



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

BOARD OF DIRECTORS
Wednesday, May 17, 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**
- 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 April 19, 2017 Board Meeting***
a. Sara /Jack moved to approve the March 15, 2017 consent agenda as presented. MSP.
- 4.2 Draft Minutes of the May 4, 2017 Finance Committee Meeting***
- 4.3 Draft Minutes of the May 4, 2017 Governance Committee Meeting***
a. Jordan/Pam moved to stay silent on the UHW AB 387.
- 5:15 5. Receive comments from members of the public on “Items not on the Agenda”**
- 5:20 6. Program Presentations**
7.1 Lift Line/ Board Presentation
7.2 Use of Measure D Allocations
- 5:40 8. Agency Business – Ray Cancino**
8.1 La Manzana – Finalized property purchase
*8.2 *Authorization to pursue ARB grant and acquire el-vehicles – Action Item**
8.3 CORE – Budget Impacts
8.4 Program presentation/BOD member visit to programs
- 6:00 6. Development/Philanthropy Report– Ray Cancino**
6.1 Farm to Fork – Update
*6.2 *Approval of the FY 17/18 Philanthropy Plan- Action Item**
- 6:10 9. Finance Committee Update – Cathy Benson**
- 6:20 10. Written Reports**
10.1 Philanthropy Report for May 2017
10.2 Financial Report from the May 4, 2017 Finance Committee Meeting
10.3 Community Bridges Program Reports –HR, CACFP, ELD, CDD
- 6:25 11. Newspaper Articles (none)**
- 6:26 12. Items for Next Agenda**

- 6:27 13. Adjourn Regular Meeting**
- 6:30 14. CLOSED SESSION**
- 7:00 15. Adjourn Closed Session**

Next Meeting:

Wednesday, June 21, 2017

5:00 PM to 7:00 PM

Location: Elderday 100 Pioneer



COMMUNITY BRIDGES
PUNTES DE LA COMUNIDAD

BOARD OF DIRECTORS

Wednesday, April 19, 2017

5:00 PM to 7:00 PM

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

DRAFT NOTES

Members Present: Jordan Ciliberto, Sara Siegel, Jorge Mendez, Jack Jacobsen, Casey Wu, Rebecca Fowler, Heather Lenhardt.

Excused Absences: Shannon Brady, Pam Fields, Kenn Barroga, Martin Bernal.

Staff Present: Ray Cancino, Seth McGibben, Julie Gilbertson, Cathy Benson, Tonje Switzer, Yolanda Henry, Rick Becker, Edgar Landeros, Cathy Cavanagh, Anna Vaage, Lois Sones, Mayra Fernandez, Lisa HH, Kate Hinnenkamp.

Guests: Nicolette Lee, Professor Steve McKay, Doug Underhill, Majel Jordan.

4:30 Dinner

5:06 1. Jordan called the meeting to order. Quorum established.

Rebecca arrived during item 6, and led the meeting from there on.

5:07 2. Agenda Review

5:07 3. Announcements/Program Updates

3.1 Introductions:

While currently working with the superior court, Nicolette Lee is also a practicing social worker, and has worked with Bill Monning's office in the past. UCSC Professor Steve McKay has been collaborating with CB and the FRCs and is actively seeking to bridge the divide between UCSC and the local community through the community based collaborative research projects *Working for Dignity* and *No Place like*. Doug Underhill has a background in finance and is currently managing the Casa Nostra restaurant in Ben Lomond. He has been an active participant in the triple P community at MCR. Majel Jordan is a long time CB Board member returning after a two-year break.

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 March 15, 2017 Board Meeting*

- a. Heather/Jorge moved to approve the February 15 Consent Agenda as presented.
MSP

4.2 Draft Minutes of the April 6, 2017 Finance Committee Meeting*

4.3 Draft Minutes of the April 13, 2017 Governance Committee Meeting*

- a. Jordan/Rebecca moved not to pursue the CCAH grant. MSP.
- b. Shannon/Rebecca Moved to allow CEO to submit the LL TDA claim to the city of Santa Cruz, with the changes discussed. MSP.

Sara /Jack 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”.

All those present extended happy birthday wished to Ray Cancino and Jack Jacobsen.

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

CEO passed out a philanthropy exercise for BOD to gauge how members feel about asking for donations, and about donating themselves. CEO clarified that the ask is not always about money, but also about support in other ways. Staff presented Farm to Fork sponsor packets and a list of potential sponsors, asking BOD members to identify potential contacts. CEO noted that the list is not extensive and that BOD is welcome to add their own suggestions.

Rebecca took over at this point.

5:30 7. Program Presentations:

7.1 FRC – NVCR, MCR, LOCR, LMCR

The newly hired MRC manager Rick Becker introduced himself, and noted his passion for the effect of social safety nets on health outcomes, and the importance of the FRCs in this regard. Yolanda Henry shared results from the 2016 Customer Service Survey that has been collecting data at Nueva Vista for the last 18 years, and now is distributed across all FRCs. Yolanda noted that some questions are site specific as they relate to services available at only one site, while others are relevant to all sites. Yolanda pointed to data showing the most common services used at the different sites, level of satisfaction with services, convenience of operating hours. While needs were reported as one hundred percent met at all sites, clients also noted what additional services they would like to see offered. At LOCR, English classes for adults emerged as a need and has since been added with free childcare, and at MCR a clothing pantry has been added to the regular food pantry. The liaison agreement with the City of Santa Cruz is finalized, and will aid the SC Council in obtaining accurate information pertaining to residents of the Beach Flats neighborhood. There was also a brief overview of current and pending funding sources.

5:40 8. Agency Business – Ray Cancino

8.1 Strategic Planning –Discussion

Board member noted that strategic plan might be better addressed as an ongoing discussion than a 'once a year' larger item. CEO noted that the three-point high-vision statement that results from a strategic planning session is periodically reviewed throughout the year and useful for guiding agency efforts. Board member noted that this year strategic plan ordering might already be in place because of large existing items such as capital purchase and campaign, 40-year anniversary, and advocacy needs. Board suggested that in place of hiring a strategic planner, resources be spent on bringing in an advocacy expert to address the board and provide training. Board Chair directed the Advocacy Committee to seek out potential presenters. Former CB ED Sam Karp, Professor Mike Rotkin, and Patricia Gardner of Silicon Valley Council for Non Profits, were mentioned.

8.2 Agency Funding - Discussion

CORE allocations are to be posted publically on Friday 5/12, and further discussed and voted upon during the Tuesday May 16 meetings at County and City. CEO will send out details as soon as they are available. Levels of impact on programs will guide agency response, which is due within 30 days of the vote. CEO noted that a single coherent statement drafted by one board member would be preferred to multiple statements. Delegation of this task will occur on BOD meeting on 5/17, and the Governance Committee can discuss and approve the draft during their June 1 meeting. Staff noted that the presence of BOD members at the May 16 City Council and Board of Supervisors meetings lends a powerful voice to the cause.

8.3 Measure D - Update

CEO noted that Kirk will present on Measure D and the LL expansion at the May 17 BOD meeting, and that community members are expected to attend with questions and feedback. Measure-D funding provides an opportunity for expansion beyond currently covered rides that benefit wellness outcomes. Examples include rides to the pharmacy, dentist, physical/occupational therapy, and pro-social activities, as this would cover underserved and unmet needs.

8.4 Advocacy – Update (Leopold, Kalra, Watkins, Huffaker)

CEO met with Assembly member Kalra to discuss AB1261 which was vetoed by Governor Brown last year and that would, if passed, remove the requirement to apply for waiver for CBAS programs. CEO also met with Huffaker to discuss how CB can participate in closing the digital divide by providing low cost internet at La Manzana, (which is only 500 feet away from the current high-speed fiber), and through expanding the service onto the patio in collaboration with Digital Nest. CEO is working with the Housing Advocacy Network to promote policies that aim at limiting short-term rentals and preserving the current housing stock.

8.5 Stakeholder Survey – comparative analysis

CEO presented results from the December 1016 that shows an overall strong agreement with CB leading the way in the non-profit human services field. The ‘wordles’ highlight how CB can fill in the gaps of services, and be community leaders. The results also show that we are still need to work on delivering an overall clear message of what CB is, and what CB does.

8.6 Farm 2 Fork – Sponsorships

This item was covered in the Philanthropy Report.

8.7 Project Manager - La Manzana

CEO asked if BOD members know someone who might be able to donate 5 hours a week as a project manager for the La Manzana rehabilitation. Heather and Jack noted that they might know someone.

6:10 9. Finance Committee Update – Cathy Benson

The year-end reserve surplus is projected close to \$250K, which is fueled by AAA funds, SNAP Ed funds, and unfilled vacancies that that represent savings to programs.

6:20 10. Written Reports

10.1 Financial Report from the April 6, 2017 Finance Committee Meeting

10.2 February Philanthropy Report

10.3 Community Bridges Program Reports – MOW, LL, WIC

6:25 11. Newspaper Articles

6:39 12. Items for Next Agenda

None

6:39 13. Adjourn Regular Meeting

6:48 14. CLOSED SESSION

7:10 15. Adjourn Closed Session

Next Meeting:

Wednesday, May 17, 2017

5:00 PM to 7:00 PM

Location: Elderday 100 Pioneer



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Finance Committee

Thursday, May 4, 2017

11:00 AM – 12:00 PM

Community Bridges, Aptos

AGENDA

Present: Jack Jacobsen, Jorge Mendez

Excused: Kenn Barroga, Shannon Brady, Casey Wu.

Staff: Cathy Benson, Seth McGibben

Notes: Tonje Switzer

11:12 Agenda review

11:05 CFO Report – Cathy Benson

a) Program Budget Summary Review – March

Highlights: Projected Programs' Gain 16/17 \$155,897

MOW-New van \$29K, replace kitchen floor \$24K

Lift Line-Defer \$28K 5310 grant to 17/18

Admin-\$25K drop in GA revenue (WIC shift, LL, CDD)

March saw some large changes including \$20K to both MOW and ELD. MOW is now planning to replace their kitchen floor for \$24K, and are replacing two vehicles instead of one. Lift Line has applied for a new 5310 grant but this now looks like it will not be coming in until August. WIC and CACFP are on different fiscal years than the other programs (September-October), and as WIC has not been spending on a prorated schedule, they will underspend by 6/30 and spend more in the final months of their contract (July-Sept). This alone resulted in a \$13.5 K reduction to Admin revenue this month.

b) Financial Statement Review – March

Cathy noted that CB is still currently in a good cash position, however spending on the property has begun with a \$139K cashier's check that went out of the bank today. Further major spending on the property will start this month. Committee asked for a timeline of the capital campaign, and CFO clarified that the timeline is ideally within

now and six months, but that the Philanthropy committee is currently inactive with the absence of a Development Director. \$1M has been identified in property maintenance needs, and we are in need of a 30 hrs. /week handyperson for the site. Our bank ratios moved downward, although we remain well above our internal goals.

c) Cash Flow and Line of Credit – Updates

It appears we may make it through the end of our fiscal year without borrowing. CFO will be working on the next quarter, which will reflect a much tighter cash flow.

d) Investments and Endowment – Updates

April was a good month for our Opening Doors equities.

11:38 There was a discussion about how a potential rent increase for WIC would impact the program, and CFO clarified that as WIC is federally funded they have restrictions on rent paid to itself (CB agency) but we will be charging depreciation as well as a % of all CAM expenses directly to WIC. This makes their effective rent \$1.11/sq. ft. There was also a brief discussion about the pending release of CORE funding allocation recommendations from City and County, and CFO noted that different budget scenarios are being created at the program level in order to prepare for potential cuts. CFO further clarified where different funding sources are coming from and how federal policies influence them.

11:42 Items for Next Agenda - None

11:42 Adjourn

Next Meeting June 1, 2017



COMMUNITY BRIDGES
PUNTES DE LA COMUNIDAD

Governance Committee

Thursday, May 4, 2017

12:00PM – 1:00PM

Community Bridges (CB), Aptos

DRAFT MINUTES

Members Present: Rebecca Fowler, Pam Fields, Jack Jacobsen, Ray Cancino

Staff Present: Seth McGibben, Tonje Switzer,

Excused Absences: Shannon Brady

12:04 Meeting to order

12:01 Agenda Review

12:02 CEO Report – Seth for Ray (Ray arrived during item 3)

1. Advocacy
 - a. Request to Support: UHW AB 387 – Minimum wage: health professionals: interns. CAO gave a brief overview of the bill and the committee asked for further clarification on how the bill affects CB. CEO clarified that the bill affects CB in terms of the ongoing focus on wage equity, but was brought to the committee because the agency received a request for support. Passing of the bill would only affect ELD and would require CB to pay interns. Fiscal impact would be minimal. It is difficult to get clinical interns because we don't pay them, and passage of this bill would potentially expose us to highly qualified individuals which is an advantage during staff turnover. **Jordan/PAM moved to stay silent on UHW AB 387.**
2. CCAH – Local Impacts of ACA repeal
CAO clarified that this was an info sheet published by CCAH
3. Retreat - Discussion
Retreat subcommittee consists of Rebecca, Shannon, and Pam, as well as MT members Cathy Cavanaugh and Lisa Berkowitz. Committee member noted that the last retreat was helpful in pointing CEO towards priorities, but that the capital purchase is now the main topic. Additionally, advocacy should be included as an informational/educational component of the retreat. Committee noted that strategic planning is an expensive and theoretic component that might not be

appropriate for this year. The committee also recognized the retreat as an opportunity to educate new board members about the agency. The current priority is to pick a date with a few (weekend) summer and September dates to choose between.

4. Facilities

a. La Manzana

The close of escrow is scheduled for Wednesday 5/10. City of Watsonville has approved removal of the trellis and stage, and Admin is currently in the process of contracting workers for the removal.

b. MOW - Meeting with LOSD superintendent

LOSD is the owner of Live Oak Senior Center and the meeting was scheduled to discuss their intentions and plans moving forward, as they have previously expressed interest in selling the building. MOW's lease is up in June, and LOSD is not willing to extend it beyond a 1-year lease ending in June 2018. They will potentially put the building up for sale during that period. John Leopold is working on identifying funds for the county to buy the building and subsequently rent it back through a joint asset agreement with senior services agencies.

5. Program presentations – Discussion

The committee raised concerns about the length and format of the FRC program presentation, and pointed to a lack of adherence to the Board directive of three specific items to be discussed. CEO noted that this is a performance issue that will be addressed with staff. Committee noted that an elevator-pitch approach where the BOD is considered as donors would make for a more engaging and informative approach. Combining the presentation with a Board member also presenting from a recent program visit will start by Jordan's ride-along with Lift Line and subsequent presentation on May 17. "How does your particular program support the other programs?" will be added to the preexisting three questions. Presentations should be strictly limited to 10 min, followed by a Q&A.

6. Bequest

MOW bequest came in at \$101K

12:48 CLOSED SESSION

1:00 Adjourn

Next Meeting Thursday June 1, 2017

12:00 – 1:00PM

Community Bridges, Aptos



Air Resources Board



Matthew Rodriguez
Secretary for
Environmental Protection

Mary D. Nichols, Chair
1001 I Street • P.O. Box 2815
Sacramento, California 95812 • www.arb.ca.gov

Edmund G. Brown Jr.
Governor

Date: April 4, 2017

Mail-Out #MSC 17-06

TO: All Interested Parties

SUBJECT: GRANT SOLICITATION FOR THE LOW CARBON TRANSPORTATION GREENHOUSE GAS REDUCTION FUND (GGRF) INVESTMENTS FISCAL YEAR (FY) 2016-17 CAR SHARING AND CLEAN MOBILITY OPTIONS PILOT PROJECT

The California Air Resources Board (CARB) is pleased to announce a grant solicitation for an administrator to implement the Car Sharing and Mobility Options Pilot Project for FY 2016-17. This is one of a suite of CARB funded pilot projects that, together with committed partners, are employing innovative solutions to bring the benefits of clean transportation to disadvantaged communities that are most impacted by pollution.

The current funding available for this competitive solicitation is \$6 million, with a funding split of \$4.5 million for larger projects of up to \$2.25 million each and \$1.5 million for small projects of up to \$750,000 each. This pilot project is funded by the Low Carbon Transportation program and is part of California Climate Investments, a statewide program that puts billions of Cap-and-Trade dollars to work reducing greenhouse gas (GHG) emissions, strengthening the economy and improving public health and the environment—particularly in disadvantaged communities.

This solicitation is open to federal, state or local government entities or agencies, California nonprofit organizations, and California Tribes. Projects must be placed in and provide benefits to eligible Disadvantaged Communities. Applications are due to CARB no later than 5:00 p.m. (PST) on Monday, May 22, 2017. The grant solicitation and all associated documents may be found on CARB's webpage at www.arb.ca.gov/msprog/aqip/solicitations.htm.

CARB will hold two Applicant Teleconferences to answer questions regarding this grant solicitation. The Applicant Teleconference will provide an opportunity for potential applicants to ask clarifying questions regarding general application requirements.

The energy challenge facing California is real. Every Californian needs to take immediate action to reduce energy consumption. For a list of simple ways you can reduce demand and cut your energy costs, see our website: <http://www.arb.ca.gov>.

California Environmental Protection Agency



Community Bridges

	County of Santa Cruz	Proposed	Difference	City of Santa Cruz	Proposed	Difference	Proposed	Difference	CORE Difference
Child and Adult Care Food Program	949	15,000	14,051	0	0	0	0	14,051	
Child Development Division	142,605	145,000	2,395	68,500	73,000	4,500	4,500	6,895	
Elderday	155,634	145,000	10,634	0	0	0	0	10,634	
La Manzana Community Resources	166,787	163,000	3,787	0	0	0	0	3,787	
Lift Line	9,020	15,000	5,980	14,500	0	14,500	14,500	8,520	
Live Oak Community Resources	54,484	60,000	5,516	5,000	0	5,000	5,000	516	
Meals on Wheels for Santa Cruz County	416,480	330,000	86,480	25,500	0	25,500	25,500	111,980	
Mountain Community Resources	180,531	154,000	26,531	0	0	0	0	26,531	
Nueva Vista Community Resources	61,161	15,000	46,161	0	53,000	53,000	53,000	6,839	
WIC: Women Infants & Children Program	3,661	0	3,661	0	0	0	0	3,661	
Totals	1,191,312	1,042,000	149,312	113,500	126,000	12,500	12,500	136,812	



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Schedule of Program Presentations to Board of Directors 2017 and 2018

Wednesday, January 18 th , 2017	Elderday
Wednesday, May 17 th , 2017	Lift Line
Wednesday, June 21 st , 2017	CDD & CACFP
Wednesday, September 20 th , 2017	WIC
Wednesday, October 18 th , 2017	Meals on Wheels
Wednesday, November 15 th , 2017	Development
Wednesday, January 17, 2018	Elderday
Wednesday, February 21, 2018	HR
Wednesday, March 21, 2018	Lift Line
Wednesday, April 18, 2018	FRC
Wednesday, May 16, 2018	CACFP
Wednesday, June 20, 2018	CDD
Wednesday, September 19, 2018	WIC
Wednesday, October 17, 2018	Meals on Wheels
Wednesday, November 21, 2018	Development

COMMUNITY BRIDGES 17/18 PHILANTHROPY PLAN

Mar-17	Draft to Management Committee & CEO	Comments incorporated
Apr-17	Draft to Philanthropy Committee	Comments incorporated
May-17	Final to Management Committee & CEO	Comments incorporated
Jun-17	Final to Board	

	17/18 Philanthropy Goal	% variance from 16/17 goal to 17/18 goal	16/17 Goal	16/17 To-Date*	% variance from 16/17 to-date to 16/17 goal
Philanthropy/CB	\$125,500	3%	\$121,500	\$118,070	-3%
CACFP	\$3,550	13%	\$3,150	\$8,714	177%
CDD	\$6,500	8%	\$6,000	\$9,742	62%
WIC	\$2,000	33%	\$1,500	\$4,141	176%
Elderday	\$14,500	-24%	\$19,050	\$12,628	-34%
LL	\$19,100	9%	\$17,600	\$19,802	13%
MOW	\$226,602	10%	\$206,706	\$205,852	0%
LMCR	\$2,000	82%	\$1,100	\$7,217	556%
LOCR	\$18,000	20%	\$15,000	\$20,825	39%
MCR	\$48,000	-17%	\$57,700	\$49,571	-14%
NVCR	\$12,800	-20%	\$16,100	\$12,303	-24%
TOTAL	\$478,552	3%	\$465,406	\$468,865	1%

***To-date totals: last updated 4/7/17 (76% of year)**

CB -- Budgeted Goal

		FY 17/18	4/7/2017	
Activities	Date	Goal	16/17 To-date*	16/17 Goal
Calendar Sponsors	Oct-17	\$6,000	\$6,000	\$6,000
CB Event	Jul-17	\$41,000	\$42,289	\$45,000
CB Calendar Appeal	Nov-17	\$19,000	\$20,675	\$13,000
CB Annual Report appeal	Mar-18	\$4,000	tbd	\$4,000
CB-wide mailer #1 (seniors)*	Sep-17	\$3,000	tbd	\$3,000
CB-wide mailer #2 (families)*	Jan-18	\$4,000	\$1,452	\$4,000
CB-wide mailer #3* (kids)	Jun-18	\$2,000	\$1,745	\$3,000
Giving Tuesday*	Dec-17	\$10,000	\$11,038	\$7,500
Board Donations*	ongoing	\$5,000	\$5,375	\$5,000
Payroll deduction*	ongoing	\$2,500	\$1,625	\$4,000
General donations	ongoing	\$29,000	\$27,871	\$27,000
TOTALS		\$125,500	\$118,070	\$121,500

*numbers don't show total amount raised from the full campaign, just the portion donors allocated to CB

CACFP – Budgeted Goal

		FY 17/18	4/7/2017	
Activities	Date	Goal	16/17 Actual	16/17 Goal
CB Calendar	Nov-17	\$500	\$971	\$100
CB Annual Report	Mar-18	\$150	tbd	\$150
Return from CB-wide mailers*	ongoing	\$1,000	2,613	\$1,000
Carnation Flower-Gram - Staff	Feb-18	\$600	\$615	\$600
General donations**	ongoing	\$1,300	\$4,515	\$1,300
TOTALS		\$3,550	\$8,714	\$3,150

*Includes Farm to Fork and Giving Tuesday.

**Includes \$4,000 Lakeside Organic Gardens

CDD - Budgeted Goal

		FY 17/18	4/7/2017	
Activities	Date	Goal	16/17 Actual	16/17 Goal
CB Calendar Appeal	Nov-17	\$1,000	\$1,565	\$500
CB annual Report	Mar-18	\$800	tbd	\$800
Return from CB-wide mailers*	ongoing	\$1,000	\$4,035	\$1,000
General donations	ongoing	\$2,900	\$3,962	\$2,900
Site-based fundraising	ongoing	\$800	\$180	\$800
Sunlight Giving grant (\$1,000/site)	ongoing	\$6,000	\$6,000	\$6,000
TOTALS		\$12,500	\$15,742	\$12,000

WIC - Budgeted Goal

Activities	Date	FY 17/18	4/7/2017	16/17 Goal
		Goal	16/17 Actual	
CB Calendar Appeal	Nov-17	\$500	\$606	\$0
Return from CB mailers*	Mar-18	\$1,000	\$1,275	\$1,000
CB Annual Report appeal	ongoing	\$0	tbd	\$0
General donations**	ongoing	\$500	\$2,260	\$500
TOTAL		\$2,000	\$4,141	\$1,500

*Includes Farm to Fork and Giving Tuesday.

**Includes \$2,000 Lakeside Organic Gardens

Elderday – Budgeted Goal

		FY 17/18	4/7/2017	
Activities	Date	Goal	16/17 Actual	16/17 Goal
Return from CB Mailers*	ongoing	\$2,000	\$4,263	\$1,000
CB Calendar Appeal	November-17	\$500	\$775	\$50
General Donations**	various	\$12,000	\$7,590	\$18,000
TOTALS		\$14,500	\$12,628	\$19,050

*Includes Farm to Fork and Giving Tuesday.

**Includes \$5,000 from David Kaun. 17/18 goal includes 80% confidence of the Kaun "birthday" gift.

Lift Line – Budgeted Goal

		FY17/18	4/7/2017	
Activities	Date	Goal	16/17 Actual	16/17 Goal
Return from CB Mailer*	ongoing	\$1,500	\$2,620	\$1,000
CB Calendar Appeal	Nov-17	\$600	\$907	\$600
Van sponsorships	ongoing	\$14,000	\$11,820	\$14,000
General Donations**	ongoing	\$3,000	\$4,455	\$2,000
TOTALS		\$19,100	\$19,802	\$17,600

Meals on Wheels – Budgeted Goal

		FY 17/18	4/7/2017	
Activities	Date	Goal	16/17 Actuals	16/17 Goal
Return from CB-wide mailer	Oct	\$10,000	\$8,903	10,000
CB Calendar Appeal	Nov-17	\$10,000	\$7,660	\$15,000
MOW Holiday mailing	Nov-17	\$80,000	\$86,221	\$65,104
Coin Drive	Feb-18	\$2,000	tbd	\$3,000
Food from the Heart Event	Feb-18	\$35,000	\$40,885	\$32,000
CB Annual Report appeal	Mar-18	\$5,000	tbd	\$5,000
MoW Spring mailing	Apr-18	\$40,602	tbd	\$40,602
Client contributions	ongoing	\$2,000	\$3,174	\$2,000
General donations*	ongoing	\$42,000	\$59,009	\$34,000
TOTAL		\$226,602	\$205,852	\$206,706

*Includes \$10,000 each from Don Richards and Berry Family Foundation.

La Manzana Community Resources - Budgeted Goal

		FY 17/18	4/7/2017	
Activities	Date	Goal	16/17 Actual	16/17 Goal
CB Annual Report appeal	Mar-17	\$0	tbd	\$0
Return from CB Mailer*	ongoing	\$1,000	\$1,015	\$1,000
General Donations**	ongoing	\$1,000	\$6,202	\$100
TOTALS		\$2,000	\$7,217	\$1,100

*Includes Farm to Fork and Giving Tuesday.

**Includes \$2,000 each from Lakeside Organic Gardens and Caroline's Nonprofit Thrift, and \$3,200 from Raghavan

Live Oak Community Resources - Budgeted Goal

Activities	Date	FY 17/18	4/7/2017	16/17 Goal
		Goal	16/17 Actual	
Return from CB mailers*	ongoing	\$1,500	\$2,410	\$1,000
CB Calendar Appeal	Nov-17	\$1,000	\$632	\$1,000
Raffle Disneyland	Aug-17	\$500	n/a	\$0
Mother's Day Yard Sale * Ending				\$1,000
General Donations**	ongoing	\$15,000	\$17,783	\$12,000
TOTALS		\$18,000	\$20,825	\$15,000

*Includes Farm to Fork and Giving Tuesday.

**Includes \$10,000 anonymous major gift.

Mountain Community Resources – Budgeted Goal

		FY 17/18	4/7/2017	
Activities	Date	Goal	16/17 Actual	16/17 Goal
Mountain Affair	October-17	\$14,000	\$14,017	\$16,100
Phoneathon	Feb-18	\$12,000	\$13,315	\$16,000
CB Calendar Appeal	Nov-17	\$2,000	\$1,673	\$5,000
Redwood Mountain Fair	Jun-18	\$1,000	\$1,260	\$1,600
Return from CB Mailers*	various	\$1,000	\$1,005	\$1,000
General donations**	ongoing	\$18,000	\$18,301	\$18,000
TOTALS		\$48,000	\$49,571	\$57,700

Nueva Vista Community Resources - Budgeted Goal

		FY 17/18	4/7/2017	
Activities	Date	Goal	16/17 Actual	16/17 Goal
Nov Mailing	Nov-17	\$3,000	\$2,475	\$6,000
CB Calendar Appeal	Nov-17	\$300	\$265	\$600
CB Annual Report appeal	Mar-18	\$0	tbd	\$0
Return from CB mailers*	various	\$1,500	\$3,288	\$1,000
May Mailing	May-18	\$3,000	tbd	\$3,500
General Donations	ongoing	\$5,000	\$6,275	\$5,000
TOTALS		\$12,800	\$12,303	\$16,100

*Includes Farm to Fork and Giving Tuesday.

2017/18 Calendar

FY 16-17	Activity	Type
July 2017	<ol style="list-style-type: none"> 1. CB: Solicit calendar sponsors 2. CB: Renew LL van sponsors (4 in August) 3. MCR: Makers Market 	<p style="margin-left: 20px;">other other event</p>
August 2017	<ol style="list-style-type: none"> 1. CB: Donor Appreciation Event 2. CB: Senior Mailer 3. WIC: Breastfeeding Walk 4. LMCR: Backpack Drive 5. CB: Farm to Fork (8/5) 6. MCR: Makers Market 	<p style="margin-left: 20px;">event mail/email event event event event</p>
September 2017	<ol style="list-style-type: none"> 1. CB: Monthly giving promotion 2. MOW: Friends event invite 3. MCR: Mountain Affair invitation 	<p style="margin-left: 20px;">email other mail/email</p>
October 2017	<ol style="list-style-type: none"> 1. MCR: Mountain Affair - 10/21 2. CB: Phone calls to lapsed Major Donors to renew 3. Nueva Vista: mailer 	<p style="margin-left: 20px;">event other mail/email</p>
November 2017	<ol style="list-style-type: none"> 1. CB: Donor Appreciation Event 2. LMCR: Literacy Event - 11/4 3. CB: Calendar Mailing 4. CB: Giving Tuesday - Nov. 28 	<p style="margin-left: 20px;">event event mail event</p>
December 2017	<ol style="list-style-type: none"> 1. CB: Thank you phone calls to donors 2. MoW: Mailer 	<p style="margin-left: 20px;">other mail/email</p>
January 2018	<ol style="list-style-type: none"> 1. CB: Family Mailer (MPF) 2. CB: Tax letters mailed/monthly donors 3. CB: Recruit new LL sponsors for 6 ending in March 4. MOW: Coin Drive promotion 	<p style="margin-left: 20px;">mail email mail/other email/social media</p>
February 2018	<ol style="list-style-type: none"> 1. MoW: Food from the Heart - 2/2 or 2/9 2. MCR Phone-a-thon (MPF) - early Feb. 3. MoW: Coin Drive (all month) 4. CACFP: Flower-Gram 	<p style="margin-left: 20px;">event event event event</p>
March 2018	<ol style="list-style-type: none"> 1. CB: Donor Appreciation Event 2. CB: Annual Report 3. MoW: Community Champions - 3/19-23 4. MCR: Phoneathon follow up 5. CB: Draft FY17/18 Philanthropy Plan 	<p style="margin-left: 20px;">event mail event other other</p>
April 2018	<ol style="list-style-type: none"> 1. MoW: Donor Appreciation Event 2. MoW: Spring mailer 3. LOFRC: Disney Raffle 	<p style="margin-left: 20px;">event mail/email event</p>
May 2018	<ol style="list-style-type: none"> 1. CB: Kids Mailer 2. MCR Makers Market event 	<p style="margin-left: 20px;">mail/email event</p>
June 2018	<ol style="list-style-type: none"> 1. CB: Donor Appreciation Event 2. MCR Makers Market - date TBD 3. MCR: Redwood Mountain Faire 4. MOW Advocacy postcard include in thank you and follow up request 5. MOW Friends renewals 	<p style="margin-left: 20px;">event event event mail mail</p>

Strategies to Maximize Giving

Goals and Activities

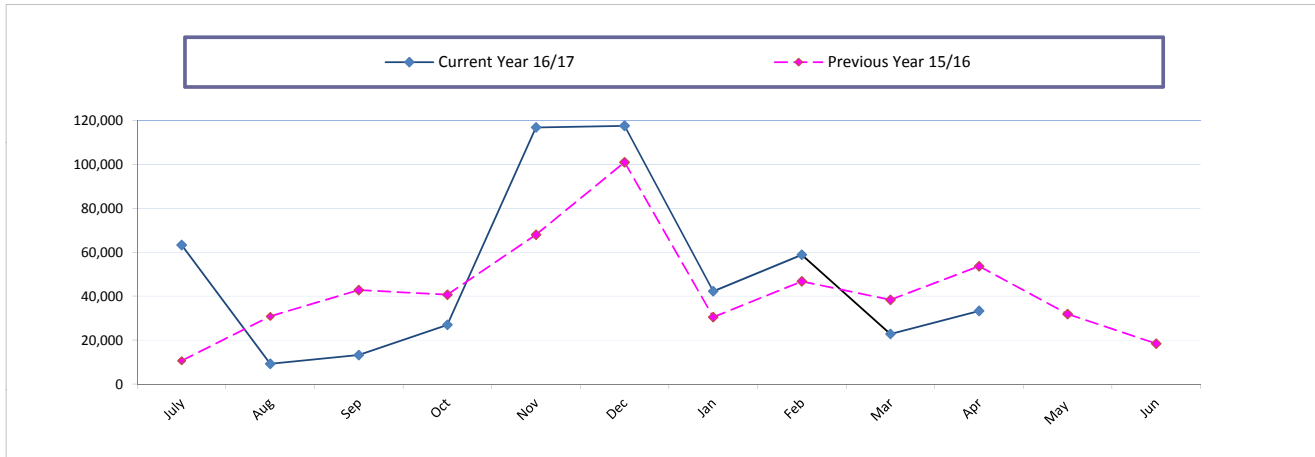
<p>Community Bridges Founding 100</p>	<p>Endowment Goal: \$20K by the end of 17/18</p> <p>Recruit the Community Bridges Founding 100:</p> <ul style="list-style-type: none"> • Update endowment letter, continue commitment from prior year donors • Work with Philanthropy Committee members to build the “Founding 100” – • Build relationships with consistent donors (5 years or more) • Build relationships with public through Communications Plan and donor
<p>Planned Giving</p>	<p>Begin Planned Giving Action Plan, including:</p> <ul style="list-style-type: none"> • Develop Planned Giving packet – brochure with personal gift stories, • Create Planned Giving Advisory (CPA, Tax Attorney, State Attorney, • Build relationships with consistent donors (5 years or more) • Build relationships with public through Communications Plan and donor • Develop Legacy Society: name group, how recognized, benefits of • Contact board members individually to ask for a planned gift
<p>Increase public support for Community Bridges</p>	<p>GOAL: Increase Community Bridges fundraising by 10%.</p> <ul style="list-style-type: none"> • Expand mailing and email list • Participate in community outreach – table events, partner with restaurant • Obtain emails, phone numbers and addresses of all we come into contact • Track volunteer info, treat as potential donors
	<p>GOAL: Increase awareness and support of CB as a single agency with 10 programs</p> <ul style="list-style-type: none"> • Continue to implement Brand Guide across agency, including email • Introduce programs to Canva, improving outreach materials agency-wide • Update Communication Plan for improved social media and community
<p>Donor Retention</p>	<p>GOAL: Major donors feel engaged and continue to give on a regular basis.</p>
	<p>Recruit the Community Bridges Founding 100:</p> <ul style="list-style-type: none"> • Send tailored letters and personal phone call to donors \$500+ within 72 • Run reports of people who have given previous years and not 2014, request • Provide large donors with option of publicity (press release, social media, • Implement "goodnews@cbridges.org" for agency updates and client stories
	<p>GOAL: Donor stewardship</p> <ul style="list-style-type: none"> • Conduct 24 donor visits (~2/month) • Set up call script for thank yous, and renewals • Short phone calls to express gratitude, determine why they give to CB, and if they'd like to get involved further.
	<p>GOAL: Continue neighborhood donor appreciation events</p> <ul style="list-style-type: none"> • Conduct quarterly donor events by neighborhood
<p>Upgrade Donors</p>	<p>GOAL: Maximize donations from current supporters through promoting monthly</p> <ul style="list-style-type: none"> • Solicit lower donors (\$10 to \$100) to join a Monthly Giving program • Add recurring gift options to CommunityBridges.org/Donate • Consider a reward for joining
<p>Expand Committee Support</p>	<p>GOAL: Expand CB committee of community volunteers to support event fundraising</p> <ul style="list-style-type: none"> • Recruit 3 new members to the Philanthropy/Event Planning committees • Promote endowment/planned giving/sponsorships

Web Upgrades	GOAL: Increase new website presence.
	<ul style="list-style-type: none"> ● Execute Google AdWords program ● Update website content monthly ● Add calendar function, recurring donation option, client payment portal, employment application form, participant contribution checkout ● Track progress through Google Analytics
	GOAL: Expand email marketing
	<ul style="list-style-type: none"> ● Increase email contacts by 10% (from 1,500 to 2,000) ● Increase holiday email fundraising by 15% (from \$12,065 to 13,874) ● Send a minimum of one email to database per month with relevant content ● Encourage program directors to obtain new email contacts/send CB news
	GOAL: Improve social media presence
	<ul style="list-style-type: none"> ● Improve content strategy for Community Bridges general Facebook and ● Encourage program directors and site managers to manage program pages ● Recruit social media/photography intern/volunteer ● Invest in targeted ads for Community Bridges page to build audience ● Encourage Board, Staff, and Committee Members to advocate for CB through their personal pages/networks

Philanthropy Progress Report
Donations for FY 2016-17
May 1, 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	9,211	13,174	26,907	116,765	117,461	42,187	58,788	22,765	33,220			503,739
	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 \$462,649

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 \$11,906 from 55 donors, 80% new to CB.
- 4th Annual Food from the Heart raised \$41,075 from 98 donors, 27.5% from 33 new donors.
- MOW mailer and event coinciding with budget bringing increase in donations and donors.

D. Challenges

- Development Director recruitment and interviews in process beginning January 26.

**Philanthropy Goals
2016 – 2017
Progress Report
May 1, 2017**

**86%
%YTD**

	16/17 Goal	Year To Date	Goal met %
CB*	\$126,500	\$120,718	95%
CACFP	\$3,150	\$8,775	279%
CDD	\$6,000	\$9,834	164%
Elderday	\$19,050	\$13,037	68%
LMCR	\$1,100	\$7,217	656%
LL	\$17,600	\$21,603	123%
LOCR	\$15,000	\$21,086	141%
MCR	\$57,700	\$52,467	91%
MOW	\$206,706	\$232,422	112%
NVCR	\$16,100	\$12,412	77%
WIC	\$1,500	\$4,168	278%
TOTAL	\$470,406	\$503,739	107%

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

2016-17 Appeal Results
May 1, 2017

Sum of Amount														
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	1,100	100			6,700	
CACFP Flower Gram 17							40	575					615	
Calendar Sponsor 2017			500	1,500	250	1,000	500	500	1,500				5,750	
CB Calendar 2017					5,590	25,617	4,035	450					35,692	
CB Endowment			50			65							115	
CB Family Mailer 2017									2,412	705			3,117	
CB Kids Mailer 2016			1,201	3,195	625						100		5,121	
CDD tuition donation	263												263	
Community Champions 2017									1,025	1,500			2,525	
Donates Monthly	724	574	494	494	694	644	719	709	829	779			6,660	
Donor Advised Grant	1,200			500	1,200	23,954	5,500	10,263	491	1,000			44,108	
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	340	90			41,075	
Founding 100 Endowment	105	105	158	105	135	135	135	135	165	135			1,315	
Friends of MOW Membership	275	25	25	25	65	25	25	25	25	125			640	
Fund raising events for CDD				180									180	
General Donation 2016	955	740	2,394	3,030	31,705	3,882	4,425	3,040	3,615	835			54,621	
Gifts Made in Honor	700		50		400	225	15	100					1,490	
Giving Tuesday 2016					18,446	1,500	745						20,691	
Grant Application								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	660	1,560			13,530	
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								9,200	5,855	2,011			17,066	
Memorial Donation							50						50	
MOW Coin Drive 2017									545				545	
MOW Lautman Fall Mailer 2015		30	25										55	
MOW Lautman Fall Mailer 2016				618	50,932	33,120	956	430	280	60			86,396	
MOW Lautman mailer welcome pack	120	80	80	160	130	1,009	611	946	876	366			4,378	
MOW Lautman Spring Mailer 2016	2,348	860	480	470	230								4,388	
MOW Spring Mailer 2017									510	22,959			23,469	
MOW suggested meal contribution	223	418	555	328	418	214	213	408	310	456			3,539	
NV Holiday mailer 2016					150	2,325	25						2,500	
NV Mother's Day 2016	100												100	
Online donation/Internet search					1,968	8,725	1,010	53	100	-			11,856	
Outside Fundraiser			1,117		565								1,682	
Payroll Deduction - Employee	343	343	515	343	343	343	343	327	327	327			3,554	
Payroll Funds - non-CB	408	474	715	183	365	3,545	1,071	1,668	1,583	47			10,058	
Personal appeal to individual donor						8,000							8,000	
Program Donation Box	146	117	57	71	61	320		20	216	66			1,074	
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	9,211	13,174	26,907	116,765	117,461	42,187	58,788	22,765	33,220			503,739	

COMMUNITY BRIDGES										
Program Budget Summary										
March 31, 2017 - Final										
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	2,417,565	2,430,255	660	12,690	164,162	6.8%	539	273,127
Child Development Div	2,584	2,056,529	1,937,510	1,939,501	74,621	1,991	4,575	0.2%	4,631	281,092
Elderday	(189,642)	2,011,415	1,959,534	2,006,311	69,397	46,777	(142,865)	-7.3%	3,348	283,924
Meals on Wheels	413,880	1,671,973	1,724,028	1,724,259	84,041	231	414,111	24.9%	(38,279)	224,098
Lift Line	(139,942)	1,406,202	1,453,774	1,494,247	45,007	40,473	(99,469)	-9.1%	(30,408)	152,329
La Manzana Commy Res	51,210	658,099	648,558	687,057	9,797	38,499	89,709	13.8%	5,091	87,810
Mountain Commy Res	175,850	388,753	357,886	377,120	2,329	19,234	195,084	54.5%	(1,489)	51,894
Nueva Vista Commy Res	54,878	382,560	355,722	360,099	8,175	4,377	59,255	16.7%	(6,287)	49,520
Live Oak Commy Res	98,063	279,916	288,974	296,087	12,221	7,113	105,176	36.4%	(1,447)	41,267
CACFP (Oct-Sept FFY)	(7,839)	3,732,690	3,589,313	3,609,589	105	20,276	12,437	-2.7%	6,216	33,158
Administration	60,215	1,579,635	1,565,589	1,521,490	6,500	(44,099)	16,116	1.0%	(24,524)	2,867
Philanthropy	52,994	138,491	135,492	143,827	6,000	8,335	61,329	45.3%	8,700	19,646
TOTAL PROG OPERATIONS	723,723	16,735,179	16,433,945	16,589,842	318,853	155,897	879,621	7.33%	(73,909)	1,500,731
LOCR-Capital Campaign	380,288	47,097	22,612	47,097	25,927	24,485	404,773	NA	11,352	588
Nueva Vista Prop. Equity	200,694	-	0	0	0	-	200,694	NA	-	0
Fixed Assets & Gen'l Agy	656,551	-	1,056	7,075	0	6,018	662,569	NA	339	0
TOTAL AGENCY	1,961,257	16,782,276	16,457,613	16,644,014	344,780	186,401	2,147,657	7.33%	(62,218)	1,501,319

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
March 31, 2017 - Final

PROGRAM NAME:

WIC	Minimal change, new funding \$8,970 plus increased personnel \$7.5K
Child Development Div	Delay in RM opening + ND/HP enrollments offset by staffing vacancies, add QELI grant \$3950
Elderday	Net of Increased ADA +\$7.6K and personnel correction <\$4K>
Meals on Wheels	Add \$29K addl vehicle purchase, major kitchen floor replacement \$24K
Lift Line	5310 Grant Deferred, Reduced Measure D revenues/expenses (drivers)
La Manzana CR	Staff to do SL program coordination
Mountain Commty Res	Net of addl \$2.5K First Five and \$3.7K new computers
Nueva Vista CR	Transfer \$2.5K First Five to MCR, \$2K Grant Writer
Live Oak CR	Add \$1.5K Grant Writer
CACFP	Delays in new hires
Administration	<\$25K> drop in GA from WIC, CDD and LL
Philanthropy	Donations higher than projected
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
March 31, 2017

DESCRIPTION	RECEIVED		EARNED		A/R		UNEARNED		ACTUAL	
	YTD	3/31/17	YTD	3/31/17	YTD	3/31/17	YTD	3/31/17	YTD	3/31/17
			% OF				% OF			% OF
	3/31/17	3/31/17	TOTAL	3/31/17	3/31/17	TOTAL	TOTAL	3/31/17	3/31/17	TOTAL
REVENUE										
County of Santa Cruz	1,018,418	1,072,945	8.9%	54,527					4,629,965	40.2%
City of Santa Cruz	113,500	181,824	1.5%	68,324					535,533	4.6%
City of Capitola	56,662	84,992	0.7%	28,330					649,847	5.6%
City of Scotts Valley	4,586	6,878	0.1%	2,293					260,281	2.3%
City of Watsonville	9,989	13,566	0.1%	3,577					314,123	2.7%
AAA-Title IIB/C	485,314	515,334	4.3%	30,020					35,924	0.3%
USDA-AAA / CAFB / SL	97,925	160,436	1.3%	62,511					756,051	6.6%
Dept of Health Svcs-WIC / Snap Ed	1,177,314	1,781,696	14.8%	604,382					349,209	3.0%
Dept of Educ-CACFP Admin	234,670	300,677	2.5%	66,008					21,478	0.2%
Dept of Educ-CACFP Homes Passthru	2,869,516	2,868,984	23.8%		531				129,000	1.1%
Dept of Educ-CACFP Ctrs CCC / CBAS	75,438	106,198	0.9%	30,759					45,342	0.4%
Dept of Education-CDD	952,370	941,462	7.8%		10,908				125,983	1.1%
Transportation Development Act	525,902	501,409	4.2%		24,493				465,704	4.0%
EFSP (FEMA)	0	6,892	0.1%	6,892					80,525	0.7%
Covered CA-Navigator	14,593	15,976	0.1%	1,383					2,944,423	25.6%
FTA Section 5310 - Cal Trans Veh	0	39,978	0.3%	39,978					32,914	0.3%
FTA Section 5310 - Cal Trans Ops	0	53,796	0.4%	53,796					104,325	0.9%
First Five	218,466	203,393	1.7%		15,073				41,725	0.4%
Foundations & Other Grants	273,156	230,918	1.9%		42,238				-	0.0%
Donations/Fundraising	616,571	616,571	5.1%	-						
Participant Contributions	67,119	67,119	0.6%	-						
Client Fees	329,639	329,639	2.7%	-						
Medi-Cal Fees	1,065,963	1,263,482	10.5%	197,519						
Program Income-Other	94,168	183,387	1.5%	89,219						
Transportation Fees/Scrip	12,479	12,479	0.1%	-						
Outside Contracts	58,614	81,012	0.7%	22,398						
Uncollectible Revenue	0	0	0.0%	-						
Interprogram Revenue	412,466	412,466	3.4%	-						
EXPENSE										
Salaries & Wages										
Payroll Taxes										
Health Insurance/Retirement										
Contracted Services										
Transportation Services										
Staff Travel										
Occupancy Expense										
Office/Program Expense										
Staff Training										
Insurance										
Taxes, Licenses, Interest & Fees										
Equipment Expense										
Raw Food and Related										
Vehicle Operations/Maintenance										
Payments to CACFP Homes/Ctrs										
Payments to Other Agencies										
Fixed Asset Purchases										
Vehicle Related Purchases										
Depreciation/Amortization										
TOTAL REVENUE										
	10,784,837	12,053,509	100.0%	1,361,915	93,243				11,522,352	100.0%
TOTAL EXPENDITURES										
									531,157	
									1,961,257	
									2,492,413	
Change from last month										
	-102,996									
Includes \$120K Sunlight Giving (held in reserve)>										
Net Gain (Loss)										
Prior Yr Reserves										
Net Assets:										

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

ASSETS	Unrestricted	Temporarily Restricted		Endow Restricted Net Assets	TOTAL
		Capital Campaign	Escrow		
Cash and cash equivalents	838,273	-	198,000	27,500	1,063,773
Cash reserved for LOFRC Facility Maint	-	402,139	-	-	402,139
Accounts/Grants receivable	1,404,884	-	-	-	1,404,884
Prepaid expenses	220,061	-	-	-	220,061
Inventory - Raw Food & Supplies	-	-	-	-	-
Refundable Deposits	47,963	-	-	-	47,963
Property and equipment	630,784	-	-	-	630,784
Leasehold improvements	45,639	-	-	-	45,639
TOTAL ASSETS	3,187,604	402,139	198,000	27,500	3,815,243
LIABILITIES					
Accounts payable	337,342	-	-	-	337,342
Salaries and wages payable	229,469	-	-	-	229,469
Payroll taxes payable	117,903	-	-	-	117,903
Retirement (401k) benefits payable	16,165	-	-	-	16,165
Accrued vacation salaries and wages	258,788	-	-	-	258,788
Health insurance payable/withheld	(2,013)	-	-	-	(2,013)
Short term debt (includes LOC)	-	-	-	-	-
Long term debt	-	-	-	-	-
Volunteer Center liability	-	3,212	-	-	3,212
Capitalized leases payable	69,577	-	-	-	69,577
Due to fixed asset fund	-	-	-	-	-
Unearned revenue/advances	141,193	-	-	-	141,193
Other debts	698	-	-	-	698
Other liabilities	150,496	-	-	-	150,496
TOTAL LIABILITIES	1,319,617	3,212	-	-	1,322,830
Fund Balance June 30, 2016	1,369,803	380,954	183,000	27,500	1,961,257
Current Year Income (Loss)	498,184	17,973	15,000	-	531,157
TOTAL NET ASSETS	1,867,987	398,926	198,000	27,500	2,492,413

	G	M	Current Month	Last Month	Goals	Req Ratios
Cumulative Net Gain (Loss):	↑	↓	531,157	634,153	\$200,000	
Liquidity Ratio (Unrestr Cash/Total Liabilities):	↑	↓	0.63	0.67	3.0	
Current Ratio (Current Assets/Current Liabilities):	↑	↓	2.8	3.3	2.2	1.6
Modified Current Ratio (Liabilities include advances):	↑	↓	2.5	2.7	1.7	
Net Asset Ratio (Total Assets/Total Liabilities):	↑	↓	2.9	3.0	1.9	
Debt to Equity (Total Liabilities/Total Fund Bal):	↑	↓	53%	49%	109%	
Debt to Assets (Total Liabilities/Total Assets):	↑	↓	35%	33%	52%	
Return on Reserves:	↑	↓	21.3%	24.4%	8.0%	
Current Assets (excludes property/fix assets):			3,138,820	3,196,205	3,300,000	
Current Liabilities (excludes long term/earned):			1,108,847	962,863	1,510,000	
Modified Current Liabilities (adds in unearned):			1,250,040	1,203,898	1,960,000	

COMMUNITY BRIDGES
CASH ASSETS LIST FY 16/17
Period ending 3/31/17

Cash Accounts	3/31/17	Outstanding	Adjust-	Bank	Comments
AGENCY	GL Amt	Checks	ments	Balance	
Petty Cash	600			600	
SC County Bank General	607,647	128,029		735,676	
SC County Bank - Payroll	(8,093)	13,495		5,402	
SC County Bank - CACFP Homes	(35,731)	74,283		38,552	
SC County Bank - WIC Savings	691			691	
SC County Bank-FSA	1,898			1,898	
Bay Fed-MOW Coin Drive	35,146			35,146	
Lighthouse Bank MOW Reserve	75,911			75,911	
SC County Bank MOW Meals	2,171			2,171	
Liberty Bank	24,032			24,032	
LPL Financial-Genl (Quasi)	38,702			38,702	
LPL Financial-Restricted (Full)	32,198			32,198	
LPL Financial-MOW (Quasi)	59,954			59,954	
LPL Financial-NV (Quasi)	30,485			30,485	
LPL Financial-Brokerage	-			-	
MCR Escrow Account	198,000			198,000	
SUB-TOTAL AGENCY	1,063,610	215,807	-	1,279,417	
Cash Accounts					
OPENING DOORS					
SC County Bank Capital Campaign	4,552			4,552	
Burroughs Financial-Capital Campaign	397,587			397,587	
SUB-TOTAL OPENING DOORS	402,139	-	-	402,139	
TOTAL CASH ASSETS	1,465,749	215,807	-	1,681,556	

PROGRAM REPORT to BOARD of DIRECTORS



**Child & Adult Care
Food Program**

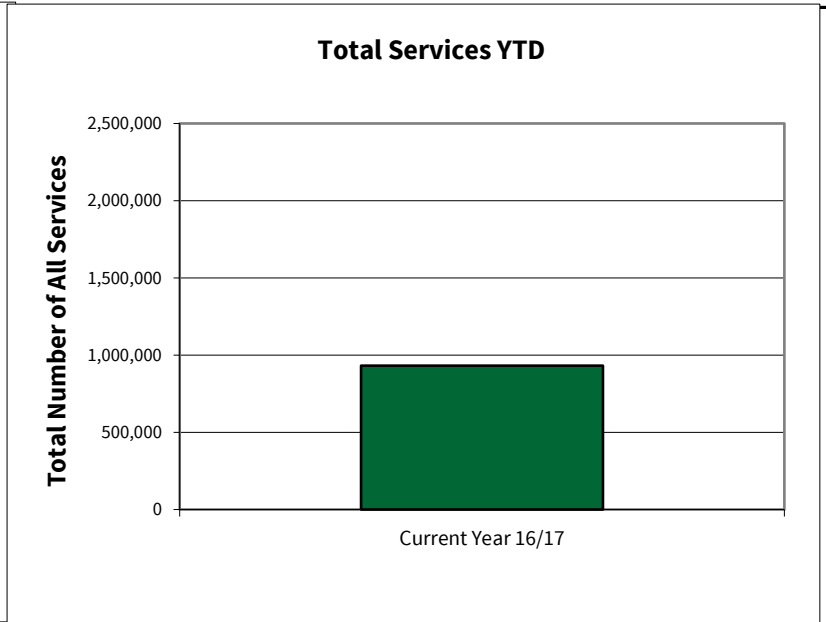
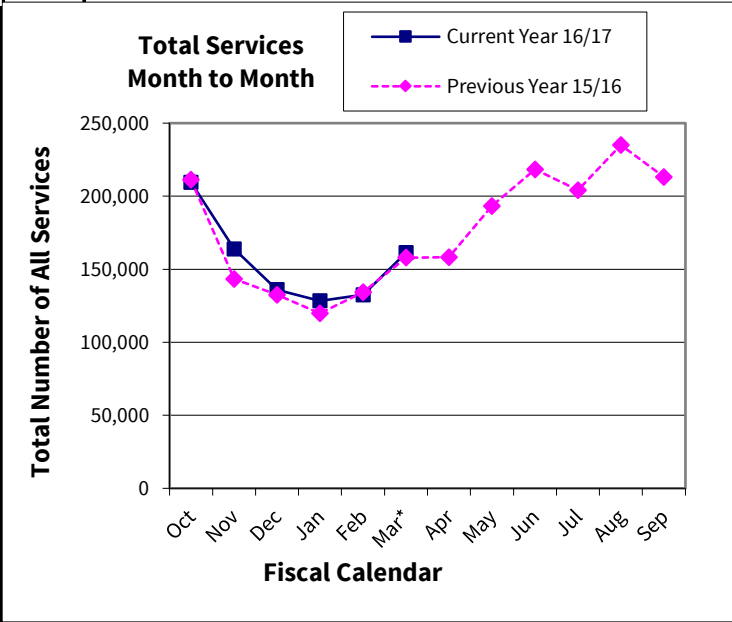
Program Name: Child & Adult Care Food Program

Date of Board Meeting: February 2017

A. Services: The CACFP child care component is a state and federally funded nutrition assistance program designed to provide healthful meals to children and adult receiving day care. Along with improving the diets of the participants through nutritious well-balanced meals CACFP also provides on going up-to-date nutrition, health, and safety education materials.

Total # of all services	Fiscal Calendar	Oct	Nov	Dec	Jan	Feb	Mar*	Apr	May	Jun	Jul	Aug	Sep	YTD	
	Current Year 16/17	209,486	163,941	136,011	128,322	132,509	161,296								931,565
	Previous Year 15/16	211,216	143,278	132,567	119,790	134,297	157,925	158,194	193,234	218,340	204,087	235,017	213,120	2,121,065	

*December 2016 claim month has not been closed out, therefore actual number of meals is not reflected



B. 2015-2016 Volunteers Report:

Fiscal Calendar (15-16)	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	YTD
# of Duplicated Volunteers	1	1	1	1	1	1	1	1					8
# of Unduplicated Volunteers	0	0	2	0	0	0	0	0					2
# of Volunteered Hours	8	7	14	9									38

C. Accomplishments:

- 1) Hired new Program Director, Program Consultant, and LT Office Assistant
- 2) All staff back back at 40hrs per week, with the exception of the LT position
- 3) Erika Rodriguez successfully managed/led the staff as Interim Program Director
- 4) Early implementation of New Pattern Pattern

D. Challenges:

- 1) Training 4 new staff (4th staff member not yet hired)
- 2) Recruiting for positions
- 3) Lead Program Consultant out on maternity leave, starting 6/1/17
- 4) Implementing New Meal Pattern requirements

PROGRAM REPORT to BOARD of DIRECTORS



**Child & Adult Care
Food Program**

Program Name: Child & Adult Care Food Program

Report by Centers

Date of Board Meeting: February 2017

CDDs

Total meals reimbursed	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	
	Current Year 16/17	5481	5951	5534	5684	5275	4307	3704	5008						40,944
	Previous Year 15/16	5966	5909	6200	6667	5409	3840	5163	5928	6398	6237	6235	6271		70,223

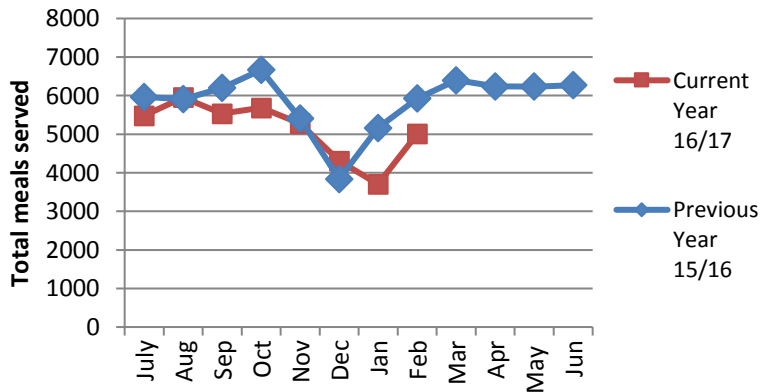
At-Risk Site

Total meals reimbursed	Fiscal Calendar	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	YTD	
	Current Year 16/17	176	318	247	132	147	151					
	Previous Year 15/16	241	1189	923	882	851	863	1110	869	918		7,846

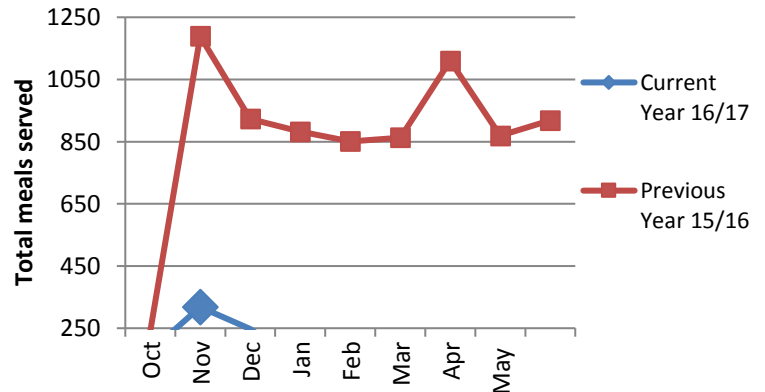
Elderday

Total meals reimbursed	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	
	Current Year 16/17	2469	2971	2991	2818	2784	2572	2179	2474						
	Previous Year 15/16	2890	2709	2490	2710	2131	2503	1798	2321	2628	2437	2471	2898		29,986

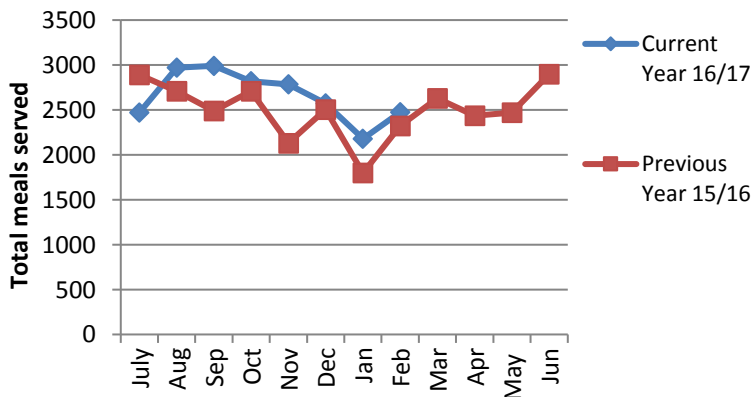
CDDs



At-Risk Site



Elderday



Accomplishments:

- 1) New Program Coordinator to operate 4 CDDs and At-Risk to better streamline claims processing
- 2) New Meal Pattern - Early implementation starting 6/1/17
- 3) Slight increase in CDD enrollment

Challenges:

- 1) Early implementation of New Meal Pattern
- 2) Lower # of meals reimbursed for At-Risk Site due to loss of Boys and Girls Club contract
- 3) New Program Coordinator position covering for Program Consultant position
- 4) Redwood Mnt. still closed

CDDs include: Fairgrounds, Nuevo Dia, Redwood Mountain, Sycamore Street & Vista Verde centers.

At-Risk Site only operate October–May.

PROGRAM REPORT to BOARD of DIRECTORS

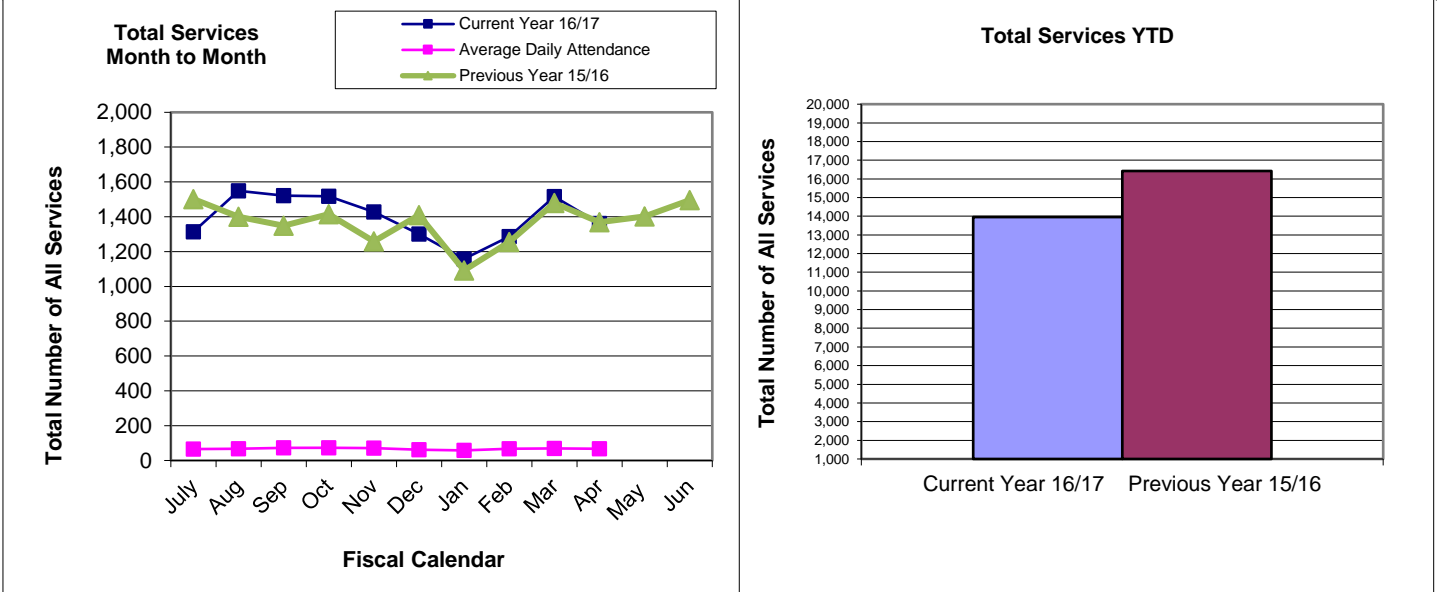


ELDERDAY
ADULT DAY HEALTH CARE
COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Program Name: Elderday
Date of Board Meeting: 05/17/17

A. Services: Service Units represent total number of service days provided to duplicated participants.

Total number of all services	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	
	Current Year 16/17	1,313	1,549	1,522	1,517	1,427	1,300	1,158	1,287	1,515	1,362				13,950
	Average Daily Attendance	65.65	67.35	72.48	72.2	71.4	61.9	57.9	68	69	68				67.39
	Previous Year 15/16	1,502	1,400	1,348	1,415	1,258	1,410	1,092	1,255	1,480	1,369	1,401	1,495		16,425



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	87	70	36	115	99	67	57	73	85	67			756
Number of Unduplicated Volunteers	63	36	27	78	28	41	43	48	64	40			468
Number of Volunteered Hours	276	161	121	213	329	135	118	152	128	132			1,765

B. Accomplishments:

- We are fully staffed at this time.
- Elderday continues to enhance our daily activities. Hope Services, in continued collaboration with Elderday, has produced a number of life videos for our participants. These were enthusiastically received when shown at a special screening.
- We have maintained our ADA over 67 so far for the year (original budget for 65)

C. Challenges:

- Our newest nurse is considering looking for other work because of rate of pay and hours.
- We are carefully watching the AHCA as it moves to the Senate as its passage in its current form would be devastating to our Medi-Cal funding. California Association of Adult Day Services is also keeping us up-to-date with latest on AHCA.

PROGRAM REPORT to BOARD of DIRECTORS

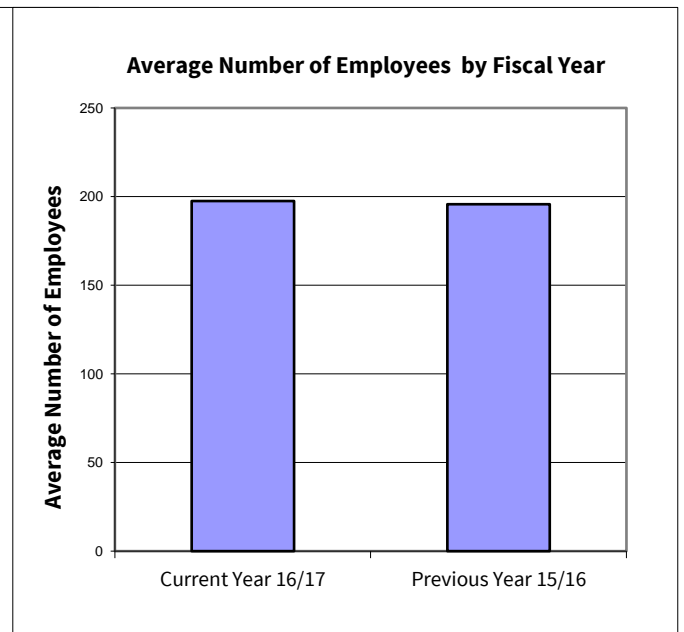
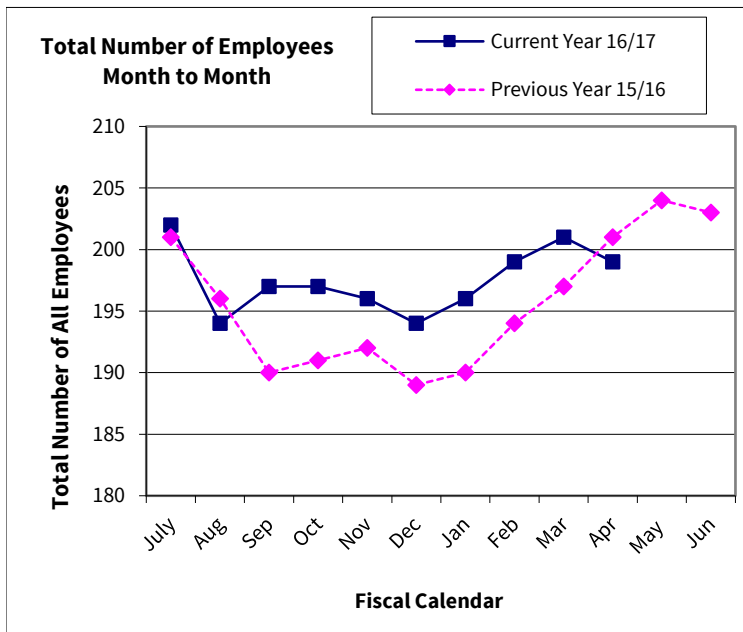
Program Name: Admin/HR Department

Date of Board Meeting: February 15, 2017



A. Services: Health & Safety, Workers Comp, Program Support, Benefits, Personnel Issues, 401(k), Union Work, Employment Verifications, Criminal Background Checks, Bilin./Bili Testing, Orientations.....

Total number of all employees	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Average	
	Current Year 16/17	202	194	197	197	196	194	196	199	201	199				198
	Previous Year 15/16	201	196	190	191	192	189	190	194	197	201	204	203		196
	Terms 16/17	7	9	1	3	2	3	2	2	3	3				4
	Turnover Rate % 16/17	3.5%	4.6%	0.5%	1.5%	1.0%	1.5%	1.0%	1.0%	1.5%	1.5%				1.77%



B. 2016-2017 FMLA/WC Report:

Fiscal Year 16-17	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	AVG
Number of EE's on FMLA	9	7	8	10	11	10	7	11	11	10			9
Number of new WC Claims	0	1	0	2	0	0	1	0	0	1			0.5
Number of new First Aid Claims	0	1	0	1	0	0	0	1	1	2			0.6

C. Accomplishments: Sergio has had several recruitments to work on with Admin, CDD, CACFP, FRC, and Lift Line. The CACFP and MOW programs have recently filled program openings. The HR Team is busy with interviews and Joyce has been conducting new employee and benefits orientations. There has been an increase of employee leave of absences. Tyler is leading the HR efforts in our transition from Bamboo to the ADP HR information system. Julie is currently working on the Schedule A 5500 deadline for health care benefits and the annual 401k- 5500 audit. The HR Team is busy preparing for the upcoming 401k Open Enrollment meetings.

D. Challenges: Balancing the large, ongoing workload. Meeting the demand of so many project deadlines and HR tasks, while addressing walk-ins and unplanned assistance. As always we are happy to be able to offer resources, support and assistance to staff when needed.