



**Venture
Leadership
Consulting®**



REDWOOD CITY 2020

EXECUTIVE DIRECTOR

About Redwood City 2020

VISION & MISSION

Our vision is that all people living in Redwood City and North Fair Oaks are healthy, safe and successful. We bring our community residents together with local organizations and public agencies to develop and implement a wide range of projects that are focused on addressing acute needs and building on strengths in our community.

The mission of Redwood City 2020 (RWC 2020) is to forge meaningful partnerships to support the success of all youth and families in Redwood City and North Fair Oaks in an effort to engage and strengthen the community. RWC 2020's goals are to reduce the impact of poverty, improve the academic success of students, promote community health and wellness, increase community engagement, and enhance safety.

ORGANIZATIONAL CONTEXT

Redwood City 2020 was formed in 1991 (as Redwood City 2000) when the City of Redwood City, San Mateo County, Redwood City School District, and the Sequoia Union High School District decided to join forces to work together to better serve residents of Redwood City and North Fair Oaks. RWC 2020 was born out of a need for collective action to address complex challenges that demand cross-sector partnership. Over the past 29 years, RWC has been a pioneer at the forefront of early efforts across the country to employ collaborative approaches to address the multi-faceted needs of children, youth and their families.

The City of Redwood City serves as the fiscal sponsor for RWC 2020, providing operational resources to sustain its efforts and the Redwood City School District provides office space in-kind as part of its commitment to the collaborative. Currently, RWC 2020 is jointly governed by representatives from the City of Redwood City, the County of San Mateo, the Redwood City School District, the Sequoia Union High School District, Cañada College, Kaiser Permanente, Sequoia Healthcare District, and the John W. Gardner Center for Youth and Their Communities at Stanford University. A diverse network of over 100 community-based affiliate partners join in RWC 2020's work, bringing intersectional resources to the table.

Working with its partners, RWC 2020 mobilizes its collaborative to create a vision for change that demands multi-sector engagement and leads planning efforts that translate to an actionable agenda. In this facilitative leadership role, RWC 2020 and its partners have been responsible for bringing many new, and innovative resources to the community to improve the lives and well-being of young people and their families, including a focus on initiatives that promote broad community engagement including the Community Youth Development Initiative, Redwood City Together, and Socios for Success.

The Opportunity

RWC 2020 is seeking a committed Executive Director to lead the backbone organization and the collective impact partnership it supports into a successful new chapter. The Executive Director will partner with the Executive Team and Leadership Council, and partner organizations and stakeholders to refine the strategic vision and lead the implementation of the resulting strategic plan. Reporting to the Chair of the Executive Team, the Executive Director will serve as the lead backbone staff to this collective impact partnership. The Executive Director will ensure RWC 2020's team is working effectively to support and advance the mission, in addition to overseeing all strategic, evaluation, fund development, budget development, partnership maintenance and cultivation, and policy-related efforts.

Additionally, RWC 2020 is at an inflection point that offers the opportunity to revisit its operations and strengthen its impact, and is seeking an Executive Director who will steadily, thoughtfully, and constructively engage a wide range of partners and stakeholders to identify opportunities for service alignment and community coordination, while remaining attuned to emerging needs. The Executive Director will support partners in the efficient and effective delivery of coordinated services to the children and families of Redwood City and the North Fair Oaks community. The Executive Director's strategic priorities include:

- Development and implementation of the strategic plan to carry forward RWC 2020's work in partnership with the Executive Team, Leadership Council, and partners;
- Develop and maintain partnerships and strong relationships with RWC 2020 stakeholders and partners;
- Identify new opportunities for coordinated action and ensure RWC 2020's participation in local policy efforts;
- Represent RWC 2020 across the community and ensure shared leadership with peers and partners across the collective impact partnership; and
- Successfully lead RWC 2020's operations including the domains, services, staff, fund development, and finances management.

Candidate Profile

Visionary: the ability to articulate a clear and compelling image of what RWC 2020 shall become while translating that image into specific and tangible actions. The ability to foster conviction and commitment to the RWC 2020's mission, by seeing past the current conditions and finding unrealized opportunities that unify and engage broad cross-sections of stakeholders. Ability to think through future implications and weigh benefits and risks associated with potential actions, including the ability to identify the critical factors that support or hinder collaborative success.

Results-Oriented: the ability to focus on the desired end results in the midst of competing priorities and varied interests. A tightly held commitment and a high sense of personal accountability to producing the results stakeholder, partners, and community members need within expected timeframes.

Relationship Builder: the ability to establish interpersonal rapport, and to develop and maintain a network of substantive contacts along with an authentic attention to nurturing those relationships. Attunement to building consensus with others, demonstrates interest in assisting others to solve problems and build community. A strong level of emotional intelligence, including an understanding and appreciation of how he/she is perceived by others.

Focused flexibility: the ability to see the throughline and adhere to strategic goals while adapting activities in a changing environment. Able to adapt to and work effectively within a variety of situations and with various individuals and/or groups, including understanding and appreciating diverse and opposing perspectives on an issue, adapting one's approach to the changes at hand, and easily accepting and making such changes, whether in one's own duties or in to the partnership's activities while remaining to the strategic direction.

Charismatic and Influential Communicator: the ability to deliver a message of change, in both words and actions, that draws others in and activates commitment. Ensures the messages are heard and understood, and able to tailor messages to audiences without compromising integrity. A commitment and drive to deliver critical messages to everyone affected and vision. Creates a sense of urgency and motivates stakeholders, partners, and the community to join collaborative efforts.

Political Awareness: the ability to understand and learn the power relationships across multiple contexts and organizations. This includes the ability to identify the real decision makers, the individuals who can influence them, and to predict how new events or situations will affect individuals and groups within the ecosystem. Sophisticated recognition of the formal structures for decision-making, the power associated with certain positions, and the weight of rules, regulations, standard operating procedures, etc. Ability to understand the overall climate and culture, and to recognize implicit limits of partners and stakeholders, and what can and cannot be done at certain times or in certain positions.

Humility: the ability to engender trust, empower subordinates, look at failures as challenges, and develop a team spirit. Continuous attention to minimizing the self and maximizing the bigger purpose he/she represents.



REDWOOD CITY 2020 Executive Director

Hiring Process

Deadline for applications: March 31st, 2020

Compensation: RWC 2020 staff are employed by the City of Redwood City, which offers a competitive compensation package commensurate with experience. Expected starting salary range of \$130,000-140,000. Though candidates from beyond the Bay Area are encouraged to apply, funds are not available for relocation or housing assistance. This is a full-time, exempt position based in Redwood City and requiring significant travel within the City. The position allows for some flexibility in scheduling.

Confidential Application Process: Email your current resume and cover letter as a PDF document summarizing your interest, experience, fit with the desired qualifications, and compensation requirements to: RWC2020@ventureleader.org with "RWC 2020 Search" in the subject field. Resumes must have a thoughtful cover letter in order to be considered. All viable candidates will be asked to complete a competencies self-assessment using a Google Form. Inquiries from candidates are welcomed and should be directed to our search consultant, Joe Herrity, at joe@ventureleader.org

RWC 2020 Core Partners

- Cañada College
- City of Redwood City
- John W. Gardner Center for Youth and Their Communities
- Kaiser Permanente
- Redwood City School District
- San Mateo County Health System & Human Services Agency
- Sequoia Healthcare District
- Sequoia Union High School District

Redwood City 2020 Affiliate Partners

Cradle-to-Career Pipeline of Success	Health, Wellness, & Safety	Community Engagement
<p>Acknowledge Alliance (formerly the Cleo Eulau Center)</p> <p>Allies for Adult Education</p> <p>Beresford Montessori</p> <p>Boys & Girls Club of the Peninsula</p> <p>Cañada College</p> <p>City of Redwood City: Fair Oaks Community Center, Parks and Recreation</p> <p>Family Connections</p> <p>Fair Oaks Health Center</p> <p>First 5 San Mateo County</p> <p>Footsteps Child Care, Inc.</p> <p>Fresh Lifelines for Youth</p> <p>Get Healthy San Mateo County</p> <p>Grove Foundation</p> <p>Healthy Cities Tutoring</p> <p>Institute for Human and Social Development (Head Start)</p> <p>John W. Gardner Center</p> <p>Kaiser Permanente</p> <p>Legal Aid Society of San Mateo County</p> <p>Peninsula Conflict Resolution Center</p> <p>Peninsula Literacy Coalition</p> <p>Prevent Blindness Northern California</p> <p>Redwood City Parks, Recreation and Community Services</p> <p>Redwood City Police Department</p> <p>Redwood City Police Activities League (PAL)</p> <p>Redwood City Public Library</p> <p>Redwood City Education Foundation</p> <p>Redwood City School District</p>	<p>Aim High</p> <p>Boys and Girls Club of the Peninsula</p> <p>Citizen Schools</p> <p>Coastside Hope</p> <p>Acknowledge Alliance (formerly the Cleo Eulau Center)</p> <p>El Centro de Libertad/The Freedom Center</p> <p>Fair Oaks Community Center</p> <p>Friends for Youth</p> <p>Get Healthy San Mateo County</p> <p>GLOW Foundation</p> <p>Health Connected (formerly Teen Talk Sexuality Education)</p> <p>Hidden Villa</p> <p>Job Train</p> <p>John W. Gardner Center</p> <p>La Raza Club</p> <p>Legal Aid Society of San Mateo County</p> <p>LIBRE</p> <p>Nuestra Casa</p> <p>Our Second Home Community Center</p> <p>Peninsula Conflict Resolution Center</p> <p>Redwood City Community Development Department</p> <p>Redwood City Complete Streets Committee</p> <p>Redwood City Parks, Recreation and Community Services</p> <p>Redwood City Police Department</p> <p>Redwood City Public Library</p> <p>Redwood City School District</p>	<p>Cañada College</p> <p>City of Redwood City (Fair Oaks Community Center, Parks and Recreation)</p> <p>Fair Oaks Community Center</p> <p>Hoover Community School</p> <p>Institute for Local Government</p> <p>International Institute of the Bay Area</p> <p>Kainos Home and Training Center</p> <p>Legal Aid Society of San Mateo County</p> <p>McKinley Institute of Technology</p> <p>Peninsula Conflict Resolution Center</p> <p>Redwood City Public Library</p> <p>Redwood City School District</p> <p>Salvation Army</p> <p>San Francisco Organizing Project/Peninsula Interfaith Action</p> <p>San Mateo Credit Union</p> <p>San Mateo County History Museum</p> <p>San Mateo County Sheriff's Office, CARON Program</p> <p>Sequoia High School Dream Club and Immigrant Youth Action Team</p> <p>Taft Community School</p> <p>Upward Bound TRiO Program</p> <p>Welcoming America</p> <p>Woodside Road Unified Methodist Church</p>

Cradle-to-Career Pipeline of Success	Health, Wellness, & Safety	Community Engagement
<p>San Mateo County Health System</p> <p>San Mateo County Human Services Agency</p> <p>San Mateo County Office of Education</p> <p>Second Harvest Food Bank</p> <p>Sequoia Children's Center</p> <p>Sequoia Healthcare District</p> <p>Sequoia High School Teen Resource Center</p> <p>Sequoia Union High School District</p> <p>Sequoia YMCA</p> <p>Silicon Valley Community Foundation</p> <p>Sobrato Early Academic Literacy (SEAL)</p> <p>StarVista – Youth Development Initiative</p> <p>United Way of the Bay Area</p>	<p>Redwood High School REAL Program</p> <p>RotaCare Bay Area, Inc.</p> <p>Safe Kids Santa Clara/San Mateo</p> <p>San Mateo County Behavioral Health & Recovery Services</p> <p>San Mateo County Health Coverage Unit</p> <p>San Mateo County Human Services Agency</p> <p>San Mateo County Probation Department</p> <p>San Mateo County Office of Education</p> <p>San Mateo County Office of Sustainability</p> <p>San Mateo County Sheriff's Office</p> <p>San Mateo Medical Center and the Sequoia Teen Wellness Center</p> <p>Sequoia Afterschool for Enrichment Program (SAFE)</p> <p>Sequoia High School Dream Club</p> <p>Sequoia Hospital</p> <p>Sequoia Teen Resource Center</p> <p>Sequoia Union High School District</p> <p>Sequoia YMCA</p> <p>Siena Youth Center</p> <p>Silicon Valley Bicycle Coalition</p> <p>Spark</p> <p>StarVista</p> <p>The Prevention Research Center</p> <p>The Summit Institute</p> <p>Youth Leadership Institute</p>	