



COMMUNITY BRIDGES  
PUENTES DE LA COMUNIDAD

BOARD OF DIRECTORS

Wednesday, September 2, 2015

6:00 PM to 8:00 PM

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

AGENDA

- 5:30 Dinner
- 6:00 1. Call to Order/Establish Quorum
- 6:00 2. Agenda Review
- 6:02 3. Announcements/Program Updates
- 6:08 5. **\*CONSENT AGENDA – Action Items**  
*In approving the consent agenda, the Board is approving recommendations within each committee's minutes listed below.*
- 5.1 Draft Minutes of the June 17, 2015 Board Meeting\***  
a. Barb/Jorge moved to approve the June 17, 2015 Consent Agenda as presented. MSP.
- 5.2 Draft Minutes of the August 6, 2015 Finance Committee Meeting\***  
a. Jack/Linda moved to recommend to the full Board that the \$1,488.83 year-end gain in our quasi endowment fund be left in the account at this time, as opposed to withdrawing all but the mandatory 3% reserve for other purposes. MSP.
- 5.3 Draft Minutes of the August 6, 2015 Governance Committee Meeting\***  
a. Jordan/Rebecca moved to approve the WIC Staff Bonus Proposal for 2015. MSP.  
b. Jordan/Rebecca moved to recommend to the full Board to adopt a policy regarding requests for support, and until a policy is adopted, we do not support or endorse anyone or anything. MSP.
- 5.4 Notes of the June 10, 2015 Philanthropy Committee Meeting**
- 5.5 Notes of the July 8, 2015 Philanthropy Committee Meeting**
- 5.6 Notes of the August 12, 2015 Philanthropy Committee Meeting**
- 5.7 Resolution #2015-09-01 AAA Contract**
- 6:10 6. Receive comments from members of the public on “Items not on the Agenda”
- 6:15 7. Program Presentation: Child Development Division – Lisa Hindman Holbert  
*7.1 CDD annual program self-evaluation*
- 6:35 8. Agency Business – Ray Cancino  
*8.1 CB Knowledge Quiz*  
*8.2 \*Action Item\*: WIC Staff Bonus Proposal*  
*8.3 MOWLOSC Update*
- 6:55 9. Finance Report – Cathy Benson  
*9.1 Action Item: Approval of 15/16 Agency Budgets*
- 7:00 10. Development/Philanthropy Report – Libby Morain
- 7:05 11. Philanthropy Committee Update – Jordan Ciliberto  
*11.1 Unrestricted Funding Policy*
- 7:10 12. Board Business – Linda Fawcett  
*12.1 Discussion/Review of Advocacy Plan – Jorge*  
*12.2 Discussion/Review of Endorsement Policy – Jorge*  
*12.3 Review of Retreat: Discussion; Survey Results*  
*12.4 Review Trend Report Update w/ Funding*

- 7:25 13. Board Engagement Small-Group Exercise
- 7:40 14. Written Reports
- 14.1 *Financial Reports from the August 6, 2015 Finance Committee Meeting*
- 14.2 *Community Bridges Program Reports – MOW; LL; WIC*
- 7:40 15. Newspaper Articles
- 7:40 16. Items for Next Agenda
- 7:40 17. Adjourn Regular Meeting
- 7:40 18. CLOSED SESSION

**Next Meeting:**

**Wednesday, October 21, 2015**

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

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



COMMUNITY BRIDGES  
PUENTES DE LA COMUNIDAD

**BOARD OF DIRECTORS**

**Wednesday, September 2, 2015**

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

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

**CLOSED SESSION AGENDA**

- 7:40 1. \*CONSENT AGENDA – Action Items**  
***1.1 Closed Session Notes of the June 17, 2015 Board Meeting\****  
a. Barb/Pam moved to approve the June 17, 2015 Closed Session Consent Agenda as presented.  
MSP.
- 7:41 2. UTU Grievance**
- 7:45 3. SEIU Update**
- 7:50 4. Personnel Committee Update – Two Recommendations (*Action Items*)**  
***4.1 Notes of the August 28, 2015 Personnel Committee Meeting\****  
a. The committee recommends that the Board remove the CEO from the “step increase” compensation system, but guarantee the step increases to which the CEO would have been entitled under the system for the next four years. Pam/Shannon.  
b. The committee recommends that the Board conduct the CEO Evaluation in July.  
Pam/Shannon.
- 8:00 5. Adjourn Closed Session**

**Next Meeting:**

**Wednesday, October 21, 2015**

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

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060



**BOARD OF DIRECTORS**  
**Wednesday, June 17, 2015**  
**6:00 PM to 8:00 PM**

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

**DRAFT MINUTES**

**Members Present:** Barbara Frank, Jack Jacobson, Jordan Ciliberto, Jorge Méndez, Linda Fawcett, Martín Bernal, Pam Fields, Rebecca Fowler, Shannon Brady, Shannon Rose

**Staff in Attendance:** Cathy Benson, Cathy Cavanaugh, Claudia Porter, Julie St. Leger-Barter, Katie Small, Libby Morain, Myriam Scally, Ray Cancino, Robbie Gonzalez-Dow, Susan Marinshaw

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

5:30 Dinner served.

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

6:00 2. Agenda Review

6:01 3. Announcements/Program Updates

3.1 Ray – E&D TAC is still recruiting for new Board members.

3.2 Libby – CB fundraiser at Saturn Café on Wednesday, July 8. 10% of your bill goes to CB when you present the flyer.

6:05 4. CONSENT AGENDA

4.1 Barb/Jorge moved to approve the June 17, 2015 Consent Agenda as presented. MSP.

*This Consent Agenda included:*

*5.1 Draft Minutes of the June 4, 2015 Board Meeting\**

*5.2 Draft Minutes of the June 4, 2015 Finance Committee Meeting*

*5.3 Draft Minutes of the June 4, 2015 Governance Committee Meeting*

*5.4 Notes of the May 13, 2015 Philanthropy Committee Meeting*

6:06 5. Receive comments from members of the public on “Items not on the Agenda” – None.

6:06 6. Program Presentation: WIC – Cathy Cavanaugh and Robbie Gonzalez-Dow

Cathy and Robbie presented an overview of the WIC program, including nutrition education, food demos/tastings, vouchers, online component, breastfeeding support, and other ongoing projects. Everyone is welcome to attend the 9<sup>th</sup> annual Breastfeeding Walk in Watsonville on Friday, August 7 from 3-6pm.

6:26 7. Finance Committee Update – Barbara Frank

Please refer to the committee notes in the packet. June 4<sup>th</sup> FC meeting was summarized at June 4<sup>th</sup> BOD meeting.

6:29 8. Governance Committee Update – Linda Fawcett

Please refer to the committee notes in the packet. June 4<sup>th</sup> GC meeting was summarized at June 4<sup>th</sup> BOD meeting.

6:29 9. Philanthropy Committee Update – Jordan Ciliberto/Shannon Brady

The committee is working on finding a new Chair and more members. Goal of each BOD member giving \$1k; passed out individual progress reports.

**6:31 10. Development/Philanthropy Report – Libby Morain**

Please refer to the progress report in your packet.

**6:40 11. CEO Report – Ray Cancino**

**11.1 Overall FY 15/16 Budget** – Capitola’s 2.7% increase last year continues for this year. City of Santa Cruz and the County are changing how they allocate funds. Watsonville initially proposed a cut but we were able to prevent it. Overall = flat funding. Improved forecast for CDD and Elderday. FRC restructure is fully integrated into the new budget. Cathy B. will bring budgets to September BOD meeting.

**6:45** All staff members left except Ray and Julie S.

**11.2 Strategic Planning Exercise** – Split into two groups: 1) Nancy facilitated: Rebecca, Linda, Jack, Martin, Pam, Shannon R. 2) Ray facilitated: Shannon B., Jorge, Jordan, Barb.

**What are the big ideas that need to be worked on?**

**Group 1 (Nancy):** Board role discussion; CB diversifies fundraising; info systems; establish benchmarks for risk; program-specific planning; SWOT; move to thriving; Board eval; how to be proactive on financial issues; process for contingency; integration; support the CEO + transition.

**Group 2 (Ray):** specific outcomes; sustainability – diversify \$, debt reduction; consolidation and being smarter with resources; upgrading donors; estate planning; trend reports; systems need to be improved; identify underpaid – look to increase; long term: info systems, deficit.

**Board Retreat Friday, July 10. Outcomes:**

- Review of Focus Area progress
- Financial trend reports
- Annual Report (shows interdependencies)
- Supporting the CEO
- Being able to understand the programs more fully
- Identify financial health more easily

Ray, Nancy and Linda will work on the Retreat agenda.

**8:00 12. Written Reports**

*12.1 Financial Reports from the June 4, 2015 Finance Committee Meeting*

*12.2 Community Bridges Program Reports – LMCR; LOCR; NVCR; Philanthropy*

**8:01 13. Newspaper Articles**

**8:02 14. Items for Next Agenda** – None discussed.

**8:02 15. Adjourn Regular Meeting**

**8:02 16. CLOSED SESSION**

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**Next Meeting: Wednesday, September 9, 2015**

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

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

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**Board Retreat: Friday, July 10, 2015**

**8:45 AM to 4:00 PM**

**Mackenzie Bar & Grill at Pasatiempo: 20 Clubhouse Rd, Santa Cruz**



**Finance Committee**  
**Thursday, August 6, 2015**  
**11:30AM – 12:00PM**  
**Community Bridges (CB), Aptos**

**Draft Minutes**

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

**Excused Absent:** Barbara Frank, Jorge Méndez

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

**11:34** Cathy called meeting to order. Quorum established.

**11:35** Agenda Review

**11:36** CFO Report – Ray Cancino

- a) **Program Budget Summary Review** – This summary is preliminary – have yet to accrue all revenue received as of June 30. Highlights included: MOW lower food costs \$14k and other savings +\$15.5k; CDD better attendance and parent fees +\$4k; ELD better collections (Medi-Cal earned revenue) +\$29k and annual ADA 71.4 (June 69.6); WIC reduce projected purchases \$11k.
- b) **Financial Statement & Balance Sheet Review/Cash Assets Report** – MAA loss hasn't been posted yet. Ratios are healthy. Need to work on improving our liquidity ratio (unrestricted cash to our liability).
- c) **Cash Flow Review and Line of Credit Update** – Everything is looking good.
- d) **Investment and Endowment Performance** – Graphs as of June 30 are included. Endowments are steady. Cole hasn't subtracted Q4 fees yet.

**11:55** ACTION – Decision regarding YE Endowment Dividends

Jack/Linda moved to recommend to the full Board that the \$1,488.83 year-end gain in our quasi endowment fund be left in the account at this time, as opposed to withdrawing all but the mandatory 3% reserve for other purposes. MSP.

**12:03** Agency Reserve

We are just introducing the topic. Every program needs to have a small surplus. Cathy will come back with a specific proposal and will keep this item on future agendas.

**12:08** Items for Next Agenda

None discussed.

**12:08** Adjourn

**Next Meeting: Thursday, September 3, 2015**  
**11:30AM – 12:00PM**



**Governance Committee**  
**Thursday, August 6, 2015**  
**12:00 – 1:00PM**  
**Community Bridges (CB), Aptos**

**Draft Minutes**

**Members Present:** Jordan Ciliberto, Linda Fawcett, Rebecca Fowler

**Members Excused Absent:** Barbara Frank

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

**Board Member Guest:** Jack Jacobson

**12:09 Meeting called to order/Quorum established.**

**12:10 Agenda Review** – Linda added “Retreat: How to Move Beyond” to Item 4 in CEO Report.

**12:11 Consent Agenda** – None. June 4, 2015 Governance Committee Meeting Draft Minutes were approved at the June 17, 2015 Board of Directors Meeting.

**12:11 CEO Report – Ray Cancino**

- 1) **Action Item: WIC Staff Bonus Proposal** – This is an annual proposal with federal funds that cannot be rolled over. Discussion regarding potential animosity from other programs; Admin staff who claim WIC hours.

**Jordan/Rebecca moved to approve the WIC Staff Bonus Proposal for 2015. MSP.**

- 2) **Meals on Wheels Site Agreement** – They finally accepted our last proposal. 18-month escalator agreement with base rent of \$2,421 starting August 1. This is doable but it does impact client services – by the end of the term it will cost us 10,000 meals. No cuts to program staff. Senior mailers have helped pay for operational increases.

- 3) **UTU Grievance – CLOSED SESSION**

- 4) **Board Discussion on Surveys/Retreat Overview** –There has been some concern around a Strategic Plan. Will get the absent Board members up to speed at September BOD meeting. Will also discuss clarification of vision, long-term goal achievement, and what we can do to address concerns. Different sets of goals: Ray = program, budget, strength of internal core. Board = how to best support those things in the 2 areas of advocacy and philanthropy. All Board members need to be prepared to talk to elected officials. Need to know what % of funds come from where for each program (County, federal, etc.). Come up with two items to champion throughout the year i.e. nutrition. Ray brings requests to BOD meetings, and then the Board decides how to carry them out. We also need to keep governance in mind. The goal for this year is for the group to understand and engage in one direction.

- 5) **Requests for Support**

- a. “Constitution Protection Zone Policy”
- b. Beach Flats Garden Request for Letter/Op-ed

Jordan/Rebecca moved to recommend to the full Board to adopt a policy regarding requests for support, and until a policy is adopted, we do not support or endorse anyone or anything. MSP.

This will be further discussed at the September Board meeting. A draft policy will be created and brought to the October Board meeting for approval.

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

- 1) Agenda for September 2, 2015 Board of Directors Meeting** – Linda and Ray will discuss the agenda together.

**1:34 Adjourn**

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





COMMUNITY BRIDGES  
PUENTES DE LA COMUNIDAD

## **Philanthropy and Marketing Committee**

Wednesday, June 10, 2015 — 12 noon–1 P.M. LOFRC

Attending: Linda Fawcett, Shannon Brady.

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

### **1. 2014-15 Philanthropy Plan Progress Report**

Review of a Progress Report showing 118% of our agency goal met at 89% of the year.

We have received \$34k to date from the Meals on Wheels mailer. We are signing on to repeat in November. We will track the new donor retention rate over the next two years.

Ray met with the Nueva Vista advisory committee to assess fundraising progress and determine next steps. We are following up with three major donors who have not given. The annual appeal is down 50% over last year. Donors may not recognize the new brand.

### **2. Lift Line Van Sponsorship Policy**

The committee agreed ads will stay at \$1,200 per year. Renewals will increase to \$1,200. CB can design the ad for \$150, and it costs \$250 to install a new ad at renewal if needed.

### **3. Committee Chair Nominations**

Linda can appoint a new chair as Board Chair. Cheryl Bentley was nominated. Shannon Rose will be invited to join the committee. Linda will contact Cheryl and Shannon Rose.

### **4. Board Giving Update**

Shannon Brady will present Board Giving updates at next week's Board meeting. Going forward we will provide giving statements to each Board member in October and March.

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

July 8, 2015 at Noon

at Live Oak Family Resource Center



COMMUNITY BRIDGES  
PUENTES DE LA COMUNIDAD

## **Philanthropy and Marketing Committee**

Wednesday, July 8, 2015 — 12 noon–1 P.M. Saturn Cafe

Attending: Jordan Ciliberto, Lee Slaff, Linda Fawcett.

Staff: Anna Vaage, Katie Small, Libby Morain.

### **1. 2014-15 Philanthropy Plan Progress Report**

Review of a Progress Report showing 122% of our agency goal met at 99% of the year. Community Foundation is awarding a \$50k grant to CB and Elderday for outreach efforts. Monterey Peninsula Foundation is canceling its match program this year, which is a \$18k loss in matching funds. Committee members are glad we were successful in the last year.

### **2. Policy Updates for 2015-16**

- Lift Line Van Sponsorships: Libby distributed final packet. Members want to increase diversity of supports among our partners, including event and calendar sponsors.
- Donation Routing Policy: There was discussion about mail and phone Thank Yous. Members suggested always leaving a voice mail message for donors who screen calls.
- Board Giving Goal: There was discussion about amending the goal for 15/16. We want to encourage support for the agency and programs, as well as diverse participation.

### **3. 2016 Calendar Sponsorships**

2015 sponsors will have first option to renew via email contacts. Solicitors will reach out.

### **4. Donor Appreciation Event**

Elizabeth Lindsley of the Nueva Vista Advisory Committee will host an event at her house.

### **5. Chair Appreciation**

Members and staff honored Lee Slaff for more than ten years of service on the committee, since the department and committee were founded. Shannon Brady sent comments as CB's first Development Director whom Lee supported. The Department has raised almost \$2.5M during Lee's tenure, and it is full self-supporting as of this year. Way to go, Lee Slaff!

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

August 12, 2015 at Noon

at Live Oak Family Resource Center



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

**Philanthropy and Marketing Committee**

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

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

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

New member Anissa Novak of Alzheimer's Association was introduced.

**1. 2015-16 Philanthropy Plan Progress Report**

Review of a Progress Report showing FY 15/16 receipts to date. For FY 14/15, we currently have posted 124% of our goal, and gifts are still coming in. We are sending 2,000 Senior mailers to the donor base, one of three appeals for the year. Our 15/16 goal is \$323,850.

- 2016 Calendar sponsorships: 5 of 12 months have been committed, and solicitations continue. Committee members and staff are contacting 2015 sponsors to renew first.
- August donor appreciation event: Program will focus on Family Resource Collective.
- Mountain Affair: We are seeking help soliciting sponsorships and live auction items.

**2. Policy Updates for 2015-16**

- Unrestricted Funding Policy: Committee members declined to approve a written policy, reiterating the CEO has discretion to apply unrestricted funds for the agency.
- 15/16 Board Giving Goal: A goal of \$20,000 at \$1,000 per member was agreed upon. Shannon and Libby will coordinate individual giving goals among Board members.
- Philanthropy Committee Description: The Board Development Committee updated the committee descriptions in 2014. Under Committee Tasks, it was recommended we add: Support fundraising events and Assist with cultivating donor relationships.

Anissa and Libby announced an opportunity to partner with Alzheimer's Association on the Walk to End Alzheimer's on Saturday, October 3. As an agency serving seniors, Community Bridges will receive 50% of funds raised, or 60% over \$6,000, of which Anissa has already secured a \$2,500 donation. We'll encourage staff to participate as a teambuilding activity.

**Next Philanthropy Committee Meeting:**

September 8, 2015 at Noon

at Live Oak Community Resources



AGENCY BOARD RESOLUTION  
RESOLUTION # 2015-09-01

At the duly noticed regular meeting of the Community Bridges Board of Directors held on September 2, 2015 the following resolution was made:

Whereas the Community Bridges Board of Directors hereby authorized Community Bridges to enter into **funding Contract 1516-02 with the Seniors Council/ Area Agency on Aging (AAA).**

Whereas the Community Bridges Board of Directors authorizes the Chief Executive Officer to execute contracts, including any amendments, with the Seniors Council/Area Agency on Aging (AAA) for program funds for the 2015-16 Program Year.

\_\_\_\_\_  
Linda Fawcett, Chair

\_\_\_\_\_  
Jordan Ciliberto, 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 \_\_\_\_\_, 2015, at Santa Cruz, California.

\_\_\_\_\_  
Linda Fawcett, Chair

\_\_\_\_\_  
Jordan Ciliberto, Secretary



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Santa Cruz, CA 95062 F | 831.426.0437

18 West Lake Ave., Ste. A P | 831.722.7121  
Watsonville, CA 95076 F | 831.722.8532

DATE: July 17, 2015

TO: Ray Cancino, CEO

CC: Cathy Benson, Chief Fiscal Officer

Julie Gilbertson, Chief Human Resources Officer

FROM: Cathy Cavanaugh, WIC Program Director

RE: WIC Staff Bonus Proposal

#### BACKGROUND

FFY 2015 has been a very challenging and rewarding year for the WIC Staff. Our staff set a program goal of increasing breastfeeding rates among WIC clients. The results of our efforts have paid off!

1. The 12 month breastfeeding average among all WIC clients increased from 33.4 in July 2014 to 35.2 in July 2015.
2. The Exclusive Breastfeeding (EBF) rate among all infants enrolled in the WIC program increased from 34.2% in March 2014 to 34.8% in March 2015.
3. The 2015 CB WIC rate of Exclusively Breastfeed Infants at 6 months was 36% exceeding the Healthy People 2020 Goal of 25%.
4. The 2015 CB WIC rate of any Breastfeeding at 1 year of age was 47% exceeding the Healthy People 2020 Goal of 34%.

Since these numbers reflect a monthly aggregate snap shot of the 1500 infants receiving any WIC services, the fact that breastfeeding rates continue to increase is a reflection of considerable effort and commitment on the part of the entire WIC staff.

#### PROPOSAL

The provision of a one-time employee incentive award bonus for WIC staff located at the Watsonville and Santa Cruz sites to reward outstanding employee effort, teamwork, customer service, and efficient job performance in providing Breastfeeding Support and Peer Counseling and increasing exclusive breastfeeding rates among WIC clients.

1. This is an allowable WIC expense per WIC CONTRACT MANAGEMENT BINDER - CMB FFY 2015, Chapter 5 Allowable Costs, Attachment 5-1 Allowability of Program Expenditures: Salaries and Wages (Employee Compensation) – Incentive Award.
2. The Incentive Award criteria are preplanned and performance based and are set prior to the tracking period.
3. The Incentive Award amount is fair, reasonable, not excessive and conforms to Community Bridges established policies and accounting practices on distributing incentive compensation.
4. The amount for each staff person is based on: 1) current FTE status and the employee must have worked for WIC for at least 90 days by September 30, 2015.
5. The maximum award is \$1,600 for 1 FTE employed for all FFY 2015.

#### FISCAL IMPACT

There are adequate WIC funds available to support the proposed employee award bonuses this fiscal year.

1. The total cost will be \$51,958.85. (See attached worksheet)
2. With our program currently fully staffed and all program activities fully funded, there is adequate personnel money available for the employee bonus.
3. Unspent WIC funds may not be rolled over into FFY 15-16.
4. It is in the best interest of Community Bridges to reward employee performance when able.



# **Annual Program Self Evaluation CSPP**

**FY 2014.2015**

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

**Desired Results Developmental Profile Summary of Findings and Program Action Plan  
Educational Goal**

<b>Contractor's Legal Name</b> <b>Community Bridges</b>	
<b>Contract Type</b> CSPP	<b>Age Group (Infant/Toddler, Preschool, School-Age)</b> Preschool
<b>Planning Date</b> May 18, 2015	<b>Lead Planner's Name and Title</b> Lisa Hindman Holbert-Program Director Amy Rather-Site Supervisor Arasele Rocha-Site Supervisor Maria Hurtado-Site Supervisor Teresa Parker-Pooré-Site Supervisor Vanessa Garcia-Site Supervisor
<b>Review the Desired Results Developmental Profile Summary of Findings at the Program or Network level and plan on the areas that your agency will focus on for the FY 2015–16. Each contract type should have a program level plan and action steps. Include this information in the response boxes below.</b> <i>Each response box below will expand as needed</i>	
<b>Key Findings by Domain from Developmental Profiles</b>  <b>Ask: Where is the program now?</b>	<p>In analyzing our DRDP data, we found that most children are <b>developing</b> and <b>building</b> their skills in the <b>HEALTH</b> domain, while getting a lot of support from Teachers, more specifically with <b>Personal Care Routines</b>. Many of the 4 year old children are taking care of their personal cleanliness routines, and in general the children have developed in this area. Teachers have implemented many of the <b>ECERS</b> practices with <b>personal care routines</b>, specifically handwashing. We have changed some of our practices. The adults are using spray bottles to wet the children's hands before they wash them or the adults squirt soap into children's hands. Adults are often also distributing paper towels to the children individually. We have health and nutritional information available at most sites (My plate information) and provide families with information about WIC.</p>

<p><b>Educational Program Goal(s)</b></p> <p><b>Ask: Where does the program want to go?</b></p>	<p>For 2015/2016 program year, we will be using the DRDP 2015, which has additional measures embedded in the <b>PHYSICAL DEVELOPMENT-HEALTH</b> domain.</p> <p>The areas within the Physical Development-HEALTH domain are categorized among 10 measures that include:</p> <ul style="list-style-type: none"> <li>• Skills (motor, movement and manipulative)</li> <li>• Safety</li> <li>• Personal Care Routines (hygiene, self feeding and dressing)</li> <li>• Active Physical Play</li> <li>• Nutrition</li> </ul> <p>In reviewing some of the new measures, we will plan some goals specifically on how we will meet these measures to support children in the Physical Development-Health domain.</p> <p>It is our goal that children will be able to support themselves with their personal care routines, develop motor, movement and manipulative skills, engage in physical play and demonstrate increased knowledge about nutrition and healthful food choices.</p>
<p><b>Action Steps (i.e. address activity planning, curriculum modifications, materials required, staff or program schedules, child-staff interactions, classroom use of space, professional development, parent education, and/or community outreach)</b></p> <p><b>Ask: How does</b></p>	<p>In Community Bridges, one of our sister programs is Child and Adult Care Food Program (CACFP), and we work closely with their program on CACFP regulations and best practices. We have also spent a lot of time analyzing our food program and what we are serving to the children, had staff create ideas for the menus and the CACFP Director began creating Seasonal Cycle menus that we are planning to launch in July. We have annual trainings to ensure that our staff continue to have training and support around our nutrition program. We hope to give the children opportunities to vote on foods they would like to eat, too.</p> <ul style="list-style-type: none"> <li>• We have Nutrition and Physical Fitness training guides for each site that will be distributed. We will also look to the USDA site for other supportive materials to utilize in our program.</li> </ul> <p>In our program, we have a central kitchen that prepares the meals for all the children.</p> <ul style="list-style-type: none"> <li>• CACFP Director and I will work closely with the Cook to modify menus, implement the seasonal cycle menus and ensure we are serving more nutritious, healthful meals to the children, many eat 3 meals daily in our program.</li> </ul> <p>In addition, these are some of the steps we will take beginning July 2015, with attainment of goals anticipated before May 2016.</p>



<p>the program get there? (This form can be expanded and is not limited to a single page.)</p>	<ul style="list-style-type: none"> <li>• DRDP 2015 and PLF Physical Development will be distributed to all sites.</li> <li>• We will modify the outdoor environments to ensure that there are various activities at all times to promote active play, foster skills in physical development. This will be implemented into our curriculum planning at the site level and developed at our site staff meetings and teaching team collaboration meetings.</li> <li>• We will purchase some materials to enhance our Health/Nutrition education program (using our QRIS grant).</li> <li>• We will explore garden grants for expanding our gardens and do more cooking projects with the children or explore community engagement as a way of outreach (ie CSA food distribution, Second Harvest Food Bank, garden centers, local farmers/farms, social media blasts).</li> <li>• We will have a staff activity/meeting to create a shared goal around Physical Development-Health, specifically around wellness, building morale, self-care or managing stress.</li> <li>• We will work with HR to establish a way for CDD staff to participate in the quarterly Health and Safety Committee meetings within our broader agency.</li> <li>• We will do some outreach to Dientes, another community based program and see if we can have a dentist visit our program and possibly donate toothbrushes. Some sites have implemented tooth brushing and it is part of their daily routine. This will be consistent across all sites.</li> <li>• We will have a family meeting across all sites focusing on nutrition and health.</li> <li>• CPIN training focusing on Health Domain for children (possibly AB212 opportunity).</li> </ul>
<p><b>Expected Completion Date and/or Ongoing Implementation and Persons Responsible</b></p> <p><b>Ask: By when?</b></p>	<p>By <b>May 2016</b>, we will have met all these goals.</p> <ul style="list-style-type: none"> <li>• <b>Program Director</b> will work on some of the systematic outreach avenues.</li> <li>• <b>Site Supervisors</b> will implement the daily routine, practices and ensure there is a staff meeting focused on HEALTH, ensure that curriculum reflects activities to promote this domain. Ensure that opportunities for children to integrate the development, by doing much of their personal care on their own with minimal Teacher support and more children helping children.</li> <li>• <b>Teachers</b> will plan activities and embed health/nutrition/safety promotion into their daily routines,</li> </ul>

	large/small group times.
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**Community Bridges Board Retreat**  
**Friday, July 10, 2015**  
**Mackenzie Bar & Grill at Pasatiempo, Trophy Room**  
**8:45 am – 3:00 pm**

**Board Members Present:** Barbara Frank, Jordan Ciliberto, Jorge Méndez, Linda Fawcett, Pam Fields, Rebecca Fowler, Shannon Brady

**Excused:** Jack Jacobson, Martín Bernal, Shannon Rose

**Staff Members Present:** Cathy Benson, Julie Gilbertson, Julie St. Leger-Barter, Libby Morain, Ray Cancino, Susan Marinshaw

**Facilitators:** Mary Hiland, Nancy Sherrod

**OUTCOMES FOR THE DAY:**

1. Board members have a renewed, shared understanding of board governance and their key roles and responsibilities.
2. The board makes a commitment to 2-4 board goals in the areas of both advocacy and philanthropy for the next twelve months. The goals have specific objectives and indicators that measure success.

**8:45 Morning Greetings & Breakfast**

**9:10 Welcome/Housekeeping/Review of the Day/Introductions**

**9:20 Activity: “What’s Your Story?”** – Talk with the person(s) next to you for a few minutes about what brought you to CB, whether to work or to serve on the Board. A few volunteers shared with the full group.

**9:40 Our History & the Year’s Accomplishments – Ray Cancino**

Ray presented a PowerPoint on the agency overview for FY 15/16, including deficit reduction, two-prong diversification, trends and sustainability.

**10:12 Governance as Leadership – Mary Hiland**

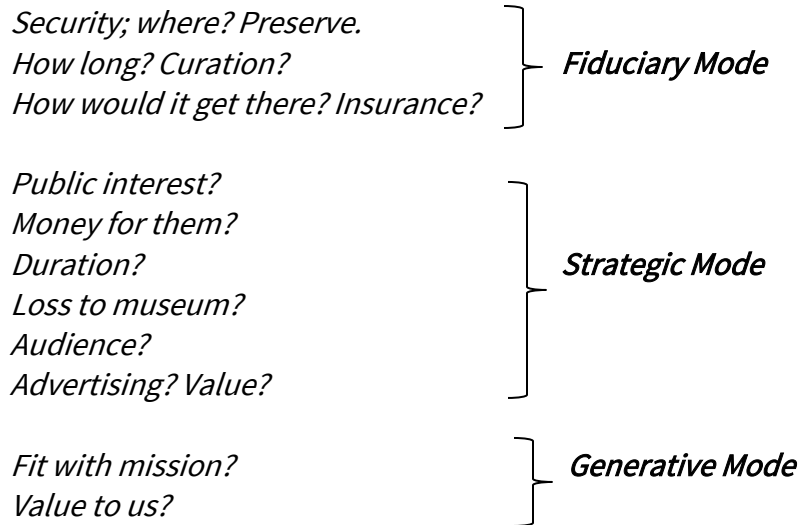
Think about your gifts and talents. On a scale of 1-10 how much are they being utilized on this Board? Everyone responded 8 or higher but there is still potential to tap into them more.

***How are you going to make a difference in this coming year?***

- *Evolve the organization*
- *More engaged Board*
- *↑ credibility and visibility*
- *New associations*

Effective boards help the organization make better decisions. Every board member has a network aka social capital.

**Exercise: Boston Museum of Fine Art** – The Bellagio in Las Vegas wants to display the BMFA’s Monet collection. As a Board member, what questions would you ask in order to make a decision?



### **Fiduciary Mode**

- Stewardship
- ? = What's wrong?
- Board's core work in this mode is:
  - Oversight
  - Ensuring efficient & effective use of resources
  - Compliance & fiscal integrity
  - Select, monitor & evaluate the CEO
  - Ratify policy

### **Strategic Mode**

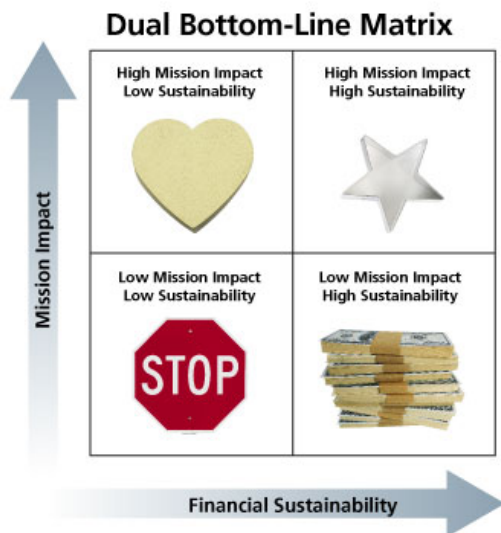
- Strategic partnership w/ senior management
- ? = What's the plan?
- Board's core work in this mode is:
  - Scan internal & external environments
  - Strategic planning
  - Monitor organizational performance & competitive position
  - Define critical success factors

### **Generative Mode**

- Leadership
- ? = What's the question?
- Board's core work in this mode is:
  - Reconcile value propositions
  - Discern & frame challenges
  - Make meaning – make sense of the circumstances
  - Think creatively

Effectiveness = all 3 modes

Dual bottom line = Impact & Sustainability



11:15 Break

11:30 Governance: Part II

*If one of the programs has a deficit, what questions would you as a Board member ask?*

- How much interdependency?
- Contribution to admin?
- What is the program's value related to mission impact?
- How do we define impact?
- Are we duplicating?
- What is the impact on staff?
- What are funding sources and the issues?
- What is the emotional connection to the community?

*Internal Criteria: On a scale of 1-10, what factors would make you rate a program a 10?*

- # of clients served
- Unmet need – no other org. is serving or not enough
- Leveraged as a point of change and impact – multiple impacts
- How vulnerable is the clientele
- Health and nutrition impact
- Depth of service per person
- Preserves independence and dignity
- Increases CB's visibility in the community
- Geographic location – reach
- Diversity of clients served
- Actual outcomes/results
- Amount of revenue generated that goes out to those who need it

12:00 Lunch

12:40 Building Our Social Capital: The Board as Advocates, Champions & Ambassadors

*When you think of fundraising, what do you think about?*

- Fear
- Imposing
- Not doing it right/how to
- Afraid of duplicating or overwhelming
- Prioritization

- Overtapping my network
- Don't want to ask
- Asking for \$ vs. in-kind
- Rejection

*The Ask:*  
**Identification**  
 → Ask for help  
 \/  
**Cultivate**  
 → Ask  
**Stewardship**

**Board's Advocacy Role** – What is *advocacy*? To identify, embrace, and promote a cause. What Will You Do Now? Libby reviewed the 2015/16 Strategies to Maximize Giving worksheet and Philanthropy Plan.

1:40 **Break**

1:55 **Creating Our 2015-16 Board Goals in Philanthropy & Advocacy**

*Vision = most active nonprofit*

#### **Advocacy**

- Elderday – rate increase
  - Appointments
  - Phone calls
  - Letter – all signed
  - Presentations
- Government \$ – holding steady
  - Avoided cuts
- Meals on Wheels – reasonable ↑
- Ray brings things to BOD meetings

#### **Activities**

- Meeting regularly/quarterly with jurisdictional leaders – be proactive, not just at budget time. State Senator & Assemblymen, Board of Supervisors, City Councils, City Managers
- Maintain/build relationships
- Bring them into the centers
- Keep in touch with non-govt. partners in advocacy
- Board is educated more on some key issues to lay foundation for advocacy
- Identify info we want from them i.e. funding trends
- Identify what we & they care about that we could work on together

#### **Board of Supervisors**

- Have goal(s) for each mtg. Not just an ask – educate
- Establish a contact person for the relationship
- Attend their fundraisers and events
- Invite to our events
- Have a specific cultivation plan for each person and each Board member

#### **CB Advocacy Committee**

- Chair = Jorge
- Members = Barb, Linda, Ray, Jack (Board Development Committee) + MT member?
- Build capacity – recruit (pipeline)
- Draft a plan to present at Sept. BOD meeting

- All Board members participate in implementation
- *Goal:* get 4 names of community leaders to be on committee/BOD. “Advocacy Champions”
- *Goal:* Board learns about, takes a position, and writes op-ed piece this fiscal year

## 2:50 Closure & Appreciations/Feedback

What Worked?	Didn't?
Limited scope w/ concrete goals	Room light – use shades
Board-oriented (no MT)	Loud fan
Phil Plan “sign-up” template	Loud group next door
Trend reports	
Ray’s pie chart of funding sources	
Facilitator – Mary (less connected)	
Collaboration on agenda	
Beginning – strong informational stuff	
Middle – what we can do	
End – strong goals	
Forced commitment	
Fundraising myths	
Early discussion re. outcomes	
Mission criteria list	
Venue/food/Julie’s help	
Parking	

Email evaluation will go out on Monday. Please return by Friday.

Thank you!

## 3:00 Adjourn/Happy Hour on the Patio



## CB Knowledge Quiz

1. CB has \_\_\_\_\_ programs and \_\_\_\_\_ sites throughout Santa Cruz County.
2. CB's mission statement is to \_\_\_\_\_  
\_\_\_\_\_.
3. CB's largest foundation funder is \_\_\_\_\_.
4. CB receives the majority of its contracts from what two sources? \_\_\_\_\_ and  
\_\_\_\_\_.
5. What percentage of our annual revenue is made up of contributions? \_\_\_\_\_% .  
Grant Revenues? \_\_\_\_\_% . Earned Income? \_\_\_\_\_% .
6. What program employs the most employees? \_\_\_\_\_.
7. How many people do we serve each year? \_\_\_\_\_.
8. How many properties does CB own? \_\_\_\_\_.
9. Which program did we most recently acquire through a merger? \_\_\_\_\_.
10. What was the agency called before "Community Bridges"? \_\_\_\_\_.



# Community Bridges Customer Service Plan

## Adopted by BOD 9/19/06

**PURPOSE OF CUSTOMER SERVICE PLAN:** To define Community Bridges' standards and its plan to provide excellent customer service.

### **VISION:**

- All customers feel that they are treated with respect and dignity and that their needs are attended to when they interact with Community Bridges.
- The employees, non-paid workers and members of the Board of Directors of Community Bridges share responsibility for providing excellent customer service.

**CUSTOMER DEFINITION:** All individuals to whom Community Bridges provides a service or information.

### **TYPES OF CUSTOMERS:**

I. **Primary External Customer:** *Clients/participants* who receive services or information from Community Bridges.

II. **Other External Customers:**

- *Other service providers* who request and/or coordinate services or information from Community Bridges on behalf of their clients/participants.
- *Funders and/or donors* who provide financial, in-kind or other resources to Community Bridges.
- *Members of the general public* who request information from Community Bridges.

III. **Internal Customers:** Employees, non-paid workers and members of the Board of Directors of Community Bridges who request resources, staff support and/or information from Community Bridges.

**DEFINITION OF CUSTOMER SERVICE:** Providing services or information in such a way that customers have a positive experience with Community Bridges, feel their needs have been met and feel satisfied with the way their requests for services or information were handled.

### **CUSTOMER SERVICE STANDARDS**

Employees, non-paid workers and members of the Board of Directors will consistently meet and strive to exceed the following standards in order to provide excellent customer service:

I. **General Customer Interactions:** Treat internal and external customers with courtesy and respect and make them feel welcome every time they interact with someone at Community Bridges by:

- A. Acknowledging and greeting them politely in their preferred language;
- B. Acknowledging them by their preferred name, whenever possible;
- C. Introducing yourself by name, when appropriate;
- D. Asking questions politely and respectfully;
- E. Being courteous in all forms of communication (in person, in writing, by phone, fax or e-mail);
- F. Using words, actions and a tone of voice that demonstrates readiness to help;
- G. Listening to their questions and comments without interrupting;
- H. Using words they understand and/or explaining terms that are unfamiliar to them.

- II. Telephone Etiquette: Make internal and external customers feel welcomed and respected when they call on the telephone by:**
- A. Ensuring that there is telephone coverage during normal operating hours;
  - B. Answering the telephone within 3-4 rings;
  - C. Answering the telephone in a friendly tone of voice;
  - D. Answering telephone calls in the order they are received;
  - E. Explaining to new callers that you are on another line and will be with them shortly, if necessary;
  - F. Asking callers if they may be placed on hold or transferred to another person, then waiting for a response prior to doing so;
  - G. Limiting the amount of time that callers are placed on hold to no more than one minute;
  - H. Informing callers if the person they are trying to reach is out of the office or unavailable at the moment.
- III. Responsiveness: Be responsive to internal and external customers' requests for services and/or information by:**
- A. Responding to or acknowledging the receipt of voice mail, e-mail or handwritten messages within 24 hours;
  - B. Providing information about when a response can be expected, or providing alternate contact information when it is not possible to respond to or acknowledge receipt of messages within 24 hours;
  - C. Helping external customers within 15 minutes of their scheduled appointments;
  - D. Informing external customers who walk in/drop in without an appointment of the projected amount of time they will have to wait before receiving assistance;
  - E. Anticipating delays and keeping internal and external customers informed if they will have to wait longer than originally expected before receiving assistance.
- IV. Helpfulness: Provide accurate and relevant services and information to internal and external customers by:**
- A. Being knowledgeable about Community Bridges' services, including what can and cannot be offered;
  - B. Communicating the scope and limitations of Community Bridges' services in a clear and courteous manner;
  - C. Actively taking steps to find the information, resources and/or contact person that would best address their needs;
  - D. Directing them to the person, program or agency that would best address their needs;
  - E. Satisfying their needs within the guidelines of Community Bridges' policies and procedures.
- V. Cultural Competence: In accordance with Santa Cruz County's Cultural Competence Standard for Service Delivery, ensure that services are culturally accessible, appropriate and representative. Examples of ways to meet this standard include, but are not limited to, the following:**
- A. Speaking in the preferred language, or utilizing a translator who speaks the preferred language, of the external customer;
  - B. Having brochures, flyers, recorded messages and other written materials available in the languages that are predominantly spoken in Santa Cruz County;
  - C. Making sure that written materials are appropriate in terms of cultural context and literacy level;
  - D. Asking questions about internal and external customers' cultural beliefs and practices, as they relate to providing information and/or services, instead of making assumptions.

- E. Using words, actions and a tone of voice that demonstrates respect for and sensitivity to different cultural factors and backgrounds;
- F. Making sure that services and information are accessible to internal and external customers with various physical and developmental abilities;
- G. Developing and implementing a Cultural Competence Plan, as described in the Santa Cruz County Cultural Competence Standards (see Appendix A)

**VI. Environment: Create an environment for internal and external customers that is attractive, welcoming, clean and safe by:**

- A. Providing a comfortable place for external customers to wait to be seen;
- B. Offering external customers and their children something to eat and/or drink, as deemed appropriate and within Community Bridges' resources;
- C. Having books and toys available for children to play with that are age appropriate, culturally appropriate, culturally diverse and accessible to children with different physical and developmental abilities;
- D. Having items in the office that represent different cultures (e.g. décor, cultural symbols)
- E. Offering family-friendly amenities as appropriate and available, such as space to park strollers, private space to nurse babies or change diapers, bike racks and bus shelters;
- F. Checking for and resolving any safety hazards;
- G. Keeping lobbies, hallways, common areas, work spaces and restrooms clean;
- H. Creating ergonomically safe work spaces.

**VII. Confidentiality: Respect and maintain internal and external customers' right to privacy at all times by:**

- A. Informing them that all sensitive and/or identifying information will be kept confidential unless they have signed a written release of information or unless Community Bridges is required by law to disclose information;
- B. Explaining the implications of signing a written release of information;
- C. Maintaining the confidentiality of sensitive and/or identifying information, unless a written release of information has been signed by the customer;
- D. Holding confidential discussions in private areas;
- E. Keeping files that contain sensitive and/or identifying information in locked cabinets;

**VIII. Professionalism: Represent Community Bridges in a professional manner by:**

- A. Limiting the number of group discussions held in common areas where external customers might be;
- B. Holding personal conversations in private areas where other internal or external customers cannot hear;
- C. Minimizing personal conversations during work time;
- D. Using professional language that is appropriate for the type of customer;
- E. Maintaining a professional appearance that is appropriate for their work environment;
- F. Maintaining professional boundaries according to Community Bridges' policies (see Appendix B for sample policies);
- G. Avoiding a conflict of interests, or the appearance of a conflict of interest, according to Community Bridges' policies (see Appendix C for sample policies).

**IX. Customer Complaints: Resolve internal and external customers' dissatisfaction by:**

- A. Listening to their complaints and gathering pertinent information;
  - B. Taking appropriate steps to resolve their dissatisfaction, within the guidelines of Community Bridges' policies and procedures;
  - C. Informing them about Community Bridges' complaint (or grievance) policy if their dissatisfaction isn't resolved in Step B;
  - D. Encouraging them to utilize the complaint/grievance procedure so that Community Bridges may address and resolve the issue;
  - E. Communicating with the proper staff or departments at Community Bridges so that information about the causes of and resolution of complaints can be used for future customer interactions;
  - F. Asking them if they are satisfied with their experiences with Community Bridges and the information or services provided.
- X. Teamwork: Foster cooperation and collaboration with internal and external customers by:**
- A. Involving them in the process of identifying options and implementing solutions;
  - B. Keeping them informed about changes occurring at Community Bridges, as appropriate;
  - C. Recognizing their efforts and successes with non-monetary rewards (e.g. giving praise, saying thank you, "customer of the month" award, highlight in agency newsletter) and/or tangible rewards (e.g. food, company party, gift certificate) as deemed appropriate and within Community Bridges' resources;
  - D. Asking for, providing, accepting and acting on constructive feedback;
  - E. Working together to continually improve the level of customer service.

## **ACCOUNTABILITY**

- I. All employees, non-paid workers and members of the Board of Directors of Community Bridges are responsible for:
  - A. Reviewing, accepting, and implementing the customer service standards in this Plan;
  - B. Demonstrating personal commitment to providing excellent customer service.
- II. The management of Community Bridges is responsible for:
  - A. Ensuring that all employees, non-paid workers and members of the Board of Directors receive a copy of the Customer Service Plan upon joining the agency;
  - B. Ensuring that all employees, non-paid workers and members of the Board of Directors understand and implement the Customer Service Plan;
  - C. Ensuring that all employees, non-paid workers and members of the Board of Directors receive customer service training;
  - D. Providing formal and informal feedback to employees, non-paid workers and members of the Board of Directors regarding their customer service skills;
  - E. Ensuring that all internal and external customers are aware of Community Bridges's standards for excellent customer service;
  - F. Conducting and/or participating in efforts to obtain internal and external customer feedback;
  - G. Sharing internal and external customer feedback results with the appropriate stakeholders;
  - H. Utilizing internal and external customer feedback results when making programmatic and policy decisions, as appropriate;
  - I. Monitoring progress and ensuring that standards in the Customer Service Plan are met;
  - J. Demonstrating leadership and commitment to providing excellent customer service.

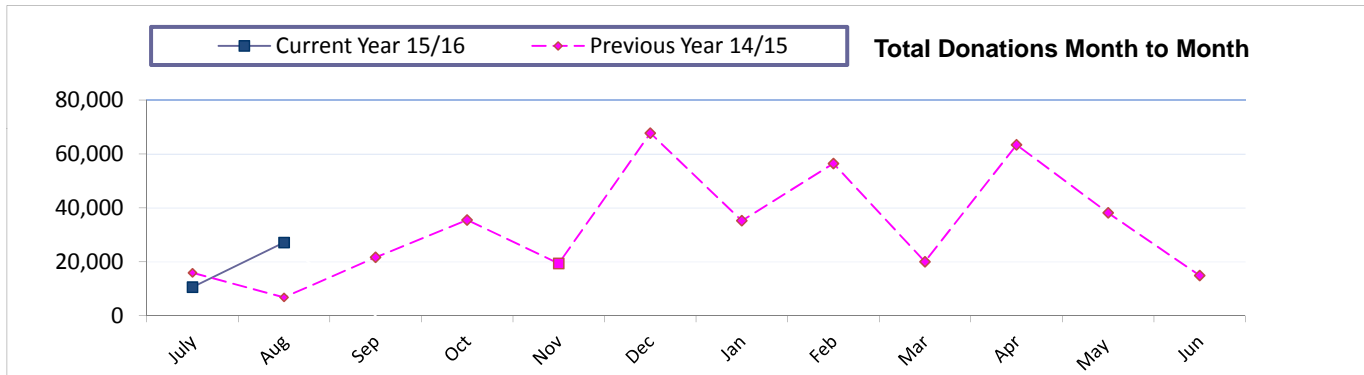
## Philanthropy Progress Report

Donations for FY 2015-16

August 31, 2015

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

Total amount of all donations	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD*
	Current Year 15/16	10,602	27,151											37,753
	Previous Year 14/15	15,935	6,824	21,650	35,515	19,378	67,734	35,235	56,472	20,005	63,372	38,150	14,912	395,182



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

This time last year, we were at \$ 22,759.38

### B. Grants:

We've received the following grants so far this fiscal year (\* is included in the philanthropy numbers):

\$ 50,000 from Community Foundation Santa Cruz County

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

\$ 62,000

### D. Challenges:

- MPF is no longer doing the match period (20% from November-February), resulting in a \$20,000 loss.
- Anticipating a reduction in funds raised at the Mountain Affair due to staff shortages.

**Philanthropy Goals  
2015 – 2016  
Progress Report  
August 31, 2015**

16% of the year

	15/16 Goal	Year To Date	Difference \$	Goal met %
<b>CB</b>	\$65,876	\$10,209	-\$55,667	15%
<b>CACFP</b>	\$4,000	\$390	-\$3,610	10%
<b>CDD</b>	\$6,739	\$1,058	-\$5,681	16%
<b>Elderday</b>	\$10,457	\$191	-\$10,266	2%
<b>LMCR</b>	\$4,565	\$0	-\$4,565	0%
<b>LL</b>	\$13,650	\$5,318	-\$8,332	39%
<b>LORC</b>	\$7,300	\$552	-\$6,748	8%
<b>MCR</b>	\$80,063	\$5,868	-\$74,195	7%
<b>MOW</b>	\$106,000	\$13,947	-\$92,053	13%
<b>NVRC</b>	\$22,200	\$150	-\$22,050	1%
<b>WIC</b>	\$3,000	\$70	-\$2,930	2%
<b>TOTAL</b>	<b>\$323,850</b>	<b>\$37,753</b>	<b>-\$286,097</b>	<b>12%</b>

<b>\$ from CB-wide mailers</b>	
<b>CACFP</b>	\$1,000
<b>CDD</b>	\$1,000
<b>Elderday</b>	\$1,000
<b>LMCR</b>	\$1,000
<b>LL</b>	\$1,000
<b>LORC</b>	\$1,000
<b>WIC</b>	\$1,000
<b>TOTAL</b>	<b>\$7,000</b>

### 2015-16 Appeal Results

Row Labels	Jul '15	Aug '15	Grand Total
Annual Report 2014	110	450	560
Board donation to CB	1,025	50	1,075
Calendar Sponsor 2016	500	500	1,000
Donates Monthly	420	494	914
Donor Advised Grant	500	425	925
Founding 100 Endowment	1,021	2,021	3,042
Friends of MOW membership and Donations	55	80	135
Lift Line participant survey 2015	100		100
LL Out of County		80	80
LYBUNT mailer 2015	35		35
MCR Mountain Affair 2015		3,695	3,695
MCRs Phone A Thon 2015	185	455	640
MOW Lautman Spring 2015	840	820	1,660
MOW suggested meal donation 2015	510	248	758
Payroll Deduction - Employee	432	440	873
Payroll Funds - non-CB	538	15	553
Program Donation Box	10	15	25
Restaurant Fundraiser	69	319	388
Senior Mailer 2015		1,495	1,495
Unsolicited Donation 2015	3,052	11,850	14,902
Van Sponsorship	1,200	3,600	4,800
<b>Grand Total</b>	<b>10,602</b>	<b>27,051</b>	<b>37,653</b>

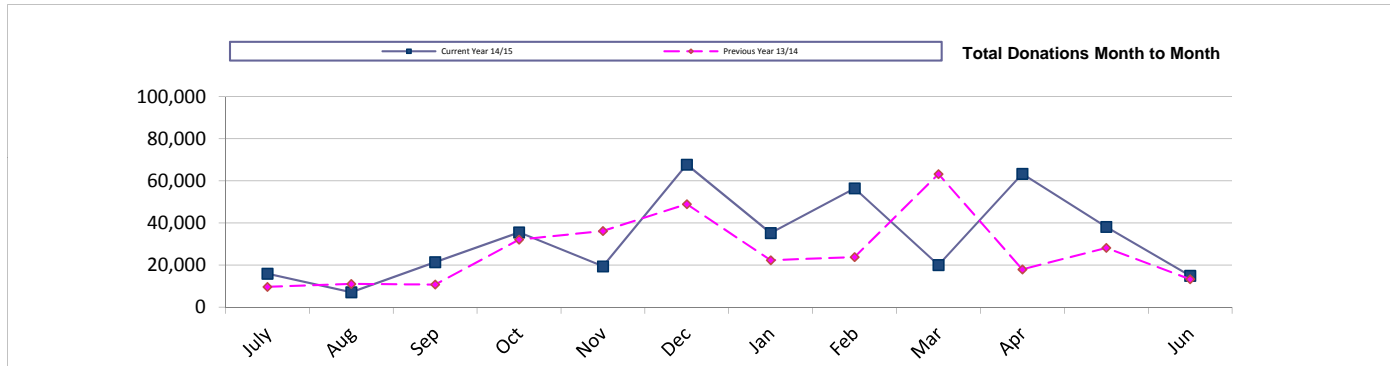
# Philanthropy Progress Report

## Donations through June 2015

As of August 31, 2015

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

Total number of all services	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD*
	Current Year 14/15	15,935	7,074	21,400	35,515	19,378	67,734	35,235	56,472	20,005	63,372	38,150	14,912	395,182
	Previous Year 13/14	9,652	11,033	10,784	32,114	36,209	48,961	22,317	23,811	63,250	17,948	28,184	13,289	317,552



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

Same time last year, we were at 317,552

### B. Grants:

We've received the following grants so far this fiscal year (\* is included in the philanthropy numbers):

- \$ 90,000 from The David & Lucille Packard Foundation for Nueva Vista
- \$ 10,000 from East Bay Community Foundation for LMCR\*
- \$ 7,000 from The Berry Family Foundation for MOW\*
- \$ 5,000 from Newman Own Foundation for MOW\*
- \$ 5,000 from NBR Foundation for CACFP\*
- \$ 3,000 from The Tim and Sarah Jur Foundation\*
- \$ 2,500 from System Studies for Nueva Vista\*
- \$ 2,500 from System Studies for Elderday\*
- \$ 2,500 from New Leaf Community Markets for MOW\*
- \$ 2,000 from Stocker Family Fund for Nueva Vista\*
- \$ 1,790 from Reiters Brothers Foundation Fund
- \$ 1,500 from the Downing Family Fund for LOFRC\*
- \$ 1,000 from Valley Women's Club for Child Development Division\*
- \$ 1,000 from Wells Fargo Foundation for Community Bridges\*
- \$ 1,000 from The Applewood Fund for Nueva Vista\*
- \$ 1,000 from The Grey Family Foundation for MOW\*
- \$ 1,000 from The Griffaw Fund for MCR\*
- \$ 500 from Sorenson's Resort for Community Bridges\*
- \$ 500 from Green Mountain Foundation for MOW\*
- \$ 250 from Lynne and Dan Alper Fund for MCR\*

**\$ 139,040**

### D. Challenges:



**Philanthropy Goals  
2014 – 2015  
Progress Report  
August 31, 2015**

100% of the year

	14/15 Goal	Year To Date	YTD ADJ	Difference \$	Goal met %
<b>CB</b>	\$45,000	\$74,826	\$65,226	\$20,226	145%
<b>CACFP</b>	\$2,500	\$4,134	\$4,134	\$1,634	165%
<b>CDD</b>	\$6,000	\$6,815	\$6,815	\$815	114%
<b>Elderday</b>	\$6,500	\$14,054	\$18,554	\$12,054	285%
<b>LMCR</b>	\$7,300	\$12,189	\$13,689	\$6,389	188%
<b>LL</b>	\$12,000	\$15,452	\$16,052	\$4,052	134%
<b>LORC</b>	\$21,000	\$25,251	\$28,251	\$7,251	135%
<b>MCR</b>	\$76,613	\$83,702	\$83,702	\$7,089	109%
<b>MOW</b>	\$95,000	\$133,837	\$133,837	\$38,837	141%
<b>NVRC</b>	\$40,000	\$24,638	\$24,638	-\$15,362	62%
<b>WIC</b>	\$5,240	\$285	\$285	-\$4,956	5%
<b>TOTAL</b>	<b>\$317,153</b>	<b>\$395,182</b>	<b>\$395,182</b>	<b>\$78,029</b>	<b>125%</b>

<b>\$ from CB-wide mailers</b>	
Elderday	4,500.00
LMCR	1,500.00
LL	600.00
LORC	3,000.00
<b>TOTAL</b>	<b>9,600.00</b>

# 2014-15 Appeal Results

Row Labels	7	8	9	10	11	12	1	2	3	4	5	6	Grand Total
Annual Report 2013	10,300			50						10,610	1,350	1,370	10,350
Annual Report 2014													13,330
Bequest							9,911						9,911
Board donation to CB	25	25	25	2,025		25	25	1,200	25	1,410	50	1,025	5,860
CACFP Flowergram for 2015						38	663						702
Calendar Appeal 2015					3,255	19,915	2,718		664	80			26,632
Calendar Sponsor 2015		1,500	3,000	1,500	600								6,600
Car Donation			57				179	197					433
CB Senior mailer sent Fall 2014			2,590	1,330	540	4,170	50		130		10	55	8,875
Chaminade Event 2014	300												300
Donates Monthly		15				50	75	85	200	270	570	345	1,610
Donor Advised Grant	1,000		1,000	1,000	1,750	3,750					10,250		18,750
ELD Music Memory										1,000	1,000		2,000
Endowment							1,169						1,169
FC Spring Appeal 14	75	75											150
FOMOW renewal mailing 2013	10	10	10	10									40
For MOW mailer sent in September			295	25	600	50							970
Founding 100 Endowment											2,000	1,021	3,021
Friends of MOW membership and Donations	100	50	49	150	50	50	25	25	35	55	85	285	959
Fund raising events for CDD	737				88							1,515	2,340
Gifts Made in Honor											30		30
Giving Tuesday 2014						6,282							6,282
In-kind Gift									25		50		75
La Manzana school supplies drive		200											200
Last chance to donate to MPF 2015								9,626	180	17,500			27,306
Lift Line participant survey 2015												100	320
Live Oak Leagues											1,000		1,000
Live Oak Summer Newsletter 14	130	672	233		35								1,070
Living Trust			548										548
LL Out of County									10				10
LMCR Holiday Sponsor 2014						250							250
LO Mothers Day 2015										60	28		88
LO Phone-a-thon 2014		750			50								800
LO Winter News 2014						538	124						662
LO Yard Sale									125				125
LYBUNT mailer 2015												790	790
Makers Market Winter Auction 2014						391	200						591
MCR Mountain Affair 2014			4,460	23,059	40	10	130						27,699
MCR Phone-a-thon 2014	410	390	380	330	255	265	255						2,285
MCR program donation box											33		33
MCRs Phone A Thon 2015								12,273	8,310	1,760	560	385	23,288
Meal						238	110	546	53				946
MOW Coin Drive 2015								100		5,015	33		5,148
MOW Food from the Heart Event 2015				1,000		250	6,946	15,991	2,540				26,726
MOW Lautman Spring 2015										21,023	13,702	2,869	37,594
MOW meal suggested contribution donation								15	163		50	928	1,156
MOW Meal suggested donations 2014	608	240	447	550	436	50							2,330
MOW newsletter 2014	525	150		40	100	600							1,415
MOW suggested meal donation 2015							50		373	288	285	313	1,307
MOW Winter Mailer 2014						5,464	1,880	30					7,373
Nueva Vista November Mailing					610	4,890	663						6,163
NV SummerYouth 2015											840	1,836	2,676
Payroll Deduction - Employee	449	40	257	360	99	177	119	119	342	432	432	432	3,257
Payroll Funds - non-CB	203	216	144	159	213	1,359	129	824	453	313	413	388	4,814
Program Donation Box								15	50				65
Redwood Mtn Fair 2014			3,814										3,814
Roots & Wings											3,225		3,225
Unsolicited Donation 2015					50		10,440	7,044	5,128	2,357	735	1,256	27,009
Unsolicited Donations 2014	1,063	2,741	4,092	3,927	10,607	18,960							41,390
Van Sponsorship								7,440	1,200	1,200	1,200		11,040
Will Swim for Food								281					281
<b>Grand Total</b>	<b>15,935</b>	<b>7,074</b>	<b>21,400</b>	<b>35,515</b>	<b>19,378</b>	<b>67,734</b>	<b>35,235</b>	<b>56,472</b>	<b>20,005</b>	<b>63,372</b>	<b>38,150</b>	<b>14,912</b>	<b>395,182</b>
Calendar Mailing	Appeal (Multiple Items)												

Goal	Programs	Donations
\$ 300.00	CACFP	48.00
\$ 14,000.00	CB	23,811
\$ 1,000.00	CDD	600
no goal in budget	Elderday	70
no goal in budget	LL	288
no goal in budget	LO	1,490
no goal in budget	MCR	1,810
\$ 5,000.00	MOW	4,655
\$ 7,500.00	NV	720
\$ 28,150.00	<b>Grand Total</b>	<b>33,492</b>

16% of goal  
170% of goal  
60% of goal

93% of goal  
10% of goal  
119% of goal



## 2015/16 ADVOCACY STRATEGIES

Primary Mission: To Cultivate/Develop New Relationships & Partnerships

To communicate Community Bridges' leadership in advocating for the populations we serve, as a contracted provider of a public good and a public service. (? feel free to change entirely but I think it would be good to elaborate on the goal of our advocacy efforts)

### Strategy

Maintain and develop regular meetings with community leadership groups to deliver organizational vision and accomplishments (?). Community Bridges will meet with the following groups as outlined:

1. Board of Supervisors
  - a. (5 site visits)- Provide a volunteer opportunity with each Supervisor and a Board member
  - b. (1 Board Presentation) at the full Board of Supervisors
  - c. (5 events) - Attend 1 Board Supervisor event per district – tracking their involvement; participate in Board of Supervisor event.
  - d. (5 Office visits) Attend 1 open office hours
2. City Councils
  - a. (4 Program Presentations) Willing to make a CB presentation – cards, materials, introduction
  - b. (4 visits) Willing to meet w/ Mayor to get a status update of social service investment
3. Sherriff
  - a. Office Meeting with Sherriff and see how we can better partner with them.
  - b. Coordinate a volunteer opportunity for CB (1 Volunteer Opportunity)
4. School Boards
  - a. Live Oak (1 Presentation)-
  - b. Pajaro Valley Unified School District (1 Presentation)-
  - c. Santa Cruz City (1 Presentation)-
  - d. San Lorenzo Unified (1 Presentation)-
5. Community Foundations (Partner w/ Philanthropy)
  - a. Write letters in support of
  - b. Participate in a site tour with a Program Officer
6. Santa Cruz Chamber of Commerce (1 Presentation)
7. Aptos Chamber of Commerce (1 Presentation)
8. County Business Council (1 Presentation)
9. Valley Women's Club (1 Presentation)

### Resources Needed:

- Messaging/Strategy Team – Identify Agency Goal/Outcome for the year and develop collateral
- Technical Team (PowerPoint, Reports, Letter)

## Community Bridges

### Advocacy

To advocate is to support or recommend a specific course of action in policy, causes or issues. At Community Bridges, we advocate within the context of our mission, values and vision consistent with our mission statement to create bridges of opportunity and eliminate barriers to the obstacles that prevent people living in Santa Cruz from the ability to improve their circumstances. We only seek to provide support to issues that directly affect our clients, services or employees.

Community Bridges advocacy is focused on communicating assertively and diligently on behalf of those in need at times and places where it would be effective to do so.

Including:

- Building relationships with and attempting to influence peer organizations, policy makers and funders who are working on these issues.
- Attempting to shape or influence legislations that affect the people we serve, the employees we employ and the issues they may face.
- Championing and directing the public to support our position.
- Educating the public about issues we are addressing or trying to solve.

In order to be most effective in our policy making, we will limit our involvement to policies that we have expertise in or that we have a stated interest in. This expertise may arise from being direct service providers, by having expertise on staff in the field of the issue and that links back to the services we provide and the issues we face. These issue areas will be the education and well-being of children, the welfare and needs of seniors and the chronically ill and the well-being of families, refugees and immigrants that help to address the outcomes we have identified as increasing self-sufficiency, to promote physical and mental well-being and to ensure seniors' lives with dignity, respect and independence.

Process:

1. A request is made for support.
  - a. A request must be legitimate.
    - i. It must include written language about the proposal.
    - ii. A website.
    - iii. Written language that thoroughly explains the platform.

- b. It must include a list of co-signers and attached individuals to the request.
  - c. It must comply with our fiscal policies, our agency vision and mission and be in support of our services, clients and/or employees.
  - d. Governance Committee reviews and determines to see if it meets the criteria. It is placed on the full Board agenda for review.
- 2. The CEO provides a recommendation to the Board.
- 3. Board reviews materials and votes to endorse, reject or stay silent on the issue.
  - a. A Board vote must occur with the same requirements of all votes.

Items for Consideration:

- 1. As a 501 C (3) we will not individually endorse any candidate for any purpose in any election.
- 2. We are not allowed to influence legislation by requesting our agency to vote in a particular way when it comes to individual parties.
- 3. How this impacts the daily work of the Chief Executive Officer, as a primary job function to advocate, there needs to be some level of trust and discretion to allow the CEO to act on the Board's behalf. Items include support of assembly bills, health bills, petitions from professional groups, interest groups we are a part of, and other committees and local partners such as HCA.

## CB Board Retreat Survey Results July 2015

- 1) How much do you agree with each of the following statements after this Board Retreat? I connected with my colleagues in meaningful ways.

Answer Choices	Responses
–	0.00%
Strongly disagree	0
–	0.00%
Not much	0
–	0.00%
Satisfactory	0
–	100.00%
Good	5
–	0.00%
Great	0
Total	5

- 2) The pace of the retreat worked for me.

Answer Choices –	Responses –
–	0.00%
Strongly disagree	0
–	0.00%
Not much	0
–	20.00%
Satisfactory	1
–	40.00%
Good	2
–	40.00%
Great	2
Total	5

- 3) The main facilitator was engaging and knowledgeable.

Answer Choices –	Responses –
–	0.00%
Strongly disagree	0
–	0.00%
Not much	0
–	0.00%
Satisfactory	0
–	60.00%
Good	3
–	40.00%
Great	2
Total	5

4) I have increased understanding of the challenges and opportunities for Community Bridges for 2015-16.

Answer Choices –	Responses –
–	0.00%
Strongly disagree	0
–	20.00%
Not much	1
–	0.00%
Satisfactory	0
–	60.00%
Good	3
–	20.00%
Great	1
Total	5

5) I have increased understanding of my role and responsibilities as a Board member.

Answer Choices –	Responses –
–	0.00%
Strongly disagree	0
–	0.00%
Not much	0
–	0.00%
Satisfactory	0
–	60.00%
Good	3
–	40.00%
Great	2
Total	5

6) I am clear on the main measurable goals for the Board in the areas of Philanthropy & Advocacy and understand my role in those goals.

Answer Choices –	Responses –
–	0.00%
Strongly disagree	0
–	0.00%
Not much	0
–	0.00%
Satisfactory	0
–	40.00%
Good	2
–	60.00%
Great	3
Total	5

**7) I have increased knowledge & new ideas for how to represent the work of all of Community Bridges.**

Answer Choices –	Responses –
–	0.00%
Strongly disagree	0
–	20.00%
Not much	1
–	0.00%
Satisfactory	0
–	40.00%
Good	2
–	40.00%
Great	2
Total	5

**8) This is how I will use what I gained from today:**

I understand how much relationships matter from a Board perspective for fundraising. I will look to talk more about CB without thinking of it as an ask but more as relationship building.

Hopefully more active in advocacy and philanthropy, keep pushing for strategic thinking

Work with Board and Advocacy Com. to promote CB

n/a

Focus efforts at each Board meeting on the top challenges/opportunities

**9) Did we meet the desired outcomes for today? If not, what suggestions do you have for next steps that were not already articulated?**

Yes

Confused about a strategic plan for the Agency

Yes - establish a check- in plan and keep the momentum moving forward

n/a

Yes. But at some future planning meeting, would like to see longer term objectives.

**10) What was frustrating about today?**

Hard to see how much work needs to be done and that we need more Board members

Was that supposed to be the Strategic Plan? If not, why was this not discussed?

There is so much to do.

It is hard to devote a whole day away from work. I am committed to the board, but there are lots of meetings that are creeping in and to devote a whole day is very hard

Just time constraints. Lots of meaty topics, but we can use Board time to flesh them out

**11) The best part of the retreat was:**

Spending time with executive staff and other directors in an informal atmosphere.

The facilitator was a good educator, there was some concrete progress on advocacy and philanthropy

Being together with enough time to talk

Aligning on goals for the next year and getting commitment to those goals



**12) Other comments:**

It was not what I expected, but it was helpful and a good first step  
Extremely well facilitated meeting.



# COMMUNITY BRIDGES

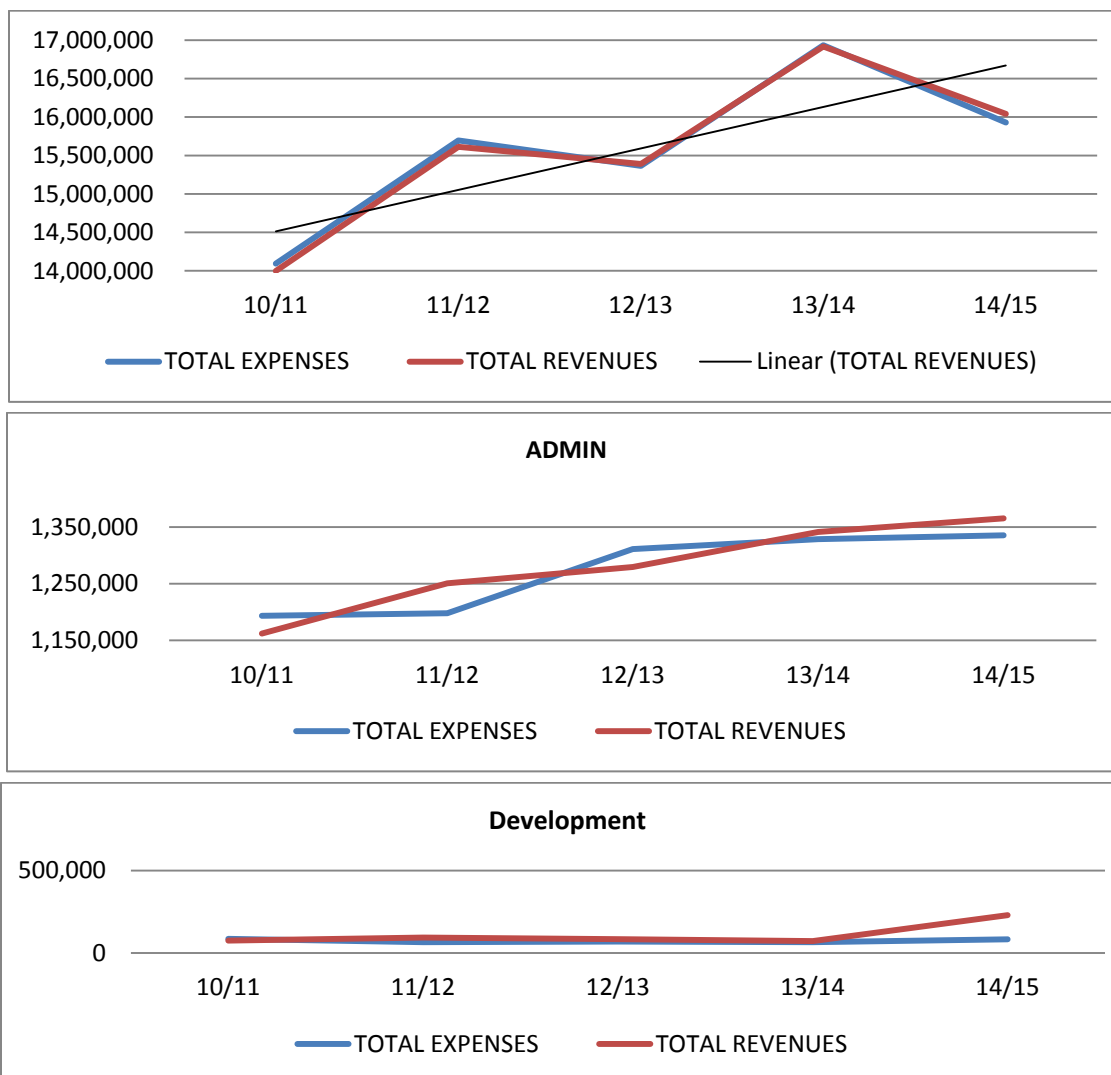
## PUENTES DE LA COMUNIDAD

Community Bridges

Agency Overview

Trend Report (FY10/11- 14/15)

## Operations Overview



**Overview:** Agency in good health by most indicators.

-Expenses are matching our Revenues.

-Revenues are down in one major area:

a. Foundation Support is down 17.7%

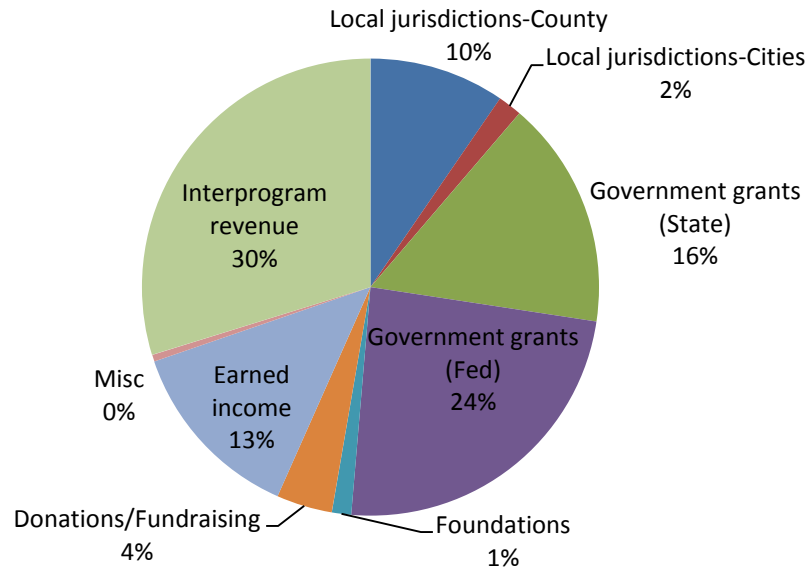
- Philanthropy and Admin are performing within their revenues and creating small agency surpluses to offset program deficits.

**Risks:** Liquid Cash Assets are insufficient for our liabilities.

Increased focus to promote surpluses and fiscal responsibility amongst competing interests such as employee compensation.

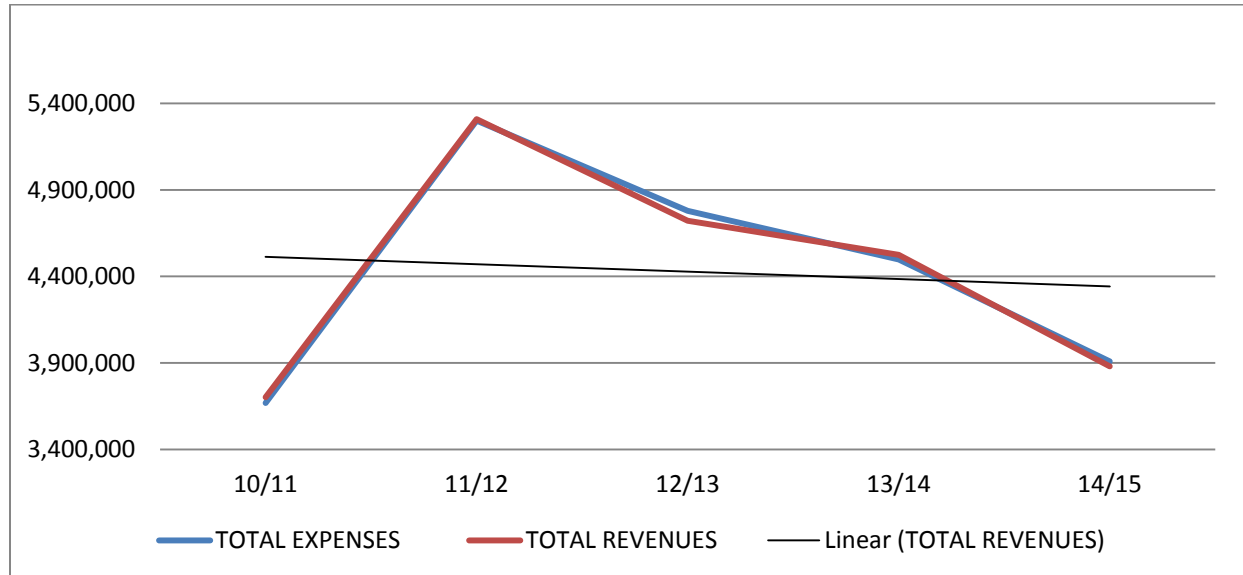
One time bump in development transition from individual program fundraising to agency fundraising.

## Agency Revenue



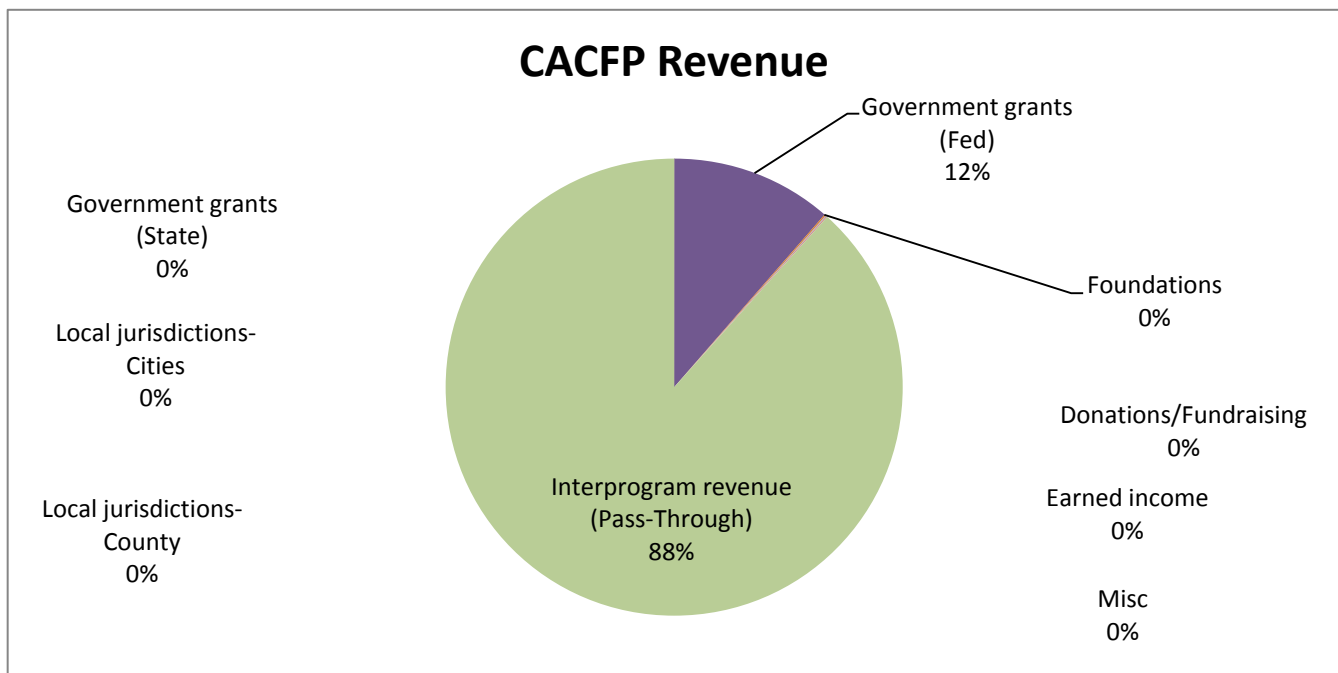
## Children & Nutrition

### CACFP

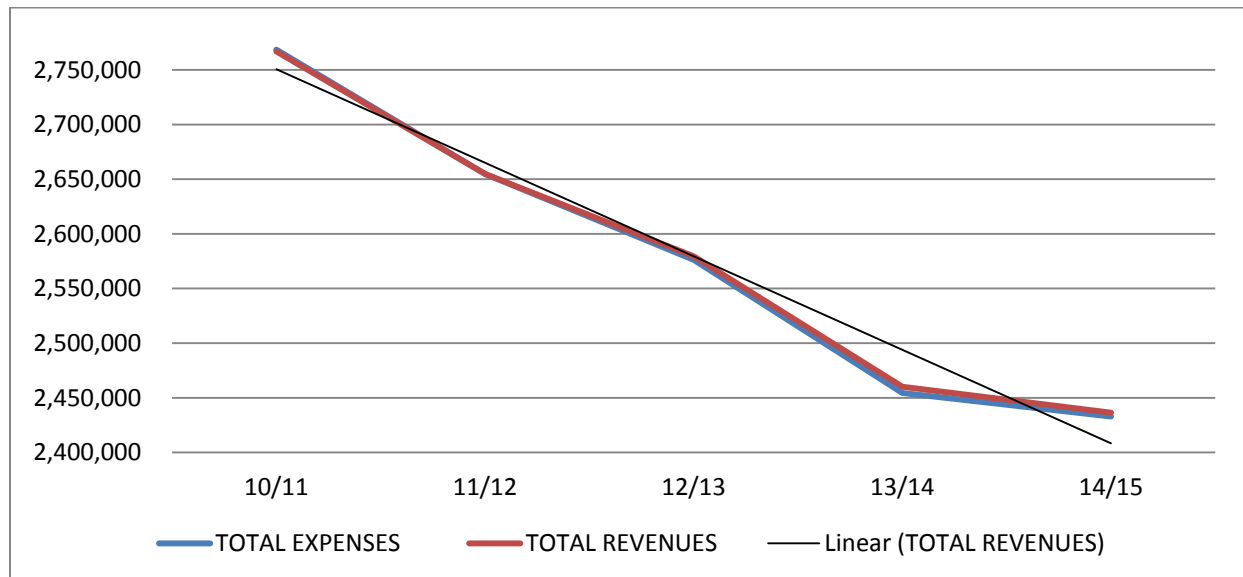


**Overview:** Program is showing gradual decline in funding and creating a small deficit.

**Risk:** Reduction in homes and participation is reducing program revenues.



## WIC

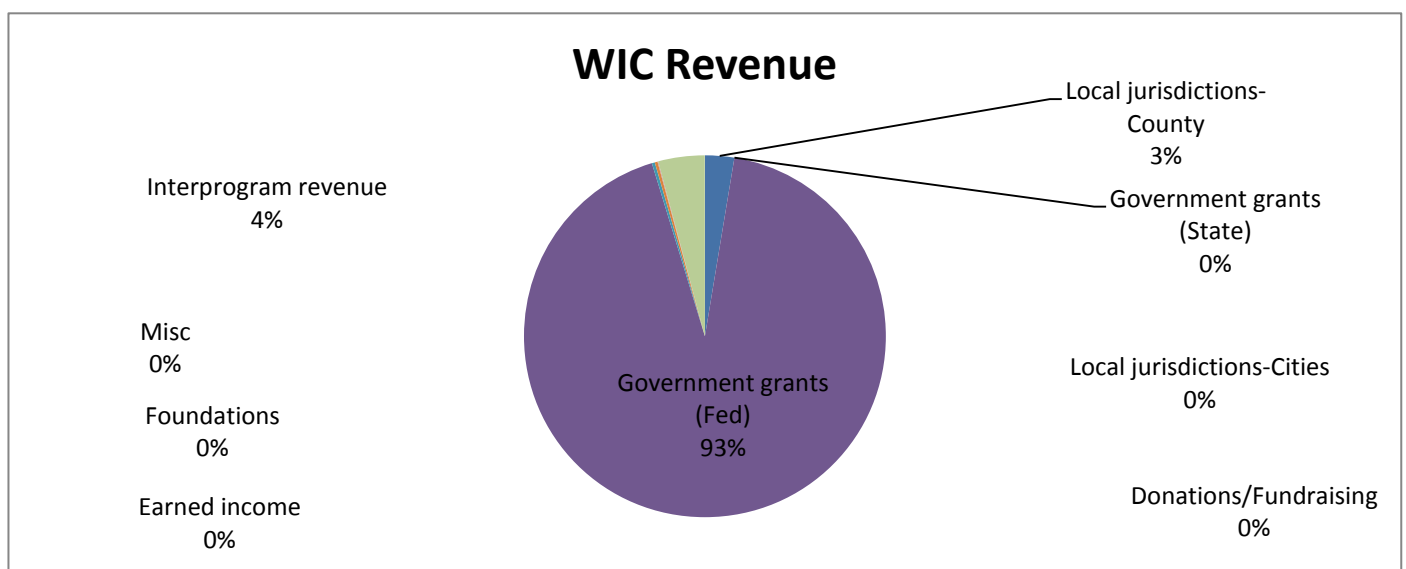


**OVERVIEW:** Program is showing a significant reduction in funding over the last several years. Significant reductions began in FFY 13/14 due to sun setting of \$300,000 per year temporary three year expansion and infrastructure grant, and state “right sizing” Breastfeeding Peer Counselor grants based on agency size, reducing our \$500,000 BFPC grant to \$350,000 per year.

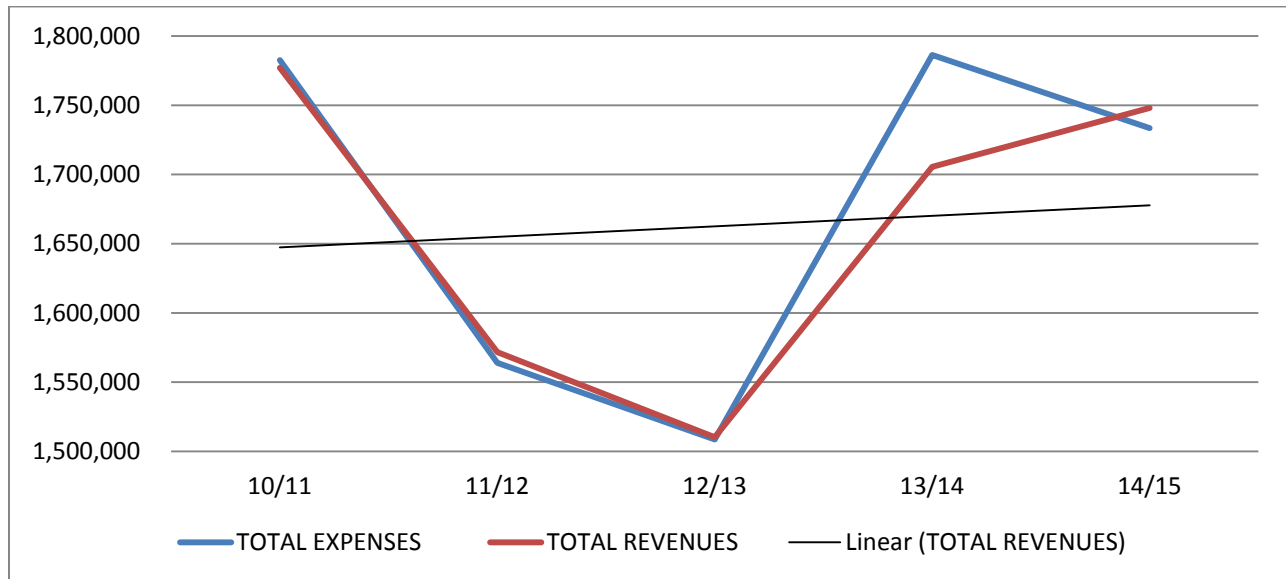
**RISK:** State “right sizing” of BFPC grants will continue at the rate of \$10% each year over the next four contract years (FFY 16 \$315,000 – FFY19 \$229,635).

WIC participation and caseload continues to decline state wide and locally due to improved economy, decrease in birthrate, agricultural labor shortage, and delay in implementation of EBT for WIC food vouchers.

Future reductions dependent on congressional political landscape and reauthorization.

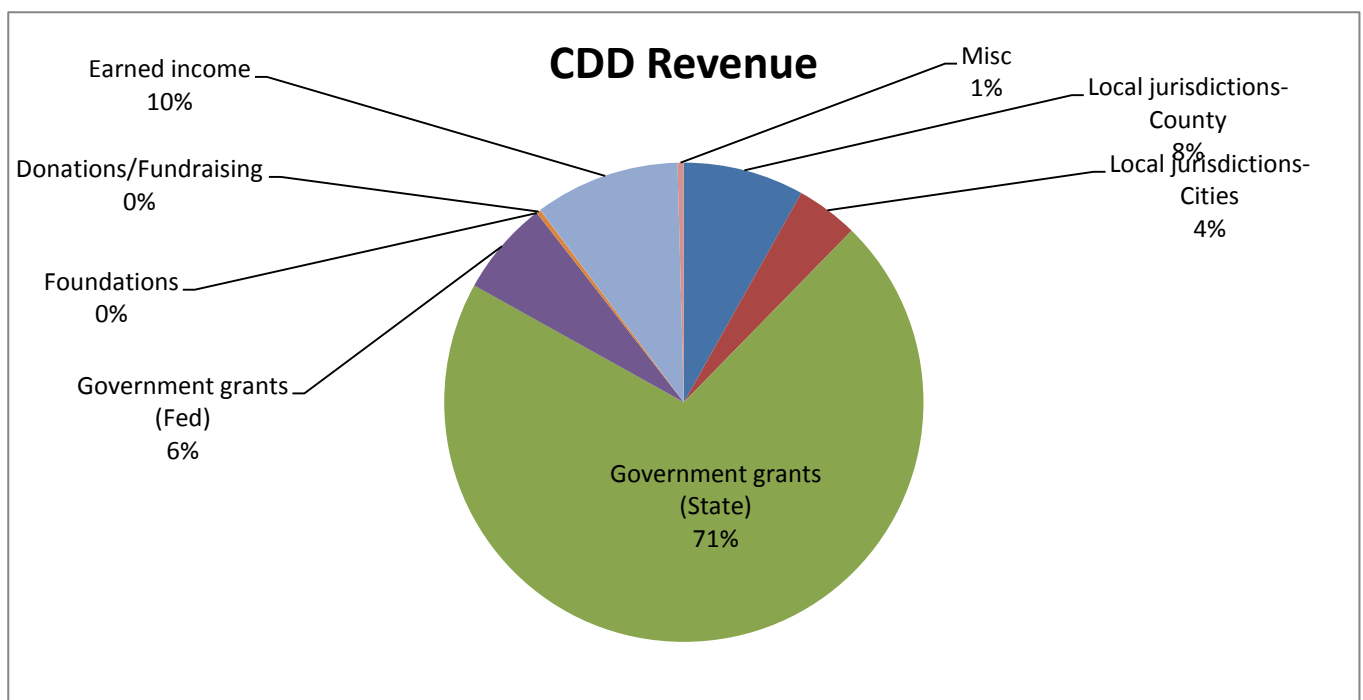


## CDD



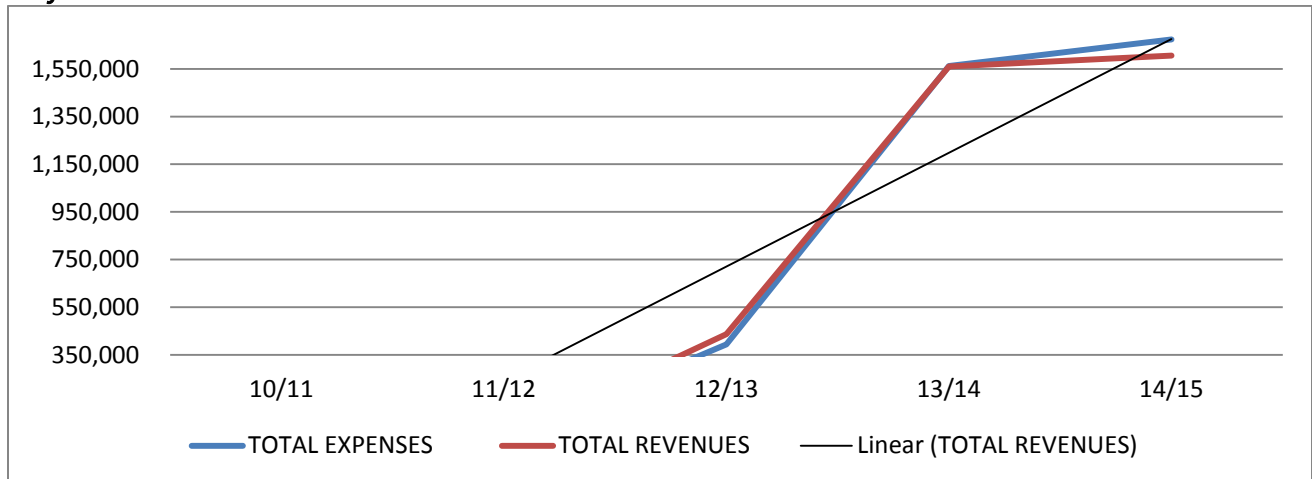
**Overview:** Program is showing a slight increase in funding over the last several years but has not kept pace with expenses. Program will be receiving a 6% increase in funding but official start of the new rate and contract has not arrived so we are postponing the implementation of the increased revenue. Program met expenses this year by not hiring two key positions and program director covering for several months out of the year. These positions are now filled.

**Risk:** Overearning amounts are hard to determine but will need to put in place a similar system like Elderday to make budgeting estimates and do a better job forecasting. Ongoing labor negotiations will also cause significant strain on the budget for CDD.



# Seniors & Transportation

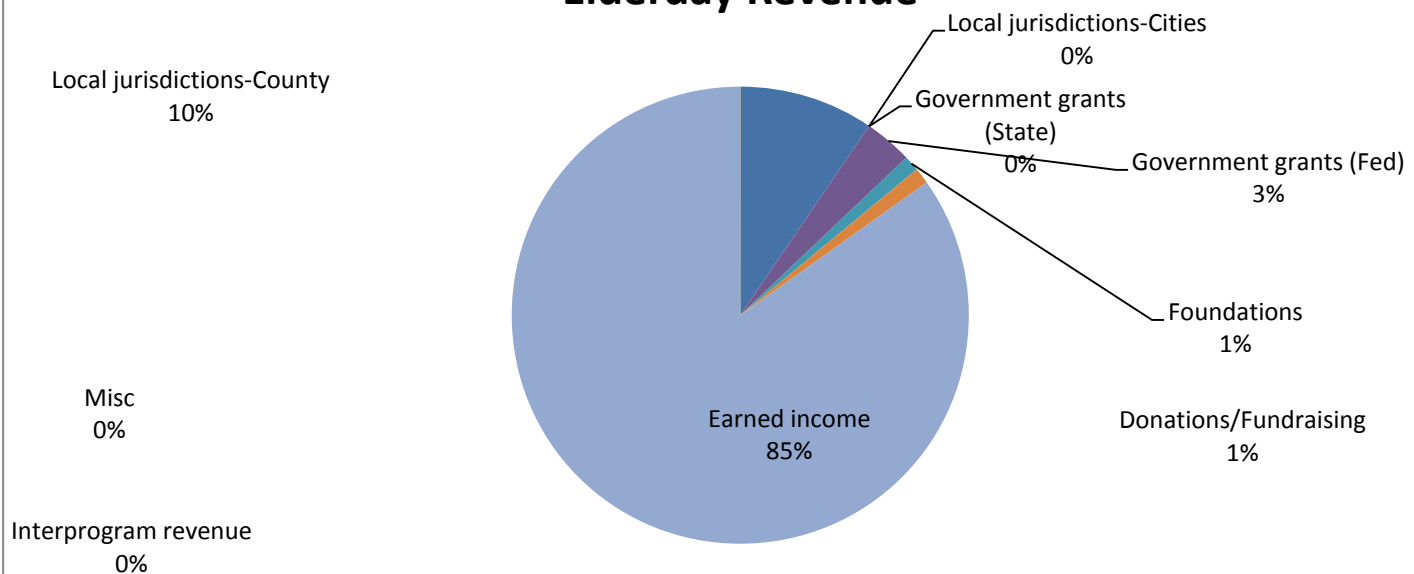
## Elderday



**Overview:** Program is showing a slight increase in funding over the last several years but it has not kept pace with expenses and required increases. This fiscal year there will be a significant reimbursement increase but it is still dependent on average attendance. We are making deficit repayment part of the budget and making changes gradually.

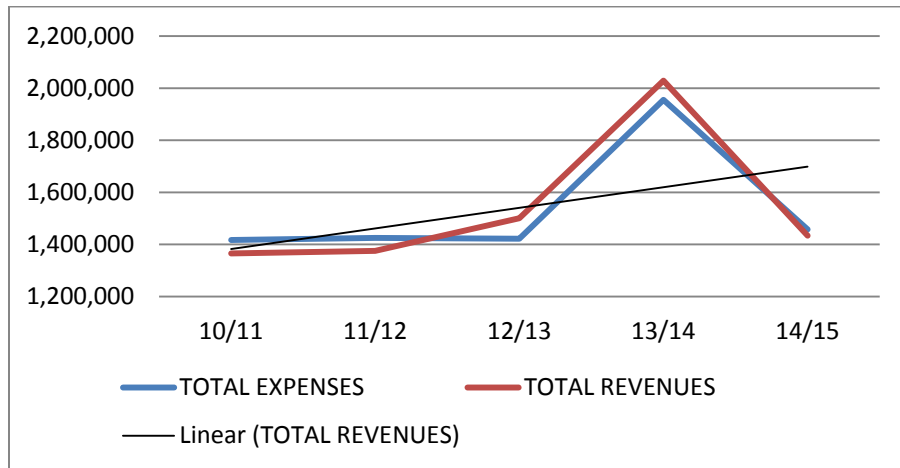
**Risks:** Staffing is an issue as technical staffing wages are far from market value. We need to monitor not only staffing hour increases for program improvement. We also need to ensure we are competitive in the market. Currently our low wages for social workers, RN and RD are causing significant workload issues as people are constantly transitioning.

## Elderday Revenue



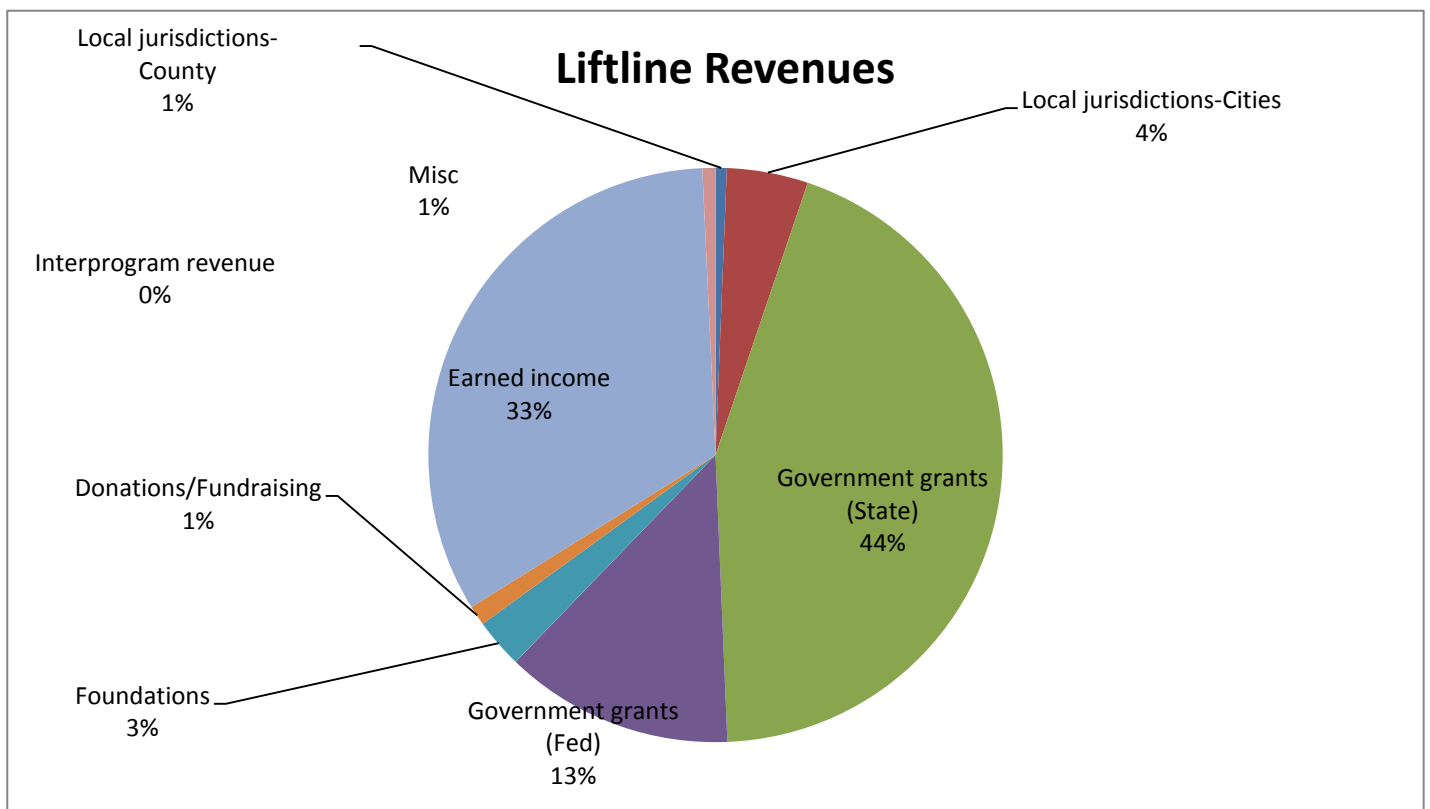


## Lift Line

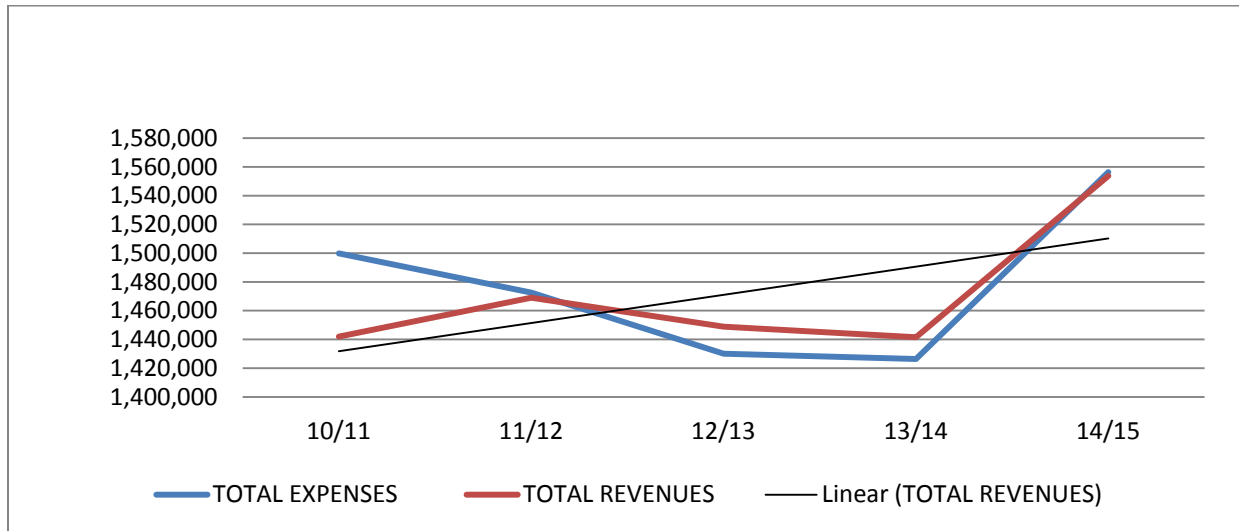


**Overview:** Program is showing a slight increase in funding over the last several years. Program has made great strides in paying off debt and reducing the agency and program liability.

**Risks:** Future reductions are expected at the jurisdictional level which could hurt the programs ability to repay debt.

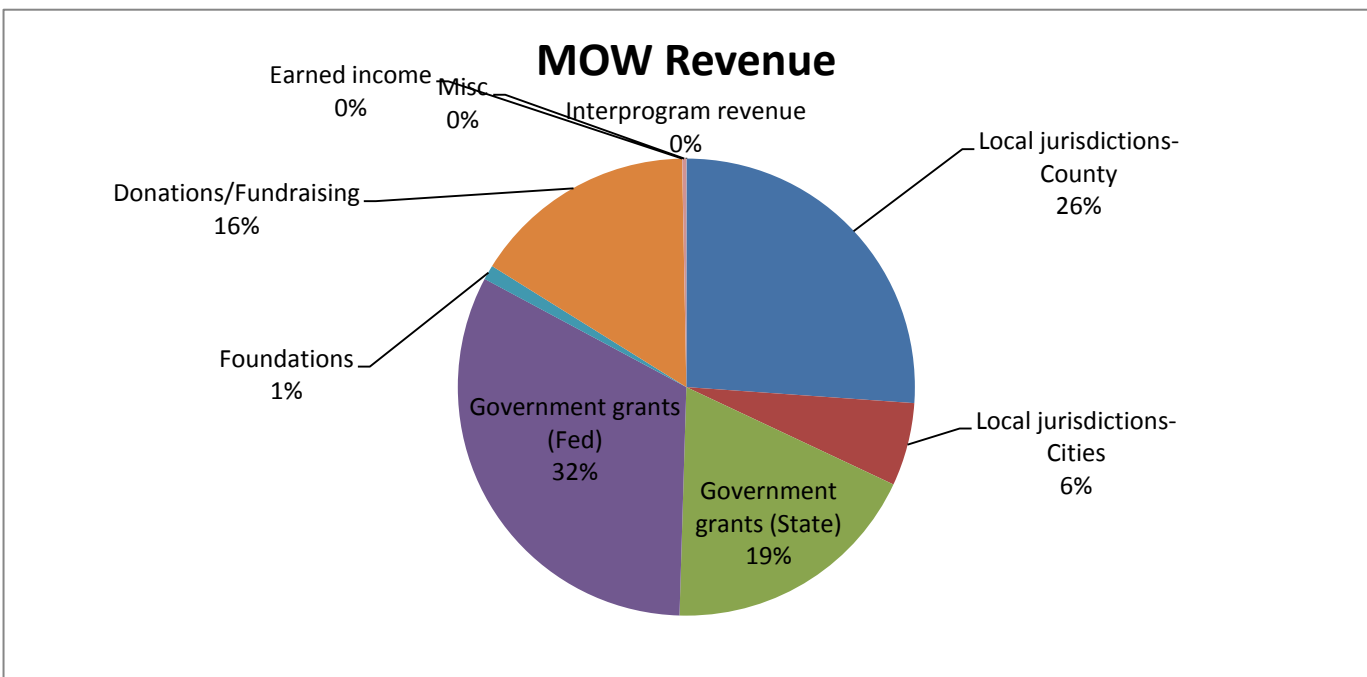


## Meals on Wheels

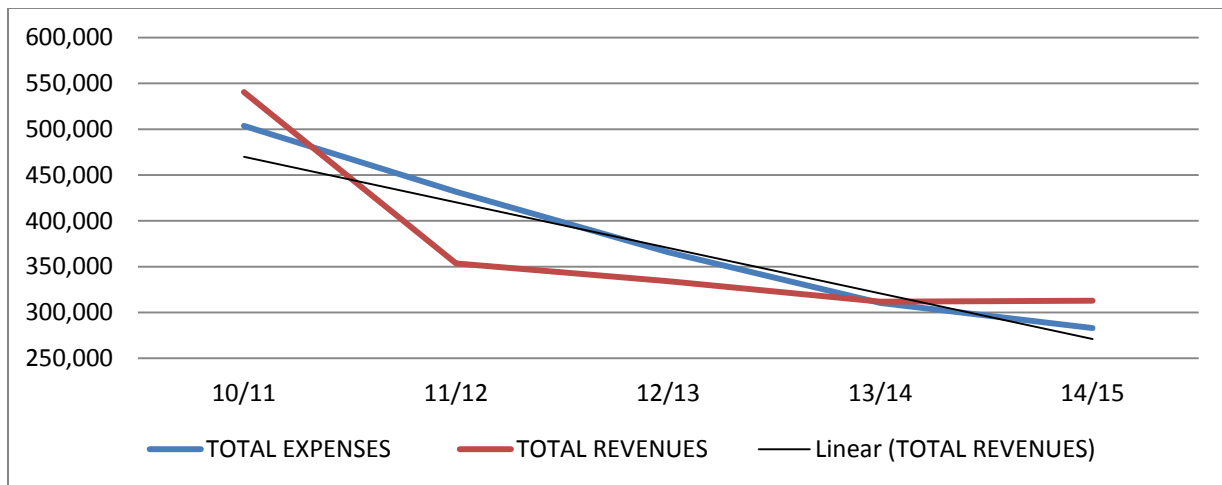


**Overview:** Program is showing a slight increase in funding over the last several years. Program developed a functional and successful fundraising arm that is helping to offset the cost of operations.

**Risks:** Future increases in rent and operations at the site are going to begin to cut into the reserves and consume the fundraising efforts. We are also not in a long term lease with landlord and are subject to the future of the LOSC site. The county has generously provided support for the home delivered meals program and to a much smaller degree the congregate dining sites for the past 30 years. New funding parameters are being considered for 2016-2017 which could significantly impact the dollars received to support senior meals in the future.

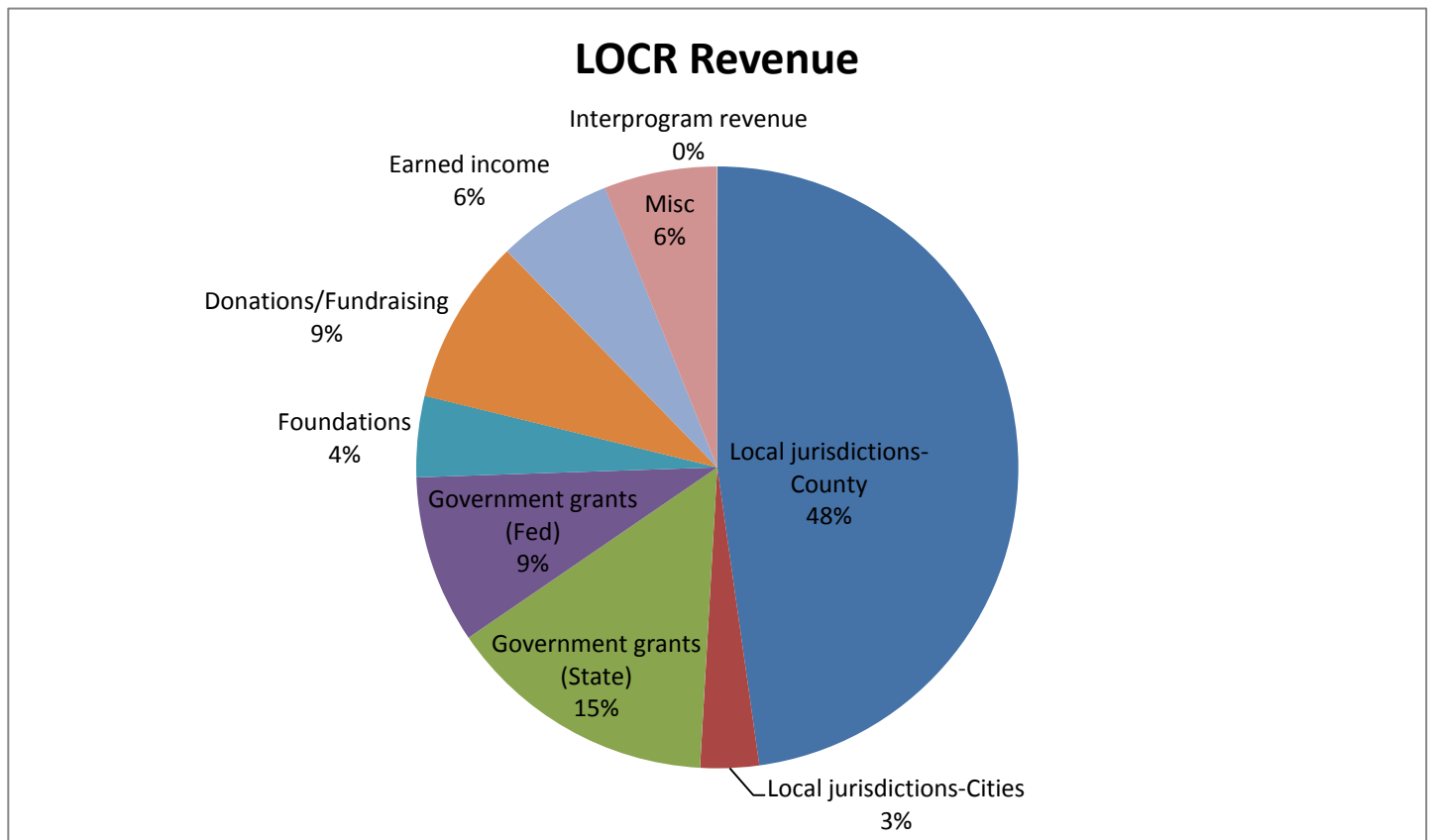


Live Oak Community Resources

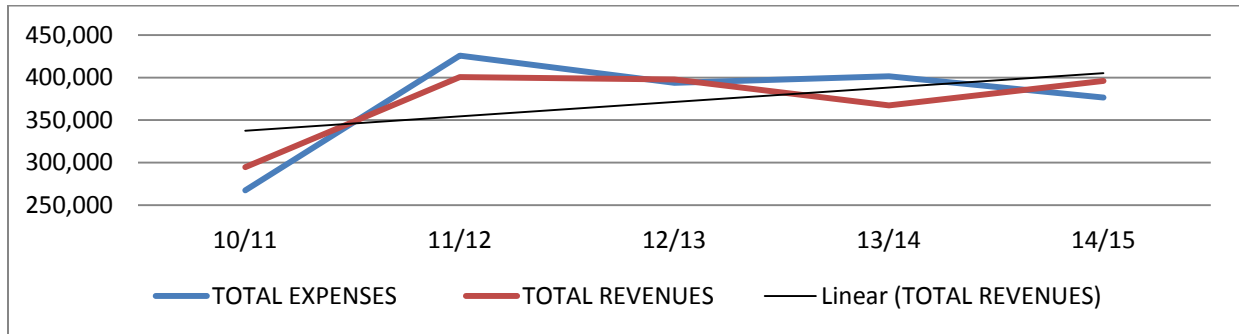


**Overview:** Program is showing a significant reduction in revenues over the last several years. Last year, LOCR was the most active programing looking for additional funding and reducing the programming expenses to match the revenues.

**Risk:** Limited amount of capacity to search for and apply for countywide contracts.

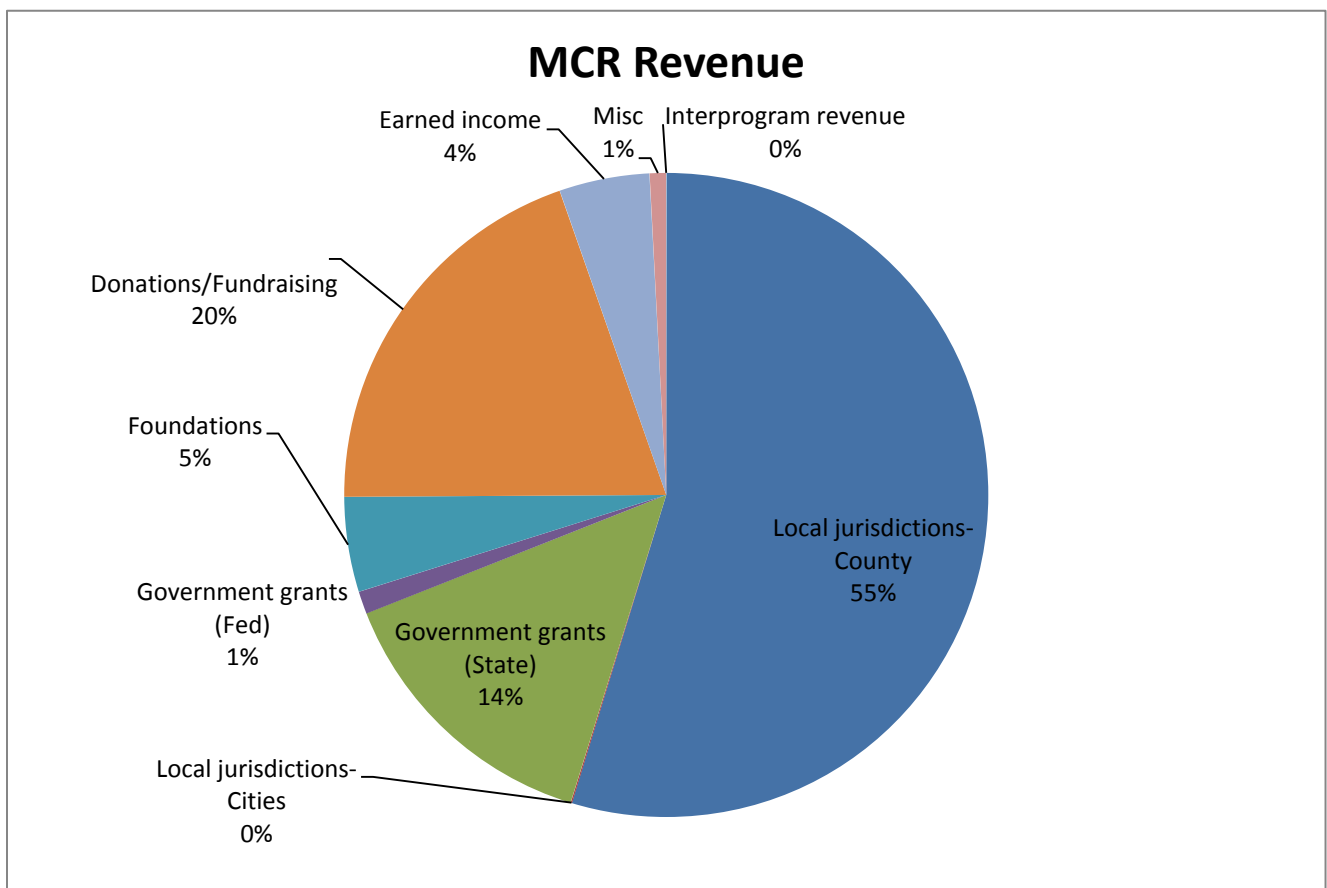


## Mountain Community Resources

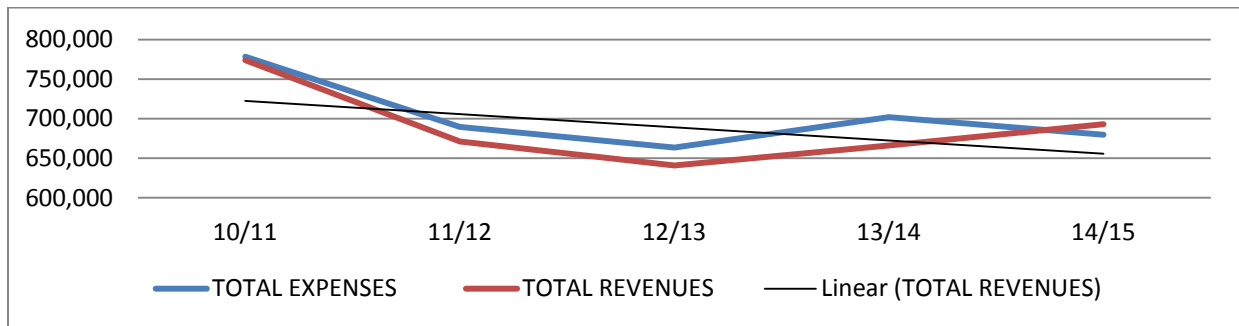


**Overview:** Program is showing a slight increase in funding over the last several years. This has been due to continued success of the fundraising efforts which resulted in a significant increase this year. Secondly, expenses were also reduced to help offset the ongoing expenses over revenues.

**Risk:** Future reductions are anticipated due to leadership change at MCR and the impact it will have on their biggest fundraisers the phone a thon and the Mountain Affair. Proposed jurisdictional cuts and lack of reinvestment by local government in the coming years are of concern.

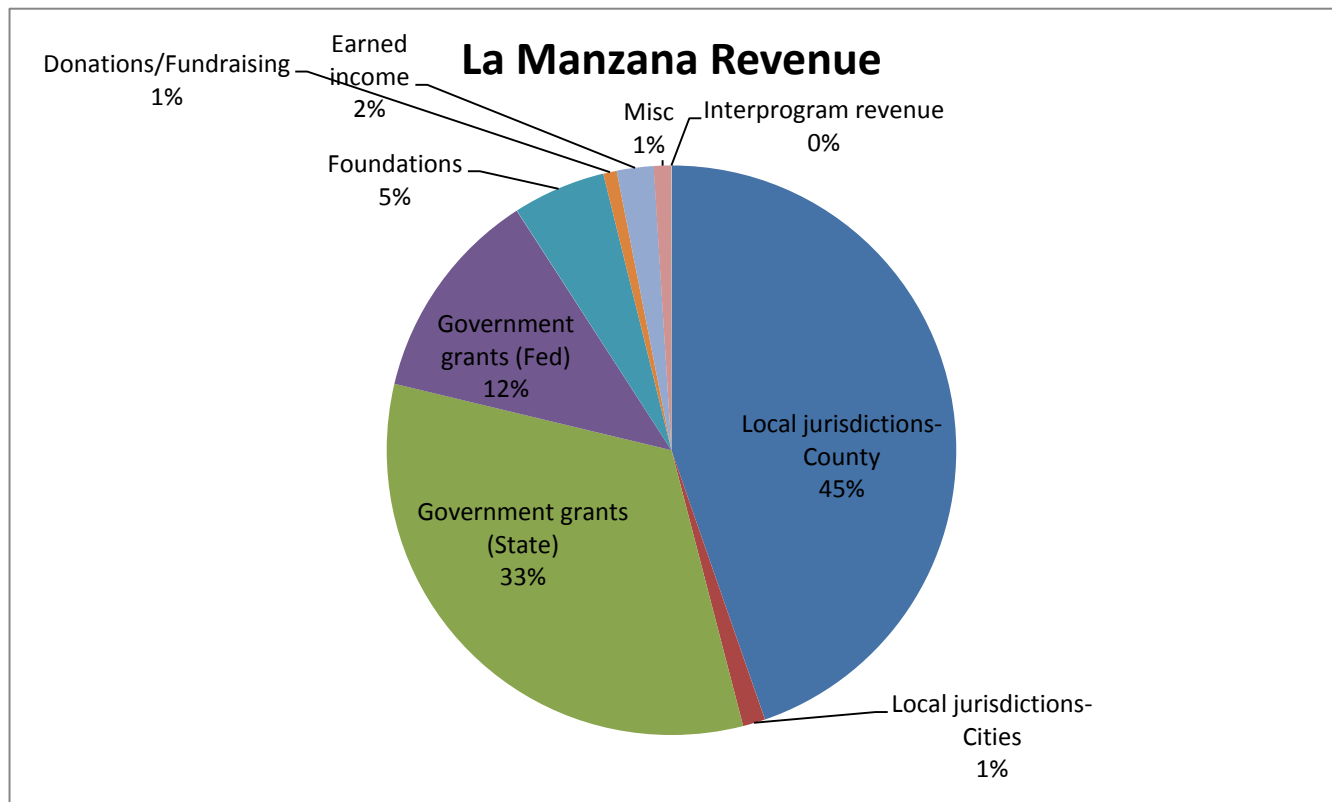


## La Manzana Community Resources

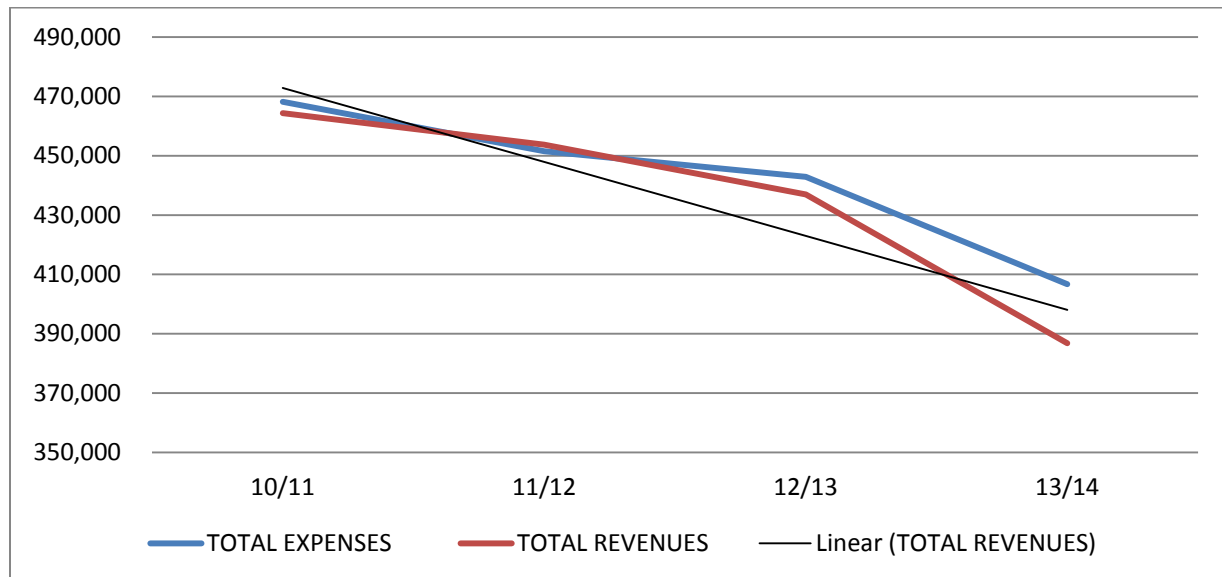


**Overview:** Program is showing a significant amount of decrease in funding over the last several years. The majority of the expenses were absorbed during the last year through consolidation and staff layoffs. The restructure will also bring their expenses under control in ratio to their contracts.

**Risks:** Significant change in fiscal landscape will be seen this coming year with a reduction of an 85K contract from First Five.

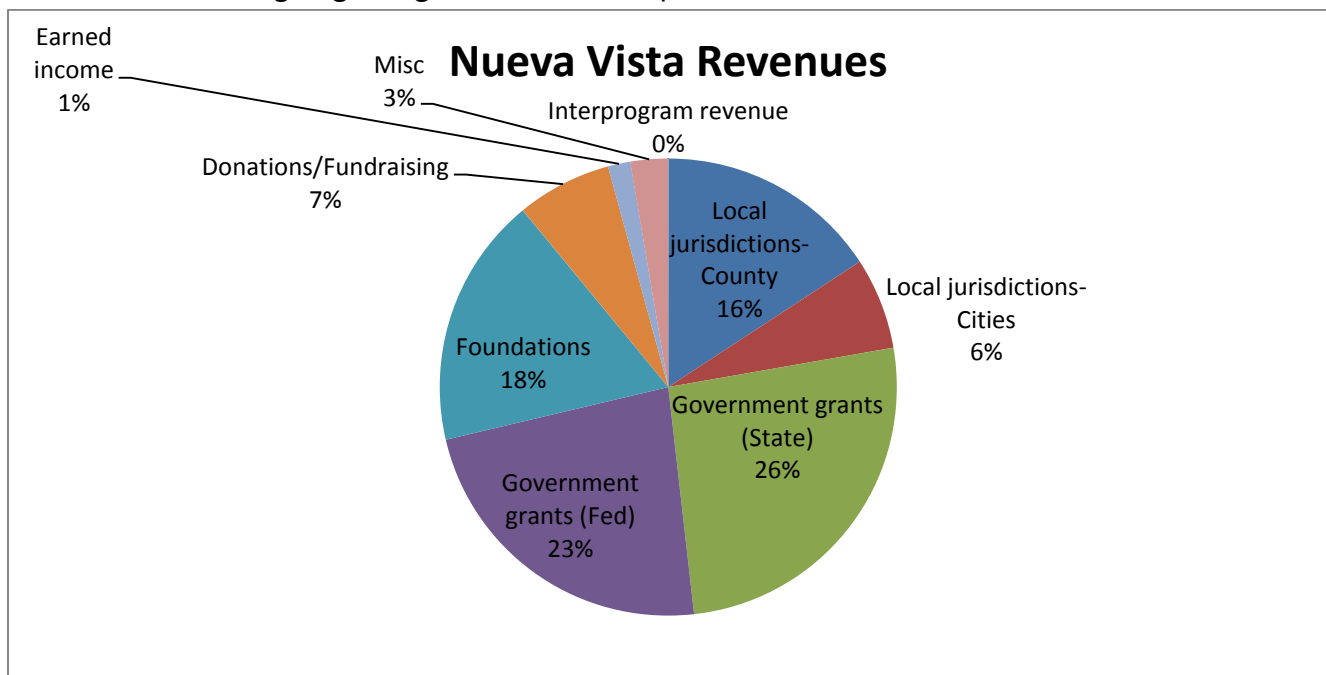


## Nueva Vista Community Resources



**Overview:** Program is showing a significant amount of decrease in funding over the last several years. The majority of the expenses were absorbed during the last year through consolidation and staff layoffs. The restructure will also bring their expenses under control in ratio to their contracts.

**Risk:** Reduction of Packard Funding to help offset afterschool program. We have seen slight reduction and have been advised of ongoing realignment with their portfolio to reduce from 45k to 20k.





## **Board Exercise 9/2/15**

Split into two small groups

Discuss the following issues highlighted by the survey results.

1. Some Board members expressed that they feel under-utilized, how can we ensure Board members are able to provide their expertise or feel included? (5 minutes)
2. How would you describe the goals of the organization for new Board members, and how does the organization achieve these goals in the coming year (See CEO work plan)? Can you sum up the strategic plan into three objectives? (5 minutes)

Come back to the group and discuss

<b>COMMUNITY BRIDGES</b> <b>Program Budget Summary</b> <b>July 31, 2015</b>								
Projections for Year Ended 6-30-16								
A	B	C	D	E	F	G	H	K
PROGRAM NAME:	6/30/15 Unaudited Balance	Annual Projected Expenses	Secured Projected Revenues	Unsecured Projected Revenues	(D+E-C) Net 2015-2016 Gain/Loss	(B+F) Cumulative Gain/Loss	10% Reserve Goal **	14.5% Gen'l & Adm Exp
Meals on Wheels	478,191	1,634,323	1,396,951	235,394	(1,978)	418,213	163,432	225,694
Lift Line	(199,513)	1,517,753	1,272,418	249,035	3,700	(195,813)	116,213	148,423
WIC (Oct-Sept FFY)	130,197	2,356,482	2,337,157	19,325	-	130,197	235,648	287,064
Child Development Div	(35,989)	2,025,035	1,969,673	57,339	1,977	(34,012)	202,504	289,962
La Manzana Commtty Res	95,211	653,915	630,479	30,956	7,520	102,731	61,251	86,575
Live Oak Commtty Res	93,873	300,250	257,710	41,618	(922)	92,951	30,025	44,397
CACFP (Oct-Sept FFY)	6,614	4,292,092	4,283,683	4,201	(4,208)	2,406	80,939	1,610
Mountain Commtty Res	241,082	372,585	290,447	93,981	11,843	252,925	37,259	53,061
Nueva Vista Commtty Res	32,283	329,173	301,986	24,084	(3,103)	29,180	32,495	45,360
Elderday	(38,301)	1,741,394	1,570,935	154,458	(16,001)	(54,302)	174,139	252,293
Administration	97,879	1,473,456	1,463,294	3,540	(6,622)	91,257	73,523	2,262
Philanthropy	47,891	90,913	28,034	62,842	(37)	47,854	9,091	13,182
<b>TOTAL PROG OPERATIONS</b>	<b>949,418</b>	<b>16,787,371</b>	<b>15,802,767</b>	<b>976,773</b>	<b>(7,831)</b>	<b>883,588</b>	<b>1,216,519</b>	<b>1,449,883</b>
LOFRC-Capital Campaign	420,547	22,989	3,913	20,664	1,588	422,135	NA	708
Nueva Vista Prop. Equity	200,694	0	0	0	-	200,694	NA	0
Fixed Assets & Gen'l Agy	532,560	784	7,188	0	6,404	1,038,965	NA	0
<b>TOTAL AGENCY</b>	<b>2,103,220</b>	<b>16,811,144</b>	<b>15,813,869</b>	<b>997,437</b>	<b>161</b>	<b>2,545,381</b>	<b>1,216,519</b>	<b>1,450,591</b>

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

Note: Familia Property Value of \$200,694 moved to Equity from Income.

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



**COMMUNITY BRIDGES**  
**Program Budget Summary**  
**July 31, 2015**

**PROGRAM NAME:**

---

<b>Meals on Wheels</b>	New fiscal year budget
<b>Lift Line</b>	New fiscal year budget
<b>WIC</b>	New fiscal year budget
<b>Child Care Centers</b>	New fiscal year budget
<b>La Manzana CR</b>	Includes \$14,400 MAA Debt expense
<b>Live Oak CR</b>	New fiscal year budget
<b>CACFP</b>	New fiscal year budget
<b>Mountain Commty Res</b>	Includes \$5,600 MAA Debt expense
<b>Nueva Vista CR</b>	Personnel above budget \$2.5K
<b>Elderday</b>	July ADA at 67, budget based on 71.4
<b>Administration</b>	Grantee Allocated <\$7K> less than budgets
<b>Philanthropy</b>	New fiscal year budget
 <b>LOCR-Cap Campaign</b>	 New fiscal year budget
<b>Nueva Vista Property</b>	Gain in equity since acquisition
<b>FAs &amp; Agy Unrestr.</b>	Fiscal Sponsorships, Unallowable exps, Fixed Asset values

COMMUNITY BRIDGES 15/16			FOR BOD APPROVAL 9-2-15										
FY 15/16	ADMIN	DEV.	CACFP	LOCR	WIC	LMCR	LL	MOW	MCR	NV	CDD	ELD	Total
REVENUE:													
4001 Contributions from Individuals		53,876	1,600	8,800	1,200	1,100	1,650	266,722	12,698	19,200	6,317	3,657	376,820
4002 Contributions from Business		12,000		2,000		0	12,000	20,000	3,000	3,000	250	5,000	57,250
4003 Contributions from Other Fdns	1,498		4,368	5,443		26,559	50,000		4,559	49,559			141,986
4200 Special Events			600	2,000					59,063				61,663
4300 Legacies & Bequests								10,000	1,169				11,169
4700 United Way Allocations				10,000									10,000
5000 Gov Agencies-Other (LOSD,COE)				41,005									41,005
5501 County of SC-HRA	10,605		949	54,484	3,661	166,787	9,020	405,875	180,531	61,161	142,605	155,634	1,191,312
5501 County of SC-Summer Lunch						28,711							28,711
5501 County of Santa Cruz-Other				96,500		65,000			39,500				201,000
5502 City of Capitola				5,022			46,857	58,318			904		111,101
5503 City of Santa Cruz SSP				5,000			14,500	25,500			68,500		113,500
5503 City of Santa Cruz CDBG										100,000			100,000
5503 City of Santa Cruz - TDA							626,561						626,561
5503 City of Santa Cruz - Red Cross										25,000			25,000
5504 City of Scotts Valley							2,952	5,686	265				8,903
5505 City of Watsonville						8,955	1,890	3,734			3,509		18,088
5600 State Government								287,301			1,452,356		1,739,657
5700 Federal Government			4,255,127	15,238	6,568,750	103,015	268,261	460,758	8,268	55,709	113,466	55,462	11,904,054
6200 Program Service Fees	1,453,629	0	3,333	34,721	16,495	13,255	470,363	70,368	16,239	2,059	237,508	1,497,297	3,815,267
6500 Investment Income									23	0			23
6900 Miscellaneous Revenue	5,295			19,146	1,800	19,000	17,399	3,641	2,880	10,382	2,500		82,043
Transfer from Reserves				5,939				3,024					8,963
Community Foundation of SC		25,000										25,000	50,000
First 5 Santa Cruz County						229,230			56,233				285,463
TOTAL REVENUE:	1,471,027	90,876	4,265,977	305,298	6,591,906	661,612	1,521,453	1,620,927	384,428	326,070	2,027,915	1,742,050	21,009,539
SALARIES/BENEFITS													
7000 Salaries Total	904,178	34,381	282,216	150,903	1,328,002	317,158	593,442	485,687	180,926	152,684	989,237	534,583	5,953,397
7100 Employee Health	144,925	4,060	58,516	30,497	209,266	51,249	144,905	89,249	43,650	35,257	185,692	113,458	1,110,724
7100 Employee Retirement	7,727	344	1,503	534	9,752	1,902	3,147	3,746	845	468	5,152	2,669	37,789
7200 Payroll Taxes	101,766	3,870	31,846	17,447	156,627	38,675	126,676	89,842	20,363	17,184	221,223	68,586	894,105
TOTAL SALARIES/BENEFITS:	1,158,596	42,655	374,081	199,381	1,703,647	408,984	868,170	668,524	245,784	205,593	1,401,304	719,296	7,996,015
SERVICES/SUPPLIES													
8000 Professional Fees: Audit	33,335		8,988		0								42,323
8010 Indep. Prof. Consultants	90,431	10,903	7,350	18,439	15,850	5,289	5,500	75,208	16,677	7,070	745	56,266	309,728
8100 Supplies	17,995	6,592	7,706	6,361	43,813	16,043	3,288	429,235	12,633	10,895	173,875	131,973	860,409
8200 Telephone/Communications	10,145	720	4,895	6,162	26,976	6,042	14,157	12,301	6,400	7,088	16,699	4,202	115,787
8300 Postage & Shipping	3,299	1,590	7,900	234	2,092	269	1,031	1,242	459	500	273	420	19,309
8400 Occupancy Total	108,864	341	31,898	18,598	227,730	55,543	59,074	108,906	29,286	21,813	96,708	229,259	988,020
8500 Rent/Maintenance of Equip	2,874		2,990	3,557	2,487	5,803	30,087	5,519	3,993	782	2,475	328	60,895
8600 Printing & Publications	7,063	7,410	8,388	338	3,300	2,167	1,746	1,778	486	52	1,152	1,206	35,086
8700 Travel & Transportation		1,000	8,278	1,459	10,486	6,937	173,346	63,308	1,792	2,719	5,077	312,572	586,974
8800 Conferences and Meetings	5,588	2,000	3,814	375	12,149	318	326	4,389	433	146	1,893	376	31,807
8900 Assistance to Individ.					4,226,360								4,226,360
9000 Membership Dues	4,362		100	49	4,500	55	570	221	456	658	66	4,094	15,131
9200 Interest Expense	5,000									4,073			9,073
9300 Insurance/Bond	5,466		1,314	4,696	8,804	4,680	79,200	16,207	4,237	10,730	15,247	16,309	166,890
9400 Miscellaneous	14,352	4,488	2,866	1,381	5,858	5,018	4,021	9,844	1,414	1,623	5,493	9,086	65,444
9400 Fixed Assets	1,800						131,978			4,332	14,500		152,610
9600 Dist. of Program Costs	1,857	13,177	1,398	44,268	290,713	87,619	148,959	224,245	54,778	44,781	290,171	251,663	1,453,629
Deficit Repayment			2,799			14,400			5,600	3,215	2,237	5,000	33,251
Required Reserve					7,141								7,141
9691 Payment/Affiliated Orgs.			3,791,212			42,445							3,833,657
TOTAL SERVICES/SUPPLIES:	312,431	48,221	3,891,896	105,917	4,888,259	252,628	653,283	952,403	138,644	120,477	626,611	1,022,754	13,013,524
GRAND TOTAL EXPENSES 15/16:	1,471,027	90,876	4,265,977	305,298	6,591,906	661,612	1,521,453	1,620,927	384,428	326,070	2,027,915	1,742,050	21,009,539
GAIN/LOSS 15/16:													
	0	0	0	0	0	0	0	0	0	0	0	0	0

<p align="center"><b>Community Bridges</b>  <b>Agency-Wide Revenue and Expenses</b>  <b>June 30, 2015</b></p>	
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DESCRIPTION	EARNED			A/R	UNEARNED	DESCRIPTION	ACTUAL	
	YTD 6/30/15	YTD 6/30/15	% OF TOTAL	YTD 6/30/15	YTD 6/30/15		YTD 6/30/15	% OF TOTAL
REVENUE						EXPENSE		
County of Santa Cruz	1,520,286	1,540,233	10.2%	19,947		Salaries & Wages	6,032,124	40.2%
City of Santa Cruz	197,889	239,130	1.6%	41,241		Payroll Taxes	806,650	5.4%
City of Capitola	108,074	108,074	0.7%	-		Health Insurance/Retirement	1,044,754	7.0%
City of Scotts Valley	7,482	8,899	0.1%	1,418		Contracted Services	247,878	1.7%
City of Watsonville	18,088	18,088	0.1%		-	Transportation Services	408,575	2.7%
AAA-Title IIIB/C	652,285	691,161	4.6%	38,876		Staff Travel	63,539	0.4%
USDA-AAA / CAFB / SL	178,514	192,203	1.3%	13,689		Occupancy Expense	976,032	6.5%
Dept of Health Svcs-WIC+NV+Snap Ed	1,842,874	2,408,444	16.0%	565,570		Office/Program Expense	361,627	2.4%
Dept of Educ-CACFP Admin	358,313	456,581	3.0%	98,268		Staff Training	32,341	0.2%
Dept of Educ-CACFP Homes Passthru	3,817,663	3,818,945	25.3%	1,282		Insurance	152,033	1.0%
Dept of Educ-CACFP Ctrs CCC+CBAS	114,137	153,965	1.0%	39,828		Taxes, Licenses, Interest & Fees	48,166	0.3%
Dept of Education-CDD	1,145,168	1,159,835	7.7%	14,667		Equipment Expense	92,597	0.6%
Transportation Development Act	633,145	633,145	4.2%		-	Raw Food and Related	584,047	3.9%
EFSP (FEMA)	9,127	20,303	0.1%	11,177		Vehicle Operations/Maintenance	139,740	0.9%
Covered CA-ACA	26,968	26,968	0.2%	0		Payments to CACFP Homes/Ctrs	3,933,082	26.2%
FTA Section 5310 - Cal Trans	7,600	7,600	0.1%	-		Payments to Other Agencies	46,764	0.3%
FTA Section 5317 - Cal Trans	-1,446	138,092	0.9%	139,538		Fixed Asset Purchases	9,000	0.1%
First Five	285,463	286,138	1.9%	675		Vehicle Related Purchases	13,729	0.1%
Foundations & Other Grants	273,778	295,233	2.0%	21,455		Depreciation/Amortization	-	0.0%
Donations/Fundraising	392,285	393,792	2.6%	1,507				
Participant Contributions	107,035	107,035	0.7%	-				
Client Fees	319,676	333,010	2.2%	13,334				
Medi-Cal Fees	1,160,721	1,274,126	8.4%	113,405				
Program Income-Other	113,338	132,466	0.9%	19,128				
Transportation Fees/Scrip	30,867	30,867	0.2%	-				
Outside Contracts	103,629	126,280	0.8%	22,651				
Uncollectible Revenue	-1,654	-21,654	-0.1%	-				
Interprogram Revenue	506,924	506,924	3.4%	-				
TOTAL REVENUE	13,928,229	15,085,884	100.0%	1,177,655	0	TOTAL EXPENDITURES	14,992,679	100.0%
						Net Gain (Loss)	93,205	
						Audited Prior Yr Reserves	2,054,234	
Change from last month	-46,388			(517,142)	(126,346)	Net Assets:	2,147,439	

**Community Bridges**  
**Statement of Financial Position**  
**June 30, 2015**

ASSETS	Temporarily Restricted		Temporarily Restricted		Endow Restricted	TOTAL
	Unrestricted	Capital Campaign	Escrow	Net Assets		
Cash and cash equivalents	349,873	-	166,500	27,500		543,873
Cash reserved for LOFRC Facility Maint	-	418,006	-	-		418,006
Accounts/Grants receivable	1,331,866	-	-	-		1,331,866
Prepaid expenses	246,210	-	-	-		246,210
Inventory - Raw Food & Supplies	18,328	-	-	-		18,328
Refundable Deposits	44,630	-	-	-		44,630
Property and equipment	801,230	-	-	-		801,230
Leasehold improvements	10,768	-	-	-		10,768
<b>TOTAL ASSETS</b>	<b>2,802,904</b>	<b>418,006</b>	<b>166,500</b>	<b>27,500</b>		<b>3,414,910</b>
<b>LIABILITIES</b>						
Accounts payable	339,352	-	-	-		339,352
Salaries and wages payable	234,591	-	-	-		234,591
Payroll taxes payable	77,917	-	-	-		77,917
Retirement (401k) benefits payable	9,687	-	-	-		9,687
Accrued vacation salaries and wages	337,380	-	-	-		337,380
Health insurance payable/withheld	10,334	-	-	-		10,334
Short term debt (includes LOC)	-	-	-	-		-
Long term debt	-	-	-	-		-
Volunteer Center liability	-	3,350	-	-		3,350
Capitalized leases payable	69,814	-	-	-		69,814
Due to fixed asset fund	-	-	-	-		-
Unearned revenue/advances	156,653	-	-	-		156,653
Other debts	534	-	-	-		534
Other liabilities	27,858	-	-	-		27,858
<b>TOTAL LIABILITIES</b>	<b>1,264,121</b>	<b>3,350</b>	<b>-</b>	<b>-</b>		<b>1,267,471</b>
Audited Fund Balance June 30, 2014	1,486,999	418,735	148,500	-		<b>2,054,234</b>
Current Year Income (Loss)	51,784	(4,080)	18,000	27,500		<b>93,205</b>
<b>TOTAL NET ASSETS</b>	<b>1,538,783</b>	<b>414,655</b>	<b>166,500</b>	<b>27,500</b>		<b>2,147,439</b>

	Current Month	Last Month	Goals
Cumulative Net Gain (Loss):	93,205	139,593	\$150,000
Liquidity Ratio (Unrestr Cash/Total Liabilities):	0.28	0.33	3.0
Current Ratio (Current Assets/Current Liabilities):	2.5	3.0	1.6
Modified Current Ratio (Liabilites include advances):	2.2	2.3	1.2
Net Asset Ratio (Total Assets/Total Liabilities):	2.7	2.8	1.5
Debt to Equity (Total Liabilities/Total Fund Bal):	59%	55%	185%
Debt to Assets (Total Liabilities/Total Assets):	37%	35%	65%
Return on Reserves:	4.3%	6.4%	7.0%
Current Assets (excludes property/fixed assets):	2,602,912	2,584,275	2,400,000
Current Liabilities (excludes long term/unearned):	1,037,654	863,471	1,510,000
Modified Current Liabilities (adds in unearned):	1,194,307	1,129,227	1,960,000

## ENDOWMENT INCOME - AGENCY

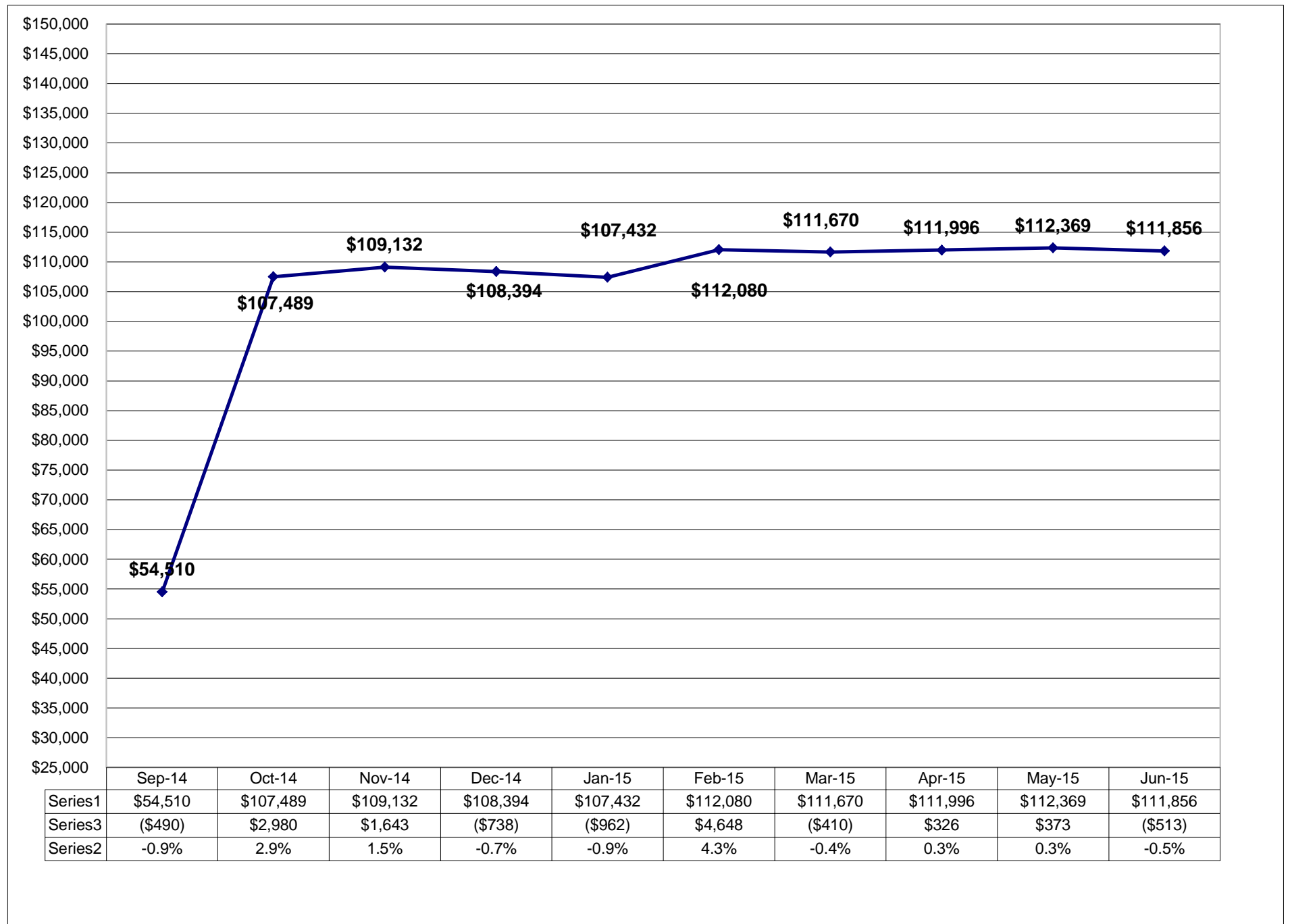
	2014-2015	2015-2016	2016-2017
	Gain/Loss	Gain/Loss	Gain/Loss
<hr/>			
<b>LPL FINANCIAL - #5111 GENERAL (QUASI)</b>			
OPENING BALANCE	\$27,500		
Quarter 1	2.47		
Quarter 2	1,551.91		
Quarter 3	22.89		
Quarter 4	22.60		
Less Fees	(111.04)	<Q 4 Fees unknown	
ANNUAL GAIN/LOSS	1,488.83		
TOTAL VALUE	<hr/> 28,988.83		

<b>LPL FINANCIAL - #6849 RESTRICTED</b>			
OPENING BALANCE	\$27,500		
Quarter 1	2.48		
Quarter 2	1,554.29		
Quarter 3	56.90		
Quarter 4	53.20		
Less Fees	(108.21)	<Q 4 Fees unknown	
ANNUAL GAIN/LOSS	1,556.18		
TOTAL VALUE	<hr/> 29,056.18		

# ENDOWMENT INVESTMENTS - LPL FINANCIALS

**JUNE 30, 2015**

Date	Balance	\$ chg.	% chg.
Aug-14	\$27,500		
Sep-14	\$54,510	(\$490)	-0.9%
Oct-14	\$107,489	\$2,980	2.9%
Nov-14	\$109,132	\$1,643	1.5%
Dec-14	\$108,394	(\$738)	-0.7%
Jan-15	\$107,432	(\$962)	-0.9%
Feb-15	\$112,080	\$4,648	4.3%
Mar-15	\$111,670	(\$410)	-0.4%
Apr-15	\$111,996	\$326	0.3%
May-15	\$112,369	\$373	0.3%
Jun-15	\$111,856	(\$513)	-0.5%



**Gain Since Inception**      **\$6,856**      **6.9%**

**Principal Invested**      **\$ 105,000**

Note: 8/15/14 Genl opened \$27,500

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

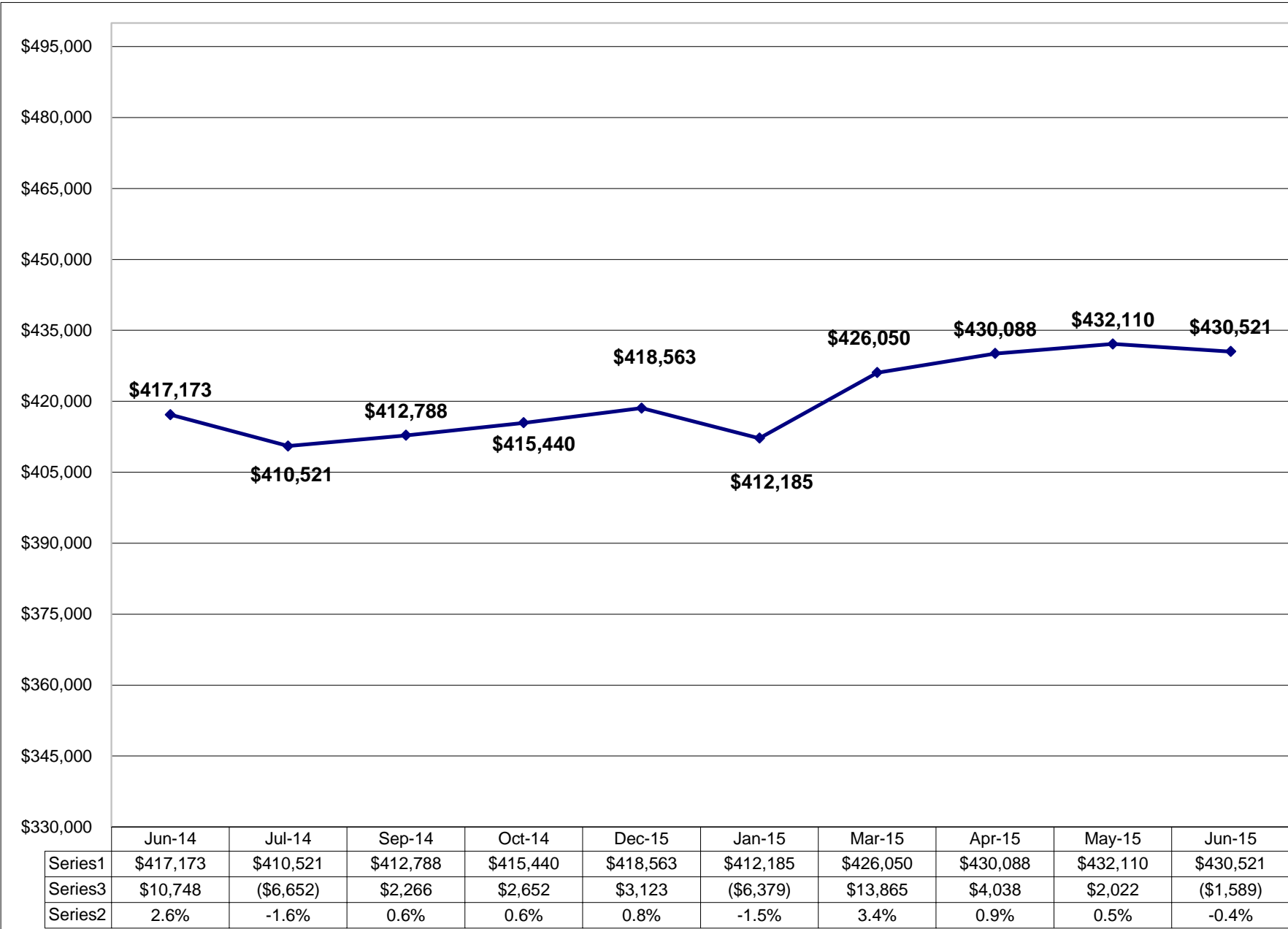
Note: 10/7/14 MOW opened \$50,000

***Note: April amount amended to actual on 4/30/15***

OPENING DOORS - CAPITAL CAMPAIGN INVESTMENTS

JUNE 30, 2015

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



Gain Since Inception	\$118,048	37.8%
Principal Invested	\$312,473	

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

Note: 8/11 New Funds Deposit \$35,000

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

# PROGRAM REPORT to BOARD of DIRECTORS

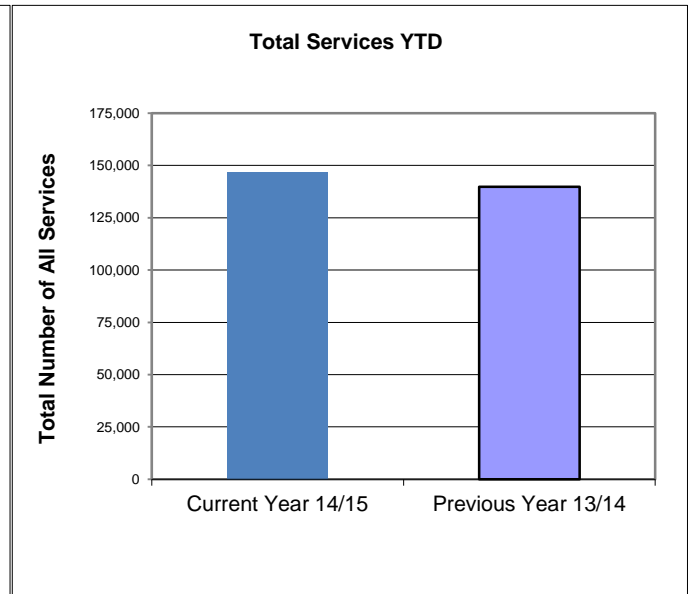
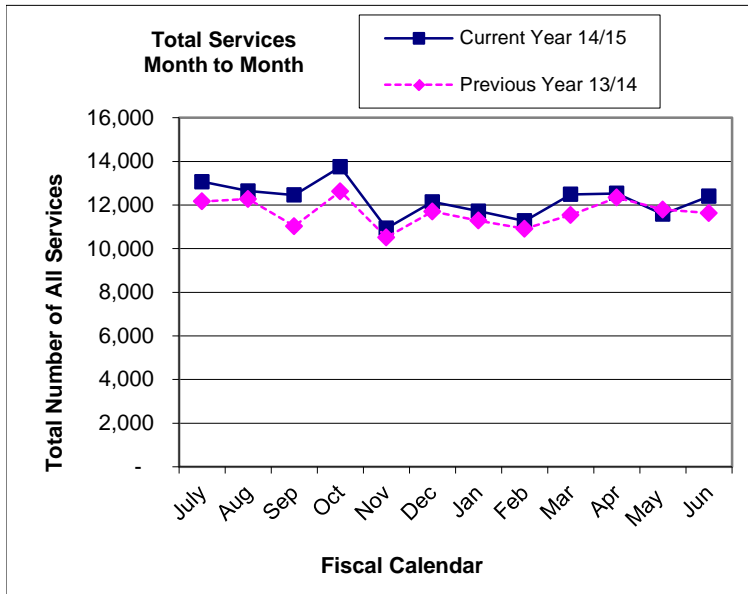
**Program Name:** Meals on Wheels for S.C. County

**Date of Board Meeting:** September 2, 2015



**A. Services:** Congregate and Home Delivered Meals

Total number of all services	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	Current Year 14/15	13,068	12,642	12,463	13,752	10,930	12,143	11,722	11,273	12,488	12,532	11,579	12,403	146,995
	Previous Year 13/14	12,166	12,278	11,027	12,629	10,517	11,701	11,283	10,909	11,545	12,341	11,793	11,634	139,823



## B. 2014-2015 Volunteers Report:

Fiscal Calendar (14-15)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers	171	171	172	174	176	178	178	179	180	182	183	183	2,127
Number of Unduplicated Volunteers	0	1	2	2	2	0	1	1	2	1	0	2	14
Number of Volunteered Hours	1,508	1,494	1,495	1,546	1,361	1,525	1,385	1,340	1,398	1,480	1,485	1,455	17,472

### Note Worthy:

#### April & May

Working with the mail house of Lautman, Maska and Neil our first large scale mail appeal was sent out to the community. The first drop was done in the first week of April and the second drop the first week of May. As of June 30th our net proceeds from our first appeal was \$ 15,529. An additional \$1, 470 was received in the month of July.

#### June-

Meals on Wheels dining site participants had a large presence at multiple budget hearings in May & June.



## PROGRAM REPORT to BOARD of DIRECTORS

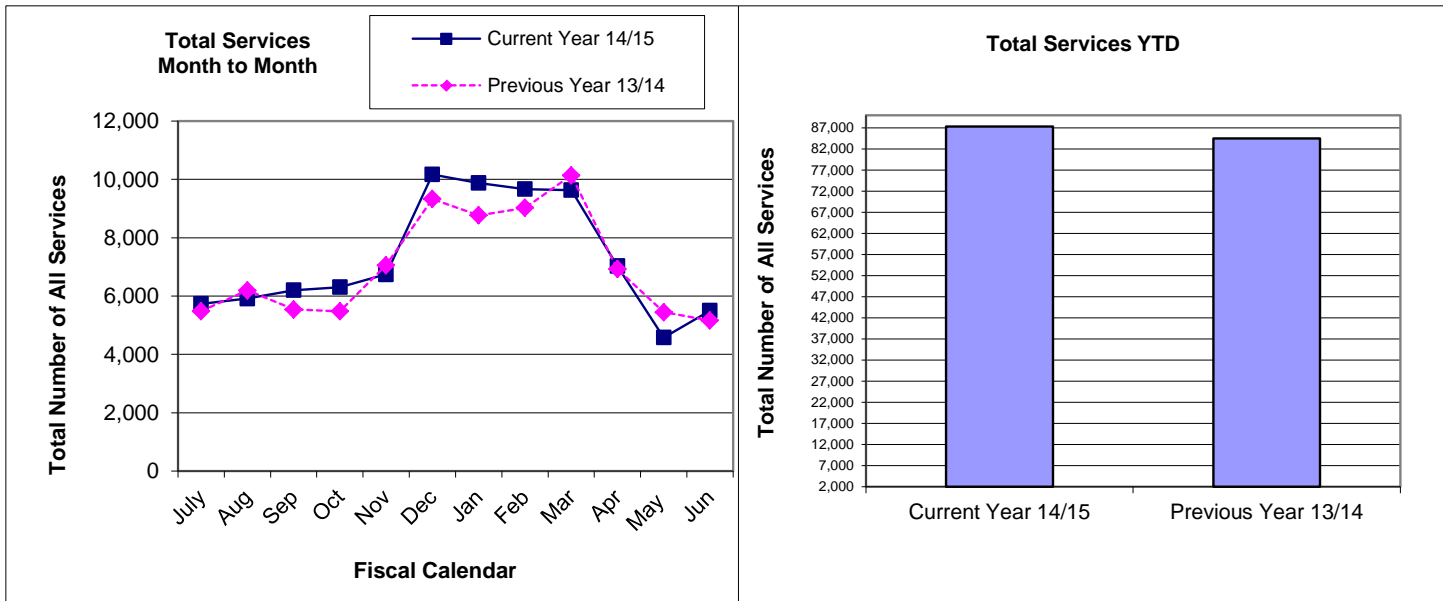
**Program Name:** LIFT LINE / CTSA

**Date of Board Meeting:** September 2, 2015

# LIFT LINE

**A. Services:** Specialized paratransportation services

Total number of all services	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Current Year 14/15		5,736	5,912	6,200	6,303	6,742	10,173	9,880	9,670	9,633	7,026	4575	5498	87,348
Previous Year 13/14		5,483	6,194	5,541	5,474	7,060	9,327	8,766	9,022	10,139	6,925	5,447	5,160	84,538



**2014-2015 Volunteers Report:**

Fiscal Calendar (14-15)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of Unduplicated Volunteers	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of Volunteered Hours	0	0	0	0	0	0	0	0	0	0	0	0	0

**B.Accomplishments:**

**C.Challenges:**

Under staffed for size of operation.

## PROGRAM REPORT to BOARD of DIRECTORS

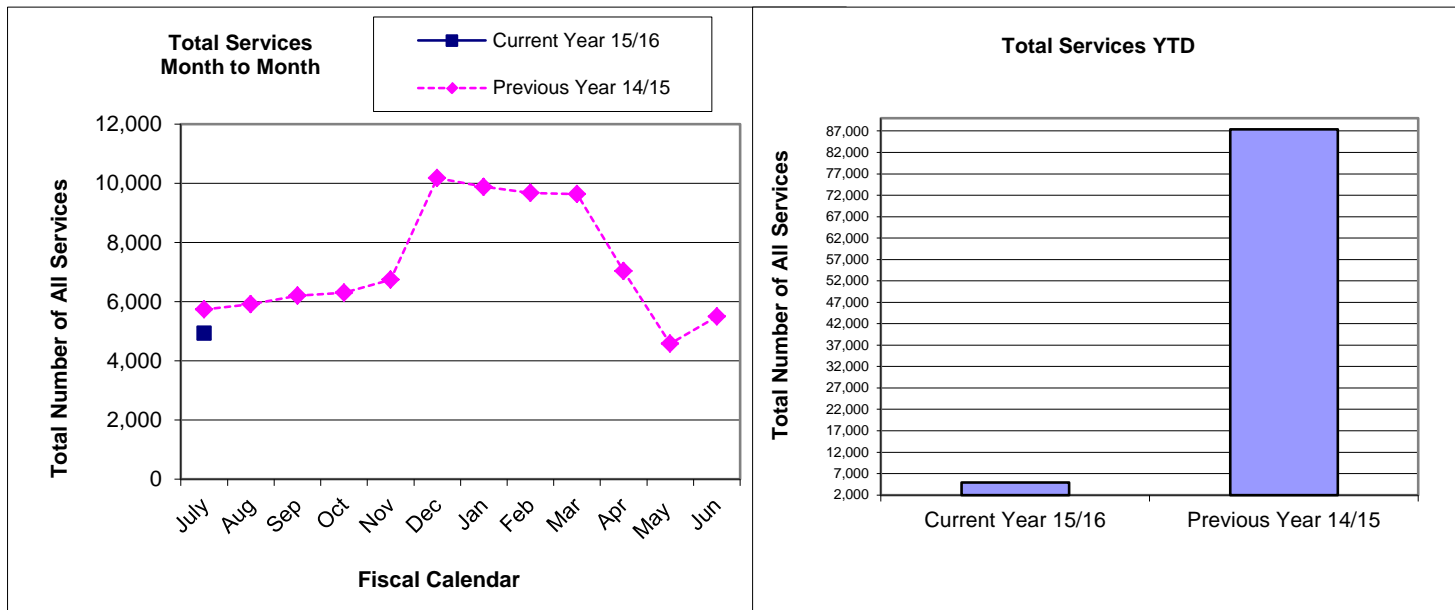
**Program Name:** LIFT LINE / CTSA

**Date of Board Meeting:** September 2, 2015

# LIFT LINE

**A. Services:** Specialized paratransportation services

Total number of all services	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
	Current Year 15/16	4,933												4,933
	Previous Year 14/15	5,736	5,912	6,200	6,303	6,742	10,173	9,880	9,670	9,633	7,026	4575	5498	87,348



**2015-2016 Volunteers Report:**

Fiscal Calendar (15-16)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of Unduplicated Volunteers	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of Volunteered Hours	0	0	0	0	0	0	0	0	0	0	0	0	0

**B. Accomplishments:**

Notice this report is unaudited for July the monthly service units could change. Please note that units of service are not yet available for August.

**C. Challenges:**

Under staffed for size of operation.

# PROGRAM REPORT to BOARD of DIRECTORS

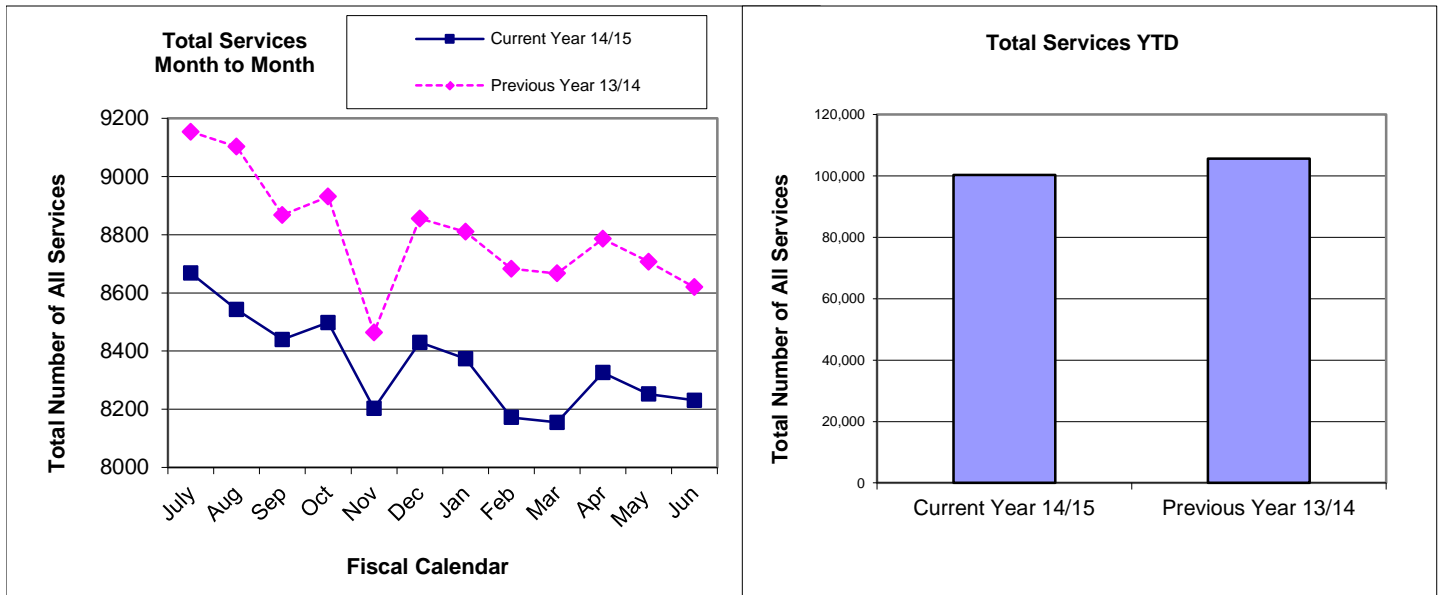
**Program Name:** WIC Program

**Date of Board Meeting:** September 2, 2015



## A. Services: Nutrition Education, Breastfeeding Support, Distribution of Food Coupons.

Total number of all services	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Current Year 14/15		8668	8543	8440	8498	8203	8430	8374	8172	8155	8326	8252	8231	100,292
Previous Year 13/14		9154	9103	8868	8931	8464	8856	8810	8683	8667	8786	8707	8620	105,649



## B. 2014-2015 Volunteers Report:

Fiscal Calendar (14-15)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers													0
Number of Unduplicated Volunteers							1	1	1	1	1	1	6
Number of Volunteered Hours							12	12	12	12	12	12	72

## C. Accomplishments:

The Senate Committee on Agriculture, Nutrition and Forestry currently plans to mark up the reauthorization of the Child Nutrition Act on September 17, 2015. Leading up to the markup, NWA has launched a national story telling campaign called "WIC Works for US Campaign", to inform Congress about what WIC means to participants, staff, our communities and our country. To show our pride in California's program- the largest in the nation - Community Bridges staff collected over 50 support postcards from clients and the public during the annual Breastfeeding Walk on August 7, 2015. The 2015 WALK was a successful event that gathered over 300 supporters to advocate for breastfeeding. Governor Brown's issued a recognition letter, and the USDA and Santa Cruz County Board of Supervisors issued a proclamations of support (attached). California and WIC are being recognized for stellar work to support moms and babies to breastfeed successfully.

## D. Challenges:

As we close in on the end of FFY 2015, and the first year that WIC has operated under a subvention contract, we are having a challenge fully expending the grant to the new restriction on moving funds between Operations and Personnel/Benefits. Unspent funds that were budgeted for Personnel/Benefits in the FFY 2015 budget will be reverted back to the state WIC Division because the contract prohibits using Personnel fund for Operations.



National WIC Association  
WIC for a Healthier America



## 2015 WIC Reauthorization Legislative Agenda SUMMARY

As the nation's premier public health nutrition program, WIC is a cost-effective, sound investment—ensuring the health of our children.

**NWA'S MISSION**  
NWA inspires and empowers the WIC community to advocate for and promote quality nutrition services for all eligible mothers and young children, and assure effective management of WIC.

### *NWA Reauthorization Recommendations:*

- Name WIC for what it delivers. Change the program's name to the Special Supplemental Public Health Nutrition Program for Women Infants and Children.
- Assure adequate Nutrition Services (NSA) funding.
- Protect and preserve adjunctive eligibility.
- Protect and preserve the integrity of the WIC food packages. Support efforts to protect nutrition science and the regulatory and science review process. The IOM is currently undertaking a second review of the food packages, expected to be released in 2016, with a view to updating them to meet the 2015 Dietary Guidelines for Americans.
- Enhance the quality of the fully breastfeeding food package by rounding inflation-adjusted cash value vouchers to the nearest dollar increment rather than always rounding down.
- Maintain the enhanced value of the fully breastfeeding food package by increasing the monthly cash value voucher for fully breastfeeding women by \$2 to \$12.
- Assure that choice in the WIC food packages promotes WIC success by maximizing state flexibility to offer national and private label brand options to adequately and appropriately respond to consumer needs, cultural preferences, and family lifestyles.
- Achieve efficiencies, coordinate nutrition services with health and safety net programs, and save Medicaid and health care cost by:
  - » Giving states the option to certify infants for two years to eliminate duplicative paperwork and focus WIC on health, nutrition, breastfeeding, immunization, and pediatric referral services that will make a significant difference in the lives of lower income infants and young children.
  - » Giving states the option to increase the certification timeframe for both breastfeeding and non-breastfeeding women to two years post-partum. Certification for the extended post-partum period may address crucial needs for the new mother, infant, and potentially subsequent children during vulnerable life stages.
  - » Extending eligibility for children to age six to assure a continued strong health and nutrition foundation, preparing children for school entrance, getting them ready to learn, and reducing childhood obesity and other chronic diseases.
- Enhance service delivery through information technology by providing \$35 million in unencumbered funding outside the regular NSA grant to implement MIS core functions, upgrade WIC technology systems, maintain MIS and electronic services, and render MIS systems EBT-ready.
- Move WIC to electronic benefit service delivery by 2020 by providing at least \$50 million per year up to a total of \$219 million for the smooth transition of WIC service delivery from paper based systems to EBT systems.

- ➔ Protect WIC's limited technology resources by amending current law to clarify that WIC is not expected to pick up the on-going costs of communications lines, processing fees, maintenance, and new and replacement equipment costs, and further that where an authorized vendor accepts both SNAP and WIC benefits that the vendor assume the incremental costs for EBT.
- ➔ Protect and support breastfeeding in WIC by:
  - » Emphasizing the importance of breastfeeding in WIC with the addition of "breastfeeding support and promotion" to each citation related to WIC for nutrition education in the Child Nutrition Act of 1966.
  - » Enhancing the successful breastfeeding peer counselor initiative by increasing the authorized level to \$180 million per year.
- ➔ Protect WIC cost containment by:
  - » Preserving the integrity of infant formula cost containment.
  - » Assuring the continued viability of the highly successful infant formula cost containment system by allowing state WIC agencies the option to form contracting alliances without limits on the number of participants.
- ➔ Provide \$15 million per year to support updated, rigorous health outcomes research and evaluation, documenting WIC's continued success.



UNITED STATES  
DEPARTMENT OF AGRICULTURE  
Office of the Secretary  
Washington, D.C. 20250

NATIONAL WIC BREASTFEEDING WEEK  
August 1–7, 2015

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By the Secretary of Agriculture of the United States of America

---

A PROCLAMATION

**WHEREAS** human milk provides the ideal balance of nutrients for an infant's growth and development; reduces the risk of infectious and chronic disease; protects mothers' and infants' health; promotes mother, infant, and family bonding; and may reduce the risk of childhood obesity; and

**WHEREAS** the United States Department of Agriculture and cooperating State health departments and Tribal organizations promote and support exclusive breastfeeding as the optimal method of infant feeding through the Special Supplemental Nutrition Program for Women, Infants and Children (WIC) and other nutrition assistance programs; and

**WHEREAS** WIC agencies join professional health organizations and breastfeeding advocates worldwide in celebrating World Breastfeeding Week on August 1–7 of each year to collaboratively promote awareness of the numerous benefits of breastfeeding; to build individual, family, and community support for breastfeeding; to further strategies that protect optimal breastfeeding practices; and to encourage increased breastfeeding rates;

**NOW, THEREFORE**, in appreciation of breastfeeding mothers and of all the dedicated volunteers, professionals, communities, and organizations who support their efforts, I, Thomas J. Vilsack, Secretary of the United States Department of Agriculture, do hereby proclaim August 1–7, 2015, as National WIC Breastfeeding Week.

**IN WITNESS WHEREOF**, I have hereunto set my hand this 27th day of May 2015, the two-hundred thirty-ninth year of the Independence of the United States of America.

  
THOMAS J. VILSACK  
Secretary



# Santa Cruz County Board of Supervisors Proclamation

## PROCLAIMING AUGUST 2015 AS BREASTFEEDING AWARENESS MONTH

WHEREAS, breastfeeding is one of the best public health measures, providing health benefits for mothers, infants, families and societies, keeping mothers healthier throughout their lives, and saving the lives of infants; and

WHEREAS, breastfeeding provides protective factors for both mother and child, and is recognized to help prevent obesity; and

WHEREAS, breast milk is superior to any artificial milk substitute, providing optimal brain development and providing children with one of the best foundations for early learning readiness; and

WHEREAS, the American Academy of Pediatrics recommends that infants be exclusively breastfed for 6 months before being introduced to complementary foods and to continue to breastfeed for at least 12 months, and as long as mutually desired; and

WHEREAS, Watsonville Community Hospital, Sutter Maternity, Dominican Hospital, Nursing Mothers Counsel, the La Leche League, the Community Bridges WIC Program, and the Health Services Agency Maternal, Child, and Adolescent Health Program have certified lactation consultants on staff to provide new mothers with lactation support; and

WHEREAS, two Santa Cruz County hospitals, Dominican Hospital and Sutter Maternity and Surgery Center, have been designated with the prestigious Baby-Friendly Hospital distinction, and Watsonville Community Hospital is in the process of earning this distinction; and

WHEREAS, the Santa Cruz County Breastfeeding Coalition actively seeks ways to promote exclusive breastfeeding for 6 months, increase community awareness of the importance of breastfeeding, including breastfeeding in public and lactation accommodation, and educate families and professionals about sources of lactation support available to mothers in our community; and

WHEREAS, the theme for this year's World Breastfeeding Month, is "Breastfeeding and Work: Let's Make it Work!" which highlights the importance of empowering and supporting all women and families to be able to successfully combine work and child-rearing, particularly breastfeeding, for optimal family health and well-being.

NOW, THEREFORE, I, Greg Caput, Chairman of the Santa Cruz County Board of Supervisors, hereby proclaim the month of August 2015 as Breastfeeding Awareness Month.



*Chairperson, Board of Supervisors*

June 29, 2015

*Date*



## OFFICE OF THE GOVERNOR

August 2015

### *Breastfeeding Awareness*

Breastfeeding reduces the risks of both acute and chronic health conditions for mothers and babies. The American Academy of Pediatrics recommends about six months of exclusive breastfeeding and continued breastfeeding for one year or longer as it is mutually desired by mother and infant.

California laws and the Affordable Care Act help remove systemic barriers that prevent women from reaching their breastfeeding goals by requiring employers to provide breastfeeding women with time and private space to express breast milk. While we've made advances in public policy to support breastfeeding, only half of California mothers returning to work have a place and time to pump breast milk—and low-income women are less likely to have access to these accommodations.

During World Breastfeeding week (August 1-7, 2015), we call on all sectors of the community, to protect, promote, and support a mother's right to breastfeed. As disparities in breastfeeding outcomes and access to breastfeeding support persist, we will continue to work collaboratively to ensure that all California women have equal access to lactation accommodations in the workplace.

Sincerely,

  
EDMUND G. BROWN JR.





68°  
Broken Clouds

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# San Lorenzo Valley & Scotts Valley Meal and Food Programs

Story

Print Font Size: - +

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Posted: Thursday, July 30, 2015 4:31 pm

August, 2015 | 0 comments

Tuesdays, noon. Felton Presbyterian Church, 6090 Highway 9, across from Rite-Aid, 335-6900. "Free Lunch Tuesday."

Tuesdays through Saturdays (also 4th Mondays). Valley Churches United, Food Pantry and Food Distribution programs. Tues-Thurs 9-12 and

Saturday 10-12. 1st and 3rd Fridays 9-11 are for seniors only. USDA Distribution on 4th Monday 10-1. For SLV, Scotts Valley, and Bonny Doon residents. Ben Lomond, corner of Highway 9 across from Ben Lomond Market, 336-8258.

Wednesdays, 12-2, San Agustin Catholic Church, 257 Glenwood Dr, Scotts Valley (next to the fire station), 438-3633. Food Distribution.

Thursdays 9:30-2:30. St. John's Catholic Church, down from Rite-Aid, Highway 9 and Russell, Felton. 335-4657. "Thursday Lunch."

Thursdays, 11-12. Mountain Community Resources, 6134 Highway 9, across from Rite Aid, Felton. 335-6600. Food Distribution.

Thursdays, 5:00-6:30. St. Philip's Episcopal Church, 5271 Scotts Valley Drive, Scotts Valley. 438-4360. Food Distribution.

Fridays, 5-6 p.m.. GateWay Bible Church, 5000 Granite Creek Road, Scotts Valley, CA 95066. 438-0646. "Fridays at Five" food distribution.

Sunday, August 16, 12:30-2:30. Redwood Christian Center, 6869 Highway 9, Felton (at Fall Creek Dr., near San Lorenzo Valley High School). 335-5307. Lunch.

Sunday, August 30, 2:00. SS Peter & Paul Orthodox Church, 9980 Highway 9, Ben Lomond, north of town, 336-2228. Dinner.

Meals on Wheels, hot meals at dining centers in Ben Lomond (M-F) and Scotts Valley (Wednesday). Meals delivered (if eligible). Reservation required, \$2.50 requested donation, for age 60+ (limited exceptions). [www.communitybridges.org/meals](http://www.communitybridges.org/meals) (464-3180)

Grey Bears Brown Bag Program. weekly bag of produce to be picked up in Ben Lomond. Felton. or Scotts Valley. Delivery available for homebound seniors. \$30 annual membership fee, for age 55+. [www.greybears.org](http://www.greybears.org) (479-1055).

Except as noted, all programs are free of charge -- Schedules are subject to change. Contact: [slvsymeals@gmail.com](mailto:slvsymeals@gmail.com)

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# Stamp of Disapproval

WEDNESDAY, 15 JULY 2015 12:50 | DAN WOO NEWS - LOCAL NEWS

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*Why aren't locals collecting the food*

*assistance for which they're eligible?*



Despite the area's reputation as a place people migrate to for handouts, far fewer people in Santa Cruz County are receiving CalFresh benefits, or food stamps, than are eligible for them.

The city and county governments, in partnership with community organizers, are ramping up efforts to make sure people living in one of the most expensive areas in the United States get the help they need. Nearly 15 percent of the county currently lives below the poverty line, according to the United States Census average from 2009-14.

However, the number of Santa Cruzans receiving food stamps lagged below 8 percent until 2012, according to [calbudgetcenter.org](http://calbudgetcenter.org). This number jumped over the 10 percent mark this year, in large part

because of a campaign to help people find benefits they are entitled to, launched by the Benefits Collaborative Campaign, made up of city and county officials and 26 non-profit organizations.

"You obviously have a lot of people who are struggling," says County Supervisor Ryan Coonerty. "A lot of attention goes to the homeless and the mentally ill. And it should. But a lot of these other people get missed."

People can receive these benefits with an income up to double the poverty line—which is judged as \$20,000 for a family of three—Coonerty says. A couple with one child is lucky if they can rent a two-bedroom apartment in Santa Cruz for that price, even if they had no other life expenses, like, say, food.

Coonerty says he wants to see that struggling middle-class families in the county are not forgotten amidst other persistent voices. The benefit eligibility income limit being \$40,000 per year for a family of three still leaves many who fall between there and the \$57,000 salary—which is considered a living, or self-sustaining wage in this area—without help.

A large piece of the project has been to have the process streamlined. They have come up with some huge advances, including a "telephonic signature" for the CalFresh application process.

"[The nonprofits] use recorders while they take calls from applicants," says Santa Cruz County Human Services Department Senior Health Manager Leslie Goodfriend. "Their voice on the recording acts as their application signature when it gets referred to us to judge eligibility."

Before this innovation, the process could take weeks. A person submitted an application, waited for a phone call or letter, came in to the HSD offices for an interview, and often had to come back for a second meeting to provide the proper paperwork if they did not have it all lined up from the start. This whole process could take weeks, and put pressure on the county workers handling the claims to meet their own deadlines to approve or decline an application.

"This also helps with homeless people who are trying to get CalFresh who may not be able to get to the Emeline office," Goodfriend says. "This has cut down on our no-shows for appointments and sped up the process."

Every group in the Benefits Collaborative Campaign is also using the Internet to narrow the nearly two-to-one divide between those in poverty and those receiving food assistance.

Until this outreach push, groups that distribute food privately, such as Second Harvest Food Bank, were seeing their lines grow over the years, knowing that many of them could get CalFresh benefits if the system were simplified. Now

mybenefitscalwin.org is picking up some of the slack. Groups including Live Oak Community Resource Center, Mountain Family Resource Center in San Lorenzo Valley, and the La Manzanita Community Resource Center in Watsonville have been leading people through this site to expedite their applications, which are automatically forwarded to the Health Services Department to be approved or declined.

“The [nongovernmental organizations] said it was complicated, and wanted to provide assistance to people using this site,” says Goodfriend. “They can also lead them through the process of getting health insurance at the same time using mybenefitscalwin.org or coveredcalifornia.gov since they have all the necessary information at the time.”

The disparity of people living below the federal poverty line versus those receiving nutritional assistance looks more grim when the relative cost of living in Santa Cruz is added into the equation.

Goodfriend and Coonerty say it's sometimes a challenge just convincing people that they are eligible for CalFresh. The stigma attached to any form of welfare is alive here, and many people don't want others to know they get help when they are paying for groceries. The switch from paper food stamps to Electronic Benefit Transfer cards identical to debit cards has made many more comfortable with the idea.

There are a number of myths attached to food stamps, and the Human Services Department has been distributing flyers attempting to clear up these misconceptions to partner groups. The flyer's first attack is on the word “welfare” itself—Santa Cruzans are apparently not immune from the American instinct to grow queasy at that word.

“Myth: CalFresh is a welfare program,” the flyer reads. “Truth: CalFresh is a nutrition assistance program designed to help individuals and families buy nutritious food when money is tight.”

Another myth is that people with jobs are ineligible. Given the income limits for qualifying—\$1,915 per month for a single person, \$3,255 for a family of three—many more than the 14 percent of Santa Cruz residents living in poverty are eligible.

# Bridging Community Service: Community Bridges Unites Some of Santa Cruz's Most Important Nonprofit Programs

GUIDE

By *Kelly Church*

Community Bridges is a nonprofit organization that operates ten community programs benefiting the Santa Cruz county-area. Open since 1977, Community Bridges serves more than 27,000 local residents each year. The organization believes that by working together, the individual programs are able to accomplish more at a lower cost than they would on their own.

"What makes Community Bridges so unique is the collaboration of our ten programs serving children, families and seniors in the Santa Cruz county region," Libby Morain, Community Bridges' Director of Development said. "Together, these programs meet the critical needs of the populations we serve by providing innovative human services."

Three of Community Bridges' successful programs benefit the local senior community. Elderday Adult Day Health Care is an outpatient, personalized health care service for senior citizens with dementia. Further, Lift Line is a door-to-door driving service providing more than 80,000 rides each year to medical appointments and meal sites. Additionally, Meals on Wheels for Santa Cruz County serves almost 150,000 nutritious meals to seniors each year through both home delivery and five dining sites.

"Together, these programs provide essential services to more than 6,000 vulnerable seniors throughout Santa Cruz County," Morain says. "As the elder population, forecasted to be one in three residents by 2050, continues to grow, Community Bridges empowers seniors to live with comfort and dignity, in their own homes, for as long as possible. Our services provide access to healthcare and nutrition to help seniors maintain the highest quality of life possible."

The coalition also provides the Community Bridges' Family Resource Collective, consisting of four programs where families have access to healthy food distributions, health screenings and insurance enrollment, parent education classes, after school tutoring, summer youth activities, and more. Community Bridges also operates three child and nutrition programs: Child & Adult Care Food Program, the Child Development Division with six centers throughout the County, and Women, Infants and Children (WIC).



To ensure that Community Bridges is reaching the largest audience possible, all ten programs offer services in both English and Spanish.

In spite of all of its great programs, Community Bridges wouldn't be successful without the support it receives from the local community. Each year, more than 1,700 individuals and 100 businesses offer monetary donations to Community Bridges. Additionally, hundreds of volunteers donate their time to support the programs.

To reach out to the community, Morain says Community Bridges has a mail, email, radio, TV and social media presence. Through these outlets, Community Bridges connects members of the local area to opportunities to help.

"One gift to Community Bridges supports 10 programs, 20 sites, and 27,000 children, families and seniors throughout Santa Cruz County," says Morain.



# Coast Lines, June 20, 2015: Highway paving to run four nights

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POSTED: 06/19/15, 3:57 PM PDT | UPDATED: ON 06/19/20150 COMMENTS

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Santa Cruz

## HIGHWAY PAVING TO RUN FOUR NIGHTS

Four nights of paving along Highways 1 and 17 are planned, beginning overnight Sunday and running through the morning of Thursday in the following locations:

- Northbound Highway 1 at the Fishhook from 8 p.m. to 6 a.m., Saturday to Sunday. Both lanes closed with a detour available. Delays of up to 30 minutes are anticipated.
- Northbound Highway 1 at the Fishhook from 8 p.m. to 6 a.m., Monday to Tuesday Delays of up to 30 minutes are anticipated.
- Southbound Highway 1 to Ocean Street, 7 p.m. to 5 a.m., Tuesday to Wednesday. Off-ramp closed; detour available. Delays of up to 15 minutes are anticipated.
- Northbound Highway 1, from Fishhook to Pasatiempo, 8 a.m. to 6 a.m., Wednesday to Thursday No. 2 (middle) and No. 3 (right) lanes closed; No. 1 (left) lane open. Delays of up to 30 minutes are anticipated.

Information: 831-423-0396 or [dot.ca.gov/dist05/paffairs/release.htm#scr](http://dot.ca.gov/dist05/paffairs/release.htm#scr).

Santa Cruz

## NEW DIRECTOR NAMED TO COMMUNITY BRIDGES

Community Bridges announced that Yolanda Henry, long time community advocate and leader of the Familia Center and Beach Flats Community Center, will serve as the new program director of the Community Bridges Family Resource Collective, effective July 1.

In a leadership consolidation move, Henry will oversee Community Bridges' four family resource centers across Santa Cruz County: Nueva Vista Community Resources (formerly known as Familia Center and Beach Flats Community Center) in Santa Cruz, Mountain Community Resources in Felton, La Manzana Community Resources in Watsonville, and Live Oak Community Resources in Live Oak.

Community Bridges and the Family Resource Collective: [communitybridges.org](http://communitybridges.org).

# Coast Lines, Aug. 6, 2015: Insurance chief to talk to Latino officials

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POSTED: 08/05/15, 7:18 PM PDT | UPDATED: 1 DAY AGO 0 COMMENTS

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WATSONVILLE

## INSURANCE CHIEF TO SPEAK TO LATINO OFFICIALS

The Tri-County Association of Latino Elected Officials, TCALEO, will gather 9 a.m. to noon Saturday at Appleton Grill, 410 Rodriguez St., Watsonville, for its quarterly meeting.

During the meeting, attendees, including Assemblyman Luis Alejo, D-Watsonville, community leaders and several local elected and appointed officials, will hear from California Insurance Commissioner, Dave Jones, and will also hear a presentation about the status of Latinos in California.

A legislative update regarding the efforts to bring district based elections to King City will also be provided.

WATSONVILLE

## BREASTFEEDING AWARENESS WALK ON FRIDAY

The ninth Annual Breastfeeding Awareness event will occur at the downtown Watsonville Plaza from 3-6 p.m. Friday.

A walk down Main Street to celebrate breastfeeding begins at 5 p.m. Event includes face painting, a disc jockey, community resource booths, healthy snacks, free T-shirts and raffles. It is hosted by Women, Infants & Children in Santa Cruz County, one of 10 nonprofit programs of Community Bridges.

Breastfeeding Awareness Walks are celebrated throughout California during August, as part of a statewide effort to highlight the need to support and celebrate breastfeeding women.

Information: [www.communitybridges.org](http://www.communitybridges.org).

LIVE OAK

## PARENT CLASS SATURDAY COVERS DISCIPLINE

Positive Discipline Community Resources offers a class for parents on effective discipline 10 a.m. to noon, Saturday at Live Oak Community Resources, 1740 17th Ave. the instructor is Colleen Murphy.

Cost is \$20 with some scholarships available.

To register: [www.pdcersantacruz.org](http://www.pdcersantacruz.org) or 831-476-7284, ext. 107.

Press contact:  
Jayme Vermillion  
[jaymev@sccwic.org](mailto:jaymev@sccwic.org)  
831-426-3911 ext. 14



MEDIA ADVISORY

## **9<sup>th</sup> Annual Breastfeeding Awareness Walk, hosted by Community Bridges WIC Program**

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### **WHAT:**

The 9<sup>th</sup> Annual Breastfeeding Awareness Walk, open to the general public and representatives of the media. This event includes fun activities for the whole family, face painting, a live DJ, community resource booths, healthy snacks, free t-shirts, raffles and more.

### **WHO:**

The 9<sup>th</sup> Annual Breastfeeding Awareness Walk is hosted by Women, Infants & Children (WIC) in Santa Cruz County, one of ten nonprofit programs of Community Bridges.

Breastfeeding Awareness Walks are celebrated throughout California during the month of August, as part of a statewide effort to highlight the need to support and celebrate breastfeeding women. This local effort will be held in Watsonville.

Breastfeeding events around the State of California are sponsored by the California WIC Program, the California WIC Association, and the California Breastfeeding Coalition.

### **WHEN:**

Friday, August 7, 2015

3pm to 6pm

A walk down Main Street to celebrate breastfeeding begins at 5pm

### **WHERE:**

Watsonville Plaza at the corner of Main Street and East Beach Street in Watsonville, California.

### **WHY:**

Community Bridges WIC believes that it is the responsibility and duty of the community, hospitals and businesses to support women in their decision to breastfeed.

Research has shown that breastfeeding, especially exclusive breastfeeding, is associated with better health outcomes. Infants who are not breastfed have increased incidence of allergies, diarrhea, and ear and urinary tract infections. They also have an increased likelihood of being overweight. Any of these illnesses in children increases costs to families and employers, and adds to the burden of an over-taxed health care system.

Accordingly, the U.S. Department of Health and Human Services “Healthy People 2020” goals include objectives to increase the number of women who initiate breastfeeding to 82% and the



number of women who are breastfeeding at 6 months and 1 year to 61% and 34% respectively. The goals for exclusive breastfeeding are 46% at 3 months and 25% at 6 months.

The Community Bridges WIC Program serves more than 500 pregnant women each month. Most are mono-lingual Spanish speakers who work in the agriculture industry. These women face many obstacles to sustain breastfeeding at levels that meet national goals. WIC efforts help mothers increase breastfeeding initiation and duration through lactation support, education, and advocacy.

**Thanks in part to Community Bridges WIC Program efforts, Santa Cruz County mothers are exceeding most of “Healthy People 2020” goals already:** 87% of mothers have initiated breastfeeding, 55% are breastfeeding at 6 months; 35% are breastfeeding at 1 year; 41% are breastfeeding exclusively at 3 months, and 34% are breastfeeding exclusively at 6 months.

#### **VISUALS AND INTERVIEWS:**

Interviews are available with WIC parents and advocates, Community Bridges CEO Raymon Cancino, and WIC Program Director Cathy Cavanaugh.

Spanish-speaking spokespersons are available.

Visuals include parents and youth participating in interactive workshops, and a march down Main Street in WIC t-shirts with Breastfeeding Awareness signs.

#### **ABOUT COMMUNITY BRIDGES WIC PROGRAM:**

WIC is a federally funded nutrition program that provides healthy foods, nutrition and breastfeeding information and support, and referrals to the community to pregnant, breastfeeding postpartum women as well as infants and children up to age 5. The Santa Cruz County WIC branch one of ten social service programs operated by Community Bridges, a local nonprofit.

To learn more, please visit [www.communitybridges.org](http://www.communitybridges.org).

WATSONVILLE

# BREAST FEEDING AWARENESS WALK



KEVIN JOHNSON — SANTA CRUZ SENTINEL

Bianca Barrera and her daughter Jordyn, 2, march through downtown Watsonville on Friday afternoon during the ninth annual Breast Feeding Awareness Walk.

# Santa Cruz owes \$30K, apology in Beach Flats mural whitewashing suit



A portion of the Beach Flats Park community mural, now painted over, depicts Latino civil rights activism and family life. (Contributed)

*By Jessica A. York, Santa Cruz Sentinel*

POSTED: 08/07/15, 6:09 PM PDT

UPDATED: 2 DAYS AGO [14 COMMENTS](#)

**SANTA CRUZ >>** The city of Santa Cruz has agreed to pay an artist \$30,000 after whitewashing his two-decade-old Beach Flats Park public mural more than a year ago.

In an unsigned settlement-required formal letter of apology posted on the city's website, city officials shared their "deepest regrets" for failing in their obligation to provide the artist with notice of the mural's pending removal. The move sparked public outrage in the neighborhood among those who said they felt blind-sided when the mural was partially whitewashed.

“For this, the city would like to express its deepest regrets. The city never intended the refurbishment project to disrespect Mr. Cervantes or Santa Cruz’s Latino residents and exclude their shared heritage, nor to avoid its obligations under the law,” the statement reads.

The public apology, posted Aug. 5, was not automatically emailed to the press or to those signed up to receive website notifications. City spokesman Keith Sterling said he expected a reporter to have heard directly from the artist about the settlement.

“Not all items get sent to the press list — some departments post items, I post others,” Sterling wrote in a text, when asked why the apology was not automatically distributed.

The mural, first painted as a communitywide effort under the direction of then-UC Santa Cruz artist Victor Cervantes in 1993, depicted several scenes of both activism and daily life and was heavily influenced by the neighborhood’s strong Latino culture. Cervantes, now a teacher and artist living in the Central Valley, according to his attorney Brooke Oliver, was not notified of the mural’s pending removal, a violation of the federal Visual Artists Rights Act of 1990 and the California Art Preservation Act of 1979.

In his initial claim against the city, Cervantes sought \$375,000 in damages. In January, the Santa Cruz City Council rejected the claim. Oliver, whose firm is based in San Francisco, said the mural was beloved to the community and said Cervantes was pleased with the final settlement.

“The biggest concern was ensuring that the community’s voice would be heard going forward in repainting art on that wall and in that community,” Oliver said. “Since the city agreed to that and did an apology, that’s worth its weight in gold. These are cultural icons and so it’s really, really important that they be preserved and respected.”

## Advertisement

In 2013, as the city revamped its public arts program funding design, the Beach Flats mural was highlighted as a deteriorating art piece in need of replacement. A year later, in June 2014, many Beach Flats neighbors raised alarms at the city's plan to paint a new mural. Their protests ended with a small piece of the mural remaining and city leaders apologizing for not seeking more public involvement in the new mural process.

Moving forward, city Arts Program Manager Beth Ragel has created a new citywide mural policy that is being vetted with various community stakeholders, including leaders in the Beach Flats community, Economic Development Director Bonnie Lipscomb said. Once the policy is complete, the city may begin moving forward with work on a new Beach Flats mural, she said.

"Any artists hired through the new process will work closely with local organizations including La Familia Center to provide opportunities for community involvement from inception to installation," Lipscomb said. "Our hope is that any mural resulting from a new process will be something that residents will be proud of and we can all celebrate together."

Edgar Landers, a youth coordinator at the Nueva Vista Community Resources program in the Beach Flats Community Center, said he had heard many comments both in support of retaining the old mural and replacing it with a new one, but remained personally neutral.

"I think for the new one, the city's definitely going to be more aware of and have a more open process," Landers said.



## NAME DROPPING

# Milestone anniversary for Scotts Valley couple

Happy Anniversary to Donald and Evelyn Anderson of Scotts Valley, who celebrated 70 years of marriage on July 3.



**Justine DaCosta**

Donald met Evelyn Duford while attending a mutual friend's party in Minneapolis, Minnesota, where they both lived. They were married soon after, on July 3, 1945. Donald was serving in the Merchant Marines in WWII delivering supplies to the troops in Europe and the South Pacific.

After the war, he went to work for The Prudential Insurance Company as a real estate appraiser, and in 1947, he and Evelyn relocated to California with their young son, Bill. Their second son, Ray, was soon born in San Jose. Donald appraised property and approved loans for Prudential in the San Jose and Santa Cruz areas, helping new families in financing their first homes. Evelyn worked as a secretary for the Campbell and Blackford School Districts, while raising their two sons.

In 1967, Prudential relocated the Andersons to Hawaii to open a new office and be their representative in the islands. After about a year, they missed the central coast of California so much that they moved back to the mainland, where Donald retired after 20 years with Prudential. They subsequently bought and sold real estate in the Bay Area, moving often, before finally settling down in the Monteville neighborhood in Scotts Valley, where they are surrounded by their two sons, Bill and Ray, daughter-in-law Jennifer, two grandchildren, Scott and Beckie and spouses, and two great-grandchildren.



CONTRIBUTED PHOTO

Donald and Evelyn Anderson celebrated their 70th anniversary with a family trip to Alaska.

To celebrate the anniversary milestone, the entire family took a cruise to Alaska.

## Serving her community

Longtime community advocate Yolanda Henry has been given a new title: Program Director of the Community Bridges Family Resource Collective.

Henry will oversee Community Bridges' four family resource centers across Santa Cruz County: Nueva Vista Community Resources (formerly known as Familia Center and Beach Flats Community Center) in Santa Cruz, Mountain Community Resources in Felton, La Manzanita Community Resources in Watsonville, and Live Oak Community Resources in Live Oak.

A life-long resident of the Monterey Bay Area and UC Santa Cruz alumna, Henry brings more than 16 years of non-profit experience to the

position, which was created in response to budget cuts as a way to consolidate resources. She served as jurisdictional chair for the city of Santa Cruz, and chair of the Beach Flats Relocation Advisory Committee. She is a current board member at Palo Alto Medical Foundation, and has also served on the Latino Affairs Commission, the Santa Cruz Chief of Police Advisory Council and the General Plan Advisory Committee for the city of Santa Cruz.

"I'm looking forward to this new chapter, and am confident that the new direction the Collective is heading will be a positive one," Henry stated in a press release. "We will continue to serve the most vulnerable in our communities, while becoming more efficient in the delivery of these services."

## Embarking on a new journey

Congratulations to UC

Santa Cruz alumna Victoria Liptak, who recently stepped into a new role as provost of Ventura-based Brooks Institute.

Brooks was recently acquired by gphomestay, the leader in enhancing international education opportunities for students.

"It's a great honor to join Brooks Institute as its new provost," Liptak was quoted as saying in a press release. "I'm eager to work with Brooks' distinguished and innovative faculty as we continue to provide our students with the critical skills and education experiences they need for our evolving economy. I look forward to helping lead Brooks as we become an integral part of the Ventura community and work to strengthen the creative industry of Southern California and beyond."

Her career includes serving as chief academic officer and interim dean of Kendall College of Art and Design at Ferris State University in Grand Rapids,



Donald and Evelyn were married July 3, 1945.



CONTRIBUTED PHOTO

Yolanda Henry is the new program director of the Community Bridges Family Resource Collective.

Mich. Liptak has a bachelor of arts in linguistics from UC Santa Cruz and a Master of Architecture from the Southern California Institute of Architecture.

## Making the grade

Tierney Anderson, a native of Aptos, was named to Pepperdine University's Seaver College Dean's List for the Spring 2015 semester.

In order to earn Dean's List honors at Pepperdine, which is based in Malibu, students must be in the upper 10 percent of their class and maintain a grade point average of 3.5 or higher. Anderson is one of only 279 students to receive the honor this year.

Congrats are also in or-

der for Joel Kalow and Jesse Maurier, both of Santa Cruz, who were named to the Spring 2015 Dean's List at Ithaca College.

Located in New York's Finger Lakes region, Ithaca College is home to 6,100 undergraduate and 460 graduate students.

Marcus Eisendorf of Soquel and Maxine Orr of Boulder Creek are also making their hometowns proud. They both made the Dean's List at Rochester Institute of Technology for the spring semester.

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