BOARD OF DIRECTORS
Wednesday, February 19, 2020
5:00 PM to 7:30 PM
Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz

DRAFT AGENDA

4:30 Dinner
5:00 1. CLOSED SESSION
5:30 2. Adjourn Closed Session
5:30 3. Call to Order/Establish Quorum
5:31 4. Agenda Review (4 min)
5:35 7. Announcements/Program Updates (5 min)
5:40 8. *CONSENT AGENDA – Action Items (5 min)

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

9.1 Draft Minutes of the January 15, 2020 Board Meeting*
   a. Pam/Nicolette moved to accept the audit of Fiscal Year 2018-2019 audit report. MSP.
   b. Stephanie/Amy moved to approve the consent agenda as presented. MSP.
   c. Jack/Nicolette moved to approve the resolution to Change of Signatories at Bay Federal Credit Union MOW Account. MSP.

9.2 Draft Notes of the February 12 Development Committee Meeting*

9.3 Draft Minutes of the February 13, 2020 Finance Committee Meeting*
   a. Jack/Lee moved to recommend approval of the use of $152,532 from MCR reserves for completion of the construction necessary to fulfill HEAP funding obligations. MSP.

9.4 Draft Minutes of the February 13, 2020 Governance Committee Meeting*
   a. Lee/Jack moved to approve the January 15, 2020 Board minutes as presented. MSP.
   b. Pam/Lee moved to approve use of $152,532 from MCR reserves for completion of the construction necessary to fulfill HEAP funding obligations. MSP.

5:45 10. Receive comments from members of the public on “Items not on the Agenda” (5 min)

7:25 Board Chair Report
   a. Board Meeting Format
   b. Approval of Minutes
   c. Engagement Calendar
   d. Google Drive

5:50 11. CEO Dash Board (10 min)
6:00 12. Development Report– Anna Vaage (10 min)
12.1 Development Report

6:10  13. Finance Committee Update – Doug Underhill (10 min)

6:25  14. Break out Discussion Group (60 min)
Divide BOD and staff into two groups and switch groups after 20 minutes. The last 20
minutes are for full group discussion.
   a. MOW advocacy with supervisors
      Capitola advocacy for senior programs
   b. FRC advocacy for supervisors
      CDBG advocacy city council.
   c. Full group discussion

7:30  15. Written Reports
   15.1 Development Progress Report for January 2020
   15.2 Financial Report from the February 13, 2020 Finance Committee Meeting
   15.4 Program Reports from

7:25  16. Newspaper Articles

7:25  16. Items for Next Agenda

7:25  17. Adjourn Regular Meeting

Next Meeting:
Wednesday, March 18, 2020, 5:00 PM to 7:30 PM
Location: Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz
BOARD OF DIRECTORS  
Wednesday, January 15, 2020  
5:00 PM to 7:30 PM  
Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz  

Draft Minutes

Members: Michael Babich, Shannon Brady, Pam Fields, Stephanie Connor Kent, Jack Jacobson, Nicolette Lee, Amy McEntee, Lee Slaff  
Staff: Lisa Berkowitz, Ray Cancino, Julie Gilbertson, Amy Hanley, Lisa Hindman Holbert, Seth McGibben, Roxanne Moore, Lois Sones, Leslie Telles, Doug Underhill (via teleconference)  
Notes: Anna Vaage

4:30  Dinner
5:00  1. CLOSED SESSION
5:45  2. Adjourn Closed Session
5:45  3. Call to Order/Establish Quorum
5:45  4. Agenda Review

Moved audit presentation from Agency Business to after Announcements.
5:45  5. Announcements/Program Updates

MOW recent funding increase adjustment has been extended from 2021 to 2023.  
CDD triannual audit is upcoming the last week of February. Two new hires have experience and credentials, they will also help with program leadership and administration.
5:55  Audit presentation - Peter Mersino, CPA of Kaku & Mersino LLP

Of note this year was $2.5M Lift Line building purchase and $250K electric vehicle purchases.  
Pam/Nicolette moved to accept the audit of Fiscal Year 2018-2019 audit report. MSP.
6:00  6. *CONSENT AGENDA – Action Items

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

6.1 Draft Minutes of the November 20, 2019 Board Meeting*  
a. Lee and Nicolette moved to approve the consent agenda as presented. MSP
6.2 Draft Minutes of the December 12, 2019 Finance Committee Meeting*
6.3 Draft Minutes of the December 12, 2019 Governance Committee Meeting*
6.4 Draft Notes of the January 8 Development Committee Meeting*
6.5 Draft Notes of the January 9, 2020 Finance Committee Meeting*
6.6 Draft Minutes of the January 9, 2020 Governance Committee Meeting*

Stephanie/Amy moved to approve the consent agenda as presented. MSP.
5:50  7. Receive comments from members of the public on “Items not on the Agenda”

6:00  8. Agency Business – Ray Cancino

8.1 HS215a form for Elderday

Members were asked to complete licensing forms for California state license renewal.

8.2 Agency Board Resolution Resolution # 2020-01-01

Jack/Nicolette moved to approve the resolution to Change of Signatories at Bay Federal Credit Union MOW Account. MSP.

8.3 Board Meeting Structure

a. What do we need to do to improve the board meetings?
b. What items should we be spending our time discussing?
c. How can we improve the communication for BOD to feel like they are aware of the agency’s needs, current projects and plans for the future?

CEO responded to members’ inquiry into how to make use of meeting time and help members feel informed and engaged while utilizing their time and talent. Governance and Finance committees evaluate agency business to recommend for board vote. Minutes are available and all are welcome to call in to those meetings. Audio recordings declined. CEO’s email updates on topics as they develop are appreciated. Visual dashboard graphics, timelines, cost benefit metrics, and pros & cons summaries are appreciated. Members would appreciate invitations to agency events annually as well as per event, with board involvement options included. During Board meetings, it is important to have space for discussion when needed and that multiple viewpoints are presented. Some organizations alternate discussion and updates per topic. For a time, board members visited programs and reported on their experiences when staff gave program presentations. Board member orientations would be helpful to outline each program’s services and funding data. An information manual and central repository for materials could help with accessibility. Be specific and strategic about what we are asking board members, remembering it is not their full time job but a limited volunteer commitment.

8.4 Senior Communication Plan – Update

The social media toolkit will be available for use in May. We are prioritizing the MOW kitchen relocation followed by Elderday relocation.


9.1 Development Report

Staff reported donation and grant revenues through December 31. We have met 2/3 of our overall goal in the first half of the year, with somewhat fewer activities yet to follow. MOW mailing was back up to 2017 levels of $100K whereas last year was $85K, indicating donor confidence is back following the 2018 tax changes. Through year-end giving season we also appealed for planned gifts and endowment investments which a major donor has agreed to match. We exceed $1M in new grant funds for the first time. Grant funding is cyclical for example we received $37K for Census outreach but this only applies once this decade. In order to grow, we need new funding relationships which require expertise and capacity to pursue.
6:40 10. Finance Committee Update – Doug Underhill via teleconference
Elderday is down $22K due to the worst attendance in years for December. Participants’ acuity has increased so they are also attending the program shorter term. We are doing outreach with physicians and on KPIG radio. Staff also work with faith communities and support groups ongoing. LOCR & MCR is down $25K due to a change in probation services and contract negotiation to $1K per completed unit fee rather than an annual contract. This model is likely to expand further to how probation operates. The endowment saw a $293K net asset gain. Cash flow is good. Color coded changes are helpful to facilitate board oversight.

6:50 11. Written Reports
14.1 Development Progress Report for June 2019
14.2 Financial Report from the January 9, 2020 Finance Committee Meeting
14.3 Financial Report from the December 12, 2019 Finance Committee Meeting
14.4 Program Reports from Meals on Wheels, WIC, and Lift Line

6:50 12. Newspaper Articles

6:50 13. Items for Next Agenda
Nicolette Lee will present materials she received on board meeting effectiveness.

6:50 14. Adjourn Regular Meeting

Next Meeting:
Wednesday, February 19, 2020
5:00 PM to 7:30 PM
Location: Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz

Prepared by Anna Vaage
Development Committee Notes  
Small Conference Room, CB HQ  
February 12, 2020 at 11am  
Members: Michael Babich, Katy King, Lee Slaff. Staff: Amy Hanley, Anna Vaage.

11:00 – 11:20  
Activity Updates  
Phone-a-thon: February 26-27  
Mountain Community Resources will conduct its 35th annual phoneathon fundraiser on Wed, Feb 26 and Thurs, Feb 27 from 6-8pm at the center in Felton. The event has historically been a community gathering to reach out to donors by phone through volunteer callers on site. In recent years we have added a mail component, email and social media. This year we are piloting text messaging with the phone numbers we have.

Food from the Heart: April 3  
Meals on Wheels 7th annual fundraiser event will be held Friday, April 3 at Chaminade. Members can help provide leads on corporate event sponsorships, guest table sponsorships and auction item donations. Solicitation materials and tickets are available on CB website, and staff will distribute via email. There was discussion about approaches to soliciting sponsorships for both this event and the Farm to Fork event, as some leads could overlap.

11:30 – 11:45  
FY 2020/2021 Goals  
The committee reviewed draft FY 2020-21 development strategies and tactics. Members were in favor of measuring donor retention as a success metric, and cautious about asking donors to upgrade. Best practice should show donors what was accomplished through previous gifts before asking for additional or increased giving. Members recommended observing the communications calendar from an audience perspective among people who receive year-round solicitations from multiple nonprofits. TV ads are effective when there is a substantive information to share about our services, so the cost of the ads doesn’t appear too excessive. Board and committee members could benefit from tips on how to share social media posts with relevant groups of contacts within their Facebook friends (e.g. excluding out of town.)

Next meeting:  
2nd Wednesdays  
Wed, March 11 at 11am  
Community Bridges  
519 Main Street, Watsonville
Finance Committee
Thursday, February 13, 2020, 10:30-11:30 AM
Sutter PAMF
2200 Soquel, Santa Cruz CA

AGENDA

Members Present: Lee Slaff, Jack Jacobson, Michael Babich
Staff Present: Ray Cancino, Doug Underhill
Notes: Tonje Switzer

10:37 Meeting to order. Quorum established.
10:37 Agenda Review
10:37 CFO Report – Doug Underhill
   a) Fiscal Department Updates
      Fiscal staff member on LOA has returned and the department is fully staffed. The
      department is working on preliminary 20/21 FY budgets program by program to
      discern potential gaps in funding, and is ahead on this work compared to last year.
   b) Program Budget Summary Review – December
      CDD saw a decrease in projected parent fees. We have maxed out the CDE contract,
      which will result in a favorable adjustment for the 20/21 budget. Deferred
      maintenance at Fairgrounds was addressed this year, minimizing CDD gains to 2K
      thus far. MOW saw great returns from the fall mailer and received a few other sizable
      donations. LL is projecting a $33K gain for the year. LMCR received a Caroline’s
      donation of 20K and has now met their the 25% reserve goal. NVCR has been painting
      the property on East Cliff Drive adding to maintenance expenses. LOC has seen a
      reduction in staff. ADMIN saw gains after the holiday closure. Development is seeing
      strong donations coming in from Dec-Jan. Overall $53K projected gains for programs,
      and $256K for the agency.
   c) Balance Sheet / Income Statement – ending December 31-2019
      We see a current net gain of $363K, due to receiving a large $150K donation and fixed
      asset expenditures that will be depreciated.
d) Cash Flow and Line of Credit  
e) Investments and Funds – Status Review January 31, 2020

Burrows is on a steady increase with a slight loss from Jan-Feb. LPL saw a steep increase due to $150K donation and a $69K transfer from another MOW account.

**11:10 MCR Capital Project *Action Item**

MCR received HEAP funding from the county to support services for unhoused community members. The client coordination and storage component of the project is up and running, and what remains is construction of the bathroom area. We have received bids from Slatter and Swenson and there is an estimated shortfall of $177,532 from HEAP funding, reduced to $152,532 after 25K in Sutter funding. To achieve completion and contractual obligations by June additional funding is required. CEO and CFO recommend the Committee approve use of reserve funds to cover the remaining costs for MCR construction. A budget line item will be created to pay the reserves back, which for MCR will not be a hardship. MCR currently has 62% of current operation cost in reserves, and removing $152,532 for this project will still leave the program close to their 25% reserve goal, but will affect the overall agency goal of 1% annual reserve increase this fiscal year. **Jack/Lee moved to recommend that Government Committee approve the use of $152,532 from MCR reserves for completion of the construction necessary to fulfill HEAP funding obligations. MSP.** It is realistic to rebuild reserves over time.

**11:25 Closing items**

a) Questions / Answers  
b) Items for next agenda  
Financial metrics for CEO to improve measurement tools.  
Preliminary budget FY 20/21

**11:32 Adjourn**
Governance Committee Meeting
Thursday February 13, 2020
11:30 am-12:30 pm
Room A, Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz

DRAFT MINUTES

Members Present: Jack Jacobson, Pam Fields, Lee Slaff, Shannon Brady
Staff Present: Ray Cancino, Seth McGibben, Doug Underhill, Roxanne Moore
Minutes: Tonje Switzer

11:36 1. Meeting to order. Quorum Established.
11:36 2. Agenda Review
11:36 3. Review and Approval of Minutes from the January 15, 2020 Board meeting.
   Lee/Jack moved to approve the minutes as presented. MSP.
11:37 4. MCR Construction Authorization
   MCR received HEAP funding from the county to support services for unhoused community members. The client coordination and storage component of the project is up and running, and what remains is construction of the bathroom area. We have received bids from Slatter and Swenson and there is an estimated shortfall of $177,532 to achieve completion and contractual obligations by June. CEO recommends the Committee approve use of reserve funds to cover the remaining costs for MCR construction. A budget line item will be created to pay the reserves back, which for MCR will not be a hardship. MCR currently has 62% of current operation cost in reserves, and removing $152,532 for this project will still leave the program above their 25% reserve goal, but will affect the overall agency goal of 1% annual reserve increase. The project is currently serving 52 people with one full-time staff members, and once fully up and running will create opportunities for further funding towards this target population. Pam/Lee moved to approve use of $152,532 from MCR reserves for completion of the construction necessary to fulfill HEAP funding obligations. MSP.
11:49 5. CEO Goals: Point-in-time
   The Committee appreciated the visual format. If an item is marked red (unlikely to meet goal) it will be discussed at the next BOD meeting with an action plan, and/or a request for BOD input. Indication of FY will be incorporated in the design. Yellow will represent above 50% of
goal met. The scale could be modelled after baseline, target, and best practice. Keep completed goals included, but add new metrics as needed.

12:05  6. BOD 2020 Engagement Calendars
Tonje will create a Google Drive folder for the Board, where approved minutes and pertinent information will be stored and easily accessible for members.

12:08  7. CLOSED SESSION

12:36  8. Census - Update
We have hired a full time Census Coordinator who is working on outreach for our hard to count populations. This is part of a contract with the County. Several CB programs are directly affected by the Census count.

12:37  9. Board Meeting Structure
The committee noted that for interactive exercises the Board is requesting to receive context prior to the meeting so they can be prepared. Orientations are needed for several BOD members, and Tonje will schedule lunch with department heads. Add times for advocacy such as specific letter writing in groups by jurisdictions. A preliminary 2020 advocacy agenda will be presented at the February BOD meeting. After Governance, Committee Chair will email main BOD discussion items to the full BOD so that members are aware and prepared for full Board discussion. Allot 30-45 minutes for dashboard and financials, the rest for active discussion/involvement around the main topics.

12:00  10. Items for next GC Agenda/BOD Agenda

12:50  11. Adjourn

**Next Meeting:**
Thursday March 12, 11:30am-12:30pm
Board Room, Santa Cruz County Community Foundation, 7807 Soquel Drive, Aptos
| **COMMUNITY SUPPORT** | **Increase Average Major Gift Amounts:** | Goal: $2,500  
Current: $1,730  
Status: Unlikely to meet goal |
|-----------------------|------------------------------------------|-------------------------------------------------------------------|
| **Grant Revenue:**    | Goal:$1.5M  
Current: $2.2  
Status: Goal met |
| **Social Media:**     | Facebook followers: Goal Met  
Twitter followers: On target  
Instagram: On target |

| **INTERNAL HEALTH** | **Intentional Workplace** |  
Mission/Vision/Values are included in JDs  
Mission/Vision/Values are included in new hire packets  
Values are included in interviews |
<table>
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<tbody>
<tr>
<td><strong>Salary Policy:</strong></td>
<td>'90.82% of staff currently earn above $15/hour, which is an increase of 16.07% over the end of FY 18-19'</td>
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| **PROGRAM STABILITY & SUSTAINABILITY** | **Increase Program Reserves By 1%:**  
Program reserves increased by .38% of total expenses in first ½ of FY 1920 |
|----------------------------------------|----------------------------------------------------------------------------------|
| **Decrease Program Deficit By 1%:**    | 11% decrease in program deficit.  
LL is only program currently in deficit at -$267,254 |
| **50% of Programs Have Met Their Overall Reserve Goal:** | 45% (5/11) of programs have met their reserve goal  
This is up from 36% (4/11) at the end of FY 1819 |
| **90% of Programs Met Their 1% Reserve Goal Increase** | 27% (3/11) of programs have already met the 1% reserve goal for FY 1920 |

**Legend:**  
- =Goal met  
- =On target to meet goal  
- =Unlikely to meet goal
- 1/15, 5-7:30 CB BOD Meeting
- 1/22, 2:30-4:30 Triple P Event, La Manzana

- 2/19, 5-7:30 CB BOD Meeting
- 2/26-27, 6-8pm MCR Phone-a-Thon

- 3/16-20, 10 am- noon, Community Champions Week
- 3/18, 5-7:30 CB BOD Meeting

- 4/3, 11:30am-1:30pm - Food From the Heart at the Chaminade.

- Friday in May TBD - Aptos Rotary Roast at Seascape Golf Club

- 6/17, 5-7:30 CB BOD Meeting

- 7/4, Parade in Aptos or Watsonville
- Saturday TBD - Staff Appreciation BBQ

- 8/1, 5:30pm-9:30pm Farm to Fork Event, Cabrillo Horticulture Center
- Date TBD - WIC Breastfeeding Walk

- 9/16, 5-7:30 CB BOD Meeting

- TBD, Mountain Affair

- 11/18, 5-7:30 CB BOD Meeting

- 12/1, Giving Tuesday
- 12/11, 6-10:30 Staff Appreciation Holiday Party
- Date TBD, Posadas at NVCR and LOCR
City and County Discuss Budgets

BOD write letters, call and meet with electeds and decision makers.
Write op-ed’s.

Santa Cruz County Board of Supervisors meet every Tuesday at 9:00 am, 701 Ocean Street, Room 525, Santa Cruz, CA 95060

Santa Cruz City Council meets the second and fourth Tuesday of every month at 809 Center St, Santa Cruz, CA 95060

Watsonville City Council meets the second and fourth Tuesday of every month at 4:30 pm, City Council Chambers, 275 Main Street, Top Floor. Watsonville, CA 95076

Capitola City Council meets the second and fourth Thursday of every month at 7pm, 420 Capitola Ave, Capitola, CA 95010

Scotts Valley City Council meets the first and third Wednesday of every month at 6pm, 1 Civic Center Dr, Scotts Valley, CA 95066

CB 2020 ADVOCACY CALENDAR

- City and County Discuss Budgets
  - BOD write letters, call and meet with electeds and decision makers.
  - Write op-ed’s.

- Budgets Discussed

- End of Fiscal Year
  - City and County Approve Budgets
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Donna Lind: dlindslind@earthlink.net
## Development Department Goals FY 2020/2021: Donors

<table>
<thead>
<tr>
<th>Capital Campaign Planning</th>
<th>Strengthen Planned and Legacy Giving</th>
<th>Build Connection with Donors</th>
<th>Increase Overall Donations</th>
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<tbody>
<tr>
<td>Grow Development Committee</td>
<td>Events: Financial professionals, donor education</td>
<td>Increase average major gift to $2,394</td>
<td>Increase donor retention rate by 5% (to 51.9%)*</td>
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<tr>
<td>CCAH Grant Application</td>
<td>Mail/email communications quarterly</td>
<td>Increase monthly donors 59 (+5%) *</td>
<td>Increase major donors by 5% (to 84)</td>
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</table>

- Personal stewardship plan for $1K+ donors
- Increase number of donors increasing donation amount by 5% *
Development Department Goals FY 2020/2021: Grants & Communications

Increase Grant Revenue
- 5% increase in grant revenue (to $2.42M)
- 5% increase in grant funds applied for (to $4.86M) *
- Increase proposal acceptance rate by 5% to 71% *

Expand Media Coverage and Web Traffic
- Web users by 10% (36,300)
- Media coverage by 10% to 31

Increase Social Media Engagement
- Facebook followers to 2,545 (+5%)
- Facebook post engagement (+5%) (11,604) *
- Increase Facebook donations to $2,904 (+5%) *

Grow email Engagement
- Expand email distribution 15% to 6,900 contacts
- Open rates from 26% to 28% *
- Click rates from 5% to 6% *
2020/2021 Development Department Goals and Tactics

A. Complete Capital Campaign Planning
   • Complete planning grant project (July 2020); increase Development Committee by 2 members; and complete funding feasibility study (if applicable).

B. Strengthen Planned and Legacy Giving
   • Mail brochure and reply form to donors giving 5+ years.
   • Hold donor education event.
   • Conduct workshop for financial planning professionals.
   • Promote endowment giving through quarterly targeted communications.

C. Build Connection with Existing Donors
   • Board Members & Program Directors thank all $1,000+ gifts by signing cards at meetings.
   • Segment 20 donors who have given $1,000+. Develop personal plan of contact for each.
   • Increase average major gift by 10% to $2,394 (up from $2,176 in CY2019.) Visit 4 donors.
   • Increase monthly donors by 5% (from 56 in CY2019 to 59 in 2020.) Develop “Bridge Builders” campaign.

D. Increase Overall Donations
   • Increase donor retention rate by 5% (from 49.4% in CY2019 to 51.9% in CY2020).
   • Thank all donors within 72 hours; notify PD/PMs of gifts $500+ and personally acknowledge them.
   • Increase number of major donors ($1,000+) by 5% (from 80 in CY2019 to 84 in CY2020).
   • Increase number of donors upgraded by 5% (from 558 in CY2019 to 586 in CY2020).

E. Increase Grant Revenue
   • Increase total grant revenue received by 5% (from $2.3M in FY19/20 to $2.42M in FY20/21).
   • Increase dollar amount of grant funding applied by 5% to $5.1M (from $4.86M in FY19/20).
   • Increase funding proposal acceptance rate by 5% (from 67% in FY19/20 to 71% in FY 20/21).

F. Maintain Development Activities (see 2020/2021 Development Plan)

2020/2021 Communications Goals

A. Expand media coverage and website traffic
   • Increase website users by 10% to 36,300
   • Develop Google Analytics dashboard and report quarterly
   • Review and update Google ad words quarterly
   • Increase media coverage (in digital/print articles and earned TV coverage) by 10% to 31

B. Increase social media engagement
   • Increase Facebook engagement from 11,052 to 11,604
   • Increase Facebook followers to 2,545, Twitter to 896 (inrc. of 5%), Instagram 10% to 340.
   • 100% of Board members share a CB post on Facebook or retweet on Twitter
   • Increase number of donations through Facebook from $2,764 in 19/20 to $2,904 in 20/21

C. Increase email engagement
   • Grow email distribution list by 15% to 6,900
   • Increase open rates from 26% in 19/20 to 28% in 20/21
   • Increase click rates from 4.7% in 19/20 to 6% in 20/21
   • Utilize targeted messaging with at least 2 communications per program.
   • Analyze unsubscribe rates at least twice/year.
### Development Progress Report
#### Fiscal Year 2019-20
January 31, 2020

**Individuals & Businesses: donations, auctions, sponsorships, tickets. (Excludes unfulfilled pledges.)**

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<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>
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<th>Apr</th>
<th>May</th>
<th>Jun</th>
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<td>Current Year 19/20</td>
<td>$45,654</td>
<td>$49,811</td>
<td>$24,246</td>
<td>$39,321</td>
<td>$83,483</td>
<td>$127,785</td>
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<td>$394,713</td>
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<td>Previous Year 18/19</td>
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<td>$68,200</td>
<td>$28,097</td>
<td>$18,814</td>
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**Year over year difference: 1/31/2019 to 1/31/2020**

$1,789 0.5% change

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A. **Cumulative YTD Donations vs Prior Year** - See Fundraising Campaign Report
- 19/20 Donations YTD $394,713
- Prior Year Donations YTD $392,924
- Change vs. Prior YTD $1,789 0.5% Growth over prior year

B. **Cumulative YTD Donations vs Budgeted Goal** - See Fundraising Campaign Report
- 19/20 Donations YTD $394,713 72% Portion of goal met
- % of Goal/Year to Date $319,997 59% Portion of year lapsed
- Variance to % of Year $74,716 13.7% Variance of goal to date

C. **Active Grant Applications vs Prior Year** - See Grant Application Report
- 19/20 Grant Awards $2,597,172
- Prior Year Awarded $1,483,047
- 19/20 New Awards $1,378,297 75% Growth over prior year

D. **Current Campaigns & Appeals**
- MCR Phone-a-thon Feb 26-27: seeking volunteers to make calls 6-8pm.
- MOW Food from the Heart Apr 3: seeking sponsorships & auction items.
- MOW selected as beneficiary of Capitola Aptos Rotary Roast event May 29.
## Grants Awarded: Government Funded

<table>
<thead>
<tr>
<th>Project Description</th>
<th>FY 20/21</th>
<th>FY 19/20</th>
<th>FY 18/19</th>
<th>FY 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>TDA Funding Claim Medical Rides (LL)</td>
<td>submitted</td>
<td>$798,375</td>
<td>$695,074</td>
<td>$664,920</td>
</tr>
<tr>
<td>Low Carbon Transit Operations Program LCTOP (LL)</td>
<td></td>
<td>$275,309</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SC County Homeless Action Partnership HAP (FRC)</td>
<td>applied $150K</td>
<td>$150,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development CDBG (NVCR)</td>
<td>applied $125K</td>
<td>$125,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>County of Santa Cruz Probation for Youth (LORC &amp; MCR)</td>
<td></td>
<td>$45,000</td>
<td>$45,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>City of Watsonville Community Services (ELD, MOW)</td>
<td></td>
<td>$8,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>California Public Utilities Corp (FRC)</td>
<td></td>
<td>$32,174</td>
<td></td>
<td></td>
</tr>
<tr>
<td>California Department of Aging, CBAS (ELD)</td>
<td>n/a</td>
<td>$98,215</td>
<td></td>
<td></td>
</tr>
<tr>
<td>California Air Resources Board CARB (LL) one-time only</td>
<td>n/a</td>
<td>$229,647</td>
<td>$38,572</td>
<td></td>
</tr>
<tr>
<td>CalTrans Equipment &amp; Services 5310 (LL)</td>
<td></td>
<td></td>
<td>$192,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total Government Grant Funds Awarded</strong></td>
<td></td>
<td>$1,626,358</td>
<td>$1,067,936</td>
<td>$763,492</td>
</tr>
</tbody>
</table>

## Grants Awarded: Foundation & Private

<table>
<thead>
<tr>
<th>Project Description</th>
<th>FY 20/21</th>
<th>FY 19/20</th>
<th>FY 18/19</th>
<th>FY 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>California Emergency Solutions and Housing (MCR)</td>
<td>$240,478</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Alliance Capital Planning Grant (Elderday)</td>
<td>$150,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunlight Giving (CB) Operating Support multi-year</td>
<td>$150,000</td>
<td>$150,000</td>
<td>$150,000</td>
<td></td>
</tr>
<tr>
<td>Alliance Partners for Healthy Food Access (FRC)</td>
<td>$10,000</td>
<td>$45,000</td>
<td>$45,000</td>
<td></td>
</tr>
<tr>
<td>Community Foundation Santa Cruz (ELD, FRC)</td>
<td>$45,000</td>
<td>$45,000</td>
<td></td>
<td>$50,000</td>
</tr>
<tr>
<td>Packard Foundation Youth Activities (NVCR)</td>
<td>$45,000</td>
<td>$45,000</td>
<td>$45,000</td>
<td></td>
</tr>
<tr>
<td>Monterey Peninsula Foundation (Lift Line)</td>
<td>$40,000</td>
<td>$40,000</td>
<td>$40,000</td>
<td></td>
</tr>
<tr>
<td>Community Foundation of SCC (CB)</td>
<td>$37,836</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunter Center Emergency Prep (FRC, MOW)</td>
<td>$30,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>United Way Youth Well-Being (LOCRR)</td>
<td>$30,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sutter Health North County Homeless Services (MCR)</td>
<td>$25,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Caroline’s Nonprofit Thrift Store (LMCR)</td>
<td>$20,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kaiser Foundation for At Risk Youth (FRC)</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td></td>
</tr>
<tr>
<td>Pajaro Valley Community Health Trust (LMCR)</td>
<td>applied $15K</td>
<td>$15,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Foundation Sobrato Fund (FRC)</td>
<td>$15,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dignity Health Dominican Hospital (FRC)</td>
<td>$25,000</td>
<td>$12,500</td>
<td>$12,500</td>
<td></td>
</tr>
<tr>
<td>Packard Foundation Capacity Building (FRC)</td>
<td>$12,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Foundation Monterey (LMCR)</td>
<td>applied $25k</td>
<td>$12,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newman’s Own Shelf Stable Meals (MOW)</td>
<td>$9,500</td>
<td>$10,000</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>Community Action Board Immigration Services (FRC)</td>
<td>pending</td>
<td>$8,000</td>
<td>$8,000</td>
<td></td>
</tr>
<tr>
<td>Palo Alto Medical Foundation Direct Services (MOW)</td>
<td>applied $12.5K</td>
<td>$7,500</td>
<td></td>
<td>$5,000</td>
</tr>
<tr>
<td>Dudley-Vehmeyer-Brown Foundation (MCR)</td>
<td>$5,500</td>
<td>$5,000</td>
<td>$5,000</td>
<td></td>
</tr>
<tr>
<td>Rockefeller Foundation for Listen for Good (FRC) multi-year</td>
<td>N/A</td>
<td>n/a</td>
<td>$15,000</td>
<td>$30,000</td>
</tr>
<tr>
<td>Nicholson Foundation Summer Youth Activities (NVCR)</td>
<td>tbd</td>
<td>$5,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Save the Redwoods Outdoor Education (NVRC)</td>
<td>tbd</td>
<td>$5,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AT&amp;T Foundation Program Support(MCR)</td>
<td>tbd</td>
<td>$5,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alliance Technical Assistance (ELD) one-time only</td>
<td>n/a</td>
<td></td>
<td>$15,700</td>
<td></td>
</tr>
<tr>
<td>Subaru Share the Love Vehicle Sales Proceeds (MOW)</td>
<td>applied</td>
<td>$9,611</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Foundation &amp; Private Funds Awarded</strong></td>
<td>$35,000</td>
<td>$970,814</td>
<td>$415,111</td>
<td>$365,700</td>
</tr>
</tbody>
</table>

**Total Grant Funding Applications Awarded**

<table>
<thead>
<tr>
<th></th>
<th>FY 20/21</th>
<th>FY 19/20</th>
<th>FY 18/19</th>
<th>FY 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$35,000</td>
<td>$2,597,172</td>
<td>$1,483,047</td>
<td>$1,129,192</td>
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</tbody>
</table>
# Fundraising Campaign Report
Through January 31, 2020

## Donations to Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>19/20 Goal</th>
<th>19/20 YTD</th>
<th>% 19/20 Goal Met</th>
<th>18/19 Final</th>
</tr>
</thead>
<tbody>
<tr>
<td>CB General Funds</td>
<td>$140,700</td>
<td>$121,059</td>
<td>86%</td>
<td>$135,032</td>
</tr>
<tr>
<td>Child and Adult Care FP</td>
<td>$3,250</td>
<td>$1,879</td>
<td>58%</td>
<td>$3,732</td>
</tr>
<tr>
<td>Child Development Dept</td>
<td>$4,670</td>
<td>$7,212</td>
<td>154%</td>
<td>$6,332</td>
</tr>
<tr>
<td>Elderday</td>
<td>$6,250</td>
<td>$6,107</td>
<td>98%</td>
<td>$7,240</td>
</tr>
<tr>
<td>La Manzana</td>
<td>$2,670</td>
<td>$3,232</td>
<td>121%</td>
<td>$9,000</td>
</tr>
<tr>
<td>Lift Line</td>
<td>$12,600</td>
<td>$15,091</td>
<td>120%</td>
<td>$6,757</td>
</tr>
<tr>
<td>Live Oak</td>
<td>$32,050</td>
<td>$7,101</td>
<td>22%</td>
<td>$56,970</td>
</tr>
<tr>
<td>Mountain Community</td>
<td>$67,200</td>
<td>$37,277</td>
<td>55%</td>
<td>$75,417</td>
</tr>
<tr>
<td>Meals on Wheels</td>
<td>$262,700</td>
<td>$188,966</td>
<td>72%</td>
<td>$315,596</td>
</tr>
<tr>
<td>Nueva Vista</td>
<td>$11,500</td>
<td>$4,484</td>
<td>39%</td>
<td>$15,973</td>
</tr>
<tr>
<td>WIC</td>
<td>$2,200</td>
<td>$2,304</td>
<td>105%</td>
<td>$3,664</td>
</tr>
<tr>
<td><strong>Total Campaign Revenue</strong></td>
<td><strong>$545,790</strong></td>
<td><strong>$394,713</strong></td>
<td><strong>72%</strong></td>
<td><strong>$635,712</strong></td>
</tr>
</tbody>
</table>

## Fundraising Appeals & Campaigns

<table>
<thead>
<tr>
<th>Campaign</th>
<th>19/20 Goals</th>
<th>19/20 YTD</th>
<th>YTD 18/19 To Date</th>
<th>19/20 $ change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Report</td>
<td>$6,050</td>
<td>$4,015</td>
<td>$4,200</td>
<td>($185)</td>
</tr>
<tr>
<td>Bequests</td>
<td>$3,031</td>
<td>$5,429</td>
<td></td>
<td>($2,398)</td>
</tr>
<tr>
<td>Calendar Appeal</td>
<td>$29,650</td>
<td>$50,712</td>
<td>$37,092</td>
<td>$13,620</td>
</tr>
<tr>
<td>Calendar Sponsorships</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$3,500</td>
<td>$1,500</td>
</tr>
<tr>
<td>Donates Monthly</td>
<td>$8,602</td>
<td>$7,622</td>
<td></td>
<td>$980</td>
</tr>
<tr>
<td>E-Newsletter &amp; Emails</td>
<td>$4,225</td>
<td>n/a</td>
<td>$4,225</td>
<td></td>
</tr>
<tr>
<td>Farm to Fork Gala</td>
<td>$64,500</td>
<td>$72,980</td>
<td>$62,667</td>
<td>$10,313</td>
</tr>
<tr>
<td>Food from the Heart</td>
<td>$50,000</td>
<td>$3,623</td>
<td>$5,065</td>
<td>($1,442)</td>
</tr>
<tr>
<td>Founding 100 Endowment</td>
<td>$5,600</td>
<td>$650</td>
<td>$4,950</td>
<td></td>
</tr>
<tr>
<td>Giving Tuesday</td>
<td>$22,820</td>
<td>$10,847</td>
<td>$23,400</td>
<td>($12,553)</td>
</tr>
<tr>
<td>Honor/Memorial</td>
<td>$2,855</td>
<td>$2,240</td>
<td></td>
<td>$615</td>
</tr>
<tr>
<td>Lift Line Van Sponsors</td>
<td>$8,500</td>
<td>$10,520</td>
<td>$2,460</td>
<td>$8,060</td>
</tr>
<tr>
<td>LOCR Crowdfunding</td>
<td>$5,000</td>
<td>$705</td>
<td>$10,520</td>
<td>($5,915)</td>
</tr>
<tr>
<td>MCR Mountain Affair</td>
<td>$25,000</td>
<td>$21,650</td>
<td>$23,792</td>
<td>($2,142)</td>
</tr>
<tr>
<td>MOW Fall Mailer</td>
<td>$82,500</td>
<td>$98,217</td>
<td>$87,455</td>
<td>$10,762</td>
</tr>
<tr>
<td>MOW Welcome Packet</td>
<td>$4,814</td>
<td>$6,525</td>
<td></td>
<td>($1,711)</td>
</tr>
<tr>
<td>MOW Meal Donation</td>
<td>$6,812</td>
<td>$4,066</td>
<td></td>
<td>$2,746</td>
</tr>
<tr>
<td>MOW Spring Mailer</td>
<td>$42,500</td>
<td>$4,424</td>
<td>$5,493</td>
<td>($1,069)</td>
</tr>
<tr>
<td>NVCR Fall Mailer</td>
<td>$1,900</td>
<td>$275</td>
<td>$1,957</td>
<td>($1,682)</td>
</tr>
<tr>
<td>Outside Fundraisers</td>
<td>$4,779</td>
<td>$5,319</td>
<td></td>
<td>($540)</td>
</tr>
<tr>
<td>Payroll Deductions, Employees</td>
<td>$972</td>
<td>$1,122</td>
<td></td>
<td>($150)</td>
</tr>
<tr>
<td>Payroll &amp; Employer Matches, Donors</td>
<td>$6,233</td>
<td>$3,196</td>
<td></td>
<td>$3,037</td>
</tr>
<tr>
<td>Program Donation Box</td>
<td>$4,710</td>
<td>$4,155</td>
<td></td>
<td>$555</td>
</tr>
<tr>
<td>SC Gives for Louden Nelson</td>
<td>$4,539</td>
<td>n/a</td>
<td>$4,539</td>
<td></td>
</tr>
<tr>
<td>General Unsolicited</td>
<td>$50,389</td>
<td>$68,983</td>
<td></td>
<td>($18,594)</td>
</tr>
<tr>
<td>Online Unsolicited</td>
<td>$4,184</td>
<td>$16,016</td>
<td></td>
<td>($11,832)</td>
</tr>
<tr>
<td><strong>Total Campaign Revenue</strong></td>
<td><strong>$545,790</strong></td>
<td><strong>$394,713</strong></td>
<td><strong>$392,924</strong></td>
<td><strong>$1,789</strong></td>
</tr>
</tbody>
</table>

| Board member contributions (incl above) | $10,000 | $9,215 | $7,084 | $2,131 |
| Board member solicitations (incl above) | $10,000 | $22,545 | $10,390 | $12,155 |
### Program Budget Summary
#### December 31, 2019

**PROGRAM NAME:**

<table>
<thead>
<tr>
<th>Program</th>
<th>Changes/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIC</td>
<td>Minimal Change, +Rev/Exp (Reimbursables), -2K parking permits unrestricted</td>
</tr>
<tr>
<td>Child Development Div</td>
<td>-20K Parent Fees, CDE MRA proj Maxed, +5K exp maint FG, +Personnel</td>
</tr>
<tr>
<td>Elderday</td>
<td>Jan ADA 64, +5K Publicity, 2.5K Maint, -20K proj Revenue, VA down, Self Pay down</td>
</tr>
<tr>
<td>Meals on Wheels</td>
<td>+9K proj Food, donations in line, +4K Unhoused Seniors, kitchen move next FY</td>
</tr>
<tr>
<td>Lift Line</td>
<td>+Contracted / IT services, +11K taxi measure D, -Facility Reserve</td>
</tr>
<tr>
<td>La Manzana CR</td>
<td>-5K Stipends, +20K Donations (Caroline's)</td>
</tr>
<tr>
<td>MCR</td>
<td>-6K personnel, +10K contracted services, -5K stipends</td>
</tr>
<tr>
<td>Nueva Vista CR</td>
<td>+3K Calfresh, +1.5K personnel, -5K Stipends +7K space maint</td>
</tr>
<tr>
<td>Live Oak CR</td>
<td>-5K Stipends (therapist to EE), -3K personnel (FTE to 1/2 time)</td>
</tr>
<tr>
<td>CACFP</td>
<td>Oct DCH 420, NOV 393, +20 YOY, Rev in line with exp, -proj rev, -8K G.A.</td>
</tr>
<tr>
<td>Administration</td>
<td>-23K Personnel (holiday + new hire hrs reduced), +6K service/supplies, -5K G.A.</td>
</tr>
<tr>
<td>Philanthropy</td>
<td>-7K personnel, +5K promotion/media, +Donations, slightly less YOY</td>
</tr>
<tr>
<td>LOCR-Cap Campaign</td>
<td>Actual YTD less proj FY 19/20 expenses, December 31 Balance $484,663</td>
</tr>
<tr>
<td>La Manzana Property</td>
<td>Includes 18/19 Occupancy Rev Versus Exp FY 1920 through Dec</td>
</tr>
<tr>
<td>FAs &amp; Agy Unrestr.</td>
<td>Includes 150K Endowment Donation, 42K defered revenue</td>
</tr>
<tr>
<td>Total Agency</td>
<td>Proj Program gain +54K, proj Agency +256K, not including FA to be deprec</td>
</tr>
</tbody>
</table>
## COMMUNITY BRIDGES
### Program Budget Summary
#### December 31, 2019

### Program Budget Summary

#### Projections for Year Ending 6-30-20

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>WIC (Oct-Sept FFY)</td>
<td>194,013</td>
<td>2,336,843</td>
<td>2,337,381</td>
<td>2,335,236</td>
<td>914</td>
<td>(2,145)</td>
<td>191,868</td>
<td>8.2%</td>
<td>(1,673)</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Child Development Div</td>
<td>201,326</td>
<td>2,302,292</td>
<td>2,350,560</td>
<td>2,363,055</td>
<td>170,529</td>
<td>2105</td>
<td>203,431</td>
<td>8.7%</td>
<td>(32,832)</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Elderday</td>
<td>77,401</td>
<td>2,198,526</td>
<td>2,230,092</td>
<td>2,189,198</td>
<td>120,000</td>
<td>(40,894)</td>
<td>36,507</td>
<td>1.6%</td>
<td>(24,504)</td>
<td>-1.1%</td>
</tr>
<tr>
<td>Meals on Wheels</td>
<td>513,967</td>
<td>1,944,189</td>
<td>1,936,599</td>
<td>1,978,555</td>
<td>180,000</td>
<td>41,956</td>
<td>555,923</td>
<td>30.3%</td>
<td>41,956</td>
<td>2.2%</td>
</tr>
<tr>
<td>Lift Line</td>
<td>(301,086)</td>
<td>3,023,426</td>
<td>3,048,450</td>
<td>3,081,884</td>
<td>135,000</td>
<td>33,434</td>
<td>(267,654)</td>
<td>-10.0%</td>
<td>10,491</td>
<td>0.3%</td>
</tr>
<tr>
<td>La Manzana Commy Res</td>
<td>120,889</td>
<td>608,350</td>
<td>609,137</td>
<td>639,121</td>
<td>46,260</td>
<td>29,984</td>
<td>150,873</td>
<td>25.3%</td>
<td>23,131</td>
<td>3.8%</td>
</tr>
<tr>
<td>Mountain Commmty Res</td>
<td>252,639</td>
<td>579,800</td>
<td>597,200</td>
<td>599,787</td>
<td>45,460</td>
<td>2,587</td>
<td>255,226</td>
<td>43.5%</td>
<td>14,777</td>
<td>2.5%</td>
</tr>
<tr>
<td>Nueva Vista Commmty Res</td>
<td>84,442</td>
<td>361,458</td>
<td>378,855</td>
<td>373,016</td>
<td>28,827</td>
<td>(5,839)</td>
<td>78,603</td>
<td>21.0%</td>
<td>899</td>
<td>0.2%</td>
</tr>
<tr>
<td>Live Oak Commmty Res</td>
<td>124,154</td>
<td>287,535</td>
<td>312,714</td>
<td>308,337</td>
<td>52,155</td>
<td>(4,377)</td>
<td>119,777</td>
<td>38.3%</td>
<td>2,195</td>
<td>0.7%</td>
</tr>
<tr>
<td>CACFP (Oct-Sept FFY)</td>
<td>27,191</td>
<td>3,926,778</td>
<td>4,097,641</td>
<td>4,098,671</td>
<td>262,000</td>
<td>1,030</td>
<td>28,221</td>
<td>2.8%</td>
<td>(267)</td>
<td>0.0%</td>
</tr>
<tr>
<td>Administration</td>
<td>43,620</td>
<td>1,866,148</td>
<td>1,917,315</td>
<td>1,911,062</td>
<td>9,800</td>
<td>(6,253)</td>
<td>37,367</td>
<td>2.0%</td>
<td>10,685</td>
<td>0.6%</td>
</tr>
<tr>
<td>Philanthropy</td>
<td>66,551</td>
<td>185,700</td>
<td>196,649</td>
<td>199,015</td>
<td>53,371</td>
<td>2366</td>
<td>68,917</td>
<td>35.0%</td>
<td>4,258</td>
<td>2.2%</td>
</tr>
<tr>
<td>TOTAL PROG OPERATIONS</td>
<td>1,405,105</td>
<td>19,651,045</td>
<td>20,012,983</td>
<td>20,066,937</td>
<td>1,104,316</td>
<td>1,459,059</td>
<td>49,116</td>
<td>0.2%</td>
<td>1,845,361</td>
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</tr>
<tr>
<td>LOCR-Capital Campaign</td>
<td>453,998</td>
<td>27,240</td>
<td>23,570</td>
<td>30,665</td>
<td>0</td>
<td>7,095</td>
<td>461,093</td>
<td>NA</td>
<td>3,425</td>
<td>14.5%</td>
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<td>CBHQ FY 19/20 Activity</td>
<td>148,163</td>
<td>149,714</td>
<td>0</td>
<td>1,551</td>
<td>1,551</td>
<td>NA</td>
<td>(198)</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Assets &amp; Gen’l Agy</td>
<td>1,916,838</td>
<td>-</td>
<td>1,106</td>
<td>194,954</td>
<td>0</td>
<td>193,848</td>
<td>2,110,686</td>
<td>NA</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>TOTAL AGENCY</td>
<td>3,775,942</td>
<td>19,678,285</td>
<td>20,185,822</td>
<td>20,442,270</td>
<td>1,104,316</td>
<td>256,448</td>
<td>4,032,389</td>
<td>9.36%</td>
<td>52,343</td>
<td>0.3%</td>
</tr>
</tbody>
</table>

**Notes:**
- **MOW:** $350,000 of MOW reserve revenue shown on Fixed Assets & General Agency 6/30/19 Fund Balance.
- Fixed Asset purchases and Pass-Thru expenses exempt from Indirect; Revenues and Expenses include all pass-through 47,570 projected in budgets as reserve/debt repayment removed from expenses.
## Community Bridges
### Agency-Wide Revenue and Expenses
#### December 31, 2019

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>RECEIVED</th>
<th>EARNED</th>
<th>% OF TOTAL</th>
<th>A/R</th>
<th>UNEARNED</th>
<th>EXPENSE</th>
<th>DESCRIPTION</th>
<th>ACTUAL</th>
<th>% OF TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>YTD 12/31/19</td>
<td>YTD 12/31/19</td>
<td>TOTAL 12/31/19</td>
<td>YTD 12/31/19</td>
<td></td>
<td></td>
<td>YTD 12/31/19</td>
<td>TOTAL 12/31/19</td>
<td></td>
</tr>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>County of Santa Cruz</td>
<td>579,007</td>
<td>607,711</td>
<td>7.7%</td>
<td>28,704</td>
<td>Salaries &amp; Wages</td>
<td>3,550,732</td>
<td>47.3%</td>
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<td></td>
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<tr>
<td>City of Santa Cruz</td>
<td>63,000</td>
<td>125,500</td>
<td>1.6%</td>
<td>62,500</td>
<td>Payroll Taxes</td>
<td>345,498</td>
<td>4.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Capitola</td>
<td>50,283</td>
<td>49,307</td>
<td>0.6%</td>
<td>(976)</td>
<td>Health Insurance/Retirement</td>
<td>434,480</td>
<td>5.8%</td>
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<td></td>
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<tr>
<td>City of Scotts Valley</td>
<td>5,359</td>
<td>5,359</td>
<td>0.1%</td>
<td>5,359</td>
<td>Contracted Services</td>
<td>412,657</td>
<td>5.5%</td>
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<td></td>
</tr>
<tr>
<td>City of Watsonville</td>
<td>4,250</td>
<td>4,250</td>
<td>0.1%</td>
<td>-</td>
<td>Transportation Services</td>
<td>213,538</td>
<td>2.8%</td>
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<td></td>
</tr>
<tr>
<td>AAA-Title III/B/C</td>
<td>317,876</td>
<td>412,164</td>
<td>5.2%</td>
<td>94,288</td>
<td>Staff Travel</td>
<td>22,445</td>
<td>0.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>USDA-AAA / CAFB / SL</td>
<td>84,560</td>
<td>134,424</td>
<td>1.7%</td>
<td>49,864</td>
<td>Occupancy Expense</td>
<td>721,829</td>
<td>9.6%</td>
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<td></td>
</tr>
<tr>
<td>Dept of Health Svcs-WIC / Snap Ed</td>
<td>629,559</td>
<td>1,174,345</td>
<td>14.9%</td>
<td>544,786</td>
<td>Office/Program Expense</td>
<td>140,386</td>
<td>1.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dept of Educ-CACFP Admin</td>
<td>63,653</td>
<td>210,067</td>
<td>2.7%</td>
<td>146,414</td>
<td>Staff Training</td>
<td>11,350</td>
<td>0.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dept of Educ-CACFP Homes Passthr</td>
<td>674,710</td>
<td>674,710</td>
<td>8.6%</td>
<td>-</td>
<td>Insurance</td>
<td>86,000</td>
<td>1.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dept of Educ-CACFP Ctrs CCC / CBAS</td>
<td>68,922</td>
<td>68,922</td>
<td>0.9%</td>
<td>68,922</td>
<td>Taxes, Licenses, Interest &amp; Fees</td>
<td>199,235</td>
<td>2.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dept of Education-CDD</td>
<td>930,721</td>
<td>799,033</td>
<td>10.1%</td>
<td>131,688</td>
<td>Equipment Expense</td>
<td>77,706</td>
<td>1.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation Development Act</td>
<td>440,282</td>
<td>389,500</td>
<td>5.2%</td>
<td>50,782</td>
<td>Raw Food and Related</td>
<td>351,095</td>
<td>4.7%</td>
<td></td>
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<tr>
<td>EFSP (FEMA)</td>
<td>10,955</td>
<td>5,478</td>
<td>0.1%</td>
<td>5,478</td>
<td>Vehicle Operations/Maintenance</td>
<td>92,140</td>
<td>1.2%</td>
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<td></td>
</tr>
<tr>
<td>Covered CA-Navigator</td>
<td>6,289</td>
<td>8,023</td>
<td>0.1%</td>
<td>1,734</td>
<td>Payments to CACFP Homes/Ctrs</td>
<td>674,710</td>
<td>9.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FTA Section 5310 - Cal Trans Veh</td>
<td>0</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>Payments to Other Agencies</td>
<td>23,013</td>
<td>0.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FTA Section 5310 - Cal Trans Ops</td>
<td>106,088</td>
<td>106,088</td>
<td>13.3%</td>
<td>-</td>
<td>Fixed Asset Purchases</td>
<td>1,054</td>
<td>0.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Five</td>
<td>94,829</td>
<td>135,259</td>
<td>1.7%</td>
<td>40,429</td>
<td>Vehicle Related Purchases</td>
<td>-</td>
<td>0.0%</td>
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<td></td>
</tr>
<tr>
<td>TDA - Measure D</td>
<td>362,825</td>
<td>416,745</td>
<td>5.3%</td>
<td>53,920</td>
<td>Real Property Purchases</td>
<td>-</td>
<td>0.0%</td>
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<td></td>
</tr>
<tr>
<td>CARB / LCTOP</td>
<td>0</td>
<td>10,000</td>
<td>0.1%</td>
<td>10,000</td>
<td>Depreciation/Amortization</td>
<td>119,048</td>
<td>1.6%</td>
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<td></td>
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<tr>
<td>Foundations &amp; Other Grants</td>
<td>574,148</td>
<td>445,227</td>
<td>5.7%</td>
<td>128,922</td>
<td>Measure D Facility Reserve</td>
<td>-</td>
<td>0.0%</td>
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<td></td>
</tr>
<tr>
<td>Donations/Fundraising</td>
<td>476,344</td>
<td>476,344</td>
<td>6.0%</td>
<td>-</td>
<td>236 Aptos Renovation</td>
<td>34,033</td>
<td>0.5%</td>
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<tr>
<td>Participant Contributions</td>
<td>39,347</td>
<td>39,347</td>
<td>0.5%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Client Fees</td>
<td>218,127</td>
<td>218,127</td>
<td>2.8%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medi-Cal Fees</td>
<td>635,261</td>
<td>766,240</td>
<td>9.8%</td>
<td>132,978</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Income-Other</td>
<td>95,867</td>
<td>159,200</td>
<td>2.0%</td>
<td>63,333</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation Fees/Scip</td>
<td>3,192</td>
<td>3,192</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outside Contracts</td>
<td>13,965</td>
<td>47,480</td>
<td>0.6%</td>
<td>33,515</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
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</tr>
<tr>
<td>Uncollectible Revenue</td>
<td>-176</td>
<td>-176</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interprogram Revenue</td>
<td>347,039</td>
<td>380,039</td>
<td>4.8%</td>
<td>33,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **TOTAL REVENUE** | 6,715,911 | 7,873,999 | 100.0% | 1,474,857 | 316,869 | **TOTAL EXPENDITURES** | 7,510,949 | 100.0% |
| **Net Gain (Loss)** | 1,213,347 | 508,858 | - | **Net Assets:** | **363,050** | | **3,775,942** |

Change from last month | 69,083 | - | - | - | - | - | - | -
<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Unrestricted</th>
<th>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>1,181,391</td>
<td>-</td>
<td>1,181,391</td>
<td>1,234,291</td>
</tr>
<tr>
<td>Cash reserved for LOFRC Facility Maint</td>
<td>-</td>
<td>484,663</td>
<td>484,663</td>
<td>474,464</td>
</tr>
<tr>
<td>Accounts/Grants receivable</td>
<td>1,201,810</td>
<td>-</td>
<td>1,201,810</td>
<td>1,117,443</td>
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<tr>
<td>Prepaid expenses</td>
<td>272,694</td>
<td>-</td>
<td>272,694</td>
<td>255,435</td>
</tr>
<tr>
<td>Inventory - Raw Food &amp; Supplies</td>
<td>21,000</td>
<td>-</td>
<td>21,000</td>
<td>21,000</td>
</tr>
<tr>
<td>Refundable Deposits</td>
<td>37,509</td>
<td>-</td>
<td>37,509</td>
<td>40,049</td>
</tr>
<tr>
<td>Property and equipment</td>
<td>6,576,165</td>
<td>-</td>
<td>6,576,165</td>
<td>6,579,785</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>708,882</td>
<td>-</td>
<td>708,882</td>
<td>708,882</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>9,999,451</td>
<td>-</td>
<td>10,484,115</td>
<td>10,431,731</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>442,187</td>
<td>-</td>
<td>442,187</td>
<td>491,983</td>
</tr>
<tr>
<td>Salaries and wages payable</td>
<td>382,947</td>
<td>-</td>
<td>382,947</td>
<td>347,978</td>
</tr>
<tr>
<td>Payroll taxes payable</td>
<td>167,480</td>
<td>-</td>
<td>167,480</td>
<td>155,120</td>
</tr>
<tr>
<td>Retirement (401k) benefits payable</td>
<td>16,613</td>
<td>-</td>
<td>16,613</td>
<td>15,195</td>
</tr>
<tr>
<td>Accrued vacation salaries and wages</td>
<td>325,691</td>
<td>-</td>
<td>325,691</td>
<td>373,989</td>
</tr>
<tr>
<td>Health insurance payable/withheld</td>
<td>9,541</td>
<td>-</td>
<td>9,541</td>
<td>7,985</td>
</tr>
<tr>
<td>Short term debt (includes LOC)</td>
<td>(3,976)</td>
<td>-</td>
<td>(3,976)</td>
<td>(3,976)</td>
</tr>
<tr>
<td>Long term debt</td>
<td>4,652,630</td>
<td>-</td>
<td>4,652,630</td>
<td>4,856,178</td>
</tr>
<tr>
<td>Volunteer Center liability</td>
<td>2,537</td>
<td>-</td>
<td>2,537</td>
<td>2,537</td>
</tr>
<tr>
<td>Capitalized leases payable</td>
<td>3,161</td>
<td>-</td>
<td>3,161</td>
<td>3,161</td>
</tr>
<tr>
<td>Due to fixed asset fund</td>
<td>281,584</td>
<td>-</td>
<td>281,584</td>
<td>281,584</td>
</tr>
<tr>
<td>Unearned revenue/advances</td>
<td>354,673</td>
<td>-</td>
<td>354,673</td>
<td>317,941</td>
</tr>
<tr>
<td>Other debts</td>
<td>868</td>
<td>-</td>
<td>868</td>
<td>557</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>(490,812)</td>
<td>-</td>
<td>(490,812)</td>
<td>(490,411)</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>6,345,123</td>
<td>-</td>
<td>6,345,123</td>
<td>6,361,621</td>
</tr>
</tbody>
</table>

| Fund Balance June 30, 2019     | 3,321,943    |                      | 3,775,942           |                    |
| Current Year Income (Loss)     | 332,386      | -                    | 30,664              | 363,050            |
| **TOTAL NET ASSETS**           | 3,654,329    | -                    | 4,138,992           | 293,967            |

Cumulative Net Gain (Loss): 363,050
\[ \text{Liquid Unrestricted Net Assets (LUNA)/Avg Mo Exps} \]
363,050
\[ \text{Current Ratio (Current Assets/Current Liabilities)} \]
3.8
\[ \text{Modified Current Ratio (Liabilities include advances)} \]
2.7
\[ \text{Net Asset Ratio (Total Assets/Total Liabilities)} \]
1.7
\[ \text{Debt to Equity (Total Liabilities/Total Fund Bal)} \]
153%
\[ \text{Debt to Assets (Total Liabilities/Total Assets)} \]
61%
\[ \text{Return on Reserves} \]
8.8%
\[ \text{Current Assets (excludes property/fixed assets)} \]
3,199,067
\[ \text{Current Liabilities (excludes long term/uneared)} \]
850,539
\[ \text{Modified Current Liabilities (adds in unearned)} \]
1,205,211

\[ \text{Financials Dec 19} \]
Prepared by Doug Underhill
PROGRAM REPORT to BOARD of DIRECTORS

Program Name: Elderday
Date of Board Meeting: 2/19/20

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 19/20</td>
<td>1607</td>
<td>1521</td>
<td>1383</td>
<td>1657</td>
<td>1362</td>
<td>1296</td>
<td>1357</td>
<td>10,183</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Average Daily Attendance</td>
<td>73.05</td>
<td>69.14</td>
<td>69.15</td>
<td>72.1</td>
<td>71.7</td>
<td>61.7</td>
<td>64.6</td>
<td>68.80</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Previous Year 18/19</td>
<td>1491</td>
<td>1670</td>
<td>1403</td>
<td>1646</td>
<td>1395</td>
<td>1402</td>
<td>1380</td>
<td>1,277</td>
<td>1,514</td>
<td>1,561</td>
<td>1,652</td>
<td>1,445</td>
<td>17,836</td>
</tr>
</tbody>
</table>

B. Accomplishments:

2019-2020 Volunteers Report:

<table>
<thead>
<tr>
<th>Fiscal Calendar (19-20)</th>
<th>July</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
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<td>96</td>
<td>87</td>
<td>56</td>
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C. Challenges:
Accomplishments:

- We now have a full complement of nurses, and the two new RNs are trained and coming quickly up to speed with Elderday procedures.
- We have been researching purchasing frozen meals from Langlois (where MOW sources their home-delivered meals) as a potential cost-cutting measure.
- The search for a permanent, sustainable home for Elderday continues with the CCAH planning grant.
- We are well underway with our marketing program and are hopeful that it will help increase ADA soon and in the long-term.

Challenges:

- ADA has been very low this winter, as it was in 16/17, with much sickness and loss.
- Staffing –
  - We have no on-call program assistants and are receiving few applications. We are considering other staffing scenarios instead of on-call.
  - Our limited term RN expects to leave in a few months to meet her professional development needs. We are considering ways of making that position more of an ongoing limited term training position as a potential way to keep the position viable.
  - Frozen salaries, with no relief on the horizon, continue to be discouraging.
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>
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<tr>
<th>Fiscal Calendar</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
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<td>Previous Year 18/19</td>
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B. 2019-2020 Volunteers Report:

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C. Accomplishments:

The remodel project for NVCR at 711 E. Cliff is complete. New interior and exterior paint, lighting, and security cameras were installed.
Hosted one night of "Las Posadas," and it was well attended by community members.
Had a successful open enrollment for Covered CA. Lots of new clients accessing the Center, due to the process.
Renewed and were awarded the Dignity Grant for the FRC's in the amount of $25 for Calendar Year 2020

D. Challenges:
Near Silicon Valley, Human Service Nonprofits Fail to Pay Living Wages

"Still Working," Adam Heidebrink-Bruno

January 29, 2020; The Patch

A human resources survey conducted by Community Bridges, in partnership with the Volunteer Center of Santa Cruz County and the Human Care Alliance of Santa Cruz County (HCA), gives us reason to revisit how nonprofit personnel are faring in a growing economy with historically low unemployment.

From some perspectives, these are good times. A year ago, NPO’s Steve Dubb took a look at the findings of the 2019 Nonprofit Employment Report published by Johns Hopkins University’s Center for Civil Society, which found that overall employment in the nonprofit sector was large and growing faster than in for-profit counterparts. Most critically, salaries were higher in the nonprofit sector than they were in similar for-profit organizations.

The HCA’s survey was more limited in scope, covering those in the nonprofit sector who have historically received lower salaries—people in the fields of healthcare and direct services. Even in a tight job market, almost 40 percent of the employees surveyed earn less than California’s minimum wage of $15/hour, slated to take effect next year, an hourly rate often considered as the threshold minimum of a livable wage. About 35 percent reported their household income, including the earnings or their spouse or partner, was less than $35,000 annually. More than 60 percent indicated they needed a second job to balance their budget. Almost half reported they had needed to tap into safety-net programs in order to survive.

In a state where homelessness is a grave problem, more than half of those responding to the survey spent more than 50 percent of their salaries to secure adequate housing. More than half lacked $400 in savings, leaving them vulnerable to emergencies.

HCA’s survey also found that just paying to meet minimum wage levels was a high bar for many nonprofits to leap, given current budget constraints: “Three in 10 nonprofits were not prepared to meet the state’s $15 minimum wage increase by 2021 and half were not prepared to meet the $30 minimum wage for exempt employees.” To get to that minimal threshold, the surveyed organizations would need to find room for almost $6 million in new salary costs.

“This wage inequality is contributing to the systems of poverty that nonprofits are working to alleviate,” Human Care Alliance said in a press release.
NPO has regularly written about the nonprofit sector’s difficulty of paying living wages to all who carry out our missions of service. Ruth McCambridge has pointed out that in many nonprofit areas, competitive forces and funding realities have made low salaries a necessity:

There are whole fields of nonprofit endeavor that, as currently structured, are dependent on paying below a living wage. These include early childcare, personal care, and home care (the latter two caring for people with disabilities and seniors, respectively). All deal with the well-being of vulnerable populations, and all are expected to expand as the population ages and more states adopt wage expansion early (as they already are doing) in response to nonprofit advocacy.

Raymon Cancino, chief executive officer of Watsonville-based nonprofit Community Bridges, says government officials failed to address the county’s poverty problem. “As nonprofits, we have limited ways to manage this growing crisis without expansion of funding.”

The challenge for the nonprofit sector is in growing revenue to support salaries. Using the resources they have and can control, they too often face a choice between their work force and their clients. “More than a third of nonprofits surveyed,” according to Courtney Teague of Patch, “said they planned to change or reduce staffing to meet new wage requirements, and nearly a quarter said they planned to reduce services.”

The same report, however, shows that 91 percent of nonprofits surveyed say they struggle to recruit qualified employees, no doubt in larger measure because their wages are too low. Indeed, one nonprofit informant noted, “A great staff member resigned due to not being able to find suitable housing that they could afford. It took several months to hire a replacement and the program suffered and many program participants left the program.”

In other words, in the same survey one finds arguments both that wages are too low and yet too expensive to sustain—evidently the need to secure greater public resources to support human service programming and/or outside fundraising is critical.

Of course, the nonprofits might also want to look at their internal salary structures. Not long ago, NPO’s Kori Kanayama recently spotlighted the continued dissonance between rapidly increasing salaries for nonprofit executive salaries and the stagnant and often inadequate pay scale of the broader nonprofit workforce. Qualified and dedicated staff are not optional. Ensuring that they are compensated should not be controversial.—Martin Levine

ABOUT THE AUTHOR

Martin Levine is a Principal at Levine Partners LLP, a consulting group focusing on organizational change and improvement, realigning service system to allow them to be more responsive and effective. Prior to forming Levine Partners, Mr. Levine served the CEO of JCC Chicago creating a purpose driven organization, continuously realigning service and management systems to responsibly and effectively fulfill JCC Chicago’s mission. Over the past 35 years Mr. Levine made major contributions to the transformation of JCC Chicago to its present position as a pre-eminent JCC in North America. Mr. Levine focused on strengthening the JCC’s effectiveness as a Jewish Community Building and Jewish Educational organization dedicated to “Bringing Jewish Values to Life” in all aspects of JCC programs and services. Mr. Levine was responsible for the development of new facilities as part of JCC Chicago’s response to the changing demography of the Metropolitan Jewish Community. In addition, Mr. Levine had responsibility for guiding the Chicago JCC’s integration of its service and business strategies into a holistic approach. In addition to his JCC responsibilities, Mr. Levine served as a consultant on organizational change and improvement to school districts and community organizations. Mr. Levine has published several articles on change and has presented at numerous conferences on this subject. Mr. Levine held membership in many professional organizations including the Association of Jewish Center Professionals (Board member), Association for the Advancement of Social Work with Groups, Association for Quality and Participation, and the Future Search Alliance. A native of New York City, Mr. Levine is a graduate of

SANTA CRUZ, Calif. —

After a spike in gun violence in Santa Cruz has led the police chief to plan on using controversial technology to combat the crimes.

According to Santa Cruz Police Chief Andy Mills there have been nine shootings in 12 months.

Neighbors in the areas of the shootings are hoping to learn what they can do and what police plan to do to end this gun violence.

"It's disconcerting that we had a literal shootout at our West Cliff Dr here recently plus shootings we had during that month period of time," said Anita Webb of Santa Cruz.
The latest shooting happened on the 100 block of West Cliff Drive. So far, there have been injuries but no deaths from gunfire. All of the victims have been Hispanic.

Police are concerned that innocent bystanders may fall into the line of fire unless these shoot-outs are put to an end.

"This is an effort to, A, stem the tide of the shootings and then identify the suspects who may be involved in these shootings," said Santa Cruz Police Chief Andy Mills.

In a controversial move, the chief plans to temporarily place license plate readers out in the community. They will be installed in fixed locations for a predetermined period of time.

"I think one of the greatest concerns among the Latino Community is the information being miss used. It being all of these cameras coming into the neighborhood and what not and with that information being turned over to ICE," said Edgar Landeros with Nueva Vista Community Resources.

"I want to make sure that we sit down with them. We talk with them. We explain to them our deployment, temporary deployment of these license plate readers, as well as giving them the comfort to know what the parameters are with what we'll do with the data," said Mills.

Edgar Landeros is with Nueva Vista Community Services, which is co-hosting next Tuesday nights community meeting

"I think that it's a great thing that we're hosting this community meeting to bring both the Latino Community and the chief of police and that way we can create a safer community as well as a voice in this new license plate technology," said Landeros.

The community meeting is being held Tuesday evening beginning at 6 p.m. at the Nueva Vista Community Center/Beach Flats location at Liebrandt Ave.

There will also be police officers who are working the recent shooting investigations to answer questions about police practices.

Police also want to remind the community that it's important that they reach out to law enforcement if they hear gunshots in their neighborhood.
Dominican Hospital Awards Grants to Six Local Non-Profit Organizations

Dignity Health Dominican Hospital has awarded nearly $190,000 in grants to six local non-profits through its annual Community Grants Program. Each nonprofit was recognized for providing support to improve quality of life for the Santa Cruz County residents most in need.

“Our guiding mission with the Community Grants Program is to ensure we support the most under-served among us, and it couldn’t be done without collaboration,” said Dominican President Nanette Mickiewicz, MD. “We are continually inspired by the ability of these organizations to coordinate and leverage their individual competencies to uplift the neediest in our community.”

Grants were awarded to:

- **Community Bridges**: $25,000 for the Wellness Navigation Project, which will increase patient access to healthy food, nutrition education and other services, and will improve clients’ understanding of how to stay healthy. The Wellness Navigation Project will offer mobile health screenings, a lifestyle health class, care transition referrals and food pantry distribution.

- **Dientes Community Dental Care**: $35,000 for collaboration among Dientes, Homeless Persons Health Project and Housing Matters (formerly Santa Cruz Homeless Services Center) to provide dental care (including treatment and prevention), education, screenings and referrals. The goal is to establish a dental home for those experiencing homelessness, so patients receive regular preventative care and avoid dental emergencies.

- **Monarch Services**: $39,645 for case management services for survivors of human trafficking. Case managers will work with identified partners to address the specific needs of each trafficking survivor.

- **RotaCare Bay Area – Santa Cruz Free Clinic**: $25,000 for the all-volunteer Santa Cruz RotaCare Free Clinic, which provides free health care to vulnerable and under-served populations. Every Tuesday night, RotaCare volunteers turn the dining and meeting rooms of a Live Oak area school faculty into a medical clinic.

- **Teen Kitchen Project**: $40,000 to provide 50,000 healthy meals to 1,000 individuals and families in crisis due to a life-threatening illness—particularly those who are low income, lack a support network of family or friends, or do not qualify for other free food services. Teen Kitchen Project engages teens ages 13-18 as volunteers and employees in preparing and packaging meals.

- **United Way of Santa Cruz County**: $25,000 for a collaboration among United Way of Santa Cruz County, Community Bridges, and Pajaro Valley Prevention and Student Assistance to provide support services for youth and families to promote health and wellness, college and career readiness, financial stability and community connection. The goal is to increase access to mental health services, workforce development and academic support.

Dominican’s community grants were awarded at a luncheon event on Jan. 21. Since the early 1990s, Dominican Hospital has provided nearly $2.7 million in grants to local community organizations to improve health and wellness in Santa Cruz County.
Caroline’s Makes a Difference
By Emily Gutz

Caroline’s, the nonprofit thrift shop with the biggest heart in Aptos has done it again. Proprietor River Licker handed out checks for $75,000 to 25 local nonprofits Sunday and launched a scholarship at Cabrillo College to recognize Jeff and Addie Talmadge for their volunteer work.

This year’s donations bring Caroline’s giving to nonprofits to $5 million.

Licker began sharing the proceeds from her shop in 2012 to honor her daughter Caroline, who benefited from services provided by local nonprofits until she died at 16.

This year, she was able to be especially generous because she sold her property at 412 Trout Gulch Road where she shop initially was located and in September moved to across the street to 8074 Soquel Drive.

The Talmadge Scholarship will be funded each year by Caroline’s with two $2,500 scholarships going to two Cabrillo graduates continuing their education at a four-year university or technical school and who have demonstrated a commitment to community service.

The program also provides free child care and playgroup activities for children with disabilities. This allows the children to interact with other special needs children reassuring them that they are not alone, while their parents receive emotional, social and practical help.

The award will allow the program to continue to offer free child care and invest in new ADA-compliant books and toys for a more inclusive environment.

“We are so grateful to Caroline’s Thrift Shop for their generous award,” said Ray Cancino, Community Bridges’ CEO.

Here are the nonprofits receiving a gift from Caroline’s this year:
- Jacob’s Heart, $75,000
- Hospice of Santa Cruz, $75,000
- CASA, $75,000

“Annual Donations” from page 4

Coastal Kids, $75,000
SPIN, $30,000
Monarch Services, $30,000
Walnut Avenue, $30,000
Second Harvest Food For Kids, $30,000
For Kids Monterey Bay, $30,000

CCC, $25,000
Teen Kitchen Project, $25,000
Big Brothers/Big Sisters SC, $25,000
Nourishing Generations, $20,000
Partnership for Children, $20,000
Pajaro Valley Shelter Services, $20,000
Community Bridges, $20,000
Survivors Healing Center, $15,000

Youth Now, $15,000
Shared Adventures, $15,000
Camp Kesem, $10,000
Hope’s Closet, $10,000
The Diversity Center, $10,000
NAMI, $10,000
Salud y Carinos, $10,000
Friends of Santa Cruz County Parks, $5,000

“Annual Donations” page 8

District 2 Supervisor Candidate Questions
On March 3, voters in Santa Cruz County District 2 will decide who will represent them on the Board of Supervisors.

In keeping with this year’s theme, the panel of candidates will face a challenge from Becky Subkelner.

Each candidate responded to questions from Times Publishing Group Inc.

Talmadge Scholarship, $5,000

Cover Photo: Times Volunteer help Christy Licker run Caroline’s Nonprofit Thrift Shop, allowing her to give more to local nonprofits. From left, Jan Granlund, Christy Licker, Tricia Baker, and Sophia Scuffione. • Photo Credit: Jodi Gutz
60% Of Nonprofit Workers In Santa Cruz County Need 2 Jobs

Housing costs and low wages make it hard for nonprofit workers to make ends meet, according to a Human Care Alliance survey.

By Courtney Teague, Patch Staff

Jan 29, 2020 9:46 am PT

More than 200 nonprofit workers were surveyed. (Shutterstock)

SANTA CRUZ COUNTY, CA — Six in 10 nonprofit workers in Santa Cruz County work more than one job because they struggle to make ends meet, a survey of local workers found.

More than 220 employees and 30 nonprofit leaders took the survey, which was conducted by Human Care Alliance, a coalition of health and human services nonprofits in Santa Cruz County. Housing and low wages made it difficult for employees to live on a single job's salary, the survey found.

One nonprofit worker surveyed said they were living paycheck to paycheck and exhausted from working two jobs.

"Ironically, this wage inequality is contributing to the systems of poverty that nonprofits are working to alleviate," Human Care Alliance said in a press release.

Three in 10 nonprofits were not prepared to meet the state's $15 minimum wage increase by 2021 and half were not prepared to meet the $30 minimum wage for exempt employees. More than a third of nonprofits surveyed said they planned to change or reduce staffing to meet new wage requirements, and nearly a quarter said they planned to reduce services, according to the survey.

Nine in 10 agencies reported struggling to recruit qualified employees, the survey found.

Raymon Cancino, chief executive officer of Watsonville-based nonprofit Community Bridges, said in the press release that government officials failed to address the county's poverty problem.

"As nonprofits, we have limited ways to manage this growing crisis without expansion of funding," he said.

See the full survey findings here.


From: https://patch.com/california/santacruz/60-nonprofit-workers-santa-cruz-county-need-2-jobs
Nonprofit workers struggle to make ends meet
More than 60% in Santa Cruz County need second job, survey finds

By ELAINE INGALLS | eingalls@santacruzsentinel.com | Santa Cruz Sentinel
PUBLISHED: January 28, 2020 at 5:47 pm | UPDATED: January 28, 2020 at 5:48 pm

SANTA CRUZ — More than half of nonprofit workers in Santa Cruz County need to work more than one job to survive, according to a recent survey report.

The 2019 Human Care Alliance Nonprofit Wage and Benefit survey report shows that 62% of nonprofit employees cannot survive working one job. Second jobs include clerks at gas stations and grocery stores, serving and other hospitality jobs that offer flexible weekend hours, according to Raymon Cancino, CEO of nonprofit Community Bridges. About 55% of surveyed employees reported that their households and families go without basic needs because of their financial hardships, according to a Community Bridges press release. These could include dental and health care, food and other necessities, according to Cancino.

“I have to decide if I can afford food for the week or wait until all bills are met,” said an anonymous nonprofit employee in the press release. “Although health care coverage is provided at my job, I can’t afford the deductibles and co-pays.”

Both the 2019 survey and the first Human Care Alliance nonprofit wage survey conducted in 2016, found concerning trends of underpaid workers and the impact on basic standard of living, according to the release.

“Government’s inaction to address the growing poverty problem in Santa Cruz County is only contributing to the growing statistics,” Cancino said in the release. “As a sector of nonprofits trying to alleviate these conditions, we have limited ways to manage this growing crisis and, at times, are powerless due to the limited resources we have at our disposal to make meaningful impact.”

Nonprofit workers earn less than reported county wage data in all sectors of the survey, according to the release. Nearly 60% of all nonprofit employees were found to be earning less than $23 an hour and 74% are earning less than $40,000 per year, statistics showed. Of the nonprofit employee respondents, 56% report that they spend more than half of their take-home pay on rent or housing costs, according to the release.

“Everything around us keeps going up and we’re receiving stagnant funding,” Cancino said in an interview Tuesday. Cancino said the community can support nonprofit wages by advocating for the reassessment of government investment into nonprofits and prioritizing funding.

The wage and benefit survey was administered by Applied Survey Research in April 2019 and includes data from 214 county employees from 30 nonprofits. Survey topics included the impact of low wages on nonprofit organizations, impact of minimum wage increase on nonprofit organizations, housing, the ability to meet basic needs and effect of wages on employees and their households, according to a press release from Community Bridges. These surveys were conducted to gain a deeper understanding of the status of local nonprofit wages, impacts on nonprofit staff and their households and what the increasing minimum wage means for these nonprofits, according to the press release.

To see all survey results, visit communitybridges.org.
62% of Nonprofit Workers in Santa Cruz County Need to Work More Than One Job to Survive

NEWS PROVIDED BY
Community Bridges
Jan 28, 2020, 13:01 ET

WATSONVILLE, Calif., Jan. 28, 2020 /PRNewswire/ -- A recent survey of nonprofit workers in Santa Cruz County conducted by the Human Care Alliance (HCA) identifies key trends in wage inequality found in government funded and contracted nonprofit service providers. Across every survey indicator, nonprofit workers fall short in comparison to county wage data.

The escalating costs of housing and persistent low wages heavily influence nonprofit workers and result in implications distinctive to this sector. According to the survey, 62% of nonprofit workers report that they must have more than one job to support their families. "I am living paycheck to paycheck. I need a second job and I am exhausted," explains a nonprofit employee. Over half (55%) of those surveyed report that their households and families are going without basic needs to survive due to financial hardship.

Ironically, this wage inequality is contributing to the systems of poverty that nonprofits are working to alleviate. However, the most troubling result of wage disparity is that nonprofits must consider shifting their business models to reduce services where government funding levels do not provide enough support to serve both clients and their employees.

"Government's inaction to address the growing poverty problem in Santa Cruz County is only contributing to the growing statistics," says Community Bridges' Chief Executive Officer Raymon Cancino. "As nonprofits, we have limited ways to manage this growing crisis without expansion of funding."

Full survey results can be found at www.communitybridges.org/news.
About HCA Wage Equity Study

The Human Care Alliance (HCA), with financial support of Community Bridges and the Volunteer Center, conducted the 2019 Wage Equity survey. The survey was administered in April 2019 and includes data from 214 Santa Cruz County employees from 30 nonprofits. Survey results allow stakeholders committed to maintaining services to identify pervasive wage inequity on a broader scale and examine the significant fiscal and societal impacts on service outcomes.

INTERVIEWS

Interviews are available with Community Bridges CEO, Raymon Cancino and Executive Director of the Volunteer Center of Santa Cruz, Karen Delany. Also available are supplementary stories from individual nonprofit workers and nonprofit program directors.

ABOUT COMMUNITY BRIDGES

Community Bridges envisions a thriving community where every person has the opportunity to unleash their full potential. Together, our family of 10 programs delivers essential services, provides equitable access to resources, and advocates for health and dignity across every stage of life. www.communitybridges.org.

ABOUT HUMAN CARE ALLIANCE

The Human Care Alliance (HCA) is a membership organization made up of nonprofit agencies that provide health and human services throughout Santa Cruz County. HCA’s policy agenda centers around three primary areas; strong and safe neighborhoods throughout Santa Cruz County, economic and social justice and health equity.

ABOUT VOLUNTEER CENTER

The Volunteer Center connects people and partners to resources that transform our community and our lives for good. 15,000 local volunteers are connected to causes they care about each year, contributing $10 million in labor and $500,000 in crowdsourced funding each year. www.scvolunteercenter.org

Contact: Amy Hanley
(831) 688-8840 ext 285
233234@email4pr.com

SOURCE Community Bridges
Name Dropping | Police department donates to cancer center

The Watsonville Police Department presented a check for more than $22,000 to the Dominican Hospital Katz Cancer Resource Center. (Contributed)

By SANTA CRUZ SENTINEL |
January 26, 2020 at 4:00 pm

On Tuesday at the Watsonville City Council meeting, officers from Watsonville Police Department presented Dominican Hospital with a check representing the proceeds of Pink Patch sales — totaling more than $22,000.

The funds will be used to support south county breast cancer patients receiving care at the Dominican Hospital Katz Cancer Resource Center, which provides all its services free of charge thanks to donations like these and assistance from the Dominican Hospital Foundation.
The department has more than tripled the amount of funds raised since it began participating in the Pink Patch Project in 2017.

**Dignity awards grants**

Dignity Health Dominican Hospital awarded nearly $190,000 in grants to six local nonprofits on Jan. 22, as part of the Dignity Health Community Grants program. All of the grantees are nonprofit organizations dedicated to improving health and providing resources and support for the families, youth and individuals in Santa Cruz County who are most in need. The nonprofits include:

- Community Bridges, $25,000 for the Wellness Navigation Project.
- Dientes Community Dental Care, $35,000 in support of a collaboration between Dientes, Homeless Persons Health Project and Housing Matters.
- Monarch Services, $39,645 in support of case management services specifically for survivors of human trafficking.
- Rotacare Bay Area – Santa Cruz Free Clinic: $25,000 for the all-volunteer Santa Cruz RotaCare Free Clinic.
- Teen Kitchen Project, $40,000 to provide 50,000 healthy meals to 1,000 individuals and families who are in crisis due to a life-threatening illness.
- United Way of Santa Cruz County, $25,000 in support of a collaboration between United Way of Santa Cruz County, Community Bridges, and Pajaro Valley Prevention and Student Assistance.

**Poly names VP**

Poly, previously known as Plantronics and Polycom, announced the appointment of Cari Wiese as executive vice president, chief revenue officer, global head of sales, effective immediately. Wiese brings more than 30 years of experience in sales, marketing, services, and product management for enterprise technology leaders.

“Carl is an accomplished leader with experience driving sales and disruption,” said Joe Burton, Poly CEO in a prepared release.

**Council honors doctor**

The Watsonville City Council issued a proclamation honoring 35 years of service for Dr. Jeffrey Solinas and his Plazita Medical Clinic. The clinic was founded in November 1984 with the goal health care to the working people of the Monterey Bay area and beyond.
SANTA CRUZ — The Regional Transportation Commission is on its way to adopting a plan for dispersing Measure D funds during the next 30 years.

The RTC held a public hearing on its Draft 2020 Measure D Strategic Implementation Plan on Thursday morning at the Santa Cruz City Council Chambers. The Draft 2020 Measure D Implementation Plan will act as the policy and programming document to guide the implementation of regional Measure D projects. Passed by voters in 2016, Measure D is a 30-year, ½-cent local sales tax that provides local funds for regional transportation projects.

The 2020 implementation plan includes policies for managing and spending sales tax revenues; policies for project delivery and management; schedules of projects and programs for the next five years; financial planning strategies and project implementation requirements.

The RTC is allocating 30% of Measure D revenue to the neighborhood projects category, including $10 million for the San Lorenzo Valley Highway 9 Corridor Improvements and $5 million for a Highway 17 Wildlife Crossing. Measure D funding for transit for seniors and people with disabilities is estimated to be about $150.9 million to Santa Cruz Metro and Community Bridges Lift Line throughout Measure D’s 30-year implementation, according to the draft plan. Other regional programs and projects that will receive funding are highway corridors (25% of funds or $188.6 million during the 30 years), active transportation for the Monterey Bay Sanctuary Scenic Trail (17% or $128.2 million) and the rail corridor (8% or $60.4 million).

At the meeting, the board listened to public input on the plan and started to give the RTC direction on constructing the final 2020 Measure D Strategic Implementation Plan.

“It’s an evolution,” said commissioner Trina Coffman-Gomez after hearing an explanation of the plan from the RTC. “And I just think that that will help us in the long run when we’re leveraging.” Other commissioners shared their appreciation for the RTC’s strategic approach for financing and its ability to leverage funds from other sources.

During the public hearing Thursday, community members and representatives of multiple transportation organizations expressed their thanks to projects that Measure D is funding, as well as inhibitions about the 2020 Strategic Plan.

Both Rick Longinotti and Michael Saint, members of the Campaign for Sustainable Transportation, said they are not in support of building auxiliary lanes to expand Highway 1. Longinotti said he encourages a bus on shoulder operation: a lane dedicated to buses during periods of congestion on the highway.
Brian Peoples, executive director of local organization Trail Now, proposed a way to use the rail corridor in the near future for alternatives to driving. Trail Now is working with Progressive Rail to submit a proposal for the Platform Trail Proposed Plan, a plan to put 8-foot wide platforms on top of sections of the coastal corridor, stretching 2.5 miles, as a temporary trail system. These sections involve the La Selva Trestle, the Capitola Trestle, Manresa Beach and other areas. Peoples said this would enable the community to use the trail today and won’t have to take tracks down to do it.

Felton resident Bryan Largay said he was in support of continuing to make improvements to Highway 9. “Let’s keep moving, keep pushing things forward,” he said.

After the hearing, the Board of Supervisors gave feedback on the public’s input. Commissioner Mike Rotkin said he is confident that the 2020 Strategic Plan will work. RTC Board Chairman Bruce McPherson said the plan will incorporate a mix of Senate Bill 1 and Measure D funds, allowing the RTC to leverage funds to pay for projects that weren’t previously funded by Measure D.

The final plan will be proposed for adoption at the next RTC meeting on Feb. 6. The public must submit final comments about the plan by noon on Feb. 5 to be considered by the board.

For information on the RTC meeting, visit sccrtc.org.
Community leaders push for Census 2020 participation
By: JOHANNA MILLER
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WATSONVILLE—A New Year has begun, and with it comes the start of Census 2020. The U.S Constitution mandates that every 10 years the country's population should be counted. The information is then used to distribute federal funding and to determine political representation in each state.

“The census reflects the makeup of our population,” said Watsonville City Councilman Francisco Estrada. “It determines its size, what resources we get—what Watsonville really is.”
For Estrada, acting as mayor in the year before the census was eye-opening.

“Being an elected official gave me an opportunity to see how the city functions, what makes it work,” he said. “The census plays a huge part.”
According to Raymon Cancino, CEO of Community Bridges, Watsonville was grossly undercounted in the 2010 census. This is why there is such a big push for participation this time around.

“The 2020 census is critical,” Cancino said. “If your community is undercounted, you’re getting less money for services. It is a ripple effect... Any additional cuts are detrimental.”

In December the city released a statement on how children under the age of 5 are often missed in census counts. When that happens, support for health insurance, hospitals, childcare, food assistance, schools, special education and early childhood development programs are impacted.

For Community Bridges, a nonprofit aiming to provide resources for families in Santa Cruz County, the census is vital for funding.

“There are so many in need in this county,” Cancino said. “We need anything that can help them get help.”

Cancino understands why individuals—especially in the Pajaro Valley—might hesitate to participate.

“There is a natural fear of being taken advantage of,” he said. “People think the information will be used against them. We want you to know that’s not the case.”

Title 13 of the U.S. Code guarantees census information will not be used in court or by a government agency. Staff is sworn for life to protect confidentiality, subject to $250,000 fines and/or up to five years in federal prison for wrongful disclosure.

“Be confident that this is for the benefit of the community,” Estrada said. “I will put my reputation at stake here, since I hope people see themselves in me and trust me.”

This is the first year that census submissions will also be allowed online. In addition, Community Bridges’ resource centers will offer kiosks where people can log into an iPad and do it from there.

“Our goal is to make the process as easy as possible,” Cancino said. “You are all working, contributing to this community. You count.”

https://aptoslife.com/community-leaders-push-for-census-2020-participation/