lot of opportunity to improve the partner system, and asks if any members are interested in joining the ad hoc committee. Members Alisa MacAvoy, Carrie Du Bois, and Diane Howard volunteered.

Initiative Updates and Upcoming Meeting Topics

- Jana Kiser reports that AOD has accomplished incredible work.
 - The Youth Advisory Board completed a school wide survey at Sequoia High School.
 - Judy Romero and her team held their annual Health Fair that was a success, with new mentors for their mentees and lots of Youth Development Initiative students, which included the youth coalition as well as a variety of different small group projects that StarVista has spearheaded for high potential students in difficult circumstances.
 - City of Redwood City received money for Kennedy Middle School, building on a walking audit from Safe Routes to School to enhance infrastructure for pedestrian and bicyclists.
 - A variety of events for Safe Routes to School, ranging from bike rodeos to the growth of the walking school bus program.
 - Socios for Success was highlighted showing that Socios has shown quantitative and qualitative changes, with Jana Kiser acknowledging staff and family leaders from Hawes and Taft Community Schools who have done tremendous work.
 - Third annual world café style Dinner and Dialogue coming up this month on March 29th from 5:30-8:00pm. Jana Kiser thanked Carolina Ornelas, Barbara Pierce, and the Redwood City Together team for their work. Jana Kiser invited Leadership Council and Executive Team members to attend this event, which usually draws about 80 people, and has expanded outreach efforts this year. In preparation for an expanded audience, the Dinner and Dialogue will take place at Sequoia High

School this year. Jana Kiser reports that it is a transformative experience for those who have attended in the past. Last year, attendees heard from a long term resident who expressed negative views about immigrants as the demise of Redwood City and by the end of the night had tears in his eyes and spoke of his own family's immigration story.

Youth Advisory Board – Survey Results

- Madeline Kane introduced the Youth Advisory Board facilitator, Whitney Fitzgerald, and a Youth Advisory Board member, Andrea.
 - Whitney Fitzgerald introduced herself as the Youth Advisory Board facilitator and Andrea introduced herself as a junior at Sequoia High School. Andrea joined the Youth Advisory Board because wanted to do something for her community, both emotionally and physically.
 - Whitney Fitzgerald passed around goodie bags that were distributed at the recent Sequoia Health Fair. They included Hi-chews and green tea for stress, which was a main theme at the Health Fair. Glow sticks were also distributed as a symbol that “nobody gets left in the dark” at the Sequoia Teen Resource Center.
 - Hilary Paulson suggested that those present introduce themselves to Andrea to let her know to whom she was presenting and to give her an opportunity to report back to the Youth Advisory Board that the YAB survey has helped inform policy makers.
 - Ms. Fitzgerald mentioned that the survey was aided by the use of Chrome books for the first time. They which made a significant difference in improving the logistics of the survey.
 - The survey administered by the Youth Advisory Board reached record 1,500 students.
 - According to previous feedback from the Sequoia High School administration, the demographics of the survey reflect the demographics of the school.
 - The survey was designed to identify the following information:
 - A ranking of the key health and wellness issues that should be addressed.
 - A summary of student knowledge about healthcare options available to them.
 - Identification of key stressors for students. These included: Body image, homework, suicide and depression.
 - An understanding of how the importance of stressors change as students grow older.
 - Alisa MacAvoy and Amy Gerstein asked for and received clarification about how the results were tabulated.
 - Ms. MacAvoy noted that she has been attending Sequoia High School Wellness Committee meetings and that body image is an issue shared by students across the Sequoia Union High School District.
 - Whitney Fitzgerald stated when the Youth Advisory Board surveyed students in social study classes (all students take social studies).
 - Ms. Fitzgerald highlighted an example outreach strategy of holding a contest to design logo for the Sequoia Teen Resource Center.
 - Youth Advisory Board member, Andrea remarked that the Youth Advisory Board wanted to include actual numbers of students in the presentation to remind people how mental health issues affect actual students.
 - Youth Advisory Board member, Andrea mentioned that the issues covered in the survey included: Stress, coping methods, drug use, school safety, suicide, depression, self-harm, and student access to trusted adults.
 - Students were surveyed about their top three stressors. Some example stressors included immigration status and graduation readiness.
 - Healthy student coping methods were surveyed and included listening to music.
 - Students drug use was surveyed to identify the types of drugs used, the frequency of use, pressure to try drugs, and ease of access. Whitney Fitzgerald noted that some of the information needs to be looked at with the understanding that self-reporting on issues related to drugs may not be entirely accurate. E-cigarettes usage was included in the survey.
 - Students were surveyed about school safety with questions related to gangs, personal safety, and emotional safety.

- Hilary Paulson noted that it would be useful if the the survey results could be presented to various boards and organizations represented on the Leadership Council and to community school coordinators.
- Gerald Shefren asked who created the survey.
 - Whitney Fitzgerald responded that it was created several years ago. The Youth Advisory Board looks at the survey each year to analyze and update it with help from the John Gardner Center.
 - Amy Gerstein clarified that the John Gardner Center gives advice, but that the survey is not a validated survey.
- Gerald Shefren asked where the survey was conducted.
 - Andrea stated the Youth Advisory Board meets afterschool. For the first few months of the school year, the Youth Advisory Board discusses the results of the previous year and decides what modifications are necessary. The Youth Advisory Club then visit visit classrooms over a two week period to conduct the survey.
 - Whitney Fitzgerald said the that survey was previously conducted in world studies classes because all students must take world studies. This year the survey was done in science classes in order to administer it earlier in the year and have the added flexibility of using cell phones and Chrome books.
- Carrie Dubois stated that she is very concerned about alcohol and other drug use by students. She noted that data collected from counselors suggests that student concerns about alcohol and other drug use is very low, but the survey results suggest that they are high.
- Judy Romero said that she does not believe that there is an inconsistency in the two sources of data. Data from the Sequoia Teen Resource Center includes students who have been referred. These students may not believe they have a problem). The Sequoia Teen Resource Center referral might be an alternative to a suspension. The Youth Advisory Board survey include all students at large.
- Carrie Dubois asked if the most at-risk students were surveyed and what their response rate was.
- Whitney Fitzgerald answered that the survey asked about grades, but the Sequoia Teen Resource Center does not have access to economic information about families. She said that self-reporting issues were interesting to look at casually and that lower-level of grades had higher reports of money/family stress, but they cannot be evaluated concretely.
- Judy Romero stated the survey primarily reached mainstream students.
- Alisa MacAvoy stated that what she saw was about half mainstream and half other track
- Jim Lianides agreed that the survey appeared to be quite representative of the student population.
- Whitney Fitzgerald mentioned that having a college going culture coincides with extra stress. It may be difficult to change stressors, but students could be helped by learning better coping strategies to balance stressors. More coordination on a higher level with regards to students attempting suicide, probably knew them but do not know *who* they are.
- Youth Advisory Board member, Andrea reacted strongly because she has close friends who have attempted suicide. She did not know how to talk to her friend or what exactly to do. She said there should be focus on talking to all students about suicide and depression. Suicide and depression affects friends, parents, and teachers. Awareness should be increased so that students know what the signs are, what it means, what to do. Andrea was able to reach out to a teacher immediately because she has a close relationship with that teacher.
- Amy Gerstein stated that it is really helpful to have a student voice and commended the Youth Advisory Board for their contributions. Some of what the group is hearing is related to what the John Gardner Center knows makes a difference for youth. Youth Development practices really matter and some of the most powerful practices are having trusting relationships between youth and adults, which is the most preventative, protective, and effective. Multiple strategies are needed. Students want relationships where they can discuss and create goals. Institutions should be creating strong youth development environments and practices.

Member Announcements/Good News/Kudos

- Announcements
 - Jana Kiser and Carolina Ornelas said the Redwood City Together Dinner and Dialogue will be held on March 29th from 5:30-8pm at Sequoia High School.

- Carrie Du Bois announced an SMCBSA presentation on human trafficking, which will be held on March 21st. Attendance by City Council members was particularly encouraged
- Alisa MacAvoy announced the SMCBSA Making the Connection Between Mental Health and Academic Learning conference on April 29th. She advised the conference will sell out and encouraged all to sign up on the website.
- Diane Howard reminded all of the Redwood City 2020 tree planting ceremony in honor of Barbara Pierce on March 29th at 1pm at Maddux Park.
- Diane Howard also announced that on May 14th there will be a visual-interactive art event on human trafficking at the Courthouse Square from 10:30am-4pm. She said this event will reflect on the effects of human trafficking and how it is happening in this area.

Next Steps and Meeting Closure

Jana Kiser reminded all attendees that the May Leadership Council meeting will take place on May 18, 2016 from 9:00am-10:30am in the Community Room of the Main Library.

Hillary Paulson adjourned the meeting at: