DRAFT AGENDA

4:30 Dinner
5:00 2. CLOSED SESSION
5:59 3. Adjourn Closed Session
6:00 4. Call to Order/Establish Quorum
6:01 5. Agenda Review (4 min)
6:05 6. Announcements/Program Updates (5 min)
6:10 7. *CONSENT AGENDA – Action Items (5 min)

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

7.1 Draft Minutes of the September 19, 2018 Board Meeting*
   a. Jack/Pam moved to approve the consent agenda. MSP.
   b. Jack/Sara moved to approve the FY 18/19 Budget. MSP
   c. Pam/Jack moved to approve Resolution 2018-09-02 – AAA -. MSP
   d. Stephanie/Steve moved to approve Resolution 2018-09-01 - Confirmation that Community Bridges moved to 519 Main Street, Watsonville, CA 95076 on April 17, 2018. MSP.
   e. Pam/Jack moved to approve Resolution 2018-09-02 – AAA. MSP.

7.2 Draft Minutes of the October 12, 2018 Governance Committee Meeting*
   a. Pam/Lee moved, contingent on Finance Committee recommendation, to recommend that the agency pay off the $51,593.89 (at present date) loan payable in full to Santa Cruz County Bank, for the ‘Familia’ property, used by Nueva Vista Community Resources. Payment is to be made on or after December 12, 2018.

7.3 Draft Minutes of the October 12, 2018 Finance Committee Meeting*
   Due to lack of Quorum, the following vote was conducted by email:
   a. Recommendation to the Governance Committee that the agency pay off the $51,593.89 (at present date) loan payable in full to Santa Cruz County Bank, for the ‘Familia’ property, used by Nueva Vista Community Resources. Payment is to be made on or after December 12, 2018. MSP.

7.4 Draft Minutes of the November 8, 2018 Governance Committee Meeting*
a. Jack/Pam moved to recommend approval of the Agency Priority Dashboard and CEO Operating Plan. MSP.

7.5 Draft Minutes of the November 8, 2018 Finance Committee Meeting*

6:15 8. Receive comments from members of the public on “Items not on the Agenda” (5 min)

   9.0 Employee Survey
   9.1 *Strategic Planning - Action Item
   a. *Agency Priorities
   b. *CEO Operating Plan

6:50 10. Program Presentations (20 min)
   10.1 MOW – Lisa Berkowitz

7:10 11. Development/Philanthropy Report – Virginia Wright (10 min)
   11.1 Development Report
   11.2 Board Development Committee
   11.3 Board Giving Options

7:20 12. Finance Committee Update – Doug Underhill (10 min)

7:30 13. Written Reports
   13.1 Development Report for October 2018
   13.2 Financial Report from the October 12, 2018 Finance Committee Meeting
   13.3 Financial Report from the November 8, 2018 Finance Committee Meeting
   13.5 Program Reports from FRCs and ELD

7:30 14. Newspaper Articles

7:30 15. Items for Next Agenda

7:30 16. Adjourn Regular Meeting

Next Meeting:
Wednesday, January 16, 2018
5:00 PM to 7:30 PM
Location: Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz
BOARD OF DIRECTORS
Wednesday, September 19, 2018

5:00 PM to 7:10 PM

Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz

DRAFT MINUTES

Members Present: Jack Jacobson, Shannon Brady, Pam Fields, Sara Siegel, Stephanie Connor-Kent, Katy King, Casey Wu, Lee Slaff,, Steve McKay, Martin Bernal.

Staff Present: Raymon Cancino, Seth McGibben, Julie Gilbertson, Doug Underhill, Virginia Wright, Maureen Wolff, Lisa Berkowitz, Julie Gilbertson, Lisa Hindman Holbert, Cathy Cavanaugh, Leslie Telles.

Minutes: Tonje Switzer

4:30  Dinner

5:00  1. Introduction of prospect BOD Member

5:05  2. CLOSED SESSION

5:40  3. Adjourn Closed Session

5:46  4. Call to Order/Establish Quorum

5:31  5. Agenda Review

5:35  6. Announcements/Program Updates

There is an employee appreciation event at the CB HQ on 9/28 where we will also host the launch of the Measure H campaign.

Jack/Pam moved to approve the consent agenda. MSP.

5:40  7. *CONSENT AGENDA – Action Items (5 min)

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

7.1 Draft Minutes of the 6-20-18, 2018 Board Meeting*

a. Pam/Jack moved to approve the Consent Agenda as presented. MSP.

b. Lee/Jack moved to approve the 18/19 Fund Development Plan as amended to include percentage goals. MSP.

c. Nicolette/Lee moved to approve the Community Bridges vision, mission and strategic plan. MSP.
d. Jack/Nicolette moved to confirm Lee Slaff as Community Bridges Board Treasurer. MSP.

7.2 Draft Minutes of the July 13, 2018 Governance Committee Meeting*
a. Jack/Pam moved to recommend approval of bank account authorization updates. MSP.
b. Jack/Lee moved to recommend approval of Drug & Alcohol Testing Policy revisions with an amendment to specify in greater detail where the policies apply. MSP.

7.3 Draft Minutes of the July 13, 2018 Finance Committee Meeting*

7.4 Draft Minutes of the August 10, 2018 Governance Committee Meeting*

7.5 Draft Minutes of the August 10, 2018 Finance Committee Meeting*

7.6 Draft Minutes of the September 14, 2018 Governance Committee Meeting*
a. Jack/Kenn moved to recommend approval of the 18/19 Budget to the Governance Committee. MSP.

7.7 Draft Minutes of the September 14, 2018 Finance Committee Meeting*

Jack/Pam moved to approve the Consent Agenda. MSP.

5:45  8. Receive comments from members of the public on “Items not on the Agenda”

5:50  9. Agency Business – Ray Cancino (40 min)

9.0 *18/19 Budget – Action Item.

CFO presented the 18/19 FY budget and noted that it is a conservative depiction as submitted grants and proposals that are not assured have not been included. Personnel expenses are dependent on likely grants and if we do not get them we will need to cut hours to accommodate. Grants that have been identified as contingent have not been included to project our best analysis of likely funding sources for FY18/19.

Jack/Sara moved to approve the 18/19 FY budget. MSP.

9.1 Advocacy

a. Wage Equity Timeline

CEO noted that CB is collaborating with HCA on a wage equity study, and presented the advocacy timeline which will help support the wage equity goal for the agency.

9.2 Strategic Planning

a. Timeline for initiatives

CEO presented the current strategic vision initiatives timeline and noted that it is a subject to change the agency work towards the identified goals. Time is being allocated every other month MT CQI meetings to move the projects along, and BOD will be informed of progress.

9.3 *Resolution 2018-09-01 Confirmation that Community Bridges moved to 519 Main Street, Watsonville, CA 95076 on April 17, 2018 - Action item.

Stephanie/Steve moved to approve Resolution 2018-09-01. MSP.


Pam/Jack moved to approve Resolution 2018-09-02 – AAA. MSP

9.5 BOD Self Evaluation Survey
It was noted that this survey is conducted every year to assess how BOD members feel about the BOD and their role.

**9.6 CEO Evaluation – Julie Gilbertson CHRO**

Julie asked BOD to please fill out the CEO evaluation as she will send it out.

**6:12 10. Program Presentations** (20 min)

**10.1 WIC – Cathy Cavanaugh**

As BOD liaison to WIC, Casey noted having participated at the WIC Breastfeeding Walk where he met staff and program participants. Casey encouraged other BOD members to participate in events, visit programs, and meet with clients. Cathy noted that WIC food packets average at $61 per child per month, and mentioned some of the foods that are WIC approved. CB’s WIC program was awarded the USDA 2018 Gold Level Loving Support Award of Excellence and we are #1 in the state on breastfeeding counseling percentages. Cathy noted the threat from proposed legislative changes to the Public Charge Policy asking the BOD to stay informed and advocate as needed. Public Charge is a part of immigration law that seeks to determine if someone can support themselves, and it could be used to deny attainment of legal status to people accessing identified social services. In early circulating documents WIC and Headstart were named. The National WIC Association (NWA) is informing the public and advocating, and we will keep you informed and provide templates for contacting elected when the time comes.

**10.2 CDD – Lisa Hindman Holbert**

Lisa noted CDDs work to promote communication between parents and their babies to influence literacy. Almost all CDD revenue come from government sources with 15% coming from the County and only 2% coming from donations. Lisa noted that with new eligibility levels more families will be able to enroll. HP has private pay option, and CDD also accept the voucher program. CDD salaries are among the lowest within the agency, and the biggest threat to the program is difficulty hiring a qualified workforce requiring 12 Early Childhood Education (ECE) units to perform the duties to supervise children. CEO noted that the local cost of living is creating long commutes from Hollister, Salinas and Prunedale. Lisa noted wanting to engage the youth through occupational training programs as a potential solution.

**6:45 11. Development/Philanthropy Report– Virginia Wright** (10 min)

**11.1 Development Report**

Virginia noted that the agency is 10% ahead of last year at this point in time, and the goal is to double the amount of grant submissions to grow revenues. F2F revenue increased 26% and expenses were down. BOD Contributions are up. Virginia is working with Lee Slaff to form a development committee and asked BOD to be on lookout for invitation to join. CEO noted that the first crowdfunding effort at LOCR was successful.

**11.2 Mountain Affair**
We are honoring prior BOD member Rick Roberts at the event. Please let us know of anyone who would like to book a table as there is limited seating and the event will sell out. Virginia solicited help signing thank you cards, and Sarah and Stephanie will help.

6:56  12. Finance Committee Update – Doug Underhill (10 min)
Doug noted taking over Cathy Benson’s role at the end of the 17/18 FY.
12.1 18/19 Budget Overview
Doug gave a brief overview of the 18/19 Budget.
12.2 Implementation of New GA
Doug described the loss of two GAs within the first 6 weeks and noted that two new GAs have been hired, and the fiscal department is now fully staffed.
12.3 Shift and Changes to Budget
Doug noted that Measure D funds will be added to restricted asset when a future building is purchased. There is $530K worth of renovation at the LMCR Property that will be depreciated. We are staying out of line of credit. Program Budget Summary is a skewed representation as the closeouts from prior year are unaudited and not finalized which could shift. Next month we will have a clearer picture. There are changes when payments are being made from contractors causing shifts in our regular cash flow. The agency has received no CORE funds as of now after 3 months of expenses when prior years we had been allowed advances.

7:09  13. Written Reports
13.1 Development Report for August 2018
13.2 Financial Report from the July 13, 2018 Finance Committee Meeting
13.3 Financial Report from the August 10, 2018 Finance Committee Meeting
13.4 Financial Report from the September 14, 2018 Finance Committee Meeting
13.5 Program Reports from WIC, MOW, and LL

7:09  14. Newspaper Articles

7:09  15. Closing Remarks/Items for Next Agenda
CEO noted AB1871 was signed, and CB was tagged in shout-out by advocacy group.

7:11  16. Adjourn Regular Meeting

Next Meeting:
Wednesday, November 14, 2018
5:00 PM to 7:00 PM
Location: Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz
Governance Committee Meeting  
Friday October 12, 2018  
9:00am-10:00am

Solari West room, Santa Cruz County Community Foundation, 7807 Soquel Drive, Aptos

DRAFT MINUTES

Members Present: Shannon Brady, Pam Fields, Lee Slaff.

Staff Present: Raymon Cancino, Seth McGibben.

Notes: Tonje Switzer

9:02 1. Meeting to order/Establish Quorum

9:01 2. Agenda Review

9:02 3. CEO Report – Ray Cancino

a) Advocacy Update

i. Public Charge Policy Change

The proposed changes were released Friday 10/5 and were posted at the Federal Register this Wednesday, triggering a 60-day comment period after which there will be a 60-day implementation period. WIC is not included on the list. The timeline of the press conference was established in coordination with the office and schedule of Congressman Panetta. Mayor Lowell Hurst spoke at the press conference as well as Salud Para la Gente and SCCIP. Forty nonprofits have signed onto the opposition online. The Sentinel, Pajaronian, and City on a Hill covered the conference, and a Univision news channel did a segment with interviews. We are experiencing much fear and confusion among program participants. While many will not be impacted by the changes, they will impact some, and we need to make sure we share factual information with program participants. We are currently focusing on reassuring clients and will move into a more active advocacy phase after the election. We are referring program participants to SCCIP, Catholic Charities, and CRLA.

i. Board participation on Advocacy

There was discussion about how to best utilize BOD meetings for advocacy discussion, and a decision was made to extend BOD Closed Session to one hour, utilizing the last half hour for
advocacy allowing both sides of potential controversial issues to present with allotted time for BOD discussion. CEO asked how to make sure staff and client concerns remain at the center and it was noted that staff can present but should be excluded from the discussion to allow board ability to feel free to discuss.
b) Employee Survey Results
CEO presented preliminary survey results with the committee and noted that we are seeing some general improvements in staff satisfaction. Health benefits and wages are more important to staff than ever. CEO noted that we are closing the loop with staff by responding to both site specific and agency wide results.
b) Finance Recommendation – Pending NVCR Loan Purchase
Pam/Lee moved, contingent on Finance Committee recommendation, to recommend that the agency pay off the $51,593.89 (at present date) loan payable in full to Santa Cruz County Bank, for the ‘Familia’ property, used by Nueva Vista Community Resources. Payment is to be made on or after December 12, 2018. Staff will also ask County Bank to waive prepayment penalty.
d) Governance and Finance Committee Time – (Issues w/ Operations)
There is a logistical issue where FC cannot make recommendations to GC due to meeting time schedules. We will seek to change meeting times to accommodate this need, pending FC availability to meet on the second Thursday of each month, 9-10am.

9:30 4. CLOSED SESSION
10:00 5. Adjourn

Next Meeting:
Friday November 9, 9:00am-10:00am
Solari West room, Santa Cruz County Community Foundation, 7807 Soquel Drive, Aptos
Finance Committee  
Friday, October 12, 2018, 10:30-11:30 AM  
Community Foundation  
7807 Soquel Drive, Aptos  

Draft Minutes  

Members present: Lee Slaff  
Staff present: Doug Underhill, Ray Cancino, Virginia Wright.  
Notes: Tonje Switzer.  

10:05 Agenda Review  
10:05 CFO Report – Doug Underhill  
   a) Program Budget Summary Review – August  
   CFO noted that it is difficult to get a clear picture at the beginning of FY as numbers will be skewed. WIC saw a minor reduction in expenses and costs. CDD is showing a significant loss for last month, but is now showing a gain due to increase in reimbursement per child from $43-$48 per day). The opening date for RM is postponed and lack of revenue is offset by delayed hiring. ELD saw a decrease in personnel expenses due to difficulty in hiring. MOW saw a decrease in personnel expenses due to employee waiving health benefits. Formula errors in personnel expenses were detected and corrected for LL. LMCR saw a reduction of $12K for the Summer Lunch program of which $9K is pass-through funding. Potential personnel expense is still unknown. MCR saw a slight reduction due to the cost of shared therapist being charged to MCR. NVCR saw an increase due to employee waiving health care benefits. LOCR saw as loss of the Family Liaison Kinship funding, and staffing changes are being made to accommodate. CACFP saw a $7400 negative change due to decrease in revenue and increase in expenses. This is likely to be adjusted by close out. ADMIN saw an increase in renovation expenses and a small reduction in personnel, with a 5K positive charge overall. Development saw minimal charges.  
   b) Financial Statement Review – August
We saw sizable increase in contracted expenditures. Part of GA responsibility to ask PDS about expenses not showing in budget to avoid surprise expenses. Examples include IT expenses and reimbursements. Ending balance is an estimation until books are firmly closed.

c) **Cash Assets, Cash Flow and Line of Credit**
Agency has still not received County and City CORE funding. We have changed procedures in AP to avoid large check runs where possible making weekly payments roughly the same to maintain an even projection of expenses.

d) **Investments and Funds – Status report**
CFO presented the state of CB investments and funds.

e) **CLOSED SESSION - Elderday**

f) **Discussion of Familia Property**
CFO outlined the need for a FC recommendation to GC concerning paying off the ‘Familia’ property used by NVCR. Due to lack of quorum, the vote will be conducted by email.

g) **Questions & Answers**

**11:25 Items for Next Agenda**

**10:55 Adjourn**
Finance Committee
Thursday, November 8, 2018, 9:00-10:00 AM
Community Foundation
7807 Soquel Dr, Aptos, 95003

Draft Notes

Members Present: Lee Slaff, Casey Wu, Jack Jacobson, Kenn Barroga.
Staff Present: Doug Underhill, Ray Cancino, Virginia Wright.
Notes: Tonje Switzer

9:00 Agenda review
9:05 CFO Report – Doug Underhill

a) Program Budget Summary Review – September
Doug presented the budget summary noting that current program gain is 79K. There was a large disparity of projected revenue and expense for the Main Street activity last year, but it is coming in more even now. CFO clarified how Admin square foot rent is charged. CEO noted that FC might consider a subsidiary Board to hold the properties. We would need to expand the Board by 2-3 members and identify specific members to sit on subsidiary board. CAO is working on the necessary framework, and next step is BOD discussion. The responsibility of subsidiary is to consider how to create revenue with program’s health in mind. This will be on BOD agenda as early as January, pending CAO presentation at FC meeting. LL saw a positive change of $55K from last month due to increasing the utilization of a $472K 3-year grant that does not need to be allocated evenly over the 3-years. The four FRCs increased revenue projections by 14K each, due to new 2-year $100K CCAH grant, and an extension of Covered California partnership. CACFP saw a slight increase due to decreased FFY end spending. Admin saw decreased personal expenses, and gained $4K. ELDs one-time funding of $98K is expected to arrive next month, and should produce a net positive, this year and next.

b) Financial Statement Review – September
We were running high AR the first two weeks. Measure D facilities and vehicle reserves are now in their own account on the balance sheets and the 236 Santa Cruz Avenue expenses are separated due to being one-time expenses. The Measure D reserves are now stated as both assets and liabilities on the balance sheet, pressuring financial ratios. Ratios are moving in the right direction, but we are still below some of our target goals.
c) Cash Assets, Cash Flow and Line of Credit
CFO presented the current state of affairs, and noted that we have added current staff as signers at Liberty Bank. Cash-flow is looking solid through this calendar year.

d) Investments and Funds – Status Report
CFO presented the current state of investments and funds.

e) Familia Property Update
There was a brief update on the intent of paying off the loan, and CFO shared details from meeting with SCCB who will waive prepayment penalty.

g) Closed Session

f) Questions & Answers

10:05 Items for Next Agenda
CFO noted that the fiscal department is racing towards finishing the audit, and that we will need to assemble an internal Audit Committee soon. Move details to follow.

10:07 Adjourn
Governance Committee Meeting
Thursday November 8, 2018
10:00am-11:00am

Solari West room, Santa Cruz County Community Foundation, 7807 Soquel Drive, Aptos

Draft Notes

Members Present: Lee Slaff, Jack Jacobson, Shannon Brady, Pam Fields
Staff Present: Raymon Cancino, Seth McGibben, Virginia Wright
Minutes: Tonje Switzer

10:13  1. Meeting to order/Establish Quorum.
10:13  2. Agenda Review
10:13  3. CEO Report – Ray Cancino

CEO noted that CB will be hosting a luncheon at Michaels on Main 12/5/18 for the purpose of expanding the CB donor base through trust and estate transfers.

a)  Board Development
   i.  Committee Description
   CEO Noted that the Development Committee description has been revised and updated with help from Lee and Virginia. This is a framework for working with current and prospective BOD members.
   ii.  Board Giving Options
   CEO noted that since the agency is operating on a FY basis while BOD members and community members are operating on calendar year, this difference has created confusion. The revision of the Board Giving form is intended to provide clarity around expectations and different ways of contributing with these perspectives in mind. CEO clarified that the term BOD solicitations refer to achieving external contributions for agency in the form of donations or sponsorships. The annual goal will be increased to $30K due to meeting that goal the last 3 years. The term stretch gift is related to what each individual BOD members is able to contribute based on individual financial situation . Each BOD member will receive an envelope with individuals’ year giving to date and the information will be discussed with each

Prepared by Tonje Switzer
Page 1 of 2
board member. Committee requested that periodic reminders of Board contribution status would be provided more frequently than annually during the year.

b) Operations
   i. One Time Only Increase – Elderday
   We are moving forward and have notified the Unions. We are being very clear about this being a one-time step increase for ELD staff.
   ii. FRC
   A. Loss of Kinship Grant (100K)
   B. CCAH Alliance 2 year (50K)
   The loss of the Kinship grant, which we anticipated would not be renewed, is made up with a 2 Year $50K alliance grant and renewal of the Salud subcontract. The loss was anticipated and therefore non-consequential to daily operations.

c) Strategic Vision
   i. Agency Priorities
   ii. CEO Operating Plan
   Jack/Pam moved to recommend approval of the Agency Priority Dashboard and CEO Operating Plan. MSP.

The Agency Priorities will be a standing item on BOD agenda, and CEO will report on progress or lack thereof, in a green, yellow, red type format to indicate if agency is on track, and if not what steps are being taken to make improvements. Some back-up data will be accessible ongoing, other on quarterly basis. CEO noted that the MT CQI committees is also addressing these topic at bi-monthly meetings, and staff reviews will incorporate relevant portions of the plan to ensure alignment on agency priorities.

d) Election Results
   CEO gave a brief overview of the results of the agency ballot advocacy with Measure M and H failing, and Measure G passing. CEO noted the need to address the area’s cost of living moving forward, as it will affect retention rates and hiring both primary focus areas in the work plan. Particularly entry level jobs are seeing long commutes because CB has higher pay rates than for example Hollister and Salinas. Interns are used for FRC counseling position, but we can’t use interns for regular positions due to union regulations. BOD Chair suggested looking into using retired LL vehicles as carpooling commuter vehicles. This will be a topic for Board discussion at the Nov 14 meeting.

e) BOD Agenda
   Advocacy as a standing item in Closed Session
   BOD Self-Assessment

10:47 4. CLOSED SESSION

Next Meeting:
Thursday December 13, 10:00am-11:00am
Board Room (upstairs), Santa Cruz County Community Foundation, 7807 Soquel Drive, Aptos
Prepared by Tonje Switzer
Page 2 of 2
2018 Employee Survey - Summary of Results
October 2018

Survey Response Rates:
Over 2.6 times as many staff members completed the survey compared to last year, and **we want to thank all those who responded**. A high response rate makes survey results more reliable and agency responses to findings much more relevant.

### WHAT WE HEARD
"Maintaining paid medical is very important to us."

### WHAT WE WILL DO ABOUT IT
We are committed to researching and negotiating the very best health plans the market can offer and the agency can afford, while prioritizing medical plan costs.

"We need CB to continue working on improving wage equity within the agency."

### WHAT WE WILL DO ABOUT IT
We are actively involved in a nonprofit coalition effort raising awareness about wage equity in the nonprofit sector among stakeholders and funders.

"We need more and better communication between management and staff."

### WHAT WE WILL DO ABOUT IT
We have identified several areas where we can make improvements in our communication:

- We are creating posters and fliers for each site with information about other programs to ease cross-referrals, and we are exploring the option of other programs presenting at staff meetings.
- HR is creating agency-wide fliers listing open positions that will be posted across the agency, enhancing the potential of internal hiring and career growth for CB employees.
- We are committed to offering professional development courses for CB staff on a quarterly basis. Offerings will be communicated by email and flyers in staff rooms.

A record number of staff (3.5% increase) expressed that they would recommend CB as a great place to work.

75% of CB staff think the agency is heading in the right direction, which is a 19% increase from last year. **Thank you for the vote of confidence!**

We will continue surveying staff and sharing both findings and plans for action.
What three words best describe working for Community Bridges?
**Objective A: Maintaining Medical Benefits.**
Community Bridges (CB) employees listed maintaining paid medical benefits as the most important issue to them. As an agency we will:

A. Secure the best benefit plans the market can offer while prioritizing keeping employee cost down.
B. Bring down the cost for dependants.
C. Plan to educate employees on alternative health care option for dependants.

**Objective B: Working on Improving Wage Equity at Community Bridges.**
Wages are important to CB employees as indicated by 'Ongoing Steps Increases', 'Annual Salary Increases Beyond Steps', and 'Work on Improving Wage Equity' being listed as the second, third and fourth most important issue in the survey. As an increase in funding is essential to achieve these goals for any nonprofit organization, we are actively involved in a Human Care Alliance (HCA) wage equity campaign focusing on raising awareness around the need to reimagine funding for the nonprofit social services sector:

A. We will work to educate our staff on how the agency finances are directly correlated to wages.
B. We will invite staff to participate in advocacy efforts that affect agency investments.
C. We will continue data collection on nonprofit wage conditions to strengthen the collective impact across the social services nonprofit sector.

**Objective C: Improve Communication between Management and Staff**
Improved communication came up in various open ended responses throughout the survey. We are looking into several ways of addressing this issue, and these are some changes we are making immediately:

A. We are posting flyers at all sites that list our diverse programs and services.
B. We are exploring options of PDs presenting about other programs at staff meetings.
C. We are posting agency-wide job openings at all sites.
D. When we offer quarterly professional development courses, we will communicate this to all staff through email and flyers in staff rooms.

**Objective D: Responding to Site Specific Feedback.**
Thank you to those who chose to indicate their site or program. While we will not share those findings publically to respect the confidentiality of staff, we are exploring ways to respond to these findings in meaningful ways. Please stay tuned.

**Objective E: Continue Listening to Staff Feedback.**
Staff feedback is very important to us and this agency! When so many staff members (63%) respond to the survey, we can make changes that are relevant to the majority. We will continue asking staff for feedback and share our plans for action.
1. **COMMUNITY BRIDGES ATTRACTS AND MAINTAINS A HIGHLY QUALIFIED WORKFORCE**

**Goal:** Our turnover rate will remain at less than 15% by 2021 [12% S]

**Initiatives:**

A. Improving wages and wage equity ratios:

**Goal:** Increase wages 5% across the agency by 2021
**Stretch Goal:** Increase wages 10% across the agency by 2021

B. Improving Community Bridges workplace culture

**Goal #1:** CB Employees are highly trained
Offer a minimum of four professional development-training opportunities for CB staff annually that are geared towards addressing positive work traits (i.e. mindfulness, communication and conflict resolution).

**Goal #2:** CB Employees are vision focused.
Based on survey feedback, 75% of CB employees feel that the agency is heading in the right direction [80% S]

**Goal #3:** CB employees are satisfied.
Based on survey feedback, 75% of CB employees would recommend CB as a great place to work [80% S]

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2. **COMMUNITY BRIDGES IS FINANCIALLY STABLE**

**Goal #1:** Increase total reserve goal 1% by the end of FY19/20 (10.96% total revenue).

**Goal #2:** 80% of programs will meet reserve goal in FY19/20

**Stretch Goal:** Community Bridges has secured 12% of reserve goal by the end of FY19/20 and 14% of reserve goal by the end of FY20/21.

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3. **COMMUNITY BRIDGES HAS IMPROVED SYSTEMS FOR MEASURING OUTCOMES.**

**Goal #1:** Research and discern feasibility of an inter-agency digital referral and reporting system by the end of FY19/20.

**Stretch Goal:** Full implementation of an inter-agency digital referral and reporting system by the end of FY20/21.

**Goal #2:** Increase staff comfort in referring clients to other Community Bridges programs to 80% as measure in the CB Employee survey by the end of 2019/20 FY.

**Stretch Goal:** Increase staff comfort in referring clients to other Community Bridges programs to 90% as measured in the CB Employee survey by the end of 2020/21 FY.
CEO OPERATING PLAN

1. COMMUNITY BRIDGES ATTRACTS AND MAINTAINS A HIGHLY QUALIFIED WORKFORCE.

A. IMPROVE COMMUNITY BRIDGES TURNOVER RATE

Since 2014, we have seen a 25% reduction in our annual turnover, saving the agency thousands in retraining and added workload. We are committed to continue reducing these rates.

**Goal:** Our turnover rate will be less than 15% by 2021

**Initiatives:**
- Increase wages and opportunities for increased responsibility within programs
- Improve training opportunities (See initiative 4).
- Explore reimbursement options for additional educational opportunities.
- Improve workplace flexibility, including hours and work from home when appropriate.

**Stretch Goal:** We will achieve and maintain a turnover rate of less than 12%

B. IMPROVE COMMUNITY BRIDGES WAGES

a) *Improve wages to $15.00 per hour by 2021*

Since 2014, we have seen an 18.4% rise in our agency minimum wage as it has increased from $11.09 to $13.59. This does not include the additional regular step increase of 3.5% annually. We will continue to move toward a $15.00 per hour minimum wage.

**Interim Goal #1:** By January 2019, 80% of CB employees are paid a minimum of $15/hour.

**Initiatives:**
- Begin discussions about new classifications by the end of FY2019 across departments
- Restructure classifications to be in line with growth beyond $15.00 an hour
- Reclassify major existing classifications within struggling programs (CDD teachers and Lift Line drivers)
- Address pending exempt status $30/hour minimum across agency

**Interim Goal #2:** By January 2020, 90% of CB employees are paid a minimum of $15/hour.

**Initiatives:**
- Work internally to strategize new compensation metrics.
- Meet with SEIU to discuss classifications.

**Final Goal:** By January 2021, 100% of CB employees are paid a minimum of $15 per hour.

b) *Increase wages across the agency to address compaction issues*

**Goal:** Increase wages 5% across the agency by 2021

**Stretch Goal:** Increase wages 10% across the agency by 2021
C. IMPROVE COMMUNITY BRIDGES WORKPLACE CULTURE

We will work together to define what it means to be working at Community Bridges and what everyone’s expectations are moving forward.

**Goal #1:** Increase annual employee survey response rates by 10%

**Stretch Goal:** Increase response rates to 50% and maintain this level across the next three years.

<table>
<thead>
<tr>
<th>Response rate</th>
<th>2014 - 2016 average</th>
<th>FY17/18</th>
<th>FY18/19 Goal</th>
<th>FY18/19 Stretch Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>21%</td>
<td>67%</td>
<td>41%</td>
<td>50%</td>
</tr>
</tbody>
</table>

**Initiatives:**
- Promote participation across teams to ensure people have time to participate and the reassurance that their input is valuable.
- Create a shared goal or prize to promote response rates and team work
- Ensure all Program Managers and Directors share in ownership of process and development.
- Closing the loop with employees through sharing survey results and taking steps to improve based on feedback.

**Goal #2:** Increase or maintain percentage of positive survey responses to questions related to workplace culture.

<table>
<thead>
<tr>
<th>I feel valued and appreciated for the work I do.</th>
<th>75% agreement</th>
<th>73%</th>
<th>75%</th>
<th>80%</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would recommend Community Bridges as a great place to work</td>
<td>74% agreement</td>
<td>80%</td>
<td>75%</td>
<td>80%</td>
</tr>
<tr>
<td>I feel that Community Bridges is heading in the right direction.</td>
<td>72% agreement</td>
<td>75%</td>
<td>75%</td>
<td>80%</td>
</tr>
<tr>
<td>I am confident in my program’s leadership.</td>
<td>65%* agreement (no 2015 data)</td>
<td>73%</td>
<td>75%</td>
<td>80%</td>
</tr>
<tr>
<td>CB has a good work culture</td>
<td>New 2018 question</td>
<td>83%</td>
<td>85%</td>
<td>90%</td>
</tr>
</tbody>
</table>

**Initiatives:**
- Create agency wide effort to improve training opportunities for CB staff
- Continued education and workplace opportunities for improving workplace culture through agency training geared to address positive work traits (i.e. mindfulness, communication and conflict resolution).
- Identify problem areas via survey, and respond by creating work plans and specific responses to each area of concern.
2. **COMMUNITY BRIDGES IS FINANCIALLY STABLE**

   **Goal #1:** Increase total reserve goal 1% by the end of FY19/20 (10.96% total revenue)
   **Goal #2:** 80% of programs will meet reserve goal in FY19/20
   **Stretch Goal:** Agency will have 12% of reserve goal by FY19/20 and 14% of reserve goal in FY20/21.

   **Initiatives:**
   - Work with PD/PM to ensure spending is in line with projections
   - Increase foundations support and applications by 25%
   - Advocate for increased funding by local, state and federal funding sources.
   - Implement Spanish language fundraising efforts in FY 18/19

3. **COMMUNITY BRIDGES HAS IMPROVED SYSTEMS FOR MEASURING OUTCOMES**

   We wish to make access to our services easier across our agency and we will work towards having a single point of entry system that allows us to cross-refer without additional staffing and measure outcomes more accurately across programs.

   **Goal #1:** Increase staff knowledge about other Community Bridges programs and eligibility.
   
   Metric: Increase staff comfort in referring clients to 80% as measure in the CB survey.

<table>
<thead>
<tr>
<th>2015-2016 average</th>
<th>F17/18</th>
<th>FY18/19 Goal</th>
<th>FY18/19 Stretch Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants in my program can benefit from knowing about other CB services</td>
<td>97% agreement</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>I have enough knowledge about other Community Bridges programs to comfortably refer clients.</td>
<td>n/a</td>
<td>70%</td>
<td>80%</td>
</tr>
</tbody>
</table>

   **Initiatives:**
   - Create and distribute new poster with agency programs and eligibility scales.
   - Promote and encourage inclusion of program reports at staff meetings beyond immediate programs.
   - Promote in-service agency training across teams.

   **Goal #2:** Research and discern feasibility of an inter-agency digital referral and reporting system.

   Metrics:
   - July 2019 – Decision to move pilot forward with FRCs pending evaluation of cost and staff capacity
   - July 2020 – Decision to move project forward with next sector pending results of FRC project evaluation.

   **Initiatives:**
   - Document overlaps in eligibility criteria across the agency and create an agency eligibility form.
   - Discern adaptability of current systems with potential new software.
97% of the Home Delivered Meals recipients surveyed said the meals helps them to stay in their home.

85% of the Congregate diners report eating healthier as a result of attending a dining site...

61% of the seniors we serve are living at or below the poverty level...

MEALS ON WHEELS SERVICES

- Our home delivered meal program delivers the only completely prepared balanced meals to any eligible senior living anywhere in Santa Cruz County.
- Five dining sites located throughout the county offer a freshly prepared nutritious meal to any adult over the age of 60.

IMPACT FY 17/18

1,636 unduplicated seniors served

105,084 home delivered meals
+ 41,129 dining site meals
= 146,213 nutritious meals provided

MEALS ON WHEELS IS UNIQUE BECAUSE....

MEALS ON WHEELS IS THE ONLY FEDERALLY SUPPORTED PROGRAM DESIGNED SPECIFICALLY TO MEET THE NUTRITIONAL AND SOCIAL NEEDS OF SENIORS.

WHO WE SERVE

- Age range is 60-103 years
- 74% have a disability
- 72% are at nutrition risk
- 53% live alone

All this work is made possible by:

16 Staff Members = 12.5 FTEs
and
over 15,000 volunteer hours

MEALS ON WHEELS SERVICES

Annual Budget: $1,757,314
Serving all of Santa Cruz County
TRENDS AT MEALS ON WHEELS

- We continue to serve more home delivered meals than contracted.
- The number of seniors we serve living in poverty continues to rise.
- 47% of the seniors attending Louden Nelson dining site are homeless.

The Biggest Threat to Meals on Wheels

Keys to Sustainability/How You Can Help:

Support federal, state and local efforts to improve funding outlook.

Regular contact with elected officials is a critical link to positive funding outcomes.

Know the trends of senior aging in our community and share the message with electeds/stakeholders.

Support and advocate for federal, state, and local legislation that support seniors.

GET INVOLVED WITH DAY-TO-DAY OPERATIONS:

- Help deliver meals
- Join Friends of Meals on Wheels
- Become your "Neighborhood Sponsor" for a delivery route.
- Help us spearhead our "You've Got a Friend" initiative.

40% of all older Santa Cruzans do not have enough $$ to meet their basic needs.

Do you have any suggestions for elevating the conversation about senior needs in our community?
Despite Skyrocketing Senior Population, Older Americans Act Funding Fell

- Senior Population (60+)
- Older Americans Act Funding

Note: Older Americans Act funding was measured using 2016 inflation-adjusted dollars, inflated using the CPI-U-RS. The funding and population are each expressed as percents of the 2001 values.

Source: Calculations from Older Americans Act historical funding, Census population estimates.
A. Revenue from Individuals & Businesses: donations, auctions, sponsorships, tickets. (Excludes unfulfilled pledges.)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>July</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Year 18/19</td>
<td>$90,750</td>
<td>$43,628</td>
<td>$21,977</td>
<td>$22,172</td>
<td>$178,526</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Previous Year 17/18</td>
<td>$76,795</td>
<td>$41,825</td>
<td>$17,779</td>
<td>$32,874</td>
<td>$75,415</td>
<td>$128,521</td>
<td>$46,433</td>
<td>$43,568</td>
<td>$37,199</td>
<td>$54,823</td>
<td>$31,484</td>
<td>$49,677</td>
<td>$636,394</td>
</tr>
</tbody>
</table>

Cumulative difference 10/31/17 to 10/31/18 $9,254 6.8% change

B. Active Grant Applications: Applied in and Funding for FY18/19

- $695,074 TDA Funding Claim (LL) Submitted
- $150,000 Sunlight Giving for Community Bridges Submitted
- $150,000 Alliance Planning Grant (MoW & Elderday) Approved
- $100,000 Alliance Partners for Healthy Food Access (FRC) TBD
- $98,215 California Department of Aging, CBAS (ELD) Submitted
- $45,000 Community Foundation Santa Cruz (ELD, FRC) Approved
- $45,000 Packard Foundation (NVCR) Approved
- $45,000 County of Santa Cruz Probation for Youth (LORC & MCR) Approved
- $40,000 Monterey Peninsula Foundation (Lift Line) Declined
- $20,000 PG&E Emergency Response Outreach Submitted
- $20,000 Dignity Health Dominican Hospital (FRC) Submitted
- $15,000 Rockefeller Foundation for Listen for Good (FRC) Approved
- $15,000 Pajaro Valley Community Health Trust (LMCR) Submitted
- $15,000 Kaiser Foundation for At Risk Youth (FRC) Approved
- $12,000 Community Foundation Monterey County (LMCR) Submitted
- $10,000 Newman’s Own (MOW) Approved
- $5,000 Dudley-Vehmeyer-Brown Foundation (MCR) In process
- $5,000 Save the Redwoods (NVRC) Approved
- $5,000 AT&T Youth (MCR) Approved
  - California Emerging Technology Fund (FRC) In process
  - California Public Utilities Corp (FRC) In process
  - California Census Office 2020 (FRC) In process, RFI submitted
  - Kresge Foundation (FRC) In process
  - Massage Therapy Foundation (MCR) In process
  - CA Healthcare Foundation (FRC) In process

$ 1,490,289 FY 18/19 Revenue Goal: $1,053,074

Doesn’t include Donor Advised Funds, or grants less than $5,000.

C. Fundraising Event Summary

- Farm to Fork 2018: Net revenue increased 26% to $38,832 with 11 sponsors and 140 guests.
- LOCR Tutoring: GoFundMe and mailer campaign raised $3,000, plus $7,500 major gifts.
- Mountain Affair: Net revenue increased 12% to $17,565 with 4 sponsors and 110 guests.

D. Campaigns and Other

- See Reverse for Campaign and Appeal Summary
- Year-End fundraising campaign in process following prior year’s successful strategies.
- Strategic Visioning Meetings Complete, document in process, initiatives moving forward.
### Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>18/19 Goal</th>
<th>18/19 YTD</th>
<th>18/19 Goal %</th>
<th>17/18 Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>CB General Funds</td>
<td>$124,606</td>
<td>$62,237</td>
<td>50%</td>
<td>$136,748</td>
</tr>
<tr>
<td>Child and Adult Care FP</td>
<td>$3,066</td>
<td>$1,474</td>
<td>48%</td>
<td>$3,684</td>
</tr>
<tr>
<td>Child Development Dept</td>
<td>$6,192</td>
<td>$3,566</td>
<td>58%</td>
<td>$6,491</td>
</tr>
<tr>
<td>Elderday</td>
<td>$9,451</td>
<td>$1,607</td>
<td>17%</td>
<td>$9,765</td>
</tr>
<tr>
<td>La Manzana CR</td>
<td>$2,049</td>
<td>$773</td>
<td>38%</td>
<td>$1,435</td>
</tr>
<tr>
<td>Lift Line</td>
<td>$16,010</td>
<td>$4,175</td>
<td>26%</td>
<td>$18,351</td>
</tr>
<tr>
<td>Live Oak CR</td>
<td>$27,914</td>
<td>$32,521</td>
<td>117%</td>
<td>$29,091</td>
</tr>
<tr>
<td>Mountain Community R.</td>
<td>$62,459</td>
<td>$37,101</td>
<td>59%</td>
<td>$68,186</td>
</tr>
<tr>
<td>Meals on Wheels</td>
<td>$285,098</td>
<td>$32,117</td>
<td>11%</td>
<td>$29,091</td>
</tr>
<tr>
<td>Nueva Vista CR</td>
<td>$12,447</td>
<td>$1,617</td>
<td>13%</td>
<td>$14,307</td>
</tr>
<tr>
<td>WIC</td>
<td>$1,172</td>
<td>$1,338</td>
<td>114%</td>
<td>$1,607</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$550,464</strong></td>
<td><strong>$178,526</strong></td>
<td><strong>32%</strong></td>
<td><strong>$636,394</strong></td>
</tr>
</tbody>
</table>

### Appeals/Campaigns

#### 2018-19 Appeal Results

<table>
<thead>
<tr>
<th>Appeals/Campaigns</th>
<th>YTD 18/19 To</th>
<th>YTD 17/18 To</th>
<th>18/19 $ change</th>
<th>18/19 % change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocacy &amp; Outreach</td>
<td>$746</td>
<td>$446</td>
<td>$300</td>
<td>67%</td>
</tr>
<tr>
<td>Annual Report</td>
<td>$3,300</td>
<td>$6,570</td>
<td>($3,270)</td>
<td>-50%</td>
</tr>
<tr>
<td>Bequest</td>
<td>$2,814</td>
<td>$0</td>
<td>$2,814</td>
<td>100%</td>
</tr>
<tr>
<td>Calendar Sponsor</td>
<td>$3,000</td>
<td>$3,750</td>
<td>($750)</td>
<td>-20%</td>
</tr>
<tr>
<td>CB Family Mailer</td>
<td>$280</td>
<td>$446</td>
<td>($166)</td>
<td>0%</td>
</tr>
<tr>
<td>Donates Monthly</td>
<td>$4,520</td>
<td>$3,691</td>
<td>$829</td>
<td>22%</td>
</tr>
<tr>
<td>Farm to Fork Gala</td>
<td>$62,767</td>
<td>$58,534</td>
<td>$4,233</td>
<td>7%</td>
</tr>
<tr>
<td>Founding 100 Endowment</td>
<td>$421</td>
<td>$451</td>
<td>($30)</td>
<td>-7%</td>
</tr>
<tr>
<td>General Donation</td>
<td>$48,660</td>
<td>$51,225</td>
<td>($2,565)</td>
<td>-5%</td>
</tr>
<tr>
<td>Gifts Made in Honor</td>
<td>$250</td>
<td>$0</td>
<td>$250</td>
<td>100%</td>
</tr>
<tr>
<td>Grocery Bag Tokens</td>
<td>$538</td>
<td>$913</td>
<td>($375)</td>
<td>-41%</td>
</tr>
<tr>
<td>Lift Line Client Survey</td>
<td>$124</td>
<td>$472</td>
<td>($348)</td>
<td>-74%</td>
</tr>
<tr>
<td>LL Van Sponsorship</td>
<td>$1,740</td>
<td>$2,530</td>
<td>($790)</td>
<td>-31%</td>
</tr>
<tr>
<td>LOCUR Tutoring</td>
<td>$10,520</td>
<td>$0</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>MCR Mountain Affair</td>
<td>$22,793</td>
<td>$23,218</td>
<td>($425)</td>
<td>-2%</td>
</tr>
<tr>
<td>Memorial Donation</td>
<td>$510</td>
<td>$220</td>
<td>$290</td>
<td>132%</td>
</tr>
<tr>
<td>MOW Food from the Heart</td>
<td>$0</td>
<td>$3,500</td>
<td>($3,500)</td>
<td>-100%</td>
</tr>
<tr>
<td>MOW Lautman mailer welcome packet</td>
<td>$2,935</td>
<td>$2,299</td>
<td>$636</td>
<td>28%</td>
</tr>
<tr>
<td>MOW meal contribution donation</td>
<td>$1,793</td>
<td>$1,766</td>
<td>$28</td>
<td>2%</td>
</tr>
<tr>
<td>MOW Spring Mailer</td>
<td>$4,787</td>
<td>$5,751</td>
<td>($964)</td>
<td>-17%</td>
</tr>
<tr>
<td>MOW Fall Mailer</td>
<td>$475</td>
<td>$185</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online donation/Internet search</td>
<td>$1,074</td>
<td>$330</td>
<td>$744</td>
<td>225%</td>
</tr>
<tr>
<td>Payroll Deduction - Employee</td>
<td>$1,268</td>
<td>$1,300</td>
<td>($32)</td>
<td>-2%</td>
</tr>
<tr>
<td>Payroll Funds - non-CB</td>
<td>$794</td>
<td>$492</td>
<td>$302</td>
<td>61%</td>
</tr>
<tr>
<td>Program Donation Box</td>
<td>$1,624</td>
<td>$67</td>
<td>$1,557</td>
<td>2324%</td>
</tr>
<tr>
<td>Redwood Mountain Faire</td>
<td>$793</td>
<td>$777</td>
<td>$16</td>
<td>2%</td>
</tr>
<tr>
<td>Misc. to Follow</td>
<td>$340</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$178,526</strong></td>
<td><strong>$169,273</strong></td>
<td><strong>$9,253</strong></td>
<td><strong>5%</strong></td>
</tr>
</tbody>
</table>

| Board contributions (incl above) | $4,224 | $1,255 | $2,969 | 70% |
| Board solicitations (incl above) | $11,082 | $6,280 | $4,802 | 43% |
Purpose: The Development Committee sets the vision for and supports the fund development program of Community Bridges. Over the long term, the Committee works to institutionalize and strengthen the philanthropic process within the Board and staff.

Reports to: The Full Board of Directors

Composition: The Committee has a minimum of five members. The Development Chair is approved annually by the Board Chair. Community members and staff are encouraged to be on the Committee, and Board Members are encouraged to suggest Development Committee members. The Committee’s staff liaison is the Director of Development.

Meeting: At least once a month, except December.

Responsibilities: The Development Chair and Director of Development are responsible for ensuring that the Chief Executive Officer, the Chief Finance Officer and the Program Directors are actively involved in the creation of development and communications plans and goals.

The Committee develops, recommends, and monitors the following plans and policies:

- An annual Fund Development Plan, with agency and program fundraising goals, strategies and measurable results.
- An annual Communications Plan, with agency marketing and communication goals, strategies and indicators.
- An annual Board Contributions Plan, with members’ individual giving goals.
- Periodic long-term strategies and plans that support the sustainability of Community Bridges and its programs as needed.
- Policies and procedures that support the development and communications plans.

Ongoing responsibilities include:

- Making at least one financial contribution to Community Bridges annually.
- Helping individual Board members set and keep individual giving goals and commitments. Engaging the Board in fund development activities, and providing training and support.
- Providing guidance and support for donor and funder cultivation and stewardship.
- Supporting teams or task forces organized for specific fundraising events and activities.
- Monitoring development plans, goals and activities and reporting to the Board of Directors.

Board Relationship/Authority

- The Development Committee makes recommendations and reports to the full Board of Directors on the agency’s development and communications plans and policies.
- The Board adopts the plans and policies and is responsible for actively supporting their success.
- The Development Chair and Director of Development work closely with the CEO to set meeting agendas and ensure timely, clear communications and support for the Committee, the Board and the Management Team.
Board Giving Options and Form 2018/19

Proposed Board Fundraising Goals

- $30,000 in donations, tickets, auction items, and solicitations from Board members themselves or solicited.
- 100% of the Board Members make a personal gift that is a “stretch” gift demonstrating their commitment as a Board member.
- All Board members understand that a personal minimum of $500 - $1,000 contribution, from donations, tickets, ads, sponsorships, and auctions items, is encouraged.
- The majority of gifts are unrestricted.
- All Board members volunteer on a philanthropic project or task.

Board Giving History

<table>
<thead>
<tr>
<th>Results</th>
<th>15/16</th>
<th>16/17</th>
<th>17/18</th>
<th>18/19*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Participation</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Annual Board Donations</td>
<td>$15,215</td>
<td>$13,375</td>
<td>$14,886</td>
<td>$4,224</td>
</tr>
<tr>
<td>Annual Board Solicitations</td>
<td>$14,300</td>
<td>$20,648</td>
<td>$15,725</td>
<td>$11,082</td>
</tr>
<tr>
<td>Total Board Revenue</td>
<td>$29,515</td>
<td>$34,023</td>
<td>$30,611</td>
<td>$15,306</td>
</tr>
<tr>
<td>Change from prior year</td>
<td>51.8%</td>
<td>15.3%</td>
<td>-10.0%</td>
<td>tbd</td>
</tr>
</tbody>
</table>

*18/19 is shown through 10/31/18.

[NAME]'s RECENT GIVING

Thank you for your support and dedication to Community Bridges! For your reference, our records show your recent giving is as follows. Please let us know if you have any questions or corrections.

<table>
<thead>
<tr>
<th>Resources</th>
<th>2017/18 Prior Year</th>
<th>2018/19 to-date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash donation</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Sponsorship</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Events Tickets and/or Auction items</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solicitations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thank you phone calls, emails, notes/cards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

For questions, please contact Virginia Wright, Director of Development at virginiaw@cbridges.org, or 831-688-8840 x258.

Thank you!!
## Ways to Give
Fiscal Years run July 1 – June 30

<table>
<thead>
<tr>
<th>Ways to Contribute Money</th>
<th>Month It is needed</th>
<th>Amount You want to give</th>
<th>Date you want to give</th>
<th>Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Make a cash donation.</strong> It is easy, fun, and helpful!</td>
<td>Before June 30, 2019</td>
<td>To ensure $1,000 a year, sign up for monthly giving of $83.33 at communitybridges.org/donate.</td>
<td>Before June 30, 2020</td>
<td>18/19</td>
</tr>
<tr>
<td><strong>Ask your employer to match your donation</strong></td>
<td>Anytime</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Add Community Bridges as a beneficiary of your retirement account, will or trust.</strong></td>
<td>Anytime</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Participate in an Event or Campaign

- **Phone-a-thon**—Mountain Community Resources  
  - Feb 2019  
  - Fiscal Year 18/19
- **Food from the Heart**—Meals on Wheels  
  - March 2019  
  - Fiscal Year 18/19
- **The Human Race**—walk and collect pledges  
  - April 2019  
  - Fiscal Year 18/19
- **Fiscal Year End Campaign** (Annual Report)  
  - May 2019  
  - Fiscal Year 18/19
- **Farm to Fork**—Community Bridges  
  - August 2019  
  - Fiscal Year 19/20
- **The Mountain Affair**—Mountain Community Resource  
  - October 2019  
  - Fiscal Year 19/20
- **Buy a Calendar ad for your business** $500  
  - October 2019  
  - Fiscal Year 19/20
- **Make a match for Giving Tuesday** $500  
  - Nov 2018  
  - Fiscal Year 18/19
- **Calendar Year End Campaign** (Calendar)  
  - Dec 2018  
  - Fiscal Year 18/19

### Events Options with direct $ results
- Buy tickets for self, family, friends
- Sell tickets to friends, family, friends
- Solicit/obtain an event sponsorship
- Solicit/obtain auction items
- Buy auction items at event
- Make a lead gift at a Fund-A-Need

### Volunteer
- Serve on the Development Committee
- Serve on an event or campaign committee
- Solicit donations from individuals
- Provide introductions
- Thank New/Increased Donors – cards
- Thank New/Increased Donors – phone calls
- Like CB on FB!
- Share a CB post on FB or Twitter
- Share Giving Tuesday on FB  
  - November  
  - Fiscal Year 18/19
- Invite Friends to events on FB and Twitter
- Write letters to Federal, State or Local officials, or to editors
- Attend Federal, State of Local government hearings or meetings
2018/19 Board Intent to Participate Form

I WANT TO PARTICIPATE. Please contact me about:
☐ Adding CB as a beneficiary of my retirement account, will or trust.
☐ Making a match gift for Giving Tuesday.
☐ Buying a Calendar ad
☐ Volunteering on an event committee. Event:
☐ Serving on the Development Committee.
☐ Thanking donors by phone or mail.
☐ Promoting CB on Social Media.

I INTEND TO CONTRIBUTE $______.
☐ By June 30, 2019 for FY 18/19

This gift will be paid as follows:
☐ Online at communitybridges.org/donate (choose monthly or one time)
☐ By Check
☐ Please send me an invoice for the above amount, by ______ (preferred date)
☐ Please keep track, I will give through a variety of ways throughout the year.

☐ Please charge the amount to my credit card:

NAME ON CARD

CARD NUMBER EXP. DATE CVC

Recognition Name (or write anonymous)

Signed by (Please Print)

Signature Date

PLEASE RETURN YOUR COMPLETED FORM TO:
Community Bridges, 519 Main Street, Watsonville, CA 95076
By email to virginiaw@cbridges.org, or online at www.communitybridges.org/donate

Thank you for supporting Community Bridges, for leading by example, and for making a difference to local children, families and seniors.

Fiscal Year Contributions must be received by June 30 of each year.
## Program Budget Summary

### August 31, 2018

#### Projections for Year Ending 6-30-19

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>WIC (Oct-Sept FFY)</td>
<td>187,470</td>
<td>2,444,214</td>
<td>2,362,806</td>
<td>2,364,708</td>
<td>1,178</td>
<td>1,902</td>
<td>189,372</td>
<td>8.1%</td>
<td>1,791</td>
<td>353,096</td>
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<tr>
<td>Child Development Div</td>
<td>84,993</td>
<td>2,204,760</td>
<td>2,154,106</td>
<td>2,208,973</td>
<td>172,142</td>
<td>54,867</td>
<td>139,860</td>
<td>6.5%</td>
<td>75,110</td>
<td>315,128</td>
</tr>
<tr>
<td>Elderday</td>
<td>(101,579)</td>
<td>2,020,095</td>
<td>2,006,108</td>
<td>2,011,522</td>
<td>222,900</td>
<td>5,414</td>
<td>(96,165)</td>
<td>-4.8%</td>
<td>8,337</td>
<td>293,784</td>
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<tr>
<td>Meals on Wheels</td>
<td>534,514</td>
<td>1,769,894</td>
<td>1,766,384</td>
<td>1,737,229</td>
<td>316,163</td>
<td>(29,155)</td>
<td>505,359</td>
<td>30.3%</td>
<td>9,172</td>
<td>255,103</td>
</tr>
<tr>
<td>Lift Line</td>
<td>(125,975)</td>
<td>2,887,618</td>
<td>2,904,300</td>
<td>2,877,618</td>
<td>88,195</td>
<td>(26,682)</td>
<td>(152,657)</td>
<td>-6.0%</td>
<td>(59,662)</td>
<td>221,426</td>
</tr>
<tr>
<td>La Manzana Commt Res</td>
<td>116,587</td>
<td>663,512</td>
<td>649,745</td>
<td>611,256</td>
<td>11,012</td>
<td>(38,489)</td>
<td>78,098</td>
<td>12.3%</td>
<td>(265)</td>
<td>87,956</td>
</tr>
<tr>
<td>Mountain Commt Res</td>
<td>231,772</td>
<td>390,415</td>
<td>370,191</td>
<td>387,197</td>
<td>44,504</td>
<td>17,006</td>
<td>248,778</td>
<td>69.2%</td>
<td>(2,119)</td>
<td>52,562</td>
</tr>
<tr>
<td>Nueva Vista Commt Res</td>
<td>80,127</td>
<td>346,363</td>
<td>339,671</td>
<td>335,163</td>
<td>12,071</td>
<td>(4,508)</td>
<td>75,619</td>
<td>22.6%</td>
<td>9,803</td>
<td>47,712</td>
</tr>
<tr>
<td>Live Oak Commt Res</td>
<td>114,719</td>
<td>283,082</td>
<td>255,634</td>
<td>252,789</td>
<td>27,050</td>
<td>(2,845)</td>
<td>111,874</td>
<td>43.8%</td>
<td>5,851</td>
<td>37,436</td>
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<tr>
<td>CACFP (Oct-Sept FFY)</td>
<td>25,661</td>
<td>3,810,720</td>
<td>3,732,664</td>
<td>3,733,525</td>
<td>0</td>
<td>861</td>
<td>26,522</td>
<td>12.4%</td>
<td>(7,419)</td>
<td>63,418</td>
</tr>
<tr>
<td>Administration</td>
<td>30,335</td>
<td>1,797,947</td>
<td>1,830,994</td>
<td>1,813,794</td>
<td>3,400</td>
<td>(17,200)</td>
<td>13,135</td>
<td>0.7%</td>
<td>5,082</td>
<td>7,083</td>
</tr>
<tr>
<td>Philanthropy</td>
<td>53,303</td>
<td>165,845</td>
<td>167,274</td>
<td>155,348</td>
<td>94,908</td>
<td>(11,926)</td>
<td>41,377</td>
<td>24.7%</td>
<td>135</td>
<td>24,296</td>
</tr>
<tr>
<td><strong>TOTAL PROG OPERATIONS</strong></td>
<td><strong>1,231,927</strong></td>
<td><strong>18,784,465</strong></td>
<td><strong>18,539,877</strong></td>
<td><strong>18,489,122</strong></td>
<td><strong>993,523</strong></td>
<td><strong>(50,755)</strong></td>
<td><strong>1,181,172</strong></td>
<td><strong>8.37%</strong></td>
<td><strong>45,816</strong></td>
<td><strong>1,759,000</strong></td>
</tr>
<tr>
<td>LOCR-Capital Campaign</td>
<td>418,382</td>
<td>43,342</td>
<td>23,570</td>
<td>43,342</td>
<td>0</td>
<td>19,772</td>
<td>438,154</td>
<td>NA</td>
<td>-</td>
<td>588</td>
</tr>
<tr>
<td>521 Main Property Activity</td>
<td>(96,685)</td>
<td>-</td>
<td>41,348</td>
<td>30,990</td>
<td>0</td>
<td>(10,358)</td>
<td>(107,043)</td>
<td>NA</td>
<td>-</td>
<td>7,009</td>
</tr>
<tr>
<td>Nueva Vista Prop. Equity</td>
<td>200,694</td>
<td>-</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>200,694</td>
<td>NA</td>
<td>-</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Fixed Assets &amp; Gen'I Agy</td>
<td>979,158</td>
<td>-</td>
<td>596</td>
<td>4,237</td>
<td>0</td>
<td>3,641</td>
<td>982,799</td>
<td>NA</td>
<td>-</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL AGENCY</strong></td>
<td><strong>2,733,476</strong></td>
<td><strong>18,827,807</strong></td>
<td><strong>18,605,391</strong></td>
<td><strong>18,567,691</strong></td>
<td><strong>993,523</strong></td>
<td><strong>(37,700)</strong></td>
<td><strong>2,695,776</strong></td>
<td><strong>8.37%</strong></td>
<td><strong>45,816</strong></td>
<td><strong>1,766,597</strong></td>
</tr>
</tbody>
</table>

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, 2018

<table>
<thead>
<tr>
<th>PROGRAM NAME:</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIC</td>
<td>Minor reduction in FFY end expenses - Increased Program income</td>
</tr>
<tr>
<td>Child Development Div</td>
<td>Large reduction in RM personnel, Increased CDE &amp; Private Pay estimates Revenues</td>
</tr>
<tr>
<td>Elderday</td>
<td>8K Decrease in personnel expense</td>
</tr>
<tr>
<td>Meals on Wheels</td>
<td>Reductions in personnel expense, adjustment to Healthcare</td>
</tr>
<tr>
<td>Lift Line</td>
<td>Formula errors on personnel +15K, GA was underecalculated 20K, last month facility reserve shown as gain</td>
</tr>
<tr>
<td>La Manzana CR</td>
<td>Reduction of 12K Summer Lunch Revenue and 9K Passthrough, Unknown Personnel</td>
</tr>
<tr>
<td>Mountain Commtly Res</td>
<td>$4.5K increase in therapsit exp. Prior year fund usage removed from revenue</td>
</tr>
<tr>
<td>Nueva Vista CR</td>
<td>EE waived Health - Staff travel reduction</td>
</tr>
<tr>
<td>Live Oak CR</td>
<td>Staffing changes due to not continuing Kinship</td>
</tr>
<tr>
<td>CACFP</td>
<td>Reduction in Centers Admin, slight increase in expenses</td>
</tr>
<tr>
<td>Administration</td>
<td>Slight reduction in Personnel, increased projected GA, increase in 236 renovation</td>
</tr>
<tr>
<td>Philanthropy</td>
<td>Minimal Change</td>
</tr>
<tr>
<td>LOCR-Cap Campaign</td>
<td>Stock value fluctuation</td>
</tr>
<tr>
<td>La Manzana Property</td>
<td>Curr YTD activity only shown-not annualized</td>
</tr>
<tr>
<td>Nueva Vista Property</td>
<td>Gain in equity since original acquisition and merger w/CB</td>
</tr>
<tr>
<td>FAs &amp; Agy Unrestr.</td>
<td>Fiscal Sponsorships, Unallowable exps, Fixed Asset values</td>
</tr>
</tbody>
</table>
## Community Bridges
### Agency-Wide Revenue and Expenses
#### August 31, 2018

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>RECEIVED YTD 8/31/18</th>
<th>EARNED YTD 8/31/18</th>
<th>% OF TOTAL</th>
<th>A/R YTD 8/31/18</th>
<th>UNEARNED YTD 8/31/18</th>
<th>DESCRIPTION</th>
<th>ACTUAL YTD 8/31/18</th>
<th>% OF TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>EXPENSE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County of Santa Cruz</td>
<td>247,044</td>
<td>9.2%</td>
<td>247,044</td>
<td></td>
<td></td>
<td>Salaries &amp; Wages</td>
<td>1,166,922</td>
<td>44.3%</td>
</tr>
<tr>
<td>City of Santa Cruz</td>
<td>39,667</td>
<td>1.5%</td>
<td>39,667</td>
<td></td>
<td></td>
<td>Payroll Taxes</td>
<td>116,646</td>
<td>4.4%</td>
</tr>
<tr>
<td>City of Capitola</td>
<td>16,267</td>
<td>0.6%</td>
<td>16,267</td>
<td></td>
<td></td>
<td>Health Insurance/Retirement</td>
<td>151,896</td>
<td>5.8%</td>
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<tr>
<td>City of Scotts Valley</td>
<td>1,728</td>
<td>0.1%</td>
<td>1,728</td>
<td></td>
<td></td>
<td>Contracted Services</td>
<td>95,927</td>
<td>3.6%</td>
</tr>
<tr>
<td>City of Watsonville</td>
<td>2,750</td>
<td>0.1%</td>
<td>2,750</td>
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<td></td>
<td>Transportation Services</td>
<td>65,927</td>
<td>2.5%</td>
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<tr>
<td>AAA-TTIII/B/C</td>
<td>108,677</td>
<td>4.0%</td>
<td>108,677</td>
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<td></td>
<td>Staff Travel</td>
<td>5,724</td>
<td>0.2%</td>
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<tr>
<td>USDA-AAA / CAFB / SL</td>
<td>73,194</td>
<td>2.7%</td>
<td>73,194</td>
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<td></td>
<td>Occupancy Expense</td>
<td>223,177</td>
<td>8.5%</td>
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<tr>
<td>Dept of Health Svcs-WIC / Snap Ed</td>
<td>408,272</td>
<td>15.1%</td>
<td>408,272</td>
<td></td>
<td></td>
<td>Office/Program Expense</td>
<td>38,997</td>
<td>1.5%</td>
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<tr>
<td>Dept of Educ-CACFP Admin</td>
<td>70,022</td>
<td>2.6%</td>
<td>70,022</td>
<td></td>
<td></td>
<td>Staff Training</td>
<td>3,267</td>
<td>0.1%</td>
</tr>
<tr>
<td>Dept of Educ-CACFP Homes Passthru</td>
<td>399,337</td>
<td>14.8%</td>
<td>399,337</td>
<td></td>
<td></td>
<td>Insurance</td>
<td>28,667</td>
<td>1.1%</td>
</tr>
<tr>
<td>Dept of Educ-CACFP Clrs CCC / CBAS</td>
<td>22,805</td>
<td>0.8%</td>
<td>22,805</td>
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<td></td>
<td>Taxes, Licenses, Interest &amp; Fees</td>
<td>26,680</td>
<td>1.0%</td>
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<tr>
<td>Dept of Education-CDD</td>
<td>366,149</td>
<td>14.8%</td>
<td>257,709</td>
<td>9.6%</td>
<td></td>
<td>Equipment Expense</td>
<td>30,229</td>
<td>1.1%</td>
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<td>Transportation Development Act</td>
<td>243,276</td>
<td>9.2%</td>
<td>115,846</td>
<td>4.3%</td>
<td></td>
<td>Raw Food and Related</td>
<td>117,838</td>
<td>4.5%</td>
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<tr>
<td>EFSP (FEMA)</td>
<td>1,063</td>
<td>0.1%</td>
<td>1,125</td>
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<td></td>
<td>Vehicle Operations/Maintenance</td>
<td>24,380</td>
<td>0.9%</td>
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<tr>
<td>Covered CA-Navigator</td>
<td>562</td>
<td>0.0%</td>
<td>562</td>
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<td></td>
<td>Payments to CACFP Homes/Ctrs</td>
<td>399,337</td>
<td>15.2%</td>
</tr>
<tr>
<td>FTA Section 5310 - Cal Trans Veh</td>
<td>26,400</td>
<td>1.0%</td>
<td>26,400</td>
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<td></td>
<td>Fixed Asset Purchases</td>
<td>2,760</td>
<td>0.1%</td>
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<tr>
<td>First Five</td>
<td>40,792</td>
<td>1.5%</td>
<td>40,792</td>
<td></td>
<td></td>
<td>Vehicle Related Purchases</td>
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<tr>
<td>TDA - Measure D</td>
<td>72,517</td>
<td>2.8%</td>
<td>126,096</td>
<td>4.7%</td>
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<td>Real Property Purchases</td>
<td>246</td>
<td>0.0%</td>
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<td>Ca Air Resources Board (CARB)</td>
<td>100,000</td>
<td>3.8%</td>
<td>71,533</td>
<td>2.7%</td>
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<td>Depreciation/Amortization</td>
<td>19,262</td>
<td>0.7%</td>
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<tr>
<td>Foundations &amp; Other Grants</td>
<td>105,908</td>
<td>4.3%</td>
<td>116,905</td>
<td>4.5%</td>
<td></td>
<td>-</td>
<td>236 Aptos Renovation</td>
<td>24,082</td>
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<tr>
<td>Program Income-Other</td>
<td>15,895</td>
<td>0.6%</td>
<td>15,895</td>
<td></td>
<td></td>
<td>-</td>
<td>-</td>
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<tr>
<td>Client Fees</td>
<td>18,191</td>
<td>0.7%</td>
<td>18,191</td>
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<td></td>
<td>-</td>
<td>-</td>
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<tr>
<td>Medi-Cal Fees</td>
<td>209,647</td>
<td>8.2%</td>
<td>291,234</td>
<td>10.8%</td>
<td></td>
<td>-</td>
<td>81,587</td>
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<tr>
<td>Program Income-Other</td>
<td>61,023</td>
<td>2.4%</td>
<td>92,025</td>
<td>3.4%</td>
<td></td>
<td>-</td>
<td>31,002</td>
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<tr>
<td>Transportation Fees/Scrip</td>
<td>19,874</td>
<td>0.7%</td>
<td>19,874</td>
<td></td>
<td></td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Outside Contracts</td>
<td>900</td>
<td>0.0%</td>
<td>37,312</td>
<td>1.4%</td>
<td></td>
<td>-</td>
<td>36,412</td>
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<tr>
<td>Uncollectible Revenue</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td></td>
<td></td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Interprogram Revenue</td>
<td>73,148</td>
<td>2.7%</td>
<td>73,148</td>
<td></td>
<td></td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL REVENUE** | 1,686,928 | 2,695,473 | 100.0% | 1,272,882 | 264,337 | **TOTAL EXPENDITURES** | 2,632,169 | 100.0% |

Net Gain (Loss) ** | 1,213,347 | 508,858 | | | | Estimated Prior Yr Reserves | 2,791,652 | |

Net Assets: | 2,854,956 | | | | | |

Change from last month | -32,321 | | | | | |
## Statement of Financial Position
August 31, 2018

### ASSETS

<table>
<thead>
<tr>
<th>Category</th>
<th>Donor Unrestricted</th>
<th>Donor Restricted Net Assets</th>
<th>Current Month Total</th>
<th>Prior Period Total</th>
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</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>772,023</td>
<td>-</td>
<td>772,023</td>
<td>1,067,256</td>
</tr>
<tr>
<td>Cash reserved for LCP/RFC Facility Maint</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Accounts/Grants receivable</td>
<td>1,608,618</td>
<td>-</td>
<td>1,608,618</td>
<td>1,377,801</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>205,384</td>
<td>-</td>
<td>205,384</td>
<td>212,471</td>
</tr>
<tr>
<td>Inventory - Raw Food &amp; Supplies</td>
<td>21,000</td>
<td>-</td>
<td>21,000</td>
<td>39,690</td>
</tr>
<tr>
<td>Total Assets</td>
<td>6,071,832</td>
<td>-</td>
<td>6,509,730</td>
<td>6,598,082</td>
</tr>
</tbody>
</table>

### LIABILITIES

| Category                                      | -                  | -                           | -                   | -                  |
| Salaries and wages payable                    | 290,224            | -                           | 290,224             | 298,874            |
| Payroll taxes payable                         | 141,870            | -                           | 141,870             | 143,167            |
| Retirement (401k) benefits payable            | 15,662             | -                           | 15,662              | 16,016             |
| Accrued vacation salaries and wages           | 337,192            | -                           | 337,192             | 357,476            |
| Health insurance payable/withheld             | (5,621)            | -                           | (5,621)             | (11,665)           |
| Short term debt (includes LOC)                | 16,755             | -                           | 16,755              | 16,755             |
| Long term debt                                | 1,809,089          | -                           | 1,809,089           | 1,813,859          |
| Volunteer Center liability                    | 2,531              | -                           | 2,531               | 2,531              |
| Capitalized leases payable                    | 6,774              | -                           | 6,774               | 6,774              |
| Measure D fixed asset fund                    | 501,500            | -                           | 501,500             | 466,750            |
| Unearned revenue/advances                     | 296,501            | -                           | 296,501             | 503,313            |
| Other debts                                   | 513                | -                           | 513                 | 501                |
| Other liabilities                             | 178,478            | -                           | 178,478             | 185,601            |
| Total Liabilities                             | 3,639,773          | -                           | 3,639,773           | 3,928,440          |

### Estimated Fund Balance June 30, 2018

- 2,375,323
- 56,736
- 3,832,059
- 3,206,652

### Current Year Income (Loss)

- 56,736
- 6,568
- 63,304
- 50,359

### TOTAL NET ASSETS

- 2,432,059
- 437,897
- 2,869,956
- 2,669,641

### Ratios

- Cumulative Net Gain (Loss): 63,304 (50,359) $200,000 None
- Liquid Unrestricted Net Assets (LUNA)/Avg Mo Exps: 0.73 0.15 3.0 None
- Current Ratio (Current Assets/Current Liabilities): 3.0 2.8 2.8 None
- Modified Current Ratio (Liabilities include advances): 2.3 1.9 2.5 None
- Net Asset Ratio (Total Assets/Total Liabilities): 1.8 1.7 1.9 None
- Debt to Equity (Total Liabilities/Total Fund Bal): 127% 147% 116% None
- Debt to Assets (Total Liabilities/Total Assets): 56% 60% 54% None
- Return on Reserves: 2.2% -1.9% 7.0% None

### Financials

- Current Assets (excludes property/fixed assets): 3,087,322 3,154,624 2,100,000
- Current Liabilities (excludes long term/unearned): 1,023,379 1,409,573 755,000
- Modified Current Liabilities (adds in unearned): 1,319,880 1,537,563 855,000

Prepared by Doug Underhill
## COMMUNITY BRIDGES

### Program Budget Summary
September 30, 2018

**Projections for Year Ending 6-30-19**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>WIC (Oct-Sept FFY)</td>
<td>187,470</td>
<td>2,444,214</td>
<td>2,345,206</td>
<td>2,346,995</td>
<td>0</td>
<td>1,789</td>
<td>189,259</td>
<td>8.1%</td>
<td>(113)</td>
<td>353,096</td>
</tr>
<tr>
<td>Child Development Div</td>
<td>84,993</td>
<td>2,204,760</td>
<td>2,154,995</td>
<td>2,200,532</td>
<td>172,142</td>
<td>45,537</td>
<td>130,530</td>
<td>6.1%</td>
<td>(9,330)</td>
<td>315,253</td>
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<tr>
<td>Elderday</td>
<td>(101,579)</td>
<td>2,020,095</td>
<td>1,991,065</td>
<td>2,009,276</td>
<td>222,900</td>
<td>18,211</td>
<td>(83,368)</td>
<td>-4.2%</td>
<td>12,797</td>
<td>291,581</td>
</tr>
<tr>
<td>Meals on Wheels</td>
<td>534,514</td>
<td>1,765,894</td>
<td>1,757,314</td>
<td>1,736,455</td>
<td>222,859</td>
<td>18,211</td>
<td>(83,368)</td>
<td>-4.2%</td>
<td>12,797</td>
<td>291,581</td>
</tr>
<tr>
<td>Lift Line</td>
<td>(125,975)</td>
<td>2,887,618</td>
<td>2,888,210</td>
<td>2,917,218</td>
<td>88,195</td>
<td>18,211</td>
<td>(83,368)</td>
<td>-4.2%</td>
<td>12,797</td>
<td>291,581</td>
</tr>
<tr>
<td>La Manzana Commty Res</td>
<td>116,587</td>
<td>663,512</td>
<td>644,276</td>
<td>628,387</td>
<td>11,012</td>
<td>15,810</td>
<td>200,694</td>
<td>25.0%</td>
<td>13,122</td>
<td>248,828</td>
</tr>
<tr>
<td>Mountain Commty Res</td>
<td>231,772</td>
<td>390,415</td>
<td>372,008</td>
<td>345,937</td>
<td>25,072</td>
<td>15,810</td>
<td>200,694</td>
<td>25.0%</td>
<td>13,122</td>
<td>248,828</td>
</tr>
<tr>
<td>Nueva Vista Commty Res</td>
<td>80,127</td>
<td>346,363</td>
<td>345,937</td>
<td>354,551</td>
<td>8,614</td>
<td>88,741</td>
<td>26.0%</td>
<td>13,122</td>
<td>248,828</td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>114,719</td>
<td>3,810,720</td>
<td>4,138,044</td>
<td>4,146,542</td>
<td>8,498</td>
<td>34,159</td>
<td>9,498</td>
<td>5.5%</td>
<td>7,837</td>
<td>63,418</td>
</tr>
<tr>
<td>Philanthropy</td>
<td>25,661</td>
<td>1,797,947</td>
<td>1,812,630</td>
<td>1,799,005</td>
<td>3,400</td>
<td>(13,625)</td>
<td>26,126</td>
<td>14.4%</td>
<td>2,176</td>
<td>7,009</td>
</tr>
<tr>
<td>TOTAL PROG OPERATIONS</td>
<td>1,241,343</td>
<td>18,784,465</td>
<td>18,885,867</td>
<td>18,965,311</td>
<td>1,004,908</td>
<td>9,14%</td>
<td>130,915</td>
<td>1,741,274</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total MOW: $350,000 of MOW reserve revenue shown on Fixed Assets &amp; General Agency 6/30/18 Fund Balance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Note: LL: $250,000 of prior year LL losses included in Fixed Assets &amp; General Agency Fund Balance.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Note: Familia Property Value of $200,694 moved to Equity from Income.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:** 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
September 30, 2018

PROGRAM NAME:

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIC</td>
<td>Minimal Change - FFY ended 9/30/2018</td>
</tr>
<tr>
<td>Child Development Div</td>
<td>Slight reduction in revenue projections, more conservative lean</td>
</tr>
<tr>
<td>Elderday</td>
<td>Decrease in personnel expense, estimate new hires Jan 1</td>
</tr>
<tr>
<td>Meals on Wheels</td>
<td>6.5K Reduction in personnel expense + associated GA</td>
</tr>
<tr>
<td>Lift Line</td>
<td>GA error reversal 12K decrease, increased 5310 contract utilization</td>
</tr>
<tr>
<td>La Manzana CR</td>
<td>Increased Rev: 11K CCAH, 3K CC</td>
</tr>
<tr>
<td>Mountain Commy Res</td>
<td>Increased Rev: 11K CCAH, 3K CC</td>
</tr>
<tr>
<td>Nueva Vista CR</td>
<td>Increased Rev: 11K CCAH, 5K Grant, 3K CC</td>
</tr>
<tr>
<td>Live Oak CR</td>
<td>Increased Rev: 11K CCAH, 3K CC</td>
</tr>
<tr>
<td>CACFP</td>
<td>Removal of remaining projected expenses - FFY ended 9/30/2018</td>
</tr>
<tr>
<td>Administration</td>
<td>Decreased Personnel expense, decreased projected GA 18K</td>
</tr>
<tr>
<td>Philanthropy</td>
<td>Minimal Change</td>
</tr>
<tr>
<td>LOCR-Cap Campaign</td>
<td>Stock value fluctuation, revised 10% projected gain downward to 7.5%</td>
</tr>
<tr>
<td>La Manzana Property</td>
<td>CAM Revenues coming in near Expenses</td>
</tr>
<tr>
<td>Nueva Vista Property</td>
<td>Gain in equity since original acquisition and merger w/CB</td>
</tr>
<tr>
<td>FAs &amp; Agy Unrestr.</td>
<td>Fiscal Sponsorships, Unallowable exps, Fixed Asset values</td>
</tr>
</tbody>
</table>
## Community Bridges
### Agency-Wide Revenue and Expenses
#### September 30, 2018

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>RECEIVED</th>
<th>EARNED</th>
<th>% OF TOTAL</th>
<th>A/R YTD</th>
<th>UNEARNED</th>
<th>DESCRIPTION</th>
<th>ACTUAL</th>
<th>% OF TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9/30/18</td>
<td>9/30/18</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9/30/18</td>
<td></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Expense</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County of Santa Cruz</td>
<td>98,000</td>
<td>356,211</td>
<td>8.7%</td>
<td>258,211</td>
<td></td>
<td>Salaries &amp; Wages</td>
<td>1,688,043</td>
<td>41.9%</td>
</tr>
<tr>
<td>City of Santa Cruz</td>
<td>59,500</td>
<td>1.4%</td>
<td>59,500</td>
<td></td>
<td></td>
<td>Payroll Taxes</td>
<td>168,597</td>
<td>4.2%</td>
</tr>
<tr>
<td>City of Capitola</td>
<td>24,400</td>
<td>0.6%</td>
<td>24,400</td>
<td></td>
<td></td>
<td>Health Insurance/Retirement</td>
<td>225,063</td>
<td>5.6%</td>
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<tr>
<td>City of Scotts Valley</td>
<td>2,592</td>
<td>0.1%</td>
<td>2,592</td>
<td></td>
<td></td>
<td>Contracted Services</td>
<td>131,378</td>
<td>3.3%</td>
</tr>
<tr>
<td>City of Watsonville</td>
<td>8,250</td>
<td>4,125</td>
<td>0.1%</td>
<td>4,125</td>
<td>99,163</td>
<td>Transportation Services</td>
<td>99,163</td>
<td>2.5%</td>
</tr>
<tr>
<td>AAA-Title III/B/C</td>
<td>162,248</td>
<td>163,016</td>
<td>4.0%</td>
<td>768</td>
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<td>Staff Travel</td>
<td>8,556</td>
<td>0.2%</td>
</tr>
<tr>
<td>USDA-AAA / CAFB / SL</td>
<td>24,853</td>
<td>88,516</td>
<td>2.2%</td>
<td>63,663</td>
<td></td>
<td>Occupancy Expense</td>
<td>357,956</td>
<td>8.4%</td>
</tr>
<tr>
<td>Dept of Health Svcs-WIC / Snap Ed</td>
<td>584,272</td>
<td>14.2%</td>
<td>584,272</td>
<td></td>
<td></td>
<td>Office/Program Expense</td>
<td>63,327</td>
<td>1.6%</td>
</tr>
<tr>
<td>Dept of Educ-CACFP Admin</td>
<td>31,580</td>
<td>105,034</td>
<td>2.6%</td>
<td>73,454</td>
<td></td>
<td>Staff Training</td>
<td>4,322</td>
<td>0.1%</td>
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<tr>
<td>Dept of Educ-CACFP Homes Passthru</td>
<td>746,830</td>
<td>746,830</td>
<td>18.1%</td>
<td>-</td>
<td></td>
<td>Insurance</td>
<td>43,000</td>
<td>1.1%</td>
</tr>
<tr>
<td>Dept of Educ-CACFP Ctrs CCC / CBAS</td>
<td>34,208</td>
<td>34,208</td>
<td>0.8%</td>
<td>-</td>
<td></td>
<td>Taxes, Licenses, Interest &amp; Fees</td>
<td>39,852</td>
<td>1.0%</td>
</tr>
<tr>
<td>Dept of Education-CDD</td>
<td>487,710</td>
<td>386,564</td>
<td>9.4%</td>
<td>101,146</td>
<td></td>
<td>Equipment Expense</td>
<td>33,497</td>
<td>0.8%</td>
</tr>
<tr>
<td>Transportation Development Act</td>
<td>243,276</td>
<td>173,769</td>
<td>4.2%</td>
<td>69,508</td>
<td></td>
<td>Raw Food and Related</td>
<td>147,375</td>
<td>3.4%</td>
</tr>
<tr>
<td>EFSP (FEMA)</td>
<td>6,152</td>
<td>3,281</td>
<td>0.1%</td>
<td>2,870</td>
<td></td>
<td>Vehicle Operations/Maintenance</td>
<td>37,749</td>
<td>0.9%</td>
</tr>
<tr>
<td>Covered CA-Navigator</td>
<td>843</td>
<td>0.0%</td>
<td>843</td>
<td></td>
<td></td>
<td>Payments to CACFP Homes/Ctrs</td>
<td>746,830</td>
<td>18.5%</td>
</tr>
<tr>
<td>FTA Section 5310 - Cal Trans Veh</td>
<td>39,600</td>
<td>1.0%</td>
<td>39,600</td>
<td></td>
<td></td>
<td>Fixed Asset Purchases</td>
<td>31,417</td>
<td>0.8%</td>
</tr>
<tr>
<td>FTA Section 5310 - Cal Trans Ops</td>
<td>61,188</td>
<td>1.5%</td>
<td>61,188</td>
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<td></td>
<td>Vehicle Related Purchases</td>
<td>20,916</td>
<td>0.5%</td>
</tr>
<tr>
<td>First Five</td>
<td>128,699</td>
<td>189,144</td>
<td>4.6%</td>
<td>60,445</td>
<td></td>
<td>Real Property Purchases</td>
<td>369</td>
<td>0.0%</td>
</tr>
<tr>
<td>TDA - Measure D</td>
<td>105,000</td>
<td>108,550</td>
<td>2.6%</td>
<td>3,550</td>
<td></td>
<td>Measure D Facility Reserve</td>
<td>104,250</td>
<td>2.6%</td>
</tr>
<tr>
<td>Donations/Fundraising</td>
<td>132,657</td>
<td>143,554</td>
<td>3.5%</td>
<td>10,897</td>
<td></td>
<td>236 Aptos Renovation</td>
<td>43,579</td>
<td>1.1%</td>
</tr>
<tr>
<td>Participant Contributions</td>
<td>33,373</td>
<td>33,373</td>
<td>0.8%</td>
<td>-</td>
<td></td>
<td>-</td>
<td>33,373</td>
<td>0.8%</td>
</tr>
<tr>
<td>Client Fees</td>
<td>30,860</td>
<td>30,860</td>
<td>0.7%</td>
<td>-</td>
<td></td>
<td>-</td>
<td>30,860</td>
<td>0.7%</td>
</tr>
<tr>
<td>Medi-Cal Fees</td>
<td>305,116</td>
<td>436,851</td>
<td>10.6%</td>
<td>131,735</td>
<td></td>
<td>-</td>
<td>305,116</td>
<td>7.3%</td>
</tr>
<tr>
<td>Program Income-Other</td>
<td>95,026</td>
<td>137,811</td>
<td>3.3%</td>
<td>42,785</td>
<td></td>
<td>-</td>
<td>95,026</td>
<td>3.1%</td>
</tr>
<tr>
<td>Transportation Fees/Scrip</td>
<td>30,304</td>
<td>30,304</td>
<td>0.7%</td>
<td>-</td>
<td></td>
<td>-</td>
<td>30,304</td>
<td>0.7%</td>
</tr>
<tr>
<td>Outside Contracts</td>
<td>5,323</td>
<td>55,968</td>
<td>1.4%</td>
<td>50,645</td>
<td></td>
<td>-</td>
<td>5,323</td>
<td>0.1%</td>
</tr>
<tr>
<td>Uncollectible Revenue</td>
<td>0</td>
<td>0.0%</td>
<td>-</td>
<td></td>
<td></td>
<td>-</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Interprogram Revenue</td>
<td>115,165</td>
<td>115,165</td>
<td>2.8%</td>
<td>-</td>
<td></td>
<td>-</td>
<td>115,165</td>
<td>2.8%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>2,790,421</td>
<td>4,115,525</td>
<td>100.0%</td>
<td>1,502,753</td>
<td>177,649</td>
<td><strong>Total Expenditures</strong></td>
<td>4,032,169</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

**Net Gain (Loss)** **83,355**  
**Estimated Prior Yr Reserves** **2,793,926**  
**Net Assets:** **2,877,281**

---

Change from last month: 20,051
# Community Bridges
## Statement of Financial Position
### September 30, 2018

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Donor Unrestricted</th>
<th>Donor Restricted Net Assets</th>
<th>Current Month Total</th>
<th>Prior Period Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>708,128</td>
<td>708,128</td>
<td>772,023</td>
<td></td>
</tr>
<tr>
<td>Cash reserved for LOFRC Facility Maint</td>
<td>440,809</td>
<td>1,738,107</td>
<td>1,608,618</td>
<td></td>
</tr>
<tr>
<td>Accounts/Grants receivable</td>
<td>206,365</td>
<td>21,000</td>
<td>206,365</td>
<td></td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>42,399</td>
<td>21,000</td>
<td>42,399</td>
<td></td>
</tr>
<tr>
<td>Inventory - Raw Food &amp; Supplies</td>
<td>21,000</td>
<td>-</td>
<td>21,000</td>
<td></td>
</tr>
<tr>
<td>Refundable Deposits</td>
<td>113,182</td>
<td>-</td>
<td>113,182</td>
<td></td>
</tr>
<tr>
<td>Property and equipment</td>
<td>3,158,038</td>
<td>-</td>
<td>3,306,690</td>
<td></td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>3,158,038</td>
<td>-</td>
<td>3,306,690</td>
<td></td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>5,987,219</td>
<td>440,809</td>
<td>6,428,028</td>
<td>6,509,730</td>
</tr>
</tbody>
</table>

| LIABILITIES | | | | |
| Accounts payable | 88,490 | 88,490 | 48,306 |
| Salaries and wages payable | 289,589 | 290,224 |
| Payroll taxes payable | 130,690 | 141,870 |
| Retirement (401k) benefits payable | 13,818 | 15,662 |
| Accrued vacation salaries and wages | 310,872 | 337,192 |
| Health insurance payable/withheld | (3,699) | (5,621) |
| Short term debt (includes LOC) | 16,755 | 16,755 |
| Long term debt | 1,797,470 | 1,809,089 |
| Volunteer Center liability | 2,537 | 2,537 |
| Capitalized leases payable | 6,774 | 6,774 |
| Measure D fixed asset fund | 524,299 | 501,500 |
| Unearned revenue/advances | 197,856 | 296,501 |
| Other debts | 537 | 513 |
| Other liabilities | 174,759 | 174,759 |
| TOTAL LIABILITIES | 3,550,747 | 3,550,747 | 3,639,773 |

| Estimated Fund Balance June 30, 2018 | 2,362,597 | 2,793,926 | 2,806,652 |
| Current Year Income (Loss) | 73,875 | 83,355 | 63,304 |
| TOTAL NET ASSETS | 2,436,472 | 2,877,281 | 2,869,956 |

| Cumulative Net Gain (Loss): | 83,355 | 63,304 | $200,000 | None |
| Liquid Unrestricted Net Assets (LUNA)/Avg Mo Exps | 0.88 | 0.73 | 3.0 | None |
| Current Ratio (Current Assets/Current Liabilities): | 3.1 | 3.0 | 2.8 | None |
| Modified Current Ratio (Liabilities include advances): | 2.6 | 2.5 | 2.5 | None |
| Net Asset Ratio (Total Assets/Total Liabilities): | 1.8 | 1.8 | 1.9 | None |
| Debt to Equity (Total Liabilities/Total Fund Bsl): | 123% | 127% | 116% | None |
| Debt to Assets (Total Liabilities/Total Assets): | 55% | 56% | 54% | None |
| Return on Reserves: | 2.9% | 2.2% | 7.0% | None |

Current Assets (excludes property/fixed assets): 3,156,807
Current Liabilities (excludes long term/unearned): 1,021,811
Modified Current Liabilities (adds in unearned): 1,219,667

Prepared by Doug Underhill
PROGRAM REPORT to BOARD of DIRECTORS

Program Name: Nueva Vista Community Resources

Date of Board Meeting:

A. Services: Advocacy, Outreach, Youth Activities, Food Distribution

<table>
<thead>
<tr>
<th>Fiscal Calendar</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
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<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Year 18/19</td>
<td>850</td>
<td>193</td>
<td>427</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,470</td>
</tr>
<tr>
<td>Previous Year 17/18</td>
<td>879</td>
<td>215</td>
<td>459</td>
<td>877</td>
<td>275</td>
<td>18</td>
<td>266</td>
<td>475</td>
<td>507</td>
<td>390</td>
<td>445</td>
<td></td>
<td>5,729</td>
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</table>

B. 2017-2018 Volunteers Report:

<table>
<thead>
<tr>
<th>Fiscal Calendar (18-19)</th>
<th>July</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
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<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Duplicated Volunteers</td>
<td>8</td>
<td>6</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>34</td>
</tr>
<tr>
<td>Number of New Unduplicated Volunteers</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>Number of Volunteered Hours</td>
<td>32</td>
<td>18</td>
<td>36</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>86</td>
</tr>
</tbody>
</table>

C. Accomplishments:

Had a great Summer Fun Camp!
Received a mini grant from the Nicholson Foundation for $5K
Received a mini grant from Save The Redwoods for $5K
Our Mental Health Project has taken off, still waiting to start billing process.
Afterschool homework program has started and we are serving on a daily basis 20 to 24 participants.
We are currently hosting the Dignity mobile clinic nurses to do glucose screenings during food distributions.
Two new funding opportunities (Dignity Health, and CCAH) that will provide funding to NVCR and other FRC's

D. Challenges:

Nueva Vista had a $25K reduction in funding from CDBG.
An ongoing challenge has been to find big grants that can fund the work that we are currently doing, such as advocacy for families.
PROGRAM REPORT to BOARD of DIRECTORS

Program Name: Mountain Community Resources

Date of Board Meeting:

A. Services: Advocacy, Parent Education, Teen Program, Natural Health Clinic, Counseling, *Food Distribution

<table>
<thead>
<tr>
<th>Fiscal Calendar</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
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<th>Apr</th>
<th>May</th>
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<tbody>
<tr>
<td>Current Year 18/19</td>
<td>477</td>
<td>688</td>
<td>434</td>
<td>541</td>
<td>195</td>
<td>137</td>
<td>134</td>
<td>146</td>
<td>274</td>
<td>237</td>
<td>262</td>
<td>*435</td>
<td>2,140</td>
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<tr>
<td>Previous Year 17/18</td>
<td>204</td>
<td>219</td>
<td>118</td>
<td>171</td>
<td>195</td>
<td>137</td>
<td>134</td>
<td>146</td>
<td>274</td>
<td>237</td>
<td>262</td>
<td>*435</td>
<td>2,097</td>
</tr>
</tbody>
</table>

B. 2018-2019 Volunteers Report:

<table>
<thead>
<tr>
<th>Fiscal Calendar (18/19)</th>
<th>July</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Duplicated Volunteers*</td>
<td>102</td>
<td>92</td>
<td>109</td>
<td>111</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>414</td>
</tr>
<tr>
<td>Number of Unduplicated Volunteers</td>
<td>49</td>
<td>45</td>
<td>68</td>
<td>69</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>231</td>
</tr>
<tr>
<td>Number of Volunteered Hours*</td>
<td>308</td>
<td>409</td>
<td>409</td>
<td>443</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,569</td>
</tr>
</tbody>
</table>

C. Accomplishments:

MCR continues to grow the counseling program and contracted a Spanish bi-lingual counseling intern from the Masters in Social Work program at CSUMB. MCR now has 2 counselors working and service hours Monday through Friday.
MCR held their first Healthy Pets Clinic on Sept. 28 in Partnership with the Santa Cruz County Animal Shelter. Over 50 pets were seen for wellness exams, flea and tick medications, deworming, vaccinations, and more. These services are available free of charge from local vegetarians and the County donating time and supplies.
MCR Met their fundraising goal for the Mountain Affair.

D. Challenges:

Due to staff shortages and varying program hours, keeping regular business hours continues to challenge MCR. One way MCR is working to improve this is actively recruiting more interns and administrative volunteers.
MCR has still not finalized a contract with Probation as of 10.31.2018.
*Note, starting in June these numbers reflect unique individuals who receive Food Distribution.
A. Services:

<table>
<thead>
<tr>
<th>Total number of all services</th>
<th>Fiscal Calendar July</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Year 18/19</td>
<td>154</td>
<td>226</td>
<td>298</td>
<td>294</td>
<td>972</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>972</td>
</tr>
<tr>
<td>Previous Year 17/18</td>
<td>157</td>
<td>158</td>
<td>240</td>
<td>234</td>
<td>214</td>
<td>228</td>
<td>241</td>
<td>201</td>
<td>301</td>
<td>231</td>
<td>270</td>
<td>216</td>
<td>2,691</td>
</tr>
</tbody>
</table>

B. Accomplishments:

* LOCR currently has 3 counselors on site providing counseling for youth and families, and continues to provide mental health services to families of Live Oak. LOCR is currently holding The Parent Project 10-week Spanish class in Watsonville with successful participation from parents. LOCR is expanding participation into the First 5 Triple P program by having a second Family Advocate become certified in Triple P. The After-School Tutoring program still provides FREE 1-on-1 tutoring to children of Live Oak with volunteers providing their time to serve the children of Live Oak. We are also happy that we’ve increased volunteer and intern participation into LOCR’s activities.

* LOCR still takes a leadership role on the steering committee of the Live Oak Cradle to Career initiative. This partnership with Live Oak School District, the County of Santa Cruz, Santa Cruz Community Health Centers, First 5, and Encompass has allowed us to provide on-site English as a Second Language classes while providing childcare to families during their class.

C. Challenges:

* The biggest challenge for this FY was the reduction staffing hours due to loss of funding for the Roots and Wings program. After 9 successful years, the County of Santa Cruz Human Services Division redirected its funding to Kinship Support Services serving families with foster teens. We submitted a RFP, but were unsuccessful. Where possible, the Program Manager has increased supporting staff's work with intern/volunteer help, but any further reductions in staff hours will further affect program sustainability. The PM and Admin team have been applying and looking for other grants.
PROGRAM REPORT to BOARD of DIRECTORS

Program Name: Elderday
Date of Board Meeting: 11/14/18

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

<table>
<thead>
<tr>
<th>Fiscal Calendar</th>
<th>July</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Year 18/19</td>
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<td>1670</td>
<td>1403</td>
<td>1646</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6,210</td>
</tr>
<tr>
<td>Average Daily Attendance</td>
<td>71.00</td>
<td>72.61</td>
<td>73.95</td>
<td>71.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Previous Year 17/18</td>
<td>1399</td>
<td>1537</td>
<td>1370</td>
<td>1569</td>
<td>1380</td>
<td>1356</td>
<td>1376</td>
<td>1,331</td>
<td>1,568</td>
<td>1,547</td>
<td>1,594</td>
<td>1,542</td>
<td>17,569</td>
</tr>
</tbody>
</table>

B. Accomplishments:
- Elderday applied for and has been awarded 98,215.86 in one-time CBAS funding allocated from SB 856 (Proposition 56 tobacco tax funds earmarked for Medi-Cal) to assist with operating costs in high-cost areas of the state.
- Our enrollments are up a bit to 3.3/month so far in 2018, compared to 2.6/month in 2017.34:39
- We have been maintaining attendance a bit over 72 so far this year (budgeted for 71).
- We had a very good state licensing survey, with only two deficiencies (down from 8 in 2016 and 13 in 2014). We met every requirement of the new federal Person-Centered Care and Home and Community-Based Setting requirements.
- Staff recruitment has become a significant issue. We have been recruiting for an RN since August and haven’t received any applications at all. It has also been difficult finding program assistants for the first time this recruitment cycle, as the cost of housing continues to rise in our community.
- We have had a program assistant out on long-term medical leave, without enough on-call backup, and will have our attendance/lunch person out on maternity leave starting next week. The team is working very hard and finding it difficult to keep up.
- Continued frozen salaries are especially demoralizing when we are working short-staffed.
Community Bridges moves into new headquarters

(Raymon Cancino, CEO of Community Bridges, talks about the new headquarters of the community service organization in Watsonville. Photo by Tarmo Hannula/Register-Pajaronian)

WATSONVILLE — Community Bridges has settled into its new offices in downtown Watsonville, bringing its headquarters closer to the majority of people it serves.
Established in 1977, the organization runs 10 programs, such as family resource centers, nutrition programs and programs for seniors including Elderday and Meals on Wheels. It serves about 22,000 people annually, according to Community Bridges CEO Raymon Cancino.

Now, after more than two decades operating out of Aptos, Community Bridges has purchased the La Manzana building on 517-521 Main St. The organization had already operated about 40 percent of the space before it purchased the building, according to Cancino, with its Women, Infants and Children, and Child and Adult Care Food programs already based there.

The administrative offices of Lift Line, which schedules rides for seniors to medical appointments and food sites, has also moved to La Manzana from Aptos.

The 32,000-square-foot location not only saves the organization on monthly rent, but it allows the majority of its services to be headquartered in one centralized spot, Cancino said.

“We wanted to create a sense of togetherness,” he said.

Community Bridges is also making moves to be greener. A large solar panel installation has been placed on the roof of La Manzana, and is estimated to cover about 80 percent of the building’s electricity when it goes online Sept. 24, according to Cancino.

An electric vehicle charging station has also been installed in the parking lot, allowing staff members to charge their vehicles for free. Non-employees can also charge up for a fee, which is paid to Community Bridges.

“We want to be good stewards of our environment and our community,” Cancino said.

But to continue offering its services, Community Bridges relies heavily on donations.

According to the organization’s annual report, released in 2017, federal government support has slightly dropped over the last three years.

“There’s a lot of need in the community, but not a lot of funds to meet it,” Cancino said.
However, donations from individuals has grown “dramatically” over the same time period, according to the report, from $446,903 to $755,239.

The new location and solar panels will help the organization’s bottom line in the long run, and most recently, the third annual Farm to Fork Gala raised more than $63,000 for Community Bridges on Aug. 4 at Aptos Village Park.

***

Community Bridges will host a kickoff party for Measure H, the affordable housing bond measure on the November ballot, on Sept. 28 at 6 p.m. at 519 Main St.

The organization is also gearing up for its annual Mountain Affair, taking place Oct. 12 from 5-10 p.m. at Ristorante Casa Nostra, 9217 Highway 9 in Ben Lomond. The event benefits Mountain Community Resources. For information, visit www.communitybridges.org/mcr.

For information about Community Bridges, visit communitybridges.org.
Housing crisis impacting city and county employees, survey reveals

No Place Like Home event Oct. 18 features panel discussion and community groups

October 03, 2018
By Jennifer McNulty

Those who work for and serve the city and county of Santa Cruz are being impacted by the housing crisis, according to UC Santa Cruz researchers who surveyed nearly 500 people in the latest installment of an ongoing community-based effort to document how people are coping with rising costs and limited availability.

The results of the study, "No Place Like Home," will be presented on Thursday, October 18, as part of "No Place Like Home: Building Local Housing Solutions for All," a free community-wide conversation that begins at 7 p.m. in the Santa Cruz Civic Auditorium. The event will focus on policy proposals, including rent control and just-cause eviction, and feature a panel discussion with local and regional housing experts. Spanish translation will be available and refreshments will be provided.

"We want to share the findings from our latest study, which looks at the experiences of both renters and homeowners who directly serve our community," said Steve McKay, associate professor of sociology, who co-leads No Place Like Home with Sociology Professor Miriam Greenberg. Previous surveys documented the impact on renters and the unequal burdens experienced by county residents.

In this installment, McKay and Greenberg collaborated with Service Employee International Union Local 521, whose members include city and county employees, as well as employees of two of the county’s largest nonprofits: Community Bridges and Salud Para la Gente. "We talked to a cross section of the people who make Santa Cruz run—from bus drivers and social workers to dental assistants and rangers," said McKay. In addition to nearly 500 surveys, they conducted 30 in-depth interviews in an attempt to document impacts as well as opinions regarding a range of proposed policy solutions.

Survey results provide a snapshot of burdens faced by local families, including financial hardships, involuntary moves, and the impacts of housing displacement on commute times, housing security, and children's schooling, said McKay. Among the highlights:

- 46 percent of those surveyed said they experienced difficulties paying rent or mortgage in the last five years, and half of those said they had to forgo buying food or essential medicines in order to make their housing payment.
- About 60 percent of those surveyed said they had difficulty finding housing, and 95 percent said the difficulty was affordability.
- More than 60 percent of renters and half of the homeowners surveyed experienced "housing cost burden," which means they spend more than 30 percent of household income on housing.

Respondents were asked to share their views on a range of proposals, including rent control, strategies for building affordable housing and prioritizing who is eligible for it, the creation of workforce housing, and more.
“No Place Like Home is a student-engaged research project that is becoming a resource for the community,” said McKay, noting that the project website will be updated Oct. 18 to highlight information about a number of policy proposals regarding affordable housing and tenant protection on the ballot in November.

Panelists on Oct. 18 include:

- Diana Alfaro, project manager for MidPen Housing Corporation in Watsonville
- Miriam Greenberg, professor of sociology and director of the Critical Sustainabilities Project
- Jack Jacobson, local landlord and attorney
- Nicole Montojo, a housing research analyst with the UC Berkeley Haas Institute for a Fair and Inclusive Society
- Cheryl Williams, senior clerk to the Santa Cruz County Assessment Appeals Board

In addition, a wide range of community groups will be present, and representatives will be available to share information about issues such as affordable and alternative housing, tenant rights and protection, emergency rental assistance, homelessness, voter registration, and housing justice.

The event is being cosponsored by the UC Santa Cruz Center for Labor Studies, the Sociology Department, and the Division of Social Sciences; SEIU Local 521; Community Bridges; Community Action Board; and California Rural Legal Assistance.
Coast Line: Mountain Community Resources holds benefit

By SENTINEL STAFF | October 7, 2018 at 10:00 am

BEN LOMOND

Mountain Community Resources holds benefit

Ristorante Casa Nostra will host The Mountain Affair benefit for Mountain Community Resources from 6-10 p.m. on Friday at the restaurant, 9217 Highway 9.

The community is welcome to enjoy an Italian dinner, local wines, live music by The Dull Richards and a silent auction with artisan goods donated by the Santa Cruz Mountains Makers’ Market.

All proceeds will go towards parent education, one-on-one counseling, food and clothing pantry, youth probation support and more. Purchase tickets for $85 each on the event page.
Watsonville, CA (NOTICIAS YA).- Líderes de la costa central reaccionan sobre la regla de la carga pública. La organización Puentes de la Comunidad dice que no se van a ver afectados con la regulación.
Feds propose changes to immigration rules

Doug Keegan (right), director of the Immigration Project, addresses proposed changes by the Trump administration that will affect immigrants. (Photo by Tarmo Hannula/Register-Pajaronian)
Service providers, elected leaders decry changes, urge public to comment

WATSONVILLE — A group of service providers and elected officials gathered in Community Bridges' new Watsonville location Thursday to discuss a proposal from the Trump administration that could drastically change rules for immigrants applying for residency.

The proposed changes to the Public Charge policy, announced Wednesday, would prohibit undocumented immigrants who receive public benefits from applying for residency, otherwise known as a green card.

For now, Community Bridges CEO Raymon Cancino stressed that immigrants should not give up the assistance programs on which they rely.

“Community Bridges programs are not impacted,” he said. “We want them to know that this is still a safe space.”

The Public Charge concept has been part of U.S. immigration rules for more than 100 years, said Watsonville immigration attorney Doug Keegan, who also directs the Santa Cruz County Immigration Project.

The rule essentially states that anyone who is likely to become a public charge — or rely on public benefits to survive — is ineligible to apply for residency. Currently, that is limited to immigrants whose cash assistance makes up more than half their income.

Under the new rules, immigrants who receive benefits such as welfare, federal cash aid, food stamps, Section 8 housing or Medicaid, Medicare Part D and subsidized public housing would be prohibited from applying for residency.

“We have to oppose this, because this is cruel,” Keegan said. “This is inhumane. And some would say it’s racist because it’s attacking the poorest and especially those living in our communities; the people who are coming to work in our fields to put food on our tables.”
Special Supplemental Nutrition Program for Women, Infants, and Children — also known as WIC — would not be affected. Additionally, the new regulations would only apply to people applying for residency. Permanent U.S. residents and people seeking to become citizens would not be affected.

The rule will not be retroactive, meaning that anyone receiving benefits now should not drop their services, Keegan said.

People who already have their green cards will not lose them, unless they leave the country for more than six months, Keegan said.

A 60-day public comment period will now follow the Wednesday announcement.

Congressman Jimmy Panetta decried the proposal, and urged everyone to register their complaints during that time.

“This administration wants to change the definition of what it means to be a public charge and use that definition against legal immigrants who are using public benefits,” Panetta said.

On its website announcing the change, the U.S. Citizenship and Immigration Service stated that, “Self-sufficiency has long been a basic principle of United States immigration law.

“Since the 1800s, Congress has put into statute that individuals are inadmissible to the U.S. if they are unable to care for themselves without becoming a public charge and federal laws have stated that foreign nationals generally must be self-sufficient.”

Panetta rejected those assertions.

“(The rule change) doesn’t inspire people to be self-sufficient, which is what they are saying,” he said. “Instead it hurts and harms families.”

Salud Para la Gente CEO Dori Rose Indra urged the community to comment on the National Registry during the 60-day period.
“The changes are harmful to the community,” she said. “Where we see incredible value since the beginning of our country and what immigrants bring. Even if you are a proponent of limiting immigration, it is a terrible way to achieve that.”

To see the proposed rule, visit www.bit.ly/2OhhJ89.

To make a comment on the proposal, visit www.federalregister.gov.
“Public charge”: Nonprofits leaders, officials respond to proposal to tighten green card rules

In downtown Watsonville, Rep. Jimmy Panetta speaks out Thursday against the proposed public charge bill that would make it harder for temporary visa holders to obtain a green card if they are receiving public benefits. (Dan Coyro — Santa Cruz Sentinel)

By NICHOLAS IBARRA | nibarra@santacruzsentinel.com | Santa Cruz Sentinel
October 12, 2018 at 4:00 pm

WATSONVILLE — It could soon become harder for immigrants who use services such as food stamps or Medicaid to become permanent residents under new rules proposed Wednesday by the Trump administration.
If the rules are adopted, thousands of Santa Cruz County residents could face a choice between continuing to use the services and maintaining eligibility to to become permanent residents.

But Thursday, local elected officials and nonprofit leaders cautioned that no changes have yet been made, not all programs would be impacted, and — at least for now — immigrants should continue using the services on which they rely.
“We’ve already experienced people saying will this impact us, and we want to very clear to our community that it will not at this time,” said Ray Cancino, CEO of Community Bridges, at a news conference Thursday at the nonprofit’s Watsonville headquarters. Community Bridges provides education and transportation programs to thousands of Santa Cruz County families and seniors.

Salud Para La Gente CEO Dori Rose Inda said she wished she could say the community health nonprofit’s services wouldn’t be affected. “I can’t say that,” she said, but added that at this point, before the rules are adopted, there is no reason to withdraw from the program. “This is a time to get informed.”

The Trump administration proposal would redefine what constitutes a “public charge,” a categorization for people seen as likely to become primarily dependent on government services.

Traditionally, only cash assistance and long-term care services had been considered. The new rules would expand consideration to include programs such as Medicaid, subsidized housing and food stamps. The Special Supplemental Nutrition Program for Women, Infants, and Children — WIC — would not be affected.

“This is very punitive. This is going to hurt people,” said Doug Keegan, an immigration attorney and director of the Santa Cruz County Immigration Project.

Watsonville Mayor Lowell Hurst said that what was once a “war on poverty” now appears to him to be a “war on the poor and a war on immigrants.”

“We know that everyone needs some help, everyone needs a leg up, and the worst thing we can do is suppress the poor and put further burdens on immigrants and poor folks,” Hurst said. “We should rise above that. Everybody got here with help.”

Rep. Jimmy Panetta, D-Carmel, criticized the proposal as a “Sophie’s Choice,” and urged those with concerns to submit a public comment making their views known.

“Let this administration understand that this rule is wrong,” Panetta said. “This rule goes against what we stand for, not just as a community here in Watsonville and on the Central Coast, this rule goes against what we stand for as a country.”

The proposed public charge rules can be reviewed, and comments submitted, online at federalregister.gov through Dec. 10.
Commentary: Housing crisis breeds opportunity

By MIRIAM GREENBERG and STEVE MCKAY | October 14, 2018 at 5:00 pm

Crises, the saying goes, create opportunities. By forcing deep problems into the light of day, crises can focus our attention on their origins and impacts, and inspire us to work collectively to build transformative solutions. The affordable-housing crisis in Santa Cruz and across California presents us with just this kind of opportunity.

Our UCSC-based No Place Like Home project arose three years ago to heed this call.

NPLH was initiated by our community partners: the area’s largest non-profit service providers — Community Bridges, the Community Action Board, and California Rural Legal Assistance — as well as SEIU Local 521, whose members work for and serve the city and county. Collectively we designed a research project to understand how the crisis affects the community, particularly the most vulnerable and undercounted: low- and moderate-income renters. Together with 250 UCSC students, we reached over 2,000 residents and stakeholders.

Through surveys and interviews, we learned about impacts: 43 percent of renters spend over half their pay on housing, 27 percent live in overcrowded conditions, and half of those who moved in the last five years did so involuntarily – mostly due to increased rents. Beyond numbers, we listened: to the sanitation worker, the last in his unit who could afford to live in the city; and the court clerk, facing displacement and worried her children would have to change schools, again.

Through historical and policy analysis we learned about origins. Cuts and opposition to affordable housing at federal, state, and local levels created our chronic affordable housing deficit. Rising demand eroded supply further. This was driven partly by a growing student population (as we’ve explained in presentations to the UC Regents and extensively on our website.) But the notion that dorms alone can solve the problem is sadly mistaken. Our crisis exemplifies the one impacting the rest of our region: driven by the growth of Silicon Valley, loss of housing to vacation and luxury rentals, ever-weaker inclusionary zoning, decades of NIMBY opposition to affordable infill and multi-family housing, and rent-gouging in a scarcity market.
This research convinced us we need comprehensive solutions. Like efforts across California, these should be centered on “The 3 P’s”: protection of tenants, through rent control, just cause eviction, and legal aid; preservation of existing affordable housing, through dedicated funds and land-use; and, over the long-term, production of new affordable housing, through reinvestment in social housing, expansion of workforce and student housing, and creation of non-market alternatives like limited-equity co-ops and community land trusts.

We are fortunate that citizen movements put measures on the November ballot to tackle these Ps: Proposition 10 and Measure M expand protections; Propositions 1 and 2 and Measure H expand funding for production and preservation. None are perfect. But together they provide an opportunity to begin solving the crisis.

Yet crises don’t inevitably spark solutions. Groups and industries that profit from the status quo will go to enormous lengths to block change. Enter Measure M.

“Yes” is a volunteer operation with $38,000 from individual donations. “No” is a corporate PR juggernaut with $750,000 and counting. Opponents don’t only have ample front lawns to plant their signs. They are funded to the teeth by the California Apartment Association and California Association of Realtors (based in Sacramento); National Association of Realtors (based in Chicago), and Compass, a venture-backed real estate brokerage firm (based in New York). Again, Santa Cruz is not alone: billions have been spent across California in similar “local” efforts. Sadly, what could be a sincere and useful policy debate has been dominated by real estate talking points, anti-tenant fearmongering, outright misinformation, and calls for voter suppression.

Embracing the historic role of our public university, we aim to provide space for more democratic discussion. Please join us at our free and public event No Place Like Home: Building Housing Solutions for All, Thursday, Oct. 18 at 7 p.m. at the Santa Cruz Civic Auditorium, and visit our website for research and links. Let’s seize the opportunity to learn from this crisis, and create an affordable future for Santa Cruz.

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