



**BOARD OF DIRECTORS**  
**Wednesday, November 18, 2015**  
**6:00 PM to 8:00 PM**

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

**AGENDA**

- 5:30 Dinner
- 6:00 1. Call to Order/Establish Quorum
- 6:00 2. Agenda Review
- 6:02 3. Introductions – Potential New Board Member Heather Lenhardt
- 6:07 4. Announcements/Program Updates
- 6:12 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 October 21, 2015 Board Meeting\***
- a. Jack/Jordan moved to approve the October 21, 2015 Consent Agenda as presented. MSP.
  - b. Jack/Pam moved to ratify the two letters of support Ray has already endorsed and sent out (Summer Meals Act and Access to Healthy Food for Young Children Act), as well as to support/endorse the Live Oak Parcel Tax, Measures O & P, and transportation support. MSP.
  - c. Jordan/Pam moved that the Board approves the language of “up to 20% match” and that Libby and Shannon B. will meet individually with each Board member to determine pledges. MSP.
- 5.2 Draft Minutes of the November 5, 2015 Finance Committee Meeting**
- 5.3 Draft Minutes of the November 5, 2015 Governance Committee Meeting\***
- a. Rebecca/Barb moved to recommend to the full Board that Applied Survey Research (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, and then a Matrix Mapping process with CompassPoint in Fall 2016, spending \$17K total. MSP.
- 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\***
- a. Jack/Jorge moved to recommend to the full Board to extend Barbara's Board term for the first quarter of 2016 (until April) or until we find more finance people. MSP.
  - b. Jack/Barb moved to recommend the Board adopt the updated Advocacy Policy. MSP.
- 6:15 6. Receive comments from members of the public on “Items not on the Agenda”
- 6:20 7. Program Presentation: Meals on Wheels for Santa Cruz County – Lisa Berkowitz, Mike Rios, Carol Childers and Irma Quintero
- 6:40 8. Agency Business – Ray Cancino
- 8.1 Strategic Planning (Rebecca Fowler)
  - 8.2 Redwood Mountain/ CDD Closure
- 6:55 9. Development/Philanthropy Report – Libby Morain

- 7:00 10. Philanthropy Committee Update – Jordan Ciliberto  
7:05 11. Finance Committee Update – Barbara Frank  
7:10 12. Board Business – Linda Fawcett  
    *12.1 Board Engagement Discussion (continued from Sept./Oct. BOD mtg.)*  
    *12.2 Action Item: Determine Audit Committee Members*  
    *12.3 Action Item: Approve Barbara Frank’s Board Term Extension from Jan. 2016 to April 2016*  
    *12.4 Board Development Committee Update*  
7:44 13. Written Reports  
    *13.1 Financial Reports from the November 5, 2015 Finance Committee Meeting*  
    *13.2 Community Bridges Program Reports – Family Resource Collective (LMCR, LOCR, MCR, NVCR)*  
7:44 14. Newspaper Articles  
7:44 15. Items for Next Agenda  
7:45 16. Adjourn Regular Meeting  
7:45 17. CLOSED SESSION

**Next Meeting:**

**Wednesday, January 20, 2016**

**6:00 PM to 8:00 PM**

**Elderday: 100 Pioneer Street, Santa Cruz, CA 95060**



**COMMUNITY BRIDGES**  
**PUENTES DE LA COMUNIDAD**

**BOARD OF DIRECTORS**

**Wednesday, November 18, 2015**

**6:00 PM to 8:00 PM**

**Elderday: 100 Pioneer Street, Santa Cruz, CA 95060**

**CLOSED SESSION AGENDA**

- 7:45** 1. Discussion/Vote on Potential New Board Member Heather Lenhardt *\*Action Item\**
- 7:48** 2. Board Recruitment Process/Pipeline
- 7:53** 3. CB Personnel Policy Revision, Chapter 11 (Approval Recommended by Management Team)  
*\*Action Item\**
- 7:56** 4. SEIU Update
- 8:00** 5. Adjourn Closed Session

**Next Meeting:**

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**BOARD OF DIRECTORS**  
**Wednesday, October 21, 2015**  
**6:00 PM to 8:00 PM**  
Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

**DRAFT MINUTES**

**Members Present:** Jack Jacobson, Jordan Ciliberto, Linda Fawcett, Martín Bernal, Pam Fields, Rebecca Fowler

**Excused:** Barbara Frank, Jorge Méndez, Shannon Brady, Shannon Rose

**Staff in Attendance:** Cathy Benson, Julie Gilbertson, Julie St. Leger-Barter, Libby Morain, Myriam Scally, Ray Cancino, Susan Marinshaw

**Minutes:** Julie St. Leger-Barter

**5:30** Dinner served.

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

**6:01** **2. Agenda Review** – Ray added 7.3 Agency Compliance to his CEO Report.

**6:02** **3. Announcements/Program Updates**

3.1 Libby – MCR’s Mountain Affair is this Friday 10/23; we hope to see you there.

**6:03** **4. CONSENT AGENDA**

4.1 Jack/Jordan moved to approve the October 21, 2015 Consent Agenda as presented. MSP.

*This Consent Agenda included:*

*4.1 Draft Minutes of the September 2, 2015 Board Meeting*

*4.2 Draft Minutes of the October 2, 2015 Finance Committee Meeting*

*4.3 Draft Minutes of the October 2, 2015 Governance Committee Meeting*

*4.4 Notes of the September 9, 2015 Philanthropy Committee Meeting*

**6:04** **5. Receive comments from members of the public on “Items not on the Agenda”** – None.

**6:04** **6. Program Presentation: CACFP – Myriam Scally**

Michelle Obama’s “Let’s Move” Campaign – Everyone stood up to do the dance while watching a short video. Myriam distributed a few handouts and summarized menu reviews, reimbursements, home visits, web trainings, and more. CACFP will be contracting with Meals on Wheels and Elderday starting 11/1.

**6:30** **7. Agency Business – Ray Cancino**

**7.1 CEO Work Plan-Dashboard** – Dashboard included in packet (pg. 10) for June 2015-June 2016. 3 Goals/Priorities with progress/completion color-coded: green = goal complete, yellow = currently in progress, blue = still needs to be done, red = changed + not complete. Discussion around strategic planning and next steps. The Governance Committee will review all bids we have received and bring a recommendation to the full Board next month on how to move forward.

**7.2 Agency Advocacy** – Summer Meals Act; Access to Healthy Food for Young Children Act; Live Oak Parcel Tax; Measures O & P; Transportation Support.

Jack/Pam moved to ratify the two letters of support Ray has already endorsed and sent out (Summer Meals Act and Access to Healthy Food for Young Children Act), as well as to support/endorse the Live Oak Parcel Tax, Measures O & P, and transportation support. MSP.

7.3 Agency Compliance – CACFP Audit- no issues or findings; great financials. We are starting our internal 401K audit. *Action Item at Nov. BOD Mtg: Need to determine Audit Committee members.*

**7:12 8. Finance Report – Cathy Benson**

Cathy reviewed Program Budget Summary, Unconfirmed Funding, and financial statements as of September 30. MOW and NVCR received less from FEMA than projected. She also included agency-wide revenue & expenses for FY 14/15 year-end (June 30) as well as through Sept. 30. Also included in the packet are graphs for LPL and Opening Doors, and an Agency Reserves Analysis.

**7:27 9. Development/Philanthropy Report – Libby Morain**

CB raised about \$5K from the Alzheimer's Walk. Thank you to Pam, Barb and Julie S. for raising almost \$1K each. Elderday has been chosen by the Good Times for their holiday giving campaign. Their Music & Memory Program has been completely funded by an anonymous \$25K donor (split between LOCR, MOW and MCR also). We are \$40K ahead of this time last year. Board attendance at the Mountain Affair is appreciated. Calendar sponsorships are all locked down (\$500 each - \$6K total).

**7:30 10. Philanthropy Committee Update – Jordan Ciliberto**

Shannon Brady sent out an email prior to this meeting regarding a proposed Board Match campaign. Monterey Peninsula Foundation is not doing their charity match campaign this year, so the Philanthropy Committee has come up with a new idea. For November and December, Board giving would be advertised as a 20% match for all unrestricted donations given to CB during that time in the specified remit envelope. CB Board members would then match those donations up to 20%, with a maximum of \$20K. Any donations made by Board members since July 1, 2016 (this FY) would count toward it. This is a great way to incentivize people into giving - \$100 turns into \$120. The Board would be leading by example. Shannon and Libby will meet with Board members individually to go over their pledges.

**Jordan/Pam moved that the Board approves the language of “up to 20% match” and that Libby and Shannon B. will meet individually with each Board member to determine pledges. MSP.**

**7:52 11. Board Business – Linda Fawcett**

11.1 Board Engagement Discussion – not enough time. Continue at Nov. BOD meeting.

**7:52 12. Written Reports**

*12.1 Financial Reports from the October 2, 2015 Finance Committee Meeting*

*12.2 Community Bridges Program Reports – CACFP; ELD; HR*

**7:52 13. Newspaper Articles**

**7:53 14. Items for Next Agenda – Board Engagement Discussion; Audit Committee members.**

**7:54 15. Adjourn Regular Meeting**

**7:55 16. CLOSED SESSION**

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**Next Meeting: Wednesday, January 20, 2016**

**6:00 PM to 8:00 PM**

**Elderday: 100 Pioneer Street, Santa Cruz, CA 95060**



**COMMUNITY BRIDGES**  
**PUENTES DE LA COMUNIDAD**

**Finance Committee**

**Thursday, November 5, 2015**

**11:30AM – 12:00PM**

**Community Bridges (CB), Aptos**

**Draft Minutes**

**Members Present:** Barbara Frank, Jack Jacobson, Linda Fawcett

**Members Excused:** Jorge Méndez

**Staff in Attendance:** Cathy Benson, Julie St. Leger-Barter, Ray Cancino

**11:30 Barb called meeting to order. Quorum established.**

**11:31 Agenda Review**

**11:32 CFO Report – Cathy Benson**

- a) **Program Budget Summary Review** – As of September 30 and unaudited June 30. Highlights include: MOW- loss of \$10.8K FEMA funding; LL+LOCR- Discovery of ADP/Worksheet errors +\$14K & \$16K; CDD- Redwood Mountain roof repair- TBD; ELD- ADA 68.27 July, 66.67 Aug, 64.2 Sept, 64.4 Oct, Annual ADA 71.4; LMCR- additional staffing \$5.5K, high travel/utilities \$2.5K. 1 quarter under our belts (July-Sept). Overall change for programs is +\$22K.
- b) **Unconfirmed Grant/Foundation Funding** – CDD- Race to the Top \$17K (United Way), over-earned parent fees \$32.5K, Highlands Park parent fees \$34.5K. LL- FTA Section 5310 \$42K (CA Dept. of Transportation). MOW- two direct mail campaigns \$100K. ELD- Medi-Cal ADA \$83K. LOCR- space rental income \$10K. Change title of document to “Unconfirmed Funding.”
- c) **Financial Statement & Balance Sheet Review/Cash Assets Report** – Included year-end unaudited Program Budget Summary and Agency-wide Revenue & Expenses for FY 14/15 ending June 30; Financial Statement as of September 30. Our liquidity ratio is very low compared to our current cash reserves goal of 5-12 weeks. Ratios are healthy and improved from last month.
- d) **Cash Flow Review and Line of Credit Update** – As of this morning, bottom line is healthy. No LOC borrowed.
- e) **Investment and Endowment Performance** – Graphs as of October 31 included. LPL is going back up. Opening Doors increases from Sept to Oct.

**12:15 Agency Reserve Discussion**

Need 30 minutes to discuss at December FC meeting.

**12:16 Items for Next Agenda**

One hour meeting needed for December (11:00am-12:00pm).

**12:16 Adjourn**

**Next Meeting: Thursday, December 3, 2015**

**11:00AM – 12:00PM**



**Governance Committee**  
**Thursday, November 5, 2015**  
**12:00PM – 1:00PM**  
**Community Bridges (CB), Aptos**

**Draft Minutes**

**Members Present:** Barbara Frank, Linda Fawcett, Rebecca Fowler

**Members Excused:** Jordan Ciliberto

**Staff in Attendance:** Julie St. Leger-Barter, Ray Cancino, Susan Marinshaw

**Board Member Guest:** Jack Jacobson

**12:19 Meeting called to order/Quorum established.**

**12:20 Agenda Review** – Ray added an Endorsement Request for the Board to his CEO Report (Action Item needed at 11/18 BOD meeting) – ½ cent sales tax for transportation including Lift Line.

**12:20 Consent Agenda** – None. October 2, 2015 Governance Committee Meeting Draft Minutes were approved at the October 21, 2015 Board of Directors Meeting.

**12:20 CEO Report – Ray Cancino**

1) **Strategic Plan Discussion** – Comparison chart included in packet.

*Action Item:* Committee Recommendation to full Board on how to move forward:

Rebecca/Barb moved to recommend to the full Board that Applied Survey Research (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, and then a Matrix Mapping process with CompassPoint in Fall 2016, spending \$17K total. MSP.

2) **CLOSED SESSION: SLVUSD Meeting (MCR Property + Redwood Mountain)**

3) **Endorsement Request** – Motion needed at November BOD meeting.

**1:32 Board Chair Report – Linda Fawcett**

1) **Agenda for November 18, 2015 Board of Directors Meeting** – Will invite potential Board member Heather Lenhardt (Ray and Barb already had lunch with her) and Bill Kocher. Closed Session SLVUSD Update; Finance Report by Barb; Closed Session Personnel Committee Update by Rebecca; Board Development Report.

**1:09 Adjourn**

**Next Meeting: Thursday, December 3, 2015**  
**12:00 – 1:00PM**



COMMUNITY BRIDGES  
PUENTES DE LA COMUNIDAD

## Philanthropy and Marketing Committee

Wednesday, October 14, 2015 — 12 noon–1 P.M. Live Oak Community Resources

Attending: Anissa Novak, Jordan Ciliberto, Linda Fawcett, Shannon Brady.

Staff: Anna Vaage, Katie Small, Libby Morain.

### 1. Department Progress Updates

Review of a Progress Report showing 26% of our goal met at 28% of the year. Elderday received a \$6,000 donation for the Music & Memory project. We received an anonymous \$25,000 for homeless services and Live Oak families, which goes to MCR, MOW and LOCR.

- Walk to End Alzheimer's: We raised \$8,920, with \$5,300 going to Community Bridges.
- Sereno Group 1% For Good: Meals on Wheels will receive 1% of Fall transactions. Elderday is presenting to be a beneficiary in 2016, and is one of ten invited to present.
- Mountain Affair: Anissa signed on to assist with event coordination through Oct. 23.
- Donor Appreciation Event: Elizabeth Lindsley hosted. May apply as CB Board member.

### 2. Action Items

- Board Giving Match Proposal: Monterey Peninsula Foundation cancelled its matching campaign. CB Board raises \$15,000-20,000 per year, so we discussed leveraging their contributions into a match campaign for holiday giving. There was discussion about use of members' previous gifts, and endowment giving. Board members can pledge their gifts through the end of the fiscal year, but the match period will be through the end of this calendar year. The committee approved the proposed campaign design.
- Committee Meeting: There was agreement to hold the next meeting at Beer Thirty.

### Next Philanthropy Committee Meeting:

November 11, 2015 at 4:00pm

at Beer Thirty in Soquel next to Carpo's





## **Philanthropy and Marketing Committee**

Wednesday, November 11, 2015 — 4–5 P.M.

Beer Thirty, 2504 S Main, Soquel, CA 95073

Attending: Anissa Novak, Jordan Ciliberto, Shannon Brady.

Staff: Anna Vaage, Katie Small, Libby Morain, Ray Cancino.

### **1. Department Progress Updates**

Review of a Progress Report showing 36% of our goal met at 34% of the year. We are preparing for the calendar mailing and Meals on Wheels acquisition mailer this month.

- Mountain Affair: We entered \$27,600 and received a lot of good feedback on the event.

### **2. Upcoming Events**

- Giving Tuesday Dec 1: We will begin promoting next week with 20% Board match. We made \$6,800 last year and we expect \$7,500-10,000 this year. We will ask active online social media ambassadors to help promote. Committee members made suggestions. We will promote with hashtags #UNselfie, #GivingTuesday, and #CommunityBridges. Committee members took photos with posters stating why they support our agency.
- Food from the Heart Feb 5: Friends committee is actively planning this event.

### **3. Discussion and Action Items**

- Event Planning Goals: There was discussion about the Mountain Affair results and event planning goals going forward. There is interest in promoting all Community Bridges services in San Lorenzo Valley at the Mountain Affair, including childcare centers, Meals on Wheels and Lift Line. There was also discussion about a CB-wide farm-to-table culinary themed event. Venues and keynote ideas were contributed.

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

December 9, 2015 at 4:00pm

at Beer Thirty in Soquel next to Carpo's



## Board Development/Advocacy Committee Notes

Friday 11/6/15 12:00pm

CB Aptos Large Conference Room

-Julie get terms of current Board members ✓

- Email Bill Kocher for next Board mtg. ✓

Linda stated we should review the new Board member orientation.

Barb stated we should consider new system which includes At Large Members. Invite former Board members (Majel + Barb).

Barb stated that we need to include the full Board in discussion about how to proceed with at large membership.

Barb discussion + Linda F. Recommendations were to ask former Board members for names including Karl Rice, Majel Jordan and current Board member Jordan to ask Marc Monte.

Full discussion of our potential Board members and new additions.

Linda F. stated she had a couple of names including Talita Sanders from ETR who has HR background and Sara Gott who is a former case manager from MCR and now is a probation officer.

Barbara had a concern with losing financial people from the Board and stated she was willing to extend her term limit for up to three months (until April 2016).

**Jack/Jorge moved to recommend to the full Board to extend Barbara's Board term for the first quarter of 2016 (until April) or until we find more finance people. MSP.**

Jorge went through a discussion on the Advocacy Policy that he updated with the recommendation and with the Board's input.

**Jack/Barb moved to recommend the Board adopt the updated Advocacy Policy. MSP.**

**Next Bd Dvlpt/Adv Cmt Mtg: Thursday 12/3/15 @ 10am (before Fin/Gov)**



## 2015/2016 ADVOCACY POLICY

Community Bridges recognizes the impact policymakers have on the organization and its constituents and will engage in public policy advocacy to give voice to our constituents and issues and to ensure the fulfillment of its mission.

Community Bridges serves constituencies and issues that have a limited voice in policy process and will, therefore, engage in public policy advocacy as deemed appropriate by its CEO and, as necessary, approved by its Board.

Advocacy activities will include:

1. Educating and influencing policymakers including:
  - a. Board of Supervisors
  - b. City Councils
  - c. Law Enforcement
  - d. School Boards
  - e. Advisory Bodies
  - f. Chambers of Commerce
2. Educating the public about policies that affect them by:
  - a. Educating members and volunteers
  - b. Speaking at Clubs
  - c. Taking positions and writing Op-Ed pieces
  - d. Participating in voter registration efforts
  - e. Creating voter guides (non-partisan)
  - f. Scheduling and/or attending candidate forums (non-partisan)
  - g. Urging constituents to contact legislators with a position on specific policies
3. Engaging (energizing) funders and donors
  - a. Public funders
  - b. Private donors
4. Building partnerships/collaborating with other advocacy groups (ex. Human Care Alliance, Seniors' Council)

### Goal:

To communicate Community Bridges' leadership in advocating for the populations we serve, as a contracted provider of a public good and a public service.

**Strategic Planning Project –Comparison Chart**  
**November 2015**

Company	Contact Person	Location	SOW	Cost
<b>Applied Survey Research</b>	Susan Brutschy	Watsonville	Customized 3-step process. Program outcomes only. Build a dashboard for each department that connects to org wide dashboard.	\$13K
<b>CompassPoint Nonprofit Services</b>	Paola Cubias	Oakland	Narrative summary of process & outcomes (Business Line Summary); visual representation of Theory of Change; narrative summary of core strategies; financial projections; organizational dashboard for board & staff.	Matrix Mapping only \$4K; Total \$35K-\$65K
<b>Nonprofit Finance Fund</b>	Alexandra Chan	San Francisco	Phased engagement, beginning w/update to the Financial Situation Analysis that NFF conducted in 2011. Analysis of past four years' audits. Determine focus area for each program through a Program Profitability Model. Stakeholder survey. Program Portfolio Map.	\$40K
<b>Cole Communications &amp; Optimal Solutions Consulting</b>	Nicole Lezin & Nicole Young	Santa Cruz/Aptos	3-year strategic plan. Board visioning process; Theory of Change and Logic Model; program reviews; sustainability/ matrix mapping.	\$40K-\$57K
<b>Learning for Action</b>	Alex Hildebrand	San Francisco	3 major phases: Theory of Change Development (org wide); Double Bottom Line Analysis (& series of recommendations for refining the program model); Goal and Strategy Formation (streamlined strategic plan).	\$33K
<b>La Piana Consulting</b>	David La Piana	Emeryville	Strategy/board development retreat; strategy roadmap; summary of key outcomes & recommendations on board roles & structure; staff coaching in development of implementation plan; tools & templates for ongoing decision making.	\$30K

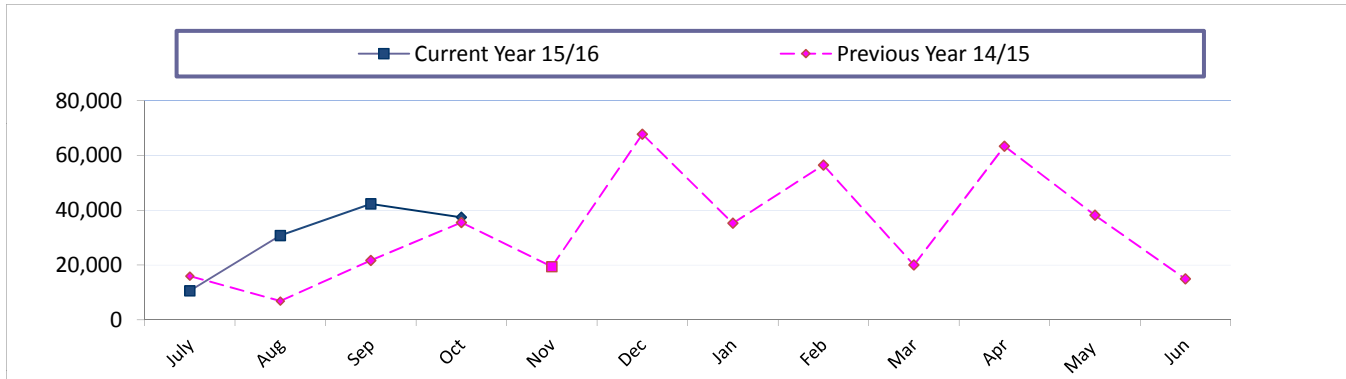
## Philanthropy Progress Report

Donations for FY 2015-16

November 17, 2015

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

Total amount of all donations	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD*
	<b>Current Year 15/16</b>	10,602	30,783	42,288	37,402									121,074
	<b>Previous Year 14/15</b>	15,935	6,824	21,650	35,515	19,378	67,734	35,235	56,472	20,005	63,372	38,150	14,912	395,182



**\* Notes on donation figures above:**

This time last year, we were at \$79,924

### **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

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**\$ 131,500**

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### **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  
November 17, 2015**

**37%** of the year

	<b>15/16 Goal</b>	<b>Year To Date</b>	<b>Difference \$</b>	<b>Goal met %</b>
<b>CB</b>	\$65,876	\$18,576	-\$47,300	28%
<b>CACFP</b>	\$4,000	\$620	-\$3,380	16%
<b>CDD</b>	\$6,739	\$1,961	-\$4,778	29%
<b>Elderday</b>	\$10,457	\$6,834	-\$3,623	65%
<b>LMCR</b>	\$4,565	\$0	-\$4,565	0%
<b>LL</b>	\$13,650	\$5,895	-\$7,755	43%
<b>LORC</b>	\$7,300	\$10,917	\$3,617	150%
<b>MCR</b>	\$80,063	\$41,151	-\$38,912	51%
<b>MOW</b>	\$106,000	\$33,148	-\$72,852	31%
<b>NVRC</b>	\$22,200	\$1,812	-\$20,388	8%
<b>WIC</b>	\$3,000	\$160	-\$2,840	5%
<b>TOTAL</b>	<b>\$323,850</b>	<b>\$121,074</b>	<b>-\$202,776</b>	<b>37%</b>

**2015-16 Appeal Results**  
**November 17, 2015**

<b>Sum of Amount</b>	<b>.</b>				
<b>Row Labels</b>	<b>Jul '15</b>	<b>Aug '15</b>	<b>Sept '15</b>	<b>Oct '15</b>	<b>Grand Total</b>
Alzheimer's Walk 2015		-	-	28	28
Annual Report 2014	110	450			560
Board donation to CB	1,025	50	50	50	1,175
Calendar Sponsor 2016	500	1,250	1,500	1,750	5,000
Donates Monthly	420	494	399	399	1,712
Donor Advised Grant	500	425	500		1,425
ELD Music Memory			6,000		6,000
Founding 100 Endowment	1,126	2,126	1,021	21	4,295
Friends of MOW Membership	55	80	60	80	275
Fund raising events for CDD				170	170
General Donation 2015	3,052	12,771	25,753	2,262	43,838
Grocery Bag Tokens			946		946
Lift Line participant survey 2015	100		6		106
LL Out of County		80	80		160
LYBUNT mailer 2015	35				35
MCR Mountain Affair 2015		3,795	819	22,981	27,595
MCRs Phone A Thon 2015	185	555	355	380	1,475
Memorial Donation		100	60		160
MOW Coin Drive 2015			300		300
MOW Lautman Spring Mailer 2015	840	895	303	480	2,518
MOW suggested meal donation 2015	510	268	228	163	1,168
NV SummerYouth 2015			100		100
Payroll Deduction - Employee	327	335	224	448	1,334
Payroll Funds - non-CB	538	560	65	130	1,293
Program Donation Box	10	15	43		68
Redwood Mountain Faire			1,594		1,594
Restaurant Fundraiser	69	319			388
Senior Mailer 2015		2,615	1,883	8,060	12,558
Van Sponsorship	1,200	3,600			4,800
<b>Grand Total</b>	<b>10,602</b>	<b>30,783</b>	<b>42,288</b>	<b>37,402</b>	<b>121,074</b>



### Board Engagement Discussion – continued from Sept. BOD mtg

Board members split into two groups and discussed two questions:

- 1) Some Board members expressed that they feel under-utilized, how can we ensure Board members are able to provide their expertise or feel included?*
- 2) How would you describe the goals of the organization for new Board members, and how does the organization achieve these goals in the coming year (see CEO work plan)? Can you sum up the strategic plan into three objectives?*

The group came back together and discussed, including: Board members at-large, new Board member orientation process, all Board members on a committee(s), assessing skill sets/attributes of individual Board members i.e. Board matrix, and formalizing these processes. This discussion will be continued at the October Board meeting.







COMMUNITY BRIDGES  
PUENTES DE LA COMUNIDAD

## Board Committee Roster & Meeting Schedule (October 2015)

### 1. Governance Committee (Board Officers & Past Chair only)

*1<sup>st</sup> Thursday of the month, Con. Room in Aptos, 12-1pm*

1. Linda Fawcett, *Chair* – Board Member – **Committee Chair**
2. Rebecca Fowler, *Vice Chair* – Board Member
3. Jordan Ciliberto, *Secretary* – Board Member
4. Barbara Frank, *Treasurer* – Board Member
5. Ray Cancino, CEO
6. Julie St. Leger-Barter, Executive Assistant to the CEO

### 2. Finance Committee (min. 3 Board members)

*1<sup>st</sup> Thursday of the month, Con. Room in Aptos, 11:30am-12pm*

1. Linda Fawcett, *Chair* – Board Member
2. Barbara Frank, *Treasurer* – Board Member – **Committee Chair**
3. Jack Jacobson – Board Member
4. Jorge Méndez – Board Member
5. Ray Cancino, CEO
6. Cathy Benson, CFO
7. Julie St. Leger-Barter, Executive Assistant to the CEO

### 3. Board Development Committee/Advocacy Committee

*Meets ad hoc*

1. Linda Fawcett, *Chair* – Board Member – **Committee Chair**
2. Barbara Frank, *Treasurer* – Board Member
3. Jack Jacobson – Board Member
4. Jorge Méndez – Board Member
5. Ray Cancino, CEO
6. Julie St. Leger-Barter, Executive Assistant to the CEO

### 4. Personnel Committee (min. 3 Board members)

*Meets ad hoc*

1. Rebecca Fowler, *Vice Chair* – Board Member – **Committee Chair**
2. Jack Jacobson – Board Member
3. Shannon Brady – Board Member
4. Pam Fields – Board Member
5. Julie Gilbertson, CHRO
6. Ray Cancino, CEO

### 5. Philanthropy & Marketing Committee (min. 5 Board members)

*2<sup>nd</sup> Wednesday of the month, LOCR, 12-1pm*

1. Linda Fawcett, *Chair* – Board Member
2. Jordan Ciliberto, *Secretary* – Board Member
3. Shannon Brady – Board Member
4. Anissa Novak – Community Member
5. Shannon Rose – Board Member
6. **OPEN – Board Member**
7. Ray Cancino, CEO
8. Libby Morain, Director of Development
9. Anna Vaage, Administrative Analyst
10. Katie Small, Development Analyst

### 6. Audit Committee (3 Board members – Exclude Board Chair and Finance Committee members)

*Meets only when needed*

1. Martín Bernal – Board Member
2. Jordan Ciliberto, *Secretary* – Board Member
3. **OPEN – Board Member**

<p style="text-align: center;"><b>COMMUNITY BRIDGES</b>  <b>Program Budget Summary</b>  <b>September 30, 2015</b></p>										
Projections for Year Ended 6-30-16										
A	B	C	D	E	F	G	H	I	J	K
PROGRAM NAME:	6/30/15 Unaudited Balance	Annual Projected Expenses	Secured Projected Revenues	Unsecured Projected Revenues	(D+E-C) Net 2015-2016 Gain/Loss	(B+F) Cumulative Gain/Loss	10% Reserve Goal **	Change from Prior Mo	% Change	14.5% Gen'l & Adm Exp
Meals on Wheels	475,348	1,631,402	1,407,641	195,277	(28,484)	446,807	163,140	(9,640)	-0.6%	227,920
Lift Line	(634,427)	1,484,484	1,374,005	135,048	24,569	(610,458)	112,886	8,462	0.6%	143,015
WIC (Oct-Sept FFY)	134,402	2,349,458	2,342,981	6,905	428	134,330	234,946	50	0.0%	285,829
Child Development Div	(34,172)	2,015,333	1,979,953	48,534	13,154	(15,034)	201,533	9,396	0.5%	295,299
La Manzana Commty Res	25,315	657,773	644,831	28,047	15,105	81,395	61,636	(8,690)	-1.3%	88,247
Live Oak Commty Res	92,965	293,132	271,799	41,897	20,564	114,001	29,313	15,467	5.3%	41,326
CACFP (Oct-Sept FFY)	(6,315)	3,968,441	3,970,099	756	2,414	(8,402)	48,574	6,884	0.2%	1,615
Mountain Commty Res	195,640	384,264	304,126	87,799	7,661	234,154	38,426	3,763	1.0%	55,718
Nueva Vista Commty Res	33,867	324,859	304,628	24,825	4,594	37,298	32,063	657	0.2%	45,347
Elderday	(67,255)	1,726,764	1,526,953	179,362	(20,449)	(87,705)	172,676	(4,142)	-0.2%	250,172
Administration	109,912	1,477,612	1,463,252	3,540	(10,820)	107,155	73,731	731	0.0%	2,262
Philanthropy	47,983	91,004	38,357	52,519	(128)	47,942	9,100	(291)	-0.3%	13,196
<b>TOTAL PROG OPERATIONS</b>	<b>373,263</b>	<b>16,404,526</b>	<b>15,628,625</b>	<b>804,509</b>	<b>28,608</b>	<b>481,482</b>	<b>1,178,026</b>	<b>22,647</b>	<b>0.1%</b>	<b>1,449,946</b>
LOFRC-Capital Campaign	414,508	22,264	(22,183)	29,037	(15,410)	399,098	NA	(7,929)	-35.6%	603
Nueva Vista Prop. Equity	200,694	0	0	0	-	200,694	NA	-	0.0%	0
Fixed Assets & Gen'l Agy	898,474	2,134	7,189	0	5,055	929,701	NA	-	0.0%	0
<b>TOTAL AGENCY</b>	<b>1,886,939</b>	<b>16,428,924</b>	<b>15,613,631</b>	<b>833,546</b>	<b>18,253</b>	<b>2,010,975</b>	<b>1,178,026</b>	<b>14,718</b>	<b>0.1%</b>	<b>1,450,549</b>

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

**COMMUNITY BRIDGES**  
**Program Budget Summary**  
**September 30, 2015**

**PROGRAM NAME:**

---

<b>Meals on Wheels</b>	FEMA Grant <\$10.8K>
<b>Lift Line</b>	ADP Vacation Report error correction +\$14.7K, Net revenue adjs <\$7.5K>
<b>WIC</b>	Minimal change
<b>Child Care Centers</b>	No roof repair at RM +\$14.5K
<b>La Manzana CR</b>	Addl staffing \$5.5K, Travel/Utils +\$2.5K, \$14.4 surplus set aside for MAA debt
<b>Live Oak CR</b>	Worksheet personnel correction +\$16K
<b>CACFP</b>	Salary savings \$2K, other exp savings \$1K, addl revenue \$1.5K
<b>Mountain Commty Res</b>	Unexpected \$7.5K donation, added \$3.5K pantry expense
<b>Nueva Vista CR</b>	Addl CAFB revenue \$3.3K
<b>Elderday</b>	Oct ADA 65, budget based on 71.4
<b>Administration</b>	Minimal net change
<b>Philanthropy</b>	Minimal change
 <b>LOCR-Cap Campaign</b>	 Lower projected Dividends
<b>Nueva Vista Property</b>	Gain in equity since acquisition
<b>FAs &amp; Agy Unrestr.</b>	Fiscal Sponsorships, Unallowable exps, Fixed Asset values

**COMMUNITY BRIDGES**  
**Program Budget Summary**  
**June 30, 2015 - Unaudited**

**Projections for Year Ended 6-30-15**

A	B	C	D	E	F	G	H	I	J	K
PROGRAM NAME:	6/30/14 Audited Balance	Annual Projected Expenses	Secured Projected Revenues	Unsecured Projected Revenues	(D+E-C) Net 2014-2015 Gain/Loss	(B+F) Cumulative Gain/Loss	10% Reserve Goal **	Change from Prior Mo	% Change	14.5% Gen'l & Adm Exp
Meals on Wheels	420,191	1,500,666	1,555,824	0	55,158	475,348	150,067	26,639	1.8%	217,597
Lift Line	(651,567)	1,459,443	1,476,582	0	17,139	(634,427)	110,382	41,266	2.8%	131,731
WIC (Agency FY)	125,885	2,401,440	2,409,957	0	8,517	134,402	240,144	5,031	0.2%	244,027
Child Care Centers	(56,930)	1,728,821	1,751,579	0	22,758	(34,172)	172,882	8,193	0.5%	252,311
La Manzana Commtty Res	97,976	685,975	613,315	0	(72,660)	25,315	64,457	(71,725)	-10.5%	92,608
Live Oak Commtty Res	62,459	284,944	315,450	0	30,506	92,965	28,494	573	0.2%	41,045
CACFP (Agency FY)	15,614	4,432,049	4,410,119	0	(21,929)	(6,315)	94,935	(10,935)	-0.2%	2,369
Mountain Commtty Res	225,181	375,262	345,721	0	(29,541)	195,640	37,526	(43,409)	-11.6%	53,748
Nueva Vista Commtty Res	57,748	409,574	385,693	0	(23,881)	33,866	40,535	(428)	-0.1%	57,052
Elderday	(29,672)	1,673,187	1,635,603	0	(37,584)	(67,255)	167,319	29,833	1.8%	242,436
Administration	87,548	1,348,400	1,370,764	0	22,364	109,912	67,270	12,319	0.9%	2,272
Philanthropy	46,000	79,384	81,366	0	1,983	47,983	7,938	(1,385)	-1.7%	11,511
<b>TOTAL PROG OPERATIONS</b>	<b>400,433</b>	<b>16,379,144</b>	<b>16,351,974</b>	<b>-</b>	<b>(27,170)</b>	<b>373,263</b>	<b>1,181,949</b>	<b>(4,028)</b>	<b>0.0%</b>	<b>1,348,706</b>
LOFRC-Capital Campaign	420,547	21,844	15,804	0	(6,040)	414,507	NA	(1,894)	-8.7%	607
Nueva Vista Prop. Equity	200,694	0	0	0	-	200,694	NA	-	0.0%	0
Fixed Assets & Gen'l Agy	1,032,560	166,760	32,674	0	(134,086)	898,474	NA	(133,192)	0.0%	0
<b>TOTAL AGENCY</b>	<b>2,054,234</b>	<b>16,567,747</b>	<b>16,400,451</b>	<b>-</b>	<b>(167,296)</b>	<b>1,886,938</b>	<b>1,181,949</b>	<b>(139,114)</b>	<b>-0.8%</b>	<b>1,349,312</b>

Note: MOW : \$266,375 of MOW Endowment revenue included in Fixed Asset & General Agency 6/30/14 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

**COMMUNITY BRIDGES**  
**Program Budget Summary**  
**June 30, 2015 - Unaudited**

**PROGRAM NAME:**

---

<b>Meals on Wheels</b>	WC Y-E Adjustment <\$6K>, Food savings <\$14K>
<b>Lift Line</b>	Retro 5317 Grant \$40K
<b>WIC</b>	Year-end switch to agency fiscal year
<b>Child Care Centers</b>	Overearned Par Fees +\$4K, WC Y-E Adjustment <\$3K>
<b>La Manzana CR</b>	Includes 10/11 MAA write off <\$45,810>
<b>Live Oak CR</b>	Minimal net change
<b>CACFP</b>	Fewer Homes reporting <\$5.5K>, addl health insur +\$2K, Proj hours cuts for September
<b>Mountain Commty Res</b>	Includes 10/11 MAA write off <\$17,427>
<b>Nueva Vista CR</b>	Minimal net change
<b>Elderday</b>	Improvement due to higher invoicing than previously projected
<b>Administration</b>	No CDPH Lic (prepd) <\$4.5K>, other reduced exps <\$7K>
<b>Philanthropy</b>	Endowmwnt activity moved out of Phil BA
<b>LOCR-Cap Campaign</b>	Downgraded stock gain
<b>Nueva Vista Property</b>	Gain in equity since acquisition
<b>FAs &amp; Agy Unrestr.</b>	Fiscal Sponsorships, Unallowable exps, Fixed Asset values

**COMMUNITY BRIDGES**  
**CASH ASSETS LIST FY 14/15**  
Period ending 6/30/15

Cash Accounts AGENCY	6/30/15 GL Amt	Outstanding Checks	Adjust- ments	Bank Balance	Comments
Petty Cash	600			600	
SC County Bank General	119,576	107,181		226,757	
SC County Bank - Payroll	14,928	7,920		22,848	
SC County Bank - CACFP Homes	(35,867)	64,814		28,947	
SC County Bank - WIC Savings	684			684	
SC County Bank-FSA	6,745			6,745	
Bay Fed-MOW Coin Drive	29,108			29,108	
SC County Bank MOW Reserve	75,595			75,595	
SC County Bank MOW Meals	3,276			3,276	
Liberty Bank	23,969			23,969	
Wells Fargo Bank	-			-	
LPL Financial-Genl (Quasi)	29,000			29,000	
LPL Financial-Restricted (Full)	29,471			29,471	
LPL Financial-MOW (Quasi)	53,385			53,385	
LPL Financial-NV (Quasi)	30,017			30,017	
LPL Financial-Brokerage	-			-	
MCR Escrow Account	166,500			166,500	
<b>SUB-TOTAL AGENCY</b>	<b>546,988</b>	<b>179,915</b>	<b>-</b>	<b>726,903</b>	
<b>Cash Accounts OPENING DOORS</b>					
SC County Bank Capital Campaign	4,014		(3,200)	814	Pending JE
Burroughs Financial-Capital Campaign	413,499			413,499	
<b>SUB-TOTAL OPENING DOORS</b>	<b>417,512</b>	<b>-</b>	<b>(3,200)</b>	<b>414,312</b>	
<b>TOTAL CASH ASSETS</b>	<b>964,500</b>	<b>179,915</b>	<b>(3,200)</b>	<b>1,141,215</b>	

Community Bridges Agency-Wide Revenue and Expenses September 30, 2015								
DESCRIPTION		EARNED	% OF	A/R	UNEARNED	ACTUAL		
	YTD	YTD	% OF	YTD	YTD	DESCRIPTION	YTD	% OF
	9/30/15	9/30/15	TOTAL	9/30/15	9/30/15		9/30/15	TOTAL
REVENUE						EXPENSE		
County of Santa Cruz	306,122	391,145	9.6%	85,022		Salaries & Wages	1,523,660	38.0%
City of Santa Cruz	56,750	59,638	1.5%	2,888		Payroll Taxes	228,544	5.7%
City of Capitola	0	27,809	0.7%	27,809		Health Insurance/Retirement	256,806	6.4%
City of Scotts Valley	0	2,226	0.1%	2,226		Contracted Services	62,260	1.6%
City of Watsonville	0	4,522	0.1%	4,522		Transportation Services	98,653	2.5%
AAA-Title IIIB/C	0	162,415	4.0%	162,415		Staff Travel	15,657	0.4%
USDA-AAA / CAFB / SL	42,289	51,524	1.3%	9,235		Occupancy Expense	238,655	5.9%
Dept of Health Svcs-WIC / Snap Ed	7,939	706,072	17.3%	698,134		Office/Program Expense	115,444	2.9%
Dept of Educ-CACFP Admin	31,236	111,436	2.7%	80,200		Staff Training	7,187	0.2%
Dept of Educ-CACFP Homes Passthru	1,117,207	1,117,829	27.5%	621		Insurance	35,214	0.9%
Dept of Educ-CACFP Ctrs	0	38,502	0.9%	38,502		Taxes, Licenses, Interest & Fees	15,450	0.4%
Dept of Education-CDD	412,307	330,376	8.1%		81,932	Equipment Expense	65,640	1.6%
Transportation Development Act	219,296	156,640	3.8%		62,656	Raw Food and Related	153,659	3.8%
EFSP (FEMA)	129	612	0.0%	483		Vehicle Operations/Maintenance	33,061	0.8%
Covered CA-Navigator	0	8,360	0.2%	8,360		Payments to CACFP Homes/Ctrs	1,117,829	27.8%
FTA Section 5310 - Cal Trans	0	0	0.0%	-		Payments to Other Agencies	33,262	0.8%
FTA Section 5317 - Cal Trans	0	29,953	0.7%	29,953		Fixed Asset Purchases	12,843	0.3%
First Five	75,541	71,366	1.8%		4,176	Vehicle Related Purchases	-	0.0%
Foundations & Other Grants	132,152	105,135	2.6%		27,018	Depreciation/Amortization	-	0.0%
Donations/Fundraising	102,633	105,383	2.6%	2,750				
Participant Contributions	24,656	24,656	0.6%	-				
Client Fees	83,503	83,503	2.1%	0				
Medi-Cal Fees	173,395	338,504	8.3%	165,108				
Program Income-Other	-106	24,452	0.6%	24,559				
Transportation Fees/Scrip	6,170	6,170	0.2%	-				
Outside Contracts	6,956	24,350	0.6%	17,394				
Uncollectible Revenue	0	527	0.0%	-				
Interprogram Revenue	86,967	86,967	2.1%	-				
TOTAL REVENUE	2,885,144	4,070,071	100.0%	1,360,181	175,781	TOTAL EXPENDITURES	4,013,823	100.0%
						Net Gain (Loss)	56,248	
						Unaudited Prior Yr Reserves	1,995,086	
Change from last month	45,349			-	-	Net Assets:	2,051,334	



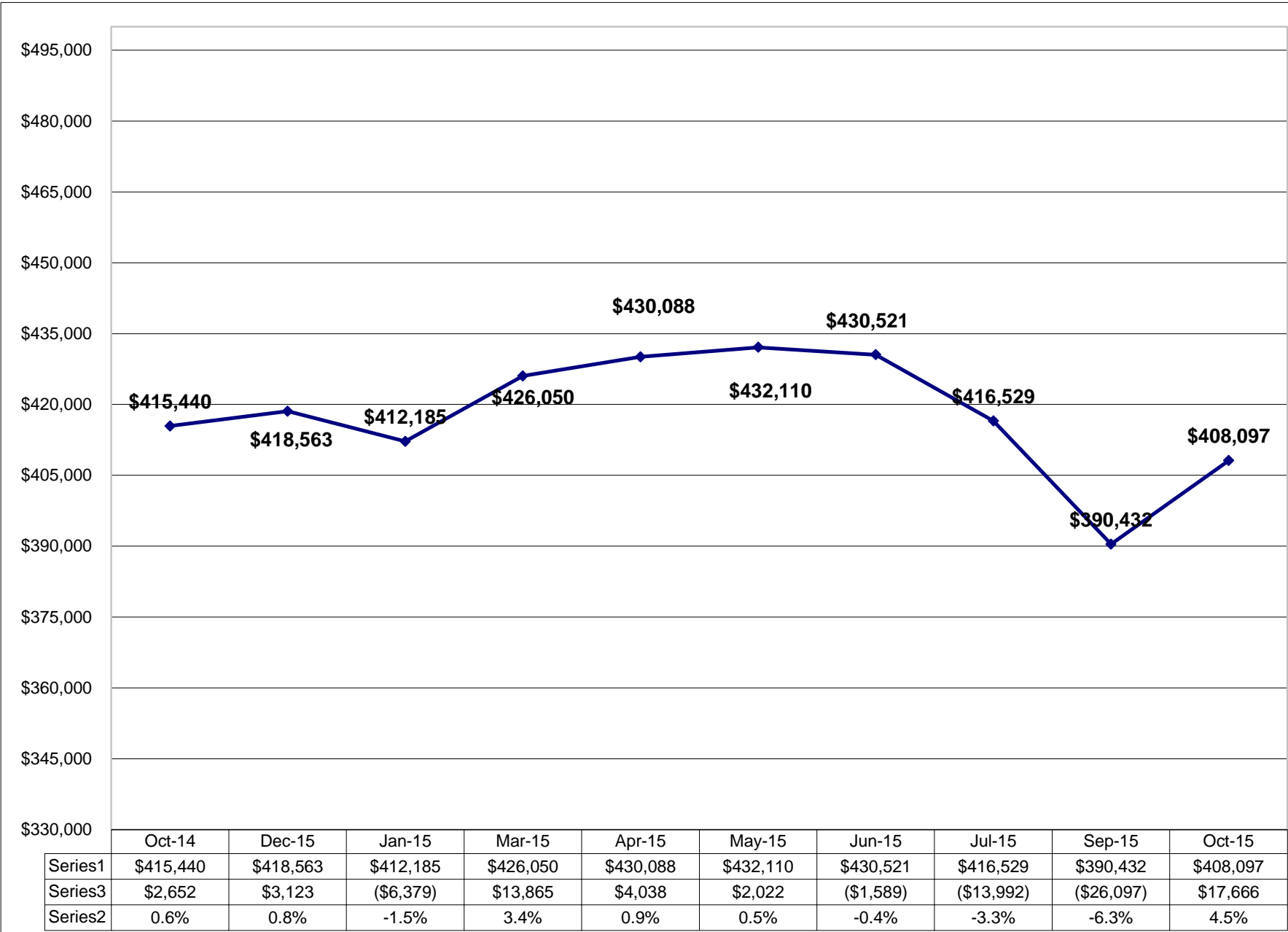
Community Bridges Statement of Financial Position September 30, 2015					
ASSETS		Temporarily Restricted	Temporarily Restricted	Endow Restricted	TOTAL
	Unrestricted	Capital Campaign	Escrow	Net Assets	
Cash and cash equivalents	284,268	-	171,000	27,500	482,768
Cash reserved for LOFRC Facility Maint	-	394,410	-	-	394,410
Accounts/Grants receivable	1,482,547	-	-	-	1,482,547
Prepaid expenses	215,904	-	-	-	215,904
Inventory - Raw Food & Supplies	12,000	-	-	-	12,000
Refundable Deposits	50,531	-	-	-	50,531
Property and equipment	688,060	-	-	-	688,060
Leasehold improvements	9,590	-	-	-	9,590
<b>TOTAL ASSETS</b>	<b>2,742,900</b>	<b>394,410</b>	<b>171,000</b>	<b>27,500</b>	<b>3,335,809</b>
<b>LIABILITIES</b>					
Accounts payable	184,439	-	-	-	184,439
Salaries and wages payable	242,566	-	-	-	242,566
Payroll taxes payable	91,165	-	-	-	91,165
Retirement (401k) benefits payable	11,218	-	-	-	11,218
Accrued vacation salaries and wages	336,723	-	-	-	336,723
Health insurance payable/withheld	8,990	-	-	-	8,990
Short term debt (includes LOC)	-	-	-	-	-
Long term debt	-	-	-	-	-
Volunteer Center liability	-	3,678	-	-	3,678
Capitalized leases payable	70,179	-	-	-	70,179
Due to fixed asset fund	-	-	-	-	-
Unearned revenue/advances	257,429	-	-	-	257,429
Other debts	820	-	-	-	820
Other liabilities	77,269	-	-	-	77,269
<b>TOTAL LIABILITIES</b>	<b>1,280,798</b>	<b>3,678</b>	<b>-</b>	<b>-</b>	<b>1,284,476</b>
Unaudited Fund Balance June 30, 2015	1,407,273	421,312	166,500	-	1,995,086
Current Year Income (Loss)	54,829	(30,581)	4,500	27,500	56,248
<b>TOTAL NET ASSETS</b>	<b>1,462,102</b>	<b>390,732</b>	<b>171,000</b>	<b>27,500</b>	<b>2,051,334</b>

	Current Month	Last Month	Goals
Cumulative Net Gain (Loss):	56,248	(9,435)	\$150,000
Liquidity Ratio (Unrestr Cash/Total Liabilities):	0.22	0.15	3.0
Current Ratio (Current Assets/Current Liabilities):	2.8	2.6	1.6
Modified Current Ratio (Liabilites include advances):	2.2	2.0	1.2
Net Asset Ratio (Total Assets/Total Liabilities):	2.6	2.3	1.5
Debt to Equity (Total Liabilities/Total Fund Bal):	63%	76%	185%
Debt to Assets (Total Liabilities/Total Assets):	39%	43%	65%
Return on Reserves:	2.7%	-0.5%	7.3%
Current Assets (excludes property/fixed assets):	2,638,159	2,790,584	2,400,000
Current Liabilities (excludes long term/unearned):	953,190	1,058,117	1,510,000
Modified Current Liabilities (adds in unearned):	1,210,618	1,428,225	1,960,000

OPENING DOORS - CAPITAL CAMPAIGN INVESTMENTS

OCTOBER 31, 2015

Date	Balance	\$ chg.	% chg.
Aug-10	\$240,000		
Aug-11	\$312,796	\$72,796	30.3%
Sep-12	\$337,394	\$24,599	7.9%
Oct-12	\$334,817	(\$2,577)	-0.8%
Dec-12	\$342,458	\$7,641	2.3%
Jan-13	\$353,117	\$10,660	3.1%
Mar-13	\$369,766	\$16,649	4.7%
Apr 13	\$374,436	\$4,670	1.3%
Jun-13	\$371,997	(\$2,439)	-0.7%
Jul-13	\$384,193	\$12,195	3.3%
Sep-13	\$388,005	\$3,812	1.0%
Oct-13	\$398,901	\$10,896	2.8%
Dec-13	\$413,704	\$14,803	3.7%
Jan-14	\$404,164	(\$9,540)	-2.3%
Feb-14	\$406,920	\$2,756	0.7%
Mar-14	\$406,823	(\$97)	0.0%
Apr-14	\$406,425	(\$398)	-0.1%
Jun-14	\$417,173	\$10,748	2.6%
Jul-14	\$410,521	(\$6,652)	-1.6%
Sep-14	\$412,788	\$2,266	0.6%
Oct-14	\$415,440	\$2,652	0.6%
Dec-15	\$418,563	\$3,123	0.8%
Jan-15	\$412,185	(\$6,379)	-1.5%
Mar-15	\$426,050	\$13,865	3.4%
Apr-15	\$430,088	\$4,038	0.9%
May-15	\$432,110	\$2,022	0.5%
Jun-15	\$430,521	(\$1,589)	-0.4%
Jul-15	\$416,529	(\$13,992)	-3.3%
Sep-15	\$390,432	(\$26,097)	-6.3%
Oct-15	\$408,097	\$17,666	4.5%



Gain Since Inception	\$95,624	30.6%
Principal Invested	\$312,473	

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

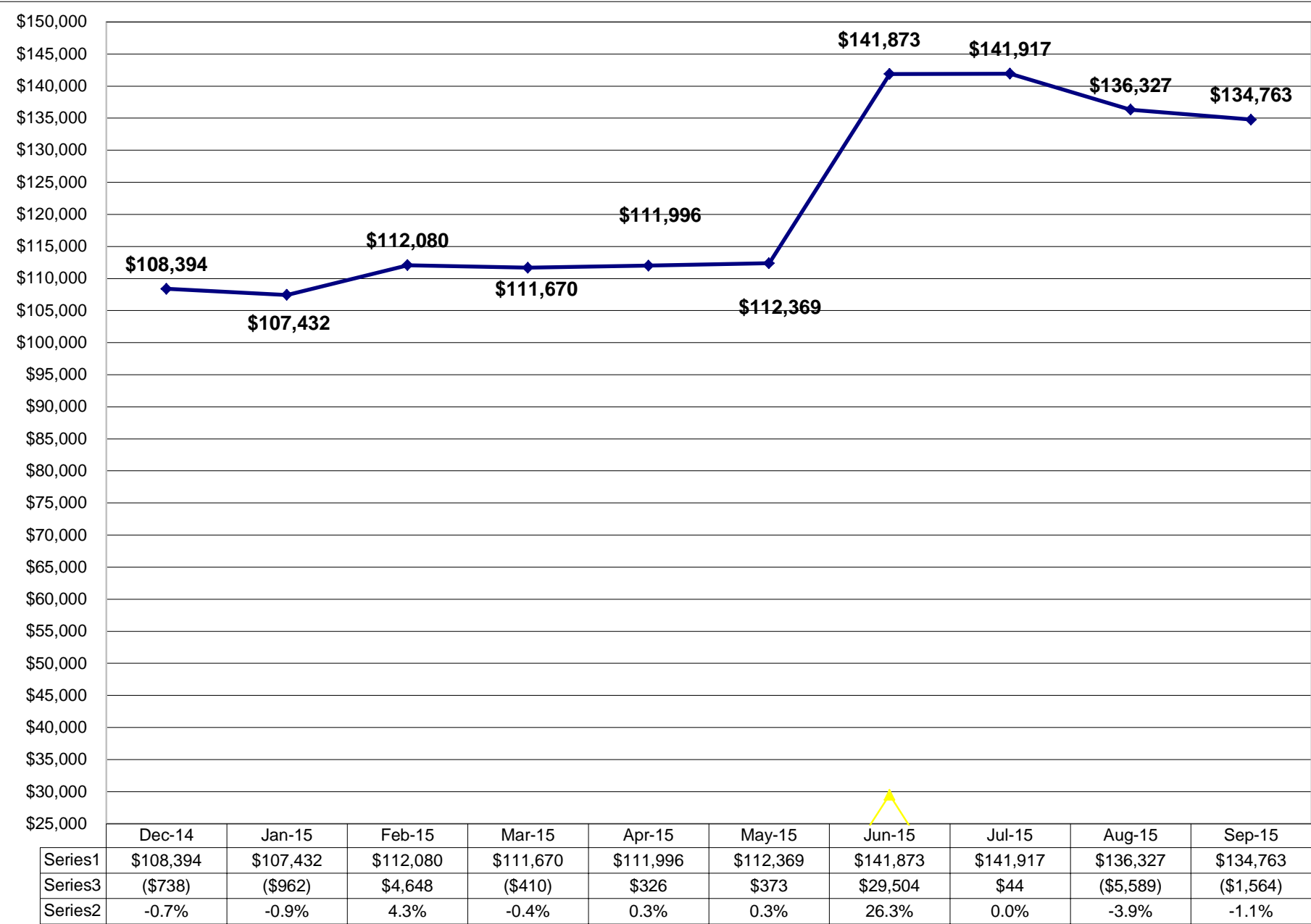
Note: 8/11 New Funds Deposit \$35,000  
**Note: 2/15 Funds Withdrawn <\$15,000>**

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

ENDOWMENT INVESTMENTS - LPL FINANCIALS

SEPTEMBER 30, 2015

Date	Balance	\$ chg.	% chg.
Aug-14	\$27,500		
Sep-14	\$54,510	(\$490)	-0.9%
Oct-14	\$107,489	\$2,980	2.9%
Nov-14	\$109,132	\$1,643	1.5%
Dec-14	\$108,394	(\$738)	-0.7%
Jan-15	\$107,432	(\$962)	-0.9%
Feb-15	\$112,080	\$4,648	4.3%
Mar-15	\$111,670	(\$410)	-0.4%
Apr-15	\$111,996	\$326	0.3%
May-15	\$112,369	\$373	0.3%
Jun-15	\$141,873	\$29,504	26.3%
Jul-15	\$141,917	\$44	0.0%
Aug-15	\$136,327	(\$5,589)	-3.9%
Sep-15	\$134,763	(\$1,564)	-1.1%



Gain Since Inception (\$487) -0.5%

Principal Invested \$ 135,250

Note: 8/15/14 Genl opened \$27,500  
Note: 6/15 NV opened \$30,250

Note: 9/22/14 Restricted opened \$27,500

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

## AGENCY RESERVES ANALYSIS

*From July 2015 Program Budget Summary:*

### ANALYSIS:

	10% Current Reserve Goal *	Proj 6/30/15 Cumulative Gain/Loss	1 Mo Avg Expenses **	25% 3 Mo Avg Expenses **
Meals on Wheels	163,432	475,291	135,077	405,232
Lift Line	116,213	(635,027)	126,788	380,363
WIC (Oct-Sept FFY)	235,648	133,902	197,129	591,387
Child Care Centers	202,504	(28,188)	168,993	506,979
La Manzanita Commty Resources	61,251	66,290	55,134	165,403
Live Oak Commty Resources	30,241	93,437	25,442	76,325
CACFP (Oct-Sept FFY)	80,554	(10,816)	39,564	118,691
Mountain Commty Resources	37,259	226,493	32,036	96,107
Nueva Vista Commty Resources	32,495	32,704	27,173	81,518
Elderday	174,139	(67,256)	145,171	435,513
Administration	73,523	117,974	122,586	367,757
Philanthropy	9,091	48,070	7,573	22,719
TOTAL PROG OPERATIONS	1,216,350	452,875	1,082,664	3,247,992

### OTHER INFO:

Over/Under 10% Goal *	Net 2015-2016 Gain/Loss
311,859	(1,978)
(751,240)	3,700
(101,746)	-
(230,692)	3,686
5,040	7,520
63,196	6,196
(91,370)	(837)
189,235	11,843
209	(3,103)
(241,395)	(16,001)
44,452	(6,870)
38,979	(37)
(763,475)	4,119

### Current Situation:

Current projected net unrestricted assets are \$404,550 at 6/30/16, which is equal to 1.6 weeks operational expenses

10% Reserve goal equals 1 month plus 1 week of operations costs

Net assets projected to be 33% of 10% goal, or less than 2 weeks of operations

### Discussion Topics:

Raise "goal" to 25%?

Minimum mandatory movement towards goal-1%?

Strategies for each program to get there

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

\*\* Based on BoD approved 15/16 budgets, excludes CACFP pass-through

## **JOB MARKET TIGHT WITH UNEMPLOYMENT 5.4 PERCENT**

**Zero Motorcycles, Bay Federal Credit Union, Steel Bonnet Brewing hiring**

**By Jondi Gumz**

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**SANTA CRUZ >>** September's jobless rate in Santa Cruz County fell to 5.4 percent, down from 6.8 percent a year ago, and the lowest in eight years when it was 4.6 percent, according to data posted by the state Friday.

The calculation is based on the size of the workforce, 140,900, up from 140,500 a year ago, and the number of unemployed, which shrank from 9,500 a year ago to 7,600.

The state tallied 106,400 jobs in the county, down 900 from August due to seasonal losses in agriculture and hospitality, but that number was up 2,000 compared to a year ago, pointed out Jorge Villalobos, analyst with the Department of Employment Development.

The count includes full-time and part-time jobs and is taken as of the 12th of the month.

Compared to a year ago, state government education is up 1,100 jobs due to UC Santa Cruz ramping up for the fall quarter, hospitality is up 300 jobs with pleasant weather bringing visitors to stay and dine, farm jobs are up 300, and private education and health services are up 200 jobs as private school classes resume.

Bay Federal Credit Union has grown from 195 to 215 employees in the past two months and is recruiting for seven positions, according to Patty Winters, vice president of human resources.

"It's hard to find people," she said, explaining that the credit union competes for talent with banks and others. "Palo Alto Medical Foundation pays receptionists \$20 an hour. We can't offer that."

As an incentive, Bay Federal began offering employees a discount on mortgages and auto loans. If employees leave the credit union, the rate goes up.

Winters and her husband took advantage of the deal, refinancing their home loan with 5.2 percent interest to 2.75 percent.

Zero Motorcycles, which unveiled two new models of electric models in its 2016 line Thursday, is growing, too. Over the past year, the Scotts Valley company has expanded from 100 to 135 employees on El Pueblo Road, where motorcycles are designed and assembled, plus 15 employees in the Netherlands.

Marketing manager Sean McLaughlin said there is a "good talent pool" of people who are avid motorcycle riders, which helps Zero compete in the job market.

The company added an auxiliary building to build batteries, freeing up space to create a second production line. Jobs open in Scotts Valley include a designer, sales analyst, buyer and social media manager.

"You ignore social media at your peril," said McLaughlin. "It's a way to open the blinds and let people in virtually."

Steel Bonnet Brewing Co. opened its taproom Thursday in the Scotts Valley Market shopping center and is hiring. Hours will be 1-8 p.m. Saturday and Sunday and 4-8 p.m. during the week.

Founder Donald Cramb, 53, grew up in Scotland and has worked in the semiconductor industry for 27 years. He has been homebrewing for two years with his son, Callum, 23, who will be the full-time brewer.

Two part-time managers are tapping connections to recruit part-time staff.

Cramb got a Small Business Administration loan through Santa Cruz County Bank to support the largely self-funded venture.

He thought it might be best not to open Mondays and Tuesdays, but based on customer reaction Thursday, the taproom will be open seven days a week.

Community Bridges, a large nonprofit in Aptos, has openings for teachers, nurses, cooks, van drivers, accountants, to name a few.

Unemployment remains higher in Watsonville at 7 percent vs. 4.8 percent in the city of Santa Cruz, according to the state.

For those seeking work, some 30 employers will be at the Access2Employment job fair 5-7 p.m. Thursday at the Santa Cruz Civic Auditorium, 307 Church St.

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## NAME DROPPING

## Mountain Faire a fun way to raise funds

The Redwood Mountain Faire is more than a week-end-long event full of music, local art, food and drinks, and entertainment for the entire family.



**Justine DaCosta**

The faire's 2015 steering committee recently announced that the annual event raised \$59,000, benefitting 23 local non-profits, community and educational groups. This is up from \$50,000 in 2014 and \$40,000 the year before. More than 5,200 people attended the community-focused weekend event in June at Roaring Camp, which showcased music on two stages, the works of local artists and fun for people of all ages.

More than 350 local volunteers, working for the 23 non-profits, helped make the faire a success once again, handling everything from serving beverages to selling tickets and driving shuttle buses.

Proceeds from the 2015 Redwood Mountain Faire benefitted the following organizations: South Street Centre; Mountain Community Resources; Valley Churches United Missions; Boulder Creek Recreation and Park District; Camp Joy Garden; SLV Community Band; SLV Diversity Works; Rotary Club of SLV; SLV Museum; Santa Cruz Derby Girls; The Artemis Project; Boy Scout Troop 604; Friends of Quail Hollow Park; Scotts Valley Counseling Center; Tara Home; The Clean Oceans Project; The Valley Women's Club of SLV (presenting the Faire); and the following school groups: Boulder Creek Elementary Parents' Club; Charter Family Booster Club; SLV High Athletics; SLV High Music Boosters; SLV High Football; and the SLV Middle School Panther Club.

### Trip of a lifetime

A group of 38 from all over the Diocese of Monterey had the opportunity to see Pope Francis and be part of the historical canonization and address to Congress when he visited Washington D.C. last month.

While seeing the Pope was a definite highlight of the trip, the group also enjoyed seeing the statue

of St. Junipero Serra in statuary hall, being treated to lunch with Sam Farr and his staff, and celebrating Mass at St. Matthews.

### Caring and giving

The group 100 Women Who Care Santa Cruz recently held its quarterly meeting, which was full of great food and drinks, and even better company.

During the meeting, representatives from several local groups spoke, including Mini Mermaid Running Club, Santa Cruz Children's Museum of Discovery and The Literacy. Members of Rising International were also on hand, and received a \$7,000 donation from 100 Women Who Care Santa Cruz.

The funds will go to support Rising International's Safe & Sound program, which aims to help end human trafficking in the Monterey Bay Area. Foster youth are more likely to run away, according to the group, and are at an exceptionally high risk of being trafficked. Rising International's Safe & Sound program is designed to keep foster youth safe from perpetrators, and help youth through jewelry making.

### A fond farewell

A letter from the colleagues of Dr. Dennis Chamberlain:

Our beloved Dr. Dennis Chamberlain has retired! We want to thank him for 34 years of kind, patient and compassionate care in Watsonville.

He spent endless days, nights and weekends delivering babies and treating emergencies. He is a skilled surgeon and a dedicated professional, that earned the respect of not only his patients, but doctors and nurses in the community as well.

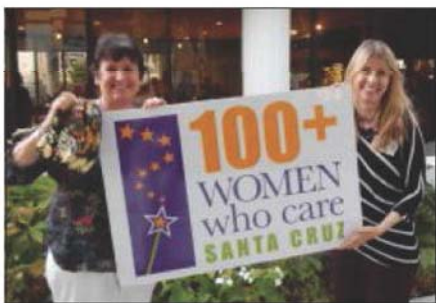
Dr. Chamberlain delivered three generations of babies for some of his patients and the week before his retirement, he even delivered his own granddaughter!

Under his leadership at Generations Health Care for Women, he employed a staff of professionals, second to none. Together they worked not just as a team, but as an extension of Dr. Chamberlain's own family. In the course of his career he delivered over 12,000 babies in Santa Cruz County, while his wife Dolores, supported his long



KEVIN JOHNSON — SANTA CRUZ SENTINEL

Children are engulfed by soapy bubbles as they play in the grass at Roaring Camp in Felton during the Redwood Mountain Faire.



CONTRIBUTED PHOTO

100 Women Who Care Santa Cruz recently made a donation to the Rising International's Safe & Sound program.



CONTRIBUTED PHOTO

Dr. Dennis Chamberlain received a fond farewell from his colleagues.



CONTRIBUTED PHOTO

A group of 38 from the Diocese of Monterey had the opportunity last month to see Pope Francis and be part of the canonization of Father Serra.

hours and commitment to his patients.

While he will be sorely missed, now is his time to pursue: personal in-

terests, travel, or just relax and spend time with his family and friends. It is with sincere gratitude and joy that we celebrate

his retirement, and wish him the best for years to come.

Got a story to tell, an

event to report, an award to announce? Tell Justine. Email her at [sentinelnamedropping@gmail.com](mailto:sentinelnamedropping@gmail.com).