



BOARD OF DIRECTORS
Wednesday, January 20, 2021
5:00 PM to 7:30 PM

<https://us02web.zoom.us/j/613973795>, Meeting ID: 613 973 795

DRAFT AGENDA

- 5:00 1. CLOSED SESSION**
- 5:50 2. Adjourn Closed Session**
- 5:50 3. Call to Order/Establish Quorum**
- 5:50 4. Agenda Review (5 min)**
- 5:55 5. Announcements/Program Updates (5 min)**
- 6:00 6. *CONSENT AGENDA – Action Items (5 min)**
In approving the consent agenda, the Board is approving recommendations within each committee’s minutes listed below.
- 6.1 Draft Minutes of the September 18, 2020 Board Meeting***
- 6.2 Draft Minutes of the December 9, 2020 Development Committee Meeting**
- 6.3 Draft Minutes of the December 10, 2020 Finance Committee Meeting**
- 6.4 Draft Minutes of the December 10, 2020 Governance Committee Meeting***
- 6.5 Draft Minutes of the January 13, 2020 Development Committee Meeting***
- 6.6 Draft Minutes of the January 14, 2020 Finance Committee Meeting**
- 6.7 Draft Minutes of the January 14, 2020 Governance Committee Meeting***
- 6:05 7. Receive comments from members of the public on “Items not on the Agenda” (5 min)**
- 6:10 8. BOD Chair Report – Nicolette Lee (15 min)**
- a) Board Member Liaison Self-Selection*
- b) Committee Reports*
- i. Governance Committee report– Sara Siegel*
- ii. Advocacy Committee report and new meeting time – Ray Cancino*
- iii. Members needed for the Audit Committee – Doug Underhill*
- c) General meeting conduct*
- 6:25 9. CEO Report – Ray Cancino (30 min)**
- a) Including Participants on the Board – Maria Elena de la Garza and Jaime Molina*
- 6:55 10. Development Report– Anna Vaage / Amy Hanley (15 min)**
- 10.1 Progress Report for December 2020*
- 10.2 Committee Member Email Invitation*
- 10.3 Gift Acceptance Policy-- **Action Item****

- 7:10 11. Finance Committee Update – Doug Underhill (15 min)**
a) *Financial Report from the January 10, 2020 Finance Committee Meeting*
b) *Approve Line of Credit Renewal – **Action Item****
- 7:25 12. Newspaper Articles**
- 7:25 13. Items for Next Agenda (5 min)**
- 7:30 14. Adjourn Regular Meeting**

Next Meeting:
Wednesday February 17, 2021, by Zoom



BOARD OF DIRECTORS

Wednesday, November 18, 2020

5:00 PM to 7:30 PM

Zoom Meeting

DRAFT NOTES

Members: Nicolette Lee, Silvia Morales, Michael Babich, Lee Slaff, Brenda Griffin, Pam Fields, Sara Siegel, Stephanie Connor Kent, Steve McKay, Katy King, Jack Jacobson.

Staff Present: Ray Cancino, Amy Hanley, Cathay Cavanaugh, Doug Underhill, Julie Gilbertson, Lisa Hindman Holbert, Lois Sones, Tyler Smith, Lisa Berkowitz, Roxanne Moore, Seth McGibben, Anna Vaage, Leslie Telles.

Notes: Tonje Wold-Switzer

5:00 1. CLOSED SESSION

5:45 2. Adjourn Closed Session

Notes moved from closed session:

There are two COVID vaccines on the brink of emergency use authorization from the FDA, both with efficacy rates up to 95%. Vaccines often do not work quite as well in the elderly, but we have not yet seen data on efficacy across age groups. Vaccines will start arriving in December, and rollout will be restrictive at the beginning with the first vaccines going to healthcare workers, and seniors living in congregate living. The second tier is other frontline workers. The Pfizer vaccine has two doses, three weeks apart. Widespread availability of the vaccine is expected by the end of 2021.

5:45 3. Call to Order. Quorum Established.

5:46 4. Agenda Review

Add Giving Tuesday and Stakeholder Survey follow up to the Development Report.

5:47 5. Announcements/Program Updates

Introductions of HR Director Tyler Smith. Staff appreciation Holiday Party is virtual this year, and the Board is invited to attend.

5:52 6. *CONSENT AGENDA – Action Items

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

6.2 Draft Minutes of the September 10, 2020 Governance Committee Meeting*

6.3 Draft Minutes of the September 18, 2020 Board Meeting*

a) Jack/Michael moved to accept the updated 20/21 FY Budget. MSP.

6.5 Draft Minutes of the October 8, 2020 Governance Committee Meeting*

6.6 Draft Minutes of the October 14, 2020 Development Committee Meeting*

a) Michael/Lee moved to recommend that the Board continue to discuss acceptance of donations from legal cannabis entities with consideration of the industry's effects on youth and people of color, along with the possible negative perception from any sector of the community. MSP.

6.7 Draft Minutes of the November 11, 2020 Development Committee Meeting*

6.8 Draft Minutes of the November 12, 2020 Finance Committee Meeting*

6.9 Draft Minutes of the November 12, 2020 Governance Committee Meeting*

a) Sara/Jack moved to approve utilization of agency funds for the purchase of Ecolane scheduling software for Lift Line. MSP.

Jack/Michael moved to approve the consent agenda as presented. MSP.

6:15 7. Receive comments from members of the public on "Items not on the Agenda"

None

5: 53 8. BOD Chair Report

8.1 BOD Member Program Liaison – Discussion

In the past, each board member would visit a program and talk to the program director to become the board member expert on that program. That way, board members can easier be aware of the impacts of decisions on that particular program. This is also relevant when board members are asked to advocate on behalf of a specific program. In the past, board members gave a short presentation to the board after visiting "their" program and this can be very helpful for members in getting to know Community Bridges better. Board members expressed support for the liaison program, and it was noted how valuable the connection also had seemed for staff. Tonje will send out a form for members to self-select a program.

8.2 Committee Updates

Finance and Development reports are already on the agenda, but regular report backs from Governance and Advocacy would encourage more activity and engagement, and increase communication amongst board members about relevant issues. Currently there is need for support in Personnel and Development Committees, and the Advocacy Committee is needing a Chair. Board Chair noted that considering how boards and committees are generally supposed to run, board members must ensure we are doing our homework to allow CEO to spend time on other important items.

a) Governance – Sara

The committee approved purchase of a new scheduling system for Lift that will allow for more efficient scheduling and possibly the expansion into ride-sharing opportunities.

b) Advocacy

Given the current political climate, there is a need to fill the chair position. The chair leads the meeting, reports to the Board and creates the agenda which can be a collaborative effort between the Chair and staff, since staff is up to date on advocacy that affect participants, staff, and/or operations. Board members can also request to add agenda items. There are a few staff representatives on that committee, to represent the program/agency perspective. Silvia is interested in chairing or co-chairing, and Sara and Steve will remain on as members.

6:06 9. CEO Report – Ray Cancino

9.1 Health Benefit Renewal - Update

Our healthcare renewal rates came back better than anticipated this year, allowing us to double the life insurance benefit, reduce the copays, reduce the annual out of pocket by half, and reduce the contribution of dependent care by close to 25%. We looked at Kaiser and other providers, but ended up staying with Sutter+. This year's decision was based on both cost and on access of care. To further include staff in these decisions, we will add a question on this year's employee survey about staff's likelihood of wanting to have Kaiser or another different plan.

9.2 COVID and CZU – Update

CB is involved in outreach and communications for both debris flow and COVID. The agency received funds from Pajaro Valley Health Trust to create Spanish and English language PSAs about healthy holidays. For debris flow, we are setting up an emergency response plan and we are distributing 200 emergency radios to residents in the debris flow area to ensure they can receive emergency alerts if the power goes out. We are preparing contingency plans for staff and programs that may be impacted by a highway nine closure and Lift Line is preparing to take alternate routes if necessary. We will proactively send out text messages to ask that people sign up for Code Red Alerts. The County will have a primary line to call in the event of a mudslide and the pertinent information will be posted on their website. The CB website will be updated with that same information and links to the County website. Lift Line is prepared to assist with transportation, but debris flow is a sudden event and response time will be slower if it occurs outside normal operating hours. Mountain Community Resources is doing prevention work by providing sandbags, education, and emergency preparedness information. If there is significant rain in the forecast certain blue zones may be preemptively evacuated. The County has been upfront about their limited resources for this response, and is planning on warming centers that will be limited to those that have been directly impacted and has nowhere else to go.

9.3 Cannabis Funded Donations – Discussion

A separate document was included to review the identified pros and cons and a summary of why this came forward. A cannabis dispensary approached Community Bridges as a program they would donate \$10K annually to in perpetuity, resulting in a discussion about whether or not CB

should accept. To add to the complexity, we were approached while the company was applying to the Planning Commission for a permit. Governance Committee requested more information about who is impacted, who stands to benefit, and more broadly; how do we make decisions about accepting dollars from entities that possibly have an impact on the communities we serve? We know that cannabis legalization and acceptance of cannabis dollars is widespread and is likely to continue as part of the general norm, while we also recognize the harm that cannabis can cause. The reason for this discussion is to create a framework for future decision making that includes looking at the source of funding and who has been left out or been marginalized, and then make a commitment to mitigate some of those issues as part of accepting the dollars. Regardless of what the issue is it may be useful to separate the issue of a company applying to open a business within the city, and asking CB to be part of the application from the issue of taking cannabis money. As an agency that serves a community it is important to making sure that the community is not inadvertently impacted negatively by the actions of a donor. Where do we draw the line in terms of acceptance or not, and where do we make these decisions? Ideally, this should not be a board exercise every single time, but rather there should be guidelines in place that can inform future decisions. The existing gift acceptance policy will be sent out to see how this issue measures up to the metrics that we already have in place. Please let staff know if more information is needed to move forward towards a decision. Exploring specific threshold amounts for acceptance without Board approval of donations that seem controversial was suggested. This item will be added to next BOD agenda.

6:55 10. Development Report– Anna Vaage / Amy Hanley (15 min)

10.1 Progress Report for October 2020

This year we were unable to replicate two in-person fundraiser events from prior years, resulting in a net \$25K drop. Last year included \$48K in gross event revenues, of which almost half has been recovered through growth of other fundraising channels such as monthly giving, workplace giving, online outreach, and fire recovery appeal. Adding in the all donations received to date, including COVID and fire relief funds, the gap was reduced by an additional \$13K. We are heading into year-end holiday fundraising with Meals on Wheel's annual end of the year appeal, and Giving Tuesday which starts on December 1 runs through the 31st.

10.2 Board Giving Goals & Activities

The giving goal for the board is a combined \$20K per year, and a suggested goal of \$1,000 per board member per year. This is made up by personal contributions, fundraising, solicitations from the community, participation in our activities, attendance at events, and solicitation of sponsorships and gifts from within your networks. Currently, we are looking for sponsors of the Community Bridges' annual wall calendar that goes out as a year-end holiday fundraising appeal. Each Board member has received their personalized giving details by email. Participating and particularly inviting your friends and contacts to join us during fundraising events is an important part of meeting the \$20K goal. Other ways to support include serving

on the development committee or inviting someone you know to attend meetings, sign up to call donors, write thank you cards to donors, follow us and share on social media. Being an ambassador for Community Bridges within your community is an important part of the Board role and over time, this cultivation contributes to our donor base. There is a form for board members to inform us of particular areas of interest so that we can give support and more information as needed. Please return the form by the end of the year. The development committee recommend that we share this with members twice per year and the next follow up will be towards the end of the fiscal year.

10.3 Committee Chair & Membership

We are looking for a Board member to Chair the development committee. This includes being involved in the planning and facilitation of the committee meetings, help identify what topics needs covered, and report to the board about development activities and relevant items that were discussed in the meetings. The chair will also contribute skills and experience to help build fundraising activities. Currently we are looking at new and different ways of fundraising, and new ideas are very welcome. Our goal is to have a committee that is made up of board, staff and community members, and currently there are no community members and we are looking to recruit. Please reach out to Anna or Amy with interest and/or questions.

10.4 Giving Tuesday

Giving Tuesday is an annual worldwide day of giving on the Tuesday after Thanksgiving, and we have a Giving Tuesday campaign that will support all ten Community Bridges programs. On this day we do a significant amount of outreach via social media, email, and peer-to-peer fundraising, and we are trying to engage as many ambassadors as possible. This year's fundraising goal is \$6700, and we request that all Board members pick one of the three following ways to support Community Bridges this Giving Tuesday:

- Facebook has a lot of activity on Giving Tuesday, and you can create a fundraiser from your own Facebook page that supports Community Bridges.
- Share our Giving Tuesday posts in your networks through Facebook, Twitter and Instagram.
- Send a quick email or a text to a friend to let them know Giving Tuesday is coming up, and ask them to support Community Bridges.

10.5 Stakeholder Survey – Follow Up

This is a follow up on the communications responses to the stakeholder survey that was sent out in July 2020 to elected officials, city managers, people that we engage with on a business level, and our top 10 donors. The first question was, 'has Community Bridges improved their communication to our community about the services they provide'. We see more of a neutral response with a slight decline in those that strongly agree that we are improving our communications. The shift may signal that people are not receiving our communications through the channels we are using, or they may not recognize them as

important. This is an opportunity to explore new channels and to make communications more targeted. Due to the COVID crisis, there was also much competing information at the time of conducting the survey. To the open-ended questions ‘what can Community Bridges’ do to enhance and improve services’, a few responses noted creating more visibility of CB services to attract funding during moments of crisis, more visibility in the community and increased outreach. Since then we have built a standalone web page that has specific COVID information, resources for the public, and information on what solutions our programs brought to the crisis. We have issued a significant number of press releases related to COVID and the CZU fire, and we saw an overall 59% increase in our media coverage in newspaper and TV. We have also increased the number of emails sent. This year, to increase outreach we are conducting a direct mail campaign with potential new donors. Another response to that same question stated that CB could have a stronger presence on social media, and we are contracting out for additional social media support. We started an Instagram account in 2019, which is just getting up to speed, and we have added social media engagement in our goals.

7:32 11. Finance Committee Update – Doug Underhill

11.1 Financial Report from the November 12, 2020 Finance Committee Meeting

The current report is ending September 30 2020. Last board meeting, we approve the amended budget, which is shown in column C. WIC just ended their federal fiscal year, and spent out most of their contract seeing a slight gain. CDD received notice that the Department of Education will reimburse on either the maximum of allowable expenses or the full contract independent of child attendance. CDD is showing a net gain after the first quarter. Elderday is in a positive situation, and the program will receive an additional \$7.65 cents per daily attendance through December 31, 2021. Meals on Wheels saw a slight drop from last month, but has received an additional \$85K not in the budget from the city of Watsonville. We also expect additional CARES Act dollars to come from Area Agency on Aging (AAA). LiftLine saw very little change. The FRCs are in excess of their approved budgets, with much fire relief funding to MCR and additional COVID dollars for FRC overall. Some is for direct aid, some for operations. We are projecting a \$545K gain through the end of the year. We are also seeing a gain in our investment activity. A sizable \$94K endowment will be showing in the next report. We are in a strong cash flow position through the end of the calendar year.

7:37 12. Newspaper Articles

7:37 13. Items for Next Agenda

7:37 14. Adjourn Regular Meeting

Next Meeting:

Wednesday January 2020, 2020, by Zoom

Development Committee Notes December 9, 2020

Present: Lee Slaff, Michael Babich. Staff: Amy Hanley, Anna Vaage, Ray Cancino

Monthly Progress Report

We closed the gap in event revenue over last year through early year-end giving to our email and mail appeals. Monthly giving has also increased since COVID and as a portion of higher giving volume overall.

Giving Tuesday Results

We had our most successful Giving Tuesday to date, raising \$25,000 in nearly one day. Participation doubled, with 170 people participating including 40 new donors. Our unsubscribe rate was equal to last year. Online giving overall has increased with COVID relief donations and social distancing.

Donor Communication Plan

One of our goals for the year is highlighting 20 major donors that give \$1,000 or more, and developing a personal communication plan for each including meeting directly with 4. This list was presented, with 10 donors selected to receive a personal Thank You phone call from committee members over the coming months. Development Dept. will send hand written holiday cards to the 25.

Committee Structure & Outreach

Members recommended messaging committee membership invitation and communications to avoid emphasis on just asking for money, but supporting department activities and cultivating connections. There was discussion about developing a subset of outreach strategies for businesses and cultivating contacts with small and large local employers.

**Next meeting:
Wed, January 13 at 11am
Via Zoom**



Governance Committee Meeting

Thursday December 10, 2020

11:30 pm-12:30 pm

Zoom Meeting

DRAFT NOTES

Members Present: Jack Jacobson, Lee Slaff, Sara Siegel, Amy McEntee

Staff Present: Ray Cancino, Doug Underhill, Seth McGibben

Notes: Tonje Switzer

11:30 1. Meeting to order. Quorum Established.

11:30 2. Agenda Review

11:36 3. Strategic Plan Review Update

Salary policy goal: We have been working on comparing our current wages as they relate to certifications and classifications with other local comparable jobs, which has required an extensive amount of research. We are also identifying jobs that are misclassified in comparison to the market median average. We hope that from this information we can start working with the unions to reclassify and reprioritize some of these positions. Agency-wide issues include not having the funds to raise everyone's wages simultaneously, or to do large reclassifications due to very limited additional funds for programming or existing personnel. Therefore, the goal remains to balance those positions that are clearly inequitable first, and then work on larger strategic goals of raising additional wages for everybody. We have raised the minimum wage to \$15 faster than other nonprofits, and now our classified staff and licenses are there are significant differences between peers. This is important because it is difficult to hire credentialed staff such as nurses if we cannot pay the going rate. When we forego skilled workers, it affects operations and licensing.

Centralized intake system:

The goal for this project is a universal entry point for Community Bridges clients independent of what program they are requesting services from. We are in the process of expanding client feedback surveying through Listen4Good as our first iteration of an agency wide survey process. Next steps beyond client feedback includes selecting an ongoing system for inter-agency referrals that we hope will also include an app so that people can enter their basic

information to be processed for basic eligibility requirements across multiple programs simultaneously. On the backside, we may need to identify one person in charge of receiving referrals and following up with clients as needed, and we are working on those technical pieces.

Workplace Culture:

We move this work forward by bringing in a consultant to look at our communication from a Management Team perspective and to identify next steps to improve meeting dynamics interactions. This goal also includes our continued work around implementing our values in our communications and our everyday interactions among staff and with clients. This includes finding ways to measure that staff are following through with this work by including relevant questions on the staff survey such as:

- Do you know more about the CB values now than in the past?
- Do you feel like you practice the values?
- In the past year, do you feel like the workplace culture has changed for the better?

Senior Facility:

This is a big and ongoing goal, and we are working out what the next steps will be. We have completed the Lift Line facility contributing to long-term stability for one of our three senior programs. We are currently working on a consideration for Elderday while actively exploring suitable spaces for Meals on Wheels. This goal will continue into next fiscal year.

In addition to these goals, is there feedback on planning and goal setting from the Board for 2021?

11:47 4. Planning and Goal Setting 2021

Please bring any ideas forward, so we can start engaging that conversation with management team.

11:48 5. Staff Transitions (5 min)

Unfortunately, we are losing the Family Resource Center (FRC) Program Director who needs to relocate out of state and has submitted her resignation effective next Friday but will stay on remotely until the end of February. In the past transition in this position has lead to CEO stepping into that director role to help manage the centers until we find a permanent replacement, and it is likely that until the end of March or April this will be the case. We are currently reevaluating the structure and staffing of the FRCs by discerning how many clients each center serves and there may be some transitions in about where staff are stationed to support the programs that have more foot traffic. Please bring forth any recommendations for the FRC PD position that the Board may have.

11:50 6. COVID Legislative Updates

a) OSHA

OSHA released a last minute emergency standard requiring that the agency cover benefits and wages for any work related exposure to COVID-19 that requires quarantine or isolation. We are

making sure that employees are not concerned about having to use their PTO in order to comply. This may result in some added operational costs and longer closures.

b) CDC - Quarantine updates

As CDC guidelines are changing while city and county regulations stay the same, there has been confusion amongst staff wanting the alternative process of seven days of quarantining combined with a negative test. There is push from the state government for people to comply with the 14-day travel advisory, but as it is not a mandate, it is difficult to enforce. We cannot control people's lives outside of work; we can only communicate with staff about best practices, and inform them about mandates. The quandary is about who pays for quarantine after travel or after non-work related exposure, and the union has made it clear they want the agency to pay for that which is difficult because then we are rewarding people for travel, and for not adhering to the to the advisory.

c) Stay at Home Orders

There is a possibility and an expectation that Santa Cruz County is moving into a lockdown. Our current infection rates are based on individuals doing risky behaviors at home or with family during the holiday season. All CB staff are encouraged to do staggered asymptomatic testing with a portion of staff being tested every week. We have caught three positive among staff through asymptomatic testing. This prevented additional spread and illuminate how vectoring is occurring across our different sites.

11:55 7. Items for next GC Agenda/BOD Agenda

12:00 8. Closed Session

12:30 9. Adjourn

Next Meeting: Thursday January 14, 11:30am-12:30pm

Zoom: <https://zoom.us/j/326410777>, or call +1 669 900 6833

Meeting ID: 326 410 777

Development Committee Notes January 13, 2021

Present: Lee Slaff, Michael Babich. Staff: Amy Hanley, Anna Vaage

Monthly & Quarterly Progress Report

We received more than \$300K in donations during December, up from \$128K last year. Half of donations are unrestricted to CB or designated to various programs, and half are designated for MOW. We gained 618 new donors in 2020, and Meals on Wheels gained 1,190 new donors. Six programs have met their fiscal year fundraising goal halfway through the year. FRCs will receive focus during an upcoming monthly giving campaign. We have received eight major gifts of \$5K or more compared to three this time last year. Grant applications can require a month of development and coordination between programs, funder and fiscal dept, and our full time grant writing position makes it possible for us to pursue these. We are now able to track more data about our online and social media traffic to help us set goals for these. We will develop our new fiscal year goals starting in April.

New & Major Donor Stewardship

Staff are creating systems for welcoming new donors with information about our agency. We are sending handwritten cards to major donors, and committee members are assisting with phoning and emailing donors to acknowledge their role in our mission. We are cultivating monthly donors and launch our first monthly giving campaign next month.

Gift Policy Update

Committee members reviewed a proposed revision to Community Bridges' gift acceptance policy to specify that questions regarding the suitability of donations \$10K or over will be presented by the CEO to the Board, and gifts under \$10K will be considered by Development Committee. This is a change from recommendations coming from Governance and Finance Committee prior to the formation of Development Committee, and did not specify amounts.

The Development Committee recommends adoption of the Gift Acceptance Policy revisions by the Board of Directors.

Committee Member Cultivation

Committee members are asked to invite contacts to join Development Committee and sample invitation language was shared. This request will also be shared with the Board at its next meeting. Development staff will pursue other avenues for recruiting new members.

Next meeting:

**Wed, February 10 at 11am
Via Zoom**



Finance Committee

Thursday, January 14, 2021, 10:30-11:30 AM

Zoom Meeting

Santa Cruz County, CA

DRAFT MINUTES

Members Present: Lee Slaff, Michael Babich, Jack Jacobson

Staff Present: Ray Cancino, Doug Underhill

Notes: Tonje Wold-Switzer

10:30 Agenda Review

10:35 CFO Report – Doug Underhill

a) Report on PPP and Fiscal Year 1920 Agency Audit

The PPP loan forgiveness required much work on the back end as we prepare documentation and ensure all expenses are included. All the backup documentation has been turned into Santa Cruz County Bank for their preliminary review. Once we receive their pre-approval we will complete fill the two-page application to SBA, for final approval. We have identified \$3.5MM forgivable expenses, and the loan amount is \$1.667MM, so there should not be any issues with having qualified expenses.

The 19/20 fiscal year agency audit deadline was extended by three months to February 15, and we are now working full days with the auditor to complete it. We will need to convene an Audit Committee, of which only one member can come from the Finance Committee. We will seek to solicit two more members at the January Board meeting for this 2-3 hour commitment. Once there is a committee, we will find a convenient time as close to February 15 as possible.

b) Program Budget Summary / Program Updates & Analysis – November

WIC is still the beginning of their federal fiscal year, and are balanced to zero as far as reimbursement of expenses. CDD showed very little change over the last month, but is still showing a potential \$79K projected gain, which is what they can obtain in child fees. Elderday continues to operate strongly with temporary home services, and is still in a very favorable position. Meals on Wheels is in a situation of needing to match out the level of services to the

level of funding. There are added expenses to increase breakfast services and meals, and we are waiting for the Area Agency of Aging (AAA) to inform us how much funding can be expected from them. The \$94K endowment deposit was moved down to the fixed asset line. Lift Line is showing some overall gain but because that money is tied up in measure D, the program is showing a \$96K deficit in other funding sources, including the \$59K change from last month incorporating the Ecolane purchase expenses. The FRCs continued to see strong funding levels of come in. The Agency is seeing personnel cost savings of \$10K-\$12K of almost every payroll being paid with CARES Act monies due to COVID sick leave. La Manzana is showing a strong gain of \$46K. MCR is up around \$36K as the budgeted Board approved use of \$152K in reserve funds for the bathroom project has been reduced to \$116K, however, they are presented as zero gain since they are utilizing prior year funding. Nueva Vista is projecting a \$29K gain and Live Oak saw a very small gain. CACFP is at the end of their second month of the federal fiscal year, and showing a \$24K negative. We may need to do some adjustments to their projected personnel expenses as the fiscal year moves forward. The home counts and centers' revenue are unpredictable. A large expense for this program is the KidCare software they use for operations, and we were able to negotiate a very favorable rate from \$10 down to \$3 for three months, and then moving to \$5 on October 1, however, they are being charged the \$3 rate, so they may see some savings compared to budget. Development saw very little change. Burroughs Investments (Live Oak) is seeing a \$37K projected gain over expenses for the year through November 30. Fixed asset and general agency is showing a \$151K gain, which includes the Meals on Wheels endowment gift received this FY. In the budget, there is \$941,127 of PPP and CARES Act funding from the County, in addition to other one-time funding for COVID and CZU relief that is not guaranteed for next year, and there has been a heightened level of grant applications to attempt to make up for some of this funding for next FY. There will likely be deficits in the cities and county budgets as budget negotiations commence in the next couple of months. The inter-program effects from lack of congregation is another concern. Elderday's contract with Meals on Wheels is close to \$125K, and the contracted support for Lift Line is about \$300K in addition to \$200K in TDA funding that together makes up about \$625K per year. There is no balance sheet and income statement this month as we are in the middle of the audit and will have audited numbers to work from within the next month.

c) Update on Balance Sheet and FASB Revenue Recognition

There has been some changes to Federal Accounting Standards Boards (FASB) rule requirements. In the US, the new cap requirements dictate that revenue must be categorized either as conditional or unconditional. Conditional revenue would be a reimbursable contract or a grant where a certain amount of deliverables must be met. Other grants are considered unconditional if there are not significant barriers to overcome to receive the funding, even if we still report on how it is used. The new rules require us to show revenue as

it is received, which is counter intuitive for nonprofit agencies. If for example we received funding before the new fiscal year, it will show in that fiscal year even though there are no expenses attached to it. When it is then spent out in the following fiscal year as intended, the expenditures will show as a loss on the financials because the revenue is tied to the previous year. This has caused us to have to shift back about \$470K of revenue that now will be showing in fiscal year 1920, resulting in a very large net asset gain on the audited financials. This is creating a situation where revenues either will have to stay consistent, or be growing, or we may have to show a loss in a year where operationally we are not really performing at a loss. Much of the funding that arrives in June is designed to be utilized in the next fiscal year, and now revenues will not match up to the expenses. Also, we don't want to show it as a program gain, as it is not program reserves. We are looking for ways of separating this revenue from program reserves by possibly creating an additional column for prior year funding received for 2021.

d) Cash Flow and Line of Credit

Cash flow is strong compared to previous years.

e) Investments and Funds – Status Review December 31, 2020

Both Boroughs and LPL continue to move in the right direction.

f) Additional property discussion and analysis (closed session)

11:20 Closing items

a) Questions / Answers

b) Items for next agenda

Next Meeting TBD



Governance Committee Meeting

Thursday January 14, 2021

11:30 pm-12:30 pm

Zoom Meeting

DRAFT MINUTES

Members Present: Nicolette Lee, Lee Slaff, Jack Jacobson

Excused Absences: Sara Siegel

Staff Present: Ray Cancino, Seth McGibben, Doug Underhill

Notes: Tonje Switzer

11:30 1. Meeting to order. Quorum established.

11:30 2. Agenda Review

Add approval of minutes

11:31 - Approval of December 10, 2020 Governance Committee Draft Minutes

Lee/Jack moved to approve the minutes as presented.

11:32 3. Agency Priorities

There are three major initiatives that will be brought forward this year and that are in alignment with our overall strategic plan:

1. Complete an agency wide customer satisfaction survey.
2. Complete an agency wide intake form
3. Develop an agency wide Community Bridges app that will allow people to insert their eligibility information and submit it to programs to help automate and expedite the potential screening of clients over time.

We will be working through the process of getting approval and buy-in from all the other program directors in the leadership team. Other remaining and ongoing priorities include; identifying and securing a permanent location for Meals on Wheels and Elderday; elevating our agency culture goals both within the management team and with the agency overall; and addressing the salary policy goal.

11:35 4. Community Board Member Position - Discussion

At the last board meeting, we discussed how to make the board more inclusive, welcoming, and warm for new board members. We identified a potential consideration for a client representative to sit on the board. To continue that discussion, we have

invited Executive Director of Community Action Board (CAB) and their Board Chair, who is also a CAB program participant, to join us at our next board meeting. Including clients on the Board is part of their requirements and this will be an opportunity for our Board to engage with what that might look like, what works, and how it can be operationalized. How we expect other community members to feel welcomed in the BOD space, was a topic at the Advocacy Committee meeting and we are carrying the conversation forward to the Board. Part of this may be the inability to meet in person and socialize before and after meetings. We will present general conduct agreements such as believing people are coming from the best intentions, using I statements etc. Nicolette will facilitate this conversation at the meeting if there is room on the agenda. We will also take time for an icebreaker to create some time where members can get to know each other a little.

11:40 5. Board Development and Engagement

We are still looking for someone to chair the Development Committee, and need one additional member for Finance. At the next board meeting, we will review the pipeline and seek to bring in some support. The current interim Chair's intention is for someone else to take on the role of Board Chair. Rosemary Anderson, is interested in joining the Board and CEO is meeting with her.

12:43 6. Vaccination Rollout

Elderday staff was vaccinated this week, much thanks to Amy McEntee's advocacy on our behalf. We are in the process of Program Managers and Program Directors discerning priority tiers of staff for vaccination based on whether or not they are in direct contact with the public. We are meeting with the county next week to discuss vaccinations for Meals on Wheels staff. We met with the Smart union to inform them that we will be taking a position of required vaccination, although we will not mandate it. After everyone has had the opportunity, we will reevaluate to see if we get to at least 80% compliance. At that point we may look into mandates for those that work directly with the public, and especially with frail or medically complex individuals over 65. There has been some reluctance among staff to receive the vaccine and we will provide staff across the agency with opportunities to engage with medical staff for Q&A to answer questions and alleviate concerns. Amy is working on staff communication surrounding this topic, and we hope to disseminate some of that next week.

11:48 7. Items for next GC Agenda/BOD Agenda

11:48 8. Closed Session

11:58 9. Adjourn

Next Meeting: TBD

Zoom: <https://zoom.us/j/326410777>, or call +1 669 900 6833, Meeting ID: 326 410 777



Board Program Liaison

Please fill out the poll to self-select “your” program here:

<https://forms.gle/K6FPP3Dqsba3X2378>

Board Member	Program
Michael Babich	Meals on Wheels
Lee Slaff	Mountain Community Resources
Stephanie Connor Kent	WIC
Jack Jacobson	Live Oak Community Resources
Sara Siegel	La Manzana Community Resources
Amy McEntee	
Steven McKay	
Brenda Griffin	
Nicolette Lee	
Shannon Brady	
Silvia Morales	

Basic Ground Rules of Conduct

- We listen to each other and give others a chance to talk without interruptions and side conversations.
- We focus on issues and interests, and not on personalities and our position of belief.
- We agree that it is okay to disagree ... constructively
- We use short and to-the-point statements while keeping to the discussion topic.
- We share relevant information while being specific and using examples.
- We make decisions based on a democratic model, while honoring those who are not in agreement.
- We listen to understand, and speak to be understood... not to create debate.
- We are engaged, participate fully, and stay positive.
- We start and end meetings on time.
- We will turn off our camera or mic if our surroundings are creating distractions for others.
- We raise our hand to be recognized, or use the chat function to raise questions or add comments.
- We seek first to understand, and then to be understood.



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

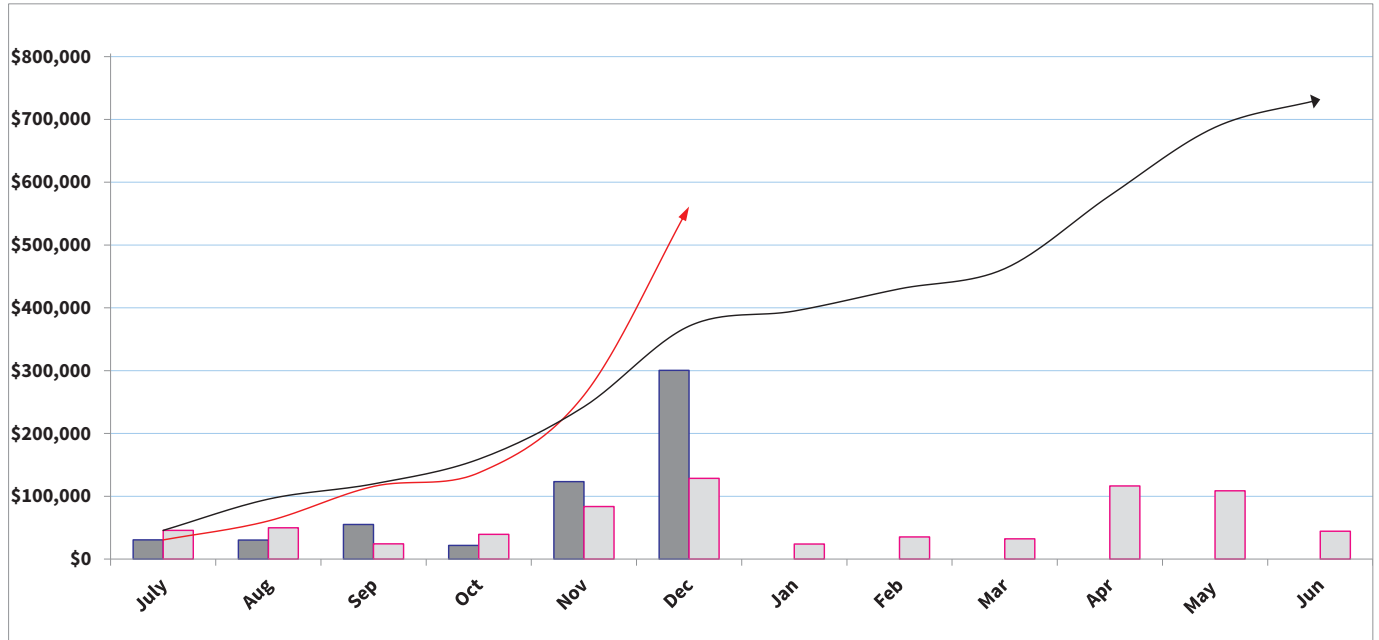
Development Progress Report

Fiscal Year 2020-21

December 31, 2020

Donation Revenue (Excluding Grants and COVID-19 & CZU Fire Relief donations)

Total	Fiscal Year	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
	Current Year 20/21	\$30,484	\$30,210	\$55,041	\$21,651	\$123,418	\$300,553							\$561,357
	Previous Year 19/20	\$45,654	\$49,811	\$24,246	\$39,321	\$83,533	\$128,405	\$23,933	\$35,366	\$32,165	\$116,354	\$108,719	\$44,406	\$731,913
Year over year difference: 12/31/19 to 12/31/20 \$190,387 119.7% change														



Key highlights through December 2020

- December donations up 130% over last year, with average gift of \$199 compared to \$139 Dec 2019. Volume also increased 49%
- CB added 618 new donors in 2020, compared to 140 in 2019. MOW mailers added 1,190 new donors compared to 530 last year.
- Giving Tuesday raised a record \$25K, 130% increase over last year. Participation doubled over prior year, incl. 40 new donors.

A. Cumulative YTD Donations vs Budgeted Goal - See Fundraising Campaign Report

- 20/21 Donation Goal \$462,106 -10.1% Goal Change over Prior Year
- 20/21 Donations YTD \$561,357 121% Portion of goal met at 50% Portion of year lapsed

B. Active Grant Applications vs Prior Year - See Grant Application Report

- 20/21 Grants Awarded \$834,332
- Prior Year Awarded \$1,319,007 -37% Growth over prior year
- 20/21 New Funds Added \$132,500 16% Portion of YTD Grant Funds New

C. Relief Funds Received & Awarded - See COVID-19 & CZU Fire Relief Donations & Grants

- 20/21 COVID Relief Total \$71,500 Total of Donations & Grants
- 20/21 Fire Relief Total \$339,338
- Prior Year COVID Total \$674,545

D. Grand Total Donations & Grants, incl. COVID & Fire Relief Funds

- 20/21 All Donations YTD \$595,196 \$33,838 Relief funds portions
- 20/21 All Grants YTD \$1,211,332 \$377,000
- Prior Year All Donations \$921,615 \$189,702
- Prior Year All Grants \$1,803,850 \$484,843

Fundraising Campaign Report Through December 31, 2020

Excluding COVID-19 and CZU Fire Relief Funds

Donations to Programs	20/21 Goal	20/21 YTD	% Goal Met	19/20 Final
CB General Funds	\$102,914	\$161,366	157%	\$156,861
Child and Adult Care Food Program	\$2,350	\$9,209	392%	\$4,245
Child Development Division	\$7,112	\$4,962	70%	\$7,860
Elderday	\$5,773	\$6,022	104%	\$8,322
La Manzana Community Resources	\$3,252	\$4,732	146%	\$4,376
Lift Line	\$12,209	\$4,228	35%	\$16,124
Live Oak Community Resources	\$24,508	\$4,920	20%	\$28,643
Mountain Community Resources	\$54,549	\$44,859	82%	\$88,931
Meals on Wheels	\$243,000	\$312,601	129%	\$407,015
Nueva Vista Community Resources	\$4,890	\$5,869	120%	\$6,711
Women, Infants & Children	\$1,550	\$2,588	167%	\$2,824
Total Program Revenue	\$462,106	\$561,357	121%	\$731,913

Fundraising Appeals & Campaigns	20/21 Goals	20/21 YTD	YTD 19/20 To Date	20/21 \$ change
Donates Monthly		\$18,915	\$7,430	\$11,485
Calendar & Year-End Annual Gifts	\$36,000	\$37,440	\$39,937	(\$2,497)
Calendar Sponsorships	\$4,500	\$2,250	\$4,750	(\$2,500)
CB Direct Mail Appeal	\$2,000	\$2,321	n/a	\$0
Endowment Funds (CB, MCR, MOW)		\$2,500	\$4,600	(\$2,100)
Farm to Fork Gala	\$8,000	\$40,988	\$72,980	(\$31,992)
Giving Tuesday	\$10,540	\$25,250	\$10,797	\$14,453
Honor/Memorial		\$6,196	\$2,845	\$3,351
Major Gifts \$5K+	\$40,000	\$93,000	\$25,000	\$68,000
MCR Fundraiser		\$4,715	\$21,650	(\$16,935)
MOW Fall Mailer	\$90,000	\$167,412	\$96,637	\$70,775
MOW Spring Mailer (prior fiscal year)		\$7,486	\$4,424	\$3,062
MOW Meal Donation	\$5,000	\$1,868	\$3,764	(\$1,896)
Online (incl. Email & Social Media)		\$59,505	\$8,214	\$51,291
Outside Fundraisers of behalf of CB		\$21,138	\$4,636	\$16,502
Other Miscellaneous		\$48,188	\$48,105	\$83
Payroll & Matches		\$16,882	\$7,723	\$9,159
Program Donation Box		\$1,103	\$3,474	(\$2,371)
Santa Cruz Gives		\$4,200	\$4,005	\$195
Total Campaign Revenue		\$561,357	\$370,971	\$190,386

Board member contributions (incl above)	\$10,000	\$4,965	\$8,950	(\$3,985)
Board member solicitations (incl above)	\$10,000	\$5,770	\$13,095	(\$15,125)

Grant Application Report

Excluding COVID-19 and CZU Fire Relief Grants

Through December 31, 2020. Changes this month shown in **bold**.

Grants Awarded: Government Funded	FY 20/21	FY 19/20
California Public Utilities Corp (FRC)		\$32,174
Low Carbon Transit Operations Program LCTOP (LL)		\$275,309
Santa Cruz City Set-Aside (CDD Sycamore)		\$13,642
State Transit Assistance STA 3 Yr Supplemental (LL)	\$100,000	\$100,000
Total Government Grant Funds Awarded	\$100,000	\$421,125

Grants Awarded: Foundation & Private	FY 20/21	FY 19/20
Alliance Capital Campaign Grant (Elderday)	<i>To apply \$2.5M</i>	\$150,000
Alliance Partners for Healthy Food Access (FRC)	\$10,000	\$15,600
California Emergency Solutions and Housing (MCR)		\$240,478
Caroline's Nonprofit Thrift Store (LMCR)	\$10,000	\$20,000
Community Action Board Immigration Services (FRC)	\$11,832	\$8,000
Community Foundation Monterey (LMCR)	\$15,000	\$12,000
Community Foundation Santa Cruz County (CB)	\$50,000	\$60,000
Dudley-Vehmeyer-Brown Foundation (MCR)	\$10,000	\$5,500
Joseph & Vera Long Foundation (ELD or LL)	\$25,000	
Kaiser Foundation for At Risk Youth (LL, ELD, FRC)	\$150,000	\$15,000
Monterey Peninsula Foundation (Lift Line)	\$40,000	\$40,000
Newman's Own Shelf Stable Meals (MOW)	n/a	\$9,500
Packard Foundation General Operating (FRC)	\$75,000	
Packard Foundation Capacity Building (FRC)	\$12,500	\$12,500
Packard Foundation Youth Activities (NVCR)	\$45,000	\$45,000
Pajaro Valley Community Health Trust (LMCR)	\$15,000	\$15,000
Palo Alto Medical Foundation (MOW)	\$7,500	\$7,500
Silicon Valley CF 1440 Foundation (CB) General	\$30,000	
Subaru Share the Love Vehicle Sales Proceeds (MOW)		\$6,804
Sunlight Giving (CB) Operating Support multi-year	\$225,000	\$150,000
Sutter Health North County Homeless Services (MCR)		\$25,000
United Way Youth Well-Being (LOCR)		\$30,000
Volunteer Center Emergency Prep (FRC, MOW)		\$30,000
Watsonville Rotary Mental Health (LMCR)	\$2,500	
Total Foundation & Private Funds Awarded	\$734,332	\$897,882

Total Grant Funding Applications Awarded	\$834,332	\$1,319,007
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COVID-19 & CZU Fire Relief Donations & Grants

Through December 31, 2020

Relief Donations Received	20/21 COVID & FIRE	19/20 COVID
CB General Funds	\$14,417	\$111,345
Child and Adult Care FP	\$5	\$3,365
Child Development Dept		\$550
Elderday	\$650	\$9,995
La Manzana		\$600
Lift Line		\$570
Live Oak		\$1,775
Mountain Community	\$17,367	\$6,576
Meals on Wheels	\$1,300	\$52,671
Nueva Vista		\$1,350
WIC	\$100	\$905
Total Donations Received	\$33,838	\$189,702

Relief Grants Awarded	20/21 COVID & FIRE	19/20 COVID
CDBG/CARES ACT City of Santa Cruz (MOW, ELD)		\$76,394
Central CA Alliance for Health (CB) COVID Relief		\$29,400
Community Foundation Monterey County (LMCR)		\$10,000
Community Foundation SCC COVID (ELD, MOW, FRC)		\$90,000
Community Foundation SCC Fire Relief Fund (MCR) Operations	\$15,000	
Community Foundation SCC Fire Relief Fund (MCR) Direct Assistan	\$119,000	
Community Foundation SCC Repass - Rodgers Fund (MCR)	\$15,000	
Driscoll's Direct Food Support Aid (FRCs)		\$20,000
FEMA Emerg Food & Housing via United Way (MOW & FRC)		\$30,349
Meals on Wheels America (MOW) COVID Relief Funds	<i>Applied \$50K</i>	\$100,000
PG&E Fire Relief (MCR) Operating & Direct Assistance	\$30,000	
Pajaro Valley Health Trust (CB) COVID/Fire Relief	\$40,000	
Pajaro Valley Health Trust (CB) COVID Messaging	\$10,000	
Pinpoint Foundation (CB)		\$5,000
Pittsburg Foundation (MCR) Fire Relief	\$1,000	
Santa Cruz Community Ventures (FRC) Undocufund		\$53,500
Santa Cruz Community Ventures (FRC) Cash Assistance		\$40,200
Santa Cruz County CARES (ELD SCWOL) Financial Assistance	\$50,000	
Silicon Valley CF (FRC) Direct Relief Financial Assistance	\$10,000	
Simpson Thacher & Bartlett LLP (MCR) Fire Relief	\$20,000	
Sunlight Giving Rental Assistance (CB)	\$25,000	\$35,000
The Ardea Fund	\$50,000	\$25,000
United Way 211 Disaster Funds (MCR) Mobile Laundry Trailer	\$26,000	
United Way 211 Disaster Funds (MCR) Direct Assistance	\$10,000	
United Way First 5 (CDD)	\$6,000	
Total Grant Funds Awarded	\$427,000	\$484,843

Relief Gifts & Grants Received to Date	\$460,838	\$674,545
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Meals on Wheels

FOR SANTA CRUZ COUNTY

COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD



Proclamation of Appreciation

Whereas we acknowledge the community members who generously give their time and talents to help improve the lives of seniors; and

Whereas their acts of kindness remind us that we all have a role to play in making our communities safer, healthier, and stronger; and

Whereas volunteers' commitment is fundamental to the program's success in serving every senior in need, turning no one away; and

Whereas we honor and recognize the value which volunteers contribute to our program and community, and we celebrate the spirit and generosity that drive our neighbors to care for the seniors in our community.

Now therefore, the Board of Directors of Community Bridges does hereby proclaim the volunteers of Meals on Wheels to be vital and indispensable partners in ensuring that No Senior Goes Hungry in Santa Cruz County, California on this twenty first day of December, two thousand and twenty.

With our gratitude,

<i>Nicolette Lee</i>	<i>Sara Siegel</i>	<i>Lee Staff</i>
<i>Jack Jacobson</i>	<i>Shannon Brady</i>	<i>Amy McEntee</i>
<i>Steve McKay</i>	<i>Stephanie</i>	<i>Michael Babich</i>
<i>Brenda Griffin</i>	<i>Connor Kent</i>	<i>Silvia Morales</i>

Sample email to invite Community Members to Community Bridges Development Committee

Subject: Do you want to get connected and give back to your community?

As you may know I am on [the Board at Community Bridges/staff at Community Bridges], one of the largest human services nonprofit agencies in Santa Cruz County that serves over 17,000 children, families and seniors every year. The agency is seeking community members to join its Development Committee, which provides guidance and support for fundraising efforts to sustain and grow all 10 Community Bridges programs.

This important committee is made up of Community Bridges Board members, community members and staff. Participation in the committee is not just about asking people for money! Members can utilize their unique skills and experience to help further the mission of the agency and help connect Community Bridges with other like-minded groups and supporters in the community.

If you or someone you know is looking to expand their knowledge of nonprofit services, fundraising, marketing, event planning or community building, Community Bridges' Development Committee is a great opportunity to get connected and inspired.

Roles and responsibilities of community members include:

- Attend monthly committee meetings on the 2nd Wednesday of each month via Zoom.
- Be a Community Bridges ambassador in the community and online, such as attending Chamber of Commerce and other civic events (when it is safe to gather in person).
- Provide input on fundraising department goals, objectives and activities.
- Support online and offline campaigns using skills and areas of expertise.

Committee member skills and interests may include:

- Community Networking
- Graphic Design
- Event Planning
- Fundraising/Donor Relations
- Media and Public Relations
- Marketing/Communication
- Photography/ Videography
- Volunteer Recruitment

GIFT ACCEPTANCE POLICY

Date Policy Takes Effect: January 22, 2002. Amended: January 13, 2021.

Purpose of Policy: Community Bridges actively solicits financial contributions and also receives unsolicited gifts. Contributions from businesses or individuals may have strings attached (i.e., quid pro quo), may negatively impact perception of the agency or be damaging to the agency's mission. This policy provides criteria for the board to decide what gifts to accept or decline, and protects the agency from controversial gifts that might interfere with the mission, programs and finances of the agency.

Responsibility and Considerations

COMMUNITY BRIDGES actively solicits gifts to further the mission of the organization. There is a potential that the acceptance of certain gifts could compromise the ability of the organization to accomplish its goals, or could jeopardize its exempt status. Hence, the following gift acceptance policy applies:

1. The Chief Executive Officer of COMMUNITY BRIDGES, or designee, and members of the Board of Directors have the authority to solicit and accept gifts on behalf of COMMUNITY BRIDGES within the following guidelines.
- ~~2. Gift acceptance recommendations may be made by the Finance and/or Development Committee to be determined by the Board of Directors. When a question regarding suitability of a gift arises, these committees shall study the matter and make recommendations to the full board. These committees shall also recommend pro-active solicitation of such gifts.~~
- ~~3.~~
- 4.2. COMMUNITY BRIDGES' responsibility is to productively pursue gifts that will further the organization's mission, goals, and objectives. The primary consideration in the pursuit of gifts is how they can benefit the organization in the most ethical and unencumbered manner. To that end, when planning to solicit gifts, or determining the suitability of a potential gift, the following must be considered:
 - a. CORE VALUES: Is the gift one that is consistent with the organization's standards, principles, and core values?
 - b. COMPATIBILITY OF CAUSE: Will the gift unnecessarily challenge the organization's ability to further its mission, goals, or objectives?

- c. PUBLIC RELATIONS: Does the acceptance of the gift present the organization in an unfavorable light? Does it appear that there may exist a conflict of interest between the donor and the organization?
- d. MOTIVATION: Does the donor demonstrate a clear charitable intent and a commitment to the organization **without any favor or advantage expected in return for the donation (i.e., quid pro quo)?**
- e. CONSISTENCY: Will the acceptance of the gift be compatible and in agreement with other fund-raising activities or gifts of the organization?
- f. CREDIBILITY: Are the circumstances surrounding the donor and the gift believable?
- g. ORGANIZATIONAL STABILITY: If controversy develops, will it be significant enough to weaken the structure of the organization?
- h. FORM OF GIFT: Will the nature of the in-kind contribution create problems, such as in advertising or sponsorship?
- ~~i.~~ SOURCE OF GIFT: Who is the donor? Is the gift from an individual or a corporation? Does the donor represent a perceived conflict of interest, or might the donor's objectives not fit with the mission of the organization? **Is the donor open, honest, and straightforward about it's operations?**
- ~~j-i.~~
- j. BOTTOM LINE: Gifts can encourage others to give or do the opposite. What effect will the particular gift have on the organization's bottom line?

3. When a question regarding suitability of a gift arises based on considerations noted in #2 above, the Board of Directors will follow the review process indicated below:

- a. Major donations of 10K or above will be presented by Chief Executive Officer, or designee, to the full board.
- a.b. Donations of less than 10K will be reviewed and approved by Development Committee and presented to the Board in the consent agenda.

Gift Acceptance Policy

COMMUNITY BRIDGES reserves the right to decline any financial commitment, gift, or bequest, as well as the right to determine how a gift will be credited and/or recognized.

Unrestricted gifts shall be encouraged, unless (1) the donor indicates that he or she is willing to make a restricted gift only, or (2) the option of a restricted gift will otherwise significantly increase the chances of obtaining a gift from the donor.

When giving restricted gifts to COMMUNITY BRIDGES, or to any of the affiliated organizations, donors and their advisors shall be encouraged to use language that would permit application of the gift to a more general purpose if, in the opinion of the Board of Directors, the designated purpose is no longer feasible.

All receipts from unrestricted bequests, annuities, charitable remainder trusts, or charitable lead trusts shall become a part of the endowment fund, unless the Finance Committee recommends an alternative use, the Development Committee reviews, and the Board determines that a particular unrestricted gift of the type enumerated in this paragraph should be deposited in a different account.

COMMUNITY BRIDGES will pay no commissions or finder's fees as consideration for directing a gift to COMMUNITY BRIDGES or to any of COMMUNITY Bridge's affiliates.

Donors are responsible for obtaining their own appraisals for tax purposes of real property or tangible or intangible personal property being given to COMMUNITY BRIDGES, and for any fees or other expenses related to such appraisals.

COMMUNITY BRIDGES retains the right to obtain its own qualified appraisals of real property or tangible or intangible personal property being offered as a gift, at its own expense.

COMMUNITY BRIDGES will acknowledge receipt of gifts of tangible personal or real property in accordance with IRS requirements, and will sign any IRS form or other documents necessary for the donor to obtain a tax deduction for such gifts, so long as such acknowledgment does not entail valuing the gift.

Prospective donors shall be responsible for their own legal, accounting, appraisal, transportation, and other fees related to COMMUNITY BRIDGES.

Prospective donors shall be strongly encouraged ~~in all cases~~ to consult with their own independent legal and/or tax advisors about proposed gifts, including tax and estate planning implications of the gifts. No representative of COMMUNITY BRIDGES shall provide legal or tax advice to any donor or prospective donor.

Upon request, representatives of COMMUNITY BRIDGES may provide to the donor sample bequest language for restricted and unrestricted gifts, to ensure that a bequest is properly designated. COMMUNITY BRIDGES may also provide, upon request, IRS approved specimen trust agreements, for review and consideration by the donor and his or her advisors. The

specimen or sample nature of such language or agreements shall be clearly indicated on all documents given to donors, and donors shall be advised that consultation with their own legal advisors is essential prior to use of such standard language or specimen agreements.

All information about donors and prospective donors, including but not limited to their names, the names of their beneficiaries, the nature and amounts of their gifts, and the sizes of their estates will be kept strictly confidential by COMMUNITY BRIDGES and its representatives, unless the donor grants permission to release such information. All requests by donors for anonymity will be honored, except to the extent that COMMUNITY BRIDGES is legally required to disclose the identity of donors.

The Chief Executive Officer, -or designee, is authorized to enter into planned gift agreements on behalf of COMMUNITY BRIDGES, and to execute any and all documents necessary or appropriate to consummate such agreements.

Any exceptions to these Gift Acceptance Policies may be made only in exceptional circumstances, on an individual basis, and shall require the approval of Board of Directors.

These Gift Acceptance Policies may be amended by the Board, upon recommendation from the Chief Eexecutive Officer, the Finance or Development Committee.

COMMUNITY BRIDGES Program Budget Summary November 30, 2020											
Projections for Year Ending 6-30-2021											
A	B	C	D	E	F	G	H	I	J	J	K
PROGRAM NAME:	6/30/20 Projected Balance	Annual 20/21 Projected Budget	Current Projected Expenses	Current Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2020-2021 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	Change from Prior Mo	% Change	14.53% Gen'l & Adm Exp
WIC (Oct-Sept FFY)	191,844	2,401,683	2,345,694	2,345,694	0	-	191,844	8.2%	-	0.0%	340,643
Child Development Div	295,464	2,047,702	1,944,550	2,023,744	200,000	79,194	374,658	19.3%	(399)	0.0%	282,048
Elderday	235,881	2,265,643	2,143,257	2,224,100	209,700	80,843	316,724	14.8%	27,133	1.3%	170,336
Meals on Wheels	675,325	2,383,534	2,527,351	2,620,612	208,530	93,261	768,586	31.7%	(75,543)	-3.0%	365,107
Lift Line	(207,545)	1,969,592	2,268,616	2,172,513	165,000	(96,103)	(303,648)	-15.9%	(59,064)	-2.6%	280,648
La Manzana Commtty Res	169,977	702,137	719,650	766,647	122,018	46,997	216,974	30.7%	23,869	3.3%	91,434
Mountain Commtty Res	171,861	715,114	864,945	864,945	112,000	-	171,861	20.1%	-	0.0%	96,129
Nueva Vista Commtty Res	89,601	409,768	439,540	468,704	51,000	29,164	118,765	27.3%	20,911	4.8%	56,768
Live Oak Commtty Res	129,043	391,398	442,052	447,623	45,000	5,571	134,614	30.5%	1,239	0.3%	64,236
CACFP (Oct-Sept FFY)	5,615	4,178,223	4,229,956	4,205,433	67,500	(24,523)	(18,908)	-1.7%	(18,007)	-0.4%	71,339
Administration	71,994	2,085,124	2,083,320	2,166,615	0	83,295	155,289	7.5%	60,103	2.9%	6,728
Philanthropy	162,415	235,479	218,638	220,544	56,628	1,906	164,321	75.2%	(330)	-0.2%	29,069
TOTAL PROG OPERATIONS	1,991,475	19,785,397	20,227,569	20,527,174	1,237,376	299,605	2,291,080	14.50%	(20,088)	-0.1%	1,854,485
LOCR-Capital Campaign	443,594	27,240	23,570	61,258	0	37,688	481,282	NA	37,321		0
CBHQ FY 20/21 Activity		-	108,660	121,040	0	12,381	12,381	NA	16,705		0
Fixed Assets & Gen'l Agy	3,391,838	-	1,480	153,241	0	151,761	3,543,599	NA	101,139		0
TOTAL AGENCY	5,826,907	19,812,637	20,361,279	20,862,713	1,237,376	501,434	6,328,341	14.50%	135,077	0.7%	1,854,485

Notes: MOW : \$350,000 of MOW reserve revenue shown on Fixed Assets & General Agency 6/30/20 Fund Balance.

Fixed Asset purchases and Pass-Thru expenses exempt from Indirect; Revenues and Expenses include all pass-through

Program Budget Summary
November 30, 2020

PROGRAM NAME:

WIC	-10K personnel, +10K minor equipment, minimal other changes
Child Development Div	71K reserve, slight drop in HP revenue, slight drop in personnel
Elderday	-22K personnel, +62K program supplies (tablets SCWOL) +50K SCWOL funding
Meals on Wheels	94K moved to endowment, +100K food -breakfasts until June, +50K MOW America, +25K SC City
Lift Line	+26 PPP, Shift of Measure D exp to PPP, +Facility Reserve by +73K
La Manzana CR	-10K personnel, +12.5K Kaiser, +4.5K direct assistance
MCR	+19K personnel, +24K direct assistance, +21K CF, +25K Ardea Fund, + 9K Dudley
Nueva Vista CR	+20K reserve, +4.5K direct assistance, +12.5K Kaiser, +6K CF, +4.5K C.V.
Live Oak CR	+30K revenue Digital Hub Kaiser, +12.5K CF, -10K rental income
CACFP	-10K personnel, -29K projected CDE Day Care Homes Revenue
Administration	Gain due to allocation of additional admin personnel to PPP, Reduction in G.A.
Philanthropy	Strong donations in Dec not in this report, 10K personnel allocated to PPP
LOCR-Cap Campaign	Actual YTD less proj FY 20/21 expenses, 9/30/2020 \$472,057 - Current 10/26/2020 \$484,960
La Manzana Property	Actual Revenue/Expense through August 31, 2020
FAs & Agy Unrestr.	Includes grant funds, Does not include proj endowment donation - note: \$94K received in October
Total Agency	Proj Program +145K, proj Agency +219K
Total PPP Funding FY 2021	941,000
One-time CARES (CORE)	112,700
One time Deferred/COVID/FIRE	950,000 estimate
Total One-time FY 2021 Funding	\$2,003,700 14.02% of FY 2021 program expenses (less CACFP pass-through and G.A.)

\$350,000 Awarded For COVID Messaging

written by See Below November 14, 2020



On behalf of the County of Santa Cruz, the Community Health Trust of Pajaro Valley has awarded \$350,000 in federal coronavirus relief funds to area organizations, coalitions, and individuals to support COVID-19 messaging in Santa Cruz County.



Distribution of the funding, which is part of the CARES Act bill, was allocated with a focus on the South County region south of Aptos, which has 29 percent of the county population and 63 percent of the COVID-19 cases – 1,739 out of 2,753 overall.

“We are grateful to the County for the opportunity to distribute this funding,” said DeAndre’ James, Community Health Trust executive director. “With more than 60 percent of COVID-19 cases concentrated in South County, these funds will help alleviate the adverse and disproportionate impact on our community by promoting consistent, accurate, and culturally appropriate messaging.”

Following a rapid and competitive review process aimed at funding as many impactful messaging projects as possible, the Community Health Trust’s CARES Act Grant Review Committee awarded grants to the following entities, which will have until Dec. 15, 2020, to spend all the money:

Brent Haddad • Catherine S Forest • City of Watsonville • Community Action Board of Santa Cruz County, Inc. • Community Bridges • County of Santa Cruz- Health Services Agency- Behavioral Health • Digital NEST • El Pajaro Community Development Corp. • Ernesto Altamirano • Family Service Agency of the Central Coast • Gabriel J.

Medina • Jacob's Heart Children's Cancer Support Services • Jaime Sanchez • Live Oak Cradle to Career • Margarita Carrillo • Pajaro Valley Arts Council • Pajaro Valley Prevention and Student Assistance Inc. • Pajaro Valley Save Lives Community Group • Power Broadcasting • Reiter Affiliated Companies • Santa Cruz Barrios Unidos • Santa Cruz Community Health • Santa Cruz Community Ventures • Santa Cruz County Black Coalition for Racial Justice and Equity • Santa Cruz Free Clinic • Second Harvest Food Bank Santa Cruz County • The Diversity Center of Santa Cruz County • United Way of Santa Cruz County • Urbani Cellar LLC • Volunteer Center of Santa Cruz County • Watsonville Campesino Appreciation Caravan • Watsonville Rotary Foundation

United Way of Santa Cruz County

November 21 at 10:32 AM ·

The #United4Youth initiative recognizes the impact this pandemic is having on our youth. As a collective, United4Youth program partners work together to support youth and their families with programs and resources to help them navigate through these unprecedented times.

From sharing ways to incorporate physical activities (ie jump rope, walk around the block, etc) to offering virtual counseling, we are grateful for our United4Youth partners in Santa Cruz/Live Oak and Watsonville for working together to support youth wellbeing.

Community Bridges / Puentes De La Comunidad Community Action Board of Santa Cruz County, Inc. Conflict Resolution Center YouthSERVE Yoga 4 All Movement Your Future Is Our Business Living Evolution Pajaro Valley Prevention and Student Assistance Monarch Services



POPSUGAR.COM

What Parents Need to Know About the Pandemic's Impact on Teens' Mental Health



3

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Letter | Isolated seniors need interaction during holidays

By **LETTERS TO THE EDITOR** | Santa Cruz Sentinel

November 22, 2020 at 5:00 a.m.

For most of us the holidays are moments of celebration, but for many isolated seniors it can be a triggering reminder of their loneliness. In the next couple of weeks, Meals on Wheels, Lift Line drivers, and Elderday staff will continue to visit many seniors' homes both in person and also digitally through our Senior Center Without Limits program. These interactions provide some of the very few opportunities seniors across our county have for human interaction throughout their day. We urge our community to seek out volunteer opportunities to make a lasting impact through program like ours during this holiday season. This is as a very tangible way to engage with one another, and to help provide a sense of community to those of us that are most isolated.

— *Raymon Cancino, CEO Community Bridges, Watsonville*

Print sale helps out

York Framing Gallery has teamed up with retired firefighter and amateur photographer Paul Babb to create an opportunity for you to help our community and get a photo in the process.



'Fire Start' during the lightning storm on Aug. 16. (Contributed)

York has printed Babb's photo of the "Fire Start" in two forms and is selling them at cost plus an additional \$20 donation which we will forward to Mountain Community Resources. Babb caught this image during the lightning storm on Aug. 16. This 30-second exposure caught the beginnings of the first fire.

For information on prices or to order your copy, call 831-462-0313.

Got a story to tell, an event to report, an award to announce? Tell Name dropping. Email Namedropping@santacruzsentinel.com. Name dropping is published Sundays and Mondays in the Sentinel.

Don't Scrooge This Up

Reaching out to an older friend, a parent or a grandparent is never more meaningful than during the holiday season. It warms us, them, and bestows all with human connection, that is an essential component of health and happiness.

Covid-19 has made keeping in touch with older adults more challenging than ever. It is critical that we find ways to support seniors and ourselves with activities that create human interactions and opportunities during this holiday season. Reach out with a phone or Zoom call, a holiday card, or in other creative ways. You can help fight loneliness and isolation by engaging in some wonderful local programs that connect seniors of all ages during the holidays. If you're not sure where to start, consider Stay Connected at the Volunteer Center; Community Bridges Senior Center without Limits; or Senior Network Services. Reach out and warm a heart; it might be your own.

Raymon Cancino, CEO Community Bridges; Clay Kempf, Executive Director Seniors Council; Pam Arnsberger, Board Chair Seniors Council

New Members On Community Bridges Board

Community Bridges announces two new board members, Brenda Griffin, president of the Santa Cruz Chapter of the NAACP and Silvia Morales, executive director for the Resource Center for Nonviolence.



Brenda Griffin



Silvia Morales

leaders that believe in the power of civic

"We are excited to channel Brenda and Silvia's talent, expertise and energy into furthering our mission," said Raymon Cancino, Community Bridges CEO.

"Our Board of Directors is comprised of a dedicated team of community

engagement to ensure all of our neighbors have equitable access to resources. We will continue to build on our work of advancing equity and social justice in our community."

Brenda Griffin is the president of the NAACP Santa Cruz County Branch. She has been on the steering committee of the Economic Justice Alliance and on the Santa Cruz Police Chief's advisory committee to address issues around policies and accountability. She is a co-founder of the Racial Equity Trainers Network and the Santa Cruz County Black Coalition for Justice and Racial Equity. Brenda works in the medical industry locally. Prior to moving to Santa Cruz in 2004, Brenda worked for a civil rights law firm in New England.

Silvia Morales is the Executive Director of the Resource Center for Nonviolence in Santa Cruz. She has demonstrated expertise in leading nonprofit



Nicolette Lee

a key role in furthering voting rights in our county.

Additionally, Nicolette Lee has been appointed as the new Board Chair effective January 2021. Nicolette has been a member of the Community Bridge Board since 2017 and brings a wealth of expertise in advancing policies that benefit and serve our entire community. Nicolette is a Clinical Therapist with Palo Alto Therapy.

Community Bridges thanks departing Board Chair, Shannon Brady,

and civic organizations in Santa Cruz County promoting diversity, advancing equity and advocating for justice. Silvia has a Juris Doctorate degree and managed Morales Law Firm for over 15 years, playing

for her years of commitment and service to the agency. We also appreciate the contribution of outgoing Board members including Katy King, Pam Fields and Martin Bernal. Their contributions included helping lead efforts to secure our Community Bridges Administrative Offices in Watsonville and helping champion efforts that strengthen our agency fiscal position.

Additional 2021 Community Bridges Board members: Sara Siegel, Deputy Probation Officer, Santa Cruz County Probation Department; Lee Slaff, Real Estate Broker; Jack Jacobsen, Retired Attorney; Steven McKay, Associate Professor in Sociology UCSC/ Director, UCSC Center for Labor Studies; Stephanie Connor Kent Chief Nursing Executive, Sutter Maternity & Surgery Center; Amy McEntee, Chief Medical Officer, Salud Para La Gente; and Michael Babich, Retired Business Owner. ■

Aptos Times: January 1, 2021

Two added to Community Bridges board

Community Bridges announced the appointment of Brenda Griffin and Silvia Morales to its board, according to a press release from the organization.

Griffin is the president of the NAACP Santa Cruz County Branch. She has been on the steering committee of the Economic Justice Alliance and on the Santa Cruz Police Chief's advisory committee to address issues around policies and accountability.

Silvia Morales is the executive director of the Resource Center for Nonviolence in Santa Cruz. She has demonstrated expertise in leading nonprofit and civic organizations in Santa Cruz County promoting diversity, advancing equity and advocating for justice, according to the release.

Additionally, Nicolette Lee has been appointed as the new board chair effective January 2021. Nicolette has been a member of the Community Bridge Board since 2017 and brings a wealth of expertise in advancing policies that benefit and serve our entire community.

Additional 2021 Community Bridges Board members are Sara Siegel, deputy probation officer, Santa Cruz County Probation Department; Lee Slaff, real estate broker; Jack Jacobsen, retired attorney; Steven McKay, associate professor in sociology at UC Santa Cruz and director, UCSC Center for Labor Studies; Stephanie Connor Kent chief nursing executive, Sutter Maternity & Surgery Center; Amy McEntee, chief medical officer, Salud Para La Gente; and Michael Babich, retired business owner.

RETAILERS

Remodeled FoodMaxx Designed to Keep Prices Low

Warehouse-style interior and 'Wall of Value' translate to shopper savings

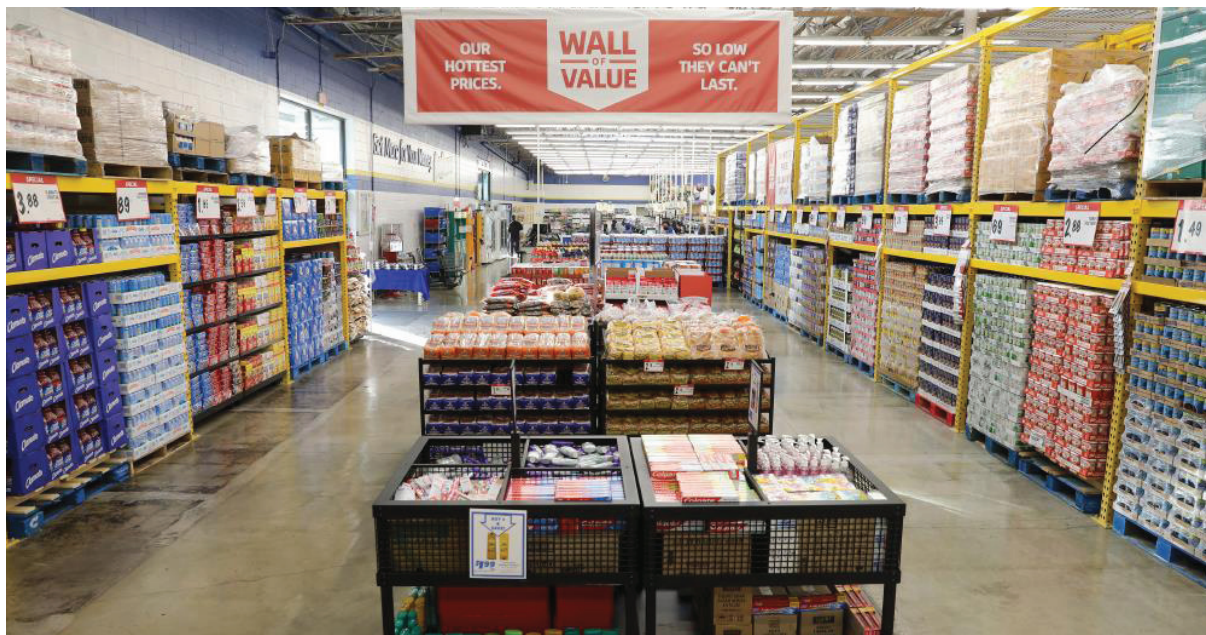
By *Jennifer Strailey* on Dec. 15, 2020

Low-price leader FoodMaxx will officially welcome shoppers to its newly renovated Watsonville, Calif., store, located at 1465 Main Street, on Dec. 16. Doors will open to the public at 6 a.m.

A highlight of the Watsonville FoodMaxx celebration will be a “Doorbuster Mystery Gift Card Giveaway” on Dec. 19. The first 200 shoppers in line will receive a gift card valued between \$10 and \$100, along with a FoodMaxx branded reusable bag and shopping list.

“We recognize that shoppers face the challenge of staying within ever-tighter budgets, and here at FoodMaxx, we have reaffirmed our commitment to providing this community with the very best values, day in and day out,” said Dean Willhite, VP of store operations for FoodMaxx, in a statement.

The store’s interior renovations feature warehouse-style format with steel shelving for efficient pallet and case stocking—design elements meant to keep costs low, the company said. Upon entering the store, shoppers can peruse FoodMaxx’s “Wall of Value,” offering deals on grocery essentials.



FoodMaxx said it's able to beat conventional grocery store prices because of its "innovative procurement and hyper-efficient operations," including its ability to buy in bulk, stock shelves directly from delivery trucks, have shoppers safely bag their own groceries and the elimination of costly print advertisements. The grocer can then pass these savings along to its customers.

Additional savings can be found by downloading the FoodMaxx mobile application, available at the App Store or Google Play. The app allows shoppers to download coupons and special offers on the go. For added convenience, FoodMaxx offers home delivery through Instacart.

As part of The Save Mart Cos., FoodMaxx is committed to nourishing the communities it serves. The store is celebrating the reopening with \$1,000 donated to several Watsonville organizations, including Community Bridges, The Salvation Army Watsonville Corps., Youth N.O.W., and Second Harvest Food Bank of Santa Cruz County. Each organization is receiving a \$250 gift card.

With in-store safety measures in place to protect shoppers and team members amid the COVID-19 pandemic, protective plexiglass shields have been placed at check stands. The plexiglass shields serve as an added safety measure and help provide a protective space between checkers and shoppers.

<https://www.winsightgrocerybusiness.com/retailers/remodeled-foodmaxx-designed-keep-prices-low>

Radios could help residents stay aware ahead of debris flows

Some in the Santa Cruz Mountains are turning back to radios to prepare for natural disasters.



Community Bridges Project Coordinator Anthony Tapiz delivers 11 emergency radios to Susan Cannon at Bonny Doon Church on Thursday. (Shmuel Thaler – Santa Cruz Sentinel)

By **HANNAH HAGEMANN** | hhagemann@santacruzsentinel.com |

PUBLISHED: January 11, 2021 at 4:21 p.m. | UPDATED: January 11, 2021 at 6:11 p.m.

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BONNY DOON — The woods surrounding Bonny Doon Church exhale condensation as morning light filters through tree canopy. Licked by fire, pines and redwoods are painted black, telling the story of the CZU Lightning Complex fire, which came close to the community haven but did not burn the church.

Sue Cannon, a church leader, is waiting in the parking lot for a radio drop-off from Santa Cruz nonprofit Community bridges. Cannon and others are hopeful that weather radios could help Santa Cruz Mountain residents who live in high-risk debris flow areas to be more prepared this winter.

“We have the reverse 911,” Cannon said. “But when you lose power, then the reverse 911 doesn’t really work, and a lot of people have gotten rid of their landlines.”

The radios are fluorescent yellow, complete with a hand crank, a solar panel and a USB plug-in for electronics to charge. Tony Tapíz, a coordinator with Community Bridges, supplied the church with 11 of the devices on a recent morning.

“I think a lot of folks saw how unreliable cellular or communications were during the fire,” Tapíz said. “I mean, just in coming up here, I’ve lost signal.”

In natural disaster scenarios, Tapíz said turning back to a trusted and true communication device could be useful.

“Since radio has become a tool for us, it’s been used to get the word out,” Tapíz said. “When the technology fails us, we go back to what works.”

There were hiccups during the CZU Lightning Complex fire evacuations: cell and power infrastructure burned in the blaze, power blackouts limited communications, and a minority of residents were enrolled in the 911 code red program, Cal Fire CZU Unit Chief Ian Larkin told the Sentinel.

“Our reliance on our current structure with how the phone system works in the county is something that needs to be looked at. Everyone relies so heavily on internet and phone, when you lose that service you really lose that vital communication link with communities,” Larkin said.

LizAnne Jensen, a long-time Bonny Doon resident and Community Emergency Response Team member, never got an evacuation notification during the fire.

“If the cable and the phone lines go down, and you don’t have a landline, it doesn’t matter if they’re trying to get you, they’re not going to get you by email, they’re not going to get you by your phone, none of that is going to happen, Jensen said. “If that’s what you’re relying on, it’s not reliable.”

Jensen said the fire smoke gave many in the Bonny Doon community notice. Fellow Bonny Doon resident Charlotte Lyons got a call, but said it was confusing.

“The one recording I got was ‘go down to the Watsonville fairgrounds.’ But it wasn’t enough. They didn’t even say ‘evacuation,’ ” Lyons said.

Lyons, who’s approaching 80, thinks radios could help elderly community members stay more alert during winter storms.

“I love my landline, but we don’t have Wi-Fi, and my landline often goes out,” Lyons said.

Raymon Cancino, CEO with Community Bridges, said during the CZU Complex he witnessed community members confused on where to take shelter.

“Not everyone’s an avid media consumer and not everyone knows where to go on the county website,” Cancino said. “During the fire, after a day, or a even a couple hours, if people didn’t have chargers for their phones in their cars, they weren’t able to keep up with the news”

Cancino said weather radios might be able to fill that gap, if debris flow evacuations were triggered.

Community Bridges coordinated with Santa Cruz County Department of Public Works and Felton Fire Protection District to come up with the project.

“We talked about what are the most cost-effective ways to strengthen emergency preparedness for our community and looked at what would be the fastest way to get emergency orders out...radio came as number one,” Cancino said.



An emergency radio can be a lifeline for mountain residents during when the power goes out and there is no cell service. (Shmuel Thaler – Santa Cruz Sentinel)

So far Community Bridges has purchased 275 weather radios, using Community Foundation Santa Cruz funding. More than 130 have been distributed to smaller local organizations, such as the Bonny Doon Church. While in general, the Bonny Doon community is not in a high-risk debris flow zone, those living in higher elevations, off of Empire Grade, could be vulnerable to being cut off from major thoroughways such as highway 9, should a flow happen. Residents in the Swanton area are also at risk.

Those living in high-risk debris flow areas can request a weather radio on Community Bridges' website: communitybridges.org/czu-resources.

If debris flow evacuations are ordered, Community Bridges will broadcast public service announcements on KSCO, 1080 AM, that will inform evacuees where open shelters are, Cancino said. The organization is also working to partner with Caltrans to broadcast similar announcements on the agency's AM station. Community members who plan to use radios to keep informed on winter storm conditions should also tune in to local weather stations, broadcast news channels such as KAZU and closely follow rain forecasts and warnings.

County Public Works Director Matt Machado said he sees weather radios as a way for community members to amp up their situational awareness during a storm.

"Everybody should have a radio and be aware because when the power goes out, oftentimes that means you're internet goes down, but the radio still works," Machado said.

It's still early, though. At this point, Machado said radios are really just an extra tool should other means of communication fail. And in comparison to the fire, the public works director said the county and Santa Cruz Mountains community are more prepared.

"In this situation, we've already gone door to door to every single parcel that's in the debris flow area. We've shared survey info, we've asked people repeatedly to sign up for code red...we've done a lot of outreach and I think that people are more prepared and we are more prepared to communicate," Machado said.

If rainfall thresholds were reached and debris flow evacuations became necessary, those orders should be issued 24-48 hours in advance of a storm. A triage of notification should take place, in those ideal circumstances: door to door notification, reverse 911 calls and online notifications through social media and email, according to Machado.

But, should a storm wipe out power lines or cell towers, or if an unexpected rain comes in heavy, radios could still have a crucial role to play.

"When the weather starts to ramp it up and they say, 'well, it looks like this is going to be more than we expected,' that's a red flag for people," Machado said. "'OK, my landline's not working, my power's down, I just heard on my weather radio it's going to be more than expected'...that's a decision point."

In those worst-case scenarios, real-time information transmitted over radio waves could help people make critical decisions.

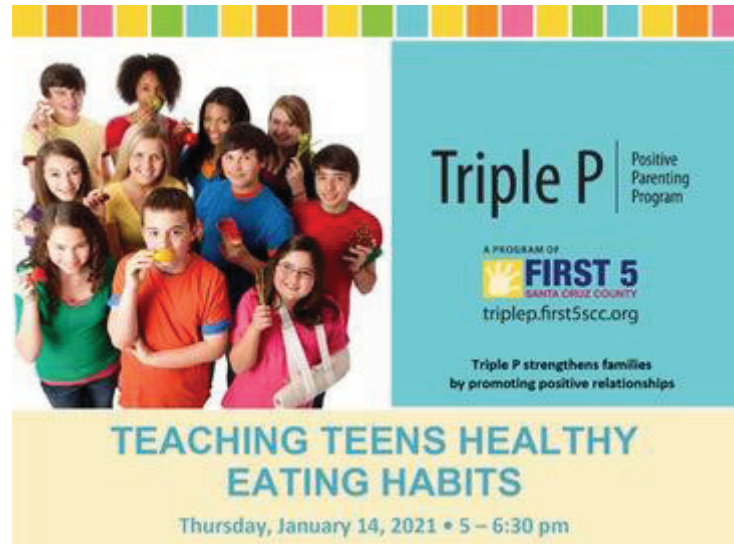
"We've had a couple storms where we were kind of sitting on the edge of our seats, because it came in a little different than the forecast," Machado said. "During a storm, having that weather info at your fingertips is pretty important, because the forecast is just the forecast."

Tags: **All Readers Newsletter**

Virtual Parenting Workshop: Teaching Teens Healthy Eating Habits

Paula Maxfield, Neighbor

JAN14



Event Details

Thu, Jan 14, 2021 at 5:00 PM

[Add to calendar](#)

via Zoom

January is Positive Parenting Awareness Month! Triple P Workshops cover practical tips and strategies for handling specific parenting questions and challenges.

Attend this FREE virtual parenting workshop to learn:

- Why it's important to develop healthy eating habits during adolescence
- How to encourage healthy eating
- How to identify and handle concerns about teenagers' eating habits

Presented in English on Zoom by Gladys Gómez, Community Bridges – La Manzana Community Resources

Register to get the Zoom meeting link for this virtual workshop <https://bit.ly/Teens-Healthy-Eating-Jan14>

Attend Triple P classes in January during Positive Parenting Awareness Month to receive a gift bag and be entered into a raffle drawing. More classes = more chances to win prizes!

For questions, contact Gladys Gómez at (831) 724-2997 x220 or gladysg@cbridges.org or Triple P at (831) 465-2217 or triplep@first5scc.org