



**TOWN OF LOS GATOS  
DIVERSITY, EQUITY, AND INCLUSION COMMISSION AGENDA  
SEPTEMBER 12, 2024  
110 EAST MAIN STREET  
TOWN COUNCIL CHAMBERS  
5:00 PM**

*Gordon Yamate, Chair  
Diane Fisher, Vice Chair  
Carmen Lo, Commissioner  
Varily Isaacs, Commissioner  
Folake Phillips, Commissioner  
Michael D. Kane, Commissioner  
Vacant, Commissioner  
Dornaz Memarzia, Arts and Culture  
Commissioner  
Pradeep Khanal, Community Health and  
Senior Services Commissioner  
Pravin Balasingham, Youth Commissioner  
Ryan Idemoto, Youth Commissioner*

**HOW TO PARTICIPATE**

This meeting will be held in-person at the Town Council Chambers at 110 East Main Street. Commissioner Isaacs will be participating by telephone from a remote location at 5705 Ward Ave NE, Bainbridge Island, WA 98110. The telephone location shall be accessible to the public and the agenda will be posted at the telephone location 72 hours before the meeting.

The Town of Los Gatos strongly encourages your active participation in the public process. If you are interested in providing oral comments during the meeting, you must attend in-person, complete a speaker's card, and return it to the staff. If you wish to speak to an item on the agenda, please list the item number on the speaker card. The time allocated to speakers may change to better facilitate the meeting. If you are unable to attend the meeting in-person, you are welcome to submit written comments via email to [clerk@losgatosca.gov](mailto:clerk@losgatosca.gov).

Public Comment During the Meeting:

When called to speak, please limit your comments to three (3) minutes, or such other time as the Chair may decide, consistent with the time limit for speakers at a Town meeting.

Speakers at public meetings may be asked to provide their name and to state whether they are a resident of the Town of Los Gatos. Providing this information is not required.

Deadlines to Submit Written Comments:

If you are unable to participate in person, you may email [clerk@losgatosca.gov](mailto:clerk@losgatosca.gov) with the subject line "Public Comment Item #\_" (insert the item number relevant to your comment). Persons wishing to submit written comments to be included in the materials provided to the Commission must provide the comments as follows:

For inclusion in the agenda packet: by 11:00 a.m. the Friday before the Commission meeting.  
For inclusion in the agenda packet supplemental materials: by 11:00 a.m. on the day of the Commission meeting.

Persons wishing to make an audio/visual presentation on any agenda item must submit the presentation electronically, either in person or via email to [clerk@losgatosca.gov](mailto:clerk@losgatosca.gov) by 3:00 p.m. the day of the meeting.

## **CALL MEETING TO ORDER**

## **ROLL CALL**

**VERBAL COMMUNICATIONS** *(Members of the public are welcome to address the Diversity, Equity, and Inclusion Commission on any matter that is not listed on the agenda and is within the subject matter jurisdiction of the Commission. To ensure all agenda items are heard, this portion of the agenda is limited to 30 minutes. In the event additional speakers were not able to be heard during the initial Verbal Communications portion of the agenda, an additional Verbal Communications will be opened prior to adjournment. Each speaker is limited to three minutes or such time as authorized by the Chair.)*

**CONSENT ITEMS** *(Items appearing on the Consent are considered routine Town business and may be approved by one motion. Members of the public may provide input on any Consent Item(s) when the Chair asks for public comment on the Consent Items.)*

1. Approve the Draft Minutes of the August 8, 2024 Diversity, Equity, and Inclusion Commission Regular Meeting.

## **COMMISSIONER/STAFF LIAISON REPORTS**

**OTHER BUSINESS** *(Up to three minutes may be allotted to each speaker on any of the following items.)*

2. Discuss Participation in the Town's Screen on the Green Event (Work Plan Item Regarding Town Events, Goal B., Item 1.a.).
3. Discuss a Potential Restrictive Covenant Redaction Project (Work Plan Item Regarding Developing a Community Learning Opportunity on Historic Inequities and Developing Diversity, Sensitivity, and Awareness Training Goal B, Items 3.a. and b. and Work Plan Item Regarding Annual Communications Campaign Goal D, Item 1.a).
4. Discuss a Listening Campaign for Outreach to Community Partners in the Categories of (1) Education/Schools, (2) Religious Groups, (3) Businesses, and (4) Non-Profits/Service Organizations (Work Plan Item Regarding Collaboration with Community Organizations Goal C, Item 2.a. Community- and School-Based Programming).

## **ADJOURNMENT**

**ADA NOTICE** In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Clerk's Office at (408) 354- 6834. Notification at least two (2) business days prior to the meeting date will enable the Town to make reasonable arrangements to ensure accessibility to this meeting. [28 CFR §35.102-35.104]



**TOWN OF LOS GATOS  
DEIC COMMISSION  
AGENDA REPORT**

MEETING DATE: 09/12/2024

ITEM NO: 1

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**DRAFT  
Minutes of the Diversity, Equity, and Inclusion Commission Meeting  
August 8, 2024**

The Diversity, Equity, and Inclusion (DEI) Commission of the Town of Los Gatos conducted a regular meeting in person in the Town Council Chambers on Thursday, August 8, 2024, at 5:00 p.m.

**CALL MEETING TO ORDER**

The meeting was called to order at 5:07 p.m.

**ROLL CALL**

Present: Chair Gordon Yamate and Commissioners Carmen Lo, Varily Isaacs, Folake Phillips, D. Michael Kane, Pradeep Khanal, and Ryan Idemoto. Vice Chair Diane Fisher participated by telephone pursuant to the Brown Act.

Absent: Commissioners Memarzia and Balasingham.

Town Staff Present: Assistant Town Manager Katy Nomura, Library Director Ryan Baker, Economic Vitality Manager Monica Renn, and Senior Management Analyst Holly Young.

**VERBAL COMMUNICATIONS**

Opened public comment.

Alexandra Thompson (New Museum Los Gatos (NUMU))

-Commented that she wanted to introduce herself and let the Commission know that NUMU is open to any opportunities to collaborate on DEI work.

Closed public comment.

**CONSENT ITEMS**

1. Approve the Draft Minutes of the July 11, 2024 Diversity, Equity, and Inclusion Commission Regular Meeting.

No one spoke.

**MOTION: Motion by Commissioner Kane to approve the consent calendar. Seconded by Commissioner Khanal.**



**VOTE: Motion passed unanimously by roll call vote.**

### **COMMISSIONER/STAFF LIAISON REPORTS**

Commissioner Idemoto announced that he spent part of the summer researching inequity in the business/corporate world and that he will be reporting to the DEI Commission on the Youth Commission meetings once they start again following the summer break.

Vice Chair Fisher announced that she and Commissioner Kane met with the pastor of St. Mary's Church to discuss the DEI Commission's work, the potential for Commissioners to help to facilitate tough conversations within the Church, and participating in an upcoming Los Gatos Clergy meeting. She also spoke to Jessica Blitchok with the Jewish Community Relations Council and Jewish Silicon Valley regarding a United Against Hate event on September 22 and requested that the Youth Commissioners and Arts and Culture Commissioner contact her if they are interested in participating in a personal capacity. She also clarified for a community member that the background working document for holiday and recognition events published in the agenda packet was only background material.

Commissioner Kane announced that he attended the Commissioner Brown Act Training, that he would like to have a script to distribute to people regarding the Commission's work, and that he distributed his Commission business cards to various community members.

Chair Yamate announced that he scheduled a meeting next week with Santa Clara County staff regarding the potential restrictive covenant redaction project and received an email from Jeff Suzuki with the Los Gatos Anti Racism Coalition regarding communication with the school district about an equity resolution.

Commissioner Lo announced that she also received the communication from Jeff Suzuki with the Los Gatos Anti Racism Coalition regarding the school district's curriculum and further incorporating DEI.

Commissioner Isaacs volunteered herself as a resource with experience working with the high school and on a United Against Hate campaign.

Commissioner Khanal announced that he attended the Los Gatos National Night Out and he is interested in the DEI Commission potentially participating next year, that there is an upcoming Los Gatos Oktoberfest event hosted by KCAT, and that Councilmember Rob Moore is having a Garden Party on August 11.

Commissioners Phillips had no report.

The staff liaison, Senior Management Analyst Young, announced that Commissioner Broadhead submitted his resignation from the DEI Commission and his seat will be added to the fall recruitment, and a recording of the Brown Act/Public Records Request/Workplace Violence prevention Commissioner training will be sent out by the Clerk Department.

## **OTHER BUSINESS**

2. Discuss Participation in the Town's Screen on the Green Event (Work Plan Item Regarding Town Events, Goal B., Item 1.a.).

No one spoke.

**MOTION:** Motion by **Commissioner Kane** to spend \$90 from the Commission budget in order to obtain the rights to show "Boundin" at Screen on the Green. **Seconded** by **Commissioner Isaacs**.

**VOTE:** Motion passed unanimously by roll call vote.

**MOTION:** Motion by **Commissioner Isaacs** to spend up to \$150 from the Commission budget to purchase supplies to create a bookmark coloring activity for the DEI Commission's Screen on the Green table, which could include cardstock, crayons, printing, and rights to images. **Seconded** by **Commissioner Kane**.

**VOTE:** Motion passed unanimously by roll call vote.

3. Select a Commission Member to Serve as a Community Grant Rater (Work Plan Item Regarding Community Grants Rubric, Goal A, Item 1.a.).

Ryan Baker, Library Director, presented the report.

No one spoke.

Chair Yamate volunteered to serve as the Community Grant Rater.

4. Receive Library's Working Document for Holiday and Recognition Events (Work Plan Item Regarding Annual Communications Campaign Goal D, Item 1.a.).

Ryan Baker, Library Director, presented the staff report.

No one spoke.

The Commission received the report.

5. Explore Hosting a Panel Discussion Event (Work Plan Item Regarding Developing a Community Learning Opportunity on Historic Inequities and Developing Diversity, Sensitivity, and Awareness Training Goal B, Items 3.a. and b.)

Holly Young, Senior Management Analyst, presented the staff report.

No one spoke.

The Commission discussed holding off on any further event planning until the Commission Events Policy is completed.

6. Discuss a Potential Restrictive Covenant Redaction Project (Work Plan Item Regarding Developing a Community Learning Opportunity on Historic Inequities and Developing Diversity, Sensitivity, and Awareness Training Goal B, Items 3.a. and b. and Work Plan Item Regarding Annual Communications Campaign Goal D, Item 1.a).

Opened Public Comment.

Alexandra Thompson (New Museum Los Gatos (NUMU))

-Commented that NUMU met with Santa Clara County staff regarding publicizing the County restrictive covenant redaction program and would be open to collecting records of any restrictive covenants in Los Gatos.

Closed public comment.

The Commission discussed the item.

7. Consider Potential Questions to Support an Initial Needs Assessment and Listening Campaign for Outreach to Community Partners in the Categories of (1) Education/Schools, (2) Religious Groups, (3) Businesses, and (4) Non-Profits/Service Organizations (Work Plan Item Regarding Collaboration with Community Organizations Goal C, Item 2.a. Community- and School-Based Programming).

No one spoke.

The Commission briefly discussed the item.

**ADJOURNMENT:**

The meeting adjourned at 7:10 p.m.

This is to certify that the foregoing is a true

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SUBJECT: Draft Minutes of the DEI Commission Meeting of August 8, 2024

DATE: September 12, 2024

and correct copy of the minutes of the August 8, 2024, meeting as approved by the Diversity, Equity, and Inclusion Commission.

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Holly Young, Senior Management Analyst



**TOWN OF LOS GATOS**  
**DEI COMMISSION REPORT**

MEETING DATE: 09/12/2024

ITEM NO: 2

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DATE: August 30, 2024  
TO: Diversity, Equity, and Inclusion Commission  
FROM: Holly Young, Senior Management Analyst  
SUBJECT: Discuss Participation in the Town's Screen on the Green Event (Work Plan Item Regarding Town Events, Goal B., Item 1.a.).

**RECOMMENDATION:**

Discuss participation in the Town's Screen on the Green event (Work Plan Item Regarding Town Events, Goal B., Item 1.a.).

**BACKGROUND:**

At its May 9, 2024 meeting, the DEI Commission received a report regarding the Town's four annual events. The Commission was also invited to participate in person with a table offering a craft, and/or activity at each of them.

At its June 13, 2024 meeting, the DEI Commission expressed interest in participating in the Town's upcoming Screen on the Green event taking place on September 20, 2024 at 6:30 p.m. at Oak Meadow Park. This event offers an outdoor movie with treats and is geared toward an audience of children and families.

At its July 11, 2024 meeting, the DEI Commission recommended that a short film (first preference of "The Wrong Rock" and second preference of "Boundin'") be shown before the feature film and for the Commission to also have a table at the event.

Later in July, the Mayor selected "Wish" as the feature film and chose "Boundin'" (<https://www.youtube.com/watch?v=VkJi4qdZStQ>) as the short film to be played prior to "Wish." "Boundin'" is a five-minute film with themes of anti-bullying, overcoming barriers, and being true to yourself even if you are different.

On August 8, 2024, the DEI Commission unanimously voted to spend \$90 from its Commission budget in order to obtain the rights to show "Boundin'" at Screen on the Green. The Commission also unanimously voted to spend up to \$150 from the Commission budget to purchase supplies to create a bookmark coloring activity for the DEI Commission's Screen on

**PREPARED BY:** Holly Young  
Senior Management Analyst

PAGE 2 OF 2

SUBJECT: Screen on the Green Participation

DATE: September 12, 2024

BACKGROUND (continued):

the Green table. Commissioner Isaacs volunteered to work on creating the bookmarks. Chair Yamate and Commissioners Kane, Khanal, Lo, and Phillips volunteered to help run the Commission's table at the event.

DISCUSSION:

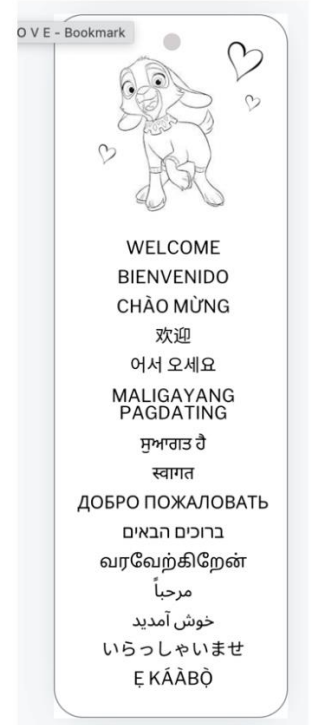
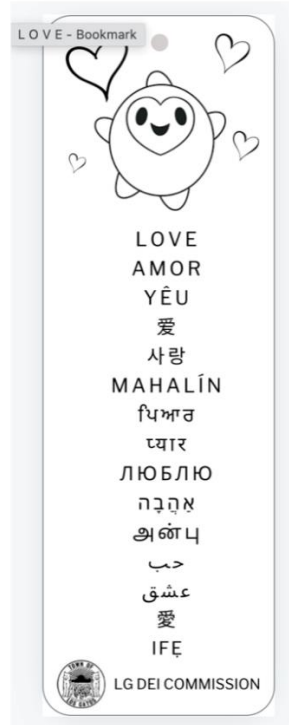
Commissioner Isaacs submitted the draft bookmark design in Attachment 1 for the full Commission's review and input. The translations in Hebrew, Yoruba, Spanish, and Chinese have been verified by native speakers. Commissioner Isaacs is requesting assistance from the Commission in verifying the language translations in Vietnamese, Korean, Tagalog, Punjabi, Hindi, Russian, Tamil, Arabic, Farsi, and Japanese before the bookmarks are printed. The Commission may also consider printing a disclaimer on a sign at the table that the language translations on the bookmark were done on the internet in good faith and if there are any errors to please let the Commission know by emailing [Community@LosGatosCA.gov](mailto:Community@LosGatosCA.gov).

On the day of the event, Commission volunteers should arrive at Oak Meadow Park at 5:30 p.m. At the event, Town staff will provide a table with the Commission's tablecloth and supplies. A Commissioner will need to volunteer to pick up the bookmarks from the printer and bring them to the event. The Commission volunteers will have plastic name tags for use during the event and should leave the name tags with Town staff before they leave. The Mayor will announce that the DEI Commission is presenting the short film "Boundin'" along with a brief synopsis of the movie's themes.

ATTACHMENTS:

1. Draft Bookmark Design

English	Love	Welcome
Spanish	Amor	Bienvenido
Vietnamese	yêu	Chào mừng
Chinese	爱	欢迎
Korean	사랑	어서 오세요
Tagalog	mahalín	Maligayang Pagdating
Punjabi	ਪਿਆਰ	ਸੁਆਗਤ ਹੈ
Hindi	प्यार	स्वागत
Russian	люблю	добро пожаловать
Hebrew	אהבה	ברוכים הבאים
Tamil	அன்பு	வரவேற்கிறேன்
Arabic	حب	مرحباً
Farsi	عشق	خوش آمدید
Japanese	愛	いらっしやいませ
Yoruba	ife	ẹ káàbò





**TOWN OF LOS GATOS  
DEI COMMISSION REPORT**

MEETING DATE: 09/12/2024

ITEM NO: 3

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DATE: August 30, 2024  
TO: Diversity, Equity, and Inclusion Commission  
FROM: Holly Young, Senior Management Analyst  
SUBJECT: Discuss a Potential Restrictive Covenant Redaction Project (Work Plan Item Regarding Developing a Community Learning Opportunity on Historic Inequities and Developing Diversity, Sensitivity, and Awareness Training Goal B, Items 3.a. and b. and Work Plan Item Regarding Annual Communications Campaign Goal D, Item 1.a).

**RECOMMENDATION:**

Discuss a Potential Restrictive Covenant Redaction Project (Work Plan Item Regarding Developing a Community Learning Opportunity on Historic Inequities and Developing Diversity, Sensitivity, and Awareness Training Goal B, Items 3.a. and b. and Work Plan Item Regarding Annual Communications Campaign Goal D, Item 1.a).

**REMARKS:**

On June 13, 2024, the DEI Commission discussed putting together the framework for a community education campaign regarding how to have restrictive covenants redacted from property title documents. This project overlaps with the Commission's work plan items regarding a community learning opportunity and also a communications campaign.

On July 11, 2024, the Commission discussed preliminary information regarding the proposed project including the Santa Clara County Restrictive Covenant Modification Program. The Commission discussed having the Housing ad hoc working group made up of Chair Yamate, Commissioner Lo, and Commissioner Kane continue to gather information.

On August 8, 2024, Chair Yamate announced that he was meeting with Santa Clara County staff the following week to further discuss their restrictive covenant redaction process. The DEI Commission discussed three prongs to the Commission's potential restrictive covenant redaction project:

- A recommendation to the Town Council that the Town launch a webpage to educate the Los Gatos community regarding what restrictive covenants are, how to check property records for them, and how to get them redacted through Santa Clara County;

**PREPARED BY:** Holly Young  
Senior Management Analyst



PAGE 2 OF 2

SUBJECT: Potential Restrictive Covenant Redaction Project

DATE: September 12, 2024

- A recommendation that the Town Council approve a proclamation acknowledging and repudiating restrictive covenants; and
- A recommendation to the Town Council that the Town retain copies of the restrictive covenants found in Los Gatos for historical records purposes.

The Los Gatos Library currently has historical housing files for properties in Town. If community members were to submit copies of restrictive covenants from their properties, the Library has the capability to add them to those housing files for archiving purposes.

Commissioner Isaacs submitted the material in Attachment 1 regarding a similar effort that took place in Muir Beach.

Staff looks forward to the Commission's continued discussion.

ATTACHMENTS:

1. Muir Beach Restrictive Covenant Information

From: [Varily Isaacs](#)  
To: [Holly Young](#)  
Cc: [Varily](#)  
Subject: Successful effort to redact racist language in home titles in Muir Beach  
Date: Monday, August 12, 2024 9:22:42 AM  
Attachments: [CamScanner 08-12-2024 08.40.pdf](#)  
[stubbs-s.png](#)

[EXTERNAL SENDER]

Hi Holly,

One more item I would like to have you share with my fellow commissioners.

Commissioners,

I spoke with my good friend Dana Zook yesterday about how our commission might go about creating a town-wide campaign to redact racist language in LG home titles and learn more about our town's history. Dana owns a documents research company and shared that she participated in such a campaign in Muir Beach not long ago. Please read the attached article.

The two people that led the Muir Beach effort were:

[Gary Friedman](#),

Leighton Hills, [REDACTED]

I spoke with Gordon last night at Rob Moore and Kylie Clark's garden party. Gordon has agreed to reach out to Gary to learn more about the community effort in Muir Beach.

I googled Gary Friedman and found another article that provides some insight into Gary.



Gary Friedman Became the 'Godfather of Conflict Mediation'  
zocalopublicsquare.org

Varily Isaacs  
[REDACTED]

Attachment 1



## Muir Beach Residents

# Repudiating a Shameful Legacy – Step One Mission Accomplished

By Gary Friedman

We are pleased to report that the community effort to stand together to repudiate our racist history through restrictive covenants on many of our properties has been a great success thanks to the almost unanimous participation of those of us who had been identified as owners with the restrictive covenants. Our title searcher found deeds in the Bello Beach portion of Muir Beach which contained the following restriction: **the premises herein described shall not be used or occupied by any person except those of the Caucasian race, except that persons of other races may be employed as household servants.**

The CSD unanimously supported the effort to repudiate the covenants with the following language: “We repudiate this clause and are ashamed for our country that many once considered it acceptable, and state that we welcome with enthusiasm and without reservation neighbors of all races and ethnicities.”

This practice called “redlining” was adopted in the 30’s and 40’s not through Antonio Bello, an early developer, as we suspected, but through the Muir Beach Company, a subsequent developer acting in concert with real estate brokers and banks, in an effort to maximize the appeal of our properties with this restriction. The practice was widespread throughout Northern California as well as other places around the country after World War II, a rather stunning action to greet the returning military veterans of color on their return home. In effect, this froze out these veterans and others of color from participating the post-war real estate boom and limited the options for people of color to areas that were less in demand. The effects of all of this continue to this day as we all sit on land that has appreciated and continues to appreciate manyfold even in the time of COVID.

As we have become more aware of our racist history in the country, this repudiation serves an important first step for Muir Beach to have collectively recognized this injustice and become what we believe is the first community in Northern California to have done this collectively. On Saturday, December 5th, 52 lots in Muir Beach had the restriction legally excised, through the action of 25 current owners of those lots, who came to the Community Center in the midst of COVID, to

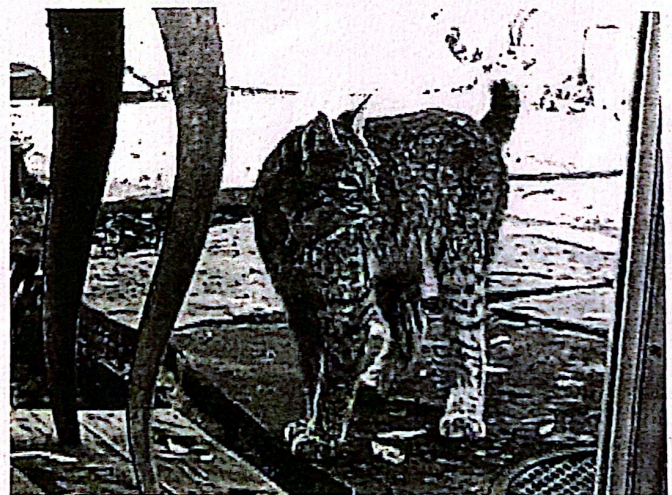
have their signatures notarized by Cindy Cione. Cindy is Martha de Barros’ daughter in law, and is a licensed notary who came down from Gualala to volunteer her services so that we could do this together. Our title searcher Dana Zook charged us discounted rates to go through the arduous task of checking all Muir Beach properties to identify those deeds that contained the restriction. And the Marin County recorder waived all recording fees so that the only costs incurred were for searching the titles. Once Dana identified all of the affected properties, Leighton Hills took on the time-consuming task of matching the identified deeds with Muir Beach addresses.

As it turned out, there seemed to be no discernible pattern that could be determined, as these all occurred in the 30’s, 40’s and early 50’s so many of you who expected to find the restriction in your deed were surprised that your properties were spared.

Several people in the community have raised the question that now that we have taken this important first step to do what we can to erase the stain of racism, what action can we take to concretize this important symbolic gesture? Stay tuned.

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Here kitty kitty...



*Little Bobby in our yard last week, hunting and sniffing at a gopher hole, but soon lost interest and posed for this pic.*

*– Janet Tumpich*





CONNECTING CALIFORNIA (HTTPS://WWW.YOUTUBE.COM/ZOCALOPUBLICSQUARE)  
(HTTPS://WWW.ZOCALOPUBLICSQUARE.ORG/CATEGORY/IDEAS/CONNECTING-CALIFORNIA/)

# A MARIN LAWYER BECAME THE 'GODFATHER OF CONFLICT MEDIATION'—THEN HE RAN FOR LOCAL OFFICE

In These Polarizing Times, Is Any California Community Safe from Bitter Battles?




"A Lion Attacking a Horse" (1770), painting by George Stubbs. Courtesy of Yale University Art Gallery.

by JOE MATHEWS | NOVEMBER 30, 2021

There is no mask or vaccine that can protect communities from high conflict. Even people who are highly skilled at avoidance and de-escalation can get stuck in bitter, all-consuming, no-win battles in their hometowns.

That's the lesson of Marin County lawyer Gary Friedman, as recounted in journalist Amanda Ripley's 2021 book *High Conflict: How We Get Trapped and How We Get Out*

[//www.simonandschuster.com/books/High-Conflict/Amanda-Ripley/9781982128562](https://www.simonandschuster.com/books/High-Conflict/Amanda-Ripley/9781982128562)).

Ripley's masterful work is not a California book—it recounts conflicts from Chicago to Colombia—but it is what Californians should read if they want to navigate more peacefully through this polarizing time.  ([HTTPS://WWW.YOUTUBE.COM/ZOCALOPUBLICSQUARE](https://www.youtube.com/zocalopublicsquare))

And it has an unforgettable California character in Gary Friedman.

Friedman is the godfather of conflict mediation. He has an uncanny ability to help people listen to each other, and to tap into their best selves at difficult moments. He started by representing both sides in divorces—putting spouses in the same room—in the late 1970s. Since then, he's mediated thousands of cases, handled all sorts of disputes (including the 1996–97 San Francisco Symphony strike), taught lawyers and law students at Stanford and Harvard how to navigate conflict, and published books on negotiating.

"When conflict takes over, it creates its own reality," Friedman and Jack Himmelstein cautioned in 2008's *Challenging Conflict: Mediation Through Understanding* (<https://www.americanbar.org/products/inv/book/159243045/>).

Friedman had lived in Muir Beach, an unincorporated community of under 400 people, for decades when a neighbor suggested he run for local office in 2015. Friedman thought that, as a board member of the Community Services District in charge of roads and water, he could change the tone and reduce the conflict in local politics.

Then he won—and forgot his own lessons about avoiding the traps of conflict.

He and his allies called themselves the "New Guard," turning "Old Guard" board members and longtime staff into adversaries. Elected the board's president, Friedman got rid of the snacks and social time that built connection and understanding. And he made rapid changes to the board's practices that produced a backlash.

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Too much conflict is high conflict—where the conflict is so stagnant that the conflict itself becomes the destination.

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He tried instituting shorter, more efficient public meetings by imposing new rules and time limits on speakers. But some locals complained about restrictions on their expression. In the name of inclusiveness, he started new volunteer sub-committees—so many different subcommittees that they became a joke. And in making all of these changes, he didn't explain himself clearly—a common mistake, since people overestimate how well others understand us. He didn't listen as much or stay as intentionally curious as he had as a lawyer-mediator.

Then, he made a big policy mistake—on water, that most conflict-heavy subject here in California. To compensate for higher management costs that had built up over years, he proposed the immediate doubling of water rates, rather than a phased-in plan. And as the “Old Guard” criticized him and his policies, he started to feel under attack, which made him more defensive and aggressive. His everyday relations with neighbors soured. His view of the Muir Beach battle grew grandiose—in conversation, he associated the Old Guard with Trump. He even attacked his critics in an online post.

“I couldn’t get it out of my head,” he later told Ripley. “It felt like we were at war.”

“Hearing Gary talk this way,” Ripley writes, “was alternately reassuring and alarming. On the one hand, if even the godfather of conflict mediation can’t help getting pulled into conflict traps, then we can all be forgiven for some of our pettiest moments. On the other hand, it felt ominous. If Gary could not resist the grasp, what hope is there for the rest of us?”

When Friedman’s board ally lost re-election in 2017, the “Old Guard” took back over. Humiliated, Friedman contemplated resigning from the board, but decided to stay on—and to better understand the conflict.

He voted himself out of the board presidency, voted to get rid of his own sub-committees, and looked for ways to support his opponents. He distanced himself from what the book calls “fire starters”—people who had previously encouraged him to fight politically. He made fewer comments at meetings, and he talked more about his gardening, as a way of making lighter, more positive connections with people. Eventually, he found himself recovering from what he called his “personal derangement.”

As Friedman and Ripley both explain in the book, some conflict is good and healthy—when movement and questions and curiosity lead the people involved to understanding and a better place.

But too much conflict is high conflict—where the conflict is so stagnant that the conflict itself becomes the destination. There is no winning such quagmires, which Ripley compares to L.A.’s La Brea Tar Pits—which first trapped prey, then the predators in pursuit.

“High conflict makes us miserable,” she writes. “It is costly, in every sense. Money, blood, friendships.”

When I left a phone message for Friedman recently, he called right back. “I think I really learned humility in a much deeper way,” he says. “Also, maybe it’s really surprising, but people like me a lot more now when they see I’ve failed.”

Friedman is 77 now, and I asked him if he had wised up and retired from the conflict-mad world of California local politics.

He immediately said no.



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"I feel very strongly that our community is upside down—our houses have become worth so much that we're systematically kicking out people," he says. "Affordable housing is a big challenge. The community is generally not inclined toward it. I'm trying to figure out how to lay the ground—how we can have the conversation in this community and turn it into a reality."

I couldn't help chuckling. Housing might be the only California issue that can rival water's power to trap a person in high conflict. At least Friedman now has even more experience in how to escape it.

## JOE MATHEWS

writes the Connecting California column for Zócalo Public Square (<http://zocalopublicsquare.org/>).

PRIMARY EDITOR: **SARAH ROTHBARD** | SECONDARY EDITOR: **ERYN BROWN**

### EXPLORE RELATED CONTENT

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**TOWN OF LOS GATOS**  
**DEI COMMISSION REPORT**

MEETING DATE: 09/12/2024

ITEM NO: 4

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DATE: August 30, 2024  
TO: Diversity, Equity, and Inclusion Commission  
FROM: Holly Young, Senior Management Analyst  
SUBJECT: Discuss a Listening Campaign for Outreach to Community Partners in the Categories of (1) Education/Schools, (2) Religious Groups, (3) Businesses, and (4) Non-Profits/Service Organizations (Work Plan Item Regarding Collaboration with Community Organizations Goal C, Item 2.a. Community- and School-Based Programming).

**RECOMMENDATION:**

Discuss a listening campaign for outreach to community partners in the categories of (1) Education/Schools, (2) Religious Groups, (3) Businesses, and (4) Non-Profits/Service Organizations (Work Plan item regarding Collaboration with Community Organizations Goal C, Item 2.a. Community- and School-Based Programming).

**REMARKS:**

At its July 11, 2024 meeting, the Commission unanimously voted to create four ad hoc working groups focusing on community outreach in the areas of (1) Education/Schools, (2) Religious Groups, (3) Businesses, and (4) Non-Profits/Service Organizations to develop a set of outreach questions for the organizations in each category in order to support a listening campaign.

The ad hoc working groups were comprised as follows:

- Education/Schools: Commissioners Carmen Lo, Ryan Idemoto, Pravin Balasingham, Varily Isaacs, and Folake Phillips
- Religious Groups: Vice Chair Diane Fisher and Commissioners D. Michael Kane and Folake Phillips
- Businesses: Chair Gordon Yamate and Commissioners Pradeep Khanal and Carmen Lo
- Non-Profits/Service Organizations: Chair Gordon Yamate, Vice Chair Diane Fisher, and Commissioner Dornaz Memarzia

At its August 8, 2024 meeting, the Commission did not have time to discuss this item in depth.

Prepared by: Holly Young  
Senior Management Analyst

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REMARKS (continued):

The potential questions previously submitted by Commissioners for the categories of Schools and Businesses are Attachments 1 and 2 to this report.

The Commission should note that its work should not delve into assessing the practices of private businesses, religious groups, and other organizations. Instead, the conversations should stay focused on opportunities to collaborate and learn as a community. The proposed questions attached regarding managing DEI efforts within organizations or DEI approaches used by organizations with their employees/vendors/customers (proposed questions #2 and #4 in Attachments 1 and 2) go beyond the collaboration focus and would need Town Council approval.

The Commission may also consider expanding the language in the proposed questions to include reference to the broader Los Gatos community and how all can come together to further DEI work.

The Commission may also be interested in reviewing the Discovery Report prepared by the Town's DEI Consultant, American Leadership Forum Insights (ALFI), in 2022 which can be found as Attachment 3 to this report. ALFI was selected by the Town to address external DEI goals through Town partnerships with local organizations and the broader community. ALFI engaged with community leaders and Town partners, including the Chamber of Commerce, faith-based organizations, business owners, local school districts, and others in a series of listening sessions to address the level of understanding of the Town's DEI efforts and identify barriers and opportunities. The Discovery Report documents ALFI's approach, high level findings/themes, and recommendations. Some of the recommendations in the report have already been implemented and the remaining recommendations were taken into account during the process of creating the Town's DEI Plan. While the DEI Plan is the prevailing guiding document, the Commission may find the Discovery Report helpful to review as it pursues its own listening campaign.

Staff looks forward to the Commission's continued discussion.

ATTACHMENTS:

1. Potential Questions for Schools
2. Potential Questions for Businesses
3. Discovery Report

**DEI Commission:**  
**Questions for Schools for Needs Assessment**

- Do you have concerns about the issues of diversity, equity, and inclusion in the Town of Los Gatos?
- Do you have concerns about the issues of diversity, equity, and inclusion in this school, or the school district?
- What are you most hopeful for relative to these concerns?
- How does the school approach this subject with regard to the teachers and staff? With regard to the students?
- Do you see opportunities for the Town to do more to promote and ensure diversity, equity, and inclusion?
- What type of support could the Town and the DEI Commission provide to the schools to create a more inclusive community?

**DEI Commission**  
**Questions for Businesses for Needs Assessment**

1. Does your business have concerns about the issues of diversity, equity and inclusion in the Town of Los Gatos?
2. Do you have concerns about the issues of diversity, equity and inclusion in operating and/or managing your business?
3. What are you most hopeful for relative to these concerns?
4. How does your business approach this subject with regard to your employees? With regard to your suppliers, vendors, contractors and others with whom you do business or have business relationships? With regard to your customers or clients?
5. Do you see opportunities for the Town to do more to promote and ensure diversity, equity and inclusion?
6. What type of support could the Town and the DEI Commission provide to your business to provide a more inclusive community?



ALF INSIGHTS

# DISCOVERY REPORT





We can leverage our pride  
and use the JEDI plan to build upon  
the best of Los Gatos.

**Dave Watermulder, Town of Los Gatos Interfaith Group**





**THE TOWN** of Los Gatos over the past couple of years has worked diligently to create their Justice, Equity, Diversity and Inclusion Plan (JEDI) with the intent of lifting that work up into Town processes and policies as well as the community. The Town engaged ALF Insights (ALFI), the consulting arm of American Leadership Forum Silicon Valley (ALFSV), which is committed to bringing groups of people together in spaces of productive tension in order to build deeper relationships that lead to the creation of powerful community impact. As a neutral convener of cross sector leaders, ALFI has the ability to emerge new frameworks for how an organization or network manages change and embraces dynamic processes that use tension as a vehicle to bring their work to the next level.

ALFI was hired to accomplish the following phases of work:

#### **Phase I Goals: Discovery**

Engage community partners, through meetings with individuals and groups, in order to ascertain their understanding of the JEDI plan as well as gather input on equity and inclusion efforts in the Town.

#### **Phase II: Summary and Recommendations**

Summarize themes and ideas and provide back a set of recommendations about gaps in the current plan, suggestions for additions and deletions as well as points of clarity and to offer a process for on-going community engagement.

#### **WHAT WE DID: PROCESS OVERVIEW**

ALFI held a total of 18 Discovery sessions with 27 individuals spanning community members, business owners, nonprofit leaders, faith groups and education administrators. Please see the full list of who participated and their affiliation in Appendix D. Each individual or group was asked the following questions.

- What are the opportunities that you see for the Town as they move forward with their equity work ?
- What are you feeling most hopeful about?
- What are you most concerned about?
- What in your mind creates an inclusive community?
- JEDI Plan thoughts and feedback? Are you willing to engage in the JEDI process in the future? In what context?

#### **WHAT WE LEARNED: HIGH LEVEL THEMES**

The work of grappling with race and systemic inequities is hard and are not quickly resolved. It requires courageous and brave leadership, often in the face of strong opposition. Through the discovery process, ALFI heard the following themes across all of those we spoke to. It should be noted that of all those we interviewed, everyone was willing to be engaged in the on-going work.

**Opportunities** Overall participants saw many opportunities for the Town's continued commitment to the JEDI Plan:

- The opportunity for the Town government to create initiatives, policy, action and tone setting around the JEDI work.
- The opportunity for community learning centered around events, specific programs and dialogue in order to create awareness and enlightenment.
- The opportunity for the Town to engage and leverage the energy and voices of youth.
- The opportunity for businesses to promote inclusive practices.
- The opportunity to address this work through affordable housing which would impact the demographics of the Town and shift the definition of who is welcome.
- The opportunity to leverage the energy of the Town and the pride the community holds for the Town.

**Hope** The process and plan created a sense of hope for those that ALFI spoke to.

- Previous and current efforts to address race equity brings hope.
- The new ideas and possibilities that are centered in creating a new future for the Town.
- The participation and voices of youth through their school campuses, the March Against Hate and participation in government.
- The open acceptance of the LGBTQIA+ community through physical and visible solidarity such as public art displays.
- The interfaith work happening in the Town.
- That the JEDI Plan was created and being discussed openly and woven through the policies and practices of the Town.

**Inclusion** Being an inclusive Town, while defined differently by the participants, mattered to everyone. For some that was about wanting everyone to be comfortable in the Town and for others it was about ensuring that business is supported and creating a place that folks want to visit. An inclusive Town was defined as:

- A place in which there is open and visible support for all people.

- A place that is safe where people do not have to worry about being discriminated against based on their race, gender or sexual preference.
- A place with a diverse population in terms of race and economic background that provides for shared community experiences.
- A place that creates a true sense of belonging and seeks to create spaces without judgment.
- A place that can tolerate a diversity of viewpoints and in which its residents are able to engage in civil discourse across differences.
- A place that the community in Los Gatos has pride in and that those outside of the Town want to visit.

**Concerns** Along with the opportunities and hope that discovery participants felt, there are also real fears and concerns about the on-going JEDI work.

- Fear about engaging in the work and how that might impact the personal safety of participants.
- Fear that this work will reflect negatively on the Town, that it will keep people away from the Town, impacting businesses or will have negative fiscal impacts.
- Concern that the Town, and the larger community, lacks the capacity or knowledge to do the work. Who will own this work and ensure that it gets done?
- Concern that some residents do not agree with the Town doing this work and the resulting impact that has on individual leader's ability to stay engaged with the work.
- Concern that the Town will not go deep enough or far enough with the JEDI work to make a lasting impact. How do we ensure authentic versus performative action?
- Concern that the JEDI work may derail other critical work of the Town.

**JEDI Plan** Discovery participants had various levels of knowledge about the JEDI Plan in its current form and the following feedback.

- Ensure that the community is a part of creating and iterating the plan so that there is collective and coordinated energy to support the implementation of plan objectives.
- Ensure that the plan works in conjunction with the other work happening across the school,



- business and nonprofits communities.
- Stay invested in the work and provide the support and infrastructure for that to occur.
  - Create more specificity and accountability in the plan itself to ensure that the plan is not performative.
  - Commit to this process for the long-term.



We are Los Gatos. We are working towards an authentic and accurate depiction of the people who live in the Town.

Catherine Somers, Los Gatos Chamber of Commerce

## RECOMMENDATIONS

As the Town moves forward with the JEDI plan and its resulting work products, we believe that the following recommendations will aid them in staying the course in creating a Town that is inclusive and safe for all.

### Collaborative, On-going Engagement

Instead of different groups working individually to address the issues of race equity, the Town of Los Gatos should provide the infrastructure and funding for those groups to work together long-term. Additionally, as these organizations will be doing the work, their voices should be a part of the design and implementation of the work in order to ensure the authenticity of the process.

> **RECOMMENDATION:** Form a facilitated, community working group that will come together to build relationships and develop a deeper understanding of JEDI concepts. Use this group to iterate



and deepen the JEDI plan that includes short and long-term goals as well as a timeline of activities.

- > **RECOMMENDATION:** Develop a statement of what inclusivity and belonging mean to the Town as a part of the JEDI Plan.

### Develop Safe Spaces

In order for people to be willing to publicly engage in this work, there needs to be a commitment to the physical safety of those who participate.

- > **RECOMMENDATION:** Create guidelines for safety that allow working group and community members to develop solidarity and commitment to seeing the process through.
- > **RECOMMENDATION:** Ensure all threats to personal safety will not be tolerated through clear policies and practices.
- > **RECOMMENDATION:** Utilize art and community engagement with art as a path to create safe spaces for learning and expression.

### Build Capacity for the Work

In order for the JEDI plan to be effective, there needs to exist a baseline of knowledge and understanding of historical inequities and how those impacts show up currently. Specifically the following concepts: intersectionality, color-blindness, economic disparities, historical inequities and the work of reconciliation.

- > **RECOMMENDATION:** Provide spaces for members of the community to learn and be in dialogue together.
- > **RECOMMENDATION:** Emphasize that the JEDI work benefits everyone and detail how and why this is the case as they engage in these community dialogues.

### Connect the Work to the Vibrancy of the Town Economy

Often there is a concern that engaging in JEDI work might negatively impact the public perception of the Town and the people who live there. In fact, the willingness to be “front and center” on the work of addressing historical and current inequities can in fact be a boost for the Town and its public image.

- > **RECOMMENDATION:** Develop a public facing campaign about what the Town is doing in regards to its JEDI work along with its plan. Ensure that there is transparency about what the Town is learning

and how they will be adjusting their work in support of the JEDI Plan.

### Intentionally Engage School Districts & Youth

One of the places where issues related to race and anti-semitism have shown up the most publicly has been on school campuses. In addition, there are many young people that are deeply engaged in JEDI work as the March Against Hate demonstrated.

- > **RECOMMENDATION:** Ensure that the school districts and youth have an intentional and connected voice to the JEDI work as it moves forward.
- > **RECOMMENDATION:** Reaffirm to the school districts that they are not alone in handling these incidents. Create space for them to work collaboratively with the Town to brainstorm solutions to these problems.

### Continue to Build Affordable Housing

Across all the participants ALFI spoke with, housing was brought up at least once in each of the discovery sessions. Ensuring economic diversity through affordable housing was seen as a critical piece in the JEDI puzzle.

- > **RECOMMENDATION:** continue to build and support affordable housing through the General Plan and Housing Element.



The town is starting to awaken now and we have to do something collectively to bring about change.

**Kareem Syed, Former Resident;  
Peacemaker during BLM and other protests**



## APPENDIX A: QUESTION SUMMARIES

**Discovery Question #1:** What are the opportunities that you see for the Town as they move forward with their equity work?

“In a world moving more and more toward a global way of thinking, the Town would be better served with the addition of a Unity Commission made up of diverse groups – ages, backgrounds, etc. – to be the eyes and ears of the Town and who bring more vitality to the community. Existing partnerships in the Town should be leveraged and synergies explored. Organizations such as NUMU, Los Gatos Library, Chamber of Commerce, Rotary, AWO, and others can work together to center, promote, and celebrate diversity.”

— Folake Phillips

Overall, participants felt that opportunities exist. Most communicated that the Town government can be leveraged as conveners, supporters, or initiators of the equity work. Collaboration was mentioned as a key ingredient to the success of this work and that the Town officials should foster environments for multiple sectors to work together. Business was a key sector discussed along with Community Based Organizations (CBO's).

Although collaboration was discussed most, the need for support and leadership from the Town government, financial, organizational, and otherwise, was recognized as well. Often mentioned as initiators of events and programs that community leaders could then take over or amplify the work of CBO's that is already happening. Some participants also stated that large businesses want to recruit skilled workers from all backgrounds and having an inclusive and diverse Town aids in the process.

Events, dialogues, and programs centered on community awareness and learning about JEDI were also seen as an opportunity. These occasions create space for various experiences and perspectives to be acknowledged and valued. The events should focus on elevating voices that are often marginalized, helping to make the Town inclusive and safe for all. Some direct ideas were, music festivals, economic investments in departments to push the work forward, ongoing equity curriculum, and opportunities to learn of the Town's painful past.

A focus on youth in this process was also suggested. The thought is to have similar opportunities as mentioned above for students to lead and participate. Including JEDI into the school curriculum was also highlighted.

Affordable housing was another notable topic. The idea that diversity, equity, and inclusion depend on who can 'afford' to live in Los Gatos was at the heart of these suggestions.

**Discovery Question #2:** What are you most hopeful about?

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“I’m hopeful with the direction of this DEI process and am glad that it has begun. I’m proud of how the Town is handling these challenges and of the steps they have taken to prioritize their DEI efforts. I have listened to a few council meetings and am impressed by how the youth in this community have spoken up about their feelings and how articulately they were able to get their points across. Due to this involvement of the town’s youth I think it would be a great opportunity to engage with the Town’s youth commission.”

— Dominic Broadhead

Participants were most hopeful regarding past and/or current events. Events like the March Against Hate, student-led initiatives at the high school and visual representations, such as rainbow sidewalks, were repeatedly mentioned. Some participants mention the existence of a JEDI plan and the surveying AFLI was conducting as signs of positive movement. Participants also mentioned that the town leadership bringing the JEDI conversation to the forefront was encouraging along with hearing and seeing so many other residents looking to create change.

Participants also expressed hope about future events and projects. There were numerous ideas communicated that had participants excited and engaged. Many discussed the opportunity for people to engage each other as people and not ideological groups. The space for human connectivity through dialogue, storytelling, music, and the arts was highly regarded and a source of hope for many participants. Participants mentioned hope in new people hired/elected to important roles within the Town i.e., new police chief and mayor.

Participants also discussed student engagement as a source of hope. Past events and the desire to create more opportunities for young people to influence policies, share ideas, and learn more about equity and inclusion seemed to come from participants across the board.

Other things to explore: Participants mentioned that the beginning of this work may be tough but believe the overall community will come along with time. Some believe the Town can

handle the challenges ahead, but officials need to keep moving the ball forward. To change will require the development of new skills and a higher capacity to hear and understand one another. Another thing that was notable is how infrequently the topic of the Town’s police department was mentioned. This is a potential place of hope since policing, by and large, has shown up a lot in other cities and communities regarding JEDI work.

**Discovery Question #3:** What are you most concerned about?

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“Neither the Town nor the school district can solve this issue on their own. It is a community problem and to address it effectively, we need to find ways to work collaboratively across sectors to find solutions.”

— Dr. Michael Grove

The overwhelming response to this question, along with it being mentioned throughout our interviews, was fear. The trepidations of many participants centered on the response of residents who may be resistant to the work. Although negative interactions were not expected from most residents, the strong and vitriolic nature of a small segment of residents weighed heavily on the minds of everyone we spoke with. Concerns about personal safety, alienation, and retaliation were consistently brought forward. Concerns about safety need to be addressed for the Town to get strong buy-in from the community. Addressing this issue will increase who and how long people stay engaged.

The next issue of concern is the efficacy and capacity to make change. Participants questioned the long-term commitment the Town has toward equity work. It was mentioned that the General Plan should reflect JEDI concerns to help it properly move forward. There was also concern that some people with influence and power will impede any progress either because change is hard or holding the status quo is preferred. Participants, acknowledging the large scope of the work and the challenging political climate, questioned if the Town possessed the knowledge and ability to create a more equitable and inclusive community.

Other things to consider in addressing



participant concerns are affordable housing, training and education for youth, and accessibility to resources to increase the community's knowledge around equity work.

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**Discovery Question #4:** What in your mind creates an inclusive community?

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"I'd like to be able to see a black, lesbian developer come and live comfortably in Los Gatos and attend her synagogue."

— Jon Hicks

When participants were asked to imagine what an inclusive community looked like they painted this picture: A community that is safe and welcoming to those who do not fit the norm, empathy and compassion exhibited between neighbors, vibrancy that is attributed to diversity, new voices welcomed at decision-making tables, and a deep sense of belonging that crosses the boundaries of gender, culture, race, sexual preference, and socio-economics. It was acknowledged that some of these characteristics may not be measurable, but the feeling would be recognizable.

Participants stated that an inclusive community has JEDI dialogues, addresses unconscious bias, educates people on the history of the indigenous people, creates intentional spaces and opportunities for residents to come together and celebrate differences. The inclusive community creates and highlights role models for the next generation to emulate, helping them be even better informed and aware of JEDI issues.

Participants stated that representations of diversity in business ownership, government officials and teachers would be part of an inclusive community. Community policing standards should be employed, where all residents are treated fairly no matter race, religion, or sexual orientation. Affordable housing should be part of an inclusive community.

Other topics to note, questions about the current demographics of the Town were raised and concerns that perceived homogeneity of economic backgrounds within the town may obscure the actual needs. Some participants mentioned the need for greater clarity regarding what the Town is communicating when it speaks of justice, equity, diversity, and inclusion.

**Discovery Question #5:** What are your thoughts on the JEDI Plan? Are you willing to engage in the JEDI process in the future? In what context?

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"I fully support the town's JEDI efforts. I think they'll be strengthened by including reasons why this is good for Los Gatos and worth town expenditure. I'd like to add that the town staff needs to make clear to the community how and why the JEDI efforts benefit everyone and harm no one."

—Amy Nishide

Everyone who participated was open and willing to engage the JEDI process in the future. Most were enthusiastic and excited to see the Town take these initial steps. There were some concerns about possible politicizing of the process and potential backlash.

Participants were generally familiar with the JEDI plan. Overall, participants thought the direction was good, while expressing concerns about clarity of purpose, tangible deliverables, and the long-term commitment. Collaboration between the various sectors; government, business, education, and the community; was highlighted as a large need. The development of a Unity Commission was suggested as a step to keep the work moving forward. Despite all the positive feedback, fear regarding the perception and response of some residents was mentioned. Fear was one of the most expressed emotions along with the desire for progress.

Participants suggested numerous ideas about how to engage the process. The majority fell into three categories: events/entertainment, dialogue, and training/education. Ideas such as movie viewings, concert series and using the arts to bring people together around topics of diversity and inclusion were suggested. Creating spaces for open and honest dialogue to help residents learn from one another was referenced. Training and educational partnerships between CBO's, schools and the government were also highlighted. Previous events and groups were named as examples to build on; March Against Hate, the Anti-Racism Coalition and the Chamber of Commerce to name a few.

**APPENDIX B:  
ALF INSIGHTS MODEL**

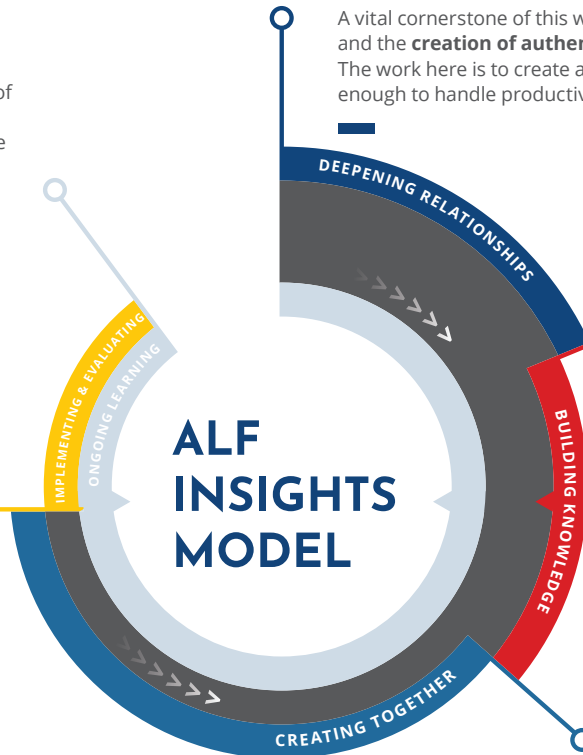
The work of emerging and building spaces for high quality dialogue within an organization is not a linear process but a cyclical one. The process of learning, creating, implementing, evaluating and iterating should become a cultural norm for an organization or network. When this process is built into the day to day ethos of an organization, it allows for growth, flexibility, nimbleness and responsiveness to the needs of employees, those served and the larger community.

ALF Insights (ALFI) knows, through its many years of working with diverse groups, that the creation and maintenance of relationships is critical for the success of any working group. In order for

members of a group to begin to engage with the work at hand, they have to be able to successfully take risks with each other in order for the ultimate products to have full buy-in and be responsive to the community's needs. The ability for members to authentically share their personal and professional value propositions, and to seek common ground, is inherently connected to the quality of relationship within the team. ALFI is focused on developing a highly personalized program that will move both relationships and impact forward. It is important to note that this is not a linear process as vigorous, generative social-impact groups are a picture of evolving social relationships *and* a robust platform for sustained production and impact.

ALF Insights works with the organization to **establish a structure of ongoing learning and development.** Maintenance of generative teams is ongoing and emergent work. It is critical to have structures in place and natural leaders identified so that the organization can evaluate, learn and iterate as needed.

ALF Insights works with the organization to **create a process of accountability at the staff, board and partner level** in order to ensure fidelity to new structures.



A vital cornerstone of this work is the building of relationships and the **creation of authentic dialogue and risk-taking.** The work here is to create a container that is "stretchy" enough to handle productive tension and discord.

ALF Insights works with the organization to **develop knowledge** and understanding of team culture, practices for effective dialogue, processes for managing and leveraging tension and the creation of impact.

ALF Insights assists the organization in **thinking together** about how the wisdom gained and the relationships built can be leveraged into new structures, processes and systems for the organization.

**APPENDIX C:  
ALF INSIGHTS FACULTY**

**For this project the following faculty members were engaged:**



**Jenny Niklaus**  
ALFI Chief Facilitation Officer



**Jason Reynolds**  
ALFI Faculty



**Darcie Green**  
ALFI Faculty



**Allyson Paul**  
ALFI Executive Assistant

**APPENDIX D:  
LIST OF DISCOVERY  
PARTICIPANTS**

- Rabbi Melanie Aron**, *Congregation Shir Hadash*  
**Father Ricardo Avila**, **Dave Watermulder**,  
**Erica Rader**, *Town of Los Gatos Interfaith Group*  
**Diane Fisher**, *Jewish Silicon Valley*  
**Kareem Syed**, *Former Resident; Peacemaker during BLM and other protests*  
**Jon Hicks**, *Netflix*  
**Catherine Somers**, *Los Gatos Chamber of Commerce*  
**Dr. Michael Grove**, *Los Gatos-Saratoga Union High School District*  
**Paul Johnson**, *Los Gatos Union School District*  
**Kristi Grasty**, *Los Gatos High School*  
**Kylie Clark**, **Jeffrey Suzuki**, **Amy Nishide**,  
**Ali Milano**, **Sandrine Chaumette**, **Rob Moore**,  
**Alicia Spargo**, *Los Gatos Anti-Racism Coalition*  
**Ami Davis**, *NUMU*  
**Karen Rubio**, *Plant Based Advocates*  
**Sasha Balasingham**, *Youth Commission Chair, Los Gatos High School*  
**Dominic Broadhead**, *Los Gatos-Saratoga Parks and Recreation Center*  
**Folake Philips**, **Varily Isaacs**, *AWO*  
**Teri Hope**, *Business Owner*  
**Susan Farwell**, *Business Owner*  
**Jim Foley**, *Business Owner*





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