



RESILIENCE

COMMUNITY IMPACT REPORT

2020 / 2021



A MESSAGE FROM BOARD CHAIR

We're emerging, only now, from one of the most difficult 18 months in generations. The COVID pandemic disrupted every aspect of life everywhere on earth. Confusion, anxiety and fear of the unknown became bywords of the time. Leadership at any given moment can be notoriously difficult. To lead in the COVID era has been challenging almost beyond imagination.

In the face of such uncertainty, Senior Fellows in the ALFSV network stepped up and showed up again and again to demonstrate clarity, courage and resilience. I'm proud, therefore, that the ALFSV leadership team has chosen "resilience" as the theme of this year's Impact Report. Our purpose here is to shine a light on the way so many ALFSV Senior Fellows, and the organization itself, met the onslaught of COVID in 2020 with mindfulness, empathy and an abiding, ongoing openness to change.

The ALF way was evident close to home in the resilience of the ALFSV staff. For the first time in our history, members of a Fellows class were limited to meeting remotely with CEO Suzanne St. John-Crane and our facilitators. Together, they dealt with Zoom's limitations to bond, learn and persevere as a cohort of motivated leaders. It was a major adjustment in the best ALF tradition.

This report also details the many ways in which the entire ALFSV network of Senior Fellows engaged with our new curriculum, live events and special programming during quarantine. Much of this happened as we stepped up our focus on diversity, equity and inclusion as a critical element of leadership.

Finally, we continued to expand and strengthen the ALFSV board even through the lockdown. The additions of Shelly Kapoor Collins, David Epps, Tom Giles and Hsing Kung extended the board's representation in both the private and public sectors and enlarged the board to 18 members. Our ultimate goal is a board of 21 directors by the end of 2021.

On behalf of the board, I would like to express profound gratitude for the many ways in which our Senior Fellows and Fellows made an impact in this anxious time. Your work represented the ALF way in the best possible sense, as this annual report reflects. Many, many thanks to you all, and best wishes for our collective recovery and renewal in the next 12 months.

Yours sincerely,

John Hollar

Chair, ALFSV Board of Directors
Class XXIV



A MESSAGE FROM THE CEO

Well. It's been a year.

I was taking a power walk with my fellow vaccinated friend and ALF classmate Jennifer Loving (Class XXV) in April 2021. We were reflecting back on all that we had experienced in the last twelve months. "Remember the telethon we did to raise rent money for Silicon Valley Strong on NBC last year?" Wow. I had forgotten about that. Dozens of ALFers jumped in with both feet to respond to the crisis we knew was upon us and we knew would be exacerbated as each month of shelter in place passed by.

Take a minute to think about how quickly we've all evolved and adapted this year. Remember not knowing where the video filter function was on zoom? And now you could probably teach a class in it. Remember navigating the logistics and emotions of cancelled vacations, or even worse – weddings? Remember comforting kids whose many milestones passed by unrealized – from cancelled proms to graduation ceremonies? And then there are those of us who lost businesses, precious time and worse yet – loved ones.

This year of extreme disruption, loss and grieving; of scrambling for new strategies and solutions and leading while holding so many unknowns - has simultaneously brought so much pain and so many gifts. All along, I've witnessed our network step up to the challenge and weather multiple storms with curiosity, courage and conviction.

Five years ago, ALF had an occasional convening of Senior Fellows. This type of activity was not core to our mission. Two years ago, we held 94 convenings of network members via Affinity Groups and an occasional keynote speaker. In 2020-21, ALF organized and or facilitated 294 network dialogues, class reunions, speaker series and Affinity Group gatherings. Perhaps one thing has come into even clearer view through the multiple crises we've endured: We really need each other to process and problem solve.

Our colleague and friend Bob Johansen, Senior Fellow from the Institute for the Future shared the following in his ten year forecast: We must get comfortable with uncertainty. And we must have absolute clarity.

As we navigate recovery out of the pandemic and reimagine daily life, are we clear on our purpose as leaders, on the consequences of our decisions upon the community, and how we walk through uncertainty? Are we clear on our values and contributions to the community ecosystem? Will we let love, courage and empathy lead the way?

I'm so grateful to learn and walk with you on this journey.

Onward,

Suzanne St. John-Crane

Chief Executive Officer

Class XXV / Urbanism XXXIV



CONTENT

STAFF & BOARD	4
.....	
FELLOWS PROGRAM	6
.....	
SENIOR FELLOWS NETWORK	9
.....	
IMPACT DATA	10
.....	
ALF INSIGHTS	13
.....	
DONOR RECOGNITION	14
.....	
DEIL REPORT	15

I STAFF



Suzanne St. John-Crane

Chief Executive Officer
Class XXV / Urbanism XXXIV



Akemi Flynn

Network Weaver
Class XXVII



Jenny Niklaus

Chief Impact Officer
Class XXIV



Richard Ángel Vega

Marketing and Communications Director



Mark Tolley

Vice President, Operations



Allyson Paul

Executive Assistant

BOARD OF DIRECTORS



John C. Hollar, Chair

President and CEO
The Vypoint Group
Class XXIV



Tom Giles

Executive Editor
Bloomberg News
Class XXXVII



Marion Rittler

VP of Global Enablement
ServiceNow
Class XXXI



Jonathan Hicks, Vice-Chair

Employment Counsel, Netflix
Class XXXI



Shelly Kapoor Collins

Founding Partner
The Shatter Fund
Class XXXVII



Kim Rivera

Special Advisor, HP Inc.
Class XXXIII



Richard Slavin, Treasurer

CEO Emeritus
Palo Alto Medical Foundation
Class XIX



Hsing Kung

Managing Partner
Acorn Campus Ventures
Class XIII



Robert Sapien, Jr.

Fire Chief, City of San Jose
Class XXV



Jayne Battey

Owner, Miramar Farms
Class XXV



Anita Nunes

Advisor, Pluzze Consulting
Class XXXV



Lisa Sobrato Sonsini

Board President
Sobrato Foundation
Class XIV



Muhammed Chaudhry

General Partner
DJM Capital Partners
Class XXVI



Lee Ott

CEO, Fulcrum D Consulting
Class XXXV



Suzanne St. John-Crane

Chief Executive Officer
Class XXV / Urbanism XXXIV



Mary Dent

Former CEO, Green Dot Bank
Class XXV



Heather Rangel

US Technology Sector Leader
Deloitte
Class XXXIII



David Yarnold

Immediate Past President &
CEO, National Audubon Society
Class XII



David Epps

Alternate Public Defender
County of Santa Clara
Class XXIX

Advisory Council

Ned Barnholt, Class IX

Eric Benhamou, Class VIII

Ann DeBusk, Founder

Susan Goldberg, Class XVI

Adam Grosser, Class XXXV

Mike Honda, Class I

Marc Jones, Class XVI

Carol Larson, Class XV

Ronnie Lott, Class XII

John Morgridge, Class VIII

Susan Packard Orr, Class VII

C.S. Park, Class XVIII

Ann Ravel, Class XI

FELLOWS PROGRAM

“ The discussion of how to drive unity in a divided world could not have come at a better time. ”

–Michelle Vonderhaar
Class XXXIX

ALF continues to work with twenty-three “Covid Class” XXXIX Fellows, extending their journey through September of 2021 in order to offer them more in person time and a wilderness trip in August. In March of 2021, twenty-three Class XLI Fellows began their ALF journey. The Fellows program continues to incorporate new faculty and curriculum that thread leadership and equity, mindfulness and design thinking for social impact in the Fellows experience.

Fellows Program Facilitators



LAURA WEAVER
ALF LEAD FACILITATOR



RICK WILLIAMS
ALF CO-FACILITATOR



“Excellent program and a much-needed morale boost to keep going during these challenging times.”

–Miguel Marquez
Class XXXIX



Class XXXIX 2020-2021

Rick Banks Professor, Stanford Law School

David Bini President, Building & Construction Trades Council

Oscar Cantú Bishop, Diocese of San Jose

Chris Cheng Vice President, Global Science & Technology

Mary Ann Dewan Superintendent of Schools, Santa Clara County Office of Education

Eileen Fagan Board Member and Change Consultant

Rosanne Foust President & CEO, San Mateo Economic Development Association

Kelly Gaffaney Partner, Deloitte Tax

Robin Grossinger Program Director, San Francisco Estuary Institute

Mathew Hernandez Chief Medical Officer, Palo Alto Medical Foundation

Joe Hurd Global Managing Director, Corporate Development, SOSV

Vandana Kumar Founder and CEO, India Currents

Miguel Marquez Chief Operating Officer, Santa Clara County

Vernon Medicine Cloud Inter-Tribal Resource Director, Indian Health Center

Geoffrey Morgan Chief Executive Officer, First Community Housing

Maureen O'Connor President, Palo Alto University

Anke Otto-Jungkind Global Vice President, SAP.iO

May Petry VP, PureStorage

Randi Shafton Executive Director, Peninsula Bridge

Nicole Taylor President & CEO, Silicon Valley Community Foundation

Toni Vanwinkle Senior Director, Adobe

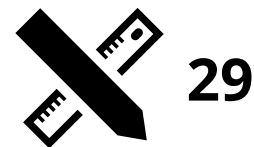
Michelle VonderHaar Deputy General Counsel and Assistant Secretary, HP Inc.

Helen Wilmot Vice President of Facilities Services and Planning, Stanford Health Care

Fellows Collaborations



Class XXXVII Reported Collaborations



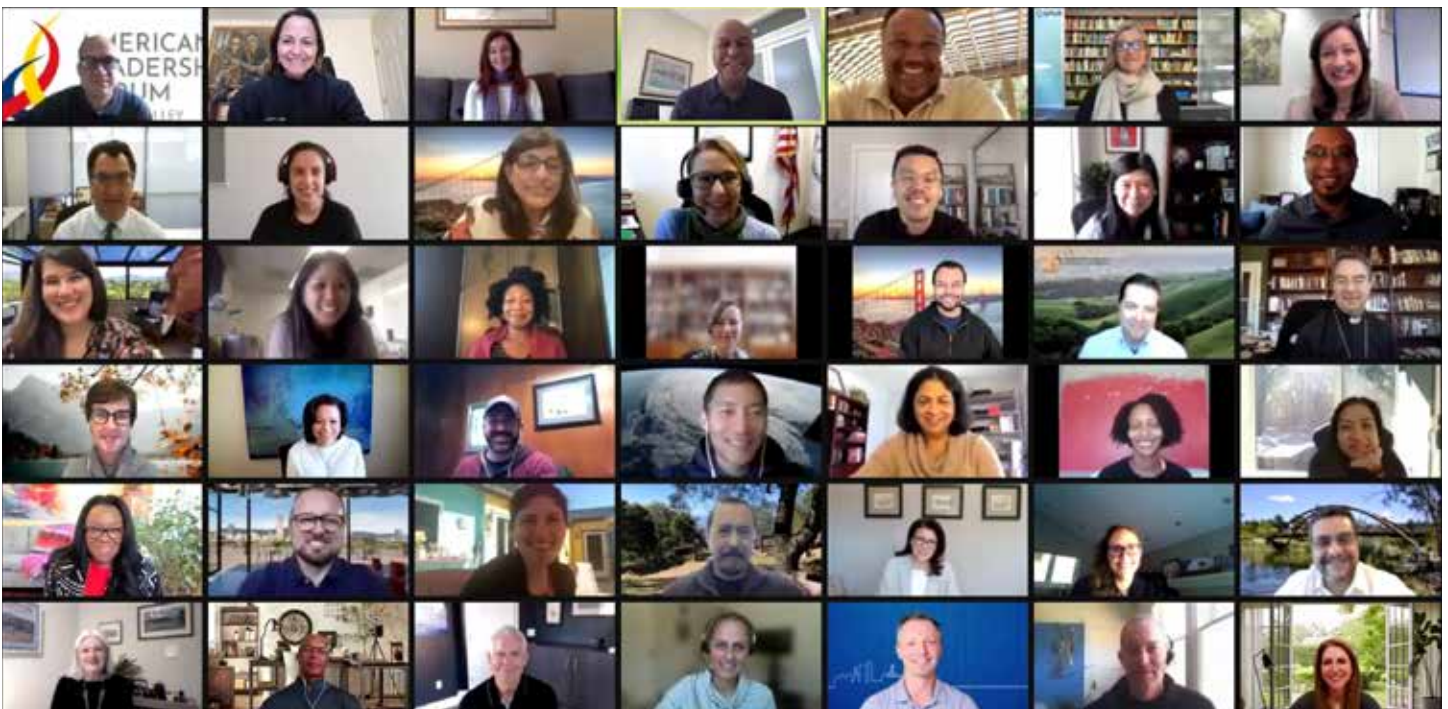
Class XXXIX Reported Collaborations

Class XLI 2021-2022

- Jim Araby** Strategic Campaigns Director, UFCW Local 5
- Sharon Binger** Chief Compliance Officer, Silver Lake
- Sam Bright** Chief Product and Experience Officer, Upwork
- Saidah Dill** Deputy General Counsel, Cisco Systems
- Scott Ekman** Senior Director, Workplace Strategy & Solutions, Adobe
- Georgia Farooq** Executive Director, Thrive Alliance of Nonprofits
- Alicia John-Baptiste** President and CEO, SPUR
- Cheryl Jordan** Superintendent, Milpitas Unified School District
- Desiree LaBeaud** Professor, Stanford University
- Michael-Ray Mathews** Deputy Director, Faith In Action
- David McQuarrie** Global Head of Customer Support, HP Inc.
- Terilyn Monroe** Board Member, Cancer CAREpoint
- Kathleen Murray** Strategic Business Operations, Amazon Web Services
- Jessica Paz-Cedillos** Executive Director, School of Arts and Culture
- Nkia Richardson** Executive Director, CASA of San Mateo County
- Neil Rufino** Assistant Director, PRNS, City of San Jose
- Marico Sayoc** Mayor, Town of Los Gatos
- Mike Simms** Deputy Chief Probation Officer, Santa Clara County
- Carina Singh** Partner, Treasury Advisory Services, Deloitte
- Jason Su** Executive Director, Guadalupe River Park Conservancy
- Alex Tenorio** EVP, Development and Donor Engagement, Silicon Valley Community Foundation
- Kurt VandeVort** Chief Executive Officer, Palo Alto Foundation Medical Group
- Rebecca Vermeulen** VP, Customer Strategy, Genentech

“ Loved the verbal sharing and drumming. Loved that we did not talk a whole bunch about our daily jobs. It was great to just let loose and feel free. ”

–Vernon Medicine Cloud
Class XXXIX



SENIOR FELLOW NETWORK

“ Since SIP began, we have been using each other as resources. I really value being able to be a resource to others and to have you all as resources, too. ”

–ALF Senior Fellow

The Pandemic & The Senior Fellow Network

ALF joined with the Silicon Valley Council of Nonprofits to coordinate the distribution of life-saving personal protective equipment (PPE) and other supplies to front-line nonprofits. ALF also engaged our network and partnered with businesses and community groups to acquire urgently needed supplies in the first few months of the pandemic when sanitizer and masks were scarce, and food distribution, shelters, and other essential services were lifelines for the most vulnerable community members.

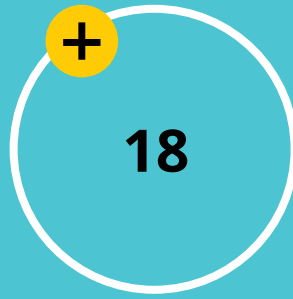
ALF provided leadership to initiate and produce the NBC Telethon for Silicon Valley Strong in April 2020 that raised \$277K from 850 donors. Nearly 50 nonprofit leaders, many of them Senior Fellows, contributed to the content of the telethon.

Over the last year, ALF has held many social and continued learning gatherings that have evolved our thinking, personal growth, decision making and connectivity for the common good.



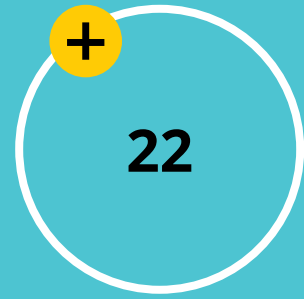
**PARTICIPANTS ACROSS
10 MAJOR EVENTS**

Including We The People and Truth, Love, and Reconciliation event series, and ALF National collaborations.



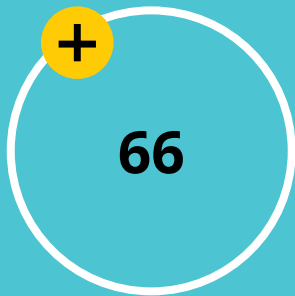
**SENIOR FELLOW
DIALOGUE EVENTS**

With over 400 attendees at dialogue events including Education Equity, Making Schools More Human, and StopAAPIHate.



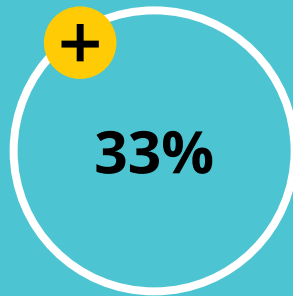
**CEO DIEL COHORT
MEETINGS**

With a total of 33 members focused on Relationships, Allyship, Advocacy, and Institutional Change.



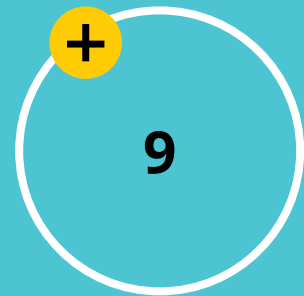
**CLASS CHECK-INS &
REUNIONS**

Primarily virtual and coordinated by both Senior Fellows and ALF Staff.



**PARTICIPATION IN
AFFINITY GROUPS**

Over 200 Senior Fellows are in at least one Affinity Group, up from 102 in March 2020.



**NEW AFFINITY
GROUPS**

Including AAPI Caucus, Black@ALF, La Comunidad for Justice, Equity, and Inclusion, and White Leaders Learning Circle.

2020-2023 Strategic Plan

In May of 2020, despite and partly due to the pandemic, ALF launched an ambitious three-year strategic plan with four key pillars. We have met or exceeded nearly all of our targets this first year, thanks to the resilience and commitment of the entire ALF team and board.



OFFER A BEST IN CLASS REGIONAL FELLOWS PROGRAM



BECOME GO-TO ORGANIZATION FOR FACILITATING DIFFICULT COMMUNITY CONVERSATIONS



CONTINUE TO ADD VALUE TO THE SENIOR FELLOW EXPERIENCE



STRENGTHEN AND SCALE THE ALF MOVEMENT

Affinity Group Impact Summaries

Affinity groups meet regularly across diverse topic areas with various levels of depth and impact. ALF is able to provide for cross sector, dynamic, and authentic containers that do not exist in the lives of these leaders. Through this work, the groups are peeling back the layers, through dialogue, about what equity means, in the context of their work. In addition, they are driven by the desire to create a place where the people of this community are able to thrive.

ARTS & CULTURE LEADERS

Arts & Culture Senior Fellows were appointed to the Silicon Valley Recovery Roundtable, Greater Downtown Economic Recovery Task Force, and Silicon Valley Community Foundation Advisory Board.

This was based on the initiative and leadership the Arts & Culture Leaders Affinity Group demonstrated with city, county, and foundation leaders. For example, the group initiated the Greater Downtown Economic Recovery Task Force through meetings with Councilmember Raul Peralez. Senior Fellows leaders co-chaired the Task Force and sub-committees.

Through meetings with Supervisor Chavez and County staff leaders, group members provided vital input and partnership in initiatives such as community education regarding COVID-19.

“ We are the custodians of culture. We need to work together to speak up and show up for racial justice and cultural equity. ”

–ALF Arts & Culture Leader



SUSTAINABILITY & CLIMATE

The Sustainability Network continues to align the critical players around sustainability work in specific calls to action, such as the publication of a series of articles published in the ALFSV newsletter.

RE-IMAGINING PUBLIC SAFETY

Senior Fellows in the Re-Imagining Public Safety & Justice Systems Learning Community group have participated in dialogues that have focused on a range of topics from what true public safety means, re-imagining the role of police, alternative crisis response, police oversight, bail and sentencing reform, and women’s incarceration experiences.

FAITH LEADERS

ALF Faith Leaders were instrumental in supporting two workshops on Racial Justice with Dr. Kendi and Eric Ward. Other events include community dialogs on affordable housing.

Moving forward, members expressed interest in establishing a process of healing reflective of the South African Truth and Reconciliation model of social and political healing.

Members from the ALF Faith Leaders Cohort also attend PACT and Silicon Valley Rising’s efforts of addressing rapid rehousing and keeping unstably housed persons in their homes.

Affinty Group Impact Summaries

CEO DIEL COHORTS

The CEO Diversity, Inclusion, Equity, and Liberation cohorts continue to provide a space for personal development and refinement of organizational thinking on race equity and the impact of white supremacy culture on our systems and structures.

FOUNDATION LEADERS

Continuing in their focus on race equity in our work around the COVID-19 recovery, the Silicon Valley Foundation Leaders Convening created a pledge for race equity and immigration.

RACIAL AFFINITY GROUPS

Racial caucuses provide opportunities for those who share a common identity to meet separately to gather, connect, and learn. Senior Fellows and Fellows have come together this past year to build relationships, support each other's leadership, and explore how they can collectively address issues of concern to them and their communities.

AAPICaucus: Providing leadership to inform others in the ALF network about AAPIC issues and priorities.

Black @ALF: Building relationships and community for healing and collective power.

La Comunidad for Justice, Equity & Inclusion: Working for impact to address racial/social justice and build Latino/a/x leadership and community power.

White Leader Learning Circle: Providing a space for white leaders to be in dialogue about the impact of white privilege through current systematic and structural racism.

Across these issues and groups, the goal is to develop relationships, build leadership and community power, and impact racial and social justice.



AKEMI FLYNN
ALF NETWORK WEAVER

LIFE'S WORK TRANSITIONS

Founded by Naomi Fine (Class XX) and Meri Maben (Class XXIV), the Life's Work Transitions Affinity Group for Senior Fellows meet monthly to discuss, in an intimate setting, contemplated or previous work transitions (e.g., from one full-time position to another, from full-time to part-time, or into retirement), and the implications on one's personal life.

The outcome for some is a decision about a career change or change in personal relationships, health choices, relocation, or other life-impacting opportunities. For others, it is not a specific outcome, but the journey itself, a process of exploration of the myriad of choices life presents, a clarification of options considered within a supportive environment guided by ALF principles.

“ We are motivated by our passion and pain points and working to get beyond words to support Black leaders and the Black community. ”

–Black@ALF Senior Fellow

ALF INSIGHTS

ALF Insights and **alfinsights.org** were launched formally in 2020 to bring form and intention to the critical facilitation work that ALFSV has been offering in the community for the last several years. As a part of the launch, ALF Insights has recruited a diverse group of faculty with a wealth of experience in community, nonprofit, government, and corporate facilitation.

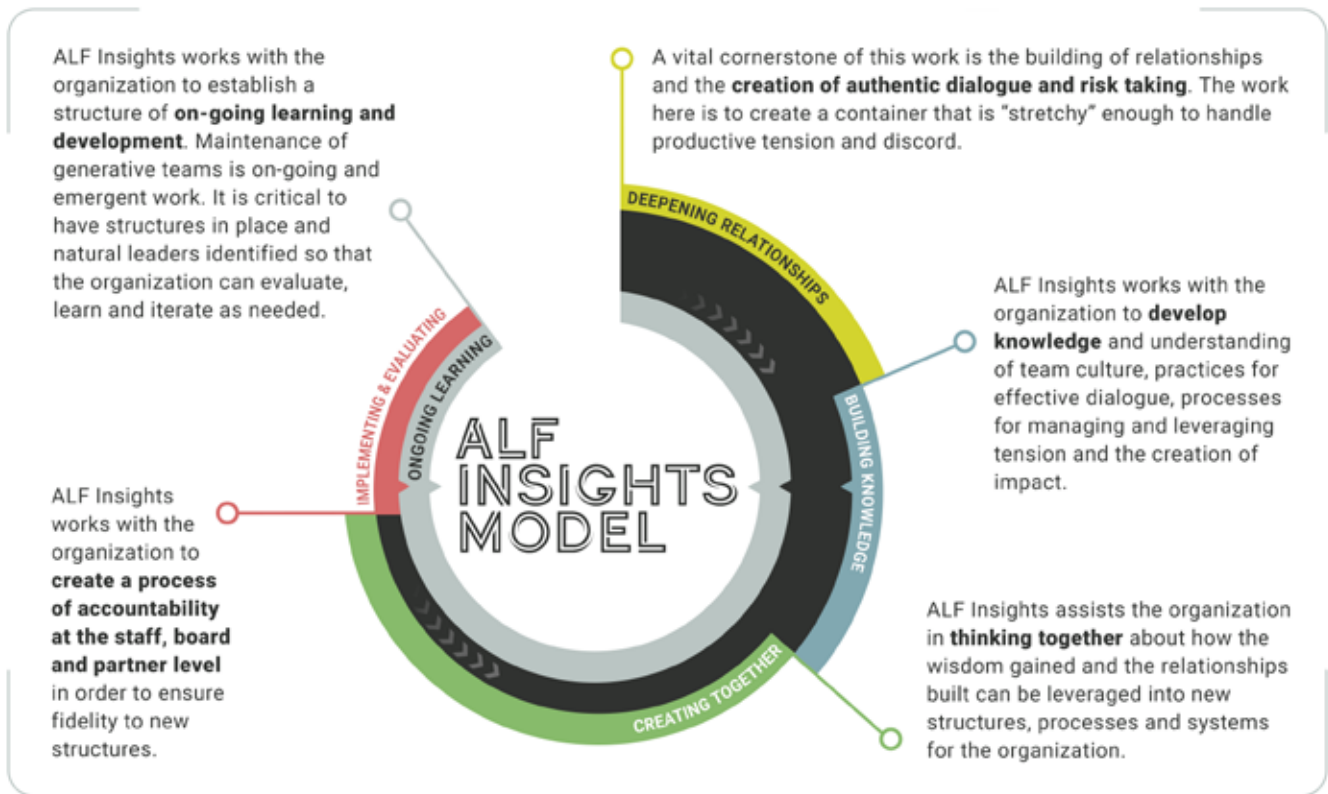
ALF Insights secured \$100K in contract dollars in its first year with plans to scale and increase its offerings in 2021 and beyond.

ALF Insights centers in this work a lens of race equity through an analysis of power and education on root causes. We work intentionally with an organization to grasp where they are at in their understanding of race and equity. This work happens through the use of dialogue coupled with various readings, teachings, and exercises. The intent is for each person to comprehend first at a personal level and then at an institutional level what is meant by diversity, inclusion, equity, liberation, and justice.

The work of emerging and building spaces for high-quality dialogue within an organization is not a linear process but a cyclical one.



JENNY NIKLAUS
CHIEF IMPACT OFFICER



DONOR RECOGNITION

Leadership Circle 50,000k+

Becky Morgan Class VI
Randy Pond Class XVII
Lisa Sonsini Class XIV / Education XXVI

Network Builders 10k-24,999k

Greg Avis Class XI
Ned Barnholt Class IX
Ann DeBusk Founder
Sandy Chau Class XIX
Neal Dempsey Class XIX
Charles Geschke Class X
Nancy Handel Class XI
Dotty Hayes Class XIX
John Hollar Class XXIV
Karen and Greg King Class XXXIII & Class XXIV
Hsing Kung and Rose Tseng Class XIII & Class III
Carol Larson Class XV
Judy and George Marcus Class XI & Class III
Anita Nunes Class XXXV
Laurie and Greg Papadopoulos Class XXIX & Class XX
C.S. Park Class XVIII
Heather Rangel Class XXXIII
Kim Rivera Class XXXIII
Efren Rosas Class XXXV
Rich Slavin Class XIX
Steve Smith Class XIV
Charmaine Warmenhoven Class XVIII
Barry Williams and Lalita Tademy Class XX & Class VII

5k Club

Jayne Battey Class XXIV
Celeste Ford Class XIV
Paul Goddard Class XXXVII
Jim Koshland Class XV
Webb McKinney Class XV
Marie Oh Huber Class XVII
Karen Rudolph Class XVII
Chester Wang Class VI
David Yarnold Class XII

Sustainability Circle Monthly

Carl Agers Class XXXV
Marie Bernard Class XXXI
Steve Borkenhagen Class XXXI
Gabriel Buigas Class XXI
Dana Bunnett Class XXVIII
Tanis Crosby Class XXXIII
Mary Dent Class XXV
Barbara Goldstein Urban XXXVIII
Raul Gorospe Class XXXV
Wendy Ho Urban XL
Drew Johnson Class XXXIII
Teri Killgore Urban XXXVI
Pete Kutras Class XIX
Connie Martinez Class X
Pat Mitchell Class XIX
Joe Natoli Class XIV
Jenny Niklaus Class XXIV
Arlene Noodleman Class XXVII
David Quincy Class XXXIII
Porcia Silverberg Class XXIII
Wisa Uemura Class XXXI
Catherine Valentine Class XXXIII
Jean-Marie White Urban XXXVI
Stephen Wright Class XIX
Erica Yew Class XV
Kevin Zwick Class XXV

Foundation & Organization Donors

1440 Foundation
Aeris
Applied Materials
City of San Jose
Deloitte
Destination: Home
Exponent
Heising Simons Foundation
Heritage Bank of Commerce
Hewlett Foundation
HP Inc.
Kaiser Permanente
Knight Foundation
Packard Foundation
Palo Alto Medical Foundation
Sobrato Family Foundation
Sobrato Philanthropies
Silicon Valley Community Foundation
Silver Lake



Funding Sources

\$775k Annual Campaign

\$339k Tuition

\$210k Sponsorships

\$100k Fees for Service

Spending Allocation

\$705k Senior Fellow Engagement

\$320k Fellows Program

\$190k Fund Development

\$180k Management & General

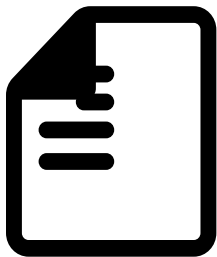
| DIEL REPORT

In 2021, ALF published its DEI Journey, cataloging the milestones, learnings and commitments our organization made over the last five years. The report was shared with the entire network and included a challenge for Senior Fellows and community leaders:

ALF invites all of us to consider what kind of a world we want to leave our children and grandchildren; to walk into conversations on racism, our country's untold history, and DEI with curiosity, empathy, and with eyes and hearts wide open; to be a part of realizing the unrealized – life, liberty, and the pursuit of happiness for all.

Over 200 ALF Senior Fellows and community leaders have helped shape the transformational DEI journey at ALF since 2016. We are grateful for their time, courage, and curiosity.

ALF's DEI Vision Statement



ALF recognizes that the social contract with communities of color has never been fulfilled. As an organization that is a “leader of leaders,” we commit to challenging ourselves, our network and our community to do the ongoing hard work of recognizing power dynamics and structures, blind spots and biases that perpetuate systemic racism and inequities. Using ALF strategies and leveraging the power of the ALF network, we will work to remedy the impact within our own organization, throughout the programs we offer and in communities we serve. In doing so, we move towards our ultimate outcome of creating a more equitable and thriving Silicon Valley – for all.

| ALF NATIONAL

ALF National New Look, New Connections, New Strategy

ALF Silicon Valley **CEO Suzanne St. John-Crane** was elected to her second term as ALF National Board Chairperson. Under her leadership, the organization underwent a rebranding process whereby eight active ALF chapters shepherded the process of creating a tagline and logo.



CONNECT. INSPIRE. TRANSFORM.

The intertwining shapes of the icon represent leaders bringing diverse thoughts and perspectives together to create impact. The flame represents the wilderness campfire experience that all ALF Fellows share at the beginning of their journey. It stands for light and inspiration, transformation and action.

The pandemic and quick pivot to Zoom technology for meetings allowed Chapter Executives to connect weekly, sharing curriculum and best practices. For the first time in its history, ALF National, in partnership with ALF Silicon Valley, produced three network-wide convenings on Zoom:

Winners Take All: A Dialogue w/Anand Giridharadas June 2020

Race, Religion & Recovery October 2020

Decolonizing Wealth: Indigenous Wisdom to Heal Divides and Restore Balance w/Edgar Villanueva November 2020

ALF National began building an Advisory Council and is proud to announce its inaugural member, ALF Founder Joseph Jaworski. The Advisory Council will be a part of championing ALF's national strategy of connecting across chapters and deepening our impact.

Senior Fellow Commitments

Take the call & make the call. Use the network.

Dialogue First. Suspend judgment, be curious, be open, listen.

Educate, Innovate, Donate. Be a part of systems change.



alfsv.org / 408.554.2000

Sobrato Center for Nonprofits, 1400 Parkmoor Avenue, Suite 280, San Jose, CA 95126