



COMMUNITY BRIDGES
PUNTES DE LA COMUNIDAD

BOARD OF DIRECTORS

Wednesday, November 15, 2017

5:00 PM to 7:30PM

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

AGENDA

- 4:30 Dinner**
- 5:00 1. Call to Order/Establish Quorum**
- 5:02 2. Agenda Review**
- 5:05 3. Announcements/Program Updates (5 min)**
- 5:10 4. *CONSENT AGENDA – Action Items (5 min)**
In approving the consent agenda, the Board is approving recommendations within each committee’s minutes listed below.
- 4.1 Draft Minutes of the October 18, 2017 Board Meeting***
*Jack and Shannon moved to approve the Consent Agenda as presented. MSP.
Jack and Sara moved to allow CEO to pursue refinancing of the MCR property as appropriate. MSP.*
- 4.2 Draft Minutes of the November 2, 2017 Finance Committee Meeting***
- 4.3 Draft Minutes of the November 2, 2017 Governance Committee Meeting***
- 5:15 5. Receive comments from members of the public on “Items not on the Agenda”**
- 5:20 6. Agency Business – Ray Cancino (20 min)**
*6.1 BOD Chair Election
6.2 La Manzana Property – Construction Timeline*
- 5:40 7. 2017 BOD Retreat Report- Eugenia Bowman (60 min)**
- 6:40 8. Program Presentation – Development (20 min)**
- 7:00 9. Development/Philanthropy Report– Virginia Wright (10min)**
*9.1 Development Report
9.2 Development/Philanthropy Committee
9.3 Capital Campaign - Update*
- 7:10 10. Finance Committee Update – Cathy Benson (10 min)**
- 7:10 11. Written Reports**
*11.1 Development Report for October 2017
11.2 Financial Report from the November 2, 2017 Finance Committee Meeting
11.3 Community Bridges Program Reports – FRCs*
- 7:10 12. Newspaper Articles**
- 7:10 13. Items for Next Agenda**

- 7:10 14. Adjourn Regular Meeting
- 7:10 15. CLOSED SESSION
- 7:30 16. Adjourn Closed Session

Next Meeting:

Wednesday, January 17, 2018

5:00 PM to 7:15 PM

Location: Elderday 100 Pioneer



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

BOARD OF DIRECTORS

Wednesday, October 18, 2017

5:00 PM to 7:30PM

Elderday: 100 Pioneer Street, Santa Cruz, CA 9506

Draft Minutes

Members Present: Rebecca Fowler, Shannon Brady, Jack Jacobsen, Doug Underhill, Nicolette Lee, Majel Jordan, Kenn Barroga, Sara Siegel, Martin Bernal, Heather Lenhardt.

Excused Absences: Pam Fields, Casey Wu, Steven McKay

Staff Present: Raymon Cancino, Julie Gilbertson, Cathy Benson, Lois Sones, Virginia Wright, Lisa Hindman Holbert, Lisa Berkowitz, Alma Molino, Leslie Telles, Cathy Cavanaugh.

4:30 Dinner

5:07 1. Call to Order. Quorum Established.

5:02 2. Agenda Review

5:05 3. Announcements/Program Updates

Lisa HH noted that AB 300 was signed today allowing local control around subsidization for childcare for the first time, and we are looking at other counties where this has been piloted. Redwood Mountain is waiting for fire inspection to complete licensing.

5:10 4. *CONSENT AGENDA – Action Items

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

4.1 Draft Minutes of the August 16, 2017 Board Meeting*

Shannon/Steven moved to approve the consent agenda as presented. MSP.

4.2 Draft Minutes of the September 7, 2017 Finance Committee Meeting*

4.3 Draft Minutes of the September 7, 2017 Governance Committee Meeting*

Doug/Shannon moved to approve the staff recommendation of writing a letter of support for the Children’s Fund, and to revisit the item in the event that the fund is created to assess the Fund’s alignment with CB mission and values. MSP.

4.4 Draft Minutes of the October 5, 2017 Finance Committee Meeting*

4.5 Draft minutes of the October 5, Governance Committee Meeting*

4.6 Draft Minutes of the 2017 BOD Retreat*

a) Majel/Kenn moved to approve Resolution #2017-09-01. MSP

Prepared by Tonje Switzer

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*b) Kenn/Nicolette moved to install Doug Underhill as Treasurer and Jack Jacobsen as Secretary.
MSP*

Jack and Shannon moved to approve the consent agenda as presented. MSP.

5:15 5. Receive comments from members of the public on “Items not on the Agenda”

None.

5:20 6. Program Presentations

6.1 MOW

Lisa Berkowitz introduced Assistant Director of MOW, Alma Molino, who has been with the program since March. Lisa presented an overview of the history of policies in place to protect and serve the senior population starting with the Older Americans Act of 1965. Between 1972 and 1976 funding was procured for emergency food programs, and in 1978 MOW joined the Community Bridges family of programs. Last year MOW served 93,548 home delivered meals, 45,951 congregate dining site meals, and 17,321 Elderday meals. All meals follow Dietary Guidelines for Americans (DGA's) which limits MOW's ability to accept food-donations. The dining sites are for anyone over 65, their partner, and/or disabled child, and are open Monday-Friday at all sites except Scotts Valley which is open only once a week. Of the clients MOW serve, 32% are from South-County, 29% from North-County, 24% from Mid-County, 12% from Scotts Valley, and 3% from out of Santa Cruz County. Sixty percent of clients live below 100% of federal poverty levels, 53% live alone, and 4% are experiencing nutrition risks. The largest group of clients are between 60 and 75 years of age (52%) and white (64%). Between 2001 and 2016 the senior population grew from 46 million to 69 million while funding fell, and now people need services at earlier ages than before due to economic need. Of Santa Cruz County seniors, 40% do not have income to cover basic needs. Food insecure seniors are 60% more likely to experience depression, 53% more likely to report heart attack, 52% more likely to develop asthma, and 40% more likely to report congestive heart failure. The cost of one year of senior meals is equivalent to the cost of 1-day hospitalization or 10 days in a nursing home. MOW is utilizing electronic client assessment history that makes client data readily available to multiple staff. BOD Member Kenn Barroga shared his experience of visiting the Live Oak dining site where he met both kitchen staff and clients, noting that clients are treated as a community. Mike Rios invited Kenn to join clients for lunch and noted that both the food and the community were great, and that he enjoyed the visit very much.

5:40 7. Agency Business – Raymon Cancino (20 min)

CEO thanked Doug for all the hard work on the Mountain Affaire where \$22,900 was raised.

7.1 Facilities

*7.1.1 MCR Refinancing – Action Item**

Payments are currently going towards rent and into an escrow account, and we are required through our agreement to look into the feasibility of refinancing, as monthly payment cannot exceed \$3.5K. We have contacted Bank of America who declined, and will follow up with

County Bank and Lighthouse Bank. This will allow for additional appraisal. **Jack and Sara moved to allow CEO to pursue refinancing of the MCR property as appropriate. MSP. None opposed.**

7.1.2 La Manzana Building – General Update

Lift Line is trying to move in by the end of November. Roofing is almost done, and flooring is currently in process. Next steps include solar and electric charging stations.

6:00 8. Development Report– Virginia Wright

CEO introduced Development Director Virginia Wright. There was a brief discussion about culture of giving at CB.

8.1 Philanthropy Report

Overall, all numbers are up from last year. Virginia noted that received, pending, and upcoming grants have been added to the Development Report, and that a list of press releases might be added if this is of interest. Virginia asked BOD to notify her of other benchmarks they would like to see. Virginia note that major gifts mean >\$2K from an individual donor.

8.2 Holiday Giving

The year-end mailer is going out on the week of 11/13, and the MOW mailer on the week of 11/6. #GivingTuesday is coming up on 11/28.

8.2.1 Board Match

After a brief explanation about the origin of the Board Match, Virginia noted that we are still looking for \$5K in BOD donations towards the Match. \$7K has been received from the BOD so far, and \$7K is still to come. Virginia distributed envelopes with individual amounts given this fiscal year, and a description of the match process. We will ask donors to give above last year's donation, and let them know that the BOD will match the increase. Virginia will send email updates to BOD as funds are raised. The Match starts with mailing, and ends on 12/31.

8.3 Food from the Heart

Food from the Heart is on 2/8 at the Chaminade. Other upcoming MOW fundraisers and events include the February coin-drive and the Community Champions week in March. The latter offers an opportunity to meet and engage with elected officials.

- Capital Campaign

Virginia met with consultant Nancy Loshkajian and discussed three projects; La Manzana property (now); MOW facility (in 2 years); and LL facility (7 year). Nancy will present a proposal for a Feasibility Study within a few weeks. Capital Campaign will be included on the BOD agenda as an ongoing item.

- Retreat

CEO noted that he just received Eugenia's post retreat report, and that she will be invited to present at the next BOD meeting.

6:28 9. Finance Committee Update – Cathy Benson

CFO presented the October Budget Summary, and noted that while the LL bottom line is improving, we are still adjusting for fluctuations in the Measure D revenue stream. We are seeking refinancing for MCR or will need to provide a balloon payment due on December 17. It is unlikely we need to touch our line of credit, and the investments are following the stock market with slight gains. We will see some redistribution of revenue as we stop paying double rent in July of 2018 and start playing interest and principal payments on our loan.

6:48 11. Written Reports

11.1 Philanthropy Report for September 2017

11.2 Philanthropy Report for October 2017

11.2 Financial Report from the September 7, 2017 Finance Committee Meeting

11.3 Financial Report from the October 5, 2017 Finance Committee Meeting

11.3 Community Bridges Program Reports – CACFP, ELD

6:48 12. Newspaper Articles

6:48 13. Items for Next Agenda

None

6:48 14. Adjourn Regular Meeting

7:00 15. CLOSED SESSION

7:30 16. Adjourn Closed Session

Next Meeting:

Wednesday, November 15, 2017

5:00 PM to 7:15 PM

Location: Elderday 100 Pioneer

Prepared by Tonje Switzer

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Finance Committee

Thursday, November 2, 2017

11:00 AM – 12:00 PM

Community Bridges, Aptos

Draft Minutes

Members Present: Casey Wu, Jack Jacobsen

Staff Present: Cathy Benson, Julie Gilbertson for Ray Cancino

Excused: Kenneth Barroga, Doug Underhill, Ray Cancino

Notes: Tonje Switzer

11:12 Agenda review

11:12 CFO Report – Cathy Benson

- a) CFO presented the September Program Budget Summary noting that projected programs' loss 17/18 stands at <\$25.5K>.
 - CDD saw increased disenrollment at all sites except ND in September, and is moving forward using conservative projections for future enrollments, especially at HP. Only three enrollments are planned going forward, while we are looking for a total of 10 at SYC, VV and FG, and 12 at RM.
 - MOW-Staff resignation offsets higher raw food costs \$12K. One cook on leave of absence has resigned, and we are looking to hire.
 - FRC's-Delay hire of PM and PD, voluntary hours reduction at LMCR. Advocate at LOCR is acting interim PM. Recruitment for LOCR PM is going out in a few days.
 - ELD-New hire waive health insurance, ADA higher. Funding for ELD is attendance driven and attendance by the frail client base fluctuates. October ADA of 71.5 is bumping revenues up.
 - A row for YTD property data has been added to the Budget Summary.
- b) Financial Statement Review – September
Change from last Month is <\$26,759>. Ratios are looking good. Accounts receivable is steady. Property and equipment covers vehicles, properties etc.
- c) Cash Flow and Line of Credit - Updates
CFO gave an update of cash flow and noted that we are doing well. We are looking for LL drivers as we are scheduling drives to cover Measure D expansion of evenings and

Prepared by Tonje Switzer

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weekends. We have not received funds from City of Santa Cruz yet due to CORE administration complications. We are not expecting to use our line of credit this quarter.

d) Investments and Endowment – Updates

- CFO and CAO will meet with Liberty Bank to acquire a third quote for refinancing the MCR building. We do not need to accept refinancing if monthly payments will exceed current payments.
- We will be finishing the Audit reports over the next weeks, as audit must be in Sacramento on December 15. We will need a three member Audit Committee of which one member can be from the Finance Committee, and Jack was willing to serve on the committee. Upon receiving the audit draft one week before it is due, the committee will meet once with our auditor to review and accept the audit.

11:55 Items for Next Agenda

None

12:00 Adjourn

Next Meeting December 7, 2017

Prepared by Tonje Switzer
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COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Governance Committee

Thursday, November 2, 2017

12:00PM – 1:00PM

Community Bridges (CB), Aptos

Draft Minutes

Members Present: Rebecca Fowler, Shannon Brady, Jack Jacobsen

Members Absent: Doug Underhill

Staff Present: Seth McGibben, Julie Gilbertson

Minutes: Tonje Switzer

12:05 Meeting to order. Quorum Established.

12:05 Agenda Review

12:05 CEO Report – Seth McGibben

1. Aptos Lease

CEO and CAO met with the Aptos landlords last week about the scheduled move to the La Manzana building. Landlords want to see the small conference room converted back into the car port that it was prior to the CB lease. CAO noted that the alleyway has been improved and that permits may be a problem. Research is necessary as to whether this is our responsibility.

2. 11-15-17 BOD Agenda

Election of new BOD chair. Shannon will address the vice-chair position.

3. BOD meeting schedule for December and/or January

There will be no December meeting. The first 2018 BOD meeting is on January 17.

4. Retreat Report

Eugenia Bowman will present at the BOD meeting, and will be asked to prepare an outline of the presentation to be distributed to BOD prior to the meeting. Tonje will coordinate.

12:18 CLOSED SESSION

1:00 Adjourn

Next Meeting: Thursday December 7, 2017,

12:00 PM – 1:00PM

Community Bridges, Aptos

Prepared by Tonje Switzer

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CONSTRUCTION

TIMELINE

COMMUNITY BRIDGES

Phase 1 Move In

Phase 2 Enhancement

OCTOBER 2017

Roofing-

A. 521 Main Street - completed
B./C. 18 W. Lake Building #2/3
Delays due to HVAC system and inspector changes. Building 3 is on standstill during this time.

NOVEMBER 2016

Awning - WIC delayed

519- Wiring, cabling and electrical continued. Drywall specialist also needs to complete project (Three rooms) Contractors is unresponsive.

Building #2- Reception Area and Lift Line spaces

Bathrooms- tile is cleaned and steamed(Delayed due to water damage)

519- Painting complete.

DECEMBER 2017

18 W. Lake

Total infrastructure is installed

Server and IT is installed and transferred

JANUARY 2017

Lift Line moves into new space

519- Main Flooring and new tile

Total infrastructure is installed

Server and IT is installed and transferred

FEBRUARY 2018

MARCH 2018

APRIL 2018

Estimated Move -In

MAY 2018





COMMUNITY ORGANIZING REACHING EVERYONE

Community Bridges of Santa Cruz
CORE Advocacy Exercise Phase Two

Board Meeting Advocacy Action Planning

- A. Summary findings
 - 1) Q & A
 - 2) Definitions

- B. Spheres of Influence

- C. Advocacy Action Planning
 - 1) Seniors and Transportation
 - 2) Children and Nutrition
 - 3) Family Resource Collective

- D. Next steps



COMMUNITY ORGANIZING REACHING EVERYONE

Community Bridges of Santa Cruz
CORE Advocacy Exercise Phase Two

A. BACKGROUND

Appreciative Inquiry Findings:

Definition: Community Bridges has a solid team of board and staff who, although facing growing pains, felt that they were all pulling together in a common ethical endeavor to serve. The vision of the board and staff needs to align around effective advocacy through involvement to make real change.

Discovery: More collaboration and integration across the organization is needed. Advocacy and organizational efforts require a plan and some education and resource support.

Dream: Once aligned on values and goals, with a plan for a shared future, Community Bridges can become the organization that community leaders call on as the authority. A dynamic advocacy component incorporates the grass roots, and gets at the root of the matter.

Design: Create lasting personal relationships with stakeholders, and partner with and leverage everyone and everything. Move from independent units to more integrated work including advocacy. Map programming to the County Assessment.

Deliver: Headway is made on poverty, housing and overall equity and goes beyond basic service to facilitating agency (empowerment). Planning for the 50-year anniversary includes a needs list, partners and a timeline to ramp up programs and initiatives. Through service, education, leadership development and cross-training of board, staff and stakeholders, the organization is highly valued by government and other partners, and helps to create a culture shift in Santa Cruz.

B. SOCIO-ECOLOGICAL SPHERES OF INFLUENCE

A sphere of influence is the field or area in which an individual or organization has power to affect events and developments. Individuals and organizations with the greatest influence span most or all the following spheres. Community bridges, as it touches each sphere, is in the strongest position to channel its influence into powerful advocacy efforts.

C. BUILDING ADVOCACY THROUGH VALUES BASED STORIES/MESSAGING At the retreat, small groups representing a cross section of Community Bridges stakeholders (program and administrative staff and board) began to build the skeleton of values and messaging necessary to engage, persuade and promote the organization, and that will elicit the support and corresponding actions that will lead to the organizations' overall success. Using the lens of advocacy strategy noted below, we will spend a portion of the board meeting taking the next steps to sketch some assignments and an action plan for advocacy for three concrete programs of Community Bridges: seniors and transportation, children and nutrition, and the family resource collective.

D. ADVOCACY

Strategy:

- What are the needs of community and decision makers
- Who are your partners? (Stakeholders and grass roots)

- What coalitions and initiatives are concerned?
- What is your common agenda? (Listen and inquire)
- Which allies can get involved?

Engagement with political stakeholders (one-on-one conversations come first)

- What do political leaders need? (Knowledge, data, facts, consequences, support.)
- How can we help?
- How can we promote their agenda?
- What is a common strategy?

Community involvement

- Do we have sufficient engagement
- How can we strategize together?
- What can we accomplish together?

D. Next Steps:

1. Convene Advocacy Committee. Expand Committee to include stakeholders and partners
2. Map Community Bridges program and impact to county assessment and priorities
3. Identify and partner with key collaborators who align with programs and needs assessment
4. Adopt a problem-centric rather than a firm-centric model of stakeholders. Include partnerships from three or more different sectors: business, non-governmental organizations, governments, and civil society or community
5. Build an Advocacy Plan (who, what, where, when, how) that articulates the influence, values and program impact of Community Bridges
6. Flesh out the values messaging to identify strategic messages themes and resources going forward
7. Hold Advocacy/Messaging Workshops during Board and Staff meetings
8. Create web-based portal (key messages, fact sheets campaign materials and other resources) and make accessible to stakeholders
9. Hold face to face meetings (with and without collaborators) with legislators, policy makers and other stakeholders to find out what resonate. Reach out and meet people where they are
10. Develop a strategic plan looking to 50-year anniversary, with advocacy and outreach a high priority

Development Progress Report

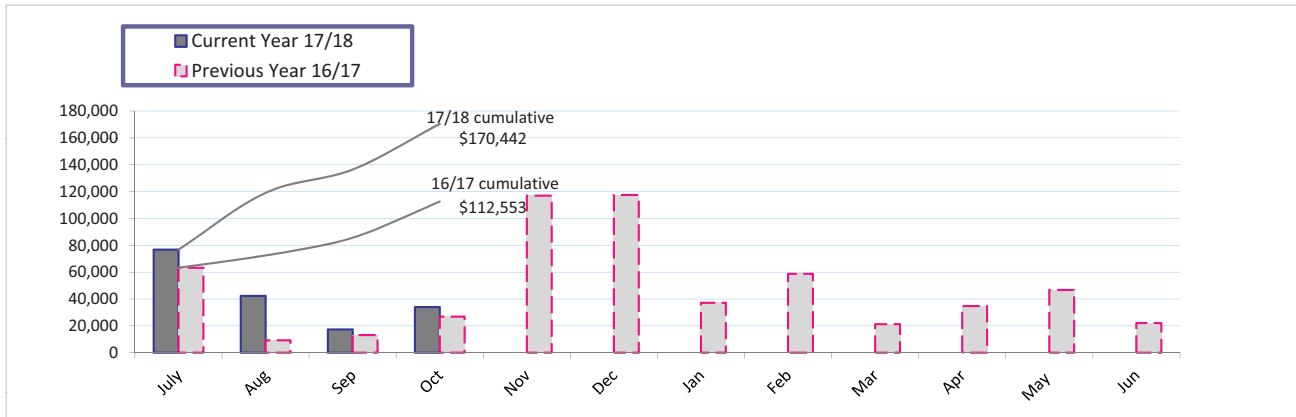
Fiscal Year 2017-18

October 31, 2017

A. Revenue from Individuals & Businesses: donations, auction items, sponsorships & tickets (Excludes unreceived p

Total	Fiscal Year	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
	Current Year 17/18	76,816	42,321	17,320	33,985									170,442
	Previous Year 16/17	63,262	9,211	13,174	26,907	117,015	117,461	37,187	58,788	21,255	34,720	46,761	22,081	567,821

Difference 10/31/16 compared to 10/31/17 57,889



B. Grants Received from Foundations (not included above)

- \$ 150,000 from Sunlight Giving for Community Bridges
- \$ 50,000 from Community Foundation Santa Cruz County
- \$ 40,000 from Monterey Peninsula Foundation for Lift Line
- \$ 30,000 from Rockefeller Foundation for Listen for Good project
- \$ 15,000 from Kaiser Foundation for FRCs for Probation Youth

\$ 285,000 *Total Grants FY 16/17: \$178,305; Budget 17/18: \$196,700*

Pending Grants:

- \$ 4,000 from Dudley-Vehmeyer-Brown Foundation for MCR
 - \$ 5,000 from Nicholson Foundation for NVCR Summer Fun! Program
-
- \$ 9,000
-

Upcoming Grant Deadlines:

- \$ 12,000 from Community Foundation Monterey County for LMCR
-
- \$ 12,000
-

Development Department staff also submits Lift Line grants, government and public support.

C. Event Summary

- Farm to Fork total raised \$62,359, with a net increase in revenue of 24% over 2016.
- MCR Mountain Affair auction sold out at 108 tickets raising more than \$24,500, gross; up from \$14,000 last year.
- Upcoming (Feb 9) : Food from the Heart

D. Upcoming Campaigns

- Santa Cruz Gives Nov 15: Meals on Wheels: Holiday Meals for Seniors
- Giving Tuesday Nov. 28
- Board match & major gifts personal asks now through Dec
- Capital Campaign & Strategic Plan

Fundraising Goals & Allocations
Individuals, Business, Donations, Sponsorships, Events Revenue
2017 - 2018
Progress Report
October 31, 2017

Programs	17/18 Goal	Year To Date	Goal met %
CB General Funds	\$125,500	\$68,535	55%
Child and Adult Care FP	\$3,550	\$785	22%
Child Development Dept	\$6,500	\$1,779	27%
Elderday	\$14,500	\$6,131	42%
La Manzana CR	\$2,000	\$500	25%
Lift Line	\$19,100	\$4,137	22%
Live Oak CR	\$18,000	\$20,927	116%
Mountain Community R.	\$48,000	\$37,579	78%
Meals on Wheels	\$238,002	\$27,450	12%
Nueva Vista CR	\$12,800	\$2,026	16%
WIC	\$2,000	\$593	30%
TOTAL	\$489,952	\$170,442	35%

2017-18 Individual Appeal Results
October 31, 2017

Appeals/Campaigns	Total
Annual Report 2016	\$6,570
Board donation to CB	\$890
Calendar Sponsor 2018	\$4,750
CB Childrens Mailer 2017	\$446
Donates Monthly	\$3,591
Donor Advised Grant	\$1,000
Farm to Fork Gala 2017	\$59,734
Food from the Heart 2018	\$3,500
Founding 100 Endowment	\$481
Friends of MOW Membership	\$450
General Donation 1718	\$43,300
Grocery Bag Tokens	\$279
Living Trust	\$491
LL Client Survey 17	\$466
LL Van Sponsorship	\$2,530
MCR Mountain Affair 2017	\$23,218
MCR PAT 2017	\$44
Memorial Donation	\$220
MOW Lautman Fall Mailer 2017	\$50
MOW Lautman mailer welcome packet	\$2,229
MOW Spring Mailer 2017	\$5,751
MOW suggested meal contribution	\$1,858
Online donation/Internet search	\$330
Outside Fundraiser	\$446
Payroll Deduction - Employee	\$1,300
Payroll Funds - non-CB	\$474
Personal appeal to individual donor	\$5,000
Program Donation Box	\$67
Redwood Mountain Faire	\$777
Roots & Wings	\$200
Total	\$170,442

COMMUNITY BRIDGES										
Program Budget Summary										
September 30, 2017										
Projections for Year Ending 6-30-18										
A	B	C	D	E	F	G	H	I	J	K
PROGRAM NAME:	6/30/17 Unaudited Balance	Annual 17/18 Balanced Budget	Current Projected Expenses	Current Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2017-2018 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	Change from Prior Mo	14.5% Gen'l & Adm Exp
WIC (Oct-Sept FFY)	170,885	2,450,317	2,368,089	2,378,683	5,621	10,594	181,479	7.7%	8	286,266
Child Development Div	28,561	2,185,160	2,073,150	2,082,460	101,885	9,310	37,871	1.8%	(41,999)	302,334
Elderday	(100,240)	1,995,516	1,979,853	1,984,195	155,760	4,342	(95,898)	-4.8%	12,636	286,870
Meals on Wheels	556,694	1,762,037	1,707,399	1,681,271	249,788	(26,128)	530,566	33.0%	(340)	231,587
Lift Line	(147,498)	2,723,072	2,949,957	2,889,388	263,105	(60,569)	(208,067)	-8.0%	(1,188)	216,514
La Manzana Commy Res	95,181	663,292	651,651	671,987	8,683	20,336	115,517	18.1%	8,293	85,983
Mountain Commy Res	187,438	361,782	366,993	364,004	41,332	(2,989)	184,449	51.7%	(257)	51,692
Nueva Vista Commy Res	54,281	349,810	334,414	348,721	14,067	14,307	68,588	20.8%	(2,728)	46,425
Live Oak Commy Res	113,799	289,185	286,682	297,350	18,534	10,668	124,467	43.4%	14,952	43,745
CACFP (Oct-Sept FFY)	17,461	3,732,690	4,111,221	4,136,316	2,550	25,095	42,556	7.2%	1,607	32,415
Administration	18,946	1,677,785	1,679,606	1,642,467	6,000	(37,140)	(18,194)	-1.1%	(8,962)	2,402
Philanthropy	61,018	150,645	148,898	155,573	68,466	6,675	67,693	45.5%	6,549	21,590
TOTAL PROG OPERATIONS	1,056,527	18,341,291	18,657,913	18,632,415	935,790	(25,499)	1,031,028	7.25%	(11,429)	1,607,823
LOCR-Capital Campaign	399,750	47,097	23,076	48,217	34,939	25,141	424,891	NA	4,977	588
521 Main Property Activity	-	-	51,649	30,894	0	(20,755)	(20,755)	NA	(5,556)	7,489
Nueva Vista Prop. Equity	200,694	-	0	0	0	-	200,694	NA	-	0
Fixed Assets & Gen'l Agy	979,158	-	596	4,237	0	3,641	982,799	NA	-	0
TOTAL AGENCY	2,636,129	18,388,388	18,733,234	18,715,762	970,729	(17,472)	2,618,657	7.25%	(12,008)	1,615,900

Note: MOW : \$350,000 of MOW Endowment revenue shown on Fixed Assets & General Agency 6/30/17 Fund Balance.

Note: LL : \$250,000 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 Federal restrictions on indirect expenses

COMMUNITY BRIDGES
Program Budget Summary
September 30, 2017

PROGRAM NAME:

WIC	Minimal change
Child Development Div	Decrease in enrollments in Sept <\$45K>
Elderday	New EE waive health, ADA Oct up to 71.4 + \$7K
Meals on Wheels	Minimal Net Change betw/increased food costs, Cook resignation
Lift Line	Possibility of addl driver time will be used for Measure D, reducing LL deficit.
La Manzana CR	EE reduction in hours, delay new hire PD
Mountain Commty Res	Minimal change
Nueva Vista CR	Increased spending-supplies, telephone, internet
Live Oak CR	Interim PM , no Advoc hours 6 weeks
CACFP	Minor expense/revenue shifts
Administration	Add IT, personnel projected costs
Philanthropy	Fewer F2F expenses, higher revenue
LOCR-Cap Campaign	Stock value fluctuation
La Manzana Property	Curr YTD activity only shown-not annualized
Nueva Vista Property	Gain in equity since original acquisition and merger w/CB
FAs & Agy Unrestr.	Fiscal Sponsorships, Unallowable exps, Fixed Asset values

**Community Bridges
Agency-Wide Revenue and Expenses
September 30, 2017**

DESCRIPTION	RECEIVED		EARNED		A/R		UNEARNED		ACTUAL	
	YTD 9/30/17	% OF TOTAL	YTD 9/30/17	% OF TOTAL	YTD 9/30/17	% OF TOTAL	YTD 9/30/17	% OF TOTAL	YTD 9/30/17	% OF TOTAL
REVENUE										
County of Santa Cruz	298,956	8.2%	360,711	8.2%	61,755				1,654,558	38.3%
City of Santa Cruz	0	1.6%	68,250	1.6%	68,250				173,753	4.0%
City of Capitola	0	0.6%	28,331	0.6%	28,331				209,175	4.8%
City of Scotts Valley	0	0.1%	2,511	0.1%	2,511				87,640	2.0%
City of Watsonville	8,250	0.1%	4,125	0.1%		4,125			116,299	2.7%
AAA-Title IIIB/C	108,674	3.7%	163,016	3.7%	54,342				9,665	0.2%
USDA-AAA / CAFB / SL	49,422	2.2%	97,385	2.2%	47,963				310,872	7.2%
Dept of Health Svcs-WIC / Snap Ed	0	14.8%	652,238	14.8%	652,238				122,471	2.8%
Dept of Educ-CACFP Admin	31,602	2.3%	101,513	2.3%	69,911				8,493	0.2%
Dept of Educ-CACFP Homes Passthru	1,056,933	24.1%	1,056,933	24.1%	-				43,000	1.0%
Dept of Educ-CACFP Ctrs CCC / CBAS	0	0.8%	35,220	0.8%	35,220				29,800	0.7%
Dept of Education-CDD	323,875	8.2%	361,803	8.2%	37,928				70,358	1.6%
Transportation Development Act	232,722	3.8%	167,136	3.8%		65,586			162,506	3.8%
EFSP (FEMA)	6,648	0.1%	3,324	0.1%		3,324			32,346	0.7%
Covered CA-Navigator	0	0.0%	1,687	0.0%	1,687				1,057,113	24.4%
FTA Section 5310 - Cal Trans Veh	0	0.0%	0	0.0%	-				25,565	0.6%
FTA Section 5310 - Cal Trans Ops	0	0.7%	30,500	0.7%	30,500				6,394	0.1%
First Five	86,049	1.5%	64,408	1.5%		21,641			-	0.0%
TDA - Measure D	132,702	4.4%	191,539	4.4%	58,837				192,489	4.5%
Ca Air Resources Board (CARB)	0	0.0%	0	0.0%	-				12,351	0.3%
Foundations & Other Grants	111,287	2.5%	109,625	2.5%		1,662				
Donations/Fundraising	100,329	2.3%	100,329	2.3%	-					
Participant Contributions	23,413	0.5%	23,413	0.5%	-					
Client Fees	83,749	1.9%	83,749	1.9%	-					
Medi-Cal Fees	283,284	9.7%	424,355	9.7%	141,072					
Program Income-Other	90,233	2.8%	122,786	2.8%	32,553					
Transportation Fees/Scrip	2,783	0.1%	2,783	0.1%	-					
Outside Contracts	900	0.5%	23,911	0.5%	23,011					
Uncollectible Revenue	-148	0.0%	-148	0.0%	-					
Interprogram Revenue	111,778	2.5%	111,778	2.5%	-					
TOTAL REVENUE	3,143,440	100.0%	4,393,210	100.0%	1,346,108	96,337	TOTAL EXPENDITURES	4,324,848	100.0%	100.0%
Change from last month	26,759						Net Gain (Loss)	68,363		
							Estimated Prior Yr Reserves	2,310,984		
							Net Assets:	2,379,346		

**Community Bridges
Statement of Financial Position
September 30, 2017**

ASSETS	Unrestricted	Temporarily Restricted		Endow Restricted Net Assets	Current Month Total	Prior Period Total
		Capital Campaign	Escrow			
Cash and cash equivalents	516,234	-	207,250	27,500	750,984	524,016
Cash reserved for LOFRC Facility Maint	-	415,054	-	-	415,054	421,708
Accounts/Grants receivable	1,655,981	-	-	-	1,655,981	1,780,001
Prepaid expenses	182,588	-	-	-	182,588	292,105
Inventory - Raw Food & Supplies	23,125	-	-	-	23,125	18,700
Refundable Deposits	51,082	-	-	-	51,082	44,217
Property and equipment	2,637,363	-	-	-	2,637,363	2,574,404
Leasehold improvements	47,040	-	-	-	47,040	116,668
TOTAL ASSETS	5,113,413	415,054	207,250	27,500	5,763,217	5,771,819
LIABILITIES						
Accounts payable	355,146	-	-	-	355,146	444,796
Salaries and wages payable	219,731	-	-	-	219,731	235,365
Payroll taxes payable	105,983	-	-	-	105,983	120,648
Retirement (401k) benefits payable	16,766	-	-	-	16,766	13,921
Accrued vacation salaries and wages	271,960	-	-	-	271,960	259,634
Health insurance payable/withheld	(3,988)	-	-	-	(3,988)	(4,487)
Short term debt (includes LOC)	107,453	-	-	-	107,453	47,453
Long term debt	1,953,265	-	-	-	1,953,265	1,738,727
Volunteer Center liability	-	3,176	-	-	3,176	3,194
Capitalized leases payable	6,774	-	-	-	6,774	8,581
Due to fixed asset fund	-	-	-	-	-	-
Unearned revenue/advances	193,608	-	-	-	193,608	116,935
Other debts	79	-	-	-	79	103
Other liabilities	153,916	-	-	-	153,916	148,677
TOTAL LIABILITIES	3,380,694	3,176	-	-	3,383,870	3,133,545
Fund Balance June 30, 2017	1,681,818	400,416	201,250	27,500	2,310,984	1,961,257
Current Year Income (Loss)	50,902	11,461	6,000	-	68,363	677,018
TOTAL NET ASSETS	1,732,719	411,877	207,250	27,500	2,379,346	2,638,274

	G	M	Current Month	Last Month	Goals	Req Ratios
Cumulative Net Gain (Loss):	↑		68,363		\$200,000	
Liquid Unrestricted Net Assets (LUNA)/Avg Mo Exps	↓		0.92		3.0	
Current Ratio (Current Assets/Current Liabilities):	↑		2.5		2.2	NA
Modified Current Ratio (Liabilities include advances):	↑		2.2		1.7	
Net Asset Ratio (Total Assets/Total Liabilities):	↓		1.7		#REF!	
Debt to Equity (Total Liabilities/Total Fund Bal):	↓		142%		#REF!	
Debt to Assets (Total Liabilities/Total Assets):	↓		59%		#REF!	
Return on Reserves:	↓		2.9%		8.4%	
Current Assets (excludes property/fix assets):			3,078,813		3,300,000	
Current Liabilities (excludes long term/uneared):			1,227,046		1,510,000	
Modified Current Liabilities (adds in uneared):			1,420,654		1,960,000	

PROGRAM REPORT to BOARD of DIRECTORS

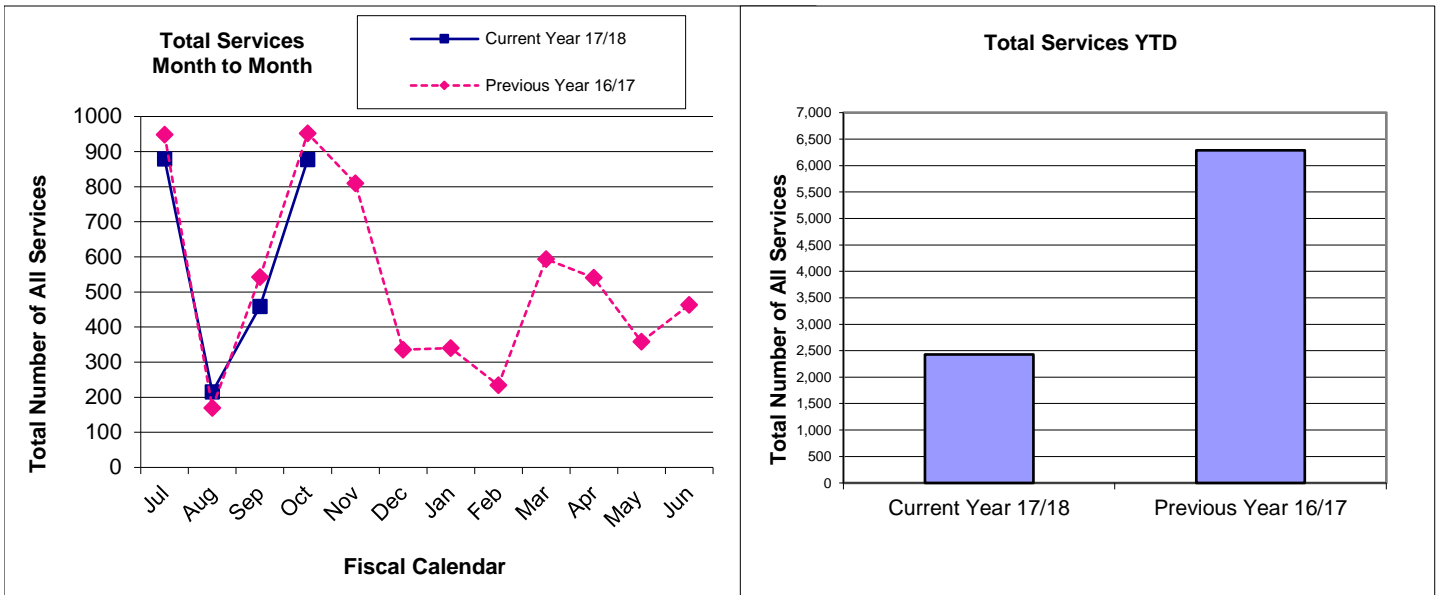
Program Name: Nueva Vista Community Resources



Date of Board Meeting:

A. Services: Advocacy, Outreach, Youth Activities, Food Distribution

Total number of all services	Fiscal Calendar	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	
	Current Year 17/18		879	215	459	877									2,430
	Previous Year 16/17		948	170	543	952	810	336	340	234	594	541	358	463	6,289



B. 2017-2018 Volunteers Report:

Fiscal Calendar (17-18)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers	20	3	11	30									64
Number of New Unduplicated Volunteers	3	1	5	6									15
Number of Volunteered Hours	39	8	31	91									168

C. Accomplishments:

Had another successful year of Summer Fun!
All staff are trained in filling out the Child Safety Forms.

D. Challenges:

The greatest challenge that Nueva Vista faces is cuts in funding.
One funding source sunsetted, thus NVCR lost 50K from that funding source.

Board of Director Program Report

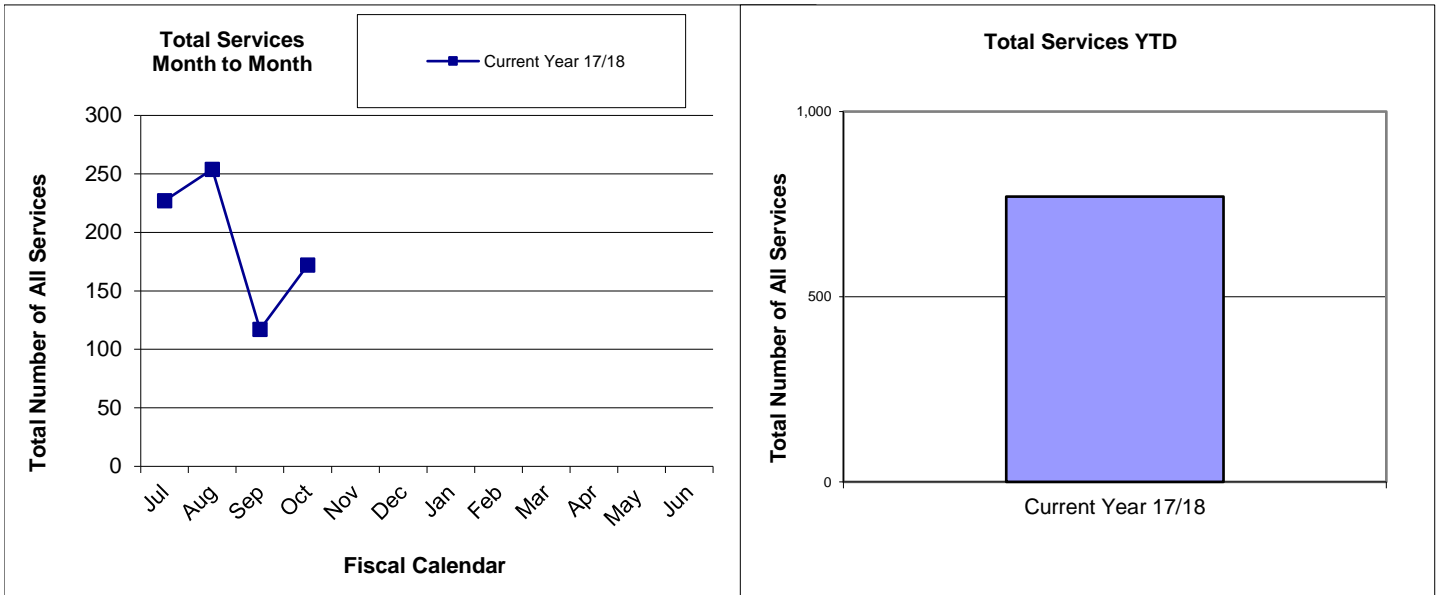
Program Name: Mountain Community Resources

Date of Board Meeting: November 15, 2017



A. Services: Advocacy, Parent Education, Emergency Preparedness, Teen Program

Total # of services	Fiscal Calendar	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	Current Year 17/18	227	254	117	172									770



C. Accomplishments:

MCR has experienced a challenging year fiscally and in operations. Although MCR has experienced a challenging year there have been several program accomplishments to highlight. The sold out Mountain Affair fundraiser was an incredible success. Restaurant Casa Nostra, located in Ben Lomand, CA., hosted the event that included a silent auction made up of fine wines, crafts from local artists, and other items that contributed to the event's success. The event raised the projected amount, the setting of Casa Nostra and event success facilitated a foundation to build off of in the coming years. Another MCR accomplishment was the securing of a ground breaking contract in which the Santa Cruz County Youth Probation Department has agreed to work with Community Bridges to facilitate a pilot project of the Parent Project curriculum focused on the parents of youth on probation. The contract is the first of a kind in the county with a proven statistical success rate to assist in the reduction of youth recidivism, increase public safety, and improve family dynamics of youth on probation. The food pantry has experienced a week-over-week increase of the number of participants served at MCR. Additionally, MCR is in the midst of scheduling free Diabetes Management classes with a local healthcare organization. Furthermore, MCR's partnership with Dignity Health to provide free blood glucose and blood pressure screens has resulted in a duplication of services at another local food bank in the area.

D. Challenges:

Over the past year the challenges at MCR were numerous and met head-on, addressed, and overcome. Some of the challenges include a reduction of staff and staff hours. This had a direct effect on the number of services offered to the community and a reduction of site operating hours. Staffing challenges required difficult problem solving and out-of-the-box solutions. Although the staff and staff hours were reduced MCR was faced with the challenge to secure youth probation staff to meet the current and quickly evolving needs of the Santa Cruz County Youth Probation Department. A new probation contract is pending completion while two probation Advocates are ramping up to address programmatic changes. Also, significant facility maintenance and repair challenges exist in regards to resources. In spite of facility challenges, maintenance and repairs are addressed in a timely manner. Finally, a new MCR Program Manager has been identified to replace the current program manager.

A night celebrating the San Lorenzo Valley



the mountain affair

an italian fine dining experience

Mountain Community Resources (MCR), a program of Community Bridges, invites the public to its 32nd annual Mountain Affair on Friday, October 13 from 6 to 10 pm.

In a nostalgic nod to the program's Italian Affair, last held in 2013, the event will be held and hosted in part by Ristorante Casa Nostra in Ben Lomond, for a night of fine Italian dining.

"We're excited to celebrate the heart of the valley community we serve," said Raymon Cancino, Chief Executive Officer of Community Bridges. "Now more than ever, support for MCR's programming is critically important, and we hope that you'll join us in raising hope, a glass, and the support needed to ensure our doors continue to stay open five days a week for the families in need."

The Mountain Affair will feature local wine, a silent auction by Santa Cruz Mountains Makers' Market vendors, a Fund-a-Need auction benefiting families in the San Lorenzo Valley, and live music by the Soul Fingers jazz trio.

The Mountain Affair is Mountain Community Resources' single largest fundraiser of the year, making it possible to serve more than 400 families throughout the San Lorenzo Valley and Scotts



Valley community annually. All proceeds from the event support MCR's parent education, one-on-one counseling, food and clothing pantry, youth probation support and more.

Mountain Community Resources invites the public to attend this celebration of the valley community. Tickets are on sale for \$75 each at mcr2017.eventbrite.com.

ABOUT MOUNTAIN COMMUNITY RESOURCES

Since 1982, Mountain Community Resources has been providing community outreach and advocacy, parent education, clothing, food pantry services and more to over 400 families throughout the San Lorenzo Valley and Scotts Valley communities. From health care enrollment to emergency relief, MCR is the go-to resource for so many neighbors in need. Mountain Community Resources is part of the Community Bridges Family Resource Collective. Learn more at www.communitybridges.org/mcr.

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7 days per week
7am-7pm

Spotlight on Community

Contributed by Eamon F. Bohan,
Senior Development Analyst, Community Bridges

Lift Line Is a Lifeline

Thanks To Measure D, Lift Line Is Available Seven Days a Week!

LIFT LINE

COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD 



Lift Line, a program of Community Bridges, is the only free door-to-door paratransit service in the county. Over 80,000 people use the service annually. We hear many stories of how it has helped families when they desperately need it. One such story was shared with Community Bridges staff this week, “My father was diagnosed with Parkinson’s in his fifties. He retired early from his career as an engineer in Santa Clara, which became the Silicon Valley during his lifetime. In his sixties, he

could no longer navigate the many stairs in his Boulder Creek home so he moved to downtown Santa Cruz. As his illness progressed, he moved from using a walker to a wheelchair. We could no longer take my father to doctor’s appointments or elder day care. My mom desperately needed a day off for her own health. That is when Lift Line became so important. In addition to getting my dad and his wheelchair to doctor’s appointments, Lift Line took him to the senior center, so she had a day off from caregiving once a week. This allowed my father to stay at home much longer. Lift Line was a life line for my mom and dad, and all of us.”

Lift Line became even more important in 2016 due to funding cuts to Santa Cruz Metro’s ParaCruz program. In response to the growing need and decreased funding, the community came together to support Measure D, which allocated funding to transportation projects including Lift Line. The measure passed in November of last year.

The first allocation from Measure D arrived in the Community Bridges offices in September 2017, making it possible to continue serving more people by expanding the service seven days a week. As a result, seniors, veterans, disabled residents and children can maintain their independence and get to critical medical appointments on any day that they might need a ride. Call us at 831.688.8840 to enroll and schedule a ride.



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Santa Cruz Sentinel

NEWS

Coast Line: Alzheimer's resources presentation in Live Oak Oct. 26

POSTED: 10/15/17, 8:25 PM PDT | UPDATED: 3 DAYS AGO

[0 COMMENTS](#)

LIVE OAK

ALZHEIMER'S RESOURCES PRESENTATION OCT. 26

The Alzheimer's Association presents "Community Resources for Living with Alzheimer's and Related Disorders" 1-3 p.m. Oct. 26 at 1777-A Capitola Road.

Panelists include: Cindy Adams, Resource Specialist, Senior Network Services; Lisa Berkowitz, Program Director, Meals on Wheels; Jennifer Andronico, Marketing Director, Aegis of Aptos; and Wayne Norton, Ombudsman Program Coordinator, Advocacy, Inc.

To attend or for more information, call 1-800-272-3900.

There is no charge for this workshop, but donations are appreciated.

If you have a news event or announcement for Coast Lines, email newsroom@santacruzsentinel.com and place "Coast Lines" and the date of your event in the email subject line. To expedite your news, put information in the body of the email rather than use an attachment. Coast Lines items are run at no charge. Please include contact information for questions. Information: 831-706-3252 Tuesdays to Saturdays. To view previous Coast Lines items, visit SantaCruzSentinel.com/topic/Coast-Lines.

APTOS >> Nearly 100 people brainstormed Wednesday on how to meet the needs of a fast-growing population of residents age 60 and older in the wake of significant funding cuts.

“Each one of us will be a senior in Santa Cruz County,” said John Leopold, who chairs the county board of supervisors, welcoming attendees to the Senior Solutions Summit, organized by the [Seniors Council](#) and hosted by Resurrection Catholic Church.

There are 61,000 county residents age 60 and older, up from 38,000 a decade ago, a 61 percent increase, but federal, state and local funding for senior programs has fallen 18 percent in that time span from \$4.4 million to \$3.6 million, according to the Seniors Council, headed by Clay Kempf.

The Seniors Council functions as the [Area Agency on Aging](#), mandated as part of the Older Americans Act to provide services to those 60 and older.

Among the problems older people face: They are living longer, finding their nest egg is not enough. They are reluctant to ask for help. Their families are not close by. They are living paycheck to paycheck, and the loss of a spouse or a job or rental housing can send them into a downward spiral.

“The cost of living is a real barrier to people on fixed incomes,” said Mike McConnell, Santa Cruz County adult services director. “We need to raise awareness among policymakers.”

Participants broke into groups focusing on solutions regarding homelessness, aging at home, cost of living, isolation, transportation and advocacy, topics chosen by attendees.

McConnell was one of several seeing a need for a one-stop shop to learn about services available.

With elders being served by government agencies, private providers such as Lifespan and Visiting Angels, nonprofits such as [Grey Bears](#), [Community Bridges](#), [Senior Network Services](#) and [Advocacy Inc.](#) and [faith-based organizations](#), getting a complete menu of services is a challenge.

“The [Central Coast Center for Independent Living](#) does a great job but most people are not aware of it,” said Cindy Klaniecki of Home Collaborative.

[St. Andrew’s Presbyterian Church](#) in Aptos raised money via chili cookoffs to buy a portable shower for use by people who are homeless and is discussing the operating expense and location, according to member Gwen Yeo.

High Street Community Church in Santa Cruz has informally matched members with homes with UC Santa Cruz students needing a place to live but has yet to develop an ongoing program or export the idea, pastor Danny Wallen told the Sentinel.

Patrick Meyer, who chairs the Cabrillo College Human Services Department, suggested Meals on Wheels volunteers deliver information on resources along with meals.

Betsy Wilson of MidPen Housing Corp. suggested providing information at hospitals and mortuaries.

Attendees suggested more accessory dwellings, sharing homes with students and co-housing to cut housing costs. They suggested creating incentives for landlords to rent to older tenants.

Brad Beaulieu of Hospice of Santa Cruz County recommended older people share their stories “and get younger people reading the stories.” He had a suggestion for doctors: Why not prescribe social programs as a solution for depression instead of pharmaceuticals?

“There’s a taboo about talking about getting old and dying,” said Mary Howe, who founded [Village Santa Cruz](#) to support people as they age. “The solution is conversations – don’t wait until there’s a crisis.”

SOLUTIONS?

Problems: More than \$750,000 in program cuts in the past decade, twice as many homeless people age 50 and older than 25 and younger, not enough income for basic needs, not enough affordable transportation, isolation, not enough senior advocacy.

Proposed solutions: Expand CalFresh food stamp eligibility, require medical professions to provide pro bono services to seniors, match seniors who have housing with those who need housing, scale up programs at senior centers to operate seven days a week, explore intergenerational housing, involve seniors in foster grandparent program, phone calls to seniors living alone, incentives to landlords to rent to older people.