



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

BOARD OF DIRECTORS
Wednesday, October 18, 2017
5:00 PM to 7:30PM

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

AGENDA

4:30 Dinner

5:00 1. Call to Order/Establish Quorum

5:02 2. Agenda Review

5:05 3. Announcements/Program Updates

5:10 4. *CONSENT AGENDA – Action Items

In approving the consent agenda, the Board is approving recommendations within each committee’s minutes listed below.

4.1 Draft Minutes of the August 16, 2017 Board Meeting*

Shannon/Steve moved to approve the consent agenda as presented. MSP.

4.2 Draft Minutes of the September 7, 2017 Finance Committee Meeting*

4.3 Draft Minutes of the September 7, 2017 Governance Committee Meeting*

Doug/Shannon moved to approve the staff recommendation of writing a letter of support for the Children’s Fund, and to revisit the item in the event that the fund is created to assess the Fund’s alignment with CB mission and values. MSP.

4.4 Draft Minutes of the October 5, 2017 Finance Committee Meeting*

4.5 Draft minutes of the October 5, Governance Committee Meeting*

4.6 Draft Minutes of the 2017 BOD Retreat*

a) Majel/Kenn moved to approve Resolution #2017-09-01. MSP

b) Kenn/Nicolette moved to install Doug Underhill as Treasurer and Jack Jacobsen as Secretary. MSP

5:15 5. Receive comments from members of the public on “Items not on the Agenda”

5:20 6. Program Presentations

6.1 MOW

5:40 7. Agency Business – Ray Cancino (20 min)

7.1 Facilities

*7.1.1 MCR Refinancing – Action Item**

Allow CEO to pursue refinancing as appropriate.

7.1.2 La Manzana Building – General Update

6:00 8. Development/Philanthropy Report– Virginia Wright

8.1 Philanthropy Report

8.2 Holiday Giving

8.2.1 Board Match

8.3 Food from the Heart

6:50 10. Finance Committee Update – Cathy Benson

7:00 11. Written Reports

11.1 Philanthropy Report for September 2017

11.2 Philanthropy Report for October 2017

11.2 Financial Report from the September 7, 2017 Finance Committee Meeting

11.3 Financial Report from the October 5, 2017 Finance Committee Meeting

11.3 Community Bridges Program Reports – CACFP, ELD

7:00 12. Newspaper Articles

7:00 13. Items for Next Agenda

7:00 14. Adjourn Regular Meeting

7:00 15. CLOSED SESSION

7:30 16. Adjourn Closed Session

Next Meeting:
Wednesday, November 15, 2017



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

BOARD OF DIRECTORS

Wednesday, August 16, 2017

5:00 PM to 7:00PM

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

Draft Minutes

Members Present: Steve McKay, Nicolette Lee, Kenn Barroga, Shannon Brady, Rebecca Fowler, Dough Underhill, Casey Wu, Majel Jordan, Jack Jacobsen.

Excused Absences: Heather Lennard, Jorge Mendez, Martin Bernal, Pam Fields, Sara Siegel.

Staff Present: Raymon Cancino, Julie Gilbertson, Seth McGibben, Cathy Benson, Lisa Berkowitz, Lisa Hindman Holbert, Kate Hinnenkamp, Lois Sones, Kirk Ance, Alma Molino, Tyler Smith.

Guest: Clay Kempf, Nancy Sherrod

4:30 Dinner

5:00 1. Call to Order/ No Quorum

Ray handed out a prompt and asked people to share CB moments that they are proud of, that inspired them, or a moment that reminded them of CB.

5:07 2. Agenda Review

Consent agenda is moved forward in wait for quorum.

5:07 3. Announcements/Program Updates

HR director noted that Peggy Alvaro, long term CB employee and site manager of the Watsonville dining site, passed away. Peggy Alvaro was with us for over 20 years, and a memorial service will be held Thursday with representation from CB.

5:09 5. Receive comments from members of the public on “Items not on the Agenda”

None.

5:10 6. Program Presentations

6.1 WIC

BOD member Nicolette Lee visited WIC on 8/11 during the 11th annual Breastfeeding Walk, and noted that the walk occurred in conjunction with the Farmers Market, which was helpful in drawing in participants that otherwise might not have known about the event. It was clear that this smaller community is part of the bigger, and that it is a cornerstone in the

community. CEO noted that the farmers market has a direct link to WIC as all Santa Cruz County Farmers Markets, except for Aptos, accept WIC coupons for fresh food and vegetables. WIC Program Director Cathy Cavanaugh noted that August is the world breast feeding month, and shared images from the walk. Cathy pointed to an article in the 3/29 issue of *Budget and Policy Priorities*, that points to a range of positive health outcomes for WIC participants. Cathy referred to the WIC list of foods can be bought with vouchers, and clarified that participants are limited to breastfeeding mothers and children under 5 years of age. The financial impact in Santa Cruz County is \$400K per month spent in grocery stores, with the highest redemption rate and most dollars spent in Watsonville. Cathy gave an overview of the county's demographics of WIC participants, divided into San Lorenzo Valley, Santa Cruz, and Watsonville. Cathy further noted that while many view WIC as an emergency program, it is being framed as an educational program. WIC is using technology as much as possible. WIC participation is falling all over the Country, and local reasons include families moving away due to cost of living, fewer teen pregnancies, lower birth rate, and families not able to visit WIC sites during working hours. Steve McKay noted that families may not be able to access services as federal poverty levels are not updated to reflect local incomes and cost of living.

5:45 Quorum Established

5:46 4. *CONSENT AGENDA – Action Items

In approving the consent agenda, the Board is approving recommendations within each committee's minutes listed below.

4.1 Draft Minutes of the June 21, 2017 Board Meeting*

a. Jack and Jorge moved to approve the June 21 consent agenda as presented. MSP.

b. Jack/Jorge moved to approve conducting a capital campaign. MSP.

4.2 Draft Minutes of the June 1, 2017 Finance Committee Meeting*

4.3 Draft Minutes of the August 3, 2017 Finance Committee Meeting*

4.4 Draft Minutes of the August 3, 2017 Governance Committee Meeting*

a. Shannon/Jorge moved to approve the CB retirement plan. MSP

Shannon/Steve moved to approve the consent agenda as presented. MSP.

5:49 7. Agency Business – Ray Cancino (20 min)

7.1 Retreat

CEO noted that September 22, noon-6 pm is established as the time for the retreat. We will meet for lunch at Jalisco's at noon, and follow with the retreat 1 pm-6 pm at the WIC Big Bird room at the new CB building. The committee is currently finalizing facilitators and guest speakers.

7.2 Development Director – Virginia Wright

CEO passed around DDs resume, and noted Wright's work experience.

7.2 Budgets

CEO shared a flow chart showing the impacts of budget shortfalls, and long- and short-term mitigation strategies for MCR, ELD, and MOW. Although \$85K from the county and \$20K from the city was regained for MOW, the \$85K was unexpectedly allotted for only one year. CEO noted the need to be conservative in case the \$85K is not allotted the next two years. MOW is seeing an increase in cost, and is currently on a one-year extended lease. This year MOW is using \$90K of carry forward funds.

7.2.1 MOW- Clay Kempf

Clay Kempf distributed a 2017 Senior Fact Sheet for Santa Cruz County and chart depicting trends in funding for local senior programs, and noted that funding for senior programs is declining while the population is growing at unprecedented levels. Clay expressed deep concern about this trend and a lack of care and awareness from elected officials, and noted the importance of being active voices in promoting and protecting senior's rights. Clay noted past and ongoing advocacy efforts, and that having ongoing conversations with elected officials and taking some heat is part of the process. It is also important to celebrate successes. Clay invited BOD members to attend the Solution Summit on 10/18, and noted that an Advocacy Committee that now meets every 2nd Monday of every month resulted from last year's summit. Clay will send a formal invitation to BOD to attend the Summit and to join the Advocacy Committee. MOW is the largest program funded by the Seniors Council at \$.75m.

7.2.2 MCR

MCR is using prior year funds, as well as layoffs of part-time staff and reduction in all staff's hours, to cover the \$41.2K deficit.

7.2.3 ELD

ELD is freezing all staff salaries to mitigate a \$19.7K deficit. A 3-year rent reduction was successfully negotiated with the Ow's.

7.2.4 FRC-Kiaser

6:17 8. Capital Campaign- Nancy Sherrod (40 min)

CEO noted the discussion from last meeting and that he will be mindful about the timely sharing of future communication plans. Nancy Sherrod shared her experiences from working with the 2008 CASA \$1.5 M capital campaign, and the initial nervousness of the CASA board. Nancy noted that a Capital Campaign will rejuvenated people and facilitate a renewed vision, as we need to tell why we are doing what we are doing, and why giving will make a difference. The CASA campaign resulted in renewed donors. Evolvment happens due to having a location. The CASA campaign resulted in a book library, computer room, and a location that children wanted to visit! Capital Campaign makes you brave. If you believe in the "why", the fundraising becomes easy. The prospect committee's purpose is to look at individuals in our community for potential donors. A capital campaign forces a stronger overall message that can be used in the future. Nancy deemed that Community Bridges is poised to do this well,

and to succeed in a rewarding effort. Nancy shared summary of the CASA campaign and explored pros and cons. She further discussed the importance of hiring a consultant whose first steps include presenting capital campaign materials to community leaders and subsequently compiling a report for BOD. The consultant will estimate how much can be raised, and will ask for community leaders' advise and feedback on messaging. The consultant can both do the initial work to produce the report and conduct the campaign, but these are not always done by the same individual. A steering committee should consist of a few BOD members and community members. CASA trained its BOD members, and practiced asking for donations by going to other BOD member's homes with capital campaign packets and a pitch. CASA produced campaign materials in house, but this part is important, and external help may be warranted. The CASA BOD of 15 members combined pledged \$200K, and met 3-4 times within their subcommittees. Nancy clarified that the quiet faze is when 50% of gifts are secured before going public with the campaign. CASA increased staff by 20 hours a week during the campaign. The donor walls at the CASA house consists of tiles that donors drew on, and created a long-lasting visual representation of the giving, co-created with donors. BOD does need to embrace the campaign fully in order for it to be successful. CEO gave an overview of the projected timeline, and pointed to four major themes: steward the environment, bridge the digital divide, beautify the campus, and secure financial stability. Nancy noted that the steering committee will make the final approval of marketing materials. Nancy asked what BOD and staff is excited, concerned, or have questions about. Board member noted that this is an opportunity for evolvment, and a permanent home, and that it can help tie together the fundraising message by solidifying programs together. Board members shared excitement at the prospect of financial stability and investment in Watsonville. CEO noted that this is also a worry as not all donors want to invest in Watsonville. Staff expressed worry about the staff effort needed in addition to regularly performed tasks.

Next steps:

1. Reestablishing the philanthropy committee and identifying BOD members to be involved in the Capital campaign effort.
2. Hire a consultant

CEO noted that we need to be prepared to find buildings for LL and MOW Kitchen, and asked whether a campaign for all three projects would be wise. Nancy suggested a study task force be formed to explore such options.

7:08 9. Development/Philanthropy Report– Ray Cancino

9.1 Philanthropy Report

We have already raised almost \$50K more than we had at this point last year. This amounts to 23% of annual goals raised already and includes Farm to Fork and other donations.

9.1.1 Farm to Fork Report

We raised 30% more than last year due to new sponsors and lower cost as we were not renting tablecloths, glasses, silverware etc. This will result in more funds back to programs this year than last.

9.2 BOD Members Attending Events

CEO shared a visual representation depicting how BOD members can best represent CB at events. These include; welcome and thank guests for coming; plan and practice an elevator pitch about why people should support CB; ask for feedback from guests on food, program, venue etc.(report back); listen for successes and concerns (report back); Have fun!

9.2.1 Elevator Speech

7:14 10. Finance Committee Update – Cathy Benson

CFO shared an infographic showing that by programs setting aside a minimum of 1% per year, the agency will have a minimum reserve of 25% by 2040. Ninety-one percent of programs have met the 1% reverse increase, and 36.4% of programs have already met the 25% reserve goal. By the close of the 16/17 FY, the total agency reserve had increased by 5.86%.

7:22 11. Written Reports

11.1 Philanthropy Report for August 2017

11.2 Financial Report from the August 3, 2017 Finance Committee Meeting

11.3 Community Bridges Program Reports – MOW, LL, WIC

7:22 12. Newspaper Articles

7:22 13. Items for Next Agenda

None.

7:22 14. Adjourn Regular Meeting

7:25 15. CLOSED SESSION

7:42 16. Adjourn Closed Session

Next Meeting:

Wednesday, October 18, 2017

5:00 PM to 7:15 PM

Location: Elderday 100 Pioneer



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Finance Committee

Thursday, September 7, 2017

11:00 AM – 12:00 PM

Community Bridges, Aptos

MINUTES

Members present: Jack Jacobsen, Doug Underhill

Staff present: Cathy Benson.

Minutes: Cathy Benson

11:15 Agenda review

11:15 CFO Report – Cathy Benson

a) Program Budget Summary Review – July (New Fiscal Year)

Highlights: Projected Programs' Loss 17/18 at <\$30K>, improvement over budgeted net program loss of <\$37.5K>

LL-Corrected 5310 Grant revenue <\$28K> due to multiple fiscal year contract.

MOW-Staffing changes and formula correction to indirect overhead owed resulted in +\$64K .

CDD-Enrollment changes <\$25K>, still \$23K YE gain

Adm-Revenue drop from MOW and CDD changes <\$38K>

b) Financial Statement Review – P&L positive as of 7/31, Balance Sheet unavailable for July as 16/17 balances not rolled forward at this time.

c) Cash Flow and Line of Credit – Reviewed, no use of credit expected this quarter.

d) Investments and Endowment – Reviewed

11:55 Items for Next Agenda - None

12:00 Adjourn



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Governance Committee

Thursday, September 7, 2017

12:00PM – 1:00PM

Community Bridges (CB), Aptos

DRAFT MINUTES

Present: Rebecca Fowler, Shannon Brady, Doug Underhill, Jack Jacobsen.

Staff: Seth McGibben, Raymon Cancino, Virginia Wight

Notes: Tonje Switzer

12:00 Meeting to order. Quorum Established.

12:01 Agenda Review

12:02 CEO Report – Ray Cancino

1. Introduction of Development Director – Virginia Wright
2. New Grants
 - a. Kaiser
CEO noted that this \$15K grant will offset some of the recent budget cuts.
 - b. Listen for Good for FRCs
This is a \$45K Packard foundation sponsored grant specifically targeted to update and streamline the client feedback surveys, using the FRCs surveys as a pilot project for the full agency.
3. Facilities
 - a. Vista Verde
There was a break-in to this facility last weekend, but not much was stolen.
 - b. LMCR
The renovation project is going well. Two restrooms are completed as well as most of the windows. The majority of the roofing and the rest of windows will be projected for the next few weeks.
4. City council member request for support
Martine Watkins has requested Community Bridges' support in an attempt of using cannabis revenue for the creation of a Children's Fund. The proposal will be presented for BOS on 9/12. CB considerations include whether this is in line with our mission and

values. City Manager prefer this does not happen in an attempt to preserve funds internally, but has not expressed having an issue with cannabis tax being the funding source. Watkins asked for letter of support and presence at the BOS meeting. CEO noted that this request exemplifies the advocacy model of prospecting. Committee member noted that marijuana is still illegal federally and has adverse health effects for children. **Doug/Shannon moved to approve the staff recommendation of writing a letter of support for the Children’s Fund, and to revisit the item in the event that the fund is created to assess the Fund’s alignment with CB mission and values. MSP.**

5. BOD Elections – Discussion

Jorge will step down from his role as treasurer, and Doug is nominated to replace him. Jack is nominated to replace Doug as secretary. The BOD will cast their votes at the Board retreat. Election of the new BOD chair will take place at the November BOD meeting.

6. CB Employee Survey

CEO presented a summary of the findings and noted that participation was much lower than last year. CEO noted that the survey was distributed after budget cuts prompted reductions in staff, which may account for some of the findings. Improving communication between MT and line staff is a priority, and will be a discussion at CQI.

7. Advocacy Update

a. AB 300

CEO noted that this local Assembly Bill is currently moving through the State Senate and will allow communities to receive block funding for childcare subsidization and decide locally how to allocate the funding.

b. AB 1250 is held in suspense file for one year and can only move forward after one year and if sponsored by a different Assembly member. The bill would limit counties ability to contact with providers above \$100K, and would have affected contracts between SC County and CB.

1:00 Adjourn

Next Meeting: Thursday October 5, 2017

12:00 – 1:00PM

Community Bridges, Aptos



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Finance Committee
Thursday, October 5, 2017
11:00 AM - 12:00 PM
Community Bridges, Aptos

Draft Notes

Members present: Jack Jacobsen, Casey Wu, Doug Underhill

Staff present: Cathy Benson, Raymon Cancino

Minutes: Tonje Switzer

11:12 Agenda review

11:12 CFO Report – Cathy Benson

The annual projection is ready.

a) Program Budget Summary Review – August

- Highlights: Projected Programs' Loss 17/18 at <\$19.5K>, an improvement over our original 17/18 budget.

- LL-Revised Measure D 1st Qtr <\$50K>

LL will likely see another positive fluctuation next month. It is unclear exactly what revenue we can expect from Measure D as we received \$50 K less than expected for the first quarter then just received \$92K more. There will be fluctuations, and it will be difficult to predict actual revenue until we see the annual trend.

- MOW-Staff LOA's lowered personnel <\$6.9K>

Two out of three cooks are currently out on a leave of absence.

- CDD-Increased enrollment projections

CDD saw a gain due to inclusions of projected new enrollees at Nuevo Dia and Highlands but the number of children actually attending can be expected to go down by the end of the month. CDD is transitioning to digital attendance tracking yet is experiencing a slow start getting every site database proficient.

- FRC's & Adm-New Rockefeller Fdn Grant +\$30K

Listen for Good is a grant where we are sponsored by the Packard Foundation to streamline our client feedback surveys. Combined with another grant this has enabled us to restore hours at LOCR for all employees to 40 hours/week.

- ELD - New hires are not waiving health insurance and ADA was lower in August. ELD has had 2 resignations, but has replaced them both.

b) Financial Statement Review – August, Rev & Exps only

Advances are in from some funding sources, but we will not receive revenue from our local jurisdictions until 17/18 contracts are signed. The SC County will have advanced us for three months as of September and will advance for three more in a few weeks. ELD's revenue is different as it is dependent on ADA, and only counts if a participant spends a minimum of four hours on site. Overall earned revenue exceeds expenses. Mountain Affair is coming up on 10/13 and these unrestricted revenues, along with other event revenue, result in a noticeable increase in our bottom line on our Revenue & Expense report.

c) Cash Flow and Line of Credit - Reviewed

d) Investments and Endowments – Reviewed

Our Burroughs investments reflect \$19K worth of stock sold for our 2017 County commitment.

e) MCR Property Financing-Update

Our escrow agreement stipulates that we either refinance or pay \$35K to escrow by 12/17/17. We are currently working on securing financing with County Bank. Bank of America was unable to offer us a commercial loan. We are looking to finance \$520 K. Doug noted that the property values are likely to increase in the Valley.

f) La Manzana Property-Update

Roofing is slated to begin 10/9.

11:55 Items for Next Agenda

12:00 Adjourn

Next Meeting November 2, 2017



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Governance Committee

Thursday, October 5, 2017

12:00PM – 1:00PM

Community Bridges (CB), Aptos

Draft Minutes

Members Present: Shannon Brady, Rebecca Fowler, Jack Jacobsen, Doug Underhill.

Staff present: Ray Cancino, Seth McGibben.

Notes: Tonje Switzer

12:08 Meeting to order. Quorum established.

12:08 Agenda Review

12:08 CEO Report – Ray Cancino

1. Retreat - Follow up discussion

CEO noted that Eugenia will provide a next steps and visioning document after reviewing retreat notes, and asked Committee for their feedback and perspective before talking to her. CAO shared feedback from MT that the values exercise was confusing and unclear, and that more could have been achieved with the available time. Committee noted that the coming together and getting to know each other created a sense of comradery. Don Lane's presentation was very well received. Committee asked whether Eugenia would be coming back to a BOD meeting and present on how Don's presentation connects to the values/vision exercise, and on the results of the exercise.

2. Facilities

a. La Manzana Property - Water Leaks

We have had a water leak in the WIC Watsonville site that turned into a bigger project that has displaced five employees from their work areas.

b. Highlands Park - Break in

This is the second break in this year. The facility has also experienced a transient individual with mental health issues that has been on the property throwing rocks. It is unknown whether the incidents are related.

12:30 CLOSED SESSION

12:38 Adjourn

Next Meeting: Thursday November 2, 2017

12:00 – 1:00PM

Community Bridges, Aptos



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

2017 BOARD RETREAT

Friday September 22, 2017

12:00 PM to 6:30 PM

WIC Suite T “Big Bird Room”, 521 Main Street, Watsonville, CA 95076

12:00 Lunch at Jalisco’s Restaurant

01:38 Agency Advocacy Model – Raymon Cancino

Ray noted that everything we do in our day-to-day work is related to politics. By being part of the discussion and building political capital we are affecting decisions that will be made with or without our input. Creating an active grassroots base helps in building relationships and affords us a barrier between the agency leadership and decisions that impact our work negatively. By diversifying the message we can ensure that everyone are involved using methods such as phone calls, personnel meetings, public meetings, community spaces (i.e. social and traditional media). Advocacy is not linear but rather subject to the environment. CEO used Measure D as an example of a successful advocacy campaign that combined the advocacy modes of Defender, Analyzer, and Prospector in order to win a major revenue source affecting many CB clients. CEO noted that although the campaign was successful, it did not come without hardship such as letters and phone calls against CEO.

02:00 Values Exercise – Eugenia

Eugenia asked retreat attendees to choose and rank the three values that best represent the overarching themes of:

1. Excellence
2. Community
3. Integrity
4. Initiative
5. Commitment

Eugenia noted that advocacy relates to our sphere of influence, but does not exist in a vacuum. The line between each sphere is where we balance barriers and supportive forces. Today’s exercise is about mapping values and linking the Spheres of Advocacy to the program level using the topics:

1. Clients
2. Food

3. Community Centers
4. Access
5. Advocacy.

Eugenia asked that everyone stay with lens of the client for this exercise, and divided retreat participants into five diverse table groups consisting of PDs, Admin staff, and BOD members.

2:30 Local Advocacy Expertise - Don Lane

Don noted that diversity of tactics is important, as is picking the appropriate tactic for each issue at hand. There was some discussion about how to bring the conversation back to a community space so that a community can speak for themselves without making it seem to come only from CB. Don spoke about the importance of asking stakeholders directly what we can do to convince them and/or help them change their position. Building relationships outside of actions is a precursor to this, and inviting them to events is one example of relationship building. Don noted the importance of identifying and strategizing with our strongest allies, which removes CB from the center of taking funding away from other programs or agencies. Don noted that programs have to play within the framework stakeholders present, even when funds go towards trending issues versus actual data-driven causes. Exposing flawed logic models is important by showing how it will affect clients on the ground level.

3:15 Themes and Messaging: Setting the Stage - Eugenia

Eugenia asked retreat participants to meet in their groups and discuss how their keyword is linked to each of the top three values by creating an illustrative story that hold the clients in focus.

Group 1:

EXCELLENCE

- Quality (23)
- Impact (18)
- Effective (17)

Group 2:

INTEGRITY

- Trustworthy (15)
- Commitment (15)
- Ethical (12)

Group 3:

COMMUNITY



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

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- Impact (18)
- Effective (17)

Group 2:

INTEGRITY

- Trustworthy (15)
- Commitment (15)
- Ethical (12)

Group 3:

COMMUNITY

- Collaboration (12)
- Dignity (14)
- Customer Service (9)

Group 4:

INITIATIVE

- Leadership (36)
- Vision (17)
- Passion (14)

Group 5:

- Continuous Improvement (30)
- Engagement (23)
- Teamwork (12)

Upon completion of the exercise, Eugenia noted that this is the beginning of a conversation among staff and board about types of advocacy and alignment with agency values.

5:00 **Resolution #2017-09-01 *Action Item***

Majel/Kenn moved to approve resolution to authorize CB to enter into funding contract 1718-02 with the Seniors Council/Area Agency on Aging (AAA), and for CEO to execute contracts with that same entity for the 2017-18 program year. MSP

5:05 **Board Election**

Kenn/Nicolette moved to install Doug Underhill as Treasurer and Jack Jacobsen as Secretary. MSP

COMMUNITY BRIDGES
Program Budget Summary
July 31, 2017

Projections for Year Ending 6-30-18										
A	B	C	D	E	F	G	H	I	K	
PROGRAM NAME:	6/30/17 Unaudited Balance	Annual 17/18 Balanced Budget	Current Projected Expenses	Current Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2017-2018 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	14.5% Gen'l & Adm Exp	
WIC (Oct-Sept FFY)	170,885	2,450,317	2,365,491	2,376,035	989	10,544	181,429	7.7%	297,103	
Child Development Div	28,561	2,185,160	2,117,348	2,140,668	154,634	23,320	51,881	2.5%	302,330	
Elderday	(100,240)	1,995,516	1,977,213	1,982,824	189,391	5,611	(94,629)	-4.8%	286,487	
Meals on Wheels	556,694	1,762,037	1,714,871	1,682,176	249,788	(32,695)	523,999	31.6%	232,670	
Lift Line	(147,498)	2,723,072	2,692,881	2,667,006	88,195	(25,875)	(173,373)	-7.5%	213,026	
La Manzano Commtty Res	95,181	663,292	659,029	667,042	9,355	8,013	103,194	15.7%	87,198	
Mountain Commtty Res	187,438	361,782	363,220	351,927	42,431	(11,293)	176,145	48.5%	51,226	
Nueva Vista Commtty Res	54,281	349,810	332,070	334,359	1,000	2,289	56,570	17.0%	46,035	
Live Oak Commtty Res	113,799	289,185	287,690	289,040	18,232	1,350	115,149	40.0%	41,715	
CACFP (Oct-Sept FFY)	17,461	3,732,690	3,788,407	3,813,707	0	25,300	42,761	-16.7%	33,669	
Administration	18,946	1,677,785	1,670,289	1,635,670	6,000	(34,619)	(15,673)	-0.9%	2,402	
Philanthropy	61,018	150,645	153,027	150,645	112,164	(2,382)	58,636	38.3%	21,844	
TOTAL PROG OPERATIONS	1,056,527	18,341,291	18,121,536	18,091,099	872,179	(30,437)	1,026,090	7.49%	1,615,705	
LOCR-Capital Campaign	399,750	47,097	23,301	42,763	0	19,462	419,212	NA	816	
Nueva Vista Prop. Equity	200,694	-	0	0	0	-	200,694	NA	0	
Fixed Assets & Gen'l Agy	979,158	-	16,888	156,567	0	139,679	1,118,837	NA	2,582	
TOTAL AGENCY	2,636,129	18,388,388	18,161,725	18,290,430	872,179	128,705	2,764,833	7.49%	1,619,103	

Note: MOW : \$350,000 of MOW Endowment revenue shown on Fixed Assets & General Agency 6/30/17 Fund Balance.

Note: LL : \$250,000 of prior year LL losses included in Fixed Assets & General Agency Fund Balance.

Note: Familia Property Value of \$200,694 moved to Equity from Income.

** Fixed Asset purchases and Pass-Thru expenses exempt; Admin Program restricted to 5% gain due to Federal restrictions on indirect expenses

COMMUNITY BRIDGES
Program Budget Summary
July 31, 2017

PROGRAM NAME:

WIC	Budget + GA is 17/18, Exps/Revs are as of 9/30/17 (FFY 16/17) Assuming 3 new enrollments in Sept, RM at capacity Dec
Child Development Div	Net savings on EE waive health, reduced Medi-Cal revenue
Elderday	Reduced use of prior year funds from <\$97K> Budget to <\$32.7K>
Meals on Wheels	Reduced expected 5310 17/18
Lift Line	New Kaiser revenue, less GA on lease cost
La Manzana CR	Approved use of \$11.2K prior year funds
Mountain Commty Res	Minimal change
Nueva Vista CR	Minimal change
Live Oak CR	No July analysis
CACFP	Bgt calculation error in MOW GA <\$28K>
Administration	Position filled ahead of budgeted
Philanthropy	
LOCR-Cap Campaign	Stock value fluctuation
Nueva Vista Property	Gain in equity since original acquisition and merger w/CB
FAs & Agy Unrestr.	New LaMa Property Costs/Revenues, Fiscal Sponsorships, Unallowable exps, Fixed Asset values

COMMUNITY BRIDGES										
Program Budget Summary										
August 31, 2017										
Projections for Year Ending 6-30-18										
A	B	C	D	E	F	G	H	I	J	K
PROGRAM NAME:	6/30/17 Unaudited Balance	Annual 17/18 Balanced Budget	Current Projected Expenses	Current Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2017-2018 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	Change from Prior Mo	14.5% Gen'l & Adm Exp
WIC (Oct-Sept FFY)	170,885	2,450,317	2,374,177	2,384,763	2,872	10,586	181,471	7.7%	42	286,161
Child Development Div	28,561	2,185,160	2,076,390	2,127,699	271,174	51,309	79,870	3.9%	27,989	302,094
Elderday	(100,240)	1,995,516	1,986,692	1,978,398	174,267	(8,294)	(108,534)	-5.5%	(13,905)	287,862
Meals on Wheels	556,694	1,762,037	1,708,017	1,682,229	249,788	(25,788)	530,906	33.0%	6,907	231,676
Lift Line	(147,498)	2,723,072	2,948,769	2,889,388	90,077	(59,381)	(206,879)	-8.0%	(33,506)	218,009
La Manzano Comnty Res	95,181	663,292	660,092	672,135	8,855	12,043	107,224	16.6%	4,030	87,352
Mountain Comnty Res	187,438	361,782	366,736	364,004	43,269	(2,732)	184,706	51.8%	8,561	51,654
Nueva Vista Comnty Res	54,281	349,810	332,486	349,521	15,273	17,035	71,316	21.7%	14,746	46,146
Live Oak Comnty Res	113,799	289,185	301,690	297,406	18,534	(4,284)	109,515	36.3%	(5,634)	43,745
CACFP (Oct-Sept FFY)	17,461	3,732,690	3,930,007	3,947,995	0	17,988	35,449	8.6%	5,028	32,415
Administration	18,946	1,677,785	1,673,701	1,645,523	6,000	(28,178)	(9,232)	-0.6%	6,441	2,402
Philanthropy	61,018	150,645	152,913	153,039	66,697	126	61,144	40.0%	2,508	21,844
TOTAL PROG OPERATIONS	1,056,527	18,341,291	18,511,670	18,492,100	946,806	(19,570)	1,036,957	7.36%	23,207	1,611,360
LOCR-Capital Campaign	399,750	47,097	23,076	43,240	0	20,164	419,914	NA	702	588
521 Main Property Activity	-	-	48,335	33,136	0	(15,200)	(15,200)	NA	-	7,009
Nueva Vista Prop. Equity	200,694	-	0	0	0	-	200,694	NA	-	0
Fixed Assets & Gen'l Agy	979,158	-	596	4,237	0	3,641	982,799	NA	-	0
TOTAL AGENCY	2,636,129	18,388,388	18,583,678	18,572,714	946,806	(10,964)	2,625,165	7.36%	23,909	1,618,956

Note: MOW : \$350,000 of MOW Endowment revenue shown on Fixed Assets & General Agency 6/30/17 Fund Balance.

Note: LL : \$250,000 of prior year LL losses included in Fixed Assets & General Agency Fund Balance.

Note: Familia Property Value of \$200,694 moved to Equity from Income.

** Fixed Asset purchases and Pass-Thru expenses exempt; Admin Program restricted to 5% gain due to Federal restrictions on indirect expenses

COMMUNITY BRIDGES
Program Budget Summary
August 31, 2017

PROGRAM NAME:

WIC	Minimal change
Child Development Div	Assuming full capacity ND in Dec, 3 new at HP Nov, RM at capacity Dec
Elderday	New hire with health +\$9K, drop in ADA <\$7K>
Meals on Wheels	Reductions in personnel and food expenses
Lift Line	Measure D Qtr 1 reduction <\$50K>
La Manzana CR	New Listen for Good Grant \$5K, CA Nav \$3.8K, shift PPP <\$3K>
Mountain Commty Res	New Listen for Good Grant \$5K, CA Nav \$3.8K, shift PPP +\$3K
Nueva Vista CR	New Listen for Good Grant \$5K, CA Nav \$3.4K, SnapEd \$6.5K
Live Oak CR	Staffing changes +\$14K, new grants +\$8K
CACFP	General reduction in projected expenses at end of FFY contract
Administration	New Listen for Good Grant \$10K
Philanthropy	Farm2Fork reduced costs
LOCR-Cap Campaign	Stock value fluctuation
La Manzana Property	Curr YTD activity only shown-not annualized
Nueva Vista Property	Gain in equity since original acquisition and merger w/CB
FAs & Agy Unrestr.	Fiscal Sponsorships, Unallowable exps, Fixed Asset values

**Community Bridges
Agency-Wide Revenue and Expenses
August 31, 2017**

DESCRIPTION	RECEIVED		EARNED		A/R		UNEARNED		ACTUAL	
	YTD 8/31/17	% OF TOTAL	YTD 8/31/17	% OF TOTAL	YTD 8/31/17	YTD 8/31/17	YTD 8/31/17	YTD 8/31/17	YTD 8/31/17	% OF TOTAL
REVENUE										
County of Santa Cruz	98,000	8.4%	250,044	8.4%	152,044			1,121,711	38.3%	
City of Santa Cruz	0	1.5%	45,500	1.5%	45,500			117,705	4.0%	
City of Capitola	0	0.6%	18,887	0.6%	18,887			139,284	4.8%	
City of Scotts Valley	0	0.1%	1,674	0.1%	1,674			50,472	1.7%	
City of Watsonville	8,250	0.1%	2,750	0.1%	5,500			57,935	2.0%	
AAA-Title IIIB/C	0	3.7%	108,677	3.7%	108,677			6,410	0.2%	
USDA-AAA / CAFB / SL	0	2.8%	83,284	2.8%	83,284			193,049	6.6%	
Dept of Health Svcs-WIC / Snap Ed	0	14.3%	422,915	14.3%	422,915			98,334	3.4%	
Dept of Educ-CACFP Admin	0	2.3%	68,219	2.3%	68,219			7,698	0.3%	
Dept of Educ-CACFP Homes Passthru	706,929	23.8%	706,929	23.8%				28,667	1.0%	
Dept of Educ-CACFP Ctrs CCC / CBAS	0	0.8%	23,480	0.8%	23,480			25,633	0.9%	
Dept of Education-CDD	323,875	8.2%	244,099	8.2%	79,776			31,349	1.1%	
Transportation Development Act	232,722	3.8%	111,424	3.8%	121,298			120,168	4.1%	
EFSF (FEMA)	0	0.1%	2,216	0.1%	2,216			20,880	0.7%	
Covered CA-Navigator	0	0.0%	0	0.0%	0			707,108	24.2%	
FTA Section 5310 - Cal Trans Veh	0	0.0%	0	0.0%	0			25,565	0.9%	
FTA Section 5310 - Cal Trans Ops	0	0.7%	20,333	0.7%	20,333			5,344	0.2%	
First Five	64,408	1.4%	42,939	1.4%	21,470			2,892	0.1%	
TDA - Measure D	0	4.0%	118,720	4.0%	118,720			156,433	5.3%	
Ca Air Resources Board (CARB)	0	0.0%	0	0.0%	0			8,486	0.3%	
Foundations & Other Grants	60,037	2.6%	78,317	2.6%	18,280					
Donations/Fundraising	82,902	2.8%	82,902	2.8%						
Participant Contributions	15,693	0.5%	15,693	0.5%						
Client Fees	63,793	2.2%	63,793	2.2%						
Medi-Cal Fees	166,043	9.5%	281,666	9.5%	115,623					
Program Income-Other	62,277	2.8%	83,979	2.8%	21,702					
Transportation Fees/Scrip	1,733	0.1%	1,733	0.1%						
Outside Contracts	900	0.5%	15,940	0.5%	15,040					
Uncollectible Revenue	0	0.0%	0	0.0%	0					
Interprogram Revenue	70,710	2.4%	70,710	2.4%						
TOTAL REVENUE	1,958,272	100.0%	2,956,825	100.0%	1,236,596	228,043	2,925,121	100.0%	41,703	100.0%
Change from last month	6,662								2,636,129	
									2,677,832	

Development Progress Report

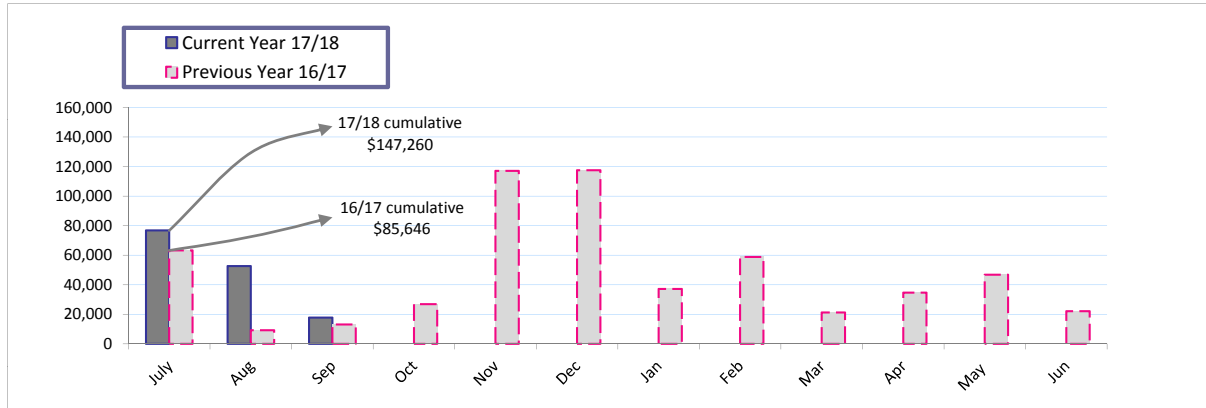
Fiscal Year 2017-18

September 30, 2017

A. Revenue from Individuals & Businesses: donations, auction items, sponsorships & tickets (Excludes unreceived pledges)

Total amount of all donations	Fiscal Year	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	
	Current Year 17/18	76,816	52,607	17,838											147,260
	Previous Year 16/17	63,262	9,211	13,174	26,907	117,015	117,461	37,187	58,788	21,255	34,720	46,761	22,081	567,821	

Difference 9/30/16 compared to 9/30/17 **\$61,614**



B. Grants from Foundations:

We've received the following grants so far this fiscal year (not included in the above numbers):

- \$ 150,000 from Sunlight Giving for Community Bridges
- \$ 50,000 from Community Foundation Santa Cruz County
- \$ 40,000 from Monterey Peninsula Foundation for Lift Line
- \$ 30,000 from Rockefeller Foundation for Listen for Good project

\$270,000

Pending Grants:

We've applied for the following grants so far for this fiscal year:

- \$402,926 from Dept of Transportation for Lift Line equipment updates
- \$268,219 from CA Air Resources (CARB) for Lift Line electric vehicles
- \$198,000 from Dept of Transportation for Lift Line operating funds
- \$ 20,000 from Harden Foundation for electric vehicle charging station
- \$ 5,000 from Nicholson Foundation for NVCR Summer Fun! Program

\$894,145

Upcoming Grants:

We plan to apply for the following grants during this fiscal year:

- \$660,000 from Regional Transportation Commission for Lift Line TDA claim
- \$ 50,000 from Monterey Peninsula Foundation for Community Bridges
- \$ 12,000 from Community Foundation Monterey County for LMCR
- \$ 4,000 from Dudley-Vehmeyer-Brown Foundation for MCR

\$726,000

C. Event Summary

- Farm to Fork sponsorships increased from \$8,000 in 16/17 to \$12,500 in 17/18.
- Farm to Fork net increase 24% over 2016. Revenue up 10%, expenses down 6%.
- MCR Mountain Affair auction sold out at 108 tickets raising more than \$21,500, gross.

Fundraising Goals & Allocations
Individuals, Business, Donations, Sponsorships, Events Revenue
2017 - 2018
Progress Report
September 30, 2017

30%
%YTD

Programs	17/18 Goal	Year To Date	Goal met %
CB General Funds	\$125,500	\$72,455	58%
Child and Adult Care FP	\$3,550	\$750	21%
Child Development Dept	\$6,500	\$1,775	27%
Elderday	\$14,500	\$1,108	8%
La Manzana CR	\$2,000	\$500	25%
Lift Line	\$19,100	\$3,901	20%
Live Oak CR	\$18,000	\$20,880	116%
Mountain Community R.	\$48,000	\$21,462	45%
Meals on Wheels	\$238,002	\$21,905	9%
Nueva Vista CR	\$12,800	\$1,951	15%
WIC	\$2,000	\$573	29%
TOTAL	\$489,952	\$147,260	30%

2017-18 Appeal Results
September 30, 2017

Appeals	Jul '17	Aug '17	Sept '17	Total
Annual Report 2016	895	5,130	535	6,560
Board donation to CB	135	385	185	705
Calendar Sponsor 2018	500	250	3,000	3,750
CB Childrens Mailer 2017	426	20		446
Donates Monthly	989	854	854	2,697
Donor Advised Grant		1,000		1,000
Farm to Fork Gala 2017	28,105	37,949	250	66,304
Founding 100 Endowment	135	135	135	406
Friends of MOW Membershi	250		200	450
General Donation 1718	710	470	700	1,880
Grocery Bag Tokens		279		279
Living Trust			491	491
LL Client Survey 17		380	86	466
LL Van Sponsorship	360	360	1,810	2,530
Major Gifts	40,000			40,000
MCR Mountain Affair 2017		1,350	6,250	7,600
MCR PAT 2017	26	6	6	38
Memorial Donation	100	20		120
MOW welcome packet	696	546	506	1,748
MOW Spring Mailer 2017	2,653	1,218	1,435	5,306
MOW meal contribution	284	766	587	1,636
Online donation/search			80	80
Outside Fundraiser			346	346
Payroll Deduction: Employee	327	327	327	981
Payroll Funds - non-CB	15	375	15	405
Program Donation Box	10	10	40	60
Redwood Mountain Faire		777		777
Roots & Wings	200			200
Total	76,816	52,607	17,838	147,260

PROGRAM REPORT to BOARD of DIRECTORS



**Child & Adult Care
Food Program**

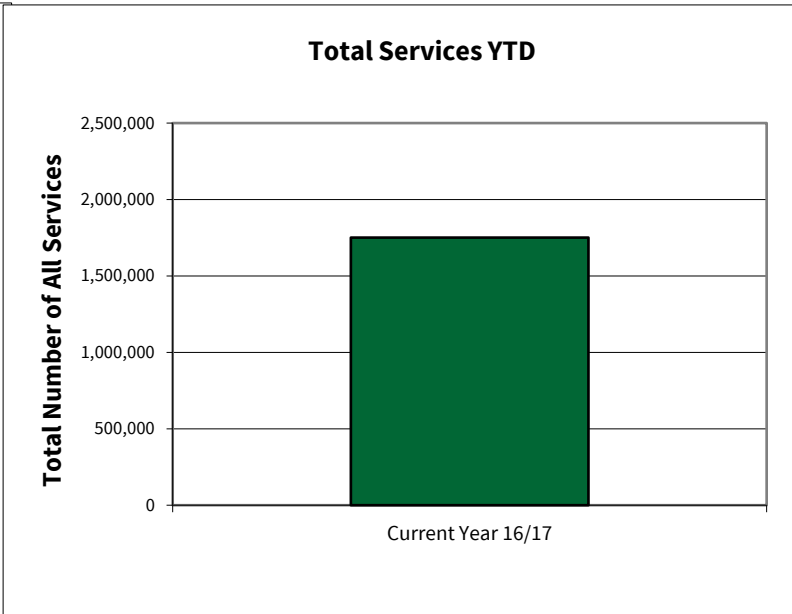
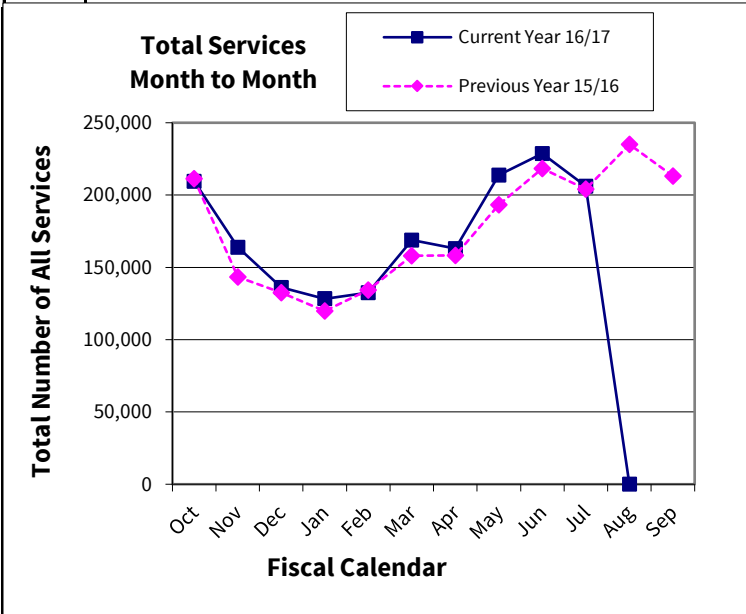
Program Name: Child & Adult Care Food Program

Date of Board Meeting: October 2017

A. Services: The CACFP child care component is a state and federally funded nutrition assistance program designed to provide healthful meals to children and adult receiving day care. Along with improving the diets of the participants through nutritious well-balanced meals CACFP also provides on going up-to-date nutrition, health, and safety education materials.

Total # of all services	Fiscal Calendar	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	YTD	
	Current Year 16/17	209,486	163,941	136,011	128,322	132,509	168,820	163,073	213,743	228,675	206,106	207,712*			1,750,686
	Previous Year 15/16	211,216	143,278	132,567	119,790	134,297	157,925	158,194	193,234	218,340	204,087	235,017	213,120		2,121,065

*August 2017 claim month has not been closed out, therefore actual number of meals is not reflected



B. 2016-2017 Volunteers Report:

Fiscal Calendar (16-17)	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	YTD
# of Duplicated Volunteers	1	1	1	1	1	1	1	1	1	1	1	2	13
# of Unduplicated Volunteers	0	0	2	0	0	0	0	0	0	0	1	0	3
# of Volunteered Hours	8	7	14	9	6	6	7	7	7	6	9		86

C. Accomplishments:

- 1) 2016-17 program year ended
- 2) Met all program requirements and deadlines for 2016-17
- 3) Early implementation of New Pattern Pattern

D. Challenges:

- 1) Managing multiple deadlines and priorities without full staff
- 2) Recruiting for limited term program consultant position
- 3) Lead Program Consultant still out on maternity leave
- 4) Implementing New Meal Pattern requirements

PROGRAM REPORT to BOARD of DIRECTORS



**Child & Adult Care
Food Program**

Program Name: Child & Adult Care Food Program

Report by Centers

Date of Board Meeting: October 2017

CDDs

Total meals reimbursed	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	Current Year 16/17	5481	5951	5534	5684	5275	4307	3704	5008	6191	5466	6398	5917	64,916
	Previous Year 15/16	5966	5909	6200	6667	5409	3840	5163	5928	6398	6237	6235	6271	70,223

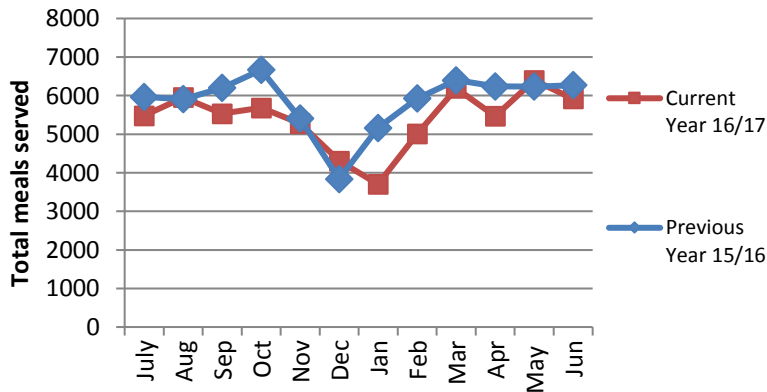
At-Risk Site

Total meals reimbursed	Fiscal Calendar	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	YTD
	Current Year 16/17	176	318	247	132	147	151	173	111	146	1601
	Previous Year 15/16	241	1189	923	882	851	863	1110	869	918	7,846

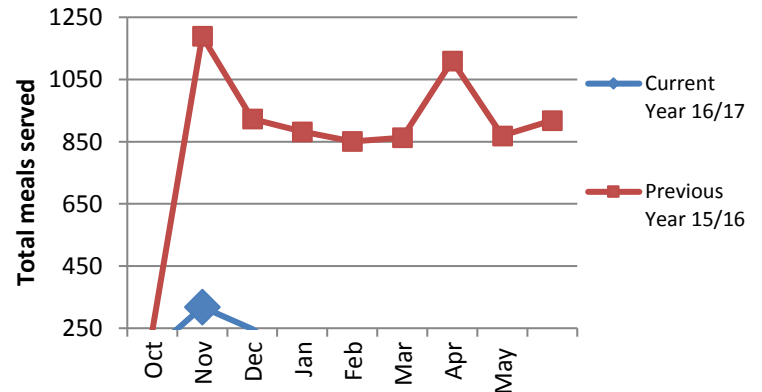
Elderday

Total meals reimbursed	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	Current Year 16/17	2469	2971	2991	2818	2784	2572	2179	2474	2962	2666	2907	3098	32891
	Previous Year 15/16	2890	2709	2490	2710	2131	2503	1798	2321	2628	2437	2471	2898	29,986

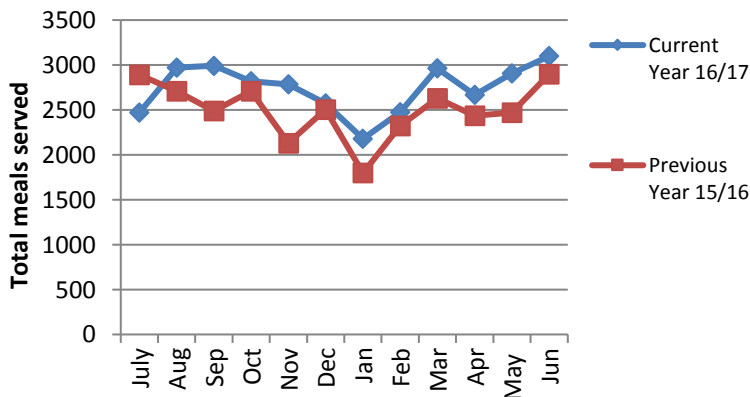
CDDs



At-Risk Site



Elderday



Accomplishments:

- 1) New Program Coordinator to operate 4 CDDs and At-Risk to better streamline claims processing
- 2) Annual Center's training completed
- 3) Implementation of New Meal Pattern

Challenges:

- 1) New Meal Pattern
- 2) Lower # of meals reimbursed for At-Risk Site due to loss of Boys and Girls Club contract
- 3) New Program Coordinator position covering for Program Consultant position
- 4) Redwood Mnt. still closed

CDDs include: Fairgrounds, Nuevo Dia, Redwood Mountain, Sycamore Street & Vista Verde centers.

At-Risk Site only operate October—May.

PROGRAM REPORT to BOARD of DIRECTORS



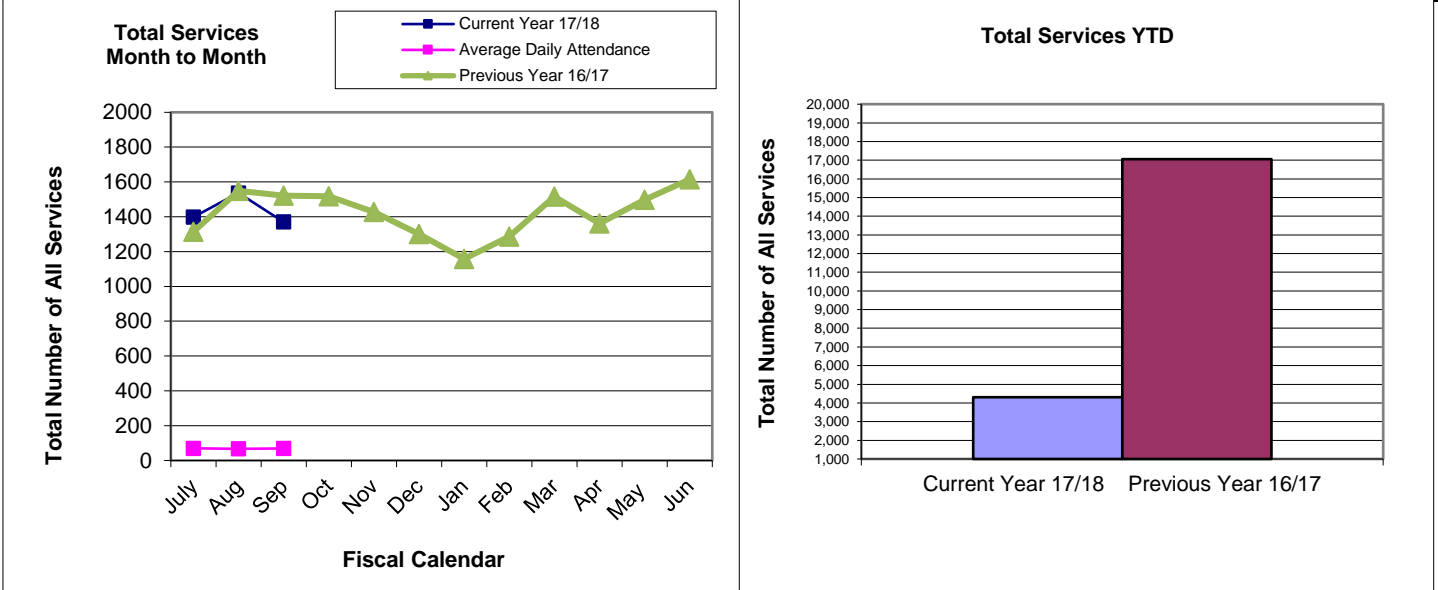
ELDERDAY
ADULT DAY HEALTH CARE
COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Program Name: Elderday

Date of Board Meeting: 10/18/17

A. Services: Service Units represent total number of service days provided to duplicated participants.

Total number of all services	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	
	Current Year 17/18	1399	1537	1370											4,306
	Average Daily Attendance	69.95	66.83	68.50											68.43
	Previous Year 16/17	1,313	1,549	1,522	1,517	1,427	1,300	1,158	1,287	1,515	1,362	1,497	1,615	17,062	



2016-2017 Volunteers Report:

Fiscal Calendar (17-18)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers	87	123	45										
Number of Unduplicated Volunteers	26	24	22										
Number of Volunteered Hours	192	197	110										

B. Accomplishments:

- Having just hired a new program assistant, we are fully staffed at this time.
- Elderday continues to enhance our daily activities. Our participants art works, made during art therapy, have been mounted and are displayed in a First Friday exhibit at Mandala Salon in Santa Cruz for the month of October.
- New volunteer coordinator has more than doubled volunteer hours from 2014/15 (848 hours) to 2016/17 (2,170 hrs)
- Work with TurboTar to move more toward electronic record-keeping is complete and a number of processes have been streamlined and are being produced electronically.

C. Challenges:

- We continue to carefully monitor healthcare legislation at the federal level as significant cuts to the ACA could be devastating to CCAH and Elderday.
- Maintaining daily attendance continues to be a challenge, as does retaining staff due to low pay rates.
- Initiating two new programs (one for fall reduction and one for depression reduction) to meet county CORE requirements, with the same funding and same staffing, is challenging.

UC Santa Cruz
Newscenter

Nearly 70 percent experience "rent burden" in Santa Cruz County, according to UC Santa Cruz survey results

University researchers partnered with community organizations to survey 1,700 renters across county; overcrowding and maintenance are issues, too

October 09, 2017

By Jennifer McNulty

Nearly 70 percent of renters surveyed in Santa Cruz County experience "rent burden," defined as spending more than 30 percent of their income on rent and utilities, according to preliminary results of a survey of 1,700 renters across the county conducted by UC Santa Cruz.

The survey also found that one in four renters devote a shocking 70 percent of their income to rent and utilities.

"This means only one-third of the people we talked to could be considered to be getting by," said Steve McKay, associate professor of sociology at UC Santa Cruz, who co-led the project with Sociology Professor Miriam Greenberg. "Housing is the number-one issue in Santa Cruz County, and we have to find ways to relieve the burden renters are experiencing."

Renters also face significant challenges with overcrowding, evictions and forced moves, and major maintenance, the survey revealed. Additional findings include:

- 27 percent of respondents experience overcrowding, with more than two people occupying a bedroom—a finding much higher than official statistics, McKay noted.
- Of renters who moved in the last five years, 50 percent said the move was "forced or involuntary," most often due to eviction or a rent increase.
- 57 percent said they had experienced at least one major problem with their rental, with maintenance and overall condition of the unit the most commonly cited problems.

McKay, Greenberg and their team will present their results during a free public event on Thursday, October 19, at the Santa Cruz Civic Auditorium. The event, which kicks off Affordable Housing Week, begins at 7 p.m.; Spanish translation will be provided. Co-sponsored by the City of Santa Cruz, the event also features a visual and literary art exhibit on the meaning of "home."

The study, "No Place Like Home: The Santa Cruz County Affordable Housing Crisis Report," was produced in collaboration with the Community Action Board of Santa Cruz County and Community Bridges, with financial support from the UC Humanities Research



Dozens of undergraduate student researchers helped conduct a survey of 1,700 renters in Santa Cruz County. (Photo by Carolyn Lagattuta.)



Sociology professor Miriam Greenberg and her colleague Steve McKay are co-leaders of the "No Place Like Home" project, a sweeping ongoing, multidisciplinary effort that engages students in the social sciences, arts, and humanities. (Photo by Carolyn Lagattuta.)



Undergraduates Hermes Padilla and Karen Mestizo

Institute, the UC Santa Cruz Institute for Humanities Research, the UCSC Division of Student Success, and the UC Office of the President, and others.

interviewed a resident of Watsonville about his experiences as a renter. (Photo by Steve McKay.)

The findings build on results of an earlier survey McKay and Greenberg conducted of nearly 500 residents of the Beach Flats and Lower Ocean neighborhoods in Santa Cruz that documented similar levels of financial hardship.

In the latest installment, students reached out to renters in four additional neighborhoods—Live Oak, Watsonville, the Westside, and Downtown Santa Cruz—to talk with them about their experiences. Respondents were asked about rent, overcrowding, evictions and forced moves, and problems with maintenance, among other issues.

"By talking with 1,700 people, we are able to tell an important story that captures the experience of renters across our county," said McKay. "The story is sadly consistent, and these results underscore the need to address the housing crisis in our community."

The research is the product of a new model of "community-initiated student engaged research" being pioneered by McKay and Greenberg, who have worked with more than 200 UC Santa Cruz undergraduates since February 2016, many of whom are native Spanish speakers. This spring, McKay taught a new class in research methodologies, and students then administered surveys, traversing the county in bilingual pairs, knocking on doors and asking residents to spend 20-30 minutes responding to survey questions.

Respondents were offered \$10 Safeway gift cards as an incentive, and all were offered a pamphlet explaining their rights as renters, whether they participated in the survey or not. Responses were collected on computer tablets, which allowed for rapid data analysis, said McKay. In addition, about 75 respondents participated in in-depth, follow-up interviews, some of which were edited into "digital stories" that will be debuted at the event.

"The students loved it," said McKay. "They came alive out in the field." For native Spanish speakers, many of who have been told they are deficient because they aren't native English speakers, the experience was particularly empowering, he said.

"Latinos, particularly non-English speakers, are perpetually undercounted and underrepresented in survey research, but we were able to reach them because our students could speak to them," said McKay. "These students became the most important asset in the research. They were bringing skills I don't have, and they are creating better research because of it."

McKay's students were also able to connect with vulnerable populations, including undocumented immigrants, who might otherwise be wary of survey research. "Many of our students are vulnerable themselves, so they could make a connection with the people they were interviewing," he said.

Community partners contributed to the success of the survey effort, said McKay.

"Respondents were more likely to open up, because we were working with community organizations they trust," he noted. Students attended events and got to know the clientele and staff of the Community Bridges' Resource Centers and the Community Action Board's Day Worker Center. They distributed flyers about the survey, and community leaders encouraged residents to participate.

Financial support from the UC Office of the President funded spring and summer research internships for participating students, who were paid \$15 per hour, working 20 hours per week; that support enabled low-income students to participate in the research opportunity, noted McKay.

"We're trying to build this model of community-initiated, student-engaged research," said McKay. "This is one of the most fulfilling things I've done as an academic. It's what research at a public university should look like."

McKay and Greenberg worked with undergraduate teams of about 10 students, each of which focused on a particular area: field surveys and interviews; data analysis; expert interviews; background and policy research; digital mapping; digital storytelling; web design; art and literary production; events; and outreach.

"It's been an amazing opportunity to be part of this project," said Hermes Padilla, a senior Community Studies major who administered surveys, conducted in-depth follow-up interviews, and is now helping with data analysis. "It definitely changed my whole educational and career goals."

Talking with renters was eye opening, said Padilla, who learned of hardship that is "way harsher" than what renters experience in his hometown of Los Angeles. He was also struck by the gratitude of Watsonville residents, who appreciated his willingness to come to South County to speak to them in Spanish about their experiences.

"They thanked me for asking them about their experiences, and they thanked me for getting educated, like it was empowering for the community as a whole," said Padilla, who plans to build on the experience by doing a six-month field study of displaced homeless people in Latin America.

"No Place Like Home" is a sweeping, ongoing, interdisciplinary project. In Greenberg's classes, students researched the historic roots and impacts of affordable housing crises. Literature students wrote creative nonfiction inspired by renter experiences. A conceptual art class focused on the meaning of home.

Collaborators include the Center for Integrated Spatial Research, the Center for Statistical Analysis in the Social Sciences, and the Everett Program. The project also received funding and support from the Center for Labor Studies, the Critical Sustainabilities Project, departments of Sociology and Literature, Division of Social Sciences; the Chicano Latino Research Center; the Economic Justice Alliance, and the UCSC Sustainability Office.



OCTOBER 6TH

FIRST FRIDAY ART TOUR

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OCTOBER FEATURES



Bhody – Ralph Joachim

1526 Pacific Ave.
5-8:30 pm

For the past twenty years, Ralph has been painting large combinations of geometric abstractions with acrylics on canvas. Abstractions that take Geometric ideas and expand them, invert them, transpose them and transcend them until the geometry becomes abstract and the abstraction becomes geometrical. Ralph's exciting works will be showcased this month at Bhody.



Santa Cruz Food Lounge – Thomas Peter Kochheim

1001 Center Street, 5-9 pm

Thomas Peter Kochheim's work presents a certain horrific and even macabre effect. This retrospective of 20 years of Thomas' work reflect the hell that he says he has returned from and is a testament to never giving up. Thomas is a talented musician and frequent performer at the Food Lounge Open Mic. He will be joined with other Open Mic musicians and provide great entertainment throughout the evening. Chef Rick Gonzalas of Fogline Farms will have a pop up for the evening.



Mandala Holistic Hair and Wellness Studio – Elderday Adult Day Health Care

107 River St., 6:30-10 pm

Curated by former Elderday social work intern Soledad Hess, "Sunset on Mars" highlights the power of art therapy to unlock the memory and creativity of individuals experiencing physical ailments, mental health complications, and Alzheimer's and dementia symptoms. The exhibit features the work of 15 participants of Elderday Adult Day Health Care, a program of Community Bridges. Through a combination of guided visualization, music, and a series of questions and feedback, Elderday participants compose work that connects the past to the present, exploring themes such as "Rebirth and Growth," "Survivors," and "Freedom."



R. Blitzer Gallery – Open Studios Art Tour

2801 Mission St. 5-9 pm

Preview Opening Reception
First Friday October 6.

Work by artists from each end of the county. Featuring artists exclusive to Davenport, Bonny Doon, San Lorenzo Valley, Scotts Valley, La Selva Beach and Watsonville. Open Studios Art Tour runs the first three weekends of October - the gallery will be open all three weekends and Tuesday - Friday noon - 5pm

This is a great opportunity to preview the work and plan your tour!



FIRST FRIDAY FOCUS

This month's featured photographer:
Ashton Miyako

Follow Ashton's adventure
this First Friday at
#firstfridaysantacruz



Ashton Miyako is a self taught, independent photographer and dressmaker based in Santa Cruz.

Her mission in life is to give people the opportunity to feel empowered by their bodies through beautiful photographs. She works one on one to discover what people love about themselves, and works to enhance that till they love every part of themselves. She prides herself on relaxed photo sessions that are fun for the whole family (that's right, kids and husbands enjoy it too!).

Photo taken by Steven B. Herbert
of www.stevenbherbert.com

ashtonmiyako.wixsite.com/photo
Instagram: @ashton.miyako
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GALLERIES

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Letter: AB 1250 is special interest deal-making

POSTED: 08/26/17, 6:08 PM PDT | 2 COMMENTS

The California Legislature convenes Monday to close out this legislative year to consider hundreds of bills, some good, some bad.

A really bad one for the general public and county government(s) is Assembly Bill 1250 which will cost us millions of dollars every year by limiting us from contracting with community-based, nonprofit organizations and local businesses for quality services they provide to you and your neighbors.

A couple of examples in Santa Cruz County. Our Sheriff's Office contracts with the highly respected Janus of Santa Cruz to oversee operations of our recovery center. If it is required that such services have to be carried out only by public employees, it will cost Santa Cruz County hundreds of thousands — if not millions — of additional dollars.

Or, Community Bridges (CB) — one of our largest nonprofits that employs nearly 200 staff in our tri-county region — provides quality services to 23,000 clients, from children to senior citizens, every year. If AB 1250 passes, CB — and many others — will be severely limited from supplying services. Passage of AB 1250 will result in fewer needy people getting those contracted services they deserve — and it will cost us much more.

Furthermore, AB 1250 is unfair. Cities, another level of local government, have become exempt, as are the counties of San Francisco and Santa Clara counties.

It's special interest deal-making at its worst. AB 1250 passage will cost county government(s) more and fewer people will get the services they need.

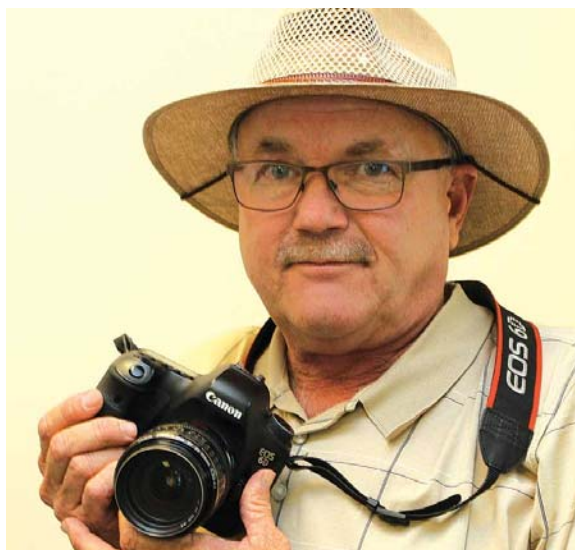
— *Bruce McPherson, County Supervisor, 5th District*

On my mind, Aug. 26: Three big losses

Updated: 2 days ago

By **TARMO HANNULA**

It is with great sadness that I write about the passing of three important friends, who I believe played a huge role in shaping the fabric of Watsonville: Jim Rector, master home builder, Peggy Avalos, site manager at the Watsonville Senior Center through Community Bridges, and Lorraine Stucki, community activist and former Couch Distributing worker.



I'm staggered that these three folks, people that helped me tremendously with my job in keeping me dialed in to local goings on, have all bid farewell in just the past few weeks.

Jim was one of the best-spoken people I've met, a true wordsmith, in my mind. He could articulate an experience, an event, even some little thing that happened to him in such a way that could pull you in and give you the deep flavor of what he had seen and felt. Few people, to me, can do that.



Jim was easy to approach, welcoming and a darned good listener. I often ran into him at various construction sites, hammer or paint brush in hand, a broad smile on his face and always, an extended warm handshake: That was Jim.

For the newspaper I covered Jim many times over the years, including the moving of the Rodgers House from East Lake Avenue out to the fairgrounds. Despite the massive scale of that job, he constantly maintained his upbeat posture and laughed his way through the various trials and tribulations. He also had the great ability of being able to stand back and laugh at his mistakes and move on, regardless.

My wife Sarah and I attended a play once in San Juan Bautista with Jim and his long-time wife Marian. We had a marvelous evening together. What a huge loss. Jim was a friend and a good man. The world needs more people like him.

Peggy always kept me in the loop with goings on at the Watsonville Senior Center where she served for 25 years. I know she did that because she cared; it was a genuine interest to help keep the senior community in good shape. Peggy routinely called me to include the R-P in various events like the Halloween dance, Cinco de Mayo and on and on. It was plainly obvious that she was well-liked over at the center and highly respected.

Never one to barge in and hog the center stage, Peggy quietly took a back burner seat and just let me do my job and was always deeply thankful for our coverage of Senior Center events.

Lorraine was one of the kindest people ever. I've been to her home many times and her kind little hound, Nikki, was always the first to greet my reporter and I. Lorraine was the real deal; no smoke and mirrors; just a straight up person with bold ideas. I liked her. She had a vision and moved forward with it. I know this community is a better place because of her and because of Jim and Peggy. Thank you for what you gave to Watsonville and you will not be forgotten.

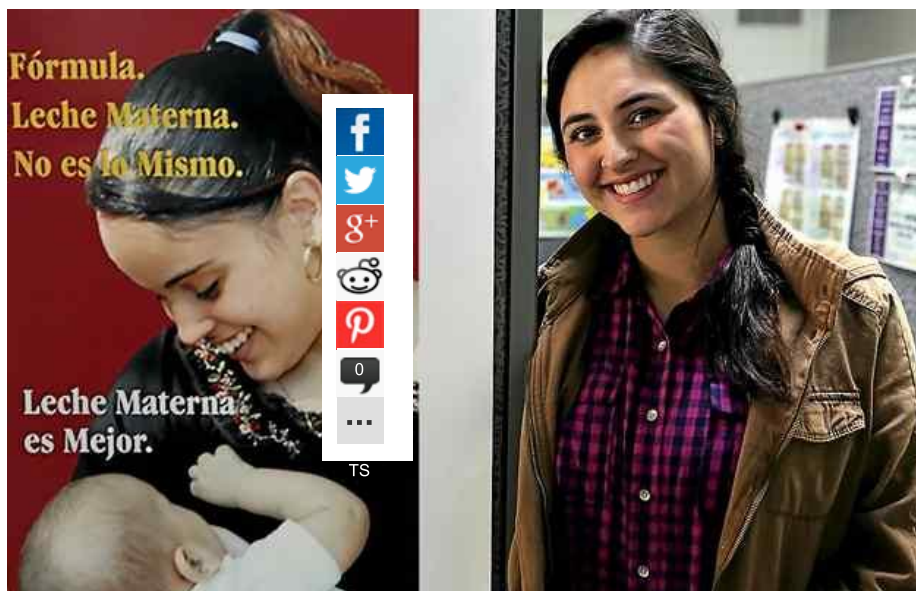
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Tarmo Hannula can be reached at 761-7330 or thannula@register-pajaronian.com.

BUSINESS

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For pregnant women in Santa Cruz County, hospital ratings just a Yelp away



Lizzett Sanchez, an education specialist at Community Bridges' Women, Infants, and Children program, is looking at Yelp for information on hospital maternity care. (Shmuel Thaler -- Santa Cruz Sentinel)

By **Jondi Gumz**, Santa Cruz Sentinel

POSTED: 09/11/17, 5:42 PM PDT | UPDATED: 2 DAYS AGO 0 COMMENTS

WATSONVILLE >> Lizzett Sanchez, 24, who is expecting her first baby, a girl, on Jan. 1, is among the pregnant women in California turning to Yelp for information on hospital maternity care.

She's been commuting from Salinas to work at Community Bridges' [Women, Infants & Children program](#) in Watsonville as an education specialist and getting prenatal care at Palo Alto Medical Foundation in Santa Cruz.

When she heard Yelp had posted information on caesarean sections and breastfeeding rates at hospitals, she took a look.

"It's very nice to see," said Sanchez, who has a degree as a nutritionist. "I really like the fact that they had breastfeeding rates."

She said she had heard about complications with C-sections, the surgical delivery of a baby that can result in infection, respiratory issues, stays in the neonatal intensive care unit and reduced breastfeeding.

"I definitely want the more natural side," she said.

She wished Yelp would include feedback on hospitals from first-time and second-time moms.

Not all hospitals in California are alike when it comes to C-sections and breastfeeding. Ten years ago, the California Health Care Foundation began collecting data on quality of hospital care to help

Comparing hospitals

Yelp.com posts C-section and breastfeeding data on California hospitals under a partnership with the California Health Care Foundation. Ratings range from well below average to well above average.

Sutter Maternity & Surgery Center, Santa Cruz

C-section rate: Well below average

Breastfeeding rate: Well above average

Dominican Hospital

C-section rate: Average

Breastfeeding rate: Well above average

Watsonville Community Hospital

C-section rate: Above average

Breastfeeding rate: Well above average

Source: Yelp

consumers facing medical decisions make more informed choices. Since 2014, this information has been [posted at CalHospitalCompare.org](#), a site health experts know about but not that familiar to consumers.

RATES VARY

In July, the [California Health Care Foundation](#) partnered with [Yelp](#) to add information about C-sections, breastfeeding and vaginal births after C-sections for each California hospital providing maternity care.

Most hospitals have a page on Yelp, and the information appears in a box headlined “Maternity Care Data” on the right-hand side of the page.

As Dr. Sandra Hernández, the foundation’s president and CEO, put it, the idea was to provide information to people “where they already are.”

The foundation has been working with other statewide partners to lower the rate of unnecessary low-risk C-sections to the national goal of 23.9 percent by 2020.

California’s rate is 25.4 percent, up from 21 percent in 1997.

Once a mother has had a C-section, [subsequent births tend to be by C-section](#), which is more costly, nearly 50 percent higher than for a vaginal birth, according to the foundation.

Sutter Maternity and Surgery Center in Santa Cruz has the lowest C-section rate in Santa Cruz County, 15.2 percent. At Dominican Hospital, it is 21.3 percent, and at Watsonville Community Hospital, 30.5 percent.

Breastmilk contains cells, hormones and antibodies that help protect babies from illness.

The American Association of Pediatrics in 2012 reaffirmed its recommendation that babies should get only breast milk for the first six months but those intentions can be undermined by high C-section rates. After surgery, there can be a delay in the milk coming and the mother may not have the strength to get up on her own or lift the baby to feed.

Cathy Cavanaugh, director of Community Bridges’ Women, Infants & Children program, is enthusiastic about the new approach.

“Most of our clients use smartphones and social media,” she said, noting WIC uses text messaging to schedule appointments and breastfeeding peer counseling. “Parents want to make informed

choices and they are looking for this information before, during and after pregnancy.”

INSURANCE FACTOR

Two moms who run [Nursing Mothers Counsel](#) in Santa Cruz shared their perspectives.

“I’m not sure it will have much of an impact locally,” said Becca Scheiblaue, one of the leaders, noting the two hospitals in Santa Cruz are similar in terms of their rates.

“I think it’s a great idea,” said her co-leader, Katie Williams, who researched C-section rates on her own before her first baby.

She felt lucky to have a hospital with a 15 percent C-section rate but she said many women have less of a choice because it depends on which hospitals their insurance covers.

Sanchez, who expects to leave her job in Santa Cruz and move to San Jose, said she is not sure if she will continue with the insurance she has now.

So her hospital choice is up in the air.

“I need to find something where I will be comfortable, with high rates of breastfeeding,” she said.

The 2017 Mountain Affair

By See Below on September 1, 2017



A Night Set Aside to Celebrate the San Lorenzo Valley

Mountain Community Resources, a program of Community Bridges, invites the public to its 32nd annual Mountain Affair on Friday, October 13 from 6 to 10 p.m.

In a nostalgic nod to the program's Italian Affair, last held in 2013, the event will be held and hosted in part by Ristorante Casa Nostra in Ben Lomond, for a night of fine Italian dining.

"We're excited to celebrate the heart of the valley community we serve," said Raymon Cancino, Chief Executive Officer of Community Bridges. "Now more than ever, support for MCR's programming is critically important, and we hope that you'll join us in raising hope, a glass, and the support needed to ensure our doors continue to stay open five days a week for the families in need."



The Mountain Affair will feature local wine, a silent auction by Santa Cruz Mountains Makers' Market vendors, a Fund-a-Need auction benefiting families in the San Lorenzo Valley, and live music by the Soul Fingers jazz trio.

The Mountain Affair is Mountain Community Resources' single largest fundraiser of the year, making it possible to serve more than 400 families

throughout the San Lorenzo Valley and Scotts Valley community each year. All proceeds from the event support MCR's parent education, one-on-one counseling, food and clothing pantry, youth probation support and more.



Mountain Community Resources invites anyone from the public to attend this celebration of the valley community. Tickets are on sale for \$75 each at mcr2017.eventbrite.com.

Since 1982, Mountain Community Resources has been providing community outreach and advocacy, parent education, clothing, food pantry services and more to over 400 families throughout the San Lorenzo Valley and Scotts Valley communities. From health care enrollment to emergency relief, MCR is the go-to resource for so many neighbors in need.

...

Mountain Community Resources is part of the Community Bridges Family Resource Collective. Learn more at www.communitybridges.org/mcr.

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More Central Coast cities declaring themselves as "Dreamer Cities"

by KSBW US

TOP STORY
RAYMON CANCINO
THEIR APPLICATION BEFORE THE

01:24 02:25 HD CC

HIDE TRANSCRIPT

WEBVTT BIANCA: THERE ARE AN ESTIMATED 2000 DREAMERS IN THE GREATER PAJARO VALLEY. ONE WATSONVILLE CITY COUNCIL MEMBER SAID IT'S ABOUT 30% OF THE COMMUNITY THAT IS LIVING IN FEAR UNCERTAIN ABOUT THE FUTURE. SO THEY ARE TAKING THIS STEP TO SHOW THEIR SUPPORT. ARIEL IS YOUR TYPICAL COLLEGE STUDENT, JUST TRYING TO FIGURE OUT WHAT HE IS GOING TO DO WITH HIS LIFE. ARIEL RAMIREZ: I LIKE MATH, EVER SINCE I WAS A LITTLE KID. AND I WANT TO BE ABLE TO USE MATH IN WHATEVER I'M GOING INTO. BIANCA: HE IS ALSO UNDOCUMENTED, ABLE TO WORK AS A TUTOR BECAUSE OF THE DEFERRED ACTION PROGRAM. >> DACA HAS BEEN I DON'T WANT TO, CRY ON TV. BIANCA: HE IS TRYING TO BE STRONG FOR HIS FAMILY. >> I WOULD HAVE NEVER GUESSED THAT IT WOULD BE SUCH A BIG IMPACT. BIANCA: IT'S STUDENTS LIKE HIM THAT INSPIRED THE CITY OF WATSONVILLE TO CONSIDER A RESOLUTION DECLARING ITSELF A DREAMER CITY. FELIPE HERNANDEZ: WE ARE TALKING ABOUT A POPULATION THAT NEVER MADE THE DECISION TO COME HERE. THEY WERE BOUGHT HERE AS 2-YEAR-OLDS, 3-YEAR-OLDS, INFANTS. AND NOW THEY ARE BEING PUNISHED FOR SOMETHING THEY NEVER COMMITTED. BIANCA: WHILE THE DECLARATION IS LARGELY SYMBOLIC, THE CITY IS ALSO JOINING A COUNTYWIDE EFFORT TO HELP DACA RECIPIENTS RENEW THEIR APPLICATION BEFORE THE PROGRAM ENDS. RAYMON: OUR COMMUNITY HAS REALLY COME TOGETHER AND HAS CREATED A FUND AS WELL, BECAUSE ONE OF THE BARRIERS TO ACTUALLY DOING DACA IS THE \$495 ADMISSIONS FEE, SO WE'RE HERE TO STAY SANTA CRUZ IS WHERE PEOPLE CAN GO AND DONATE DIRECTLY. BIANCA: ARIEL'S DACA EXPIRES IN 2019. HE IS FOCUSING ON HIS ENGINEERING DEGREE AND HE HOPES HE WILL GET TO USE IT. >> WE ARE JUST REGULAR PEOPLE, WE ARE NOT GOOD, NOT BAD --

JUSTYUR AVERAGE STUDENT.BIANCA: ARIEL IS HOPING THATrTHERE WILL BE PATH TOCITIZENSHIP.IN THE MEANTIME, HE HAS SUPPORTOF THIS COMMUNITY AND SANTACRrUZ.THEIR CITY COUNCIL IS ALSOVOTING ON A RESOLUTION TOSUPPORT THE PROGRAM TONIGHT.BIANCA: AND SAN BENITO COUNTY ISNOW A DREAMER COUNTY AS WELL.COUNTY SUPERVISORS VOTEDrTUNANIMOUSLY ON THE RESOLUTIONTODAY.WHICH MEANS MONTEREY, SANTA CRUZAND SAN BENITO COUNTY HAVE ALLDECLARED THEMSELVES DREAMER

Santa Cruz County rallies behind DACA 'Dreamers'

Watsonville and Santa Cruz join the list of Central Coast cities to become "dreamer cities" in support of the deferred action program for childhood arrivals. Monterey, Santa Cruz and San Benito County have all declared themselves as "dreamer counties".



Updated: 10:52 AM PDT Sep 27, 2017



Bianca Beltran

News Anchor/Reporter

Watsonville and Santa Cruz join the list of Central Coast cities to become "dreamer cities" in support of the deferred action program for childhood arrivals. Monterey, Santa Cruz and San Benito County have all declared themselves as "dreamer counties".

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RECOMMENDED

Quick Bites: Casa Nostra, Mountain Community Resources collaborate

POSTED: 09/26/17, 5:49 PM PDT | UPDATED: 2 DAYS AGO 0 COMMENTS

Ben Lomond >> The 2017 Mountain Affair, benefiting Mountain Community Resources (MCR), will be 6-10 p.m. Friday, Oct. 13, at Ristorante Casa Nostra. The event includes a family-style Italian dinner, local wine, live music by the Soul Fingers jazz trio and a silent auction with artisan items donated by Santa Cruz Mountains Makers' Market vendors. Tickets are available for \$75 at eventbrite.com. Since 1982, MCR has provided services including parent education, one-on-one counseling, a food and clothing pantry and youth probation support to more than 400 families in the San Lorenzo Valley and Scotts Valley communities. Learn more at communitybridges.com/mcr.

Quick Bites, compiled by Tara Fatemi Walker, is your weekly helping of Santa Cruz County restaurant and food news. Send items to sentinelfood@gmail.com. Want local food and wine news as it happens? Follow the Sentinel's food crew on Twitter ([@santacruzfood](https://twitter.com/santacruzfood)); on Instagram ([@santacruzfood](https://www.instagram.com/santacruzfood)); or on Facebook ([Santa Cruz Food](https://www.facebook.com/SantaCruzFood)).