



COMMUNITY BRIDGES  
PUENTES DE LA COMUNIDAD

**BOARD OF DIRECTORS**  
**Wednesday, June 21, 2017**  
**5:00 PM to 7:15PM**

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

**REVISED AGENDA**

- 4:30 Dinner**
- 5:00 1. Call to Order/Establish Quorum**
- 5:02 2. Agenda Review**
- 5:05 3. Announcements/Program Updates**
- a. *July 8<sup>th</sup>- Employee Appreciation Day*
  - b. *Ken Margolis*
- 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 May 17, 2017 Board Meeting\***
- a. *Sara /Jack moved to approve the April 26, 2017 consent agenda as presented. MSP.*
  - b. *Pam/Jorge moved to authorize CEO to pursue CARB grant. MSP*
  - c. *Jordan/Jack moved to approve the FY 17/18 Philanthropy Plan. MSP.*
- 4.2 Draft Minutes of the June 1, 2017 Finance Committee Meeting\***
- 4.3 Advocacy Committee: Approve CEO letter to Board of Supervisors: CORE Funding**
- 4.4 Board Resolution # 2014-06-01 Title VI Compliance Plan\***
- 5:15 5. Receive comments from members of the public on “Items not on the Agenda”**
- 5:20 6. Program Presentations**
- 7.1 CACFP*
  - 7.2 CDD*
- 6:00 8. Agency Business – Ray Cancino**
- 8.1 Capital Campaign*
  - 8.2 Retreat Logistics – Discussion*
  - 8.3 Board Mentorship*
  - 8.4 Development Director*
- 6:25 9. Development/Philanthropy Report– Ray Cancino**
- 9.1 Philanthropy Report*
  - 9.2 Farm to Fork – Update*
- 6:30 10. Finance Committee Update – Cathy Benson**
- 6:40 11. Written Reports**
- 11.1 Philanthropy Report for June 2017*
  - 11.2 Financial Report from the June 1, 2017 Finance Committee Meeting*
  - 11.3 Community Bridges Program Reports – LMCR, LOCR, NVCR, MCR*
  - 11.4 CDD- Program Self Evaluation (PSE) Reporting- State Performance*

- 6:40 12. Newspaper Articles**
- 6:45 13. Items for Next Agenda**
- 6:45 14. Adjourn Regular Meeting**
- 6:45 15. CLOSED SESSION**
- 7:15 16. Adjourn Closed Session**

**Next Meeting:**

**Wednesday, July 17, 2017**

**5:00 PM to 7:15 PM**

Location: Elderday 100 Pioneer



BOARD OF DIRECTORS

Wednesday, May 17, 2017

**5:00 PM to 7:00 PM**

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

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**Members Present:** Rebecca Fowler, Jordan Ciliberto, Pam Fields, Steven McKay, Doug Underhill, Sara Siegel, Jack Jacobsen, Kenn Barroga, Nicolette Lee, Majel Jordan, Jorge Mendez, Shannon Brady.

**Excused Absences:** Martin Bernal, Heather Lennart, Casey Wu,

**Staff:** Raymon Cancino, Lisa Hindman Holbert, Cathy Cavanaugh, Julie Gilbertson, Cathy Benson, Seth McGibben, Leslie Telles, Kirk Ance, Laura Diaz, Maureen Wolff, Anna Vaage, Lisa Berkowitz.

**Guest:** Karena Pushnik

**4:30 Dinner**

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

**5:07 2. Agenda Review**

**5:08 3. Announcements/Program Updates**

Lisa HH announced the upcoming Carnival fundraiser at Highland Park CDC on May 21. Lisa also shared a handout regarding income eligibility for childcare services, and asked that the Board take action by asking the senators and assembly members involved to support updating the State Median Income as relevant to the passed minimum wage increases.

**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.

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

**5:11 5. Receive comments from members of the public on “Items not on the Agenda”**

None.

**5:11 6. Program Presentations**

*7.1 Lift Line/ Board Presentation*

Jordan explained the process of having a minimum of one BOD member visit a site each month, and subsequently incorporating their experiences in the programs’ BOD presentation, as discussed and in the 5/4/17 Government Committee meeting. The visiting BOD member will present their perspective of the program at the BOD meeting following their visit.

Lift Line: Jordan noted that he had learned much from his LL – ELD ride-along. Jordan stated that ELD starts the moment the participants board the bus through their interaction with the driver and with each other, highlighting the importance of the interaction itself. Jordan noted that he was impressed by the quality of the driver and LL’s low accident rates, considering the difficult tasks they perform. Kirk noted that LL’s greatest challenge is to schedule, coordinate, and provide these 80,000 rides per year with diverse funding sources. The current rides to medical appointments, MOW, ELD, and the winter shelter creates savings for the cities, and a subsequent trickle-down effect. The major challenge is the ongoing deficit, which LL is working to reduce. Kirk gave a shout-out to his team who has worked hard to compensate for having 30% less drivers than needed for the last six months. Kirk noted that for the next years he is expecting to see some changes with the rollout of Measured D, and with the potential of one single operations facility.

*7.2 Use of Measure D Allocations*

**Measured 5-year Plan**

Lift Line will receive \$766K per year, and will focus on three main projects:

Project 1, Service Expansion: 50% of the funding will be allocated to project 1. By adding two new drivers, a van driver trainer, and an administrative assistant/weekend dispatcher LL is expanding their weekday schedule, and adding weekend service. In addition, rides will expand to include dental appointments and pharmacy visits.

Project 2, Vehicle and Equipment Acquisition: 4% of the funding will go towards the purchase of two new fleet vehicles, and to replace some existing equipment.

Project 3, Capital Investment in Operations Facility: 47% of funding will go towards a capital investment, in a facility that would serve as both administration, fleet facility, and auto repair shop. CEO clarified that none of the work has gone into identification

or acquisition yet, and that there would be need for some internal funding. Kirk noted that an ‘Elderly and Disabled Transportation Survey’ that will function as an ‘unmet needs assessment’ will potentially allow some creativity in allocation of Measure D funds. LL would like to include for example grocery shopping, and to think of aging holistically as we grow and expand. Karena Pushnik noted that the LL Measure D plan will go back to the Regional Transportation Board, and will be revisited annually.

**5:26 8. Agency Business – Ray Cancino**

*8.1 La Manzana – Finalized property purchase*

Ray took a moment to inform new BOD members about the purchase and funding, and noted that the final documents are signed, and the keys have been passed over. The next step is relocating Admin, LL, and CACFP, as well as addressing deferred maintenance at the site. We are organizing the trellis and stage demolition this week, and are still looking for a project manager.

*8.2 \*Authorization to pursue ARB grant and acquire el-vehicles – **Action Item\****

CEO noted that this grant is due at the end of next week, and the resolution is needed to apply for the grant, and to purchase two large electric vehicles where 85% of the cost would be covered of which 15% would be in-kind, and only 10% cash down would be needed. *Pam/Jorge moved to authorize CEO to pursue ARB grant and acquire el-vehicles. MSP*

*8.3 CORE – Budget Impacts*

*CEO provided an overview of the CORE funding, and the effect on the program level, with MOW, MCR, and ELD seeing the largest reductions. The Santa Cruz City Council allocated an additional \$10K in set-aside funding for MOW at the 5/16 meeting.*

*8.4 Program presentation/BOD member visit to programs*

CEO passed around a sign-up sheet for BOD members for the next year’s program presentations.

**5:41 6. Development/Philanthropy Report– Ray Cancino**

*6.1 Farm to Fork – Update*

*Driscoll is a new sponsor this year, and we also have a wine sponsor this year with Beauregard vineyards. CEO noted that we are still without a Development Director, and asked the Board to help with making sponsorship/donation phone calls etc. in preparation for the event.*

*6.2 \*Approval of the FY 17/18 Philanthropy Plan- **Action Item\****

CEO noted that the philanthropy plan is a tool for understanding how we raise money, and how we measure up to set goals. The plan shows both agency and individual program fundraising goals. Overall, the agency is looking to increase their goal by 3%

this coming FY. The 16/17 goal has already been exceeded which makes this a record year for the second year in the row. Jordan/Jack moved to approve the FY 17/18 Philanthropy Plan. MSP.

**5:49 9. Finance Committee Update – Cathy Benson**

There were some major changes on the program level in April. MOW additional vehicle purchase and kitchen floor replacement. The new LL 5310 Caltrans grant will not start until August, but is possibly retroactive. Year-end projections of cumulative gain for the agency is at \$2MM. In the financial statement, ratios are looking very good. Unrestricted funds came in during the holiday and we are spending now before the end of fiscal year. The reserve goal is 3 months of operational cost, and we currently have a little over one month. In response to the admin deficit in column G, p 32, CFO clarified that Admin is not supposed to run a surplus, but get 14.5% of program spending. The \$44K reduction for admin was not anticipated, but a result of a system that dictates that when programs spend less admin get less revenue.

CEO and CFO attended a Think Money First! training at the Community Foundation.

**5:57 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*

**5:58 11. Newspaper Articles (none)**

**5:58 12. Items for Next Agenda**

None.

**5: 58 13. Adjourn Regular Meeting**

**6:00 14. CLOSED SESSION**

**6:54 15. Adjourn Closed Session**

**Next Meeting:**

**Wednesday, June 21, 2017**

**5:00 PM to 7:00 PM**

Location: Elderday 100 Pioneer



June 2017

John Leopold, Chairperson  
County Board of Supervisors  
701 Ocean Street  
Santa Cruz, CA 95060

RE: CORE Funding Recommendations

Dear Supervisor Leopold and Members of the Board:

We thank you for your continued partnership in weaving the critical safety net services that create the fabric of our community. This partnership allows us to serve our young, impoverished, disabled, sick, and senior community members. This year, the transition to the new CORE funding model created drastic changes in funding and service delivery. These unintended consequences to our communities' social services will have a lasting effect on Santa Cruz County's ability to meet the needs of our community. Due to the potentially de-stabilizing impacts to recipients of services and programs, our organization requests that you consider the following key recommendations as -we debrief on this new process and consider future planning and funding:

**Minimize Program Impacts:** One of the most glaring examples is the cuts to Meals on Wheels, whose proposed reduction was \$111,980, equating a total program cut of 8%, and a 27% cut in local jurisdictional funding. This would result in an estimated service reduction of close to 16,000 meals, and occurs at a time when 40% of seniors have identified that they can't afford to meet their basic needs (AAA 2017 Santa Cruz Senior Fact Sheet). Further, the 27% local jurisdictional funding cut to Mountain Community Resources (MCR), will disproportionately impact our rural mountain communities, whose residents are already burdened by limited access to resources and service providers. These concerns are not adequately examined in the staff report that focuses on "marginal impacts" to the organization. To capture the detrimental impacts of cuts to services it, must examine the communities of families, children, and seniors who depend on these services.

**Use program data, not agency data:** The current process requires agencies to report several program budgets in one document and in one numerical value. The use of this metric is deceiving, as it fails to adequately capture the real impacts on individual program budgets and services. Due to funding source restrictions, donor wishes and contractual obligations, organizations are most often unable to shift funds from one program to the next. This leads to a direct hit on the program, which means cuts to services and staff. Program data, therefore, must be used when impacts are considered.

**Data driven decision making demands quality over quantity:** Our programs' application scores show they are largely scoring at the highest levels, yet are being funded less than requested and less than previous years, resulting in cuts to services and potential program closures. This data driven process must also be paired with knowledge of prior year funds to establish a baseline by which to measure impacts of additional dollars or reductions. So that this decision would have been considered first, followed by the desire to diversify and expand programming and services in our safety net.



While we appreciate the Board’s willingness to reconsider the funding amount for Meals on Wheels, we also note that regardless of the outcome, our agency and programs will receive an overall cut through the CORE process. Although these cuts might appear to be small to a larger organization, they will have real consequences to services and staff at Meals on Wheels, Elderday, Mountain Community Resources and La Manzana. We hope that, in the future, the CORE funding model does not always begin with a zero-base funding model, as it does little to strengthen and secure our safety net services which require commitment, stability and ongoing support. These same values are paramount to the implementation of a ‘collective outcome’ community model.

**Invest More:** It is critically important that we continue to address the fact that community needs far outweigh their current financial allocations. We must not become immune to the stark reality of these needs by succumbing to hand-wringing responses such as; ‘we don’t have enough’; ‘we can’t do it’; or ‘we have other priorities’. As leaders who have responded to our community’s emerging needs and driven new initiatives, we know these cannot be funded at the expense of destabilizing current safety net services. Although the increased commitment and investment to community programs helped minimize this, we also saw a shift in funding that has left some programs without support, which significantly undermines the established safety net of services our community has depended upon. We hope that current community indicators will be utilized as a baseline to identify the impacts of the changes CORE will elicit. We believe the funding shifts will dictate community outcomes as much, if not more, than the work of the programs that were selected.

**Potential Solution; Ballot Measure:** Moving forward, I would like to challenge us, as leaders, to consider a different reality where we look beyond the current funding streams for safety net programs. I invite you to work together with the social service sector on a ballot measure that would identify a long-term funding source that can draw the necessary investment to address the needs of our community. With such a resource, we could maintain stable funding priorities for needed resources and services, and avoid the zero sum game of the current funding application process.

**We are all first responders:** This work must begin by challenging the way we think about the roles of social service providers and the role of government in addressing service needs. We must understand that our preventative work is as critically important as the work of first responders, who are dealing with the aftermath of a lack of preventative social investment daily. Ask a firefighter what their job would look like if they received less calls for seniors that have fallen, or a police officer if they would receive fewer calls for public nuisances due to chronic homelessness or mental health. The results of preventative services and impacts are data driven and research informed, which are fundamental theoretical components of the CORE funding model, and paramount to an upstream investment model. Therefore, we must acknowledge that funding for our public safety net must include funding for preventative services. First responders and preventative services must coexist and be equally invested in moving forward in order to continue to ensure we are truly strengthening our community.

In community,

Raymon Cancino  
Chief Executive Officer





**AGENCY BOARD RESOLUTION**  
**RESOLUTION # 2017-06-01**

At the duly noticed regular meeting of the Community Bridges Board of Directors held on June 21, 2017 the following resolution was made:

**A resolution of Community Bridges Board of Directors Authorizing the Title VI Compliance Plan Update for the Agency.**

Whereas Community Bridges desires to comply with Title VI of the Civil Rights Act of 1964, including new provisions detailed in U.S. Department of Transportation’s FTA Circular 4702.1B, “Title VI Requirement and Guidelines for Federal Transit Administration Recipients,”

Whereas the Board of Directors of Community Bridges (CB) hereby authorizes approval of the compliance plan developed by staff to comply with necessary provisions of the Civil Rights Act,

Now, therefore be it resolved, by the Board of Directors of Community Bridges, as follows:

1. The Executive Director is authorized to implement the components of the plan in order to meet Federal requirements.
2. The Executive Director is authorized to implement policies that may be necessary to comply with subsequent revisions or interpretations to the Civil Rights Act.

Passed and adopted by the Board of Directors of Community Bridges on this 21st day of June, 2017.

It is further resolved that the officers and the President/CEO and/or designees are authorized to sign any documents and take any steps necessary to fulfill the intent of this Resolution.

\_\_\_\_\_  
Rebecca Fowler, Chair

\_\_\_\_\_  
Pamela Fields, Secretary

**VERIFICATION**

Each of the undersigned declares under penalty of perjury under the laws of the State of California that the statements in the foregoing certificate are true and correct of his or her own knowledge, and that this declaration was executed on April \_\_\_, 2017, at Aptos, California.

\_\_\_\_\_  
Rebecca Fowler, Chair

\_\_\_\_\_  
Pamela Fields, Secretary



## Finance Committee

Thursday, June 1, 2017

11:00 AM – 12:00 PM

Community Bridges, Aptos

**DRAFT MINUTES****Members Present:** Casey Wu, Jack Jacobsen

**Excused Absences:** Kenn Barroga, Jorge Mendez, Shannon Brady, Doug Underhill

**Staff:** Raymon Cancino, Cathy Benson, Tonje Switzer, Anna Vaage

**Minutes:** Tonje Switzer

11:20 Agenda review

11:20 CFO Report – Cathy Benson

a) Program Budget Summary Review – April

Highlights: Projected Programs' Gain 16/17 improved to \$291,233

MOW-Unsolicited bequest \$101,947

Admin-Continued program spending reductions

CDD-Postpone Redwood Mountain opening to 17/18

Small changes in programs this month except for the MOW bequest of almost \$102K. CDD-RM keep finding repairs that needs to be completed before enrollment can start. Opening date is expected to coincide with public school calendar in the fall. The WIC and CACFP budgets are slightly skewed as their fiscal year is different and they have mainly one funding source. Admin expenses have not changed much, but our revenue has shrunk due to lower program pending. There was a brief discussion surrounding the timeframe of the admin move.

b) Financial Statement Review – April

Revenues exceed expenses, and we are showing net assets of \$2.5MM.

c) Cash Flow and Line of Credit – Updates

Assets and liabilities. There was a brief discussion about the MCR building, and CFO clarified that in December of 2017, either escrow will close and we will buy the building, or we will pay a \$35K balloon payment. We have tried to re-negotiate the purchase price, but the SLV school district has not been willing to do so. CB won't

have to sign onto a loan-agreement if monthly payments exceed \$3500. Part of the exploratory process with banks is getting the building appraised. Additionally, CB is meeting all ratio goals except for liquidity. The 'Think Money First!' training attended by CEO and CFO a few weeks ago prompted the looking at liquidity as only available cash, and exclude locked up assets such as property. CFO noted that although there is some change in ratios from last month, we expect to remain above goals to the end of FY.

d) Investments and Endowment – Updates

There was a brief discussion concerning types of investments and brokers utilized by CB, and CFO will send out the LPL document to FC for their review.

Committee members suggested that next FC meeting be cancelled in observation of the July 4th holiday, but due to lack of quorum the decision is deferred to June Board meeting vote.

11:59 Items for Next Agenda

None

12:00 Adjourn

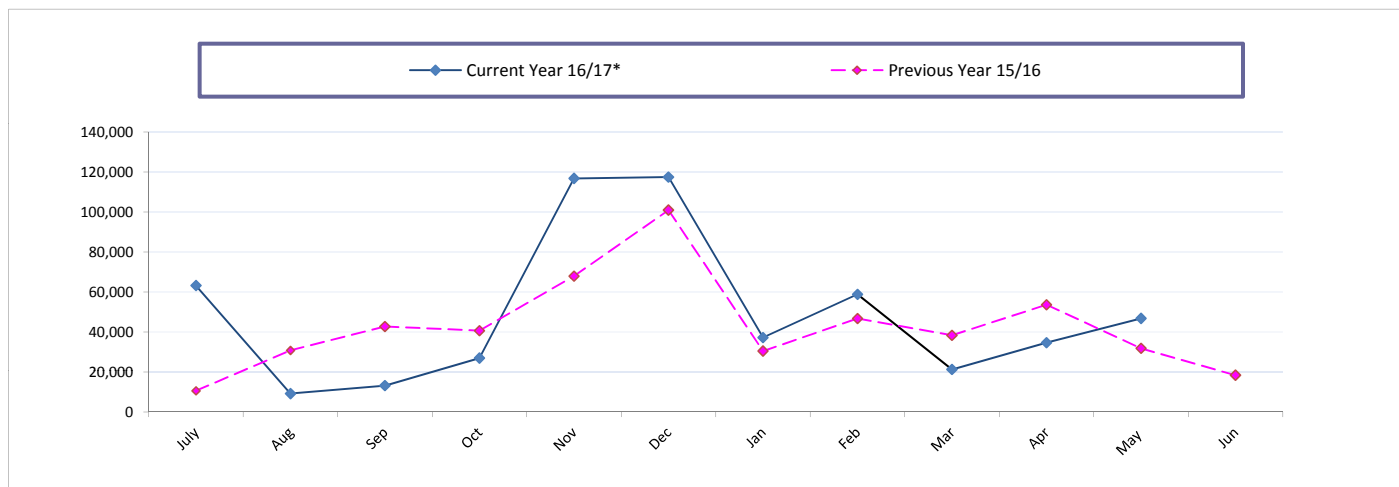
Next Meeting  
July 6, 2017

Prepared by Tonje Switzer  
Page 2 of 2

**Philanthropy Progress Report**  
**Donations for FY 2016-17**  
**June 16, 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*	
	<b>Current Year 16/17*</b>	63,262	9,211	13,174	26,907	116,765	117,461	37,187	58,788	21,255	34,655	46,761			545,425
	<b>Previous Year 15/16</b>	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 \$494,468

\*Bequest of \$101,947 not shown.

**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
  - \$ 4,000 from East Bay Community Foundation for LMCR
- 
- \$ 336,305

**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.
- MOW received a bequest of \$101,947 from a community member not previously known to us.

**D. Challenges**

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

**Philanthropy Goals  
2016 – 2017  
Progress Report  
June 16, 2017**

			95% %YTD
	<b>16/17 Goal</b>	<b>Year To Date</b>	<b>Goal met %</b>
<b>CB*</b>	\$126,500	\$123,283	97%
<b>CACFP</b>	\$3,150	\$8,857	281%
<b>CDD</b>	\$6,000	\$9,963	166%
<b>Elderday</b>	\$19,050	\$13,124	69%
<b>LMCR</b>	\$1,100	\$11,329	1030%
<b>LL</b>	\$17,600	\$23,328	133%
<b>LOCR</b>	\$15,000	\$22,933	153%
<b>MCR</b>	\$57,700	\$53,926	93%
<b>MOW**</b>	\$206,706	\$261,681	127%
<b>NVCR</b>	\$16,100	\$12,687	79%
<b>WIC</b>	\$1,500	\$4,313	288%
<b>TOTAL</b>	<b>\$470,406</b>	<b>\$545,425</b>	<b>116%</b>

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

\*\*Bequest of \$101,947 received from settled estate not shown to preserve tracking purposes.

**2016-17 Appeal Results**  
**June 16, 2017**

Sum of Amount	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
Annual Report 2016											2,823		2,823
Board donation to CB	50	100	100	3,100	1,350	600	100	100	1,100	100	100		6,800
CACFP Flower Gram 17							40	575					615
Calendar Sponsor 2017			500	1,500	250	1,000	500	500	500				4,750
CB Calendar 2017					5,590	25,617	4,035	450					35,692
CB Endowment			50			65							115
CB Family Mailer 2017									2,412	705	200		3,317
CB Kids Mailer 2016			1,201	3,195	625					100			5,121
CDD tuition donation	263												263
Community Champions 2017									1,025	1,430			2,455
Donates Monthly	724	574	494	494	694	644	719	709	829	754	1,089		7,724
Donor Advised Grant	1,200			500	1,200	23,954	5,500	10,263	491	1,000	1,500		45,608
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							15,865	19,780	340	90	5,000		41,075
Founding 100 Endowment	105	105	158	105	135	135	135	135	165	135	135		1,450
Friends of MOW Membership	275	25	25	25	65	25	25	25	25	225	25		765
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	425		55,046
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			4,000		6,500
Human Race 2017										510	1,400		1,910
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	1,560		15,090
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	275		17,341
Memorial Donation							50				45		95
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	591	231		4,834
MOW Lautman Spring Mailer 2016	2,348	860	480	470	230								4,388
MOW Spring Mailer 2017										23,554	25,435		48,989
MOW suggested meal contribution	223	418	555	328	418	214	213	408	310	456	331		3,870
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	-	140		11,996
Outside Fundraiser			1,117		565								1,682
Payroll Deduction - Employee	343	343	515	343	343	343	343	327	327	327	327		3,881
Payroll Funds - non-CB	408	474	715	183	365	3,545	1,071	1,668	1,583	47	1,715		11,773
Personal appeal to individual donor						8,000							8,000
Program Donation Box	146	117	57	71	61	320		20	216	66	5		1,079
Redwood Mountain Faire			1,260										1,260
Restaurant Fundraiser				231									231
Roots & Wings		575								100			675
Veena & Sandeep's Wedding 2016 (blank)	1,275	927											2,202
<b>Total</b>	<b>63,262</b>	<b>9,211</b>	<b>13,174</b>	<b>26,907</b>	<b>116,765</b>	<b>117,461</b>	<b>37,187</b>	<b>58,788</b>	<b>21,255</b>	<b>34,655</b>	<b>46,761</b>		<b>545,425</b>

**COMMUNITY BRIDGES**  
**Program Budget Summary**  
**April 30, 2017**

**Projections for Year Ending 6-30-17**

A	B	C	D	E	F	G	H	I	J	K
	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	<u>Goal 25%</u> Reserve %	Change from Prior Mo	14.5% Gen'l & Adm Exp
<b>PROGRAM NAME:</b>										
<b>WIC (Oct-Sept FFY)</b>	151,472	2,428,916	2,404,605	2,424,303	640	19,698	171,170	7.1%	7,008	273,877
<b>Child Development Div</b>	2,584	2,056,529	1,917,356	1,914,120	55,493	(3,236)	(652)	0.0%	(5,227)	278,380
<b>Elderday</b>	(189,642)	2,011,415	1,974,992	2,019,645	86,356	44,653	(144,989)	-7.3%	(2,124)	286,165
<b>Meals on Wheels</b>	413,880	1,671,973	1,684,114	1,819,026	24,774	134,912	548,792	33.8%	134,681	221,795
<b>Lift Line</b>	(139,942)	1,406,202	1,422,472	1,466,508	16,234	44,036	(95,906)	-9.1%	3,563	147,804
<b>La Manzana Commtty Res</b>	51,210	658,099	646,849	687,057	8,077	40,208	91,418	14.1%	1,709	87,562
<b>Mountain Commtty Res</b>	175,850	388,753	360,554	379,328	2,086	18,774	194,624	54.0%	(460)	52,280
<b>Nueva Vista Commtty Res</b>	54,878	382,560	354,573	355,412	4,927	839	55,717	15.7%	(3,538)	49,240
<b>Live Oak Commtty Res</b>	98,063	279,916	287,042	296,425	10,573	9,383	107,446	37.4%	2,270	40,977
<b>CACFP (Oct-Sept FFY)</b>	(7,839)	3,732,690	3,634,766	3,657,101	70	22,335	14,496	-3.5%	2,059	33,885
<b>Administration</b>	60,215	1,579,635	1,568,264	1,514,494	6,104	(53,770)	6,444	0.4%	(9,276)	2,867
<b>Philanthropy</b>	52,994	138,491	133,091	146,492	6,000	13,401	66,395	49.9%	5,066	19,298
<b>TOTAL PROG OPERATIONS</b>	<b>723,723</b>	<b>16,735,179</b>	<b>16,388,678</b>	<b>16,679,911</b>	<b>221,333</b>	<b>291,233</b>	<b>1,014,956</b>	<b>8.49%</b>	<b>135,731</b>	<b>1,494,131</b>
<b>LOCR-Capital Campaign</b>	380,288	47,097	22,612	49,297	25,927	26,685	406,973	NA	2,200	588
<b>Nueva Vista Prop. Equity</b>	200,694	-	0	0	0	-	200,694	NA	-	0
<b>Fixed Assets &amp; Gen'l Agy</b>	656,551	-	1,169	7,879	0	6,710	663,261	NA	691	0
<b>TOTAL AGENCY</b>	<b>1,961,257</b>	<b>16,782,276</b>	<b>16,412,459</b>	<b>16,737,087</b>	<b>247,260</b>	<b>324,628</b>	<b>2,285,884</b>	<b>8.49%</b>	<b>138,623</b>	<b>1,494,719</b>

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  
April 30, 2017**

**PROGRAM NAME:**

<b>WIC</b>	Reduced occupancy projections May-Sept
<b>Child Development Div</b>	Postpone RM opening to 17/18, Fewer ND starts, HP enrollment turnover
<b>Elderday</b>	Net of addl EE expense \$4K+ transportation no-show cost \$3K and \$13K increased ADA+VA revenue
<b>Meals on Wheels</b>	Bequest \$102K, no Floor replacement <\$24K>
<b>Lift Line</b>	Measure D spending/earned revenue reductions, prior year 5310 revenue adjustment
<b>La Manzana CR</b>	Delay in new hire start dates
<b>Mountain Commtty Res</b>	Minimal net change
<b>Nueva Vista CR</b>	Reduced projected donations
<b>Live Oak CR</b>	Reduced hours for family aides
<b>CACFP</b>	Increase in # of March homes
<b>Administration</b>	<\$6.6K> drop in GA
<b>Philanthropy</b>	Personnel savings from vacancy, donations up \$2.6K
<b>LOCR-Cap Campaign</b>	Stock value fluctuation
<b>Nueva Vista Property</b>	Gain in equity since original acquisition and merger w/CB
<b>FAs &amp; Agy Unrestr.</b>	Fiscal Sponsorships, Unallowable exps, Fixed Asset values



**Community Bridges  
Agency-Wide Revenue and Expenses  
April, 2017**

DESCRIPTION	RECEIVED	EARNED	% OF TOTAL	A/R	UNEARNED	DESCRIPTION	ACTUAL	% OF TOTAL
	YTD 4/30/17	YTD 4/30/17		YTD 4/30/17	YTD 4/30/17		YTD 4/30/17	
REVENUE					EXPENSE			
County of Santa Cruz	1,328,952	1,188,971	9.0%		139,981	Salaries & Wages	5,141,789	40.6%
City of Santa Cruz	125,946	202,027	1.5%	76,080		Payroll Taxes	589,191	4.7%
City of Capitola	56,662	94,436	0.7%	37,774		Health Insurance/Retirement	720,020	5.7%
City of Scotts Valley	4,586	7,643	0.1%	3,057		Contracted Services	292,819	2.3%
City of Watsonville	18,088	15,073	0.1%		3,015	Transportation Services	350,390	2.8%
AAA-Title IIIB/C	539,239	572,593	4.3%	33,354		Staff Travel	41,024	0.3%
USDA-AAA / CAFB / SL	106,169	174,360	1.3%	68,191		Occupancy Expense	853,224	6.7%
Dept of Health Svcs-WIC / Snap Ed	1,366,889	1,979,253	15.0%	612,365		Office/Program Expense	380,902	3.0%
Dept of Educ-CACFP Admin	264,483	334,086	2.5%	69,602		Staff Training	24,042	0.2%
Dept of Educ-CACFP Homes Passthru	3,075,487	3,074,955	23.2%		531	Insurance	143,333	1.1%
Dept of Educ-CACFP Ctrs CCC / CBAS	84,878	117,998	0.9%	33,120		Taxes, Licenses, Interest & Fees	53,327	0.4%
Dept of Education-CDD	1,047,264	1,046,069	7.9%		1,195	Equipment Expense	129,587	1.0%
Transportation Development Act	668,545	557,121	4.2%		111,424	Raw Food and Related	520,259	4.1%
EFSP (FEMA)	0	7,658	0.1%	7,658		Vehicle Operations/Maintenance	88,646	0.7%
Covered CA-Navigator	14,593	17,751	0.1%	3,158		Payments to CACFP Homes/Ctrs	3,159,833	24.9%
FTA Section 5310 - Cal Trans Veh	0	39,978	0.3%	39,978		Payments to Other Agencies	28,214	0.2%
FTA Section 5310 - Cal Trans Ops	-12,299	53,796	0.4%	66,095		Fixed Asset Purchases	109,267	0.9%
First Five	241,896	225,992	1.7%		15,905	Vehicle Related Purchases	41,886	0.3%
Foundations & Other Grants	280,666	255,878	1.9%		24,788	Depreciation/Amortization	-	0.0%
Donations/Fundraising	647,800	647,800	4.9%	-				
Participant Contributions	75,467	75,467	0.6%	-				
Client Fees	362,241	362,241	2.7%	-				
Medi-Cal Fees	1,136,111	1,403,868	10.6%	267,757				
Program Income-Other	117,999	218,321	1.6%	100,321				
Transportation Fees/Scrip	13,925	13,925	0.1%	-				
Outside Contracts	78,232	90,013	0.7%	11,781				
Uncollectible Revenue	-1,099	-1,099	0.0%	-				
Interprogram Revenue	458,544	458,544	3.5%	-				
TOTAL REVENUE	12,101,263	13,234,718	100.0%	1,430,292	296,838	TOTAL EXPENDITURES	12,667,756	100.0%
						<i>Includes \$120K Sunlight Giving (held in reserve)&gt;</i> <b>Net Gain (Loss)</b>	<b>566,961</b>	
						Prior Yr Reserves	1,961,257	
Change from last month	35,804					<b>Net Assets:</b>	<b>2,528,218</b>	

<b>Community Bridges Statement of Financial Position April, 2017</b>						
<b>ASSETS</b>	<b>Temporarily Restricted</b>		<b>Temporarily Restricted</b>		<b>Endow Restricted</b>	<b>TOTAL</b>
	<b>Unrestricted</b>	<b>Capital Campaign</b>	<b>Escrow</b>	<b>Net Assets</b>		
Cash and cash equivalents	864,979	-	199,500	27,500	1,091,979	
Cash reserved for LOFRC Facility Maint	-	414,545	-	-	414,545	
Accounts/Grants receivable	1,465,531	-	-	-	1,465,531	
Prepaid expenses	218,774	-	-	-	218,774	
Inventory - Raw Food & Supplies	-	-	-	-	-	
Refundable Deposits	47,963	-	-	-	47,963	
Property and equipment	630,784	-	-	-	630,784	
Leasehold improvements	45,639	-	-	-	45,639	
<b>TOTAL ASSETS</b>	<b>3,273,669</b>	<b>414,545</b>	<b>199,500</b>	<b>27,500</b>	<b>3,915,214</b>	
<b>LIABILITIES</b>						
Accounts payable	247,450	-	-	-	247,450	
Salaries and wages payable	199,878	-	-	-	199,878	
Payroll taxes payable	91,305	-	-	-	91,305	
Retirement (401k) benefits payable	12,931	-	-	-	12,931	
Accrued vacation salaries and wages	267,256	-	-	-	267,256	
Health insurance payable/withheld	(3,347)	-	-	-	(3,347)	
Short term debt (includes LOC)	6,900	-	-	-	6,900	
Long term debt	53,571	-	-	-	53,571	
Volunteer Center liability	-	3,206	-	-	3,206	
Capitalized leases payable	8,581	-	-	-	8,581	
Due to fixed asset fund	-	-	-	-	-	
Unearned revenue/advances	346,567	-	-	-	346,567	
Other debts	(35)	-	-	-	(35)	
Other liabilities	152,732	-	-	-	152,732	
<b>TOTAL LIABILITIES</b>	<b>1,383,789</b>	<b>3,206</b>	<b>-</b>	<b>-</b>	<b>1,386,996</b>	
Fund Balance June 30, 2016	1,369,803	380,954	183,000	27,500	1,961,257	
Current Year Income (Loss)	520,077	30,385	16,500	-	566,961	
<b>TOTAL NET ASSETS</b>	<b>1,889,880</b>	<b>411,338</b>	<b>199,500</b>	<b>27,500</b>	<b>2,528,218</b>	

	<b>G</b>	<b>M</b>	<b>Current Month</b>	<b>Last Month</b>	<b>Goals</b>	<b>Req Ratios</b>
<b>Cumulative Net Gain (Loss):</b>	↑	↑	566,961	531,157	\$200,000	
<b>Liquidity Ratio (Unrestr Cash/Total Liabilities):</b>	↓	↓	0.62	0.63	3.0	
<b>Current Ratio (Current Assets/Current Liabilities):</b>	↑	↑	3.3	2.8	2.2	1.6
<b>Modified Current Ratio (Liabilites include advances):</b>	↑	-	2.5	2.5	1.7	
<b>Net Asset Ratio (Total Assets/Total Liabilities):</b>	↑	↓	2.8	2.9	1.9	
<b>Debt to Equity (Total Liabilities/Total Fund Bal):</b>	↑	↓	55%	53%	109%	
<b>Debt to Assets (Total Liabilities/Total Assets):</b>	↑	-	35%	35%	52%	
<b>Return on Reserves:</b>	↑	↑	22.4%	21.3%	7.9%	
<b>Current Assets (excludes property/fixed assets):</b>			3,238,790	3,138,820	3,300,000	
<b>Current Liabilities (excludes long term/unearned):</b>			975,071	1,108,847	1,510,000	
<b>Modified Current Liabilities (adds in unearned):</b>			1,321,638	1,250,040	1,960,000	

# PROGRAM REPORT to BOARD of DIRECTORS

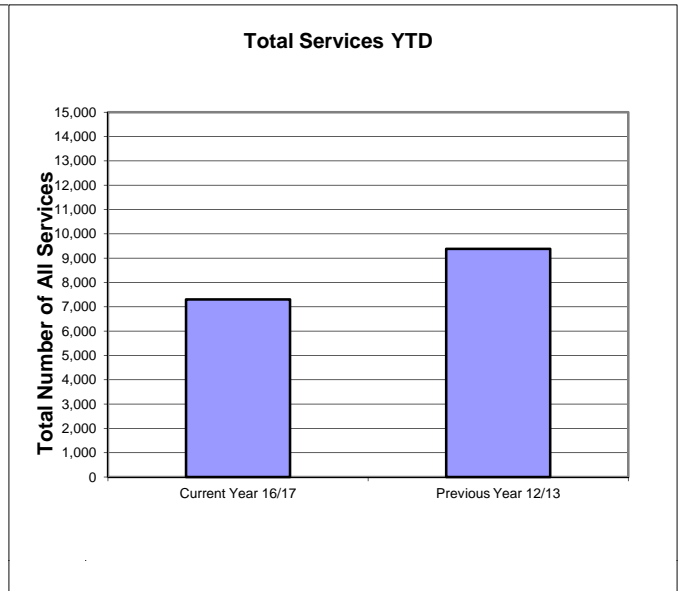
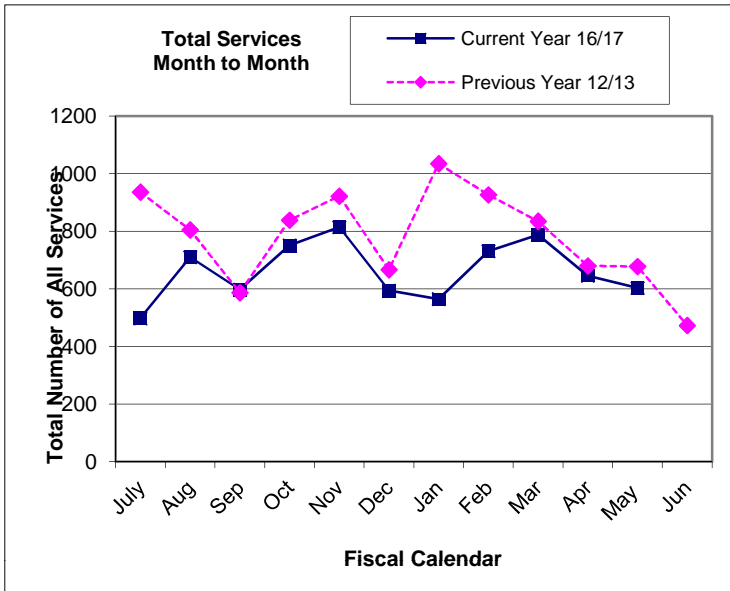
**Program Name:** La Manzana Community Resources



**Date of Board Meeting:** June 21, 2017

**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	788	646	603		7,298
	Previous Year 12/13	936	805	587	839	922	667	1,035	927	835	680	678	473	9,384



**B. 2016-2017 Volunteers Report:**

Fiscal Calendar (13-14)	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	7	7	7		54
Number of Unduplicated Volunteers	2	1	2	0	0	0	0	2	0	0	0		7
Number of Volunteered Hours	8	40	128	112	94	26	66	194	172	130	92		1,062

**C. Accomplishments:**

**D. Challenges:**

# PROGRAM REPORT to BOARD of DIRECTORS

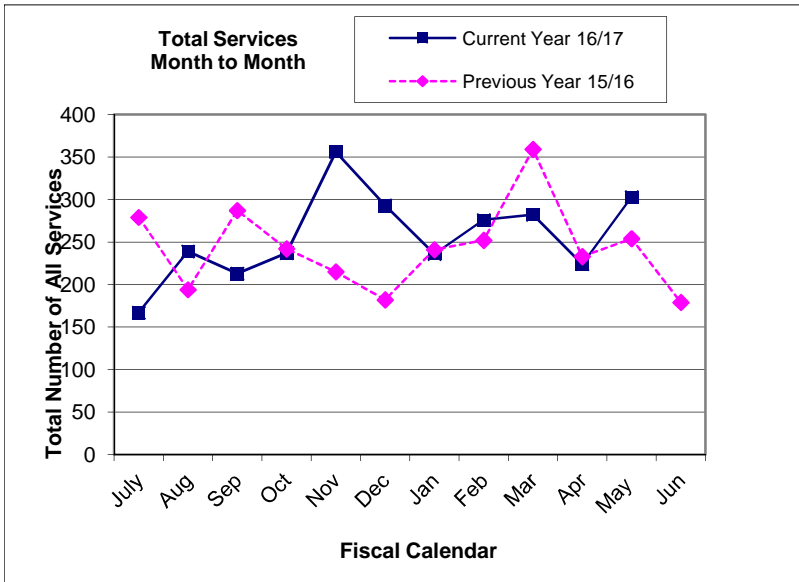
**Program Name:** Live Oak Community Resources



**Date of Board Meeting:** June 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	282	224	303			2,826
	Previous Year 15/16	279	194	287	242	215	182	241	252	359	233	254	179		2,917



**C. Accomplishments:**

- \* An anonymous donation of \$20,000 was received from a longtime donor--double the amount received in previous years! This donation will be applied to fiscal year 2017-2018, starting us off on a strong foot towards our annual fundraising goal.
- \* After-school tutoring was a great success this year, connecting 32 youth and community volunteers with 107 students to provide a total of 644 hours of instruction in reading, math, English language development, and other subjects. Volunteer tutors report increased job skills as a result of participation, and parents of participating students report their children have improved academic skills.

**D. Challenges:**

- \* The CORE funding process had mixed results for LOCR, completely eliminating the \$5000 we previously received from the City of Santa Cruz, but increasing our County funding from \$54,484 to \$60,000, a net increase of \$516.
- \* Funding sources currently unconfirmed for 2017-2018 include Santa Cruz County Probation and Covered California. We hope to hear from Probation this month, and from Covered California in July.

# PROGRAM REPORT to BOARD of DIRECTORS

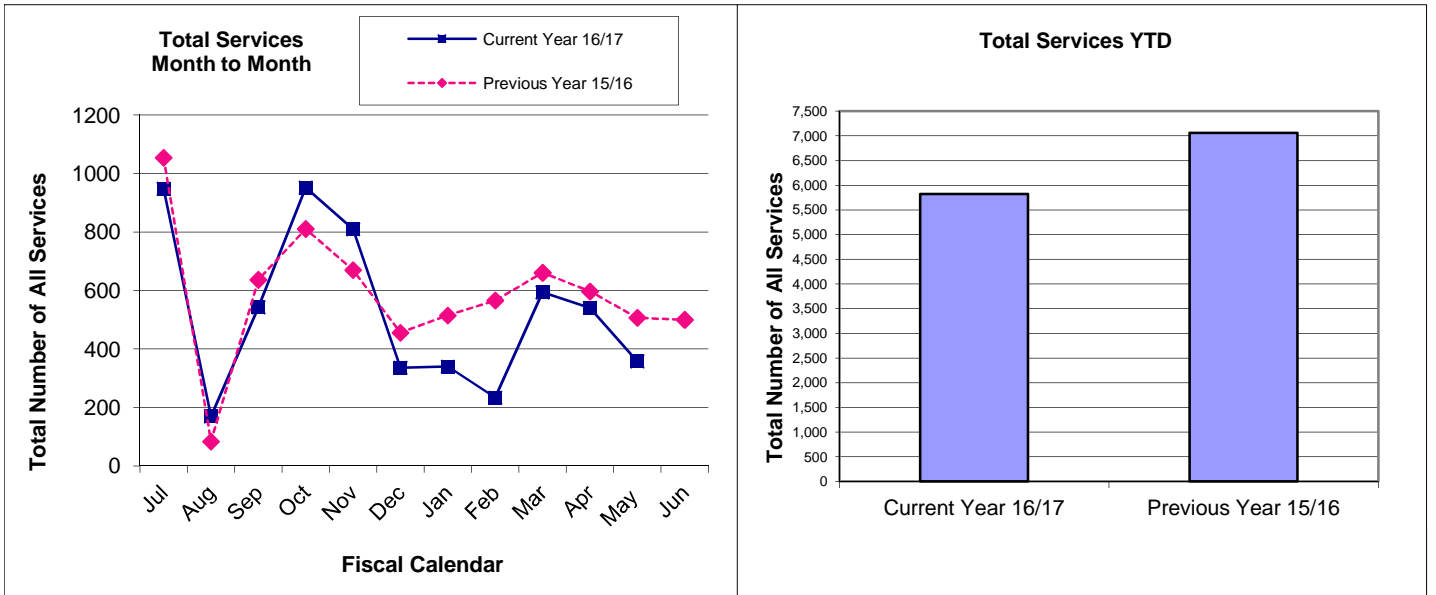
**Program Name:** Nueva Vista Community Resources



**Date of Board Meeting:** June 21, 2017

## 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	594	541	358		5,826
	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	53	47	81	9	343
Number of New Unduplicated Volunteers	2	2	6	13	9	4	8	17	14	13	15	4	107
Number of Volunteered Hours	8	8	16	96	82	24	76	183	186	162	272	30	1,143

## C. Accomplishments:

One of Nueva Vistas accomplishments for this year is that we got re-certified as a green business. 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.



# **Annual Program Self Evaluation CSPP**

**FY 2016/2017**

**Prepared by Lisa Hindman Holbert, Program Director**

**Program Self-Evaluation Process  
Fiscal Year 2016–17**

<b>Contractor Legal Name:</b> Community Bridges	<b>Vendor Number:</b> B671
<b>Contract Type(s):</b> CSPP	
Check each box verifying the collection, analysis, and integration of each assessment data toward ongoing program improvement for all applicable contract types.	
<p>X Program Review Instrument FY 2016–17 – All Contract Types: <a href="http://www.cde.ca.gov/ta/cr/documents/eesos1617.pdf">http://www.cde.ca.gov/ta/cr/documents/eesos1617.pdf</a></p> <p>X Desired Results Parent Survey – All Contract Types: <a href="http://www.cde.ca.gov/sp/cd/ci/documents/parentsurvey.doc">http://www.cde.ca.gov/sp/cd/ci/documents/parentsurvey.doc</a></p> <p>X Age Appropriate Environment Rating Scales – Center-based/CFCC Contracts Types: <a href="http://www.ersi.info/ecers.html">http://www.ersi.info/ecers.html</a></p> <p>X Desired Results Developmental Profile and DRDPtech Reports - Center-based/CFCC Contracts Types: <a href="https://www.desiredresults.us/drdp-forms">https://www.desiredresults.us/drdp-forms</a></p>	
Using a narrative format, summarize the staff and board member participation in the PSE process: <b>This form can be expanded and is not limited to a single page.</b>	
<p>We engaged staff at the site level to complete all components of the Program Self Evaluation, using the following tools. This includes creating Summary of Findings at the Site Level, which will be a working tool to make improvements over the next fiscal year.</p> <p><b>ECERS</b> - self-evaluation and formal assessments (if they were done this fiscal year).  <b>CLASS</b> - formal observation reports (connected these to both ECERS and DRDP/Program Goals  <b>DRDP</b>-used DRDP info for each child and class to set site specific goals and timelines  <b>Desired Results Family Surveys</b> - Families are surveyed in the Fall and Spring in order to gain interest/information from families and continue to meet their needs</p> <p>Program Director shared with BOD formal December 2016 Race to the Top-Early Learning Challenge Quality Rating and Improvement System Pilot matrix and provided tools we use for review. In June 2017, Board of Directors are invited to visit programs and there will be a report out of experience and a formal presentation to the entire Board of Directors around strengths and challenges for our Child Development Division on June 21, 2017. We had a county- wide celebration honoring the work that all early education programs have done the past several years around quality improvement and enhancing early learning experiences for children in our county.</p>	


One of the key areas of focus from the ECERS includes key findings from particular items, and the biggest challenge is meeting “substantial portion of the day”, so as a team, we will be continuing to work on routines, developmentally appropriate practice and ensuring transitions are smooth and timely. Facility improvements are also needed at the site level and we are addressing each item, as we can, one by one. The Repair and Renovation Grant helped with that in the past, but for the past several years, there have no grants available.

Children are continually developing and learning and we focus on all domains from the foundations and framework and continue with the comprehensive DRDP forms to ensure meeting the development of the whole child.

Even though, CLASS is not a tool that CDE uses, it helps to inform areas of strength and areas where we can grow, especially around curriculum and instructional support. Because of our investment, as a county and as an agency with CA Teaching Pyramid, we see really Emotional Support ratings. We do pretty well with Classroom Organization components and Instructional Support is an area where we are going to focus, as those are the lowest scores for our program, as well as the division. This ties into DRDP and ECERS tools, because of the conceptual development, feedback loops and language modeling. Program Director was recently certified as a CLASS observer and this area will be a focus for Professional Development over the next fiscal year. Asking open ended questions, scaffolding, weaving in real life/practical life situations to what their play. Additionally, using vocabulary and expanding conversations will help in many of the domains of our foundations.

Many of our local jurisdictional funders are focused on Evidence Based Practice, so our implementation of ASQ (Ages and Stages Questionnaire) will continue.

Our Redwood Mountain Child Development Center has been closed this fiscal year, undergoing facility repairs. We are excited about a beautiful, fresh facility in 2017/2018

<b>Signature of Executive or Program Director:</b> 	<b>Date:</b> <b>5/31/2017</b>
<b>Name of Executive or Program Director as listed in the Child Development Management Information System (please print):</b>  <b>Lisa Hindman Holbert-Program Director</b>	<b>Phone Number:</b>  <b>831.359.4279</b>

**Scan and submit both the EESD 4000A and EESD 4000B TO [FY1617PSE@cde.ca.gov](mailto:FY1617PSE@cde.ca.gov).**

Mail hard copy **ONLY** if the PSE cannot be sent electronically to:

FY 2016–17 Program Self-Evaluation  
 Early Education and Support Division  
 California Department of Education  
 1430 N Street, Suite 3410  
 Sacramento, CA 95814



**Summary of Program Self-Evaluation  
Fiscal Year 2016–17**

<b>Contractor Legal Name:</b> Community Bridges		<b>Vendor Number:</b> B671
<b>Contract Type(s):</b> CSPP	<b>Age Group (Infant/Toddler, Preschool, School-Age)</b> Preschool	
<b>Program Director Name (as listed in the Child Development Management Information System):</b> Lisa Hindman Holbert		
<b>Program Director Phone Number:</b> 831.359.4279	<b>Program Director E-mail:</b> lisah@cbridges.org	
<b>This form can be expanded and is not limited to a single page.</b>		
<p>1. Provide a summary of the program areas that did not meet standards and a list of tasks needed to improve those areas.</p>		
<p>Based on findings from CLASS and ECERS assessments, we will focus on ECERS language and reasoning across the division. There are several missed opportunities to help with concept development and extend children’s learning and the gap is really around staff interaction and professional development.</p> <p>We will explore the CLASS Instructional Support domain as well as the ECERS subscale Language and Reasoning at a Site Supervisor Meeting.</p> <p>Each Site will have a team meeting focusing on these two areas and set goals for planning. We will also add opportunities for children to lead in our programs. We have created program wide expectations using the CA Teaching Pyramid and will continue using our training resources and tools to enhance children’s development and experiences in our program.</p>		
<p>2. Provide a summary of areas that met standards and a summary of procedures for ongoing monitoring to ensure that those areas continue to meet standards.</p>		
<p>Children are scoring high in social emotional development on DRDPS. We purchased solution kits and have focused a lot on social emotional development of children and the calmness in the classrooms and ability children have to create solutions is apparent. In Interactions subscale, for the ECERS, we had a few 6.6 and a few 7s (top rating). Countywide Leadership and continuing professional growth opportunities to embed CA Teaching Pyramid in our program will continue to make a difference in developmental outcomes for children .</p>		

**Scan and submit both the EESD 4000A and EESD 4000B TO [FY1617PSE@cde.ca.gov](mailto:FY1617PSE@cde.ca.gov).**

Mail hard copy **ONLY** if the PSE cannot be sent electronically:

FY 2016–17 Program Self-Evaluation  
Early Education and Support Division  
California Department of Education  
1430 N Street, Suite 3410  
Sacramento, CA 95814

# RTC to consider transportation projects



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*By: Staff report - Updated: 1 day ago*

**WATSONVILLE** — The Santa Cruz County Regional Transportation Commission on Thursday will consider what projects should be covered by Measure D funds over the next five years.

A public hearing is set at 9:30 a.m. in the Watsonville City Council Chambers, 275 Main St., fourth floor.

Measure D, the transportation improvement ballot measure, was passed by more than two-thirds of Santa Cruz County voters in November. Each year, recipient agencies are required to prepare a plan looking out five years into the future to identify what they will deliver to the public.

In March, the Watsonville City Council approved its five-year plan for Measure D projects within city limits.

The RTC is the lead agency for the regional projects in Measure D including the highway corridor, the Coastal Rail Trail, and the rail corridor, in addition to the San Lorenzo Valley Highway 9 Corridor Improvement projects and the Highway 17 Wildlife Crossing. Also, because Measure D recipient Community Bridges Lift Line does not have a public board, the ordinance specifies that the RTC take action on Community Bridges' Lift Line five-year plan at the public hearing to provide an opportunity for public input.

The draft five-year plans for these projects are currently available for review on the RTC's Measure D website at [www.sccrtc.org/move](http://www.sccrtc.org/move).

Regional projects include:

- Highway 1: Begin construction of three projects as early as Spring 2021 — a pair of auxiliary lanes between 41st to Soquel, a bicycle/pedestrian bridge at Chanticleer, and a bicycle/pedestrian overcrossing at Mar Vista in Aptos — following completion of environmental documents, final design, right of way and utility work.
- Coastal Rail Trail: Provide supplemental funding to complete construction of bicycle/pedestrian trail sections in Santa Cruz, Watsonville and the San Lorenzo River bridge. For the north coast trail, begin construction following completion of an environmental analysis of possible alignments and final design.
- Rail Corridor: Completion of the analysis of transportation options for the rail corridor (and two parallel routes), and conduct maintenance.
- San Lorenzo Valley/Highway 9: Begin work on a pathway, transit stop and other improvements in Felton between Fall Creek Road and the elementary/middle/high school complex, and move forward with projects identified through the Highway 9 corridor plan.

- Highway 17 Wildlife Crossing: Construct the undercrossing (in coordination with other project funding sources and partners).

The deadline for written comments on the RTC's Measure D regional project five-year plans is noon on Wednesday. Oral comments may also be provided to the RTC board at the public hearing.

Next year, the five-year plan approval process will also include review of an annual report describing actual expenditures, progress made to improve the transportation system, how maintenance of effort requirements have been met to ensure Measure D revenues are adding to (not substituting) other revenues and the degree to which Measure D funds were used to secure additional funding from other new or existing sources. The annual report of expenditures will be reviewed via an annual fiscal audit, as well as a taxpayer oversight committee, to ensure funds were expended consistent with the requirements of Measure D.

Measure D is a 30-year half-cent local sales tax which began collection in April. Funds are expected to be available for projects in August.

# Santa Cruz approves city budget with caveat to cut \$2.7M deficit by fall

By **Jessica A. York**, *Santa Cruz Sentinel*

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## 7 COMMENTS

SANTA CRUZ >> The Santa Cruz City Council unanimously approved on Tuesday the **2017-2018 budget**, including a plan for a \$2.7 million deficit.

It will be “imperative” to reduce the deficit in coming months, City Finance Director Marcus Pimentel warned in a report to the council. He said on Tuesday that city staff may return to the council with recommended savings and new revenue plans as early as October.

City Manager Martín Bernal said he expects to offer city leaders “surgical cuts” from city department spending, changes that are weighed in the context of city “needs and priorities.” He suggested that the council be “extremely prudent” in adding to the city’s ongoing fiscal obligations.

“We’re not in crisis mode, but we can get there very quickly,” Bernal told the council. “It really is difficult, because, for a lot of us, we were doing this not that long ago, so it’s hard to get back there.”

At least initially, the city will lean on its reserves to cover the deficit, which represents about 2.6 percent of the general fund, as part of an overall \$263.2 million citywide budget plan. A last-minute \$7,500 spending proposal by Councilman Chris Krohn to record and air city Planning Commission meetings was voted down.

While the coming year’s budget is considered “status quo” without significant growth in existing services and support structures, it includes increasing personnel retirement and health costs and 21 new full-time equivalent employee positions, a 2 percent staffing increase. More than half of the personnel increases are within the general fund.

About \$583,000, or more than a fifth of the coming year’s general fund budget deficit, comes from City Council earmarks included during budget hearings last month. Those add-ons include hiring a San Lorenzo River/grant coordinator, bolstering the Downtown Outreach Worker program and several homelessness reduction projects, including a budget placeholder for a year-round emergency shelter efforts and a Downtown Streets Team jobs program.

Several core community program grants also were added for the Neighborhood Childcare Center, Meals on Wheels, CAB Day Worker Center, Santa Cruz Toddler Care, Foster Grandparent Program and Santa Cruz Open Streets.

The budgeted overspending will draw down the city’s general fund reserves to \$16.6 million for the \$106 million budget.

The final budget proposal also included an analysis of how the city could go after short-term/vacation rental tax and moratorium scofflaws. City officials hope that a new pilot program to collect vacation rental back-taxes would pay for itself, if at least 50 properties are identified.

In other agenda items, the council voted to:

- Sign a resolution opposing federal review of the Monterey Bay National Marine Sanctuary, preventing offshore oil and gas drilling.
- Sign a resolution supporting the Paris Agreement on Climate Change and authorize the mayor to join the Climate Mayors Network on behalf of the City of Santa Cruz.

<http://www.santacruzsentinel.com/government-and-politics/20170613/santa-cruz-approves-city-budget-with-caveat-to-cut-27m-deficit-by-fall>