



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
Draft Meeting Notes**

Redwood City Public Library, Community Room
1044 Middlefield Rd, Redwood City, CA 94063
Wednesday, January 15, 2020

Leadership Council members in attendance: Carrie DuBois, Kim Griffin, Diane Howard, Georgia Jack, Janet Lawson, Alisa MacAvoy, Shelly Masur, Warren Slocum

Executive Team members in attendance: John Baker, Amy Gerstein, Melissa Stevenson Diaz, Mary Streshly

Other Redwood City 2020 partners and staff in attendance: Lorena Alcaayaga, David Cattivera, Shannon Chiu, Tracy Crawford, John Crowell, Janelle Gibson, Karen Molinari, Patricia Ortiz, Nicole Prieto Macias, Matthew Reeves, Peter Shih,

Welcome, Introductions, Agenda Review, Redwood City 2020 Announcements

- There were no changes to the agenda.

Oral Communications

- There were no oral communications from members of the public.

Draft Minutes

- Diane Howard motioned to approve the draft minutes of the October 16, 2019 Leadership Council meeting. Alisa MacAvoy seconded the motion; the motion passed unanimously.

Vision Calibration Report

- David Cattivera re-introduced the Redwood City 2020 Vision Calibration Report, which was previously shared through email, and asked members to break into six small groups with two Leadership Council members each to look at the seven key findings within the report.
- Small discussion prompts were provided to the group for a 30-minute discussion session. The prompts were as follows:
 - Reactions: Discuss reactions to the section as a group. What are key takeaways? Were there any surprises? Anything that gave you a pause? Things you were glad that came up?
 - Actions: Discuss what your group would like to see as next steps. What action should/can be taken? What is the ideal cadence or timeline?

- Report outs were given to the larger group.
- Group 1 discussed the topic of “Area of Focus: Children and Families” - (Group participants: Lorena Alcayaga, Janelle Gibson, Diane Howard, Patricia Ortiz, Peter Shih, Warren Slocum)
 - The key themes that the group discussed were equity and closing the equity gap at all levels; different levels as in government decisions and community work.
 - Measurement is key in determining equity gaps and evaluating the data to identify trends. Using existing sources of data is also a priority, rather than requiring new data collection.
 - Areas of focus for measurement include:
 - Technology/internet access and having access for all
 - Reading level gap
 - “Social Progress Index”; can be a measure of inclusiveness
 - Workforce retention, recruitment, and development by providing support to existing organizations.
 - Bias
 - Prevention and proactiveness by looking at how families are reached through schools
 - Census counts and making sure all residents are properly counted so that the County receives resources and properly allocates them.
 - Work on homelessness through support of our partners/partnerships.
- Group 2 discussed the topic of “Culture of Collaboration Creates Momentum” – (Group Participants: Mary Streshly and Georgia Jack)
 - A major question that came up in the discussion is, “How do we present to potential partners what it means to be a part of the collaborative?”
 - Mary Streshly shared that she was able to view the collaborative with an objective focus when she first came on board. Since her contribution at the time was mostly giving input and listening, her role felt passive while Redwood City 2020 staff was doing most of the actual work.
 - A way to address this is to have partners play a more active role in the collaborative, which can in turn also strengthen the collaborative’s work.
 - The collaborative should also look at who is represented in the Leadership Council, and are there members not present whoshould be invited?
 - Schools are considered the main focus and have been a central partner. The collaborative should reflect and reassess if schools are the right place to focus on and if the collaborative will continue to have an educational focus.
 - A suggested action is to make a visual of what each of the partners provides and find a focus for each in terms of the Pipeline of Success.
- Group 3 discussed the topic of “Choose Collective Action Over Direct Programming” and “The Next Leader is a ‘Multiplier’” – (Group Participants: Shelly Masur and Alisa MacAvoy)
 - Shelly and Alisa approached the topic by thinking of ways to best leverage collective impact. There has been some loss of the partnership feeling and the collaborative should consider having discussions of how to best recommit partnerships.
 - A key question that should be answered for each sought out partner is, “What does it mean to be a part of the Redwood City 2020 collaborative?”

A second piece of the topic is reassessing how the collaborative chooses what to work on, such as the discussion that was started with StriveTogether. There should be clear goals or “shared indicators work” that all partners have a hand in.

- In the discussion of Redwood City 2020’s next leader being a multiplier, Shelly and Alisa discussed the meaning of “multiplier”. A multiplier refers to someone who is fundamental to making the collaborative’s work happen and able to bring new, necessary partners to the table.
- Some things to consider would be expanding the organizations that sit on the Leadership Council, such as incorporating non-profit partners to decision making. This would need to be discussed amongst both the Leadership Council and Executive Team.
- Group 4 discussed the topic of “Action Must be Driven by Intentionality and Data” – (Group Participants: Kim Griffin and Melissa Stevenson Diaz)
 - They agreed that data collection is important, but equally important is not collecting new data sets or taking responsibility of new collective data.
 - It is also important to not spend too much time planning with that data, but rather spend more time with action and implementation based on data that is available.
 - It was recommended to continue the work that was started with StriveTogether in the spring of 2019.
- Group 5 discussed the topic of “Attracting Greater Resources Is a Key Strategy for Impact” – (Group Participants: Amy Gerstein and Janet Lawson)
 - A main point that was discussed in the group was that the fundraising capacity of Redwood City 2020 is elevated above any individual agency.
 - Key actions that the collaborative’s staff could focus on are leading project planning, pursuing funding, doing grant administration reporting, and writing grant applications.
 - With the suggested key actions, there should be caution against stretching Redwood City 2020’s staff beyond their capacity (e.g. white papers; community studies).
 - Recommended action steps would be to hire a new Executive Director as soon as possible, especially someone with fundraising experience.
 - The collaborative must have a clear focus, work on collective action, and be data driven in order to attract greater resources. Additionally, what money is raised needs to be directly tied to the collaborative’s focus.
- Group 6 discussed the topic of “Form Follows Function in Creating Efficient Leadership Structures” – (Group Participants: Carrie Dubois and John Baker)
 - Leadership Council meetings should be efficient and used as a time to share information. The information shared at the meeting should be something that partners take and share outside of the meeting.
 - The collaborative should also work on aligning with the existing goals of partners, rather than making new ones. Sometimes discussions happen during that add work and cause a shift of focus from certain partners’ existing goals. Aligning goals and work would include items such as funding, mental health, and more.
 - A suggested action is to have a collaborative goal. An example of a goal could be something that resembles a K-12 school district or supporting school districts to have full day preschool.
- Leadership Council attendees discussed the group findings:

- Alisa MacAvoy supported the action of the collaborative re-assessing their common goals and creating an action plan to achieve those goals. Once the common goals are found, collective resources can be put towards achieving those goals.
- Diane Howard supported looking into and considering inviting new organizations to partner with.
- Amy Gerstein added a suggestion to reflect on the current governance structure and review if the necessity for two governance teams is still there.
- Lorena Alcayaga suggested for the Leadership Council to consider giving smaller organizations voice in the governance. It was also suggested to have a discussion on how to have more community members involved, so that the collaborative can ensure they are meeting the needs of those they work for.
- Tracy Crawford added that she had not heard of Redwood City 2020 until recently and encouraged the collaborative to increase their visibility in the community before asking other organization to join. Increasing the visibility of the collaborative would be beneficial for partnership conversations.

Member Announcements/Good News/Kudos

- Melissa Stevenson Diaz shared that a search firm was initially selected for finding Redwood City 2020's Executive Director, but the firm was unable to sign a contract with the City of Redwood City. Venture Leadership Consulting previously provided a proposal that has now been put forward to the Personnel Committee for review.
- Carrie DuBois shared that Alisa MacAvoy will be recognized by the PTA Coordinating Council, along with the Special Education PTA on February 11th.
- Diane Howard shared that Saturday, February 1st will be the Lunar New Year Celebration at Redwood City's Courthouse Square.
- Shelly Masur shared that she has received feedback from Leadership Council members that meeting on Wednesday conflicts with other schedules. After an impromptu poll of the Leadership Council members in attendance, it was determined that Thursdays may be a better day for most. A poll will be sent out to all Leadership Council members to confirm if moving the meetings to Thursdays is better for attendance.
 - The next Leadership Council meeting will remain as scheduled for Wednesday, March 18, from 9:00am to 10:30am.
- The question of changing Redwood City 2020's name was brought up and possibly holding a reception to recognize the milestone for Redwood City 2020.
- Healthy Cities Tutoring will hold a fundraiser called Perfect Pairings, at Domenico Winery in San Carlos on Friday, February 28th at 5:30pm.

Next Steps and Meeting Closure

- Meeting was adjourned at 10:30am.