



#### **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  
Janet Lawson, Redwood City School District  
Kim Griffin, Sequoia Healthcare District  
Gerald Shefren, Sequoia Healthcare District  
Georgia Jack, Sequoia Union High School District  
Carrie DuBois, Sequoia Union High School District

**Redwood City 2020 Leadership Council**  
**Redwood City Public Library, Community Room (2<sup>nd</sup> Floor)**  
**1044 Middlefield Rd, Redwood City, CA 94063**  
**Wednesday, March 20, 2019**

## **(Draft) Meeting Minutes**

**Leadership Council members in attendance:** Kim Griffin, Diane Howard, Georgia Jack, Janet Lawson, Alisa MacAvoy, Shelly Masur, Gerald Shefren, Stacey Wagner

**Executive Team members in attendance:** John Baker, Mary Streshly

**Other Redwood City 2020 partners in attendance:** Tatiana Baquero Devis, Elena Betts Barahona, David Cattivera, Gary Chapman, John Crowell, David Fleishman, Karen Molinari, Sarah Norman, Patricia Ortiz, Linda Prieto, Nicole Prieto Macias, Maria Marta Rey de Habich, Derek Wolfgram

**Community members in attendance:** None were present.

### **Welcome, Introductions, Agenda Review**

- Chairperson Shelly Masur welcomed everyone to the meeting and reviewed the agenda. Introductions were given by all those present.

### **Oral Communications**

- There were no public comments.
- Hilary Paulson was recognized for her work with Redwood City 2020's Leadership Council and the Redwood City School District as she has now stepped down as Board Trustee with the Redwood City School District and as a Leadership Council member. Various Leadership Council members and meeting attendees shared their appreciation for Hilary Paulson's contributions and involvement including, Alisa MacAvoy, John Baker, Georgia Jack, and Diane Howard.

### **Draft Minutes**

- Shelly Masur requested the approval of the draft minutes from the Leadership Council meeting held on January 16, 2019.
  - Gerald Sheffren motioned to approve the draft minutes, Janet Lawson seconded. Stacey Wagner abstained her vote since she was not present at the January 16 meeting. The motion was unanimously approved.

### **Pipeline of Success Cradle-to-Career Initiative and Community Schools**

- Patricia Ortiz from the Redwood City School District and Gary Chapman, from Communities in Schools, gave a presentation on the Redwood City 2020 Pipeline of Success Initiative.
- OVERVIEW of the Pipeline of Success Initiative from Patricia Ortiz:

- The main goals of the Pipeline of Success are to close the achievement gap, build and enhance social system collaboration, close student disparity gaps, and improve population-level outcomes to ensure every child is successful from cradle to career.
- The strength of the initiative requires continuity of services, data linking, transition supports, streamlined referral systems, and academic alignment throughout the developmental continuum and in partnership with all organizations involved in children's wellbeing.
- The initiative of community schools focuses on the principles of multi-level collaboration and multi-phase common standards of practice in the cradle to career work that are sustainable, systemic, and integrated.
  - Focuses on two levels: the community level where stakeholders work day to day in addressing the needs of the community, and schools or sites of engagement.
  - At Patricia Ortiz's request, Elena Betts-Barahona shared that Redwood City 2020 is in conversation with Sequoia High School and Cañada College about the possibility community schools expanding to the high school and college level in Redwood City, to amplify the work being done at the elementary and middle school level in the Redwood City School District.
  - Patricia Ortiz continued to explain the two levels of the community schools initiative.
    - At the community level, stakeholders are expected to collaborate to meet the needs of the community and work towards improving commonly identified indicators.
    - At the district level, schools are expected to educate every child for success and address the achievement gap along with disparities. The leadership of the Community Schools partnership helps integrate partners with the schools, and alignment and streamlining of services and data collection.
  - The initiative builds competency to collaborate and communicate effectively, align efforts across sectors, leverage resources, and communicate about the relevant data that can inform the initiative.
  - The initiative follows the Theory of Change for Community Schools developed by the John Gardner Center, at Stanford University, which highlights the role of the community as a whole (in this case Redwood City 2020 being the guiding force), and establishes that if certain conditions are met, several positive outcomes should be seen in children's trajectories.
  - Even though the collaborative is looking at educational milestones to close the achievement gap, barriers to success are not exclusive to the classroom. Rather, barriers are based on what is happening outside of the classroom, highlighting the importance of the collaborative in aligning efforts to reduce the impacts of socioeconomic disparities.
- Redwood City 2020 will partner with two national leaders in the area of community schools and cradle to career work: Communities in Schools and Strive Together. Patricia Ortiz emphasized that the way in which Strive Together and Community Schools track the success of their work is in alignment with the collaborative's current and future goals. In fact, these partners offer a variety of tools that will help standardize practice and provide tools to close the achievement gap and improve outcomes.
- Strive Together is an organization that uses educational milestones to track success throughout the lifetime, meaning that education is not the only focus. However, it allows for partners to track common outcomes for population level changes and indicators they would like to focus on.
  - Redwood City 2020 has been working on identifying the common indicators to work towards.

- Strive Together has core values that align with Redwood City 2020, including accountability and risk taking. One of the phrases they use “Fail forward” highlights the courage to address these needs face on.
  - Shelly Masur noted highlights of their commitment to learn at every step of the way.
- Patricia Ortiz shared that Strive Together has seen measurable success in narrowing the achievement gap.
- Patricia Ortiz introduced the next speaker, Gary Chapman, who works at the national office for Communities in Schools (CIS).
- OVERVIEW of CIS from Gary Chapman:
  - Strive Together and CIS collaborate in communities across the nation through evidence-based practices.
  - CIS works to “free up teachers to teach and students to learn”, by removing the barriers that prevent children from focusing in school and succeeding.
  - CIS uses a Model of Change, that undergoes a yearly assessment and is focused on “six steps to proven success.”
  - Through a three-tier model, CIS provides academic assistance, basic needs, behavioral interventions, college and career prep, community and service learning, enrichment, family engagement, life skills, mental health, and physical health supports.
  - CIS helps to evaluate, monitor adjustments, and track student success.
  - CIS currently works in 2,300 schools (mostly Title 1 schools), 400 school districts and impacting 1.59 million students across the country.
  - CIS has undergone 13 evaluations with notable results. When implemented with fidelity, at least 2 full years on campus, 99% of students have remained in school, 93% promoted to next grade, 91% graduated, and 77% moving to postsecondary level.
  - CIS has learned to adapt their work in different settings across the country, including urban, suburban, and rural areas.
  - Shelly Masur noticed that there were significant improvements in English test scores and asked about results in Math test scores.
    - Gary Chapman answered that CIS did not find significant improvements in math. He mentioned that the research was treated as a randomized control trial. Additionally, that perhaps these results were linked to schools wanting to focus on improving reading and making sure students reached the respective reading levels and noted that reading plays a large role in the indicators of outcomes.
  - Normally, CIS starts a nonprofit within the community and train and hire the community school coordinators at schools. Because Redwood City School District already has established community schools and deep collaboration through Redwood City 2020, CIS will focus on building on the existing strengths.
  - To become a licensed partner of CIS there is a 3-year commitment. Redwood City 2020 will become a licensed partner of CIS, with the goal of having coordinators in at least 10 schools in the next three years.
    - Part of the licensing will allow Redwood City community schools to use CIS’s proprietary software to track outcomes.
  - The roles of Redwood City 2020 with CIS will be the following: Jana Kiser will be the local Executive Director, Patricia Ortiz will be the Program Director, and each campus will have a Site Coordinator who will communicate with school leaders.
  - Schools collaborating with CIS will receive support to assess the school needs, create a strategic plan, and use data to identify and track student assessments and trajectories.

- Questions and comments:
  - Partners asked if there would be any changes to the existing community schools and the existing community school coordinators.
    - 5 out of 12 schools in the Redwood City School District are community schools. The roles of community schools will remain constant but they will have additional training and support with CIS, including data management tools and skills for increasing efficacy and accountability.
    - Currently, students that do not attend community schools can access services and resources they need at a nearby full-service community school and that will remain the same.
  - Partners had several questions on the data system and the case management approach using data. It was determined that it will be useful for relevant partners to meet with CIS and Strive to discuss their data system in detail.
  - In response to a question about the cost for the three-year commitment to become a licensed partner, Gary Chapman answered that the annual district fee for CIS and Strive Together's work is \$100,000-\$150,000 total, not per school site. The cost includes training and the CIS resources. However, it does not include additional staffing positions that may be needed in the different community schools. The cost covers the initial intensive implementation phase.
  - Partners inquired about the sustainability of the model after the initial three-year period. Gary Chapman assured that once CIS and Strive Together are no longer on community school sites, Redwood City 2020 members will remain part of the CIS network and have access to resources, trainings, and other opportunities to maintain the success of the community schools.
  - For staffing considerations, Gary Chapman commented that community school coordinators support the whole school, but their average case managing load is 60-100 students. The number varies with the school need and complexity of the cases. Community school coordinators will not be managing cases solely by themselves; there will be a case management support team, including community partners.
  - Patricia Ortiz mentioned that the itemized budget has been generated, including the 80 hours of training for the coordinators and support from the coordinator network nationwide. Seed investment has been secured and funders interested in helping throughout. Staffing will be dependent on the district's decision of number of sites.
  - Patricia Ortiz mentioned that the RCSD has Student Success Teams, in which teachers, parents, and principal come together to plan for student success. The SST process usually leads to three different outcomes: the intervention works, more intense interventions are needed, or students do not get better and have no identified effective intervention to succeed. Working with Strive and CIS will provide an improved framework for coordinators to more successfully case manage their students and oversee the programs needed at each site. Patricia Ortiz concluded the conversation by mentioning that the partnership with Strive and CIS is very promising as CIS and Strive Together will provide Redwood City coordinators with new tools and skills so that every student receives the support they need to be successful.

### **Collective Impact Cradle-to-Career Indicators**

- Shelly Masur shared Learn4Life's collective impact cradle to career indicators, drawing attention to the way Learn4Life presented their indicators.

- As Redwood City 2020 transitions into partnering with Communities in Schools and Strive Together, Shelly Masur suggested revisiting the collaborative's indicators to identify where each partner can have the most impact.
  - Redwood City 2020 partners present agreed that it would be helpful to write out and identify where each of them has the highest ability to make a significant impact.
- Georgia Jack asked about how Redwood City 2020's current indicators align with Communities in Schools (CIS) and added that she would like to hear more recommendations from those that the collaborative serves.
  - Gary Chapman from Communities in Schools (CIS) said that CIS receives feedback from Community School Coordinators and does constant improvement analyses. The indicators get operationalized through the CIS model.
  - Patricia Ortiz added that CIS' constant needs assessment will further inform the collaborative of what it can do to improve.
- Mary Streshly added that it will be important to consider the Sequoia Union High School District's data platforms as there are multiple data platforms they utilize for multiple reasons. The county is looking into going into the high school district's data trust and the Sequoia Healthcare District is piloting their program called Health Master. Currently, the Stanford Gardner Center is interested in exploring how these systems can work together; however, funding is needed to explore more of the concept.
  - Georgia Jack pointed out the need for a conversation about technology/data platforms and looking into what could be done with the data hub. The conversations of data systems would be most efficient at a staff level.
- Shelly Masur proposed having the conversation regarding technology and data systems in August at the joint Leadership Council and Executive Team meeting, if all partners are ready to discuss. The conversation can also include exploring underlying indicators that the collaborative can agree on and work together.
  - Partners agreed that the conversations about indicators can be held at a staff level ahead of the joint meeting because each organization has outcomes that they are holding themselves accountable for.
  - Organizations should come prepared to the joint Leadership Council and Executive Team meeting to share what they are already working on and what they would like to continue.

### **Community Collaborative for Children's Success (CCCS) Update**

- Maeve Johnston's presentation on the Community Collaborative for Children's Success (CCCS) update will be rescheduled as she was out sick.

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

- Stacey Wagner invited Leadership Council meeting attendees to San Mateo County's Census 2020 informative event as it is important to know why the Census is important and how it works. The event will happen at the Fox Forum on Monday, April 1, 2019 from 1:30 PM to 4:00 PM. More information will be shared via email.
  - Shelly Masur added that it is crucial for schools to send information about the census to families who may be fearful to participate in the census as school resources depend on census counts.
- Diane Howard share that her fundraiser for programs at the YMCA will be happening on April 24 – April 28. Last year the around \$22,000 was raised for YMCA programs.

### **Next Steps and Meeting Closure**

- Meeting adjourned at 10:23am.