

A M E R I C

A N L E A D

F O R E R S

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S I L I C O

I M P A C T

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N V A L L E

Y A L F S V

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MESSAGE FROM THE CEO

World, you've changed.

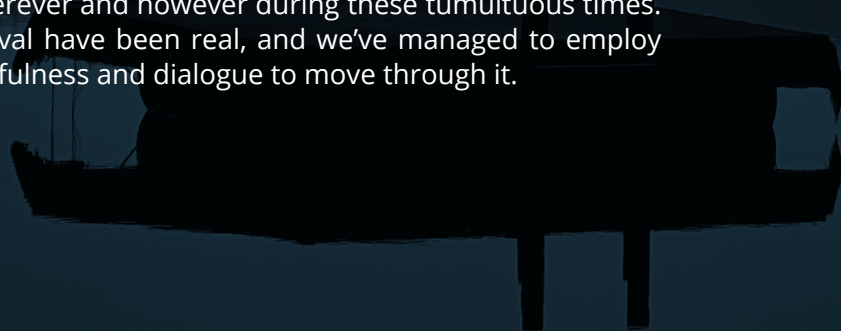
Nine years ago, I can distinctly remember sitting at the Institute for the Future in Palo Alto, listening to Author / Distinguished IFTF Fellow Bob Johansen's ten-year forecast. I was a member of ALF Class XXV, running a television station and raising two young girls. "Leaders need to get ready for the VUCA world: volatility, uncertainty, complexity, and ambiguity." *Hmm*, I wondered. *What might that look like? Would we all be living with massive disruption, pandemics, displacement from climate change, and social unrest?*

Well. Did Bob nail it or what?

These last two years have been filled with rapid-fire disruption, challenging us to drink from one fire hose to the next before taking a breath. Our assumptions have been repeatedly challenged, and our capacity stretched beyond what we thought was possible. How can we sustain this pace? Let me answer that for you: We cannot in this current form and framework. We will be (and are) burned out. If the new norms are fixed and the pace of disruption continues to accelerate, perhaps we need to change.

Over the last year, I've continued using the mantra that came to me during the 2020 Fellows class: Grace, Empathy, Flexibility. We are all experiencing rapid change in real-time. What if we consciously choose to show up in these moments differently? What if we as humans practice patience and grace with each other versus anger and entitlement; empathy for those who we might typically view as strangers or adversaries; flexibility when needs, priorities, or expectations shift unexpectedly? One thing *we do* have control over in this moment, and in every moment, is *how we respond to any given situation*.

I am enormously proud of how ALF staff has pivoted during the multiple crises we've faced as a team and how the ALF Board of Directors has grown to 21 members, raising their fundraising goal as a body and rolling up their sleeves to step up wherever and however during these tumultuous times. The stress and upheaval have been real, and we've managed to employ ALF strategies of mindfulness and dialogue to move through it.



I'm inspired by the dozens of collaborations (and these are just the ones we know about) that affinity groups, Fellows, racial caucuses, and classes are undertaking to make the Bay Area a more equitable and thriving region. 2021 continued to break ALF records of Senior Fellow engagement, with network members showing up for class reunions, affinity group dialogues, and our Truth, Love and Reconciliation, and Revolution of the Heart Speaker series. Fellows from Class XXXIX and XLI are leveraging each other's expertise and networks to move good ideas forward, benefiting Silicon Valley kids, affordable housing efforts, mental health needs of our citizenry, and health outcomes for marginalized communities, to name a few areas of direct impact.

Our facilitation consultancy ALF Insights has continued to grow, helping cities and organizations navigate challenging conflicts and crises. ALF Silicon Valley's role in leading ALF National has deepened as I've taken on the part-time role of ALFN Executive Director beginning in February of 2021. We look forward to lifting up and connecting our eight national chapters - with 4,300 Senior Fellows - to each other for greater resource sharing and meaningful dialogue. We envision ALF chapters being built out in any community that is ready to break down sector and ideological silos to co-create solutions and change systems for the better.

Is that too big a dream? I think not. This is not - I repeat, this is NOT - the time to think small and skirt around the edges. If we are to meet the moment(s), now is our time to go big for the future of people and the planet.

How will you adjust how you show up in this new normal of disruption and chaos? What will the ripple effect of your choices be? I would love to hear and, more importantly, see.

Wishing you all a year of clarity and courage, friends.

Suzanne St. John-Crane



Chief Executive Officer
Class XXV / Urbanism XXXIV
Interim Executive Director, ALF National



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STAFF



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Interim Executive Director, ALF National
Class XXV / Urbanism XXXIV



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Chief Impact Officer
Class XXVII



Sumaiya Moosa

Development Manager



Jenny Niklaus

Chief Facilitation Officer
Class XXIV



Allyson Paul

Executive Assistant



Mark Tolley

Vice President of Operations



Richard Ángel Vega

Marketing & Communications Director

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Jonathan Hicks, Chair
Employment Counsel, Netflix
Class XXXI



David Epps
Alternate Public Defender
County of Santa Clara
Class XXIX



Lee Ott
CEO, Fulcrum D Consulting
Class XXXV



Heather Rangel, Vice-Chair
US Technology Sector Leader
Deloitte
Class XXXIII



Tom Giles
Executive Editor
Bloomberg News
Class XXXVII



Marion Rittler
VP of Global Enablement
ServiceNow
Class XXXI



Richard Slavin, Treasurer
CEO Emeritus
Palo Alto Medical Foundation
Class XIX



John C. Hollar
President and CEO
The Vypoint Group
Class XXIV



Kim Rivera
Chief Legal and Business Officer
OneTrust
Class XXXIII



Jayne Battey
Owner, Miramar Farms
Class XXIV



Rosalynn Hughey
Deputy City Manager,
City of San José
Class XXXIV



Robert Sapien, Jr.
Fire Chief, City of San Jose
Class XXV



Muhammed Chaudhry
General Partner
DJM Capital Partners
Class XXVI



Shelly Kapoor Collins
Founding Partner
The Shatter Fund
Class XXXVII



Suzanne St. John-Crane
Chief Executive Officer
Interim ED, ALF National
Class XXV / Urbanism XXXIV



Chris Cheng
CEO, Global Science &
Technology
Class XXXIX



Hsing Kung
Managing Partner
Acorn Campus Ventures
Class XIII



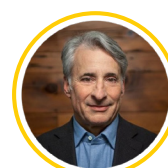
Toni Vanwinkle
Senior Director, Digital Workplace
Experience, Adobe Inc.
Class XXXIX



Mary Dent
Former CEO, Green Dot Bank
Class XXX



Anita Nunes
Advisor, Pluzze Consulting
Class XXXV



David Yarnold
Immediate Past President &
CEO, National Audubon Society
Class XII

ADVISORY COUNCIL

Ned Barnholt
Eric Benhamou
Ann DeBusk

Susan Goldberg
Adam Grosser

Mike Honda
Marc Jones

Carol Larson
Ronnie Lott

John Morgridge
Susan Packard Orr

C.S. Park
Ann Ravel

THE FELLOWS PROGRAM

FELLOWS PROGRAM FACILITATORS



Laura Weaver
ALF Lead Facilitator



Rick Williams
ALF Co-Facilitator



Suzanne St. John-Crane
ALF CEO & Co-Facilitator

CLASS XXXIX 2020-2021

Class XXXIX began their journey on March 13, 2020, four days before the mandatory shelter-in-place order in Santa Clara County. They continued meeting virtually, figuring out how to build community and authentic relationships using this “new” virtual method. They mourned the loss of being in person, but kept at it, showing grit and commitment to the process and each other.

Despite wildfires and air quality challenges in the Sierras, ALF managed to get Class XXXIX through two wilderness trips. ALF also extended their program year to ensure the opportunity to meet in person

several times once the class was vaccinated. Class XXXIX is the longest-running ALF class, graduating on December 9, 2021, twenty-one months after starting their journey together.

To exemplify their legendary status, Class XXXIX crushed the 2021 Class Giving Competition, becoming the first class to raise \$50,000 with 100% class participation to support Fellows tuition scholarships, network weaving initiatives, and Senior Fellow impact initiatives. Class XXXIX earned the Grand Prize of a facilitated overnight retreat, courtesy of 1440 Multiversity.

Rick Banks Professor, Stanford Law School

David Bini President, Building & Construction Trades Council

Oscar Cantú Bishop, Diocese of San Jose

Chris Cheng CEO, Global Science & Technology

Mary Ann Dewan Superintendent of Schools, SCC Office of Education

Eileen Fagan Board Member & Change Consultant

Rosanne Foust President & CEO, San Mateo Economic Development Assoc.

Kelly Gaffaney Partner, Deloitte Tax

Robin Grossinger Senior Scientist, 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 Dir., 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, Marketing, MongoDB

Randi Shafton Executive Director, Peninsula Bridge

Nicole Taylor President & CEO, Silicon Valley Community Foundation

Toni Vanwinkle Senior Director, Digital Workplace Experience, Adobe

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

Helen Wilmot VP of Facilities Services & Planning, Stanford Health Care

“

I have developed some extremely deep and meaningful friendships, and close connections with many of my cohort that I will draw upon in coming years.

Robin Grossinger
Class XXXIX



CLASS XXXIX
COLLABORATIONS

47





ALF provides a wonderful opportunity to build upon the fundamentals of creating community by creating a safe space for vulnerable, honest dialogue.

Saidah Dill, Class XLI



CLASS XLI
COLLABORATIONS

31

CLASS XLI 2021-2022

CLASS XLI began their journey in March 2021 online with members of Class XXXIX. Senior Fellow Chike Nwoffiah (Class XXI) brilliantly transitioned the signature drumming exercise to an online experience, complete with zoom breakout drumming instruction and a performance by four drumming troops, including San Jose Taiko's Wisa Uemura (Class XXXI).

After a relatively "normal" ALF Class year, complete with a pristine and maskless experience at Gold Lake in July 2021, Class XLI graduated on March 25, 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 Former 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

Kurt VandeVort Chief Executive Officer, Palo Alto Foundation Medical Group

Rebecca Vermeulen VP, Customer Strategy, Genentech



SENIOR FELLOW NETWORK



457

CONVENING PARTICIPANTS



172

AFFINITY GROUP MEETINGS



51

CLASS CHECK-INS & REUNIONS



13

SPEAKER & DIALOGUE EVENTS

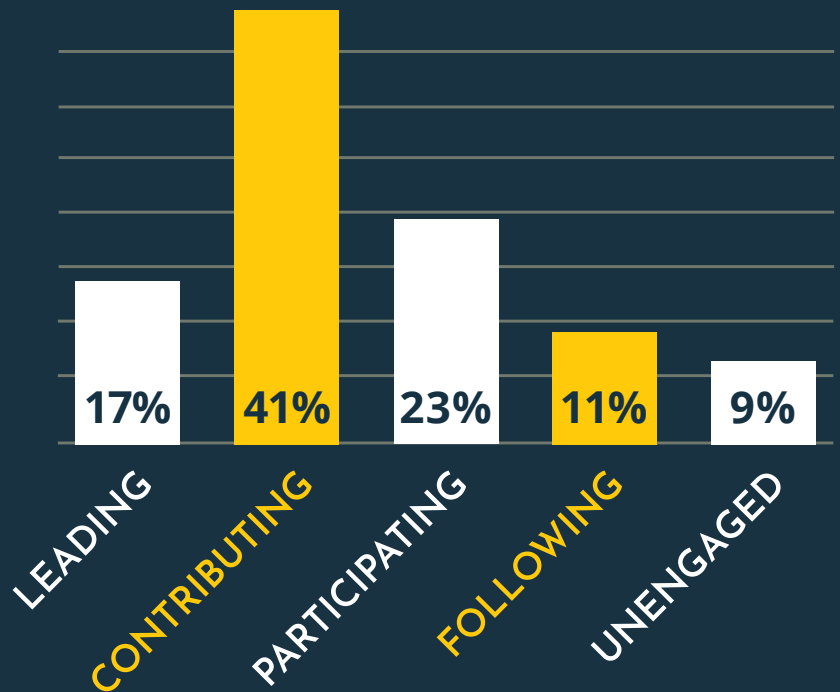


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POWER CIRCLES

Small dialogue circles centered on issues such as student mental health and wellness, responding to hate, leading for inclusion and justice, gender dynamics, and growing ALF across the Bay Area.

SENIOR FELLOW ENGAGEMENT LEVELS



AFFINTY GROUP IMPACT SUMMARIES

Affinity Groups are formed around a variety of interests and experiences and include dialogue and action. Most are cross-sector groups, including Senior Fellows from diverse backgrounds and perspectives.

The impact of affinity groups—and really, all we do—is through relationship building, deepening understanding across differences, and fostering collaboration. Senior Fellows support and challenge each other to be stronger, more informed, effective,



As my community and philanthropic priorities have evolved, the ALF affinity groups have served as important and thoughtful catalysts for helping me gain a broader understanding of issues and problem-solving strategies. They continue to be a great source of personal learning for me, but more importantly, a force to allow me to have meaningful and trusted conversations with a new generation of leaders.

Gordon Yamate, Class XIX

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.

Engage in ALF. Your participation makes us all stronger.

and inclusive leaders in their professional and personal roles and for the community.

ALF Black, the AAPI Caucus, and La Comunidad host Senior Fellow spotlights to learn about the personal and professional journeys and insights of Black, AAPI, Latino/a/x leaders and to foster collaboration and support for BIPOC communities.

The **AAPI CAUCUS** has engaged Senior Fellows from multiple groups to call for leadership in response to hate attacks, has followed up with Town leaders to support JEDI work, and is working to address gender dynamics.

In January, **ALF BLACK** hosted A Conversation with Judge LaDoris Cordell. Judge Cordell discussed her experiences as the first African American woman judge in northern CA and offered her recommendations for fixing flaws in the criminal legal system.

In the **ANTI-RACIST LEARNING CIRCLE**, white Senior Fellows and Fellows learn and share about the impact of white privilege on communities of color and how they can be allies and leaders for racial equity in their workplaces, networks, and communities.

ARTS & CULTURE LEADERS have secured increased funding for arts & culture organizations that are critical for community healing and economic recovery. They launched a new initiative – Cultural New Deal Silicon Valley – to create new cultural districts in San Jose and an equity report card for arts & culture organizations and to advocate for equitable pay for independent artists and more public resources for the arts & culture and hospitality sector.

The **CLIMATE ACTION & SUSTAINABILITY AFFINITY GROUP** brings together Senior Fellows from Silicon Valley and other ALF chapters to share strategies for improving the environment for all, particularly to accelerate positive change across sectors.

AFFINTY GROUP IMPACT SUMMARIES

FAITH LEADERS support each other's leadership with challenging issues and coordinate advocacy efforts around race equity and affordable housing.

FOUNDATION LEADERS have formed a community of learning and accountability for racial and economic equity and responsiveness to communities and nonprofit partners. Based on their deepened relationships and shared priorities, foundations have collaborated in new ways to respond to urgent community needs, such as preserving critical affordable housing and supporting wellness and sustainability for health care and nonprofit staff.

Through the **JUSTICE & SAFETY LEARNING COMMUNITY**, Senior Fellows and Fellows share and learn about challenges and opportunities to improve the public safety and justice systems to create true and equitable safety and justice for our communities.

LA COMUNIDAD FOR JUSTICE, EQUITY, & INCLUSION has engaged Senior Fellow elected officials and advocated for equitable policies and practices such as vaccine access and land use. La Comunidad is developing a "Roadmap" for Latino power and leadership to address community needs and priorities.

The **LGBTQ+ AFFINITY GROUP** is a resource for LGBTQ+ Senior Fellows and the whole network to promote leadership for inclusive workplaces and



ALF's CEO (DEIL) cohort has provided me a place to learn and grow in community with others, and to receive support as a nonprofit executive on a racial justice learning journey.

Kyra Kazantzis, Class XXXVI

communities. The group hosted an event for the Fellows Class to explore current issues and learn about the history of LGBTQ+ communities in Silicon Valley.

The **LIFE WORK TRANSITIONS AFFINITY GROUP** provides a confidential, supportive space for Senior Fellows to share about transitions—personal and professional—and explore new identities and a sense of purpose.

NONPROFIT CEO DEIL COHORTS are learning and dialogue spaces for nonprofit leaders working to address racial equity, personally, organizationally, and across the community.

SAN MATEO COUNTY Senior Fellows connected periodically for learning and support and to nominate more SMC leaders for the ALF Fellows Program.





ALF NATIONAL

ALF SILICON VALLEY LEADING AT ALF NATIONAL

In December of 2021, CEO Suzanne St. John-Crane completed a two-year term as Board Chair of ALF National (ALFN). Through her tenure, ALF Silicon Valley became a convener of national dialogue events and began experimenting with connecting Senior Fellows across chapters. Most recently, members of the Great Valley and Mountain Valley Chapters began participating in ALF Silicon Valley's Sustainability Affinity Group. Additionally, staff from multiple chapters began connecting to produce a national forum on public safety.

Suzanne began working with chapters to form a National Advisory Council whose role would be to open doors and bring ideas that further ALFN's work to support chapters. ALF Founder Joseph Jaworski agreed to join as the group's inaugural member, working in partnership with ALF Board Chair Nory Angel and Suzanne to begin reimagining ALFN's strategy and impact.

Beginning in late 2020, the ALFN Board went through an extensive logo and tagline redesign process, launching a beautiful and captivating new look across eight chapters throughout 2021. Following that endeavor, under the leadership of ALF Chapter Executives Lisa Watson (Oregon) and Beth Boggs (Tacoma / Pierce County), and with the input of

chapter boards and Senior Fellows, Core Values that better reflect ALF's vision in our changing world were crafted. ALF Curriculum Cornerstones are built upon these values:

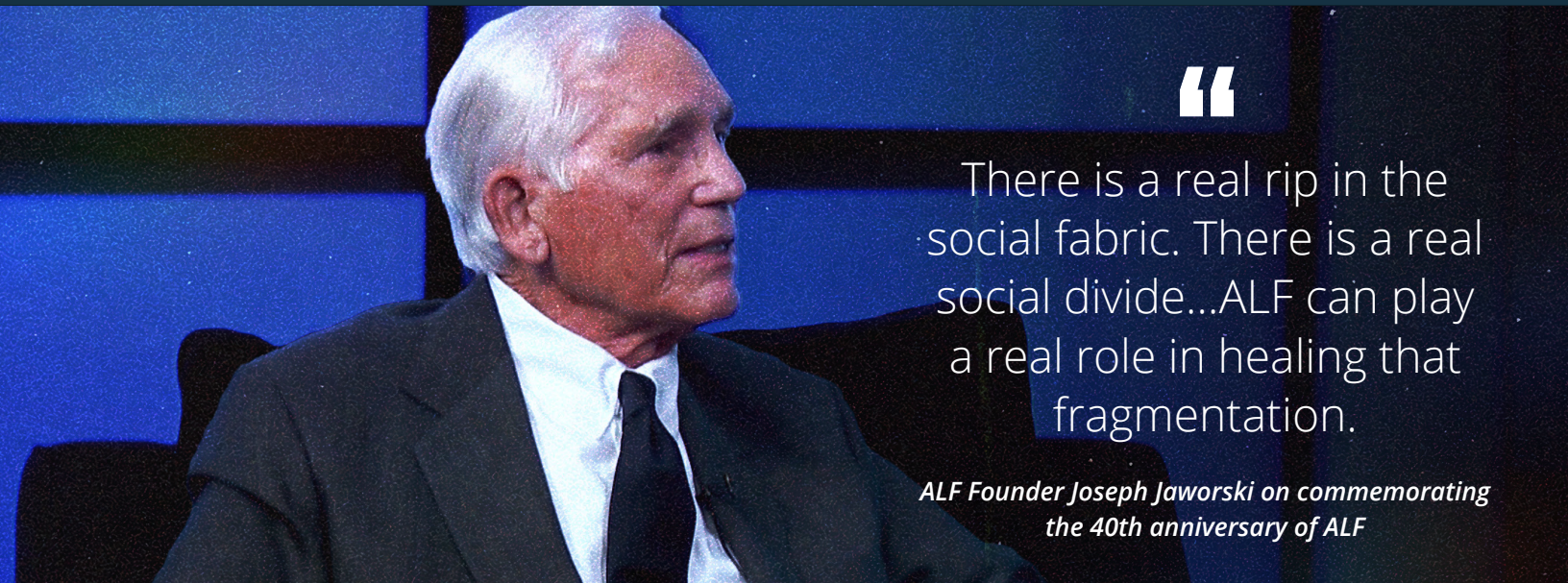
- We believe in the power and importance of trusted relationships.
- We believe that diversity, equity, inclusion, and belonging are critical for thriving, equitable communities, healthy people, and a healthy planet.
- We believe in the power of dialogue and collaborative leadership with leaders who have curiosity about people whose identity, culture, background, and life experiences may be different from their own.
- We believe we have a responsibility to prioritize active civic engagement to equitably serve for the benefit of all people in our communities.
- We prioritize and engage in practices of mindfulness, grace, acceptance, accountability, and openness to personal and professional growth.

ON FEBRUARY 1, 2022, AFTER COMPLETING HER TERM AS ALFN BOARD CHAIR, SUZANNE TOOK ON THE ADDITIONAL ROLE OF PART-TIME INTERIM EXECUTIVE DIRECTOR FOR ALF NATIONAL.

She aims to guide the evolution of ALFN's business model through a participatory Strategic Planning process. Over the next two years, ALF Silicon Valley will be working with the ALFN Board to do the following:



- 1 DEFINE OUR SHARED PURPOSE.** Hold a visioning session with ALF National Board members and chapter boards to emerge a renewed sense of purpose and mission for the organization. Outcome (November 2021): ALF Vision Statement and Theory of Change.
- 2 CREATE NEW BUSINESS MODEL AND STRATEGIC PLAN.** Assemble ALFN Task Force of Senior Fellows to envision and pressure test new business model for impact and sustainability of individual chapters.
- 3 BUILD OUT AND ACTIVATE ADVISORY COUNCIL.** Leveraging powerful Senior Fellows and friends from eight chapters, create a national advisory council to help lift the brand and open doors.
- 4 FUNDRAISING CAMPAIGN.** Leveraging the ALFN Advisory Council and ALFN Board, approach national foundations to help executive on a multi-year plan that would build capacity and sustainability of smaller chapters, network weave 4,500 national Senior Fellows and deploy tools and resources for launching new chapters in regions that are ripe for cross sector collaboration for good.



“

There is a real rip in the social fabric. There is a real social divide...ALF can play a real role in healing that fragmentation.

ALF Founder Joseph Jaworski on commemorating the 40th anniversary of ALF



ALF INSIGHTS

ALF INSIGHTS FACILITATION & CONVENINGS THE ALF WAY

ALF INSIGHTS (ALFI) is committed to bringing groups of people together in spaces of productive tension in order to build deeper relationships that lead to powerful community impact.

The clients ALFI has contracted with this past year run the gamut from government, nonprofit and philanthropic groups. This work has been focused primarily on:

- Coaching and support of leaders
- Relationship development in order to create more effective approaches to the work
- Strategic development of the work of organizations through visioning and assessment
- Organizational or network assessment with recommendations for development of critical areas of work
- Network development



ALF INSIGHTS 2021-2022 CLIENTS

ACE CHARTER SCHOOL

ALF NATIONAL

CITY OF WATSONVILLE

EAN NETWORK

EDUCARE

FRIENDS OF EDGEWOOD PRESERVE

JEWISH SILICON VALLEY

LATINAS CONTRA CANCER

SI SE PUEDE COLLECTIVE

ST. JOSEPH FAMILY CENTER

TOWN OF LOS GATOS

UNITED WAY BAY AREA

YWCA GOLDEN GATE SILICON VALLEY

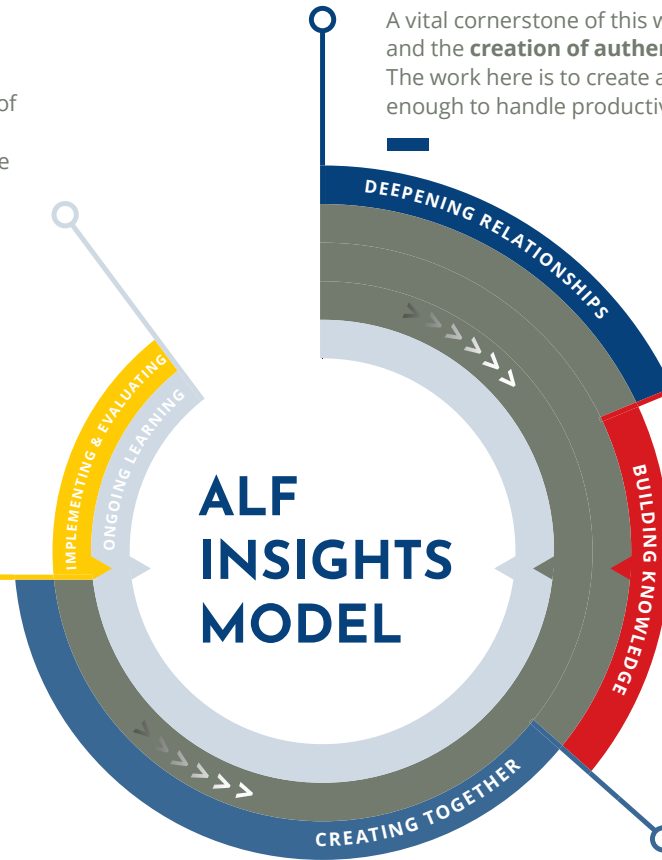
TOTAL REVENUE FY22

\$189K

THE WORK OF EMERGING AND BUILDING SPACES FOR HIGH-QUALITY DIALOGUE WITHIN AN ORGANIZATION IS NOT A LINEAR PROCESS BUT A CYCLICAL ONE.

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.



The Town of Los Gatos appreciates ALF-Insights’ thoughtful approach to engaging community members on inclusion, equity, justice, and diversity. Through deep listening and dialogue, ALF-Insights is preparing tangible and meaningful recommendations to continue this important work.

Laurel Prevetti
Town Manager, Town of Los Gatos

DONOR IMPACT

LEADERSHIP CIRCLE 50,000K+

Adam Grosser, Class XXXV
Becky Morgan, Class VI
Randy Pond, Class XVII
Lisa Sonsini, Class XIV / Education XXVI
David Tsang Memorial Fund

SUMMIT CIRCLE 25K-49,000K

John Morgridge, Class VIII

NETWORK BUILDERS 10K-24,999K

Greg Avis, Class XI
Ned Barnholt, Class IX
Sandy Chau, Class XIX
Ann DeBusk, Founder
Nan Geschke
Nancy Handel, Class XI
Jon Hicks, Class XXXI
John Hollar, Class XXIV
Judy Koch
Hsing Kung and Rose Tseng, Class XIII & Class III
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
Toni Vanwinkle, Class XXXIX
Charmaine Warmenhoven, Class XVIII
Barry Williams and Lalita Tademy, Class XX & Class VII

5K CLUB

Jayne Battey, Class XXIV
Eric Benhamou, Class VIII
Chris Cheng, Class XXXIX
Eileen Fagan, Class XXXIX
Celeste Ford, Class XIV
Kelly Gaffaney, Class XXXIX
Dotty Hayes, Class XIX
Karen and Greg King, Class XXIV & Class XXXIII
Jim Koshland, Class XV
Francis Lee, Class XVII
Enrique Lores, Class XXXV
Webb McKinney, Class XV
Anita Nunes, Class XXXV
Maureen O'Connor, Class XXXIX
Diane Savage, Class XVI
Nicole Taylor, Class XXXIX
Michelle VonderHaar, Class XXXIX
David Yarnold, Class XII

SUSTAINABILITY CIRCLE MONTHLY DONORS

Carl Agers, Class XXXV
Marie Bernard, Class XXXI
Dana Bunnett, Class XXVIII
Tanis Crosby, Class XXXIII
Mary Dent, Class XXV
Akemi Flynn, Class XXVII
Barbara Goldstein, Urban XXXVIII
Raul Gorospe, Class XXXV
Wendy Ho, Urban XL
Rosalynn Hughey, XXXIV

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
Brent Pearse, Class XL
David Quincy, Class XXXIII

Robert Sapien Jr., Class XXV
Porcia Silverberg, Class XXXIII
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

FOUNDATIONS & ORGANIZATIONS

Cisco
Sobrato Philanthropies
Destination: Home
Silver Lake
Deloitte
Adobe
HP Inc.

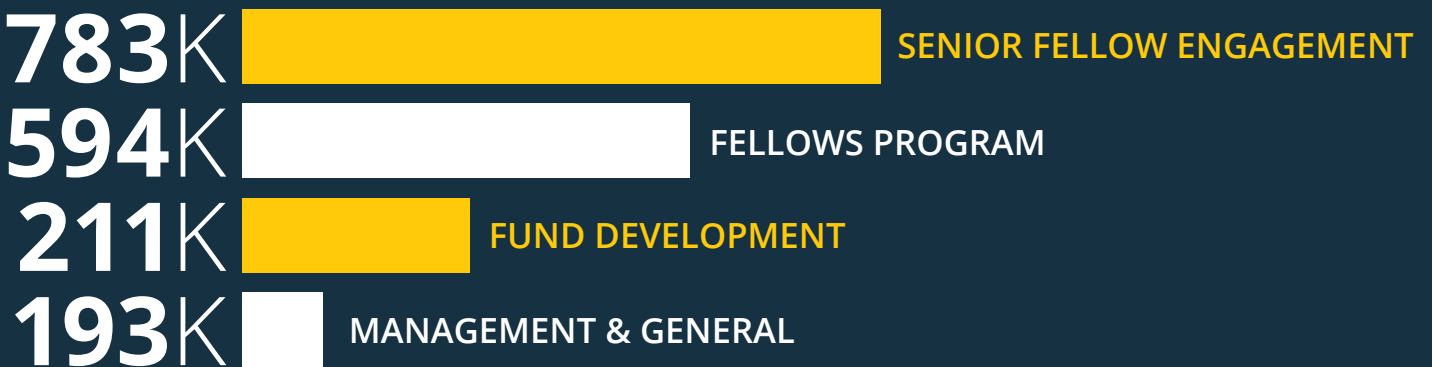
Google
Kaiser Permanente
Legacy Venture
Silicon Valley Community Foundation
Bloomberg
Palo Alto Medical Foundation
Stanford Health Care

Ronnie Lott's Tracy Toyota
PG&E
Heritage Bank
Silicon Valley Rising Action
Working Partnerships

FUNDING SOURCES



SPENDING ALLOCATION



PHIL HAMMER MEMORIAL FUND

In remembrance of one of our founding ALF Silicon Valley classes, a proud Senior Fellow, and the man that introduced us to Gold Lake nearly 30 years ago, we are happy to announce a Memorial Fund at ALF for the late Phil Hammer. With the leadership of two of his Class V members, Harry Saal and John Flaherty, the Fund will honor Phil's legacy, through support for causes for which he advocated. Specifically, the Fund will support work in the causes of social justice, civil rights, education, and diversity.

FY21/22 **\$3,400**

DAVID TSANG MEMORIAL FUND

David was an active member of our Bay Area community and a proud Senior Fellow. We are happy to re-introduce the David Tsang Memorial Fund this year and continue the opportunity to honor his legacy through support for causes that he cared about most. With the leadership of two lifelong friends and Senior Fellows, Hsing Kung and Rose Tseng, we invite you to donate to this fund in memory of David Tsang.

FY21/22 **\$32,000**

DIVERSITY, EQUITY, & INCLUSION COMMITMENT

ALF'S DEI VISION STATEMENT

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.

2020-2023 STRATEGIC PLAN

OFFER A BEST IN CLASS REGIONAL FELLOWS PROGRAM.

1

- The ALF Fellows program will expand and become so wildly successful that executives are “waiting” to be invited. Class seats are coveted.
- The look and feel of communications is stunning, sophisticated and captivating.
- Curriculum is meaningful and current and doesn't attempt to be an MBA program. Class relationships and dialogues are at the center of the experience. ALF Values are clearly and consistently thread through the program year.
- We can clearly articulate the end goal, how we measure success and what success looks like.

CONTINUE TO ADD VALUE TO THE SENIOR FELLOW EXPERIENCE.

2

- Every Senior Fellow will be connected into one or more ALF community networks.
- Senior Fellows will lead and model healthier political discourse, dialogue across differences, and dialogue on equity issues personally, professionally and in community.
- ALF will see a dramatic uptick in cross class collaborations for the common good.
- Participation will increase at events and in affinity groups.
- Senior Fellows will have a deeper cross generational, cross-sector network within ALF that they value.

BECOME GO TO ORGANIZATION FOR FACILITATING DIFFICULT COMMUNITY CONVERSATIONS.

3

- ALF's reputation as master facilitators will be known in public and non-profit sector circles in San Mateo and Santa Clara Counties.
- We can point to tangible results of ALF facilitation in the form of better relationships, more equitable policies and cross sector collaborations.
- 10% of ALF revenue is coming from fee for service work.

STRENGTHEN AND SCALE THE ALF MOVEMENT.

4

- A frame for living is being celebrated and understood by the ALF network and the networks they touch.
- A new narrative is emerging about the Valley, a place where social pioneers can innovate inequitable social systems.
- ALF is known as a catalyst for relationship building and dialogue that emerges equity and innovation.

COMMUNICATIONS & MEDIA



35K

ALFSV.ORG
PAGEVIEWS



25

ALFSV.ORG
BLOG POSTS



52%

E-NEWSLETTER
AVG. OPEN RATE



7

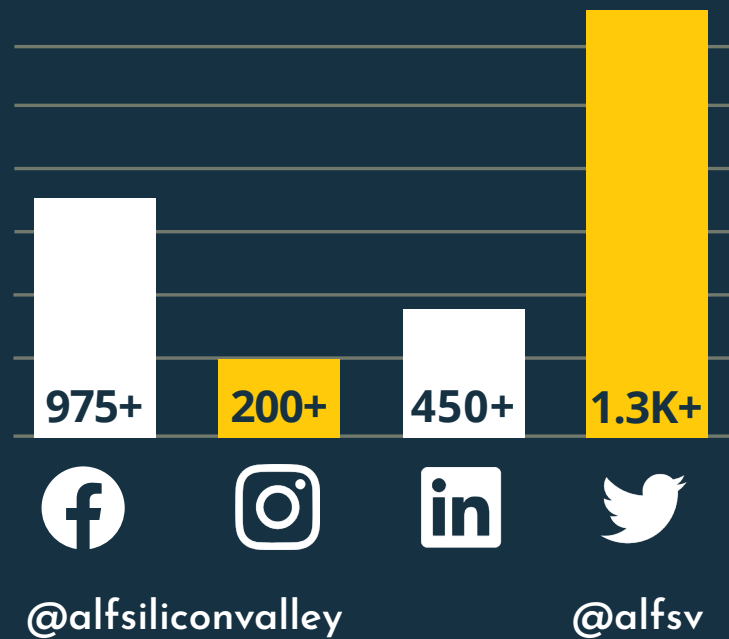
NEW PODCAST
EPISODES



15

VIDEO EVENTS &
FEATURES

SOCIAL MEDIA FOLLOWERS AND FANS



MEDIA INQUIRIES

Richard Ángel Vega
Marketing & Communications Director
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