



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

BOARD OF DIRECTORS
Wednesday, March 15, 2017
5:00 PM to 7:00 PM

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**
3.1 Farm 2 Fork: August 5th
3.2 Philanthropy Membership and Support
- 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 February 15, 2017 Board Meeting*
4.2 Draft Minutes of the March 2, 2017 Finance Committee Meeting*
4.3 Draft Minutes of the March 2, 2017 Governance Committee Meeting*
- 5:15 5. Receive comments from members of the public on “Items not on the Agenda”**
- 5:20 6. Development/Philanthropy Report & Committee Update – Ray Cancino**
- 5:25 7. Agency Business – Ray Cancino**
7.1 Advocacy Overview - 2017
- 5:35 8. Finance Committee Update – Cathy Benson**
- 5:45 9. Written Reports**
9.1 February Philanthropy Report
9.2 Financial Report from the March 2, 2017 Finance Committee Meeting
9.3 Community Bridges Program Reports – FRC
- 5:50 10. Newspaper Articles**
- 5:51 11. Items for Next Agenda**
- 5:55 12. Adjourn Regular Meeting**
- 6:05 13. CLOSED SESSION**
- 7:30 14. Adjourn Closed Session**

Next Meeting:
Wednesday, April 19, 2017
5:00 PM to 7:00 PM
Location: Elderday 100 Pioneer



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

BOARD OF DIRECTORS

Wednesday, February 15, 2017

5:00 PM to 7:00 PM

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

DRAFT MINUTES

Members Present: Rebecca Fowler, Pam Fields, Jorge Méndez, Heather Lennart, Sara Siegel, Casey Wu, Martín Bernal.

Members Excused: Jack Jacobsen, Jordan Ciliberto, Shannon Brady,

Unexcused Absences: Kenn Barroga, Sabra Reyes.

Staff in Attendance: Ray Cancino, Seth McGibben, Cathy Benson, Julie Gilbertson, Libby Morain, Tonje Switzer, Edgar Landeros, Mayra Fernandez, Yolanda Henry, Tyler Smith, Joyce Rodriguez, Lois Sones.

Minutes: Tonje Switzer

4:30 Dinner

5:00 1. Rebecca called the meeting to order. Quorum established.

5:02 2. Agenda Review

5:05 3. Announcements/Program Updates

3.1 MCR Phone banking

Staff noted that this effort will need board support, and that a reminder will be send out.

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 January 18, 2017 Board Meeting**

*4.2 Draft Minutes of the February 2, 2017 Finance Committee Meeting**

*4.3 Draft Minutes of the February 2, 2017 Governance committee Meeting**

Heather/Jorge moved to approve the minutes as presented. MSP

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

None

Staff briefly introduced program director and managers of the FRCs, the admin HR team, and program director of Elderday.

5:20 6. Development/Philanthropy Report and Committee Update – Ray Cancino

Philanthropy is doing well, and are ahead of last year with 83% of total year-end goal reached. Most programs have met their goals, partially aided from Sunlight giving. Although the MOW Food from the Heart event saw lower attendance than last year, we raised similar amounts ending at a \$40K gross revenue

5:25 7. Program Presentations:

7.1 HR – Julie Gilbertson

Last year HR achieved lower 401K fees for employees. The Health and Safety committee has helped the agency move towards increased awareness. HR is currently switching from Bamboo software to an integrated ADP portal that will combine employee services on one platform. There has been a 24%-19% drop in CB turnover rate. Minimum wage at CB is \$13.39 and the income gap from the highest paid position to the lowest shrunk from 3.76 to 3.6. CB offer a good healthcare plan, and our employee survey shows that employees feel valued and appreciated, and feels that management listens to their needs. Last year 32 employees were out on leave, which is taxing, while it also allows us to get to know our employees better. After shopping for healthcare, we achieved a \$39K savings. The bid from our previous provider and Kaiser was higher than Anthem with whom we signed. In labor relations, we aim to support staff the way they need.

7.2 Elderday – Lois Sones

Elderday (ED) serves the frailest sections of our senior population with the goal to help them remain in their own home by providing opportunities for increased health and independence. 72% of ED clients are eligible for nursing home, which is where they are likely to go if ED shuts down. ED helps reduce depression, which is directly correlated with a host of other health outcomes. Social workers advocate for clients and connect them with resources. Lois passed around examples of art therapy, displayed ‘time-slip’ poster boards, and discussed the individualized music program ‘Ipod shuttles’ to illustrate some of the ED activities that help clients calm down while combatting dementia. ED is experiencing difficulty hiring because of cost of living and, as a result, an RN position was open for 4 months before it was filled. ED is operating well within the budget, even considering the expected low average daily attendance (ADA) in January and February. The future is unstable due to the federal government, as we are asked to expect a 30% cut if ACA is repealed. Things could change quickly if the MediCare waiver we rely on is changed, and we are thinking outside the box in terms of how to stay open in that event. Contracting with Alzheimer’s Association is one option, or potentially with hospitals.

7.3 FRC- Yolanda Henry

Ray started by presenting an overview of the FRC programs' funding amounts to expenses ratios within the last 5 years, showing a steady decline in funding. Yolanda noted that a Manager for MCR has been hired. Client services enrollment is good in areas of applications for benefits, disability claims, CalFresh, MediCal, and in areas of housing and labor issues. FRCs serve anyone that comes through the door, and do not ask for identification or immigration status. Yolanda noted how future funding will impact the FRC's. A 10% increase will allow FRCs to maintain services, flat funding will cause a 2-hour reduction for staff, 25% reduction would cause a 6-hour reduction for staff, and a 50% reduction would cause a 10-hour reduction for staff. The FRCs are heavily dependent on County funding and differ from other programs who function based on a client fee service model. The board asked how FRCs are reacting to community needs, such as the current immigration issues, and FRC staff noted that extra issues are added onto other work on shrinking staff, while relying heavily on interns. A decline in clients was reported this week due to fear of immigration raids in addition to an uptick in parents coming in asking for help with filling out passport applications for their children. FRC wish list include interchangeable staff and capacity building within existing staff. Ray noted that drop-in services are not a category in CORE, and that we will not know until May what actual funding looks like. The board asked whether mental health counselling is a community need, and if so whether the FRCs could fill it, and stressed the need for a community wide survey. The board also noted that housing is a current topic for the city council. Ray noted his work on the Housing Network Executive Leadership Team and Economic Justice Alliance that is working on placing something on the ballot. The question about how to meet clients' housing needs today when they walk through FRCs door remains. Two topics discussed were helping clients stay informed about waitlists, and dispelling nimbyism through advocate work.

6:38 8. Agency Business – Ray Cancino

8.1 Fairgrounds

CB is responding to a 30% increase in operating cost by the fairgrounds director due to a change in the water bill. The owner of the facility is unwilling to negotiate terms, and we are entering into a month-to-month lease agreement. We are currently looking at ideas for relocating this program that is serving 32 children and their families year round, and 40 children during the summer months.

8.2 Strategic Planning

Every year we have a board retreat where strategic objectives are developed. Although in prior years staff has been present at the retreat, last year the primary focus was on board goals. Board noted that staff involvement from all levels is vital, and that

specifics will need to be decided. A Board Retreat Committee should be identified, and start meeting in April.

8.3 Board Development

There was a brief discussion about the need for all BOD members to serve on one regular committee and one ad hoc committee. Currently the Board is seeking new members that has philanthropy and advocacy expertise.

8.4 Alliance-Capital Campaign:

As of now, we know that CB is being recommended for a grant, but we do not know how much.

8.5 Elderday – Current Facility

The cost of renting the building is increasing due to NNN and scheduled rent increase, and the 5-year contract is up for renewal next year. CB will begin to communicate with the owners about contract details.

6:55 8. Finance Committee Update – Cathy Benson

8.1 Line of Credit Renewal

Cathy reported that CBs line of credit was renewed and increased from \$500K-600K with a prime interest rate of 3.75 +1= 4.75. Further Cathy mentioned that there are some fluctuations but that CB is overall ahead of goals.

6:58 9. Written Reports

9.1 Financial Reports from the February 2, 2017 Finance Committee Meeting

9.2 January 2017 Philanthropy Report

9.2 Community Bridges Program Reports – HR, CACFP, CDD, ED

6:59 10. Newspaper Articles

6:59 11. Items for Next Agenda

7:00 12. Adjourn Regular Meeting

7:10 13. CLOSED SESSION

7:20 14. Adjourn Closed Session

Next Meeting:

Wednesday, March 15, 2017

5:00 PM to 7:00 PM

Location: Elderday 100 Pioneer



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Finance Committee

Thursday, March 2, 2017

11:00 AM – 12:00 PM

Community Bridges, Aptos

Draft Minutes

Members Present: Rebecca Fowler, Jack Jacobsen, Shannon Brady, Jorge Mendez, Casey Wu, Kenn Barroga.

Staff in Attendance: Cathy Benson, Tonje Switzer

Notes: Tonje Switzer

11:05 Shannon called the meeting to order. Quorum Established.

11:05 Agenda review

11:06 CFO Report – Cathy Benson

a) Program Budget Summary Review – January

Cathy briefly clarified that allocations based on the CORE applications will determine funding for 3 years and is based on strategic Community needs, and that outcomes will not be known until May. There was a brief discussion about the evaluation of actual services as compared to actual community needs, and how innovative services are in order to be competitive. It was suggested that this discussion be moved to Governance Committee.

Cathy noted that Elderday turnover is high because the client population is extremely frail however attendance has rebounded from a Dec and Jan lows. Elderday was faced with an unexpected hike in utilities fees of \$10K. Admin loss is driven by capital purchase and related expenses. CDD's Redwood Mountain facility is still closed and has one teacher position still unfilled. LL saw large savings in workers compensation due to a lower rate. CACFP is projected to have a new hire Program Director for April. Net agency change for the month was small, but there were major changes within individual programs.

b) Financial Statement Review – January

All indicators improved over the last month, and assets are 3.5 times as high as liabilities.

c) Cash Flow and Line of Credit – Updates

Expenses are running less than expected

d) Investments and Endowment – Updates

11:52 Items for Next Agenda

11:53 Adjourn

Next Meeting April 6, 2017

11:00 AM – 12:00 PM

Community Bridges, Aptos

Prepared by Tonje Switzer



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Governance Committee

Thursday, March 2nd, 2017

12:00PM – 1:00PM

Community Bridges (CB), Aptos

Draft Minutes

Members Present: Rebecca Fowler, Pam Fields, Jack Jacobsen, Shannon Brady

Excused Absences: Jordan Ciliberto,

Staff in Attendance: Raymon Cancino, Seth McGibben

Notes: Tonje Switzer

12:06 Meeting to order

12:07 Agenda Review

The need for an ongoing discussion about budget and how staff and board is thinking strategically in terms of innovation of services and ability to follow community trends was brought up. Staff suggested a possible need for a Board subcommittee to address this, and committee members viewed this more as part of the strategic planning process of how to have this discussion so that the board is included in it. The committee raised concerns about whether sufficient efforts were directed at philanthropy during these times of funding insecurity.

12:02 CEO Report – Ray Cancino

1. CCAH – Update (Discussion)

CB received \$1.2 mm towards ED project. This is less than what CB applied for because the growth in ADA was not seen as enough for the scheduled expansion. There is an ongoing internal discussion with staff to see if adjustments can be made to the existing space, as the funds must be used for expansion large enough to accommodate 9 additional clients. There is need for a BOD level discussion as well to make a final decision concerning returning the funds.

2. Board Development

a. Pipeline

Ray and Jack shared their experience of meeting with professor Steve McKay and Nicolette Lee. Steve McKay will be invited to attend next BOD meeting as he would like to see the board in action. Nicolette Lee would like

to serve on the advocacy committee. Ray had also met with a third potential board member, Doug Underhill, and after the submittal of application documents an additional meeting that includes a current board member will be scheduled. Doug expressed interest in serving on the philanthropy committee. There is a need for members with philanthropy experience that have time for committee work. Jack noted that Bill Kocher is still interested in serving on the board, and will follow up with him. Sabra is on the personnel committee, and Rebecca will be her mentor. Martin will be asked to be Kenn's mentor. There was a brief discussion in order to update the BOD development pipeline document.

b. Pam; Debra Radcliff - West Marine

The committee reviewed resume of Debra Radcliff's, who has prior fundraiser experience. A meeting will be scheduled with Ray and another board member, preferably Shannon.

c. Jack; Professor – WLC

Jack discussed a retired law professor that had previously worked with the ACLU that he deemed polished, very organized and well connected. He will follow up.

3. Strategic Planning Retreat

a. Board Committee

4. Facilities Update

Legal counsel has reviewed the shared wall agreements on the La Manzana property and CB is working with brokers to address with sellers. There is additional unanticipated damage to the buildings that has been discovered due to the heavy rains with an estimated differential of \$250K. The deadline for pulling out is April 10. It is critical at the next BOD meeting to make motion on how to move forward or to allow governance committee to make this decision.

5. Agency Survey

There was a brief review of the open-ended answers on the stakeholder survey.

6. 2017 Statewide Agency Advocacy

Staff gave a brief overview of the Statewide Advocacy Agenda Packet.

12:40 CLOSED SESSION

1:00 Adjourn

Next Meeting: Thursday April 6th, 2017

12:00 – 1:00PM

Community Bridges, Aptos

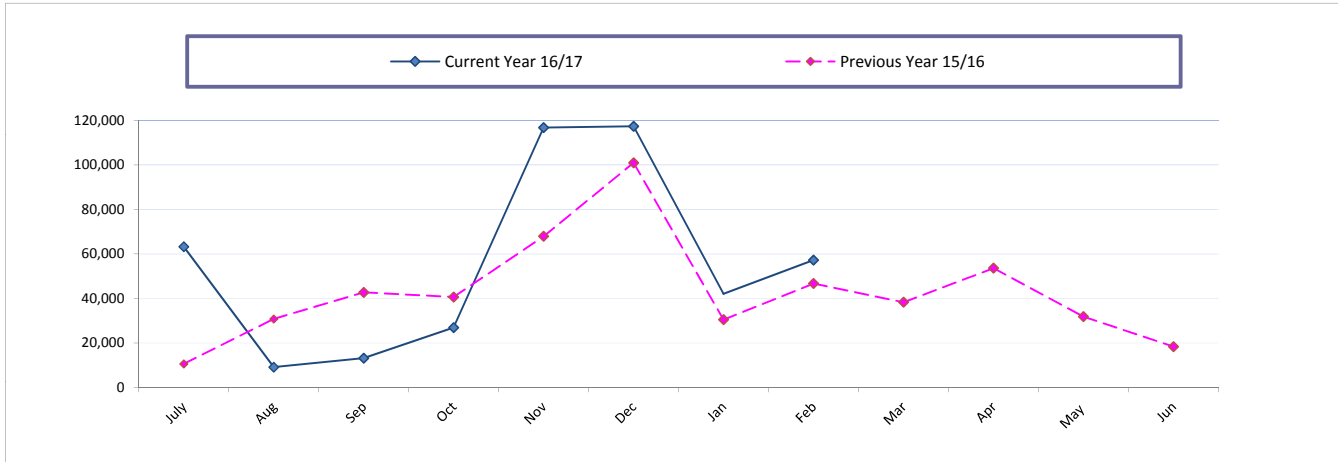
Philanthropy Progress Report

Donations for FY 2016-17

March 10, 2017

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*	
	Current Year 16/17	63,262	9,147	13,174	26,907	116,765	117,331	42,118	57,246						445,949
	Previous Year 15/16	10,602	30,783	42,721	40,632	67,919	100,926	30,447	46,709	38,310	53,601	31,818	18,346	512,814	



*** Notes on donation figures above:**

This time last year, we were at \$370,738

B. Grants:

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

- \$ 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
 - \$ 45,000 from Packard Foundation for NVCR Youth activities
 - \$ 19,605 from Central CA Alliance for Elderday Equipment
 - \$ 15,700 from Central CA Alliance for Elderday Technical Assistance
 - \$ 12,000 from Community Foundation Monterey County for LMCR
-
- \$ 332,305

C. Accomplishments

- Farm to Fork Gala Dinner raised \$56,339, including \$15,000 from 75 new contacts.
- MCR Mountain Affair scaled back expenses and raised \$14,000 and sold 75 tickets.
- Giving Tuesday raised \$20,691, exceeding our goal of \$12,000, from among 85 donors.
- Holiday Match raised \$65,848 total, an increase of 70% over last year, from 350 donors.
- Google AdWord increases directly attributed to \$11,703 from 54 donors, 80% new to CB.
- 4th Annual Food from the Heart raised \$40,555, including \$11,335 from 33 new donors.

D. Challenges

- Development Director recruitment and interviews underway beginning January 2017.

**Philanthropy Goals
2016 – 2017
Progress Report
March 10, 2017**

65%
%YTD

	16/17 Goal	Year To Date	Goal met %
CB*	\$126,500	\$110,521	87%
CACFP	\$3,150	\$8,440	268%
CDD	\$6,000	\$9,586	160%
Elderday	\$19,050	\$12,514	66%
LMCR	\$1,100	\$7,217	656%
LL	\$17,600	\$18,573	106%
LOCR	\$15,000	\$20,491	137%
MCR	\$57,700	\$43,834	76%
MOW	\$206,706	\$199,751	97%
NVRC	\$16,100	\$11,036	69%
WIC	\$1,500	\$3,986	266%
TOTAL	\$470,406	\$445,949	95%

*Less \$15,898 YTD moved to programs from unrestricted Farm to Fork and Giving Tuesday gifts.

**2016-17 Appeal Results
March 10, 2017**

Sum of Amount													Total
Row Labels	Jul '16	Aug '16	Sept '16	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Total
Annual Report 2015	235	125	100										460
Board donation to CB	50	100	100	3,100	1,350	600	100	100					5,500
CACFP Flower Gram 17							40	575					615
Calendar Sponsor 2017			500	1,500	250	1,000	500	500					4,250
CB Calendar 2017					5,590	25,617	4,035	500					35,742
CB Endowment			50			65							115
CB Kids Mailer 2016			1,201	3,195	625								5,021
CDD tuition donation	263												263
Donates Monthly	724	574	494	494	694	669	744	784					5,177
Donor Advised Grant	1,200			500	1,200	23,954	5,500	10,263					42,617
Farm to Fork Gala 2016	53,139	1,850	850		500								56,339
Food from the Heart 2016	118	93	93	93	93	93							583
Food from the Heart 2017							20,865	19,780					40,645
Founding 100 Endowment	105	105	158	105	135	135	135	135					1,015
Friends of MOW Membership	275	25	25	25	65	25	25	25					490
Fund raising events for CDD				180									180
General Donation 2016	955	740	2,394	3,030	31,705	3,912	4,455	2,940					50,131
Gifts Made in Honor	700		50		400	225	15	100					1,490
Giving Tuesday 2016					18,446	1,500	745						20,691
grant appliation									2,500				2,500
Lift Line participant survey 2016				255	45	10							310
LL Out of County			80										80
LL Van Sponsorship		1,200	360	660	360	1,710	660	6,360					11,310
MCR Endowment								1,200					1,200
MCR Makers Market						90							90
MCR Mountain Affair 2016	400	440	1,780	11,232		165							14,017
MCR PAT 2016	135	135	135	135	145	145	145						975
MCR PAT 2017								9,140					9,140
Memorial Donation							50						50
MOW Lautman Fall Mailer 2015		30	25										55
MOW Lautman Fall Mailer 2016				618	50,932	32,990	956	430					85,926
MOW Lautman mailer welcome pack	120	80	80	130	100	979	581	946					3,016
MOW Lautman Spring Mailer 2016	2,348	860	480	470	230								4,388
MOW suggested meal contribution	223	418	555	358	448	214	213	460					2,886
NV Holiday mailer 2016					150	2,300	25						2,475
NV Mother's Day 2016	100												100
Online donation/Internet search					1,968	8,725	1,060	53					11,806
Outside Fundraiser			1,117		565								1,682
Payroll Deduction - Employee	343	343	515	343	343	343	343	327					2,900
Payroll Funds - non-CB	408	474	715	183	365	3,545	927	108					6,724
Personal appeal to individual donor						8,000							8,000
Program Donation Box	146	53	57	71	61	320		20					728
Redwood Mountain Faire			1,260										1,260
Restaurant Fundraiser				231									231
Roots & Wings		575											575
Veena & Sandeep's Wedding 2016	1,275	927											2,202
(blank)													
Total	63,262	9,147	13,174	26,907	116,765	117,331	42,118	57,246					445,949

COMMUNITY BRIDGES										
Program Budget Summary										
January 31, 2017										
Projections for Year Ending 6-30-17										
A	B	C	D	E	F	G	H	I	J	K
PROGRAM NAME:	6/30/16 Audited Balance	Annual 16/17 Balanced Budget	Current Projected Expenses	Current Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2016-2017 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	Change from Prior Mo	14.5% Gen'l & Adm Exp
WIC (Oct-Sept FFY)	151,472	2,428,916	2,414,162	2,425,961	1,300	11,799	163,271	6.8%	(361)	287,173
Child Development Div	2,584	2,056,529	1,984,395	1,990,111	40,409	5,716	8,300	0.4%	(6,000)	288,455
Elderday	(189,642)	2,011,415	1,949,264	1,996,936	147,243	47,672	(141,970)	-7.3%	(19,159)	280,145
Meals on Wheels	413,880	1,671,973	1,689,344	1,711,309	124,585	21,965	435,845	26.7%	8,865	226,935
Lift Line	(139,942)	1,406,202	1,511,098	1,558,837	115,010	47,739	(92,203)	-8.1%	33,437	160,406
La Manzana Commy Res	51,210	658,099	642,264	672,505	21,002	30,241	81,451	12.7%	6,440	86,897
Mountain Commy Res	175,850	388,753	355,909	381,553	24,271	25,644	201,494	56.6%	11,136	51,606
Nueva Vista Commy Res	54,878	382,560	345,023	342,565	8,970	(2,458)	52,420	15.2%	(2,001)	47,888
Live Oak Commy Res	98,063	279,916	288,011	299,762	19,520	11,751	109,814	38.1%	1,162	41,149
CACFP (Oct-Sept FFY)	(7,839)	3,732,690	4,190,524	4,193,959	378	3,435	(4,404)	-3.0%	(12,823)	33,830
Administration	60,215	1,579,635	1,580,913	1,548,198	6,500	(32,715)	27,499	1.7%	(19,745)	2,975
Philanthropy	52,994	138,491	138,129	132,857	5,606	(5,272)	47,722	34.5%	(3,237)	20,029
TOTAL PROG OPERATIONS	723,723	16,735,179	17,089,036	17,254,553	514,792	165,517	889,240	7.02%	(2,286)	1,527,439
LOCR-Capital Campaign	380,288	47,097	22,612	35,745	21,974	13,133	393,421	NA	-	588
Nueva Vista Prop. Equity	200,694	-	0	0	0	-	200,694	NA	-	0
Fixed Assets & Gen'l Agy	656,551	-	997	5,343	0	4,346	660,897	NA	1,967	0
TOTAL AGENCY	1,961,257	16,782,276	17,112,645	17,295,640	536,766	182,995	2,144,252	7.02%	(319)	1,528,027

Note: MOW : \$350,000 of MOW Endowment revenue shown on Fixed Assets & General Agency 6/30/16 Fund Balance.

Note: LL : \$350,000 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
January 31, 2017

PROGRAM NAME:

WIC	Minimal change
Child Development Div	Decreases in CDE enrollment, somewhat offset by ND teacher delay, vac use
Elderday	Increased Utils \$9.6K, addl architect \$13.5K
Meals on Wheels	Net gain from add'l donations less increased food costs
Lift Line	WC savings, increased CCAH revenue
La Manzana CR	Fewer CC hours, high vacation use, increased donations
Mountain Commty Res	New Hire PM start 6 wks later, reduced classroom supplies
Nueva Vista CR	New CalFresh revenue projection
Live Oak CR	On-call Aides working less than projected
CACFP	PD resign, Add staff hours, change from corrected Dec
Administration	\$14.5K in Property Acquisition costs
Philanthropy	Increase in Bank fees, New Hire
LOCR-Cap Campaign	Stock value fluctuation
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
January 31, 2017**

DESCRIPTION	RECEIVED		EARNED		A/R		UNEARNED		ACTUAL		% OF TOTAL
	YTD 1/31/17	YTD 1/31/17	YTD 1/31/17	YTD 1/31/17	YTD 1/31/17	YTD 1/31/17	YTD 1/31/17	YTD 1/31/17	YTD 1/31/17	YTD 1/31/17	
REVENUE											
County of Santa Cruz	983,762	840,893	8.7%	142,869	Salaries & Wages	3,564,162	39.0%				
City of Santa Cruz	56,750	139,125	1.4%	82,375	Payroll Taxes	419,505	4.6%				
City of Capitola	56,662	66,105	0.7%	9,443	Health Insurance/Retirement	511,179	5.6%				
City of Scotts Valley	2,293	5,350	0.1%	3,057	Contracted Services	197,736	2.2%				
City of Watsonville	9,989	10,551	0.1%	562	Transportation Services	239,544	2.6%				
AAA-Title IIIB/C	377,464	384,913	4.0%	7,449	Staff Travel	23,878	0.3%				
USDA-AAA / CAFB / SL	77,130	136,528	1.4%	59,398	Occupancy Expense	587,049	6.4%				
Dept of Health Svcs-WIC / Snap Ed	814,687	1,390,718	14.4%	576,032	Office/Program Expense	282,067	3.1%				
Dept of Educ-CACFP Admin	171,503	231,085	2.4%	59,582	Staff Training	11,674	0.1%				
Dept of Educ-CACFP Homes Passthru	2,468,068	2,475,342	25.5%	7,274	Insurance	100,333	1.1%				
Dept of Educ-CACFP Ctrs CCC / CBAS	43,949	85,203	0.9%	41,254	Taxes, Licenses Interest & Fees	39,009	0.4%				
Dept of Education-CDD	862,792	755,707	7.8%	107,085	Equipment Expense	107,348	1.2%				
Transportation Development Act	525,902	389,985	4.0%	135,917	Raw Food and Related	356,782	3.9%				
EFSF (FEMA)	0	5,360	0.1%	5,360	Vehicle Operations/Maintenance	61,752	0.7%				
Covered CA-Navigator	7,847	12,426	0.1%	4,579	Payments to CACFP Homes/Ctrs	2,519,291	27.5%				
FTA Section 5310 - Cal Trans Veh	0	39,978	0.4%	39,978	Payments to Other Agencies	32,914	0.4%				
FTA Section 5310 - Cal Trans Ops	0	47,824	0.5%	47,824	Fixed Asset Purchases	48,744	0.5%				
First Five	155,431	158,194	1.6%	2,764	Vehicle Related Purchases	41,725	0.5%				
Foundations & Other Grants	253,560	187,144	1.9%	66,416	Depreciation/Amortization	-	0.0%				
Donations/Fundraising	530,480	530,201	5.5%	280							
Participant Contributions	51,654	51,654	0.5%	-							
Client Fees	243,266	243,266	2.5%	-							
Medi-Cal Fees	819,243	981,804	10.1%	162,562							
Program Income-Other	68,510	131,422	1.4%	62,912							
Transportation Fees/Scrip	9,747	9,747	0.1%	-							
Outside Contracts	34,459	62,796	0.6%	28,338							
Uncollectible Revenue	0	0	0.0%	-							
Interprogram Revenue	314,995	314,995	3.3%	-							
TOTAL REVENUE	8,940,142	9,688,315	100.0%	1,200,741	TOTAL EXPENDITURES	9,144,693	100.0%				
Change from last month	39,230	<i>Includes \$120K Sunlight Giving (held in reserve)></i>		452,567	Net Gain (Loss)	543,623					
					Prior Yr Reserves	1,961,257					
					Net Assets:	2,504,879					

**Community Bridges
Statement of Financial Position
January 31, 2017**

ASSETS	Unrestricted	Temporarily Restricted		Endow Restricted Net Assets	TOTAL
		Capital Campaign	Escrow		
Cash and cash equivalents	1,255,287	-	195,000	27,500	1,477,787
Cash reserved for LOFRC Facility Maint	-	394,845	-	-	394,845
Accounts/Grants receivable	1,293,703	-	-	-	1,293,703
Prepaid expenses	150,390	-	-	-	150,390
Inventory - Raw Food & Supplies	13,000	-	-	-	13,000
Refundable Deposits	48,358	-	-	-	48,358
Property and equipment	630,784	-	-	-	630,784
Leasehold improvements	45,639	-	-	-	45,639
TOTAL ASSETS	3,437,161	394,845	195,000	27,500	4,054,506
LIABILITIES					
Accounts payable	231,175	-	-	-	231,175
Salaries and wages payable	224,766	-	-	-	224,766
Payroll taxes payable	97,705	-	-	-	97,705
Retirement (401k) benefits payable	15,864	-	-	-	15,864
Accrued vacation salaries and wages	235,005	-	-	-	235,005
Health insurance payable/withheld	5,995	-	-	-	5,995
Short term debt (includes LOC)	-	-	-	-	-
Long term debt	-	-	-	-	-
Volunteer Center liability	-	3,224	-	-	3,224
Capitalized leases payable	70,654	-	-	-	70,654
Due to fixed asset fund	-	-	-	-	-
Unearned revenue/advances	500,306	-	-	-	500,306
Other debts	152	-	-	-	152
Other liabilities	164,782	-	-	-	164,782
TOTAL LIABILITIES	1,546,403	3,224	-	-	1,549,627
Fund Balance June 30, 2016	1,369,803	380,954	183,000	27,500	1,961,257
Current Year Income (Loss)	520,955	10,667	12,000	-	543,623
TOTAL NET ASSETS	1,890,758	391,621	195,000	27,500	2,504,879

	G	M	Current Month	Last Month	Goals	Req Ratios
Cumulative Net Gain (Loss):	↑	↑	543,623	427,143	\$200,000	
Liquidity Ratio (Unrestr Cash/Total Liabilities):	↑	↑	0.81	0.56	3.0	
Current Ratio (Current Assets/Current Liabilities):	↑	↑	3.5	2.6	2.2	1.6
Modified Current Ratio (Liabilities include advances):	↑	↑	2.3	2.1	1.7	
Net Asset Ratio (Total Assets/Total Liabilities):	↑	↑	2.6	2.4	1.9	
Debt to Equity (Total Liabilities/Total Fund Bal):	↑	↑	62%	69%	109%	
Debt to Assets (Total Liabilities/Total Assets):	↑	↑	38%	41%	52%	
Return on Reserves:	↑	↑	21.7%	20.5%	8.0%	
Current Assets (excludes property/fix assets):			3,378,083	3,499,204	3,300,000	
Current Liabilities (excludes long term/unearned):			975,443	1,356,393	1,510,000	
Modified Current Liabilities (adds in unearned):			1,475,749	1,635,573	1,960,000	

PROGRAM REPORT to BOARD of DIRECTORS

Program Name: La Manzana Community Resources



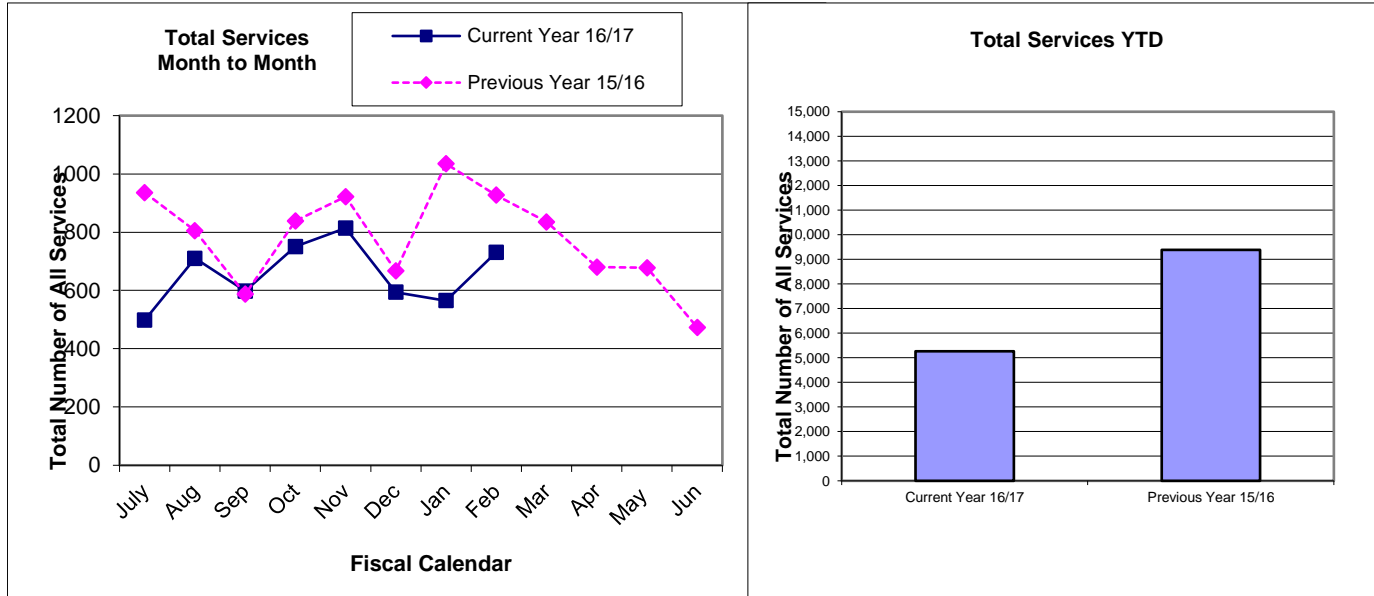
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Date of Board Meeting:

377

Services:

Total number of all services	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	
	Current Year 16/17	498	710	598	751	814	594	565	731						5,261
	Previous Year 15/16	936	805	587	839	922	667	1,035	927	835	680	678	473		9,384



B. 2015-2016 Volunteers Report:

Fiscal Calendar (16-17)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers	0	3	5	5	5	4	4	7					33
Number of Unduplicated Volunteers	2	1	2	0	0	0	0	2					7
Number of Volunteered Hours	8	40	128	112	94	26	66	194					668

C. Accomplishments:

D. Challenges:

PROGRAM REPORT to BOARD of DIRECTORS

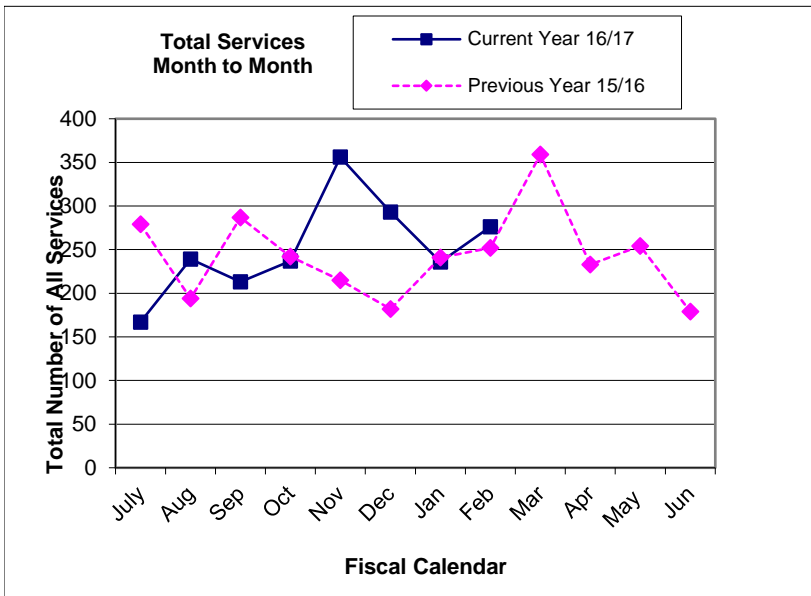
Program Name: Live Oak Community Resources



Date of Board Meeting: Mar 2017

A. Services:

Total number of all services	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	
	Current Year 16/17		167	239	213	237	356	293	236	276					2,017
	Previous Year 15/16		279	194	287	242	215	182	241	252	359	233	254	179	2,917



C. Accomplishments:

* LOCR and Community Bridges will host an Immigrant Preparedness Forum on March 22 from 6 to 8 at the Live Oak Senior Center. This forum will build on recent immigrant support events in the area. Representatives from Santa Cruz County Immigration Project, Proyecto de Tutela, and local counselors will provide guidance and advice. We will also have pro-bono notaries available for those who would like to finalize guardianship documents on the spot.

* LOCR has taken a leadership role on the steering committee of the Live Oak Cradle to Career initiative. This partnership with Live Oak School District, the County of Santa Cruz, Santa Cruz Community Health Centers, First 5, and Encompass has allowed us to provide on-site English as a Second Language classes and co-develop a Parent Leadership Committee.

D. Challenges:

* While no major sources of funding have been lost, funding from most sources has been flat or slightly reduced for the last three years, while expenses continue to rise. From a staffing high of 5.25 FTE in 2012, we are down to 2.8 FTE. Where possible, we are supporting staff's work with volunteer help, but any further reductions in staffing will make the program unsustainable.

PROGRAM REPORT to BOARD of DIRECTORS

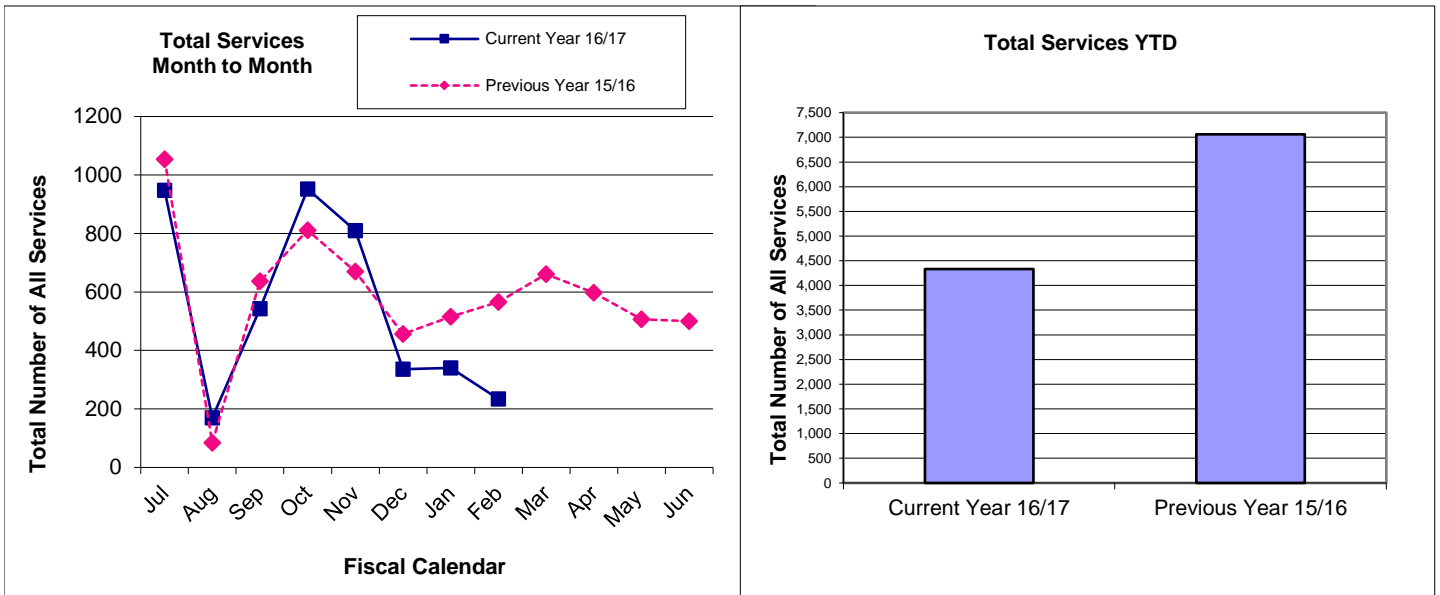
Program Name: Nueva Vista Community Resources



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 16/17		948	170	543	952	810	336	340	234					4,333
	Previous Year 15/16		1,054	84	637	811	670	456	515	566	661	597	507	500	7,058



B. 2016-2017 Volunteers Report:

Fiscal Calendar (16-17)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers	4	4	10	24	22	12	22	55					153
Number of New Unduplicated Volunteers	2	2	6	13	9	4	8	17					61
Number of Volunteered Hours	8	8	16	96	82	24	76	183					493

C. Accomplishments:

One of Nueva Vistas accomplishments for this year is that we got re-certified as a green business. Another accomplishment is that we were able to add all of our FRC sites to our CAFB contract, in order to bring more funding for all of our sites.

D. Challenges:

The greatest challenge that Nueva Vista faces is cuts in funding. One of our funders cut their funding from \$65K to \$20K.

Community Bridges Celebrates 40 Years of Service!



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

SANTA CRUZ COUNTY — Community Bridges is kicking off the agency's celebration of 40 years serving the community, representing a journey to become one of Santa Cruz County's largest nonprofits. The agency's 10 human services programs include Meals on Wheels for Santa Cruz County, Lift Line, and its four family resource centers, among others. With twenty locations countywide, Community Bridges serves 27,000 local children, families and seniors each year.

When Sam Karp was hired in 1977 as the Executive Director of Food & Nutrition Services (the former name of Community Bridges), he would not have predicted that 40 years later, the need for these services would still be in such high demand. "We believed then that hunger and poverty were political problems, not simply problems of individual or family circumstance," said Karp. "We thought with enough political will, these conditions could be dramatically improved. Yet today,

more than 40 million Americans still live in poverty."

Over the past four decades, Community Bridges has maintained its core function of nutrition services and health care for the most vulnerable members of the community. Thanks to the dedicated support of the public, the agency's programs have continued to expand to serve an even wider population, with recent mergers including Mountain Community Resources in Felton and Familia Center and Beach Flats Community Center in Santa Cruz.

"Throughout its history, Community Bridges has stood for equity, inclusiveness, support, and collaboration," said Raymon Cancino, the fourth Chief Executive Director since Community Bridges was founded. "As we gear up for our next forty years, these values will continue to drive every decision we make. Although these are challenging times for many in our com-



Ray Cancino

munity, we know that by working together, anything is possible."

Today, Community Bridges' core services empower seniors to live with independence and dignity, increase access to medical care and quality nutrition, prevent child abuse through parent education and support, and work to close the academic achievement gap through subsidized preschool programs and free after-school and summer support for grade-school children.

"We'll have some exciting announcements about our agency's future soon. For now, we hope you'll join us in ensuring our next 40 years are even better than the first by helping us secure it through our agency endowment which was started last year," Cancino said. ■



To learn more about Community Bridges, visit communitybridges.org.

NEIGHBORHOOD NEWS

POSTED: 03/11/17, 5:34 PM PST |

PUTTING COMMUNITY FIRST FOR 40 YEARS

Happy Birthday to Community Bridges, which celebrates 40 years of service this year.

One of Santa Cruz County's largest nonprofits, the agency's 10 human services programs include, among others, Meals on Wheels for Santa Cruz County, Lift Line and four family resource centers. With 20 locations throughout the county, Community Bridges serves 27,000 local children, families and seniors each year.

Sam Karp was hired in 1977 to serve as executive director of Food & Nutrition Services. This organization would go on to become Community Bridges.

"We believed then that hunger and poverty were political problems, not simply problems of individual or family circumstance," Karp was quoted as saying. "We thought with enough political will, these conditions could be dramatically improved. Yet today, more than 40 million Americans still live in poverty."

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Got a story to tell, an event to report, an award to announce? Tell Justine. Email her at sentinelnamedropping@gmail.com.