

### BOARD OF DIRECTORS Wednesday, January 20, 2016 6:00 PM to 8:00 PM

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

### **REVISED AGENDA**

### 5:30 Dinner

- 6:00 1. Call to Order/Establish Quorum
- 6:01 2. Introductions Potential Board Members Sara Siegel and Bill Kocher
- 6:06 3. Agenda Review

### 6:07 4. Announcements/Program Updates

### 6:10 5. \*CONSENT AGENDA – Action Items

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

### 5.1 Draft Minutes of the November 18, 2015 Board Meeting\*

a. Rebecca/Jorge moved to approve the November 18, 2015 Consent Agenda as presented. MSP.

b. Jorge/Jordan moved to approve the recommendation from the Governance Committee to use ASR and CompassPoint, spending \$17k total in a timeline of 18 months, and at that point we will decide what our next step will be. MSP.

c. Jordan/Jorge moved to endorse Ray's letter of support to the Regional Transportation Commission. MSP.

### 5.2 Draft Minutes of the December 3, 2015 Finance Committee Meeting\*

a. Jack/Jorge moved to set an agency reserve goal of 25%, with an individual program reserve goal of 1% increase annually until they reach 25%. Finance Committee will review progress annually. Programs already at 25% continue to meet that. MSP.

5.3 Draft Minutes of the December 3, 2015 Governance Committee Meeting\*

a. Rebecca/Barb moved to authorize Ray to sign Dennis Lippitt's agreement and his release of files document. MSP.

5.4 Draft Minutes of the January 7, 2016 Finance Committee Meeting

### 5.5 Notes of the December 9, 2015 Philanthropy Committee Meeting

- 6:12 6. Receive comments from members of the public on "Items not on the Agenda"
- 6:17 7. FY 14-15 Financial Audit Presentation Peter Mersino and Cathy Benson
  - 7.1 \*Action Item FY 14-15 Audit Approval

### 6:32 8. Program Presentation: Elderday – Lois Sones

### 6:52 9. Agency Business – Ray Cancino

- 9.1 Fed Mileage Change
- 9.2 CB Survey

9.3 Fairgrounds Evacuation

9.4 Redwood Mountain Preschool

9.5 Reminder: Meals on Wheels' Food From the Heart Event February 5<sup>th</sup> at Chaminade

7:02 10. Development/Philanthropy Report & Committee Update – Libby Morain

### 7:10 11. Finance Committee Update – Barbara Frank

### 7:15 12. Written Reports

12.1 Financial Reports from the January 7, 2016 Finance Committee Meeting 12.2 Community Bridges Program Reports – LL, MOW, WIC

### 7:15 13. Newspaper Articles

- 7:15 14. Items for Next Agenda
- 7:15 15. Adjourn Regular Meeting
- 7:15 16. CLOSED SESSION

### <u>Next Meeting</u>: Wednesday, February 17, 2016 6:00 PM to 8:00 PM

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060



### **BOARD OF DIRECTORS**

### Wednesday, November 18, 2015 6:00 PM to 8:00 PM

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

### **APPROVED MINUTES**

<u>Members Present:</u> Jordan Ciliberto, Jorge Méndez, Linda Fawcett, Martín Bernal, Rebecca Fowler <u>Excused:</u> Barbara Frank, Jack Jacobson, Pam Fields, Shannon Brady

**<u>Staff in Attendance</u>**: Carol Childers, Cathy Benson, Elena Ambrosio, Josefina Zamarripa, Julie Gilbertson, Julie St. Leger-Barter, Katie Small, Libby Morain, Lisa Berkowitz, Lisa Hindman Holbert, Mary Ronguillo, Mike Rios, Ray Cancino, Susan Marinshaw

**<u>Guests:</u>** Olivia Martinez, SEIU, Yaveth Gomez, SEIU

Minutes: Julie St. Leger-Barter

**Note:** Shannon Rose resigned effective November 13, 2015 (Quorum = 5/9).

### **5:30** Dinner served.

### 6:00 1. CALLED TO ORDER/QUORUM ESTABLISHED.

- 6:01 2. Agenda Review Ray added 8.3 Endorsement Request to his CEO Report.
- **6:02 3.** Introductions Potential New Board Member Heather Lenhardt Rebecca reached out to her; they attended law school together. Previously worked with City Attorney's office, now works with the Law Offices of Atchison, Barisone, Condotti & Kovacevich. She knew of some programs, is impressed with the CB umbrella.

### 6:06 4. Announcements/Program Updates

4.1 Libby – "Unselfie" photos for social media – forms on table. Please write why you support CB and we will post for Giving Tuesday.

### 6:11 5. CONSENT AGENDA

5.1 Rebecca/Jorge moved to approve the November 18, 2015 Consent Agenda as presented. MSP.

*This Consent Agenda included:* 

5.1 Draft Minutes of the October 21, 2015 Board Meeting

5.2 Draft Minutes of the November 5, 2015 Finance Committee Meeting

5.3 Draft Minutes of the November 5, 2015 Governance Committee Meeting

5.4 Notes of the October 14, 2015 Philanthropy Committee Meeting

5.5 Notes of the November 11, 2015 Philanthropy Committee Meeting

5.6 Notes of the November 6, 2015 Board Development/Advocacy Committee Meeting

### 6:12 6. Receive comments from members of the public on "Items not on the Agenda"

Olivia Martinez introduced herself as the Chief Negotiator/Internal Organizer for SEIU 521. She thanked CB for their leadership and expressed the concern of the healthcare share of cost for employees. She stated that negotiations are going well and asked for any ideas on a solution for the share of cost situation.

6:14 Olivia M., Yaveth G., Elena A., Josefina Z., Mary R. and Katie S. left.

### 6:14 7. Program Presentation: Meals on Wheels for Santa Cruz County – Lisa Berkowitz, Mike Rios and Carol Childers

Lisa distributed some reports for congregate dining sites and home-delivered meals. They discussed funding sources, clientele, volunteers, personal stories and more. If you are interested in volunteering please email Lisa.

### 6:47 8. Agency Business – Ray Cancino

**8.1 Strategic Planning (Rebecca Fowler) –** The Board had directed the Governance Committee to make a recommendation on strategic planning next steps. The motion was made and approved in the Consent Agenda – ASR is used to complete a program outcomes process and build a dashboard for each program/department as the next step of our Strategic Planning process (\$13k), and then a Matrix Mapping process with CompassPoint in Fall 2016 (\$4k), spending \$17k total. After all of this we will decide if we want to do a multi-year Strategic Plan. We will be identifying measurables for each program.

Jorge/Jordan moved to approve the recommendation from the Governance Committee to use ASR and CompassPoint, spending \$17k total in a timeline of 18 months, and at that point we will decide what our next step will be. MSP.

**8.2 Redwood Mountain/CDD Closure** – The Redwood Mountain center is temporarily closed due to the roof leak as of November 5. A letter to families was sent out and Ray, Linda and Lisa met with the families at MCR last Friday for discussion. We have been collecting bids for the roof repair but companies are overbooked due to the season. We have been having discussions with the County Office of Education and the SLVUSD. It is a 35 year old portable building with a typical lifespan of 50 years. Some children have been transferred to another center, some do not qualify.

**8.3 Endorsement Request –** Transportation Ballot Measure- ½ cent increase. Motion needed. Jordan/Jorge moved to endorse Ray's letter of support to the Regional Transportation Commission. MSP.

### 7:13 9. Development/Philanthropy Report – Libby Morain

Please refer to the progress report on page 13 in your packet. Now through December is the biggest giving time. We received \$9,600 in donations on the first day of the Lautman mailer for MOW. The calendar will be finished printing tomorrow, will start distributing. MCR's Mountain Affair brought in \$27,600, \$2k more than last year's event. We are discussing a CB-wide event. MOW's Food From the Heart event will be Friday, February 5 from 11:30am-1:30pm at Chaminade. The Santa Cruz Diner fundraiser brought in \$350.

### 7:20 11. Finance Committee Update – Cathy Benson

We are up \$22k from prior month (column i); \$28k net gain (column f). At a program level, we are doing well. The minimum wage will be raised to be compliant with labor law. Unaudited end of FY 14/15 has a \$27k program loss. Also included in the packet are graphs of the endowments and an Agency Reserves Analysis. The Finance Committee is reviewing and will create a plan for what our strategic goals are going to be.

### 7:28 12. Board Business – Linda Fawcett

**12.1 Board Engagement Discussion (continued from Sept./Oct. BOD mtg.)** – Pipeline included in packet. Jorge distributed an updated Advocacy Policy.

### **12.2 Action Item: Determine Audit Committee Members**

Jorge/Martin move to authorize the 2015 Audit Committee – Rebecca, Martin and Jorge. MSP.

12.3 Action Item: Approve Barbara Frank's Term Extension from Jan. 2016 to Apr. 2016 Rebecca/Jordan move to approve Barb's Board Term Extension from Jan. 2016 to Apr. 2016. MSP.

12.4 Board Development Committee Update – Refer to packet, call Linda with any questions.
13. Written Reports

13.1 Financial Reports from the November 5, 2015 Finance Committee Meeting

7:38 14. Newspaper Articles

7:38

- **7:38 15. Items for Next Agenda –** Reminder no meeting in December; committee meetings only.
- 7:39 16. Adjourn Regular Meeting
- 7:40 17. CLOSED SESSION

### Next Meeting: Wednesday, January 20, 2016 6:00 PM to 8:00 PM Flderday: 100 Pioneer Street, Santa Cruz, CA 95060

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060



### Finance Committee Thursday, December 3, 2015 11:00AM – 12:00PM Community Bridges (CB), Aptos

### **Approved Minutes**

<u>Members Present:</u> Barbara Frank, Jack Jacobson, Jorge Méndez, Linda Fawcett <u>Staff in Attendance:</u> Julie St. Leger-Barter, Ray Cancino <u>Staff Excused:</u> Cathy Benson

11:00 Barb called meeting to order. Quorum established.

### 11:01 Agenda Review

- 11:02 CFO Report Ray Cancino
  - a) Program Budget Summary Review Highlights included CDD loss of over-earned parents fees and Redwood Mountain roof \$15.5k; LMCR+MCR improved MAA time %/claims 14/15; LOCR hired additional staff per original budget; ELD ADA 64.4 Oct., 66.2 Nov., 71.4 projected, staffing decrease; CACFP new contract, budgeted staff over Homes revenue; Roots & Wings program at LOCR + LMCRmeeting with Judy Yokel next week, already met with Cecelia Espinola; NVCR \$27k Packard grant; MCR new Program Manager Kelly Curlett.
  - **b)** Unconfirmed Funding Update LL FTA Section 5310 \$42k know by 12/31/15; CDD Race to the Top \$16,739 know by 6/30/16; MOW direct mail campaigns \$68,500 by 12/31/15; ELD Medi-Cal ADA \$61,439 monthly; LOCR space rental income \$7,293 quarterly.
  - c) Financial Statement & Balance Sheet Review/Cash Assets Report Everything looks great.
  - d) Cash Flow Review and Line of Credit Update Not borrowing from LOC anytime soon.
  - e) Investment and Endowment Performance Graphs for November are included.

### 11:35 Agency Reserve Discussion-Ongoing

Concern over all programs having the same goal – some can't fundraise, different budgets, etc. Currently there is a 10% reserve goal, we want to eventually get it to 25%. What should we be looking at to get there? Jorge-individual strategies for each program. What goals and strategies do we want to use? Perhaps a line item that requires them to save a certain amount that will help the agency. Annual goal, can't be all at once. Give each program a goal given where they are today. 25-year plan. Ray recommends setting a minimum goal of a yearly 1%. The agency will get to a 25% reserve a lot faster than 25 years; some programs will take longer.

Jack/Jorge moved to set an agency reserve goal of 25%, with an individual program reserve goal of 1% increase annually until they reach 25%. Finance Committee will review progress annually. Programs already at 25% continue to meet that. MSP.

- 12:06 Items for Next Agenda None.
- 12:07 Adjourn

### Next Meeting: Thursday, January 7, 2016 11:00AM – 12:00PM



### Governance Committee Thursday, December 3, 2015 12:00PM – 1:00PM Community Bridges (CB), Aptos

### **Approved Minutes**

<u>Members Present:</u> Barbara Frank, Linda Fawcett, Rebecca Fowler <u>Members Excused:</u> Jordan Ciliberto <u>Staff in Attendance:</u> Julie St. Leger-Barter, Ray Cancino, Susan Marinshaw <u>Board Member Guest:</u> Jack Jacobson

- 12:08 Meeting called to order/Quorum established.
- 12:09 Agenda Review Ray added 3) Redwood Mountain Update to his CEO Report.
- **12:10 Consent Agenda** None. November 5, 2015 Governance Committee Meeting Draft Minutes were approved at the November 18, 2015 Board of Directors Meeting.
- 12:10 CEO Report Ray Cancino
  - Attorney Changes Baskin & Grant reorganization; Dennis Lippitt starting own practice. Susan distributed an attorney comparison document. Rebecca/Barb moved to authorize Ray to sign Dennis Lippitt's agreement and his release of files document. MSP.
  - 2) CLOSED SESSION: SEIU Update
  - **3)** Redwood Mountain Update We have received one bid to repair the roof at \$17k. Ray will ask the school district if they will do the work and we pay for the materials. The meeting with families went well. Hoping to reopen in February or March. Some children are trying to transfer to another center, some aren't eligible.
- 12:40 Board Chair Report Linda Fawcett
  - 1) Potential new Board members Linda and Ray had a meeting with Sara Siegel and she turned in her application yesterday (included in packet). She will be invited to the January BOD meeting. Bill Kocher has also been invited to the January BOD meeting. Shannon Rose resignation as of 11/13/15 put on C list (may come back around June 2016). She referred Alan Fox who Ray is meeting with next week. Rebecca knows a finance person at Seagate. Shannon B. knows a finance person at PAMF.
- 12:57 Adjourn

Next Meeting: Thursday, January 7, 2016 12:00 – 1:00PM



### Finance Committee Thursday, January 7, 2016 11:00AM – 12:00PM Community Bridges (CB), Aptos

### **Approved Minutes**

<u>Members Present:</u> Barbara Frank, Jack Jacobson, Jorge Méndez <u>Staff in Attendance:</u> Cathy Benson, Julie St. Leger-Barter, Ray Cancino <u>Members Excused:</u> Linda Fawcett

- 11:00 Barb called meeting to order. Quorum established.
- **11:01** Agenda Review Ow donation was actually \$15k, not 10k.
- 11:02 CFO Report Cathy Benson
  - a) Program Budget Summary Review Highlights included: LL savings from drop in Workers Comp rates +\$18k; NVCR staffing changes, EE resignation; MCR personnel savings from EE resignation, Workers Comp drop; ELD Nov+Dec ADA 66 <\$21k>, Jan ADA 53, Ow donation \$15k; ADM staffing changes net \$13.5k.
  - b) Unconfirmed Funding Update LL FTA Section 5310 \$42k; CDD Race to the Top \$16.7k; CDD HP parent fees \$15.3k; MOW Direct Mail Campaigns \$67.5k; ELD Medi-Cal ADA\$72.6k; LOCR Space Rental Income \$11.5k.
  - c) Financial Statement & Balance Sheet Review/Cash Assets Report Everything looks great. Receivables are lower than normal which is a sign of healthy cash flow. All ratios went up except for liquidity.
  - d) Cash Flow Review and Line of Credit Update Not borrowing from LOC anytime soon. No problems anticipated for this quarter.
  - e) Investment and Endowment Performance Graphs for December are included. Both took a slight dive but will come back up.

### 11:30 Agency Reserve Discussion-Ongoing

There is a new column on the Program Budget Summary (column h) that shows Reserve % (goal is 25%). This number shows where each program is currently at. Please keep in mind the size of the program makes a difference.

- 11:47 Items for Next Agenda None.
- 11:48 Adjourn

### Next Meeting: Thursday, February 4, 2016 11:30AM – 12:00PM



### **Philanthropy and Marketing Committee**

Wednesday, December 9, 2015 — 4–5 P.M. Beer Thirty, 2504 S Main, Soquel, CA 95073

Attending: Anissa Novak, Anna Vaage, Katie Small, Libby Morain.

### 1. Department Progress Updates

Review of a Progress Report showing 53% of our goal met at 41% of the year. Giving Tuesday was fun and successful. We received \$10,200 from 40 people, with an average gift of \$250.

### 2. Upcoming Events

<u>Food from the Heart Feb 5</u>: We discussed sponsorship options and potential sponsors. It was recommended the solicitation lead with the highest tier, with options to step down. Brainstorming potential sponsors and contacts, including senior care and local grocers.

### 3. Discussion and Action Items

- <u>Lift Line van sponsors</u>: It was recommended we approach auto dealerships, and highlight our work serving the homeless among local healthcare stakeholders.
- <u>Board and Committee</u>: There was discussion about committee meeting attendance, and qualities of Board member recruitment criteria. Availability is key.

### **Next Philanthropy Committee Meeting:**

January 13, 2016 at 4:00pm at Beer Thirty in Soquel (next to Carpo's)

## Community Bridges Stakeholder Survey

### November 2015 12 Respondents

### 1) Name & Organization:

- Answered: 10
- Skipped: 2

### Leslie Goodfriend, Human Services Department

12/22/2015 3:04 PM View respondent's answers

### Salud Para La Gente

11/23/2015 9:36 AM View respondent's answers

### John Leopold, County of Santa Cruz

11/12/2015 1:36 PM View respondent's answers

### Mary Lou Goeke

11/5/2015 4:14 PM <u>View respondent's answers</u>

### Ryan Coonerty, SC County

11/4/2015 11:17 PM <u>View respondent's answers</u>

### Community Action Board of Santa Cruz County

11/4/2015 1:11 PM <u>View respondent's answers</u>

### Karen Delaney, Volunteer Center

11/4/2015 12:34 PM View respondent's answers

### Richelle Noroyan - Councilmember, City of Santa Cruz

11/4/2015 9:04 AM View respondent's answers

### Zach Friend - Santa Cruz County

11/3/2015 8:11 PM View respondent's answers

### Lowell Hurst City of Watsonville

11/3/2015 4:11 PM <u>View respondent's answers</u>

2) In the last year, Community Bridges has been more engaged with community-wide planning initiatives than two years ago.

- Answered: 11
- Skipped: 1

Answer Choices –	Responses –
-	0.00%
Strongly Agree	0
_	<mark>81.82%</mark>
<mark>Agree</mark>	<mark>9</mark>
_	<mark>18.18%</mark>
<mark>Neutral</mark>	<mark>2</mark>
_	0.00%
Disagree	0
_	0.00%
Strongly Disagree	0
Total	11

### 3) Community Bridges seems to be more fiscally secure than two years ago.

- Answered: 11
- Skipped: 1

Answer Choices –	Responses –
-	0.00%
Strongly Agree	0
_	<mark>45.45%</mark>
<mark>Agree</mark>	<mark>5</mark>
_	<mark>54.55%</mark>
<mark>Neutral</mark>	<mark>6</mark>
-	0.00%
Disagree	0
_	0.00%
Strongly Disagree	0
Total	11

### 4) Community Bridges is recognized as an expert in the human services field.

- Answered: 12
- Skipped: 0

Answer Choices –	Responses –
_	<mark>8.33%</mark>
<mark>Strongly Agree</mark>	<mark>1</mark>
_	<mark>91.67%</mark>
<mark>Agree</mark>	<mark>11</mark>
-	0.00%
Neutral	0
-	0.00%
Disagree	0
_	0.00%
Strongly Disagree	0
Total	12

# 5) Community Bridges' role in the community has been more clearly defined in the last year.

- Answered: 12
- Skipped: 0

Answer Choices –	Responses –
-	0.00%
Strongly Agree	0
_	<mark>41.67%</mark>
<mark>Agree</mark>	<mark>5</mark>
_	<mark>58.33%</mark>
<mark>Neutral</mark>	<mark>7</mark>
-	0.00%
Disagree	0
_	0.00%
Strongly Disagree	0
Total	12

6) Community Bridges has taken an active leadership role in human services programming and coordination in the last year.

- Answered: 12
- Skipped: 0

Answer Choices –	Responses –
-	0.00%
Strongly Agree	0
_	<mark>58.33%</mark>
<mark>Agree</mark>	<mark>7</mark>
_	<mark>41.67%</mark>
<mark>Neutral</mark>	<mark>5</mark>
-	0.00%
Disagree	0
-	0.00%
Strongly Disagree	0
Total	12

- 7) Community Bridges has improved how they communicate about their services they provide to our community.
  - Answered: 12
  - Skipped: 0

Answer Choices –	Responses –
_	<mark>25.00%</mark>
<mark>Strongly Agree</mark>	<mark>3</mark>
_	<mark>41.67%</mark>
<mark>Agree</mark>	<mark>5</mark>
_	<mark>33.33%</mark>
<mark>Neutral</mark>	<mark>4</mark>
_	0.00%
Disagree	0
_	0.00%
Strongly Disagree	0
Total	12

# 8) I am more likely to partner with Community Bridges this coming year than in years past.

- Answered: 10
- Skipped: 2

Answer Choices –	Responses –
_	90.00%
Yes	9
_	10.00%
No	1
Total	10

### 9) What do you suggest we continue to invest resources in?

- Answered: 12
- Skipped: 0

continue working in neighborhoods with families- ensuring they receive all benefits for which they are eligibile, partner with other agencies in order to leverage the work of all community parnters to improve health outcomes of residents.

12/22/2015 3:04 PM View respondent's answers

### **Public Benefits Navigation**

11/23/2015 9:36 AM View respondent's answers

Strongly supporting the Family Resource Centers.

11/12/2015 1:36 PM View respondent's answers

Robust, evidenced based programs in FRCs. They have not yet reached the full potential of being true community hubs. Or if they have, I am not aware.

11/5/2015 4:14 PM View respondent's answers

Collective Impact. How can we move away from measuring success by providing units of service (meals, beds, etc) to specific outcomes for individuals/families in need? This requires data sharing, coordinated services from different agencies and a single report at the end of the year that explains how we are doing with specific populations.

11/4/2015 11:17 PM View respondent's answers

XXXXX

11/4/2015 4:21 PM View respondent's answers

### Family support through the centers; south county; seniors

11/4/2015 1:11 PM View respondent's answers

Taking on greater leadership roles in the sector, as one of the largest local nonprofits

11/4/2015 12:34 PM View respondent's answers

Prevention services are especially important in addressing addiction issues in our county and especially in the city of Santa Cruz. The cost economically and the human cost of dealing with our higher than average drug use rates and addiction rates is extremely high. Since the recession drug education programs exist only in the Scotts Valley School District. We despreately need eduation in our schools and communities especially about the dangers of meth. Of course we need rehab and treatments, but preventing the problem obviously is better for so many reasons.

11/4/2015 9:04 AM View respondent's answers

Outreach and programmatic review

11/3/2015 8:11 PM View respondent's answers

I believe Community Bridges has done a good job and support current decisions. (My answer at #8 is that I feel as strongly this year as I have in past years.

11/3/2015 6:30 PM View respondent's answers

Child care & senior programming WIC FOCUS SERVICES TO THE MOST DISADVANTAGED

11/3/2015 4:11 PM View respondent's answers

- 10) What can Community Bridges do this coming year to enhance and improve our services, and to expand our partnership and/or relationship?
  - Answered: 12
  - Skipped: 0

collaborate with other agencies as much as possible whether there is a funding or not- as long as it is reasonable-continue to particpate fully in the Cradle to Career initiative in Live Oak and continue to participate in increasing CalFresh rates both via the Benefits Collaborative and the CalFresh Task Group.

12/22/2015 3:04 PM View respondent's answers

Improved coordination, communication and parity between the many sites and resource centers.

11/23/2015 9:36 AM View respondent's answers

Leverage your existing resources to support community efforts and funding.

### continue to engage broader community in your work.

11/5/2015 4:14 PM View respondent's answers

I think Community Bridges, in partnership with other community organizations, can help funders identify existing and emerging needs in our comity and then credibly advocate for shifting resources.

11/4/2015 11:17 PM View respondent's answers

Demonstrate sound fiscal management and accountability to funders; program review and modification as necessary to achieve demonstrable improvements in key areas.

11/4/2015 4:21 PM View respondent's answers

n/a

11/4/2015 1:11 PM View respondent's answers

From my vantage, your services are great and well respected. Our partnership is strong and valued. There are huge challenges in the overall sector. Seeing CB help lead and navigate through those would be welcome.

### 11/4/2015 12:34 PM View respondent's answers

A lot of what you do is already accomplishing partnership. I think greater collaboration with youth programs already in existence would be great. The Santa Cruz Police Department's PRIDE program is doing amazing things for at risk youth. In jail programs to cut down on recidivism, more GED and career technical education with post-release mentoring. I know the Sheriff's department would appreciate collaboration in post release services. From my point of view, more attention needs to be given to issues around crime and punishment and prevention. If we can't even make a small dent in this area, I believe it would free up so many resources in our community it would allow local government to actually address infrastructure, parks, economic development and environmental stewardship.

### 11/4/2015 9:04 AM View respondent's answers

The outreach that you've been doing simply to inform the community about your work has helped provide a greater light on the need for your programs and also the work that you do - I think continuing to communicate the important work you're doing - even at times that aren't related to fundraising - is essential.

11/3/2015 8:11 PM View respondent's answers

### Continue their wonderful efforts.

11/3/2015 6:30 PM View respondent's answers

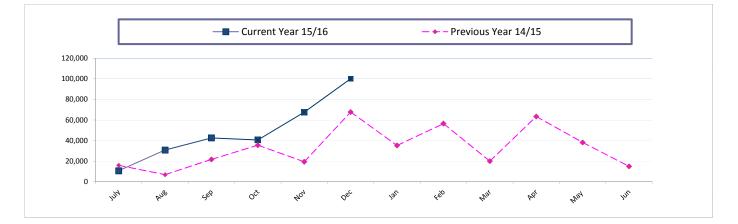
# Engage & empower providers Communicate with the public Meet with funders Aggressively seek state & federal grants Focus on service delivery

11/3/2015 4:11 PM <u>View respondent's answers</u>

### Philanthropy Progress Report Donations for FY 2015-16 December 31, 2015

### A. Donations (Includes all gift amounts. Excludes unreceived pledges)

nt of		Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Мау	Jun	YTD*			
Total amouni all donatior	2	Current Year 15/16	10,602	30,783	42,546	40,557	67,617	100,116							292,220			
	all doi	all do	all do	all do	all do	Previous Year 14/15	15,935	6,824	21,650	35,515	19,378	67,734	35,235	56,472	20,005	63,372	38,150	14,912



### \* Notes on donation figures above:

This time last year, we were at \$167,036

### **B. Grants:**

We've received the following grants so far this fiscal year (not included in the philanthropy numbers):

- \$ 50,000 from Community Foundation Santa Cruz County
- \$ 40,000 from Monterey Peninsula Foundation for Lift Line
- \$ 27,000 from Packard Foundation for FRC Organizational Effectiveness
- \$ 12,000 from Community Foundation of Monterey County for LMCR
- \$ 2,500 from Wells Fargo Foundation for MOW
- \$ 131,500

### D. Challenges:

- MPF is no longer doing the match period (20% from November-February), resulting in a \$20,000 loss.
- Anticipated a reduction in funds raised at the Mountain Affair due to staff shortages.

### Philanthropy Goals 2015 – 2016 Progress Report December 31, 2015

of the year

54%

	15/16 Goal	Year To Date	Difference \$	Goal met %
СВ	\$65,876	\$52,765	-\$13,111	80%
CACFP	\$4,000	\$1,255	-\$2,745	31%
CDD	\$6,739	\$2,951	-\$3,788	44%
Elderday	\$10,457	\$23,205	\$12,748	222%
LMCR	\$4,565	\$88	-\$4,477	2%
LL	\$13,650	\$7,312	-\$6,338	54%
LORC	\$7,300	\$14,755	\$7,455	202%
MCR	\$80,063	\$49,058	-\$31,005	61%
MOW	\$106,000	\$127,801	\$21,801	121%
NVRC	\$22,200	\$12,720	-\$9,480	57%
wic	\$3,000	\$310	-\$2,690	10%
TOTAL	\$323,850	\$292,220	-\$31,630	90%

### 2015-16 Appeal Results December 31, 2015

Sum of Amount	•						
Row Labels	Jul '15	Aug '15	Sept '15	Oct '15	Nov '15	Dec '15	Total
Alzheimer's Walk 2015		-	-	28			28
Annual Report 2014	110	450					560
Board donation to CB	1,025	50	50	50	50	2,000	3,225
CACFP note card sales 2015						10	10
Calendar Sponsor 2016	500	1,250	1,500	1,750	1,000		6,000
CB Calendar 2016					15,795	21,304	37,099
Donates Monthly	420	494	399	399	449	399	2,560
Donor Advised Grant	500	425	500			3,800	5,225
ELD Music Memory			6,000				6,000
Facebook Ad						20	20
Fall NVCR mailer 2015					1,122	4,020	5,142
Founding 100 Endowment	1,126	2,126	1,021	21	21	21	4,337
Friends of MOW Membership	55	80	60	80	80	80	435
Fund raising events for CDD				170			170
General Donation 2015	3,052	12,771	25,753	5,262	5,290	7,535	59,663
Giving Tuesday 2015					2,500	7,700	10,200
Grocery Bag Tokens			946				946
Lift Line participant survey 2015	100		6				106
LL Out of County		80	80	80			240
LYBUNT mailer 2015	35						35
MCR Mountain Affair 2015		3,795	819	22,981	400	140	28,135
MCRs Phone A Thon 2015	185	555	355	380	355	355	2,185
Memorial Donation		100	60				160
MOW Coin Drive 2015			300				300
MOW Food from the Heart Event 2015						500	500
MOW Lautman Fall Mailer 2015					37,346	30,999	68,345
MOW Lautman Spring Mailer 2015	840	895	303	480	255	10	2,783
MOW suggested meal donation 2015	510	268	228	238	553	343	2,138
NV SummerYouth 2015			100				100
Payroll Deduction - Employee	327	335	224	448	448	448	2,231
Payroll Funds - non-CB	538	560	322	130	565	778	2,893
Personal appeal to individual donor						19,000	19,000
Program Donation Box	10	15	43		156	55	279
Redwood Mountain Faire			1,594		40		1,634
Restaurant Fundraiser	69	319			593	200	1,180
Santa Cruz Gives Good Times 2015					260	400	660
Senior Mailer 2015		2,615	1,883	8,060	340		12,898
Van Sponsorship	1,200	3,600					4,800
Total	10,602	30,783	42,546	40,557	67,617	100,116	292,220

COMMUNITY BRIDGES Program Budget Summary November 30, 2015 Projections for Year Ended 6-30-16										
А	В	С	D	E	F	G	Н	I	J	K
PROGRAM NAME:	6/30/15 <b>Unaudited</b> Balance	Annual Projected Expenses	Secured Projected Revenues	Unsecured Projected Revenues	(D+E-C) Net 2015-2016 Gain/Loss	(B+F) Cumulative Gain/Loss	<u>Goal 25%</u> Reserve %	Change from Prior Mo	% Change	14.5% Gen'l & Adm Exp
Meals on Wheels	475,348	1,643,493	1,440,190	177,976	(25,327)	450,021	28.4%	-	0.0%	230,148
Lift Line	(134,427)	1,467,378	1,436,115	72,143	40,880	(93,547)	-8.5%	20,202	1.4%	140,631
WIC (Oct-Sept FFY)	134,402	2,365,478	2,358,332	8,058	912	135,314	5.7%	214	0.0%	285,563
Child Development Div	(32,205)	2,021,189	1,950,912	45,063	(25,215)	(57,420)	-2.8%	-	0.0%	295,705
La Manzana Commty Res	25,315	653,230	666,982	21,571	35,323	60,638	9.3%	(970)	-0.1%	87,587
Live Oak Commty Res	91,572	314,487	291,172	29,209	5,894	97,466	31.0%	(2,835)	-0.9%	44,421
CACFP (Oct-Sept FFY)	(6,315)	4,512,272	4,487,325	2,839	(22,108)	(28,423)	-6.1%	1,859	0.0%	1,708
Mountain Commty Res	195,640	374,787	343,630	58,408	27,251	222,891	59.5%	5,006	1.3%	54,344
Nueva Vista Commty Res	33,866	336,939	334,587	22,140	19,788	53,654	15.9%	14,753	4.4%	46,994
Elderday	(67,268)	1,731,621	1,521,416	158,310	(51,895)	(119,163)	-6.9%	(13,244)	-0.8%	250,876
Administration	109,912	1,489,270	1,467,249	3,540	(18,481)	91,431	6.1%	(18,744)	-1.3%	2,262
Philanthropy	47,983	93,796	78,649	17,227	2,080	50,063	53.4%	2,325	2.5%	13,600
TOTAL PROG OPERATIONS	873,824	17,003,940	16,376,558	616,484	(10,898)	862,926	6.86%	8,566	0.1%	1,453,839
LOFRC-Capital Campaign	415,901	22,981	(6,041)	8,441	(20,581)	395,320	NA	(1,929)	-8.4%	707
Nueva Vista Prop. Equity	200,694	0	0	0	-	200,694	NA	-	0.0%	0
Fixed Assets & Gen'l Agy	444,640	2,134	7,189	0	5,055	449,695	NA	-	0.0%	0
TOTAL AGENCY	1,935,059	17,029,055	16,377,706	624,925	(26,424)	1,908,634	6.86%	6,637	0.0%	1,454,546

Note: MOW : \$266,375 of MOW Endowment revenue included in Fixed Assets & General Agency 6/30/15 Fund Balance.

Note: LL: \$500,000 of prior year LL losses included in Fixed Assets & General Agency Fund Balance.

Note: Familia Property Value of \$200,694 moved to Equity from Income.

\*\* Fixed Asset purchases and Pass-Thru expenses exempt; Admin Program restricted to 5% gain due to restricted nature of its funding

Total 6/30/14 Agency Ending Balance = Col B

Current Year Operating Expenses = Col C

Current Year Revenue is split into 2 categories, Firm and Unsecured (Cols D and E)

Current Year Gain or Loss = Col F. It is the sum of the 2 revenue columns less current expenses.

Cumulative Gain or Loss adds the Current Year Gain/Loss (Col F) to the 6/30/14 carryforward (Col B)

Column I is the change in the Cumulative Gain or Loss from the last month in order to view trends

Column J is the change in your Cumulative Gain or Loss as a percentage of your total budget

Column H is each program's mandated 10% reserve goal.

### COMMUNITY BRIDGES Program Budget Summary November 30, 2015

### PROGRAM NAME:

Meals on Wheels	No Nov analysis available
Lift Line	WC Savings <\$18K>
WIC	Minimal change
Child Care Centers	No Nov analysis available
La Manzana CR	\$35K set aside in 15/16 for <\$122K> MAA debt
Live Oak CR	Reduced MAA Claim
CACFP	Minimal net change
Mountain Commty Res	Personnel savings-EE resign, WC rate drop,\$27K set aside in 15/16 for <\$76K> MAA debt
Nueva Vista CR	\$15K set aside in 15/16 for <\$24.5K> 14/15 deficit
Elderday	Lower ADA <\$21K>, \$10K Ow donation
Administration	Staffing changes net +\$13.5K, GA down <\$5K>
Philanthropy	Minimal change
LOCR-Cap Campaign	Lower projected Dividends
Nueva Vista Property	Gain in equity since acquisition
FAs & Agy Unrestr.	Fiscal Sponsorships, Unallowable exps, Fixed Asset values

	Community Bridges Agency-Wide Revenue and Expenses November 30, 2015													
		EARNED		A/R	UNEARNED		ACTUAL							
DESCRIPTION	YTD	YTD	% OF	YTD	YTD	DESCRIPTION	YTD	% OF						
	11/30/15	11/30/15	TOTAL	11/30/15	11/30/15		11/30/15	TOTAL						
REVENUE						EXPENSE								
County of Santa Cruz	623,861	608,841	9.0%		15,020	Salaries & Wages	2,462,300	37.4%						
City of Santa Cruz	56,750	99,396	1.5%	42,646		Payroll Taxes	374,146	5.7%						
City of Capitola	0	46,355	0.7%	46,355		Health Insurance/Retirement	420,938	6.4%						
City of Scotts Valley	2,227	3,710	0.1%	1,483		Contracted Services	111,233	1.7%						
City of Watsonville	0	7,537	0.1%	7,537		Transportation Services	166,294	2.5%						
AAA-Title IIIB/C	288,910	270,692	4.0%		18,218	Staff Travel	24,777	0.4%						
JSDA-AAA / CAFB / SL	51,280	109,641	1.6%	58,360		Occupancy Expense	405,923	6.2%						
Dept of Health Svcs-WIC / Snap Ed	711,585	1,082,793	16.0%	371,208		Office/Program Expense	199,738	3.0%						
Dept of Educ-CACFP Admin	109,231	180,018	2.7%	70,786		Staff Training	8,812	0.1%						
Dept of Educ-CACFP Homes Passthru	1,902,101	1,898,231	28.1%		3,870	Insurance	48,289	0.7%						
Dept of Educ-CACFP Ctrs CCC / CBAS	40,093	64,141	0.9%	24,048		Taxes, Licenses, Interest & Fees	22,948	0.3%						
Dept of Education-CDD	515,064	549,756	8.1%	34,692		Equipment Expense	77,315	1.2%						
Transportation Development Act	355,051	261,067	3.9%		93,984	Raw Food and Related	220,788	3.4%						
EFSP (FEMA)	129	5,771	0.1%	5,642		Vehicle Operations/Maintenance	53,848	0.8%						
Covered CA-Navigator	8,360	11,147	0.2%	2,787		Payments to CACFP Homes/Ctrs	1,938,324	29.4%						
-TA Section 5310 - Cal Trans	0	0	0.0%	-		Payments to Other Agencies	33,262	0.5%						
TA Section 5317 - Cal Trans	0	49,922	0.7%	49,922		Fixed Asset Purchases	18,359	0.3%						
First Five	136,710	118,943	1.8%		17,767	Vehicle Related Purchases	-	0.0%						
Foundations & Other Grants	279,785	187,186	2.8%		92,598	Depreciation/Amortization	-	0.0%						
Donations/Fundraising	188,305	188,305	2.8%	-										
Participant Contributions	41,077	41,077	0.6%	-										
Client Fees	145,813	127,870	1.9%		17,943									
Medi-Cal Fees	379,564	542,477	8.0%	162,912										
Program Income-Other	29,362	73,149	1.1%	43,787										
Fransportation Fees/Scrip	11,322	11,322	0.2%	-										
Outside Contracts	31,866	43,477	0.6%	11,611										
Jncollectible Revenue	0	527	0.0%	-										
nterprogram Revenue	175,350	175,350	2.6%	-										
TOTAL REVENUE	6,083,797	6,758,700	100.0%	933,777	259,400	TOTAL EXPENDITURES Net Gain (Loss)	6,587,295 <b>171,405</b>	100.0						
Change from last month	48,397			(112,349)	(95,778)	Audited Prior Yr Reserves	1,986,263 2,157,668							

	Community Bridges Statement of Financial Position November 30, 2015												
ASSETS	Unrestricted	Temporarily Restricted Capital Campaign	Temporarily Restricted Escrow	Endow Restricted Net Assets	TOTAL								
Cash and cash equivalents	489,033	-	174,000	27,500	690,533								
Cash reserved for LOFRC Facility Maint	-	409,691	-	-	409,691								
Accounts/Grants receivable	1,515,780	-	-	-	1,515,780								
Prepaid expenses	223,553	-	-	-	223,553								
Inventory - Raw Food & Supplies	18,000	-	-	-	18,000								
Refundable Deposits	52,223	-	-	-	52,223								
Property and equipment	688,060	-	-	-	688,060								
Leasehold improvements	9,590	-	-	-	9,590								
TOTAL ASSETS	2,996,238	409,691	174,000	27,500	3,607,429								
LIABILITIES Accounts payable	160,200	_	-	-	160,200								
Salaries and wages payable	215,728	-	-	-	215,728								
Payroll taxes payable	84,798	-	-	-	84,798								
Retirement (401k) benefits payable	11,178	-	-	-	11,178								
Accrued vacation salaries and wages	283,874	-	-	-	283,874								
Health insurance payable/withheld	13,934	-	-	-	13,934								
Short term debt (includes LOC)	-	_	-	-	-								
Long term debt Volunteer Center liability	-	- 3,666	-	-	- 3,666								
Capitalized leases payable	69,199	-	-	-	69,199								
Due to fixed asset fund	-	-	-	-	-								
Unearned revenue/advances	273,207	-	-	-	273,207								
Other debts	(248)	-	-	-	(248)								
Other liabilities	334,226	-	-	-	334,226								
TOTAL LIABILITIES	1,446,096	3,666	-	-	1,449,762								
Unaudited Fund Balance June 30, 2015	1,403,862	415,901	166,500	-	1,986,263								
Current Year Income (Loss)	146,281	(9,875)	7,500	27,500	171,405								
TOTAL NET ASSETS	1,550,143	406,025	174,000	27,500	2,157,668								

	<b>Current Month</b>	Last Month	Goals
Cumulative Net Gain (Loss):	171,405	123,008	\$150,000
Liquidity Ratio (Unrestr Cash/Total Liabilities):	0.34	0.44	3.0
Current Ratio (Current Assets/Current Liabilities):	2.6	2.2	1.6
Modified Current Ratio (Liabilites include advances):	2.1	1.7	1.2
Net Asset Ratio (Total Assets/Total Liabilities):	2.5	2.0	1.5
Debt to Equity (Total Liabilities/Total Fund Bal):	67%	101%	185%
Debt to Assets (Total Liabilities/Total Assets):	40%	50%	65%
Return on Reserves:	7.9%	6.0%	7.0%
Current Assets (excludes property/fixed assets):	2,909,779	3,440,982	2,400,000
Current Liabilities (excludes long term/unearned):	1,103,690	1,569,662	1,510,000
Modified Current Liabilities (adds in unearned):	1,376,897	2,007,196	1,960,000

### COMMUNITY BRIDGES CASH ASSETS LIST FY 15/16 Period ending 11/30/15

Cash Accounts	11/30/15	Outstanding	Adjust-	Bank	Comments
AGENCY	GL Amt	Checks	ments	Balance	comments
Petty Cash	600			600	
SC County Bank General	343,305	234,590		577,894	
SC County Bank - Payroll	(28,797)	40,043		11,245	
SC County Bank - CACFP Homes	(80,323)	199,862		119,539	
SC County Bank - WIC Savings	686			686	
SC County Bank-FSA	10,164			10,164	
Bay Fed-MOW Coin Drive	29,109			29,109	
SC County Bank MOW Reserve	75,674			75,674	
SC County Bank MOW Meals	2,758			2,758	
Liberty Bank	23,984			23,984	
LPL Financial-Genl (Quasi)	28,487			28,487	
LPL Financial-Restricted (Full)	29,157			29,157	
LPL Financial-MOW (Quasi)	52,800			52,800	
LPL Financial-NV (Quasi)	28,767			28,767	
LPL Financial-Brokerage	-			-	
MCR Escrow Account	174,000			174,000	
SUB-TOTAL AGENCY	690,370	474,494	-	1,164,865	
Cash Accounts					
OPENING DOORS					
SC County Bank Capital Campaign	3,954			3,954	
Burroughs Financial-Capital Campaign	405,737			405,737	
SUB-TOTAL OPENING DOORS	409,691	-	-	409,691	
TOTAL CASH ASSETS	1,100,061	474,494	-	1,574,556	

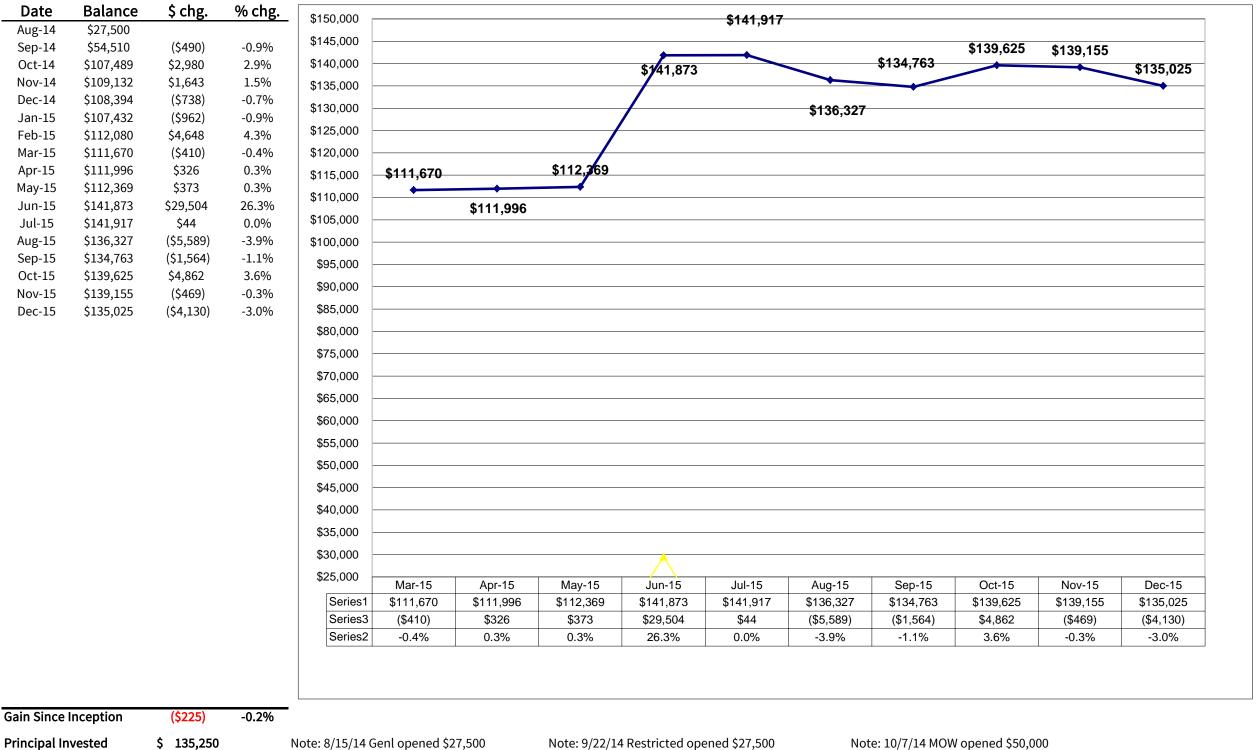
### **UNCONFIRMED GRANT/FOUNDATION FUNDING IN PROGRAM BUDGETS - 15/16**

### BUDGET ANALYSIS MONTH: NOV 2015

PROGRAM	SOURCE	UNCONFIRMED AMOUNT	KNOW-BY DATE	COMMENTS	FINAL STATUS	REMAINING LIABILITY
Lift Line	FTA Section 5310	42,000	12/31/15?	Jan-June 2016		42,000
CDD	Race To The Top	16,739	6/30/16?	Recurring grant		16,739
CDD	<b>Overearned Parent Fees</b>	-		None now expected		-
CDD	Parent Fees-Highland Park	15,374	11/15/15	3 new Jan, 1 new May (\$7769/mo ea)		15,374
MOW	Direct Mail Campaigns (2)	67,500	12/31+6/30	Mailings in Nov (YTD \$32.5K) & April		- 67,500
Elderday	Medi-Cal ADA	72,556	Monthly	Value of 7.0 ADA Jan-June (Dec 64, Bgt 71.4)		72,556
LOCR	Space Rental Income	11,548	Qtrly	YTD 11/30 = 34% earned of \$17.7K Bgt		11,548
		225,717				225,717.12

### **ENDOWMENT INVESTMENTS - LPL FINANCIALS**

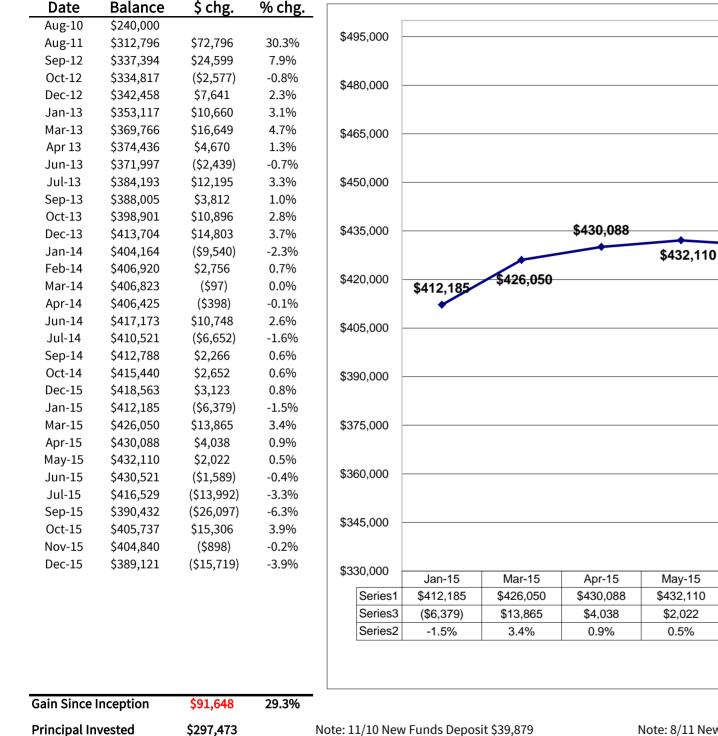
**DECEMBER 31, 2015** 



Note: 6/15 NV opened \$30,250

Note: 10/7/14 MOW opened \$50,000

### OPENING DOORS - CAPITAL CAMPAIGN INVESTMENTS DECEMBER 31, 2015





Note: 11/10 New Funds Deposit \$39,879 Note: 2/14 Funds Withdrawn <\$10,000> Note: 8/11 New Funds Deposit \$35,000 *Note: 2/15 Funds Withdrawn <\$15,000*>

Jun-15

\$430,521

(\$1,589)

-0.4%

\$430,521

\$416,529

Jul-15

\$416,529

(\$13,992)

-3.3%

\$390,432

Sep-15

\$390,432

(\$26,097)

-6.3%

Note: 2/13 New Funds Deposit \$7,594

Oct-15

\$405,737

\$15,306

3.9%

\$405,737

\$404,840

Nov-15

\$404,840

(\$898)

-0.2%

\$389,121

Dec-15

\$389,121

(\$15,719)

-3.9%

### **PROGRAM REPORT to BOARD of DIRECTORS**

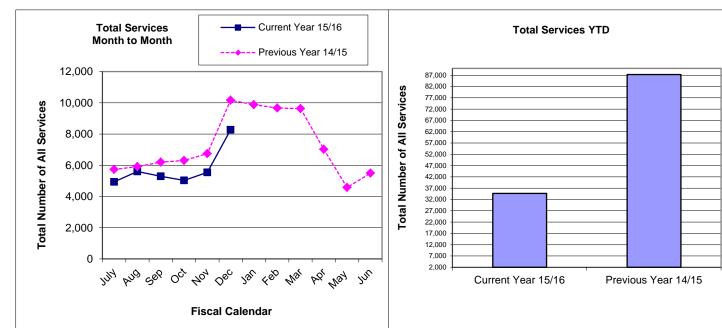
LIFT LINE

### Program Name: LIFT LINE / CTSA

### Date of Board Meeting: January 20, 2016

A. Services: Specialized paratransportation services

ber of ces	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Мау	Jun	YTD
<u><u></u>z: 3</u>	Current Year													
nui ser	15/16	4,933	5,604	5,296	5,030	5,547	8,277							34,687
tal all	Previous Year													
To	14/15	5,736	5,912	6,200	6,303	6,742	10,173	9,880	9,670	9,633	7,026	4575	5498	87,348



### 2015-2016 Volunteers Report:

ZCIC ZCIC TOtalitecto it	<u> </u>												
Fiscal Calendar (15-16)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Мау	Jun	YTD
Number of Duplicated	0	0	0	0	0	0	0	0	0	0	0	0	0
Volunteers	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of Unduplicated	0	0	0	0	0	0	0	0	0	0	0	0	0
Volunteers	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of Volunteered	0	0	0	0	0	0	0	0	0	0	0	0	0
Hours	0	0	0	0	0	0	0	0	0	0	0	0	0

### **B. Accomplishments:**

As of Oct 1st, 2015 Lift Line has moved forward with implementing the No Show policy. In comparison to last year during the same months (October, November and December) the implementation of the policy has reduced the amount of No Shows an average of 52%. With the continued support and collaboration of our sister programs (Elderday and Meals On Wheels) the No Show policy will play a significant role in working towards increasing efficiency and quality of service.

### C. Challenges:

Lift Line separate locations of the Administration/Operation Office and the Watsonville Yard make it challenging to keep open communication on a daily basis between drivers, dispatch, scheduling, operations and management.

### PROGRAM REPORT to BOARD of DIRECTORS

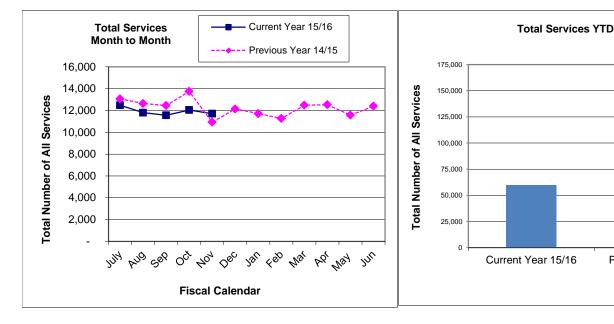
Program Name: Meals on Wheels for S.C. County

### Date of Board Meeting: January 20, 2016



A. Services: Congregate ,Home Delivered Meals and Elderday (as of 11/15)

nber of ices	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Мау	Jun	YTD
num serv	Current Year 15/16	12,489	11,806	11,562	12,045	11,709								59,611
Total all	Previous Year 14/15	13,068	12,642	12,463	13,752	10,930	12,143	11,722	11,273	12,488	12,532	11,579	12,403	146,995



### B. 2015-2016 Volunteers Report:

Fiscal Calendar (15-16)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers	183	184	188	191	196	219							1,161
Number of Unduplicated Volunteers	1	4	3	5	23								36
Number of Volunteered Hours	1,524	1,424	1,423	1,501	1,385								7,257

### C. Accomplishments:

**November**- Our second very successful contract mailer with Lautman, Maska and Neil was sent out to over 66,500 Santa Cruz residents on November 3rd and again on November 23. Year to date results are: expenses equal \$ 34,383 and donations received equal \$63,575.25.

Over 30 staff and their families from all the Bay Federal branches participated in helping to deliver 148 meals on Thanksgiving Day to very grateful senior participants.

**1 % for Good Sereno Group Update**: MOW was honored to receive a check today 1/12/2016 for \$14,263.

D. Challenges: Staffing challenges- New Hires, staff retirement and medical leaves.

Previous Year 14/15

### **PROGRAM REPORT to BOARD of DIRECTORS**

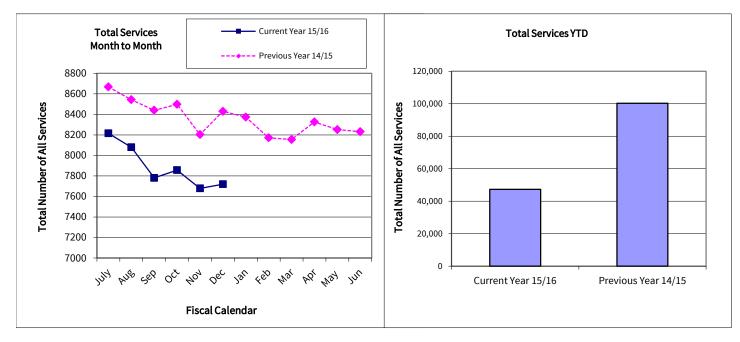
Program Name: WIC Program

Date of Board Meeting: January 20, 2016



<u>A. Services:</u> Distribution of Food Coupons.

<mark>ices</mark>	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Мау	Jun	YTD
al num Ill serv	Current Year 15/16	8215	8080	7781	7857	7679	7719							47,331
Tota of al	Previous Year 14/15	8668	8543	8440	8498	8203	8430	8374	8172	8155	8326	8252	8231	100,292



### B. 2015-2016 Volunteers Report:

Fiscal Calendar (15-16)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Мау	Jun	YTD
Number of Duplicated Volunteers	0	0	0	0	0	0						0	0
Number of Unduplicated Volunteers	0	0	0	0	0	0							0
Number of Volunteered Hours	0	0	0	0	0	0							0

### C. Accomplishments:

CWA released the 8th annual hospital breastfeeding fact sheets in December 2015. Breastfeeding rates continue to steadily increase, although hospitals serving low-income mothers have room for improvement. Thanks to the collective efforts of hospitals, WIC agencies, breastfeeding coalitions, and health clinics, our state and local health departments, First 5 Associations and other partners, California's babies and their mothers are increasingly assured of experiencing best practices for maternity and breastfeeding supportive care. <u>http://calwic.org/storage/documents/factsheets2015/SantaCruz.pdf</u>

2014 Exclusive breastfeeding rates at discharge: 97.4% Dominican; 93.5% Sutter; 81.1% Watsonville.

### D. CHALLENGES:

1. WIC funded caseload decreased from 9750 to 8770 beginning October 1, 2015. As you can see from our reported numbers above, we are still serving less than our funded caseload. The improved economy, farm labor shortage, high cost of rent locally and decreasing birthrate statewide are contributing factors; the trend is consistent with declining WIC participantion statewide and nationally.

2. Due to changes in regulations, beginning January 2016, WIC will no longer be a distribution site for produce bags from Second Harvest Food Bank; WIC clients will continue to access fresh produce bags from LMCR.

### Fighting Hunger, Feeding Hope By Paul Machlis | Posted: Friday, December 11, 2015 6:44 pm

In a region with the fifth-highest cost of living in the country, many Santa Cruz County residents struggle to afford rent, utility bills, medicine, or car repairs. While poverty is greater in other parts of the County, in our two valleys income also is too often inadequate to cover basic needs. Frequently hunger is a result.

Of the 15 percent of County residents living in poverty, 35 percent or 29,000 are consistently unable to buy enough food. In our valleys, each week more than 400 meals are served and more than 1,000 individuals are given food to prepare for their families.

Regrettably, roughly 7,500 people in our county are eligible for CalFresh (formerly Food Stamps) but do not take advantage of the program. Organizations such as Second Harvest Food Bank and Community Bridges are working to increase participation.

For those who are ineligible for CalFresh or who need additional assistance, there is plenty of help throughout our valleys. A woman with her child takes food from the Valley Churches United's Food Pantry and Food Distribution program last Tuesday, December 1.



Valley Churches United Missions distributes food five days a week, giving out roughly 2,500 bags a month. Pantries serving smaller clientele occur weekly at Mountain Community Resources (MCR) in Felton (part of the Community Bridges Family Resource Collective), and in Scotts Valley at St. Philip's Episcopal, GateWay Bible Church, and the Catholic Community of San Agustin. All of these programs aim for a good mix of produce, protein, and other essentials. Felton Presbyterian and St. John's Catholic Church serve delicious hot meals weekly, SS Peter and Paul Orthodox and Redwood Christian Center do so monthly. Seniors have the additional options of Meals on Wheels (Community Bridges) and weekly food bags from Grey Bears.

While these programs differ in their offerings, their suppliers, and their funding, two common features are their reliance on volunteers — hundreds of them — and their effort to address needs other than food. Valley Churches provides a range of services, including financial assistance, disaster relief, and vouchers for transportation and clothing. MCR's programs include help with CalFresh and Covered California applications, classes for parents, and advocacy for individual needs. Second Harvest provides nutrition education countywide and the other organizations help with everything from utility bills to free showers. Each one strives to provide a welcoming environment, fellowship, and encouragement — GateWay's motto is "Fighting Hunger, Feeding Hope."

At this time of holiday celebrations with friends and family, we may also celebrate our area's commitment to those in need. If we are able, we might wish to donate to one of the organizations running these programs, knowing that our gift will directly benefit individuals struggling in this expensive county.

Paul Machlis volunteers with the MCR Food Pantry and compiles the monthly list of food programs.

### Food for the Soul

WEDNESDAY, 16 DECEMBER 2015 12:27 ANNE-MARIE HARRISON NEWS - LOCAL NEWS



Teen Kitchen Project is teaching young people how to make an impact, one meal at a time

Imagine the mountains that could be moved if teenage idealism never faded. It's an ambitious goal, but local nonprofit Teen Kitchen Project is harnessing teenage zeal to connect young people to their community by showing them firsthand how their passion can make a difference in people's lives.

"Some people have a [negative image of] young people, [but] a lot of them are very compassionate individuals who want to share with the world their good qualities," says Angela Farley, founder of the Teen Kitchen Project. "We're giving young people an opportunity not only to serve and show they're compassionate people and have value in our community—we also show them a new career."

Teen Kitchen Project teaches teenagers how to cook healthy sustainable meals that they then deliver to people in crisis—those in temporary situations where they cannot cook for themselves, often due to illness. Last week alone, Teen Kitchen served 390 meals, and last year they served 15,400 meals in total.

Farley knows all too well how difficult it can be to put food on the table in times of unimaginable stress; when her son was 4 years old, he was undergoing chemotherapy and major surgery for cancer.

"In the beginning there was a lot of meal delivery from friends and family, and after a few months of that people stopped signing up," says Farley. "Around the same time I received a one-year donation of blue plate specials from Gayle's and I went 'I know so many people who could benefit from that.'"

Gayle's Bakery's ready-made pick-up meals inspired Farley, and when she heard about an organization in Sebastopol called Ceres Community Project which teaches teenagers how to cook meals to deliver to people in similar situations, she decided Santa Cruz needed the same thing. In 2012, she started Teen Kitchen Project in a friend's commercial kitchen as a Ceres affiliate.

"We found out very soon that we wouldn't be able to serve everyone," says Farley. "For people with chronic conditions, we refer them to other organizations like Meals on Wheels."

All meals are cooked and prepared by the 200 or so teens who volunteer with the Project. With the guidance of two chaperoning chefs (trained as nutritionists), they first learn knife skills and food safety and then prepare meals that are organic, locally sourced, and healthy. "Delivery angels" deliver three main dishes for each person in a family twice a week; meals typically consist of a protein like chicken or fish, soup, salad, and dessert, with recipes one-and-a-half the USDA's portion guidelines so that they can last several days.

"We kind of get people in two times when they're open to seeing the world in a different way. Teens are at the cusp of going into the world and creating their own life, and suffering from illness, people want to make changes in their lives to recover," says Farley.

All ingredients are organic, sustainably caught and farmed, limit dairy input with no white flour or sugar, says Farley, and adhere to the American Cancer Society's recommended diet.

For teens like Kelly Kirchener, a senior at Pacific Collegiate School, putting in the 200-odd hours has never felt like a chore. She finds herself checking nutrition labels far more than her peers, she says, and she's learned many tricks of the trade—like that beets can really, *really* stain.

"It's helped me to be a better person," Kirchener says. "In writing the cards that go with the meals, something like 'We're here for you'—just a few words—can go a long way."

Farley says that her plans for Teen Kitchen are to expand it to Watsonville to better reach the community in South County and collaborate with Cabrillo College's culinary program.

"We're showing them a way of eating that they can use in their lives to move forward, be more healthy and connected to their environment," says Farley. "The face of a teen when a client says 'You helped save my life'—what teen hears that? To hear that from somebody is a big deal, it changes your perception of yourself and your values."

**KITCHEN WITH A CAUSE** From left to right: Colby Sturgill, Chloe Chipman and Austin Sturgill of Teen Kitchen Project. PHOTO: SUSANNAH GILL

West Marine's **Pam Fields** takes the lead in rebranding **West Marine**, revolutionizing the boating supplies retailer with new product offerings and flagship experiential stores

By MELISSA ANDERS



Pam Fields thrives on change, so it may be surprising that she has worked for the same company for nearly two decades. But as senior vice president and gener-

al counsel of West Marine, Fields continues to redefine herself and the aquatics industry.

"What I like about West Marine and the in-house position is that issues are different every day," she says. "There is always some other challenge that needs to be solved and each requires different skill sets, some creativity, and collaboration with my business partners."

Fields grew up on Long Island and got her law degree from Fordham University in New York City. She practiced corporate and real estate law in Manhattan and later moved to California, where she and her husband started a film production company. Fields did the legal work for the production company. Her husband is a writer and won an Emmy Award for a documentary on his grandfather, comedian W.C. Fields.

After a while they moved to Northern California, where she eventually joined West Marine as a temporary employee in the real estate department. She progressed to the tax department, and then became director of legal affairs in 2000. After establishing the legal department, she became West Marine's first general counsel.

The department has grown to include an associate counsel, paralegal, and members of the internal audit, risk management, compliance, and asset protection teams. Fields describes her management style as high level.

"I expect a lot from my team because I expect a lot from myself," she says. "I like to work with self-starters, people who don't need a lot of direction. I'm there to support them when they run into problems." The company is transitioning from a core boat business to a broader aquatics outfitter through a few key initiatives—e-commerce, store optimization, and merchandise expansion. It continues to cater to traditional boaters while reaching out to new customers through expanded product offerings such as kayaks, fishing and diving supplies, personal electronics, apparel, footwear, accessories, and "anything that makes you feel a connection to the water," Fields says. West Marine is focusing on a more diverse customer base without leaving its core boaters behind.

Retailers must evolve or else they won't survive, according to Fields. The company invested in e-commerce websites with enhanced functionality and content to help customers make informed choices. It also expanded its product offerings both in stores and online, where the West Marine team created an inviting and interactive experience in many of key market stores.

In a recreational industry, retailers must compete for consumers' time.

"Boating is great—it's a passion. Our customers have this passion that you can't capture with most other industries or most other retailers," Fields says. "It's this emotional connection to being on or around the water." She adds that most of West Marine's associates are boaters or otherwise enjoy activities recreating on the water.

However, millennials may want something different, according to Fields. So the company now offers

products like standup paddle boards that still allow users to connect with the water but in a shorter time period. "You have to come





After establishing West Marine's legal department, Pam Fields became the company's first general counsel.

to the realization that people may not have a lot of time to spend a full day on the water in a boat," she explains. "So we're trying to appeal to broader demographics."

Through its store optimization and merchandise expansion strategies, West Marine is also consolidating smaller traditional stores into larger experience-focused stores



#### PAM FIELDS GIVES BACK BY GETTING INVOLVED IN HER COMMUNITY

Last year, Pam Fields joined the board of **Community Bridges, a nonprofit umbrella** organization for ten family programs in Santa Cruz County in California. These programs generally serve family, child, and adult needs, including Meals on Wheels, Child Development Division, and community resource centers.

Fields joined for personal and professional reasons. Personally, she was inspired to advocate for seniors after dealing with frustrating paperwork and red tape to help her ninety-eight-year-old mother obtain Veterans Affairs benefits. Professionally, it gives her an outside perspective and glimpse into the role and challenges of a board member, which she says helps her be more effective in her management role when supporting West Marine's board.

featuring interactive "worlds" of products, which ranges from paddle sports to diving supplies. The new stores are around 25,000 square feet or more compared to the smaller 8,000–10,000-square-foot stores. The largest flagship is a 50,000-square-foot spot in Fort Lauderdale, Florida.

Fields says she views her role as primarily wearing the hat of a business leader who also happens to be a legal adviser. This dual role demands advocating and providing support for the company's strategic initiatives and helping to drive change where it's necessary.

"I try not to be a typical lawyer where you say no to every initiative because there may be a high degree of risk," she says. "The value of having in-house counsel is not to say no to every new initiative, it's to say yes, we can do this, and here's what we have to consider to mitigate that risk."

West Marine is testing out a new dive program at a few of its stores. It's carrying additional diving products and partnering with a third party to provide dive training to customers. It also is in the process of rolling out a new ship-from-store program that will allow it to ship items from many of its 270 stores directly to the customer's designated location instead of making them wait if the local store or distribution center is out of stock.

In May 2015, West Marine announced the launch of the BlueFuture Fund, a nonprofit program through the Community Foundation Santa Cruz County to support youth boating, marine conservation, and sustainable fisheries.

"I'm excited to see that the culmination of all of our initiatives are working," Fields says. "We're seeing good results; and our customers and associates alike are excited."

The favorable reception to these initiatives motivates Fields to keep going. "I like this change; it energizes me. And I look forward to new changes and strategies on which we'll focus to complete our brand transition to a broader water-life outfitter."

"Pam is a smart, strategic attorney who provides invaluable direction and leadership to West Marine, Inc.-she is a pleasure to work with."

-lan C. Ballon and Susan Heller, Greenberg Traurig LLP

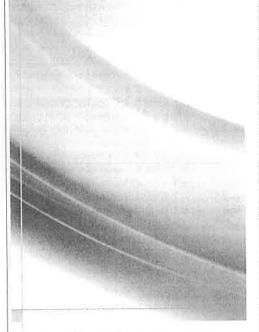
### GT GreenbergTraurig

1800 ATTORNEYS | 37 LOCATIONS°

Congratulations to our client and friend **Pam Fields** on this recognition of your success both in the legal profession and as a driving force in business

We applaud you for all of your great work for West Marine, Inc.

 From Ian Ballon, Susan Heller and all the attorneys of Greenberg Traurig



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Greenbeig Traung is a service mark and trade name of Greenberg Traung, LLP and Greenberg Traung, P.A. 92015 Greenberg Traung, LLP Attorneys at Law Allinght stearved. Contact Ian C. Ballon in Los Angeles at 303.966/700 or in Silicon Valley at 650.378.8500 These numbers are subject to fluctuation. 25668



# Community Bridges/Elderday Adult Day Health Care

### DONATE



### **Organization Mission**

To provide low-cost innovative human services to low-income, socially isolated and frail seniors throughout Santa Cruz County and enable them to maintain their independence and dignity.

Community Bridges operates 10 nonprofit programs across 20 locations in the County. Elderday is one. It supports those with complex medical, psychological and physical impairments, serving up to 80 participants daily, 250 days per year for a total of 18,750 service days annually.

It is the only program of its type locally. Without Elderday, the seniors would have no option but costly skilled nursing facilities or early institutionalized care requiring them to leave their homes, families and communities.

### The Big Idea: Adult Day Health Care: Improving Life Through the Arts

Music and the arts profoundly impacts happiness and connection to humanity. In fact,

music and the arts are good medicine. Our goal is to grow a therapeutic arts and music program that provides more health benefits to those with complex medical needs than medication alone ever could.

Beyond health care and respite for families, we ensure that the end of life is a time to live, with daily personalized music therapy, art activities, theater and music performances.

Research confirms that music can boost cognitive skills and reduce the need for certain types of drugs in people with neurological diseases. Elderday recently became a certified Music & Memory<sup>™</sup> program with the goal of helping participants find renewed meaning and connection in their lives through personalized music.

Elderday provides a wonderful service to my husband and me, especially in his more advanced stages of Alzheimer's. He engages in fun and appropriate activities that he wouldn't otherwise have access to. Anytime there's a musical performance scheduled, Bart gets so excited. He tells me he's going for rehearsal. He just loves it.

Barbara, wife of Bart, Elderday participant

# Holiday giving: Bay Area community groups seek donations to help needy

Mercury News

### POSTED: 11/19/2015 01:45:03 PM PST**0 COMMENTS**| UPDATED: ABOUT A MONTH AGO

Area food banks and social service agencies are collecting donations to help the needy through the Christmas and New Year's holidays. For a complete list, seewww.mercurynews.com/extra.

### SANTA CRUZ COUNTY

Community Bridges. During the holiday season, people around the world come together to make a difference in their communities. By giving to Community Bridges, you're reaching 10 percent of ours. We are asking for gift cards, art supplies, books and Chrome Books to support our 10 programs; 20 sites; and the 27,000 children, families and seniors we serve each year. For more information, or to make a secure financial gift online, please go towww.communitybridges.org. The Community Bridges family of programs includes Elderday Adult Day Health Care, Lift Line, Meals on Wheels for Santa Cruz County, Child Development Division, Child & Adult Care Food Program, Women, Infants & Children (WIC), La Manzana Community Resources, Live Oak Community Resources, Mountain Community Resources and Nueva Vista Community Resources. Please call 831-688-8860, email info@cbridges.org, or go to www.communitybridges.org.

Grey Bears celebrates the holidays with two fun events. Start off at its special after-hours Holiday Thrift Store Sale, Thursday, Dec. 3, 4-7 p.m. Enjoy refreshments, festive music and a raffle while you shop. Everything is half off -- Christmas gifts, decorations, furniture, housewares and clothing. All proceeds support the Brown Bag Program delivering bags of healthy groceries to 4,500 seniors each week, 2710 Chanticleer Ave., Santa Cruz. 831-479-1055, www.greybears.org. Then on Sunday, Dec. 6 at 11:30 a.m., Grey Bears presents its 39th Annual Holiday Dinner at the Santa Cruz Civic Auditorium, 307 Church St. Holiday feast and fun, awards, Santa, gifts and entertainment onstage, including choir music and dance productions. Donations needed, and if you'd like to volunteer, emailvolunteer@greybears.org.

Hospice of Santa Cruz County envisions a community where all members live and die with dignity. Since 1978, we have honored the choices of individuals and families by providing exemplary end-oflife care and grief support. We're the leading nonprofit provider of hospice care in Santa Cruz County and our core hospice program is enriched by community grief support, a children's bereavement camp, transitional care services, hospice care for uninsured, under-insured patients and veterans, and end-of-life education and outreach. We serve approximately 3,500 Santa Cruz County residents annually. Donations help us to provide our exemplary services and support throughout the year.www.hospicesantacruz.org.



### FACES OF THE SEA ODYSSEY

By JF on January 14, 2016 in Environmental, Featured, Local Loop, News



Jack O'Neill's wetsuit innovations have helped generations find a love of the ocean through surfing, and by starting O'Neill Sea Odyssey he's also introduced thousands of students to a life-long love of that ocean. On Friday, February 5, noted photographer David Dennis will hold a public exhibit of the faces of young people as they find that love while sailing Monterey Bay.

A free program which requires a community service project from each participating class, O'Neill Sea Odyssey has served 85,000 elementary school children, grades 4 to 6, from Monterey Bay and Santa Clara County. It takes place on the Team O'Neill catamaran with follow-up lessons at a shore-side education center in the O'Neill Building at the Santa Cruz Harbor. Often, the students served by the program have never been on a boat. Participating classes also receive free ocean science curriculum for use in their own classrooms.

The core of O'Neill Sea Odyssey is the ocean field trip that includes three onboard learning stations: navigation, including compasses and triangulation; marine ecology, including the kelp forest, marine mammals, and human impacts on Monterey Bay; and marine biology, specifically examining and learning about plankton. These stations are complemented by three stations at the education center including

navigation, including reading and plotting navigational charts; marine ecology, covering the water cycle, watersheds, and ocean pollution from land-based activities; and marine biology, where the plankton samples collected on the boat are examined further using microscopes.

The faces of children as they learn in these hands-on science and environmental stewardship lessons while sailing Monterey Bay will be the subject of local photographer David Dennis's show, "Faces of the Sea Odyssey," which will take place from 5:00 to 10 PM on Friday, February 5 at the Food Lounge Santa Cruz, 1001 Center Street. The photos will be of students who took the sea-faring class on June 23, 2015 from the Nueva Vista Community Resources in Santa Cruz and a class of students with special needs from Buena Vista School in San Jose.

indx"David Dennis has created an approach he calls philanthropic photography," said Dan Haifley, Executive Director of the O'Neill Sea Odyssey, "This will be his seventh fundraising show in the last two years, and we're excited to be working with him on this event. David also works for Microsoft, and they'll be supporting this fundraiser, as well."

"The work of the O'Neill Sea Odyssey to start kids off early with an appreciation for our marine environment and for conserving it is exemplary," said David Dennis. "I'm humbled to be involved with such a great organization."

The event is expected to have huge turnout. It will feature live music by Trio Guadalupano, food by Ocean 2 Table, beer by Humble Sea Brewery, art from old bicycle parts by Chris Allen, artwork from surfboard fin offcuts by Sarah Broome of Rainbow Fin Company, jams and mustards by Twins Kitchen, surfboards and apparel by Ventana Surfboards & Supplies, jewelry from spoons and metal art by Dennis and Ashley Domsic, and handmade belts by Cali Maple Designs. The sale of the photos as well as 10% of all revenue from the event will benefit the O'Neill Sea Odyssey. Bay Photo Lab is providing support for the event, and Microsoft is also providing donations through their giving program.

Learn more about the event through its Facebook page here: http://on.fb.me/1ZfuUjG



### By Sentinel staff report

Posted: 01/15/16, 6:09 PM PST | Updated: 4 days ago

Watsonville

DAY CARE CENTER EVACUATED AFTER GAS LEAK >> A day care center in the Santa Cruz County Fairgrounds was evacuated Friday after a construction contractor struck a natural gas line, Cal Fire reported.

No one was injured, said Cal Fire Deputy Chief Ian Larkin. Authorities closed East Lake Avenue and Casserly Road about 12:50 p.m. A lane of traffic was reopened by 5:30 p.m., authorities said.

About 12:50 p.m., a contractor was replacing a fence near 2601 E. Lake Ave. when he struck a gas line, Larkin said. The contractor called 911 and told leaders of the day care.

Twenty-one children and five workers at the day care center were evacuated. Parents of the children were asked to pick them up, Larkin said. No other fairgrounds buildings were evacuated.

A PG&E crew worked to fix the gas line Friday afternoon, said PG&E spokeswoman Mayra Tostado. Tostado said the contractor had not called 811 for a survey before he struck the half-inch diameter service line. She advised others to call 811 before digging.

Firefighters from Pajaro Valley and Watsonville also responded, as well as Watsonville city workers and California Highway Patrol officers.