



## BOARD OF DIRECTORS

Wednesday, February 16, 2022, 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**
- 5:45 2. Adjourn Closed Session**
- 5:45 3. Call to Order/Establish Quorum**
- 5:45 4. Agenda Review** (5 min)
- 5:50 5. Announcements/Program Updates** (5 min)
- 5:55 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 January 19, 2022 Board of Directors Meeting*
  - 6.2 Draft Minutes of the February 10, 2022 Governance Committee Meeting*
  - 6.3 Draft Minutes of the February 10, 2022 Finance Committee Meeting*
  - 6.4 Draft Minutes of the February 9, 2022 Development Committee Meeting*
  - 6.5 Action Item - Resolution #2022-02-01, FTA 5310 Funding Request*
- 6:00 7. Receive comments from members of the public on “Items not on the Agenda”** (5 min)
- 6:05 8. BOD Chair Report – Jack Jacobson** (10 min)
- 6:15 9. CEO Report – Ray Cancino** (25 min)
  - 9.1 WIC – Dana Wagner*
  - 9.2 Elderday – Lois Sones*
  - 9.3 MOW – Future Discussion*
  - 9.4 Local ARPA Advocacy Project - Advocacy Committee Discussion Report*
- 6:40 10. Development Report–Jayme Ackemann/ Anna Vaage** (20 min)
  - 10.1 CDD Name Change – Action Item*
  - 10.2 MOW Community Champions Week & Elderday Groundbreaking (March 21-25, 2022)*
  - 10.3 Financial Planning Post Pandemic Webinar May 4, 2022*
  - 10.4 CB 45<sup>th</sup> Anniversary & Farm to Fork Event July 16, 2022*
- 7:00 11. Finance Committee Update – Doug Underhill** (25 min)
- 7:25 12. Newspaper Articles**
- 7:25 13. Items for Next Agenda** (5 min)
- 7:30 14. Adjourn Regular Meeting**

**Next Meeting:** Wednesday, March 16, 2022, 5 pm - 7:30 pm Meeting Location TBD – Zoom will be offered.



## BOARD OF DIRECTORS

Wednesday, January 19, 2022, 5:00 PM to 7:30 PM

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

### REGULAR SESSION DRAFT MINUTES

**Present:** Ray Cancino, Jack Jacobson, Erich Friedrich, Seth McGibben, Michael Babich, Tyler Smith, Sara Siegel, Silvia Morales, Doug Underhill, Stephanie Ruhl, Stephanie Connor Kent, Brenda Griffin, Mary McMillan, Lisa Hindman Holbert, Lisa Berkowitz, Dana Wagner, Anna Vaage, Jayme Ackemann, Erika Rodriguez, Lois Sones, Jesus Bojorquez, Mayra Melendrez

**Minutes:** Mary Mackenzie

**5:00 1. CLOSED SESSION**

**6:11 2. Adjourn Closed Session**

**6:11 3. Call to Order/Establish Quorum**

**6:14 4. Agenda Review**

**6:14 5. Announcements/Program Updates**

**6:14 6. \*CONSENT AGENDA – Action Items**

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

*6.1 OLD Draft Minutes of the June 17, 2020 Board of Directors Meeting\**

*6.2 OLD Draft Minutes of the November 18, 2020 Board of Directors Meeting\**

*6.3 OLD Draft Minutes of the February 17, 2021 Board of Directors Meeting\**

*6.4 Draft Minutes of the November 17, 2021 Board of Directors Meeting*

**6.4a The board recognizes that they are receiving the funds and they will use the funds in the manner specified. Motion to approve the letter \_\_\_\_/Silvia. MSP**

*6.5 Draft Minutes of the December 9, 2021 Governance Committee Meeting*

**6.5a This year we are having difficulties getting an audit committee together, so since bylaws do not say either way whether an ad-hoc member can be there, CB would like to allow an ad-hoc community member (Lee Slaff) to be part of the Audit Committee, if needed as an ad-hoc member this year. Motion was moved by Silvia/Erich. MSP**

*6.6 Draft Minutes of the January 13, 2022 Governance Committee Meeting*

**6.6a Motion to support to all three letters moved by Erich/Sara, MSP.**

*6.7 Draft Minutes of the December 9, 2021 Finance Committee Meeting*

*6.8 Draft Minutes of the January 13, 2022 Finance Committee Meeting*

*6.9 Draft Minutes of the January 12, 2022 Development Committee Meeting*

**6.10 Approved Minutes of the April 8, 2021 Finance Committee Meeting, by unanimous vote of the Governance Committee.\*\***

**6.11 Approved CACFP application for funding, by unanimous vote of the Governance Committee.\*\***

*\*These are old minutes, that were not approved by the BOD*

*\*\*Both of these votes were approved by the GC, by unanimous vote as authorized by the full BOD in March of 2020.*

**Motion to approve the consent agenda moved by Erich/Stephanie Connor-Kent, MSP, Mary McMillan Abstained.**

**6:16 7. Receive comments from members of the public on “Items not on the Agenda”**

None

**6:16 8. BOD Chair Report – Jack Jacobson**

None

**6:16 9. CEO Report – Ray Cancino**

*9.1 CACFP – Erika Rodriguez*

CACFP serves Santa Cruz, San Benito and Monterey Counties through meal reimbursements to DCH providers and centers in the Tri-County. CACFP services include, meal reimbursement, annual trainings, home visits, technical assistance, nutrition education, and a farm to school grant. CACFP has provided \$3.5M in funding, for 1.9 M meals and snacks in the past year through their DCH providers and centers. There are 426 DCH providers and 4,056 children participate. Three times a year, CACFP visits their participants to see the impact of the meals provided. Of the DCH providers, 288 are Spanish speaking 138 are English speaking. CACFP services DCH Providers, Children and Child Care Centers, Adult Care Center, and Community Bridges Programs (4 Child Care Centers, 1 Adult Day Care, and 1 kitchen. CACFP has seen a declined in DCH participation and child attendance due to the pandemic.

*9.2 Lift Line – Jesus Bojorquez*

Lift Line serves Santa Cruz county and North Monterey County providing transportation to seniors and disabled individuals who need non-emergency medical transportation. Lift Line’s clients are low income, based on 200% of the federal poverty level. Lift Line provides the following services: non-emergency medical transportation, door to door service, MOW dining sites transportation and meal deliveries, out of county medical transportation, same day medical transportation, Elderday program shuttle services, North Monterey County medical transportation, taxi script, and essential rides. LL has 951 unduplicated clients transported, provided 27,952 one way rides for FY 20/21 and 17,366 rides from July 2021 to present. LL has also served all Santa Cruz County residents who lack transportation to get to vaccinations sites for Covid-19 vaccinations and boosters. LL has invested in three electric vehicles and new software, which allows drivers to do more rides while being more efficient. Lift Line has a new phone application which is in the testing phase, that allows riders to schedule rides by themselves. New clients are being rolled into the application. LL has 22 vehicles, of which 8-10 vehicles are on the road on any given day.

*9.3 CDD Program Report – Lisa Hindman Holbert*

See below in 9.4 for report.

*9.4 CDD Spending Update*

CDD has a lot of funds to spend out. The state has to approve large expenditures and the turnaround time on approvals, is about 1 month. CDD is looking spend the funds by giving staff a one-time pay retention bonus, procuring resources for the team, coaching, VOIP, and advertising. CDD has a new Site Supervisor for Fairgrounds. The question of how much money is left to spend was raised. There are approximately \$350k-400k of unspent funds. A board member asked about enrollment and outreach and their desire to see more of an emphasis. The state is allowing CDD to have reduced enrollment, and earning contract is currently ties to eligible expenses. 7/1/22 need to be full enrollment if state goes back to per child per day. CDD has a waitlist and is planning to increase enrollment for Spring. CDD is planning on opening up another classroom at the sites that have two classrooms, then additional students can be added. To qualify for services is needs based, and the parents have to be working, looking for work, or in a vocational or educational training. The proposed CDD name change could lead to expenditures and also outreach. CDD met with state liaison and the PD stated that they will have a plan to the state by end of January/early February for their approval.

#### *9.5 Elderday Project*

CB is making progress by hiring a project manager, Seldon. CB is moving forward with contracting, and working on tenant vacancy. The next steps will be to clean up the space, and then a ground breaking is planned for March.

#### *9.6 Equity Wage Update*

Great progress has been made. CB pulled in professional salary surveys using accurate, specific data. CB also collected our own data from salary sites like indeed, Glassdoor, etc. Data needs to be collected regularly in intervals to maintain wage equality. Each employee, classification, program, etc. are accurate and correct and fit within the market. CB is negotiating all of these changes with SEIU. One-time payments have been offered across the board and have been administered to WIC, Elderday, CACFP, the FRCs, and Admin. CB is working on the remaining programs: CDD, MOW, LL.

#### *9.7 CB Holiday – Juneteenth*

MT and GC have approved, and CB is working on approval from board. Looking forward to our employees being able to have it to recognize racial equality, and also to allow CB employees time to rest and recuperate. Having Juneteenth off would also acknowledge all that it means to CB employees.

#### **9.7a Motion to recommend to full board to make Juneteenth a CB Holiday. Move Sara/Erich, MSP.**

#### **Motion to move GC’s recommendation made by Stephanie/Mary, MSP.**

### **7:17 10. Development Report–Jayme Ackemann/ Anna Vaage (20 min)**

#### *10.1 21/22 Semi-Annual Progress Report thru Dec 31st (Anna)*

Development committee reviewed 1<sup>st</sup> half of fiscal year donation report. Donations are 10% above where they were last year. Donations are on track to meet last year’s donations. Most programs have met their development goal and are prepared to meet them for the next half of the year. Covid Relief Funds and CZU Fire Relief funds have been included in year-over-year

comparisons. Major gifts: even though CB is above where we should be, we did receive a \$40k gift early this year vs. late last year. CB has increased its' donor base during the pandemic, but it is unknown whether people will continue to give at this level as the pandemic comes to a close.

#### *10.2 MOW Community Champions/Elderday Groundbreaking*

The week of March 21<sup>st</sup> is going to be a busy week, it is MOW community champions week. This is an opportunity to highlight the work that we do, by going on a ride along (trail behind). MOW had hoped to offer a return to and in person dining option, but this may not yet be possible. Last year CB offered an opportunity to write a letter to their constituents, CB would like to do same this year.

Elderday groundbreaking will be March 25, CCAH CEO will be at the groundbreaking. It will not be a large event, or a long event. It will be primarily outdoors and will have an opportunity for small socially distanced groups to tour the facility. We will be inviting the media to join us.

#### *10.3 CDD Name Change to EED*

CDD PD mentioned a potential name change to align with the California Department of Education. CDD PD wants the name to be changed to Early Education Division. In doing this, CB/CDD would align ourselves with the universal implementation of the T-K program. The state has allowed families to stay in their educational programs at age 4. The graphic was shown of the proposed logo. Outreach to the families is in process so that they can reflect on the recommendation of the name change and any implications that the name change may have.

### **7:23 11. Finance Committee Update – Doug Underhill (25 min)**

Completed agency audit successfully. FY June 30, 2021 – 18.8 M in revenues is an Agency high, Federal and State grants both increased, amounting to 13.7M in grants. Foundations and donations both increased, and are the highest ever for a fiscal year. We had 16.6M in expenses, creating a gain of \$2.25M. After depreciation and grant funded assets, net assets increased \$2.79M. Total net assets are now 8.87M. Financial position of total assets of 16M, includes 7.9M property and equipment (busses and buildings), Cash and Cash Equivalent are 3.795M, liabilities are \$7.2M, which consist mainly of property notes payable of 4.3M. State WIC audit was accepted with no findings. We closed month of December on the January 15<sup>th</sup>, so the Program Budget Summary reflects through Nov. 30. We are in line with budgets on the year for the most part, with programs projecting no large gains or losses. \$225k new funding from the Red Cross will be reflected next month. We received a \$103k endowment donation, and MOW received \$70k in additional AAA funding. Admin is slightly positive relative to BOD approved budget and Development started the year using 83k in prior year funding but is now projected to be utilizing around 25K. CDD is projected to have \$67k gain. CDD had gain of \$90k last year, and is expected to this year, but it is important to maximize spending of the contract to not leave money on the table.

### **7:33 12. Newspaper Articles**

### **7:34 13. Items for Next Agenda (5 min)**

None

### **7:34 14. Adjourn Regular Meeting**

**Next Meeting:** *Wednesday February 16, 2022, 5 pm - 7:30 pm.*



### **Governance Committee Meeting**

Thursday, February 10, 2022, 4-5 pm

Zoom: <https://zoom.us/j/326410777>

Meeting ID: 326 410 777

**Present:** Ray Cancino, Silvia Morales, Seth McGibben, Jack Jacobson, Ray Cancino, Doug Underhill, Mary McMillan

**Minutes:** Mary Mackenzie

### **DRAFT MINUTES**

**4:21 1. Meeting to order/Establish Quorum**

**5:10 2. Consent Agenda (5 min)**

*a. 1/13/22 GC Regular Session Minutes*

**Motion to accept minutes Michael/Silvia MSP**

*b. Local ARPA Advocacy Project*

Advocacy coach, Patricia Gardener – local ARPA dollars for local organizations

**4:05 3. Agenda Review (5 min)**

**4:10 4. CLOSED SESSION (30 min)**

**5:11 5. CEO Paternity Leave 2/14/22-2/22/22 (CFO will be acting CEO; CEO will be on Required Calls and BOD Meeting).**

CEO states necessity for childcare and bonding.

**5:13 6. MOW – Future Discussion**

To be continued next meeting – There is a stated need to form a subcommittee, and a need for discussion about major funding that will be required, and the role of Board involvement. In particular we have seen growth rates that exceed our revenues and we have a large capital expenditure we are deliberating. We will need to balance and discuss what the right strategy will be for sustainability.

*a. Water Street – Costs and Estimates*

*b. Cost of Servicing Debt*

*c. Impact of Cost of Servicing Debt*

**5:14 7. Items for next GC Agenda/BOD Agenda (5 min)**

**5:14 8. Adjourn**

**Next Meeting: March 10, 2022, 4-5 pm**

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

Meeting ID: 326 410 777





# COMMUNITY BRIDGES PUENTES DE LA COMUNIDAD

## Finance Committee

Thursday, February 10, 2022, 3:00-4:00 PM

<https://us02web.zoom.us/j/326410777>

Zoom Meeting ID: 326-410-777 Santa  
Cruz County, CA

**Present:** Jack Jacobson, Ray Cancino, Michael Babich, Mary McMillan, Erich Friedrich, Stephanie Ruhl, Doug Underhill,

**Minutes:** Mary Mackenzie

## AGENDA

### 3:00 Agenda Review

### 3:02 CFO Report – Doug Underhill

#### *a) Fiscal Department Updates*

Donna, who was an Accounting Assistant IV, has been promoted to an Accountant.

Fiscal was waiting until they got the Equity Wages done to start the hiring process. Fiscal did some with the Accounting Assistant 1, 2 and 3, now being Accounting Assistant.

Grants analyst side looking to fill one position as soon as possible.

#### *b) Update on Agency Equity Wage Work and One-Time Payments*

The majority of the agency's wage equity work has been completed. The majority of the team received a one-time retention bonus on 1/15/22. EED equity wage work is progressing. EED has the intention of implementing a \$3 differential through June 30<sup>th</sup>, 2022, retroactive to July 1, 2021. One-time differential payments total about \$125k, and will include 6-month retention payments for some positions that are not filled right now. MOW and Lift Line are the last programs to work on for Equity Wages. For MOW, budgets are tight because of unsecured funding, and nearly double the amount of participants, but CB is not seeing the same amount of dollars as in the past couple of years. CB is going to need to discuss waitlists or using reserve dollars moving forward. CB traditionally serves 350 clients, however at one point during the pandemic, CB served up to 900 clients. There has been some attrition in clients to around 600 currently. CB needs to work on a humane way of dwindling down how many seniors we can serve. Erich asked to put this item on the agenda at the next FC meeting.

#### *c) December Program Budget Summary / Program Updates & Analysis*

WIC: Small \$5k increase in personnel and saw some donations, decrease in telephone, little change overall.

CDD: Assuming the contract is spent out, \$80k gain because of Highland Park. Equity was built in, no change in revenue/expenses, just amount that needs to be spent out. \$280k needing to spend out.

Elderday: There was a \$21k drop in CCAH expenses, a drop in personnel expenses, a drop of transportation and also meal expenses. 501 Main has been moved to a separate line below Elderday.

MOW: Received \$16k in donation, and \$21k in mailer donations, down \$4k in personnel

LL: Had to pull for rides not needed down \$37k, \$10k in Kaiser and \$12k in equity payments.

FRCs: Projected gains are caused by personnel not hired. CB/FRCs are working on grant extensions as possible.

Admin/Dev: Started year with prior year funds of \$83k now down to \$69k. ICR – indirect cognizant rate, has to be approved through largest federal funder (State WIC) based on audit. Only actual expenses count. ICR is applied to federal rates, and most state revenue have some federal funding, so is applied to ICR.

Dev/Phil is expected to turn into the positive by the end of the year.

Live Oak and endowments are expected to move to the positive but are currently riding the market.

501 Main expenses and revenue are listed.

Agency wide shown down \$145k, \$501k but this is a fixed asset so will not reflect negatively on the balance sheet.

*d) Discussion with CDD/EED Program Director and Program Expenditures*

Differential pay not in sheet FC has. The amount that CDD has left to spend out went from \$390k to \$256k due to the differential pay. If the funding is not spent, CDD leaves the money on the table, which would lead to not having things for the program and the community. A second negative aspect is the effect to admin which could equal about \$45k which is the equivalent of one FTE. 30% of the surplus is being spent on wage increases to staff wages and one-time \$3 differential payments. Facilities for CDD – Redwood/Fairgrounds: Can we replace the trailer? It is untenable for the time frame for having to spend out. Instead CDD has some small development projects – fairgrounds landscaping and/or repairs. Between Feb. 10 and June 30 how/can we get there? What are we comfortable in letting go if we can't? CDD PD stated that historically facilities renovation grants, but there have been big grants. New roof, floor, paint, etc.

Fairgrounds, new floor, ADA compliance, child sinks, making everything developmental. At each site there are facilities projects. CDD is hoping that lessor will do repairs, but if not CDD will use funds for that. There is a spreadsheet of facility repairs etc. There is a request for approval by the state for \$150k in furniture. This requires consultant approval. BOD Chair will need to sign off as well for this spending. \$55k classroom and program supplies as well as painting facilities and new blinds. If state is reimbursing per student come July 1, 2022, CB wants to make sure to have a mental health consultant, a curriculum program, cloud based services and hiring a coach. Each site has list of repairs that need to be done. Michael: Do kids have access to Tablets? CDD PD: Open to that, because seeing lots of developmental delays CDD is more play based. Erich: How many spots do we have across all the sites? CDD PD: CDD is operating at 25% and one classroom is closed. 100% vaccinated staff, all children are unvaccinated.. Redwood Mountain will be able to open up since they just hired a new staff member. More beneficial to have two part-day programs, but instead has a full-day program 8am-4pm to help working families. There is an urgency to get people back on payroll and in programs. What is full capacity? 135 children, however, difference between licensed v quality care. Programs look different than they have in the past. There is one private<sup>10</sup> pay

site and Highlands Park, the others are serving populations at 85% of state median index.

*e) Balance Sheet*

Skipped

*f) Investments and Funds – Status Review January 31, 2021*

Skipped

*g) Cash Flow and Line of Credit*

Skipped

#### **4:20 Closing Items**

*a) Questions / Answers*

None.

*b) Items for next agenda*

How to continue to Serve Clients MOW/FRCs. Structural v. Seasonal.

#### **4:20 Adjourn**

Next Meeting March 10<sup>th</sup>, 2022

**Development Committee**  
**Meeting Notes**  
**February 9, 2022**

Present: Brenda Griffin, Stephanie Ruhl. Staff: Jayme Ackemann, Anna Vaage,

**Community Champions Week/Elderday Update**

Elected officials are invited to deliver meals March 21-25. Dining sites may reopen Feb 22, and we will determine if meal site visits are an option for Community Champions Week. The program would like make this event a fundraising campaign whereas it is currently an advocacy and awareness campaign to engage elected officials and the public. There may be opportunities for entities to sponsor deliveries, but these are limited in number. Elderday has identified up to \$50,000 in furnishings to refresh settings at the new location. We will invite supporters to sponsor activity room themes, with furnishings listed within.

**May 4<sup>th</sup> Estate Planning Workshop**

Development Dept. has hosted four estate planning seminars since 2018, two in person and two online to engage supporters and planning professionals in options for planned giving. Heather Liston, CFP will join us for a third time this year on May 4<sup>th</sup> to discuss updates in post pandemic financial planning. Heather is a financial advisor and instructor at UC Berkeley Extension certificate program. We will invite donors and advisors, and follow up to engage them in CB's options for planned giving. Last week, we received \$17,500 proceeds from a vehicle donation which the donor's accountant advised them on. CB has multiple seamless ways to donate appreciated assets and leave a legacy in perpetuity to benefit the community.

**CB 45<sup>th</sup> Anniversary and Farm to Form Gala**

We will host the 7<sup>th</sup> annual Farm to Fork Gala at Sesnon House outdoors with student catering. Driscoll's is donating berries for a signature welcome reception beverage. We are looking for fun activities or entertainment to complete the experience of a \$150 ticket price. Members will brainstorm options for a 45<sup>th</sup> anniversary themed challenge or trivia game.

**Next meeting:**

**Wed, March 9 at 11am**

**2<sup>nd</sup> Wednesdays at 11am**

**Via Zoom**

**Agency Board Resolution**  
**RESOLUTION # 2022-02-01**

RESOLUTION AUTHORIZING THE FEDERAL FUNDING UNDER FTA SECTION 5310 (49 U.S.C. SECTION 5310) WITH CALIFORNIA DEPARTMENT OF TRANSPORTATION

**WHEREAS**, the U. S. Department of Transportation is authorized to make grants to states through the Federal Transit Administration to support capital projects for non-urbanized public transportation systems under Section 5310 of the Federal Transit Act (**FTA C 9070.1G**); and

**WHEREAS**, the California Department of Transportation (Department) has been designated by the Governor of the State of California to administer Section 5310 grants for transportation projects for seniors and individuals with disabilities; and

**WHEREAS**, Community Bridges desires to apply for said financial assistance to permit operation of paratransit service in Santa Cruz County; and

**WHEREAS**, the Community Bridges has, to the maximum extent feasible, coordinated with other transportation providers and users in the region (including social service agencies).

**NOW, THEREFORE, BE IT RESOLVED AND ORDERED** that the Community Bridges does hereby authorize Raymon Cancino, CEO, to file and execute applications on behalf of Community Bridges with the Department to aid in the financing of capital projects pursuant to Section 5310 of the Federal Transit Act (**FTA C 9070.1G**), as amended.

That **Raymon Cancino, CEO; Seth McGibben, CAO; Doug Underhill, CFO** is authorized to execute and file all certification of assurances, contracts or agreements or any other document required by the Department.

That **Raymon Cancino, CEO; Seth McGibben, CAO; Doug Underhill, CFO** is authorized to provide additional information as the Department may require in connection with the application for the Section 5310 projects.

That **Raymon Cancino, CEO; Seth McGibben, CAO; Doug Underhill, CFO** is authorized to submit and approve request for reimbursement of funds from the Department for the Section 5310 project/s.

**PASSED AND ADOPTED** by **Community Bridges Board of Directors Governance Committee** of *Santa Cruz County*, State of California, at a regular meeting of said Commission or Board Meeting held on the 16<sup>th</sup> day of February 2022 by the following vote:

AYES:\_\_\_\_ NOES: \_\_\_\_ ABSENT: \_\_

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Jack Jacobson, Chair

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Sara Siegel, Secretary



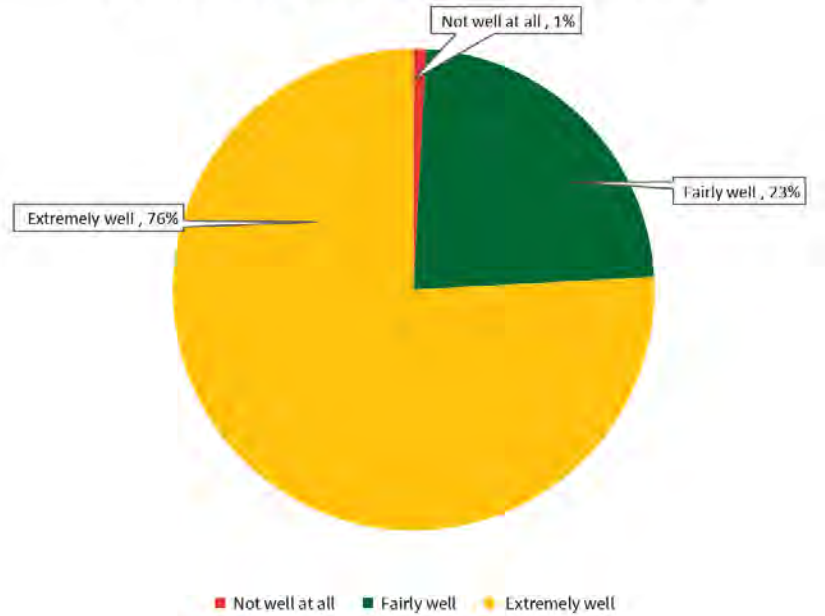
## Listen4Good 2021 Client Feedback Survey Results

A safe place for families to receive a sense of hope, comfort and security that empowers women, infants and children to thrive. WIC is part of the Community Bridges family of programs.

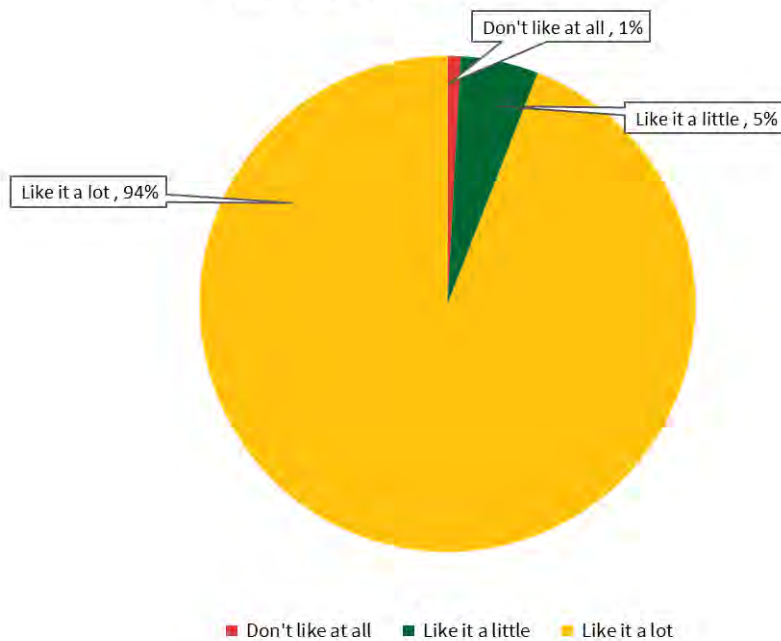




### Overall, how well has WIC met your needs?



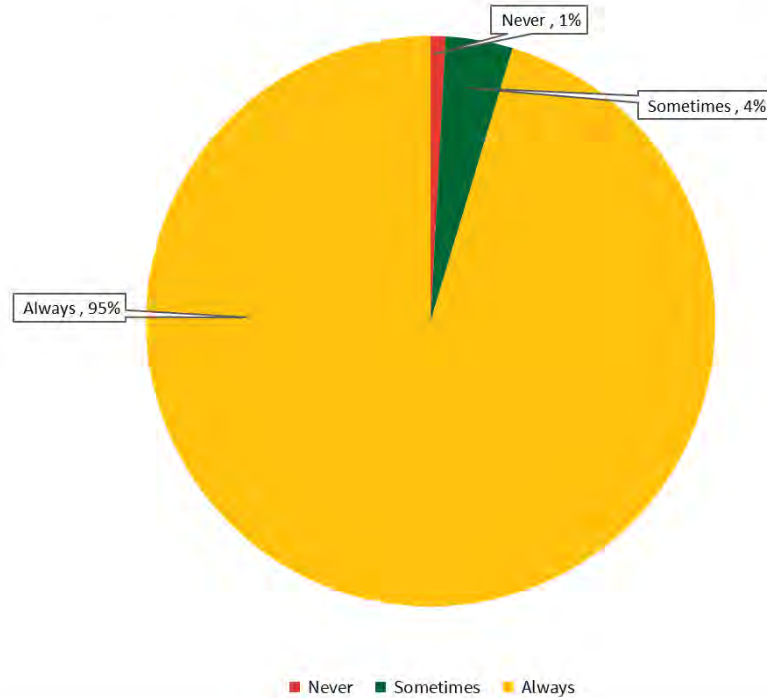
### How much do you like WIC?



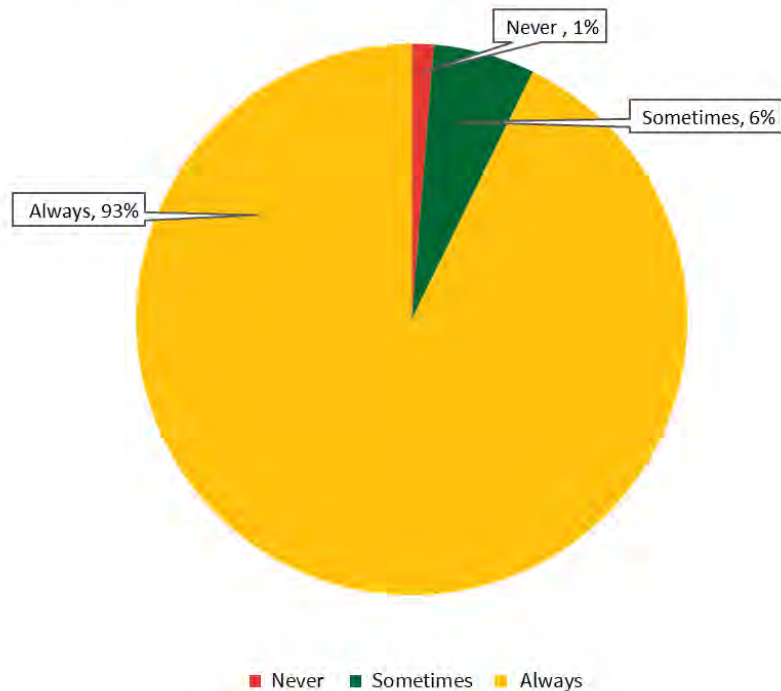




How often do staff at WIC treat you with respect?

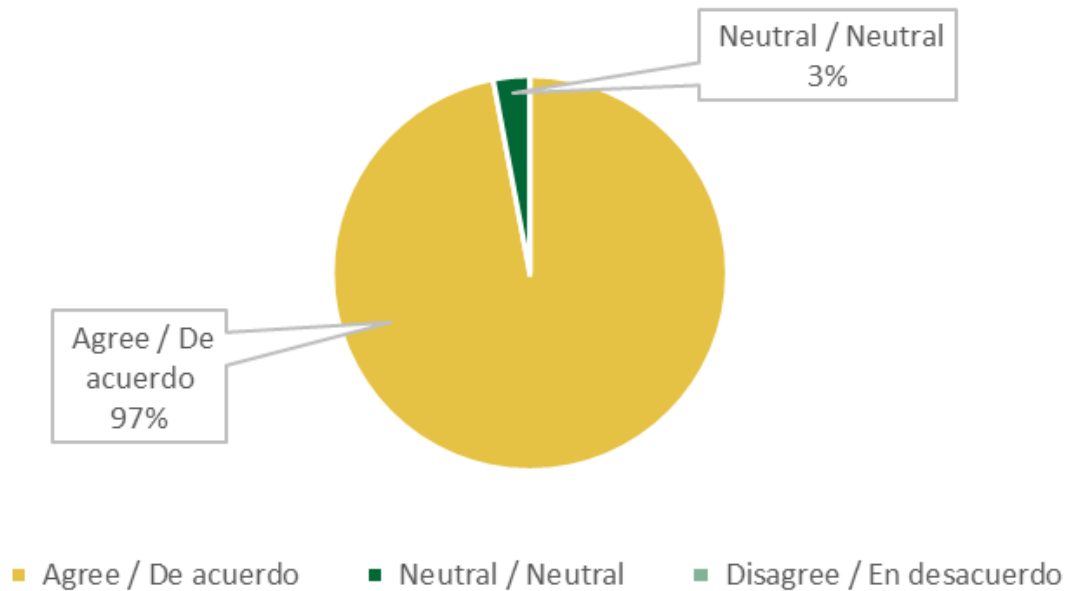


At WIC, I feel that my culture is valued.

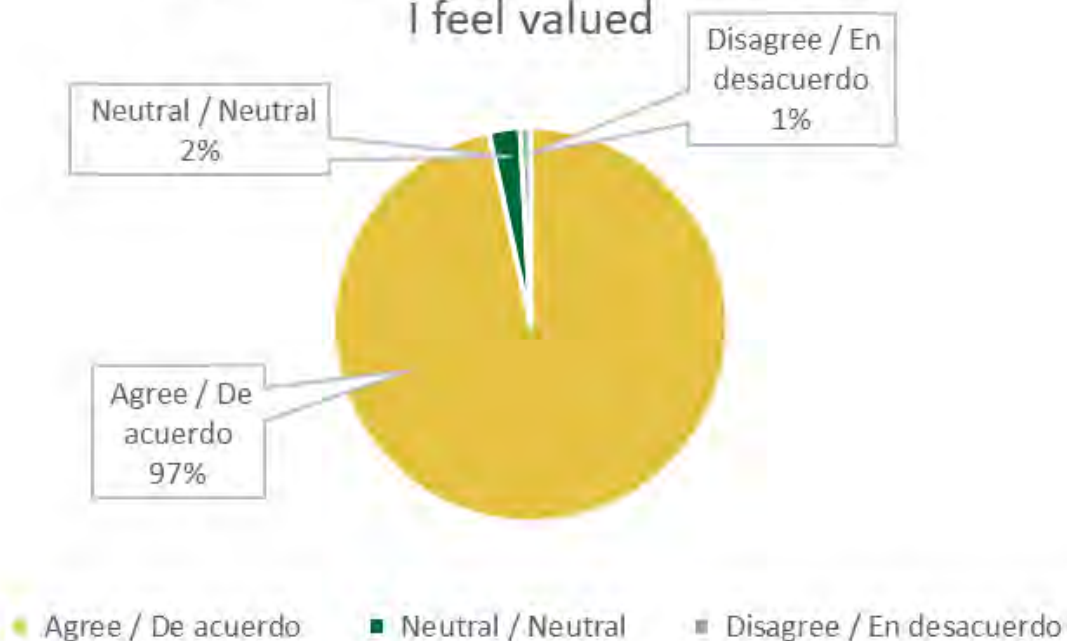




When I interact with the WIC program,  
I feel welcomed

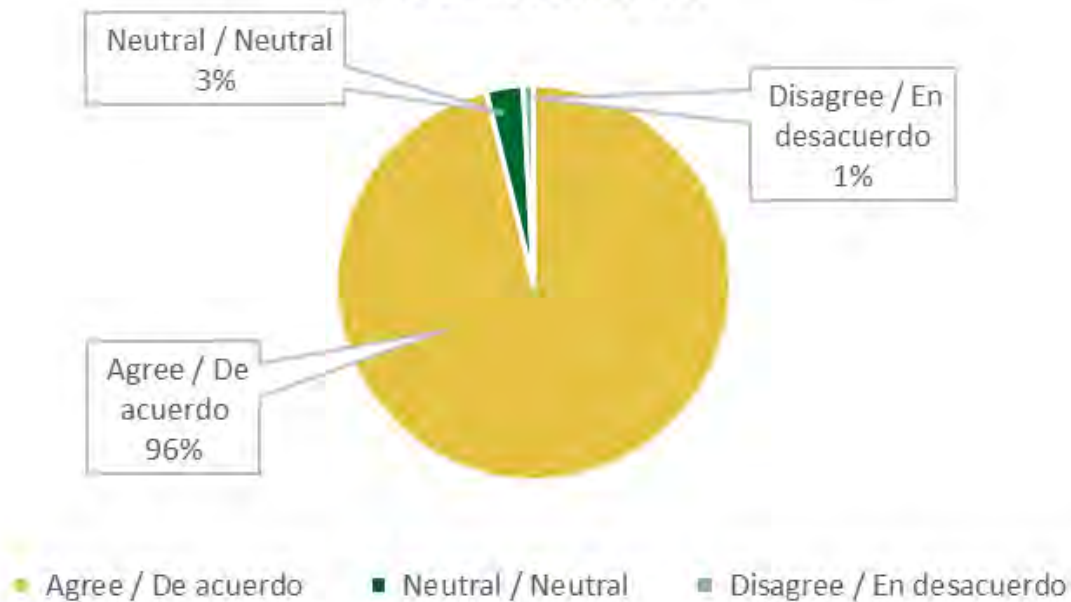


When I interact with the WIC program,  
I feel valued

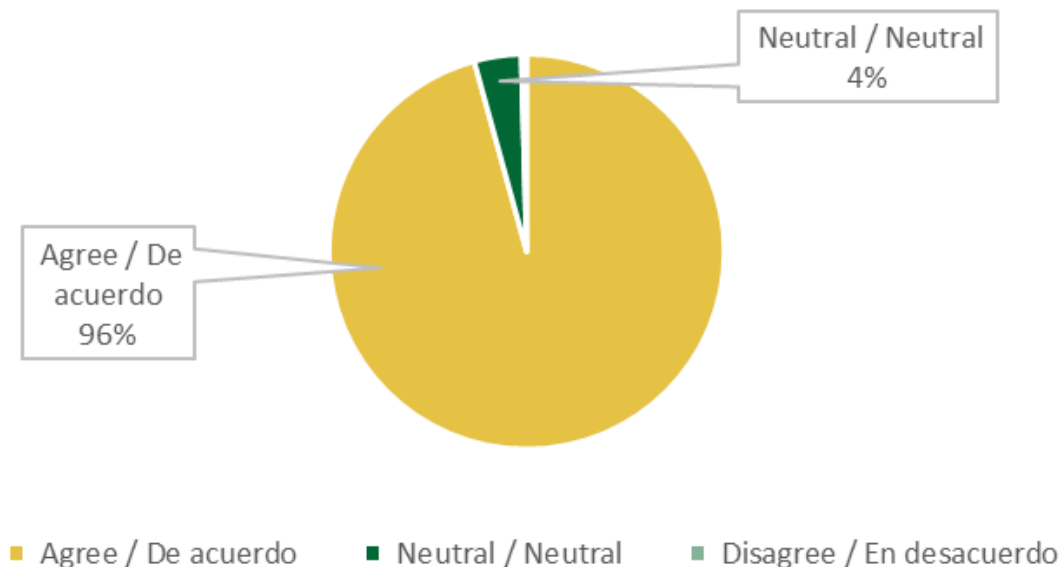




When I interact with the WIC program  
I feel listened to



When I interact with the WIC program,  
I feel that WIC staff is friendly towards me.





**ELDERDAY**  
ADULT DAY HEALTH CARE  
COMMUNITY BRIDGES  
PUENTES DE LA COMUNIDAD

Annual Budget: \$2.5 M  
Number of Staff: 17-25  
City: Santa Cruz

## WHY ELDERDAY?

"Multimorbidity affects 75% of older adults (65 and older) in the United States and increases risk of poor medical outcomes, especially among the poor and underserved."

Dr. Tina Sadarangani



By providing health care services, respite and companionship, Elderday helps older adults and people with disabilities live with dignity in their own homes.



Adult day health care has been shown to save money over residential care or skilled nursing for long-term care.



## ELDERDAY'S SERVICES

- Health evaluation, monitoring and education by our RNs and LVNs
- Coordination with community physicians
- Care coordination, counseling and monitoring by our social workers
- Respite, support and education for family caregivers
- Physical and occupational therapies, including a therapy gym
- Daily lunch and snack from MOW, as well as nutrition services by our registered dietician
- Planned therapeutic activities to maximize physical, mental, and cognitive health
- Socialization for isolated, lonely, or depressed participants
- Door-to-door transportation by Lift Line



## ELDERDAY IS UNIQUE BECAUSE....

Elderday is the only adult day health care center in the county. Pre-pandemic, we provided services to approximately 225 participants a year, thereby touching about 1,000 county residents a year, including caregivers and family members.

**And - we're moving to Watsonville, where the need is even greater!**

## WHO WE SERVE

Gloria is a 75 year old woman who came to Elderday 11 years ago with a history of a recent stroke, diabetes, and major depression. Her family has over the years been unable to administer her medications. Elderday has provided daily medication administration, monitoring of blood pressure/BG, daily activities, and socialization that work together to optimize her health and minimize her depression. With the recent pause in services, her depressive symptoms have returned and her family is unable to get her to take her medication. At a recent evaluation from our nurse, she required an

ED visit due to extraordinarily high blood glucose levels. We attribute her current health crisis, and attendant financial and emotional costs, to the necessary pause in Elderday services. Getting her back to the center is critical.



# PROGRAM & INDUSTRY TRENDS

- This is a very good time for older adult programs in California
- Significant budget surplus may offer one-time funding for ADHCs
  - Master Plan for Aging addressing many needs
    - Staffing and training
    - Supports for Home and Community Based (HCBS) services

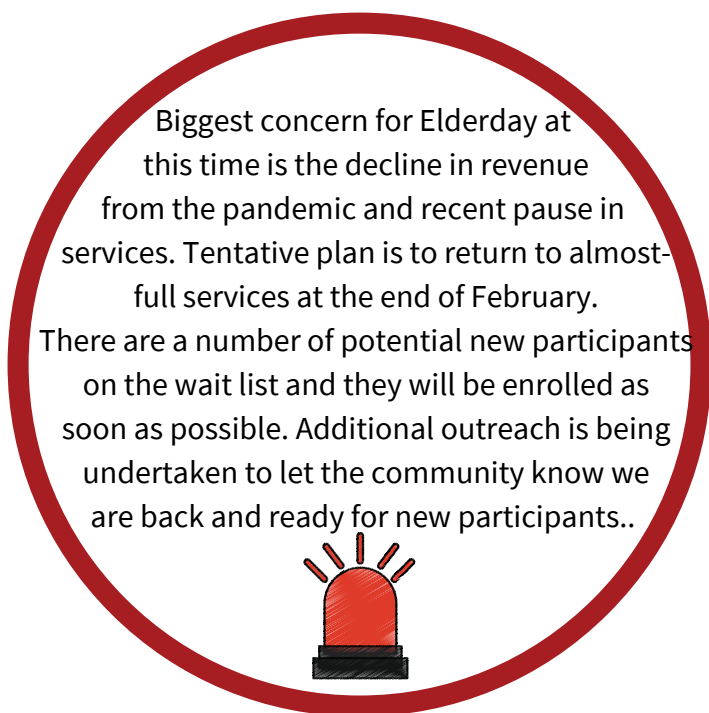


## Advocacy and Electeds

- Elderday needs ongoing support from local electeds.
- The ongoing growth of the older adult population needs to be addressed more fully by the county and cities.
- What legislation affects funding etc.

## Keys to Sustainability

- Our own building is the key to long-term sustainability - and it's underway!
- Ongoing community education and outreach about ADHC and our services is essential in keeping enrollment up.



What part do you see Elderday playing over time in the big picture of Community Bridges?

What can I do to assure that Elderday is as successful as possible in supporting the overall CB strategy?

## HOW BOARD MEMBERS CAN HELP!

- First, a **HUGE THANK YOU** to to all the board members who answered the call and advocated so well with The Alliance for full grant funding for Elderday. It was amazingly effective!
- Now that resuming in-center services is imminent, please come visit, understand what we do every day, and help us **get the word out** about our services.



# Budgetary Cost of Construction Estimate

December 10, 2021

Proposed Project:

Community Bridges - Meals on Wheels

525 Water Street, Santa Cruz CA

Report Prepared for: Lisa Berkowitz  
Program Director, Meals on Wheels for Santa Cruz County



**Selden & Son**  
General Building Contractor  
License No. 558093  
425 West Beach St  
Watsonville, CA 95076

**Selden & Son**

425 West Beach Street, Watsonville, CA 95076  
 (831) 722-9949    estimating@selden-son.com

Project Name : Meals on Wheels

Client : Community Bridges

Project Location : 525 Water Street, Santa Cruz

**221-1208**

Date : 08-Dec-21

Revision No. **0**

	ITEM AND DESCRIPTION	QUANT	UNIT	\$/UNIT	MAN HOURS					JOB COSTS				
					Days	men /task	unit mhrs	Hours	\$/Hr	LABOR	MATERIAL	EQUIP/OTHER	SUBCONTRACT	TOTAL
	<b>SUMMARY</b>													
	<b>SITE WORK AND DEMOLITION</b>													<b>\$196,410</b>
	<b>CONCRETE WORK</b>													<b>\$14,300</b>
	<b>STRUCTURAL STEEL AND METALS</b>													<b>\$0</b>
	<b>WOOD FRAMING AND CARPENTRY</b>													<b>\$74,780</b>
	<b>THERMAL AND MOISTURE CONTROL</b>													<b>\$14,684</b>
	<b>DOORS/WINDOWS/GLAZING</b>													<b>\$47,250</b>
	<b>FINISHES</b>													<b>\$222,824</b>
	<b>SPECIALTIES</b>													<b>\$8,825</b>
	<b>FURNISHINGS</b>													<b>\$26,310</b>
	<b>EQUIPMENT</b>													<b>\$141,220</b>
	<b>MP&amp;E</b>													<b>\$622,120</b>
	<b>INDIRECT SUPPORT AND SERVICES</b>													<b>\$187,460</b>
	<b>CONTRACTORS FEE AND CONTINGENCIES</b>													<b>\$339,400</b>
	<b>DEVELOPMENT FEES AND PERMITING</b>													<b>\$78,314</b>
	<b>BUDGETARY ESTIMATE TOTAL</b>													<b>\$1,973,897</b>

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					Days	men /task	unit mhrs	Hours	\$/Hr	LABOR	MATERIAL	EQUIP/OTHER	SUBCONTRACT	TOTAL
	<b>SITE WORK AND DEMOLITION</b>	0	SF											
0201	Mobilization	1,400	SF	\$1.35									1,890	\$1,890
0210	Site Demolition	1,400	SF	\$2.80									3,920	\$3,920
0213	Selective Demolition - Interior Building	5,900	SF	\$8.00									47,200	\$47,200
0214	Selective Demolition - Ext Door Openings	4	EA	\$750									3,000	\$3,000
0218	Site Excavation & Off-Haul	1,400	CY	\$3.00									4,200	\$4,200
0234	Underground Utilities - Fire Water	90	LF	\$175.00									15,750	\$15,750
0235	Fire Water - Back Flow DD assembly	1	EA	\$10,500									10,500	\$10,500
0252	Site patio/sidewalk/apron improvements	1,400	SF	\$10.50									14,700	\$14,700
0253	Site concrete for fencing/gates	1	LS	\$6,500.0									6,500	\$6,500
0278	Ornamental Metal Fencing / 2 Gates	550	LF	\$85									46,750	\$46,750
0279	Ornamental Gates w/Operators	2	EA	\$21,000									42,000	\$42,000
	<b>CONCRETE WORK</b>													
0309	Concrete Patching for Plumbing	650	SF	\$22.00									14,300	\$14,300
	<b>WOOD FRAMING AND CARPENTRY</b>													
0610	Interior Partitions	6,656	SF	\$5.00									33,280	\$33,280
0614	Interior Infill Partitions	500	SF	\$6.00									3,000	\$3,000
0625	Structural Framing Repairs	1	LS	\$35,000									35,000	\$35,000
0649	Framing at exterior door openings	1	EA	\$3,500									3,500	\$3,500
	<b>THERMAL AND MOISTURE CONTROL</b>													
0714	Sound Insulation at walls	7,856	SF	\$1.15									9,034	\$9,034
0723	Roof Patching	500	SF	\$3.00									1,500	\$1,500



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					Days	men /task	unit mhrs	Hours	\$/Hr	LABOR	MATERIAL	EQUIP/OTHER	SUBCONTRACT	TOTAL
0775	Sheet Metal Flashing	1	LS	\$1,200									1,200	\$1,200
0790	Joint Sealers / Fire Caulking	5,900	SF	\$0.50									2,950	\$2,950
	<b>DOORS/WINDOWS/GLAZING</b>													
0814	Interior Doors/Hardware	15	EA	\$3,150									47,250	\$47,250
	<b>FINISHES</b>													
0910	Drywall Partitions	6,656	SF	\$6.50									43,264	\$43,264
0912	Drywall Ceilings	1,200	SF	\$7.00									8,400	\$8,400
0935	Epoxy Flooring	2,800	SF	\$43.00									120,400	\$120,400
0951	Acoustical Ceilings	2,260	SF	\$4.00									9,040	\$9,040
0960	Floor Covering	2,760	SF	\$8.00									22,080	\$22,080
0990	Painting	7,856	SF	\$2.50									19,640	\$19,640
	<b>SPECIALTIES</b>													
1016	Toilet Partitions	0	sets	\$1,350									0	\$0
1040	Signage - Doors	15	EA	\$125									1,875	\$1,875
1042	Signage - Building	1	EA	\$6,000									6,000	\$6,000
1080	Toilet Accessories	1	sets	\$950									950	\$950
	<b>FURNISHINGS</b>													
	Cabinetry/Countertops													
1232	Lowers	24	LF	\$725									17,400	\$17,400
1236	Uppers	6	LF	\$485									2,910	\$2,910
1238	Countertops	24	LF	\$250									6,000	\$6,000

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					Days	men /task	unit mhrs	Hours	\$/Hr	LABOR	MATERIAL	EQUIP/OTHER	SUBCONTRACT	TOTAL
	<b>EQUIPMENT</b>													
1425	Appliances - Staff Microwave	1	EA	\$400									400	\$400
1426	Appliances - Staff Refrigerator	1	EA	\$2,400									2,400	\$2,400
1427	Appliances - Staff Dishwasher	1	EA	\$1,500									1,500	\$1,500
1440	Kitchen Equipment													
	Commercial gas oven	3	EA	\$9,875									29,625	\$29,625
	Custom SS Cabinet Unit	6	LF	\$600									3,600	\$3,600
	3 compartment sink w/drain boards	2	EA	\$1,850									3,700	\$3,700
	Stainless Steel Storage Racks	4	EA	\$750									3,000	\$3,000
	Installation Labor	1	LS	\$3,500									3,500	\$3,500
1475	Walk-in Freezer, condensor and door	393	SF	\$135									53,055	\$53,055
1476	Walk-in Cooler, condensor and 2 doors	337	SF	\$120									40,440	\$40,440
	<b>MP&amp;E</b>													
1530	Fire Protection	5,900	SF										35,844	\$35,844
1540	Plumbing Work												113,346	\$113,346
1550	Mechanical & HVAC												162,412	\$162,412
1610	Electrical/Low Voltage/Security												310,518	\$310,518
	<b>INDIRECT SUPPORT AND SERVICES</b>													
0110	Supervision	9	mnths	0		1	8	1,584	95	150,480				\$150,480
0120	Project Management	9	mnths			1	1	198	80	15,840				\$15,840
0121	Field Surveying	0	LS	\$2,500								0		\$0
0134	Special Inspection	6	days	\$1,250								7,500		\$7,500

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					Days	men /task	unit mhrs	Hours	\$/Hr	LABOR	MATERIAL	EQUIP/OTHER	SUBCONTRACT	TOTAL
0150	Temporary Facilities	9	mnths									7,650		\$7,650
0190	Project Close-out					1	8	40	81	3240	250	0	2,500	\$5,990
	<b>CONTRACTORS FEE AND CONTINGENCIES</b>													
1800	General Contractor Fee	7.5	%											\$116,714
	Labor escalation factor Yr 2023	5.0	%	of 50% of Subcontract Costs										\$34,218
	Material escalation factor Yr 2023	8.0	%	of 30% of Subcontract costs										\$32,849
0190	General Contingency	10.0	%											\$155,618
	<b>DEVELOPMENT FEES AND PERMITTING</b>													
2400	Architectural Design and Engineering	4.0	%											\$71,517
2850	Plan Check and Permit Fees	0.4	%											\$6,797
<b>BUDGETARY ESTIMATED TOTAL</b>														<b>\$1,973,897</b>

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Project Name : Elder Day Project

Client : Community Bridges

Project Location : 501 Main Street, Watsonville

221-811

Date : 08-Dec-21

Revision No. 0

	ITEM AND DESCRIPTION	QUANT	UNIT	\$ /UNIT	MAN HOURS					JOB COSTS				
					Days	men /task	unit mhrs	Hours	\$/Hr	LABOR	MATERIAL	EQUIP/OTHER	SUBCONTRACT	TOTAL
	<b>MP&amp;E</b>													
1530	Fire Protection -	5,900	SF											\$35,844
	Fabrication	5,900	SF	\$0.65									3,835	
	Materials	5,900	SF	\$0.85									5,015	
	Labor - rough in	5,900	SF	\$2.25									13,275	
	Labor - set finish	5,900	SF	\$0.55									3,245	
	Deferred Engineering	1	LS	\$4,500									4,500	
	Subtotal												29,870	
	Subcontractor o/p	20	%										5,974	
	Total												35,844	
1540	Plumbing Work													\$113,346
	Selective Demolition	5,900	SF	\$1.50									8,850	
	Fixtures													
	Floor Sinks	2	EA	\$250							500			
	Floor drain w/trap primer	3	EA	\$350							1,050			
	Mop Sinks w/ faucet	1	EA	\$450							450			
	Toilets	1	EA	\$325							325			
	Urinals	0	EA	\$326							0			
	Lavatories with faucets	1	EA	\$275							275			
	Basin sinks w/faucet	1	EA	\$325							325			
	HC Hand wash sinks w/faucets	1	EA	\$750							750			
	3 compartment sink w/faucet	1	EA	inc										
	2 compartment sink w/faucet	1	EA	inc										
	Grease trap / under sink	0	EA	\$2,250							0			
	Hot water heater	1	EA	\$1,200							1,200			

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					Days	men /task	unit mhrs	Hours	\$/Hr	LABOR	MATERIAL	EQUIP/OTHER	SUBCONTRACT	TOTAL
	Commercial Ovens	3	EA	inc										
	Pot Range	4	EA	B.O.										
	Skillets	2	EA	B.O.										
	Mechanical unit Heater	0	EA											
	Subcontract costs													
	Labor - rough in below grade	10	EA			2	6	120	115				13,800	
	Labor - rough in above grade	20	EA			2	6	240	115				27,600	
	Labor - finish	17	EA			2	3	102	115				11,730	
	Materials - waste	10	EA	\$350									3,500	
	Materials - water	13	EA	\$700									9,100	
	Materials - gas	10	EA	\$850									8,500	
	Materials - Fixtures												4,875	
	Marerials - Other	1	LS	\$6,500									6,500	
	Design/Build Fee	1	LS	nic										
	Subtotal												94,455	
	Subcontractor o/p	20	%										18,891	
	Total												113,346	
1550	Mechanical & HVAC													\$162,412
	Selective Demolition	5,900	SF	\$2.00									11,800	
	Equipment													
	HVAC Units	0	EA	\$16,500								0		
	Exhaust fans	1	EA	\$225								225		
	Kitchen Hood w/ansil	3	EA	\$12,500								37,500		
	Subcontract labor													
	Labor - curbs	0	EA											
	Labor - set HVAC equipment	0	EA			2	6.00	0	115	0				

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					Days	men /task	unit mhrs	Hours	\$/Hr	LABOR	MATERIAL	EQUIP/OTHER	SUBCONTRACT	TOTAL
	Labor - shop fabrication	0	EA			2	8.00	0	115	0				
	Labor - s/r ducting	17	sets			3	3.00	153	115	17,595				
	Labor - exhaust fans	2	EA			2	2.00	8	115	920				
	Labor - ceiling registers	34	EA			2	0.70	48	115	5,474				
	Labor - s.s. wall panels	824	SF			3	0.09	222	116	25,808				
	Subcontract Materials													
	Curbs	0	EA	\$850							0			
	Shop fab	0	EA	\$200							0			
	Ducting	680	LF	\$19.50							13,260			
	Registers	34	EA	\$145.00							4,930			
	s.s. wall panels	824	SF	\$18.00							14,832			
	Miscellaneous	1	LS	\$3,000							3,000			
	Crane time	0	day	\$3,500								0		
	Design/Build Fee	1	LS	nic										
	Subtotal												135,344	
	Subcontractor o/p	20	%										27,069	
	Total												162,412	
1610	Electrical/Low Voltage/Security	5,900	SF											\$310,518
	Site Underground - Gate Operators	2	EA	\$9,500									19,000	
	Selective Demolition	5,900	SF	\$3.00									17,700	
	Switch Gear	5,900	SF											
	Metered Panel			\$0.00									0	
	Power Distribution	5,900	SF											
	Conduit / Wire			\$5.00									29,500	
	Convenient Outlets			\$2.50									14,750	

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	GFI Outles			\$1.00									5,900	
	Equipment Terminations	13	EA	\$285									3,705	
	Subpanels/breakers			\$2.80									16,520	
	Lighting	5,900	SF											
	Interior Fixtures		SF	\$7.50									44,250	
	Exterior Fixtures (Building)	1	EA	\$650									650	
	Title 24 Controls			\$12.75									75,225	
	Low Voltage	5,900	SF	\$1.65									9,735	
	Security	5,900	SF	\$2.25									13,275	
	Fire Alarm	5,900	SF	\$1.45									8,555	
	Design/Build Fee	1	LS	nic										
	Subtotal												258,765	
	Subcontractor o/p	20	%										51,753	
	Total												310,518	

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					Days	men /task	unit mhrs	Hours	\$/Hr	LABOR	MATERIAL	EQUIP/OTHER	SUBCONTRACT	TOTAL
	<b>INDIRECT SUPPORT AND SERVICES</b>													
0110	Supervision	9	mnths			1	8	1584	95	150,480				\$150,480
0120	Project Management	9	mnths			1	1	198	80	15,840				\$15,840
0121	Field Surveying	0	LS	\$2,500								0		\$0
0134	Special Inspection	4	days	\$1,250								5,000		\$5,000
0150	Temporary Facilities	9	mnths											\$7,650
	Jobsite Admin Trailer	1	EA	\$350								3,150		
	Security Storage	1	EA	\$150								1,350		
	Temporary Toilets	2	EA	\$175								3,150		
0190	Project Close-out													\$5,990
	Close-out Documents	5	days			1	8	40	81	3,240	250			
	Final Jobsite Cleaning	1	LS	\$2,500									2,500	



Purchase	Purchase - Rent					Purchase															Rent						
	Annual Difference	Cumulative Difference	Cumulative Cash Flow +	Purchase															Rent								
	(Cash Flow)	(Cash Flow)	(Cash Flow +)	Year	CAM	Interest	Principal	Grantee	Rent	Total Annual	Cumulative Total Cash	Loan Balance	Property Value	Estimated	Net Asset	Cumulative Total Cash	Flow + Net	Rent	CAM	MOW	Interest	Principal	Grantee	Total Annual	Cumulative Cash Flow	Total Cash	Endowment
Purchase Price	2,500,000																										
Closing Cost	31,250																										
Interest Rate (APR)	4.25%																										
Mortgage Term in Years	30																										
Leasehold Improvements	1,500,000																										
MOW Down Payment	1,000,000																										
Capital Campaign	1,500,000																										
Total Loan Amount	1,531,250																										
Monthly Mortgage Payments	8,295																										
CAM charges per Month	5,892																										
Utilities	2,125																										
Maintenance	1,331																										
Insurance	333																										
Other	100																										
CPI	2.2%																										
Annual Property Appreciation	2.2%																										
ROI for US (%)	20%																										
Rent Income per month	(1,000)																										
Rent																											
Rent Sq Ft	0.59																										
Square Foot	8,500																										
Rent per Month	5,000																										
Leasehold Improvements	1,500,000																										
Other Costs	50,000																										
Total Move In Cost	1,582,500																										
Loan Amount	1,000,000																										
Interest Rate (APR)	4.25%																										
Loan Term in Years	30																										
Closing Cost	12,500																										
MOW Contribution	(982,500)																										
Capital Campaign	(33,500)																										
Ave Years Per Site	89																										
CAM charges per Month	3,781																										
Utilities	2,125																										
Maintenance	1,667																										
Other	(28,447)																										
Endowment Initial Reserve	-																										
Endowment Annual Rate of Return	0.000%																										
Sublease Income																											
	(19,451)	(524,000)	(9,559,400)	50	205,309	-	-	34,945	134,850	205,418	9,979,419	-	188,719	8,534,950	8,534,950	1,444,850	60,000	132,142	-	-	-	-	-	37,671	224,833	10,504,320	-

Purchase	Purchase - Rent										Purchase										Rent									
	Annual Difference (Cash Flow)	Cumulative Difference (Cash Flow)	Year	CAM	Interest	Principals	Grantee After	Rent Income	Total Annual Cash Flow	Cumulative Total Cash Flow	Loan Balance	Property Value	Estimated Mortgage Value	Net Asset Value	Cumulative Total Cash Flow	Rent	CAM	MOW Contribution	Interest	Principals	Grantee After	Sublease Income	Endowment Gain	Total Annual Cash Flow	Cumulative Total Cash Flow	Endowment Balance				
Purchase Price	2,500,000																													
Closing Cost	31,250	1,171,750	1,171,750	1	70,700	64,939	35,146	22,969	(12,200)	1,181,214	1,181,214	1,498,304	(61,520)	(2,038,250)	1,442,146	(260,912)	60,000	25,000	53,125	16,154	16,124	-	(6,000)	9,463	9,463	(156,000)				
Interest Rate (APR)	4.25%	60,000	1,230,840	(103,612)	2	72,255	62,876	36,669	22,975	(12,246)	1,183,211	1,493,458	(64,642)	(2,000,800)	1,548,146	(179,731)	61,300	26,061	53,897	6,127	16,161	-	(6,140)	114,618	113,881	(162,246)				
Mortgage Term in Years	25	67,458	1,307,302	(140,475)	3	73,845	61,286	38,258	22,975	(12,334)	1,183,811	1,547,555	(66,044)	(1,968,058)	1,647,777	(100,222)	62,609	26,634	-	16,241	6,399	16,925	-	(6,490)	138,372	240,213	(168,750)			
Landlord Improvements	1,500,000	68,811	1,376,111	(181,099)	4	75,470	59,629	39,916	22,969	(12,393)	1,184,214	1,552,229	(67,517)	(1,938,271)	1,743,529	(122,491)	64,048	27,200	-	8,064	6,479	17,211	-	(6,740)	158,364	398,618	(174,476)			
MOW Down Payment	1,000,000	66,146	1,440,258	(242,061)	5	77,130	57,899	41,446	22,958	(12,491)	1,185,151	1,558,178	(69,052)	(1,908,479)	1,845,850	(156,611)	65,437	27,819	-	8,075	6,909	17,504	-	(7,000)	170,304	479,912	(120,498)			
Capital Campaign	1,500,000	66,408	1,506,725	(242,004)	6	78,827	56,094	43,611	22,919	(12,579)	1,187,011	1,567,201	(70,520)	(1,879,899)	1,979,829	(127,371)	66,897	28,411	-	8,079	7,261	17,801	-	(7,000)	172,483	651,475	(189,798)			
Total Loan Amount	1,510,250	66,774	1,570,499	(242,786)	7	80,561	54,211	45,314	22,884	(12,674)	1,189,346	1,578,546	(72,072)	(1,848,607)	2,097,218	(199,311)	68,389	29,027	-	8,089	7,875	18,104	-	(7,000)	174,572	726,047	(197,368)			
Monthly Mortgage Payments	8,295	66,854	1,634,543	(183,627)	8	82,333	52,246	47,298	22,881	(12,775)	1,190,734	1,587,330	(73,673)	(1,821,224)	2,218,311	(269,140)	69,873	29,696	-	8,097	7,904	18,413	-	(7,000)	176,700	892,767	(207,281)			
Cash charges per Month	5,892	63,339	1,697,902	(164,564)	9	84,165	50,136	49,148	22,841	(12,883)	1,192,246	1,595,185	(75,270)	(1,800,000)	2,325,526	(330,127)	71,618	30,388	-	8,106	8,246	18,727	-	(7,000)	178,899	981,676	(214,407)			
Utilities	2,125	62,997	1,760,499	(170,738)	10	85,996	48,024	51,487	22,792	(12,990)	1,193,766	1,603,114	(76,934)	(1,779,594)	2,477,238	(402,276)	73,861	31,017	-	8,106	8,600	19,047	-	(7,000)	181,119	1,122,855	(222,007)			
Maintenance	1,114	63,038	1,822,137	(172,240)	11	87,868	45,898	53,718	22,734	(13,107)	1,195,269	1,610,961	(78,627)	(1,752,261)	2,628,162	(464,981)	75,986	31,699	-	8,106	8,976	19,371	-	(7,000)	183,411	1,246,226	(230,918)			
Insurance	311	63,082	1,883,189	(166,361)	12	89,781	43,498	56,046	22,667	(13,240)	1,196,767	1,618,350	(80,356)	(1,723,278)	2,779,865	(555,361)	78,227	32,397	-	8,106	9,365	19,704	-	(7,000)	185,725	1,381,951	(240,151)			
Other	100	63,268	1,943,667	(159,517)	13	91,797	41,009	58,475	22,590	(13,381)	1,198,311	1,626,301	(82,124)	(1,693,044)	2,908,594	(581,117)	79,904	33,209	-	8,103	9,771	20,015	-	(7,000)	188,083	1,530,034	(249,761)			
CPH	2.2%	59,456	2,003,123	(1,072,401)	14	93,847	38,535	61,000	22,503	(13,524)	1,199,900	1,634,641	(83,951)	(1,660,016)	3,055,526	(630,127)	81,618	33,838	-	8,099	10,195	20,385	-	(7,000)	190,464	1,680,518	(259,751)			
Annual Property Appreciation	2.2%	(638,790)	1,364,417	(1,833,538)	15	95,961	35,891	63,653	22,404	(13,674)	1,201,556	1,642,196	(85,777)	(1,624,742)	3,194,955	(690,242)	83,790	34,582	697,132	5,997	10,636	20,734	-	(7,000)	193,001	2,000,779	(270,142)			
BD for CPH (B)	70%	57,776	1,422,192	(1,900,598)	16	97,980	33,123	66,412	22,294	(13,832)	1,203,266	1,649,881	(87,565)	(1,607,446)	3,326,001	(739,262)	85,620	35,343	-	8,086	11,097	21,089	-	(7,000)	195,621	2,146,200	(280,347)			
Rent Income per month	1,000	56,906	1,479,099	(2,008,161)	17	100,146	30,555	68,290	22,171	(13,998)	1,204,963	1,657,256	(89,393)	(1,582,024)	3,467,954	(785,344)	87,590	36,121	-	8,086	11,978	21,451	-	(7,000)	198,357	2,294,517	(292,181)			
		56,017	1,535,116	(2,116,053)	18	102,349	27,722	72,293	22,035	(13,717)	1,206,556	1,664,822	(90,803)	(1,554,547)	3,603,771	(831,641)	89,659	36,915	-	8,084	12,880	21,818	-	(7,000)	201,169	2,444,666	(303,872)			
		55,107	1,590,223	(2,230,552)	19	104,601	24,719	75,436	21,885	(13,754)	1,208,276	1,672,088	(92,377)	(1,523,709)	3,747,152	(878,213)	91,770	37,727	-	8,080	13,804	22,192	-	(7,000)	204,009	2,599,665	(316,607)			
		54,176	1,644,399	(2,352,708)	20	106,902	20,808	78,494	21,720	(13,641)	1,210,027	1,679,116	(94,041)	(1,492,796)	3,895,107	(905,004)	93,728	38,557	-	8,068	14,730	22,573	-	(7,000)	206,911	2,751,578	(329,668)			
		53,224	1,697,623	(2,477,330)	21	109,244	17,419	82,105	21,540	(13,544)	1,211,765	1,685,955	(95,578)	(1,460,311)	4,047,919	(930,602)	95,719	39,406	-	8,064	15,700	22,959	-	(7,000)	209,871	2,909,449	(343,813)			
		52,249	1,749,872	(2,603,608)	22	111,628	13,881	85,663	21,344	(13,452)	1,213,504	1,692,500	(97,052)	(1,428,428)	4,204,589	(954,902)	97,599	40,273	-	8,059	16,714	23,337	-	(7,000)	212,884	3,070,333	(358,488)			
		51,252	1,801,124	(2,730,449)	23	114,114	10,189	89,176	21,131	(13,369)	1,215,240	1,698,859	(98,509)	(1,400,121)	4,367,970	(978,647)	99,464	41,159	-	8,056	17,764	23,712	-	(7,000)	215,924	3,236,257	(373,707)			
		50,231	1,851,355	(2,858,202)	24	116,712	6,295	92,420	20,899	(13,293)	1,217,071	1,705,113	(99,950)	(1,376,331)	4,532,551	(1,000,636)	101,314	42,064	-	8,054	18,844	24,084	-	(7,000)	219,024	3,404,881	(389,496)			
Rent \$/sq ft	6.50	49,188	1,900,541	(3,012,917)	25	119,330	2,214	97,290	20,648	(13,230)	1,218,912	1,711,345	(101,301)	(1,352,476)	4,704,416	(1,021,807)	103,132	42,989	-	8,051	19,957	24,451	-	(7,000)	222,169	3,578,050	(399,872)			
Square Foot	5,000	(18,153)	1,882,608	(3,096,426)	26	122,012	-	99,751	20,475	(13,164)	1,220,888	1,717,619	(102,677)	(1,330,451)	4,884,416	(1,044,788)	104,977	43,935	-	8,048	21,104	24,818	-	(7,000)	225,344	3,753,394	(410,800)			
Rent per Month	5,000	(18,153)	1,882,608	(3,096,426)	27	124,762	-	102,166	(21,180)	124,528	1,222,721	-	(111,374)	(1,317,829)	5,073,899	(1,067,893)	106,851	44,902	-	8,045	-	-	-	(7,000)	228,563	3,932,957	(422,501)			
Landlord Improvements	400,000	(18,467)	1,931,039	(3,140,271)	28	127,511	-	104,633	(21,993)	127,348	1,224,608	-	(112,634)	(1,305,618)	5,269,561	(1,089,336)	108,769	45,890	-	8,042	-	-	-	(7,000)	231,814	4,124,771	(434,800)			
Other Costs	50,000	(18,520)	1,979,559	(3,190,271)	29	130,261	-	107,100	(22,807)	130,008	1,226,425	-	(113,900)	(1,293,316)	5,464,551	(1,111,311)	110,719	46,899	-	8,039	-	-	-	(7,000)	235,104	4,319,875	(447,299)			
Total Move to Cost	500,125	(18,520)	1,979,559	(3,190,271)	29	130,261	-	107,100	(22,807)	130,008	1,226,425	-	(113,900)	(1,293,316)	5,464,551	(1,111,311)	110,719	46,899	-	8,039	-	-	-	(7,000)	235,104	4,319,875	(447,299)			
Loan Amount	(1,000,000)	(18,860)	1,960,700	(3,171,470)	30	132,991	-	109,591	(23,619)	132,599	1,228,244	-	(115,166)	(1,281,150)	5,659,551	(1,133,111)	112,779	47,931	966,502	-	-	-	-	(7,000)	238,444	4,518,319	(460,510)			
Interest Rate (APR)	4.25%	(18,860)	1,960,700	(3,171,470)	31	135,811	-	112,101	(24,431)	135,211	1,230,075	-	(116,432)	(1,268,718)	5,854,419	(1,154,661)	114,900	49,000	-	-	-	-	-	(7,000)	241,814	4,719,133	(473,721)			
Mortgage Term in Years	25	(17,317)	1,977,017	(3,208,787)	32	138,621	-	114,611	(25,243)	137,854	1,231,906	-	(117,698)	(1,256,286)	6,049,287	(1,176,311)	117,069	50,063	-	-	-	-	-	(7,000)	245,214	4,924,347	(487,032)			
Closing Cost	3,125	(17,773)	1,980,142	(3,250,460)	33	141,426	-	117,121	(26,055)	140,409	1,233,737	-	(118,964)	(1,243,854)	6,244,151	(1,197,861)	119,238	51,132	-	-	-	-	-	(7,000)	248,644	5,133,991	(499,343)			
MOW Contribution	(53,125)	(18,220)	1,926,917	(3,197,545)	34	144,237	-	119,631	(26,867)	143,216	1,235,568	-	(120,230)	(1,231,424)	6,439,021	(1,219,411)	121,407	52,200	-	-	-	-	-	(7,000)	252,104	5,348,095	(511,654)			
Capital Campaign	(300,000)	(18,672)	1,896,917	(3,167,517)	35	147,047	-	122,141	(27,679)	146,025	1,237,399	-	(121,500)	(1,219,094)	6,633,891	(1,240,961)	123,576	53,269	-	-	-	-	-	(7,000)	255,594	5,563,689	(524,165)			
Any Years Per Site	15	(19,113)	1,877,804	(3,148,314)	36	149,857	-	124,651	(28,491)	148,835	1,239,230	-	(122,766)	(1,206,764)	6,828,761	(1,262,511)	125,745	54,338	-	-	-	-	-	(7,000)	259,104	5,789,793	(537,276)			

February 2, 2022

Raymon Cancino, CEO  
Community Bridges  
519 Main Street, Suite A  
Watsonville, CA 95076

Dear Ray,

We are very excited to have Community Bridges participating in our Local ARPA Advocacy Project (LAAP).

The LAAP is an advocacy capacity-building initiative to support emerging nonprofit coalitions to 1) influence local ARPA funding decisions and obtain funds for nonprofits, and 2) gain skills, relationships, and experience to carry forward into other advocacy work. Participating organizations will use the resources CalNonprofits makes available to them to shape local ARPA advocacy tailored to their organization's mission and their locale.

The LAAP begins immediately and is slated to end on 6/30/22.

CalNonprofits will provide you with the following as part of your participation in the LAAP:

- A coach to offer one-on-one support as you engage in local budget advocacy steps
- Inclusion in at least two CalNonprofits-hosted convenings of participants, coaches, and other experts to share strategies and lessons learned
- \$2,000 to support your local budget advocacy work with your network, including bringing your network partners together to develop goals and strategies
- Simple reporting form to track your strategies, activities, outcomes, and lessons learned
- General support for your participation in the project. LAAP Project Manager Patty Oertel is available to respond to your questions and project needs.

As a participating organization, Community Bridges agrees to:

- Participate in two CalNonprofits-hosted virtual LAAP convenings of the cohort organizations, coaches, and other experts
- Work with your coach and coalition to define local ARPA budget advocacy objectives and strategies
- Implement those strategies, including engaging local decision makers and participating in local meetings and hearings
- Assess progress and continue to try new strategies
- Document any outcomes and lessons learned
- Use regranted LAAP funds (\$2,000 total) to support coalition meetings
- Devote roughly 20 hours a month on average to local ARPA budget advocacy efforts
- Contribute to learning and network building in this group of organizations, coaches, and CalNonprofits

We look forward to supporting you as you engage more actively in local budget advocacy work. Please don't hesitate to reach out to us with questions. Thank you!

Sincerely,



Lucy Salcido Carter, MA, JD  
Public Policy Director, CalNonprofits

<b>COMMUNITY BRIDGES</b> <b>Program Budget Summary</b> <b>December 31, 2021</b>											
Projections for Year Ending 6-30-2022											
A	B	C	D	E	F	G	H	I	J	J	K
PROGRAM NAME:	6/30/21 Unaudited Balance	Annual 21/22 Approved Budget	Current Projected Expenses	Current Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2021-2022 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	Change from Prior Mo	% Change	14.53% Gen'l & Adm Exp
WIC (CB FY)	203,393	2,396,283	2,461,034	2,459,299	0	(1,735)	201,658	8.2%	10,218	0.4%	355,910
Child Development Div	391,760	2,129,942	2,324,910	2,406,968	225,000	82,058	473,818	20.4%	15,078	0.6%	338,197
Elderday	324,161	2,115,484	1,888,141	1,959,744	340,000	71,603	395,764	21.0%	19,632	1.0%	271,982
Meals on Wheels	1,484,117	2,226,420	2,354,715	2,366,559	180,000	11,844	1,495,961	66.4%	39,138	1.7%	335,862
Lift Line	(207,036)	2,394,240	2,383,571	2,368,885	150,000	(14,686)	(221,722)	-10.9%	(52,826)	-2.2%	272,106
La Manzana Commty Res	265,463	895,605	1,470,320	1,493,028	55,700	22,708	288,171	19.8%	26,211	1.8%	169,438
Mountain Commty Res	329,613	556,714	648,908	712,122	64,920	63,214	392,827	61.5%	33,194	5.1%	86,739
Nueva Vista Commty Res	163,057	352,453	470,198	484,839	38,800	14,641	177,698	38.1%	2,426	0.5%	68,326
Live Oak Commty Res	160,032	374,781	416,227	441,724	29,000	25,497	185,529	44.6%	8,391	2.0%	60,484
CACFP (CB FY)	17,111	4,178,223	3,847,705	3,880,430	120,000	21,229	38,340	5.1%	(10,664)	-0.3%	57,530
Administration	194,434	2,090,173	2,228,960	2,159,124	116,256	(69,836)	124,598	5.6%	24,350	1.1%	12,351
Philanthropy	212,929	316,214	319,259	307,446	50,000	(11,813)	201,116	63.0%	57,246	17.9%	46,393
<b>TOTAL PROG OPERATIONS</b>	<b>4,389,034</b>	<b>20,026,532</b>	<b>20,813,948</b>	<b>21,040,168</b>	<b>1,369,676</b>	<b>214,724</b>	<b>3,753,758</b>	<b>22.91%</b>	<b>172,394</b>	<b>0.8%</b>	<b>2,075,318</b>
LOCR-Capital Campaign	531,628	27,240	24,070	26,842	0	2,772	534,400	NA	18,454		0
CBHQ FY 20/21 Activity		-	118,705	138,583	0	19,878	19,878	NA	2,393		0
501 Main Street	850,000		518,008	15,994		(502,014)	347,986	NA	(502,014)		
Fixed Assets & Gen'l Agy	3,952,143	-	1,780	120,565	0	118,785	4,070,928	NA	112,792		0
<b>TOTAL AGENCY</b>	<b>8,872,805</b>	<b>20,053,772</b>	<b>21,476,511</b>	<b>21,342,152</b>	<b>1,369,676</b>	<b>(145,855)</b>	<b>8,726,950</b>	<b>22.91%</b>	<b>(195,981)</b>	<b>-0.9%</b>	<b>2,075,318</b>

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

**Program Budget Summary  
December 31, 2021**

**PROGRAM NAME:**

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<b>WIC</b>	+5K personnel, -12K telephone, +2K donations
<b>Child Development Div</b>	+25K private pay parent fees, equity increases built in, new hires pushed out, 390K to be spend out (less one time equity)
<b>Elderday</b>	-21K CCAH rev, +10K contact services -18K meals, -38.7K Transportatoin, +486K Property Purchase, +35K Interest
<b>Meals on Wheels</b>	+16K donations, +21K mailer donations, -\$4K personnel (health), +4K food, +2K vehicle operating
<b>Lift Line</b>	-38.7K ELD revenues, +10K Kaiser, +21K Equity Payments
<b>La Manzana CR</b>	-15K personnel, +3.5K publicity/media, minor other changes
<b>MCR</b>	-20K personnel, 2 new hires pushed out to 3/1
<b>Nueva Vista CR</b>	-3K personnel, new hires moved out to 3/1, minimal other changes
<b>Live Oak CR</b>	-Personnel, new hires moved to 3/1
<b>CACFP</b>	New Hire 1/10, +donations 3K, -Center projections
<b>Administration</b>	BOD approved prior year funds \$83,057, +13K on year, +1 EE Health, Slight +G.A.
<b>Philanthropy</b>	BOD approved prior year funds \$84.2K, now using 11.8K, +7.5 Comm Foundation, Strong holiday donations
<b>LOCR-Cap Campaign</b>	Actual YTD less proj FY 21/22 expenses, 12/31/2021 \$558,470
<b>La Manzana Property</b>	Actual Revenue/Expense through 12/31/2021
<b>501 Main Street</b>	Actual Expenses as they occur
<b>FAs &amp; Agy Unrestr.</b>	Actual YTD less projected FY 21/22 expenses, Endowment Balance 12/31/2021 \$800,464
<b>Total Agency</b>	Proj Program +214K, Proj Agency -145K, +FA

# Pajaro Valley Healthcare hopes to save health care for the region



Updated: 7:12 PM PST Feb 7, 2022

**Phil Gomez**

**WATSONVILLE, Calif. —**

The clock is clicking for Pajaro Valley Healthcare District Project — the nonprofit has weeks to come up with millions of dollars in funding to prevent Watsonville Community Hospital from shutting its doors.

If it fails, it could have implications for Dominican Hospital in Santa Cruz, Salinas Valley Memorial, even CHOMP, on the Monterey Peninsula could see more patients if the hospital services aren't here.

"It's about service to the disadvantaged community in the Pajaro Valley, but if we don't have a hospital then it will ripple throughout the Central Coast," said State Senator John Laird.

It's one reason why Senate Bill 418, authorized by Laird, was so important to the process.

With a 34-0 vote, it paved the way for the governor to sign the bill into law to establish a health care district for Watsonville Community Hospital in the Pajaro Valley.

"The real benefit is it's a hospital that employs 628 people. Two hundred of them are physicians. It serves the area of Pajaro, Watsonville and the rest of the Pajaro Valley. It will leave only one general hospital if it went under," Laird said.

Currently, Watsonville Hospital is open but filed for bankruptcy in December.

The Pajaro Valley Healthcare District Project is a nonprofit and will provide health care for the under-insured, uninsured and those on Medi-Cal.

"Like many other health care districts, we serve a rural community, a diverse community and in Pajaro Valley, we know that the services need to be tailored to the uniqueness of our population and that's what health care districts do," said Mimi Hall, with PVHDP.

It also must establish a five-member board that will be elected by the community.

The first board will be selected by the Santa Cruz County Board of Supervisors.

"So the fact that health care districts are operated and controlled by local voters means that our community health care and how the district determine these services are always going to be transparent and open," said Hall

Community Bridges Chief Executive Officer Raymon Cancino believes it is going to provide much-needed health services for the individuals his program helps.

"A lot of people going in not just for the emergency services but also for the preventative work that is critically needed for emotional behavior health services to even diabetes and early diabetes support," Cancino said.

The next big step is submitting a bid to the bankruptcy court for the hospital. That's about two weeks away.

Monterey County Supervisors are considering providing funding toward the purchase Tuesday as are other health systems.