



BOARD OF DIRECTORS MEETING

Wednesday, January 21, 2026, 5:00 PM to 7:30 PM

Zoom: <https://us02web.zoom.us/j/613973795>

Meeting ID: 613 973 795

REGULAR SESSION DRAFT AGENDA

- 5:00 1. CLOSED SESSION**
- 6:15 2. Adjourn Closed Session**
- 6:15 3. Call to Order/Establish Quorum**
- 6:15 4. Agenda Review** (3 min)
- 6:18 5. Announcements/Program Updates** (10 min)
- 6:28 6. *CONSENT AGENDA – Action Items** (2 min)
ACTION ITEM: Line of Credit Renewal Resolution (WCCB)
- 6:30 7. Receive comments from members of the public on “Items not on the Agenda”** (10 min)
- 6:40 8. BOD Chair Report – Jack Jacobson** (5 min)
- 6:45 9. CEO Report – Ray Cancino** (10 min)
a. CEO Workplan and Discussion Measurables
- 6:55 10. Development Report–Tony Nunez/ Anna Vaage** (15 min)
- 7:10 11. Finance Committee Update – Doug Underhill** (15 min)
- 7:25 12. Newspaper Articles**
- a. [Election 2025: Measure C takes slim lead in dueling Santa Cruz affordable housing plans](#) – Lookout Santa Cruz, November 2025
 - b. [The Editor’s Desk: Nov. 5](#) – Good Times, November 2025
 - c. [Pajaro mural highlighting community’s resilience nears completion](#) – Santa Cruz Sentinel, November 2025
 - d. [Central Coast organizations stepping in during SNAP cuts—free food and discount guide](#) – KSBW, November 2025
 - e. [40th annual Mountain Affair raises \\$28,500 for San Lorenzo Valley families](#) – Press Banner, November 2025
 - f. [Pair of local nonprofits unite to provide food assistance to Santa Cruz County seniors](#) – Santa Cruz Sentinel, November 2025

- g. [The Editor's Desk: Nov. 12](#) – Good Times, November 2025
- h. [Community Bridges' Meals on Wheels for Santa Cruz County program and Grey Bears launch new help for seniors](#) – Lookout Santa Cruz, November 2025
- i. [Community Bridges: Our commitment to our employees, mission and community](#) – Lookout Santa Cruz, November 2025
- j. [County Agencies Scramble to Feed Hungry: Nutritional Assistance Programs Available Countywide](#) – Times Publishing Group, November 2025
- k. [Where your support matters most: 2025 Santa Cruz County nonprofits to watch](#) – Lookout Santa Cruz, November 2025
- l. [Lend A Hand In Watsonville: Holiday Volunteer Opportunities Near You](#) – Watsonville Patch, November 2025
- m. [The Giving Season: 72 ways to make our community a better place](#) – Good Times, November 2025
- n. [Meals on Wheels, Grey Bears Partner to Expand Senior Nutrition Access](#) – Times Publishing Group, November 2025
- o. [Built for this moment: Community Bridges will be the light during these dark times](#) – Lookout Santa Cruz, November 2025
- p. [Guest Commentary | Love is a thread in our safety net](#) – Santa Cruz Sentinel, November 2025
- q. [Alumna Tonje Switzer receives Green Heart Award for CZU complex fire and Santa Cruz storm recovery efforts](#) – UCSC, November 2025
- r. [Tracking immigration enforcement: 24 visits to Santa Cruz County in 2025](#) – Santa Cruz Local, November 2025
- s. [Colorado-based nonprofit tapped to temporarily run Santa Cruz County Head Start after Encompass exit](#) – Santa Cruz Local, November 2025
- t. [A Santa Cruz County foodie holiday gift guide](#) – Santa Cruz Sentinel, December 2025
- u. [As Medi-Cal changes loom, Santa Cruz County's immigrant families face a new health crisis – and a call for collective action](#) – Lookout Santa Cruz, December 2025
- v. [Pajaro Valley Collaborative pushes for statewide adoption of Childcare Safety Plan](#) – Santa Cruz Sentinel, December 2025
- w. [Medi-Cal benefits paperwork deadline quickly approaching](#) – Monterey Herald, December 2025
- x. [Community Bridges launches fund to support families facing detention or separation](#) – Press Banner, December 2025
- y. [Quick Bites | Save the date for annual Meals on Wheels lunch](#) – Santa Cruz Sentinel, December 2025
- z. [Guest Commentary | Act now to help immigrant families](#) – Santa Cruz Sentinel, December 2025
- aa. [Watsonville earns Cultural District Designation](#) – The Pajaronian, December 2025

- bb. [Santa Cruz houses 73% of homeless shelter beds in the county. That has to change.](#) – Santa Cruz Lookout, January 2025
- cc. [Guest Commentary | A Funding Freeze Would Put Seniors at Risk—Congress Must Act](#) – Santa Cruz Sentinel, January 2025

7:25 13. Items for Next Agenda (5 min)

7:30 14. Adjourn Regular Meeting

Next Meeting:

February 18, 2026, 5 pm - 7:30 pm.



AGENCY BOARD RESOLUTION
RESOLUTION # 2026-01-01

At the duly noticed regular meeting of the Governance Committees of Community Bridges Board of Directors held on 21 January 2026 the following resolution was made:

Be it resolved that the Board of Directors of Community Bridges hereby authorize Community Bridges CEO and CFO to execute the March 2026 renewal and subsequent year renewals of a \$750,000 Line of Credit with the same terms and conditions at the following institution:

1. West Coast Community Bank
595 Auto Center Dr.
Watsonville, CA 95076

Be it also resolved that the Board of Directors of Community Bridges hereby verify that Community Bridges' Tax ID number 94-2460211.

_____ Sara Siegel, Secretary

VERIFICATION

Each of the undersigned declares under penalty of perjury under the laws of the State of California that the statements in the foregoing certificate are true and correct of his or her own knowledge, and that this declaration was executed on January XX, 2026, in Watsonville, California.

_____ Sara Siegel, Secretary



COMMUNITY BRIDGES PUENTES DE LA COMUNIDAD

CEO DASHBOARD

Organizational Goals & Indicators

FY 2024/2025

Proposed FY 2025/2026 Goals

This work plan reflects the strategic direction for the CEO and Community Bridges through June 30, 2025. Here is the following work plan as well as the proposed FY 25/26 goals. In addition to moving the organization through these goals, the CEO continues to direct and manage all programs and operations of Community Bridges, in partnership with the Board and the Management Team, ensuring the organization's mission and operational goals are met.

GOAL #1 - COMMUNITY SUPPORT: Community Bridges and its programs build on the continued success of the renewed CB agency messaging and branding measured through the success of increased donations, grants and community perspective as measure through our Annual Stakeholder Agency Survey.

GOAL #2 - INTERNAL HEALTH: Community Bridges has operational systems to run efficiently and effectively, while supporting a positive organizational climate. CB takes particular action to strengthen the model for sustainability and expand current revenues to support our mission.

***OPERATIONAL EXCELLENCE:** Community Bridges seeks to maximize our impact to the community we serve. In a bold effort to accomplish that, we are including key performance indicators for each program in the CEO goals and 80% of the goals shall be met.

***RESTRUCTURE:** Explore the ability for Community Bridges to restructure the current administration of divisions to allow for more focused sector decision making and alignment while supporting the need to diversify responsibility and provide additional support to the CEO.

FOCUS AREA #3 - FINANCIAL STABILITY & SUSTAINABILITY: Community Bridges has the financial resources to support its operations and its programs and to address emerging needs & opportunities.

Goal #1 - COMMUNITY SUPPORT

- DONORS: 1. Increase donors by 5% and
2. Increase major donors giving \$1,000+ by 5%

Increase Donors

by 5%

23/24 Actual: 2,759

24/25 Actual: 2,665

25/26 Goal: 2,798

***Decrease of 8.7%**

Increase Major Donors

by 5%

23/24 Actual: 149

24/25 Actual: 185

25/26 Goal: 194

Increase of 15.4%

FY25/26 Goals

1. Increase donors by 5%

2. Increase major donors (giving \$1,000+) by 5%

MEDIA: Increase social media by 5%

23/24 Actual

Facebook - 3,886 X - 1,173

24/25 Actual

Facebook - 4,048 X - 1,119

% Change:

Facebook - **4.17% increase**

X - **4.69% decrease** *Retiring use of X

FY 25/25 Goal: Increase Social Media by 5%

COMMUNITY SUPPORT: Increase grant support by 12.5%

23/24 Actual: \$4.85M

24/25 Actual: \$6.13M

26.39% increase

FY 25/26 Goal: Increase grant support to \$6.9M.

STAKEHOLDERS:

Stakeholders agree with the statement that Community Bridges is an expert in the human services field.

80% of Stakeholders agree with the statement above.

GOAL #2: INTERNAL HEALTH

EXPLORE UNIVERSAL INTAKE SYSTEM

STAFF FEEL VALUED

Staff indicate feeling valued.

Goal: 75% FY 23/24: 75%
FY 24/25: 61.11%

Staff feel that the agency is headed in the right direction.

Goal: 80% Actual: 75.98%

Goals for FY 25/26:

Staff indicate feeling valued: 75%

Staff feel that the agency is headed in the right direction: 80%

SALARY POLICY

We continue to work on the salary survey and increase wages. 100% of staff currently earn above \$18/hr., which is an increase of 22% from the prior FY.

As of July 1, 2025 92% of staff currently earn above \$20/hr.
(With Differentials it's 98% earn above \$20/hr.)

FY 25/26 Goal:

100% of staff will earn above \$20.00 per hour.

OPERATIONAL EXCELLENCE

(Goals for FY 25/26)

WIC GOALS

1. Increase caseload by 5%
2. Increase 5% of current indigenous language participation

FRC'S GOALS

1. Increase grants by 5% from previous year
2. Increase contracts by revenue by 5%
3. Expansion of ECM by 15%

ELD GOALS

1. Increase ADA to 72
2. Increase ECM by 10%
3. Increase donations by 5%

MOW GOALS

1. Start Medically Tailored Meals
2. Increase contracts/grants by 10% revenue
3. Increase donations by 5%

LL GOALS

1. Increase ridership by 5%
2. Increase contract revenue by 5%
3. Increase enrollment by 10%

CACFP GOALS

1. Increase centers/providers by 5%
2. Increase new providers by 10% of current existing in Monterey County

EED GOALS

1. Maximize Contracted Days and Service Levels (approx. 26,075 child days)
2. CalFire Project Completion
3. Contract and Grant Expansion by 5%

GOAL #3: FINANCIAL STABILITY & SUSTAINABILITY

INCREASE CASH RESERVES BY 1%

FY 23/24: -0.1% FY 24/25: -1.26%

(In FY 24/25 program reserves decreased by 1.26% in FY 24/25)

DECREASE AGENCY DEBT BY 1%

FY 23/24: +55.8% FY 24/25: +16.8%

*Elderday debt increased from -\$590k to -\$675k
LL debt increased from -\$104k to -\$119k
LOCR debt increased from +\$198k to -\$17k*

50% OF PROGRAMS HAVE MET THEIR OVERALL RESERVE GOAL

FY 23/24: 50% FY 24/25: 40%

(MOW, MCR, NVCR, and Dev/Admin met their reserve goal.)

90% OF PROGRAMS MET THEIR 1% RESERVE GOAL INCREASE

FY 23/24: 50% FY24/25: 20%

(WIC and Development have met their 1% reserve goal increase.)

BOARD APPROVED BUDGET PERFORMANCE

July 2024: -\$667,000 June 2025: -\$298,000

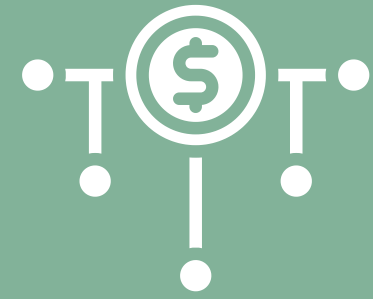
This is a 55.32% decrease from the beginning of the year to the end of the year.

AGENCY INCREASE BY 5%

FY 24/25: \$1,365,055 (4.91%)

Change in 2025/2026 budget versus 2024/2025 budget w/o prior year and difference in Monterey

Key Initiatives



Diversify Revenue

Balance grants and philanthropy with fee-for-service programs to strengthen long-term financial sustainability.



Operational Excellence

Maximize existing capacity to serve more people through efficiency, utilization, and service optimization.



Policy Leadership

Advance statewide policy initiatives and elevate Community Bridges as a trusted thought leader.



Grow to Sustain

Pursue measured growth that strengthens stability while staying within current operational capacity.



Strengthen Our Culture

Build collaborative, supportive workplaces where staff and programs can thrive together.

With the success and wellness of our community, clients and team guiding us



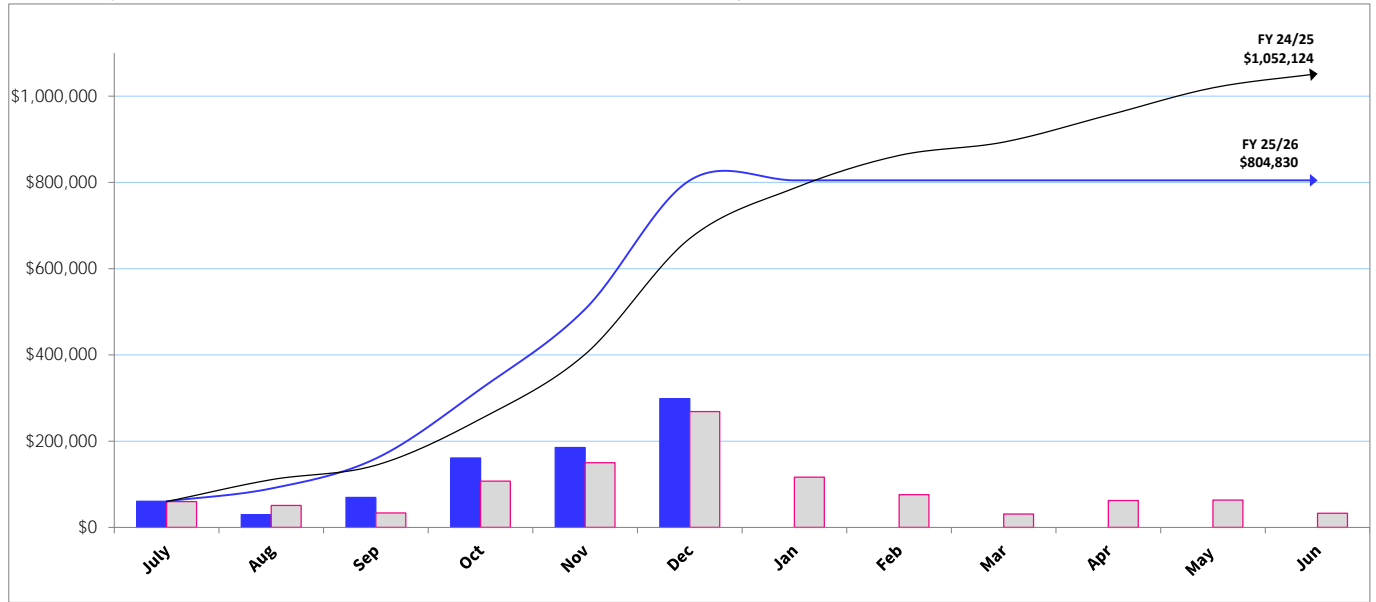
COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Development Progress Report
Fiscal Year 2025-26
December 31, 2025

Donation Revenue (Excluding Grants & Disaster Funds)

Fiscal Year	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Current Year 25/26	\$60,632	\$29,624	\$69,569	\$161,139	\$185,224	\$298,641	\$0	\$0	\$0	\$0	\$0	\$0	\$804,830
Prior Year 24/25	\$59,760	\$50,976	\$33,500	\$107,340	\$149,953	\$268,561	\$116,675	\$75,812	\$30,870	\$62,561	\$63,408	\$32,708	\$1,052,124

Year over year difference: 12/31/24 to 12/31/25 \$134,740 20.1% change



A. Cumulative YTD Donations

• 25/26 Donations YTD	\$804,830	50%	Portion of year lapsed
• 24/25 Donations YTD	\$670,090	20%	Change over prior year
• 25/26 Donation Goal	\$1,094,947	74%	Portion of goal met
• 24/25 Donations Final	\$1,052,124	104%	Goal growth over prior

Farm to Fork 2025 \$49,690 rec'd 3/1/25 thru 6/30/25
removed from this report

Fundraising Campaign Report
Through December 31, 2025

Donations to Programs	25/26 Current YTD Actual	25/26 Budgeted Goal	% of Budgeted Goal Met	24/25 Prior YTD Actual	24/25 Prior Year Total Actual	\$ chg to Prior Year	% chg to Prior Year	25/26 % of Current YTD Total
CB General Funds	\$355,782	\$446,896	80%	\$303,029	\$439,338	\$52,753	17%	44%
Child and Adult Care Food Program	\$3,249	\$8,258	39%	\$4,942	\$5,350	(\$1,694)	-34%	0%
Early Education Division	\$1,236	\$5,623	22%	\$3,683	\$3,683	(\$2,448)	-66%	0%
Women, Infants & Children	\$2,247	\$5,265	43%	\$12,736	\$14,312	(\$10,490)	-82%	0%
Elderday	\$20,044	\$14,186	141%	\$14,489	\$14,821	\$5,555	38%	2%
Lift Line	\$34,266	\$38,092	90%	\$16,428	\$34,281	\$17,838	109%	4%
Meals on Wheels	\$331,811	\$515,001	64%	\$274,841	\$492,943	\$56,970	21%	41%
La Manzana Community Resources	\$1,730	\$8,077	21%	\$4,881	\$4,907	(\$3,151)	-65%	0%
Live Oak Community Resources	\$1,953	\$7,367	27%	\$1,212	\$3,964	\$741	61%	0%
Mountain Community Resources	\$50,424	\$40,089	126%	\$29,796	\$33,974	\$20,628	69%	6%
Nueva Vista Community Resources	\$2,090	\$6,093	34%	\$4,052	\$4,552	(\$1,962)	-48%	0%
Total Program Revenue	\$804,830	\$1,094,947	74%	\$670,090	\$1,052,124	\$134,740	20.1%	100%

Fundraising Appeals & Campaigns		25/26 Current YTD Actual	25/26 Budgeted Goal	% of Budgeted Goal Met	24/25 Prior YTD Actual	24/25 Prior Year Total Actual	\$ chg to Prior Year	% chg to Prior Year	25/26 % of Current YTD Total
CB Annual Report	Sept/Oct	\$25,864	\$13,176	196%	\$12,642	\$12,642	\$13,222	105%	3%
CB Calendar	Nov/Dec	\$5,300	\$9,840	54%	\$10,007	\$10,707	(\$4,707)	-47%	1%
CB Fall Mailer	Oct/Nov	\$31,745	\$18,634	170%	\$26,455	\$26,455	\$5,290	20%	4%
CB Farm to Fork Gala	Jun/Jul	tbd	\$67,420	tbd	\$61,208	\$61,208	tbd	tbd	tbd
General Donations	Ongoing	\$214,338	\$277,679	77%	\$167,777	\$254,667	\$46,561	28%	27%
Giving Tuesday	Nov/Dec	\$24,758	\$30,637	81%	\$27,316	\$27,316	(\$2,557)	-9%	3%
LL Van Sponsorships	Ongoing	\$32,250	\$32,000	101%	\$11,750	\$29,600	\$20,500	174%	4%
Major Gifts \$5,000+	Ongoing	\$250,000	\$242,402	103%	\$155,000	\$240,000	\$95,000	61%	31%
Monthly	Ongoing	\$22,479	\$43,483	52%	\$14,362	\$32,669	\$8,117	57%	3%
MCR Mountain Affair	Sept/Oct	\$28,779	\$20,000	144%	\$19,437	\$19,437	\$9,341	48%	4%
MOW Meal Contributions	Ongoing	\$31,200	\$0	n/a	n/a	n/a	\$31,200	n/a	4%
MOW Meal Addl Donations	Ongoing	\$2,972	\$9,100	33%	\$6,199	\$9,849	(\$3,227)	-52%	0%
MOW Fall Mailer	Nov/Dec	\$88,368	\$142,270	22%	\$121,614	\$131,664	(\$33,246)	-27%	11%
MOW Spring Mailer	Apr/May	tbd	\$63,382	tbd	\$0	\$62,893	tbd	tbd	tbd
MOW Food from the Heart	Jan/Feb	\$11,884	\$60,000	20%	\$7,146	\$49,693	\$4,738	66%	1%
Outside Fundraisers	Ongoing	\$8,524	\$19,811	43%	\$6,659	\$22,614	\$1,865	28%	1%
Payroll Contributions	Ongoing	\$5,817	\$34,143	17%	\$7,033	\$44,124	(\$1,216)	-17%	1%
Santa Cruz Gives	Nov/Dec	\$10,675	n/a	n/a	\$10,496	\$11,510	\$179	2%	1%
Stock Donations	Ongoing	\$9,877	\$5,486	n/a	\$2,643	\$2,643	\$7,234	274%	1%
Vehicle Donations	Ongoing	\$0	\$5,486	n/a	\$2,347	\$2,433	(\$2,347)	-100%	0%
Total Campaign Revenue		\$804,830	\$1,094,947	74%	\$670,090	\$1,052,124	\$134,740	20.1%	100%

COMMUNITY BRIDGES Program Budget Summary November 30, 2025											
Projections for Year Ending 6-30-2025											
A	B	C	D	E	F	G	H	I	J	K	L
PROGRAM NAME:	6/30/25 Unaudited Balance	Annual 25/26 Approved Budget	Current Projected Expenses	Current Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2025-2026 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	Change from Prior Mo	% Change	14.53% Gen'l & Adm Exp
WIC (CB FY)	568,247	3,247,531	3,019,683	3,104,113	364,953	84,430	652,677	21.7%	26,713	0.9%	410,421
Early Education Division	227,537	5,064,339	5,303,924	5,307,943	114,714	4,019	231,556	4.4%	(231)	0.0%	518,744
Elderday	(714,504)	3,421,578	3,348,741	3,204,805	730,312	(143,936)	(858,440)	-25.6%	(61,321)	-1.8%	439,553
Meals on Wheels	1,579,460	2,493,731	2,620,195	2,293,781	507,799	(326,414)	1,253,046	49.7%	(25,697)	-1.0%	351,632
Lift Line	(157,364)	3,856,089	3,849,544	3,831,244	334,867	(18,300)	(175,664)	-5.0%	34,964	0.9%	395,932
La Manzanita Commty Res	265,364	1,782,792	2,072,238	2,095,788	237,128	23,550	288,914	14.0%	(82,177)	-4.0%	184,625
Mountain Commty Res	337,260	522,070	486,019	497,355	189,372	11,336	348,596	73.3%	79,722	16.4%	117,303
Nueva Vista Commty Res	357,795	663,374	432,263	588,223	68,123	155,960	513,755	120.1%	42,363	9.8%	58,860
Live Oak Commty Res	50,111	519,717	436,224	564,544	79,274	128,320	178,431	40.9%	69,769	16.0%	59,307
FRC ECM	162,679	807,073	542,663	608,616	569,073	65,953	228,632	42.1%	132,752	24.5%	72,986
CACFP	80,033	4,128,700	4,060,700	4,053,732	360,000	(6,968)	73,065	7.5%	1,766	0.0%	79,793
Administration	358,182	2,953,193	2,972,154	2,940,962	290,000	(31,192)	326,990	11.0%	(72,222)	-2.4%	21,795
Philanthropy	408,819	563,468	597,137	597,126	380,526	(11)	408,808	68.5%	53,088	8.9%	80,011
TOTAL PROGRAMS	3,523,619	30,023,655	29,741,485	29,688,232	4,226,141	(53,253)	3,470,366	13.50%	199,489	0.7%	2,790,962
LOCR-Capital Campaign	526,626	-	48,500	18,960	0	(29,540)	497,086	NA	5,878		0
CBHQ FY 25/26 Activity	-	-	120,064	118,816	0	(1,248)	(1,248)	NA	(1,638)		0
Fixed Assets & Gen'l Agcy	8,806,833	-	1,780	48,139	0	46,359	8,853,192	NA	(321,517)		0
TOTAL AGENCY	13,154,959	30,023,655	29,911,829	29,874,147	4,226,141	(37,682)	12,819,396	13.50%	(117,788)	-0.4%	2,790,962

Fixed Asset purchases and Pass-Thru expenses exempt from Indirect; Revenues and Expenses include all pass-through
*278K of Prior Year Funds were in approved BOD budget for programs: 56K Philanthropy, 222K MOW

Program Budget Summary
November 30, 2025

PROGRAM NAME:

WIC	Gains are projected ECM revenues, New FFY, was including some of last CB FY PATH that was removed
Early Education Division	+17K personnel, +32K other expenses, +48K Cost of Care Revenue
Elderday	Dec ADA 65.36, YTD 70.55 - ADA not increasing at rate we need, +8K personnel, +22K other expenses
Meals on Wheels	Slight Increase personnel, Increased donations, need to further reduce meal count through attrition
Lift Line	+55K personnel, -102K other expenses, +24K vehicle sponsorship rev, -50K TNC rev
La Manzana CR	+20K Sunlight, +33K CYBHI, -10K CS, -30K Counseling, +84K Monterey, +28K personnel, +61K direct aid
MCR	-8K counseling, +5K event, -55K personnel
Nueva Vista CR	-6K parks grant, -22K counseling, -16K personnel
Live Oak CR	-33K CYBHI, -16K Counseling, -23K Personnel
FRC ECM	-90K personnel, +15K professional services
CACFP	Oct DCH count 460, Nov projected 445, + 40-50 from 1 year ago
Administration	-90K indirect from programs, increased personnel, equity rate increases
Philanthropy	Donations exceeding projections, no longer projected to use any prior year funding
LOCR-Cap Campaign	Actual YTD less proj FY 25/26 expenses, 11/30/2025 \$503,586
CBHQ	Actual Revenue/Expense through 11/30/2025
FAs & Agy Unrestr.	Actual YTD less projected FY 25/26 expenses, Endowment Balance 11/30/2025 \$909,029
Total Agency	Total Programs -53K, BOD aproved budget -278K