Cosumnes River College is an innovative educational and community center that prepares and empowers students to realize their unique potential to transform their lives and contribute to a just and democratic society as global citizens.
Colleagues and Friends of CRC,

I am pleased to present CRC’s annual report Charting Our Course to the campus and the community. This second edition of the college’s annual report showcases our instructional, support services and organizational accomplishments, and offers an abridged yet vibrant glimpse of the college’s 2011-12 progress and successes. Aligned with our Strategic Plan, the work we did and are doing focuses on student access and success, teaching and learning effectiveness, community and economic development, and organizational improvement.

Cosumnes River College is an academically distinctive institution and its accomplishments of the past year affirm its exemplary reputation. More than 15,000 students enroll each term, pursuing degrees and certificates, transfer and general education, technical proficiencies, and basic skills development. During 2011-2012, CRC broke ground on new educational facilities, including the Winn Center for Construction and Architecture and the college’s first outreach center located in Elk Grove. The college continued to offer a broad array of courses, programs, support services and co-curricular activities to its students. These eager and diverse students engaged with faculty and staff, and emerged with new knowledge, perspectives, and understanding of themselves and the world in which they live.

I am proud of CRC’s exemplary academic history and the progress we have made this past year in educating our students and advancing their career and life goals. And as you will see in these pages, many employers, organizations, and supporters share in the college’s success and are helping the college achieve its vision. Our south Sacramento and Elk Grove communities are key collaborators in these remarkable accomplishments and have participated in CRC’s growth and development over its decades of service.

I invite you to review this annual report, Charting Our Course, and experience the passion and commitment we have to making a difference in our students’ lives through exceptional education opportunities!

Deborah J. Travis
President
StudenT success

Cosumnes River College strives to support student success, promote educational equity, and offer programs that empowered students to contribute to a just and democratic society as global citizens.
ACADEMIC & SUPPORT PROGRAMS

• Course success rates increased 3.1% in Fall 2011 compared to Fall 2010, averaging 69.7% for all students, with improvements shown across all student demographic groups (age, ethnicity, gender) and instructional mode.

• Degree and certificate awards totaled over 1,237 with 635 degrees and 602 certificates earned by CRC students.

• Library services for CRC students were enhanced through increased availability of in-demand reserve books, new group study rooms and a mini-computer lab designed for smaller class sessions.

• In 2010–11 transfers to the University of California and California State University increased by 19% and 57% respectively compared to 2009–10.

• CRC Tutoring Services, including the General, Math, and Reading and Writing Centers, supported more than 4,200 students in their academic and career coursework.

• The Career Center and Extended Opportunity Program and Services (EOPS) assisted students through monthly workshops on career exploration, learning styles, and job search and study skills.

• Freshman Seminar, serving over 600 students to date, received the statewide Academic Senate and Community College Foundation’s 2012 Exemplary Program Award.

• Seventeen CRC MESA students successfully transferred to four-year universities, including CSU Sacramento, UC Davis, UC Berkeley, UC Santa Barbara, UC Riverside, Cal Poly San Luis Obispo, and UC Irvine.

• The Diop Scholar Program has served 188 students since its inception and students have completed 105 community service hours assisting in local neighborhood projects.

STUDENT SERVICES & SUPPORT

• Committed to Your Success, a welcome and resources event, and a First-Year Male Student Orientation were introduced in Fall 2011 to enhance African American student success.

• A new Back on Track program was created to support students’ transition from academic and progress probation or dismissals to more successful outcomes.

• In-class tutors for English and Math courses were trained and assigned to provide direct and accessible peer support in specific gateway classes.
• Twenty-four community members from diverse personal backgrounds and professional fields, including teaching, molecular biology, health care, law, architecture, and public administration, provided academic mentoring and support to Puente Project students.

• The Hawk’s Nest Bookstore expanded the availability of textbook rentals and provided increased access to E-books to support student needs for low-cost academic materials.

• Plans for an on-campus Veterans Resource Center (Opened Fall 2012) were developed to respond to resources and support needed by an expanding CRC student population.

• CRC Counselors assisted students with academic planning through scheduled appointments, drop-in sessions, online interactions, and at accessible locations across campus during the first weeks of each semester.

LEARNING OUTSIDE THE CLASSROOM

• CRC Baseball Team, conducting its entire season off-site due to construction, maintained a higher than average GPA, earned the Big 8 Conference Champion Title and became the college’s first-ever State Championship Sports Team. With the exception of one, all the players received athletic scholarships or transferred to universities throughout the country.

• Scholarly and cultural events, attended by more than 2,000 individuals, included the “Bridging the Gaps: Strategies Empowering Student Success” colloquium, an inaugural Martin Luther King Jr. Celebration, the “What I Be” project and photographic exhibit, the “Prosecuting Human Rights Violators: An Evening with Almudena Bernabeu” presentation, Black History Month, the Anthropology Expo, the Literary Series, Indigenous Peoples and Disability Awareness Weeks.

• Senators of the CRC Associated Students organized nearly 50 students and staff to participate in the Spring 2012 Fund Our Future March to emphasize the importance of access to higher education to the broader public.

• The Students In Free Enterprise (SIFE) Club received first place in the SIFE regional competition held in Southern California and sponsored successful workshops including Women’s Empowerment and the Extreme Entrepreneur.

• Construction Management students participated with the local Habitat for Humanity organization and assisted in building two new, affordable homes for families in need.

• CRC’s Voluntary Income Tax Assistance (VITA) program provided free taxpayer assistance and prepared nearly 350 tax returns for local community residents.

DEGREE/CERTIFICATE INFORMATION

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<tr>
<td>AA/AS Degree</td>
<td>643</td>
<td>583</td>
<td>591</td>
<td>602</td>
<td>635</td>
</tr>
<tr>
<td>Certificate</td>
<td>431</td>
<td>452</td>
<td>299</td>
<td>496</td>
<td>602</td>
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TRANSFER STUDENTS*

<table>
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<tr>
<th>Transfer Students</th>
<th>UC Transfers</th>
<th>CSU Transfers</th>
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<tbody>
<tr>
<td>2005-2006</td>
<td>310</td>
<td>317</td>
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<tr>
<td>2006-2007</td>
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<td>341</td>
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<td>2007-2008</td>
<td>357</td>
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<td>2008-2009</td>
<td>387</td>
<td>400</td>
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<tr>
<td>2009-2010</td>
<td>410</td>
<td>421</td>
</tr>
<tr>
<td>2010-2011</td>
<td>433</td>
<td>444</td>
</tr>
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</table>

*Latest numbers available from 2010-11
TEACHING & LEARNING EFFECTIVENESS

Cosumnes River College promotes collegiality, data-driven decision making, continuous improvement, innovation, and flexibility to support teaching excellence, facilitate educational equity, and promotes the success of its diverse student population.
SUPPORT FOR TEACHING AND LEARNING

• The Center for the Advancement of Staff and Student Learning (CASSL) provided Fall and Spring Institutes on Bridging the Gaps: Strategies for Empowering Student Success and awarded $2,000 in innovation grants to faculty to implement and assess innovation projects in English, ESL, and Communications.

• Professional Development Committee allocated $16,000 in support of more than 50 individual faculty and staff professional development activities.

• CASSL and the College Research Office sponsored webinar presentations on various teaching topics including a Webinar on Supporting Foster Youth, Meeting the needs of Basic Skills Students, and the Student Success Task Force recommendations, and disseminated data on Online Course Success to support faculty review of curricular content and instructional methodologies.

• Funding from eight Federal and State grants provided 11 FTE to support classes in a variety of disciplines including Sonography, HCIT, Construction, EMT, English Writing, Architecture, Photography, Psychology, and Architecture Design Technology.

• The Fall 2011 Anthropology Expo and Spring 2012 Ethics Symposium offered interactive collegial dialogues and program showcases to support continued excellence in teaching and learning.

• The CRC Foundation awarded $12,000 in mini-grant funds to support 15 faculty-designed initiatives focused on student learning opportunities, including participation in career fairs, field trips, and guest speaker presentations.

• Eleven CRC faculty members earned tenure in multiple disciplines, including Economics, Art, Counseling, Sociology, Mathematics, ESL, Biology, Accounting, Allied Health, History and Music.

“I just wanted to say thanks to you all for the skills you taught me and the encouragement you gave. I really appreciate it and am using it to make a difference.”

CHARLENE MARTIN, PHOTOGRAPHY STUDENT
SUPPORT FOR THE ASSESSMENT AND IMPROVEMENT OF TEACHING AND LEARNING

- The Curriculum Committee reviewed 142 courses and 43 degrees and certificates and approved 14 new courses, 4 new degrees and 2 new certificates.

- Business and Family Science faculty were provided with Camtasia software and accessible video cameras to record mini-lectures to support student learning and success in online, hybrid and web-enhanced courses.

- Statewide accountability reporting metrics (ARCC) reflect significant increases in student progress, vocational and basic skills course success, and basic skills improvement rates indicating effective teaching and learning practices at CRC.

- Foundations for Academic Success continued its work on effectively serving basic skills students and average course success rates improved 3% in English Reading classes.

- Faculty teaching resources were enhanced through an accessible online Tool Kit of new instructional approaches developed from the Fall Colloquium and a newly-available Distance Education Best Practices Wiki.

- Math boot camps linked to specific math classes increased overall course success rates by providing students with math readiness skills and stronger mathematical foundations.

ENHANCE COLLABORATION

- The Construction Management program received designation as a Building Performance Institute (BPI) Testing Center, one of only 21 in the State, and selecting CRC as an official site for national certification testing in Building Performance and Energy Efficiency.

- Architectural Design Technology (ADT) students developed site drawings for business owners in Old Town Elk Grove and received special recognition from the Elk Grove City Council for their expertise and community service.

- CRC’s OneBook initiative provided opportunities for college and community collaborations, including student Speak Out sessions, Emeriti and Foundation presentations and presentations in the classroom.

- A new collaboration between the CRC Sustainability Committee and the Bureau of Land Management’s EOE division created student internship opportunities in the field of Environmental Studies/Natural Resource Management and resulted in CRC students participating in paid internships in Spring 2012.

<table>
<thead>
<tr>
<th>ARCC MEASURE*</th>
<th>2011</th>
<th>2012</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENT PROGRESS AND ACHIEVEMENT</td>
<td>48.9%</td>
<td>52.2%</td>
<td>3.3%</td>
</tr>
<tr>
<td>PERCENTAGE OF STUDENTS EARNING &gt; 30 UNITS</td>
<td>71.8%</td>
<td>73.4%</td>
<td>1.6%</td>
</tr>
<tr>
<td>VOCATIONAL COURSE SUCCESS RATES</td>
<td>61.6%</td>
<td>65.1%</td>
<td>3.5%</td>
</tr>
<tr>
<td>BASIC SKILLS COURSE SUCCESS RATES</td>
<td>67.1%</td>
<td>68.2%</td>
<td>1.1%</td>
</tr>
<tr>
<td>BASIC SKILLS IMPROVEMENT RATE</td>
<td>54.5%</td>
<td>57.7%</td>
<td>3.2%</td>
</tr>
</tbody>
</table>

*2012 Accountability Reporting Community College (ARCC) Measure reports on data up to and including the 2010-11 academic year.
Access & Growth

Cosumnes River College strives to be responsive to the needs of its growing and changing community. To meet the challenges of a highly competitive postsecondary educational market, CRC pursues every opportunity to enhance the student experience and increase community awareness of our teaching excellence, student success, and educational leadership.
ENSURE ACCESS TO QUALITY PROGRAMS

• State approval was received for two new Associate Transfer degrees in Mathematics and Physics, bringing the total to five, facilitating student transfer to the California State University system.

• The Curriculum Committee reviewed and approved 31 additional courses for distance education delivery. Although enrollments in DE courses were stable (16% of our total enrollment) course success rates in DE courses in 2011-12 improved by more than 3% compared to 2010-11 and more than 6% compared to 2009-10.

• Course-level Student Learning Outcomes (SLOs) have been initiated or completed in 100% of CRC courses to enhance student learning and instructional effectiveness.

• The Pharmacy Technician Program submitted an initial application for accreditation to the American Society of Health Systems Pharmacists (ASHP) and accredited status is anticipated sometime during the 2012-13 academic year.

• Late afternoon and evening course offerings at Cosumnes Oaks High School provided enhanced access for the Elk Grove community with enrollments exceeding 249 students.

• New articulation agreements with local and regional high schools were developed to expand access to CRC career and technical programs, including Photography, Welding, Construction and Horticulture.

EXPAND PHYSICAL AND TECHNOLOGICAL RESOURCES

• Groundbreaking events for the Winn Center for Construction & Architecture and the CRC Parking Garage, in partnership with Regional Transit, occurred in November 2011 with completion of both projects anticipated in 2013.

INTEGRATE AND COORDINATE COMMUNICATION AND OUTREACH

• Outreach Services hosted the 2012 High School Partners Conference, presented “What Now” workshops to CRC-bound students, and along with the Assessment Center, completed more than 2,800 on and off-campus assessments to facilitate access to college programs and courses.

• A CRC Career Pathways video, showcasing programs, faculty and students, was completed and debuted as an outreach tool at the Elk Grove Chamber’s Salute to Education in April 2012.

• CRC collaborated with LEED (Linking Education and Economic Development) and the Association of General Contractors to coordinate the first Career GPS regional career fair at Cal Expo with 11 industry sectors represented and more than 6,500 high school students in attendance.
• The Financial Aid Office was expanded and remodeled to better serve students and a new information kiosk installed to provide extended office/service space and access.

• Construction began on the Elk Grove Center with 15,500 square feet of new instructional and support space, including classrooms, labs and multi-purpose facilities, to expand access for local students.

• A new Northeast Technical Building to house the Welding, Construction and Horticulture programs was built and equipped with classes scheduled to begin Fall 2012.

• Athletic field construction and facility improvements for baseball, softball and soccer were initiated and the CRC stadium was prepared for synthetic turf installation, with anticipated completion in late 2012.

<table>
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<tr>
<th>STUDENT POPULATION PROFILE (FALL 2011)</th>
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<tbody>
<tr>
<td>FEMALE</td>
</tr>
<tr>
<td>MALE</td>
</tr>
<tr>
<td>LOW INCOME/Below POVERTY</td>
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<tr>
<td>FIRST-GENERATION STUDENTS</td>
</tr>
<tr>
<td>BELOW THE AGE OF 30</td>
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<tr>
<th>ETHNICITY PROFILE (FALL 2011)</th>
</tr>
</thead>
</table>

- AFRICAN AMERICAN: 12.7%
- LATINO: 20.3%
- WHITE: 23.4%
- ASIAN/PAC. ISL.: 26.5%
- MULTI-RACE: 5.0%
- NATIVE AMERICAN: 0.4%

<table>
<thead>
<tr>
<th>TOP-10 FEEDER HIGH SCHOOLS (FALL 2011)</th>
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<tbody>
<tr>
<td>SHELDON HIGH SCHOOL</td>
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<tr>
<td>FRANKLIN HIGH</td>
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<tr>
<td>MONTEREY TRAIL HIGH</td>
</tr>
<tr>
<td>LAGUNA CREEK HIGH</td>
</tr>
<tr>
<td>ELK GROVE HIGH</td>
</tr>
<tr>
<td>*OTHER CALIFORNIA HS</td>
</tr>
<tr>
<td>GALT HIGH</td>
</tr>
<tr>
<td>PLEASANT GROVE HIGH</td>
</tr>
<tr>
<td>FLORIN HIGH</td>
</tr>
<tr>
<td>VALLEY HIGH</td>
</tr>
</tbody>
</table>
Cosumnes River College reaches out to the surrounding community, expanding our understanding of emerging needs through connections with local organizations and businesses, college sponsorships, and participation in workforce training. CRC also supports economic development through career technical programs and strategic alliances with business, labor and industry.
EXPAND UNDERSTANDING OF COMMUNITY NEEDS

• CRC Social Responsibility Committee sponsored its 4th annual SHARE Fair, a three-day student-facilitated promotion of local philanthropy, volunteerism and civic engagement and the recognition of the Sacramento region’s non-profit organizations and the work they do.

• The GreenForce Program expanded its participation in the Solar Suitcase Project providing resources and support for portable, cost-effective solar suitcases that power critical lighting, mobile communication devices and medical devices in African communities without reliable electricity.

• CRC collaborations in academic offerings and community activities expanded in 2011-12 with participation and/or sponsorship of various events, including Leadership Elk Grove, Life Stories Writers’ Conference, Future Fair, Elk Grove Adult Education Points of Entry Project, National Geographic Bee State Competition, Earth Week, Future Farmers of America Field Day, and Vietnamese American Scholastic Achievement Awards.

ENHANCE RESPONSIVENESS TO COMMUNITY NEEDS

• Information Technology Services received a request for website assistance from the Elk Grove Food Bank (EGFB) and collaborated with Food Bank staff and advisory board members to design and deploy a new website to support enhanced community awareness and contributions.

• The college hosted the Sacramento Regional Builders Exchange’s annual Safety Expo and high school Design Build Competition providing professional development opportunities for faculty and showcasing the construction-related programs to future CRC students.

• CRC hosted the Extreme Entrepreneurship Tour, funded by a grant from the California Community College State Chancellor’s Office, to encourage the development of entrepreneurial talents in the more than 450 students and youth in attendance.
• CRC’s continued partnership with Sacramento Regional Transit materialized in a more visible manner with the construction of the long-awaited parking garage and the Blueline aerial bridges over Cosumnes River Boulevard.

• The CRC Family and Community Trick or Treat event provided a safe, fun and healthy environment for more than 115 neighborhood children, their families and college staff to enjoy Halloween.

INCREASE RESOURCE DEVELOPMENT

• Federal and State grants totaling $570,797 and private grants totaling $23,500 supported CRC academic and career programs, including HCIT, Business, Early Childhood Education, and MESA. The College was also awarded a new Green Innovation Challenge grant from the Sacramento Employment and Training Agency (SETA) and funds for a solar water heater from the Sacramento Municipal Utilities District (SMUD).

• A new data base of approximately 20,000 CRC alumni was compiled and uploaded for future use in outreach communications and resource development efforts.

• CRC’s annual fund achieved a participation rate of 24% with 7 new donors and more than $15,000 in increased endowments.

• The 2012 Gala *A Taste of Jazz*, sponsored by the CRC Foundation and attended by more than 200 people, raised $36,000 for student scholarships and was pictorially featured in the June edition of *Sacramento Magazine*.

• The CRC Foundation provided $12,650 in 46 textbook scholarships and funded $59,000 in scholarships to 107 students for 2011-2012.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Net Assets*</th>
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<tbody>
<tr>
<td>2004</td>
<td>$201,064</td>
</tr>
<tr>
<td>2005</td>
<td>$255,543</td>
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<tr>
<td>2006</td>
<td>$294,312</td>
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<td>2009</td>
<td>$257,328</td>
</tr>
<tr>
<td>2010</td>
<td>$326,969</td>
</tr>
<tr>
<td>2011</td>
<td>$391,822</td>
</tr>
<tr>
<td>2012</td>
<td>$449,632</td>
</tr>
</tbody>
</table>

*CRC Foundation Net Assets have grown from $201,064 in Fiscal Year 2004 to nearly $450,000 in Fiscal Year 2012 ending June 30. Source: Cosumnes River College Business Office.
Cosumnes River College endeavors to be responsive to its changing and increasingly complex environment and enhanced institutional effectiveness by continually assessing and improving its organizational processes.
ENSURE VALUES REFLECTED BY PROCESSES AND PRACTICES

- CRC’s Facilities Master Plan was updated and finalized in 2011-12, providing a long-range blueprint for college development and design guidelines for attractive, consistent campus facilities.

- CRC’s Student Sustainability Club coordinated the College’s first-ever Zero Waste Convocation through the cooperation of Aramark, Culinary Arts Management Program, and all attendees of the Spring 2012 opening event.

IMPROVE ORGANIZATIONAL PROCESSES AND COMMUNICATION

- The college developed and implemented specifically designated smoking areas around the campus to support a healthy environment for students and staff.

- Ceremonies recognizing newly-elected student officers, retirees, and employees for their service were held to honor the leadership and valued contributions of individuals to the college.

ENHANCE EFFICIENCY AND EMPLOYEE SATISFACTION

- New reprographics equipment was purchased and installed to respond to increased quantities and types of documents and to improve the quality of printed CRC materials and resources.

- CRC Student Association, at the request of the Los Rios Board of Trustees, revised its governance structure and documents, creating a three-component body, including a Student Senate, a Clubs and Events Board, and a Joint Budget Committee.

- CRC’s Green Scene, a bimonthly newsletter published by the Sustainability Committee, provided information and ideas for enhancing green technologies and environmentally-responsible practices across the campus.
• The Budget and Information Technology Committees, working with the Planning Committee, developed enhanced linkages between college planning and resource allocations and successfully completed the biennial budget process.

• More than 150 professional development opportunities, workshops and training sessions were offered and available to CRC employees during the 2011-12 year, including Exploring Global Cultures and Environmental Film Series, Emergency Preparedness, Stress and Conflict Management, Cultural Competence and Equity, Information Security, and Sexual Harassment Prevention.

• Campus police updated their training in NIMS/SEMS/ICS, as well as assessing bomb threats. Members of C-CERT also responding in a surprise drill to test their equipment, response systems and times. Officers also participated in training around the district, including one on workplace violence and campus safety.

MEETING THE CHALLENGE TOGETHER
2012-13 GOALS

STUDENT SUCCESS
• Enhance Student Achievement, Educational Goal Completion, Student Support, and Co-curricular Learning Opportunities.
  Course Completion, Persistence, Degrees, Support Service Enhancements, Certificates and Transfers

TEACHING AND LEARNING EFFECTIVENESS
• Support Instructional Excellence, Promote Best Practices and Collaboration
  Course Success and Progression, Curriculum Development, Teaching Innovation, Assessment, Professional Development, Collaborative Efforts

ACCESS AND GROWTH
• Sustain Student Access and Student-Centered Learning Environments
  Enrollment Management, Educational Facilities and Technology, and Articulations

COMMUNITY AND ECONOMIC DEVELOPMENT
• Expand Workforce Education Programs and Partnerships
  Advisory Boards, Grant and Resource Development and College-Community Service Activities

ORGANIZATIONAL EFFECTIVENESS
• Enhance Cooperation, Efficiency and Collegiality, Advance College Vision/Values
  Strategic Planning, Accreditation, Communication and Recognitions of Excellence

These 2012-13 College Goals are taken from the 2009-15 Cosumnes River College Strategic Plan. Bold items reflect the priorities identified at the Spring 2011 planning summit. For more information visit the Planning Website (available via a link on the faculty/staff web page).
REFLECTING ON THE VOYAGE...

FACULTY, STUDENT AND ALUMNI SUCCESS

• Baseball coach Tony Bloomfield named National Coach of the Year

• Baseball team wins State Championship for first time in college history

• Baseball player Jermaine Dye was CRC’s first athlete to be inducted in the California Community College Athletic Association’s Hall of Fame

Students In Free Enterprise (SIFE) Club received first place in the SIFE regional competition

ORGANIZATION SUCCESS

• Conducted first ever Zero Waste convocation event in the Los Rios District in January 2012

• Developed and published College’s first Annual Report

• CRC Health Services issued first Student Health 101 Magazine

• Created first composting demonstration site in partnership with Aramark

• Published first Tech Hawk newsletter to provide IT information and support to employees

CRC BASEBALL TEAMS WINS FIRST STATE CHAMPIONSHIP

NATIONAL COACH OF THE YEAR

TONY BLOOMFIELD

STUDENTS PARTICIPATED IN THE FIRST CRC MARTIN LUTHER KING, JR. CELEBRATION
A JOURNEY OF CRC “FIRSTS”

• Sacramento Magazine published several pictures from the Foundation Gala for the first time

• Established designated smoking areas around campus

PROGRAM SUCCESS

• Placed first cohort of Diagnostic Medical Sonography and Pharmacy Technology students in clinical sites

• Implemented new online PrOF

• Received State approval for two new Associate Transfer degrees

• Held the first Martin Luther King, Jr. celebration

• Hosted the First Annual Tellabration, a worldwide event of storytelling that honors the art of the oral storytelling tradition

• Received designation as Building Performance Institute Testing Center

• CRC participated in the First Career GPS event, along with ARC, FLC, SCC and Linking Education and Economic Development (LEED) at Cal Expo

• First Living Museum for Black History Month
Los Rios Community College District
Board of Trustees

Kay Albani
Terry Cochran
Pamela Haynes
Dustin Johnson
Robert Jones
Deborah Ortiz
Ruth Scribner

Brice W. Harris, Chancellor

CRC President
Deborah J. Travis

Credits
Editor
Kristie West

Graphic Designer
Amber Foreman

Data Charts and Graphs
Kathy McLain
Brad Brazil

Photography
Mayra Fuentes
Sara Vasquez
Jim West
Kristie West