



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

BOARD OF DIRECTORS
Wednesday, September 21, 2016
5:30 PM to 8:30 PM

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

REVISED AGENDA

- 5:30 Dinner**
- 6:00 1. Call to Order/Establish Quorum**
- 6:02 2. Agenda Review**
- 6:05 3. Announcements/Program Updates**
3.1 Mountain Affair- October 21st
3.2 Potential Board Members Introductions
- 6:10 4. *CONSENT AGENDA – Action Items**
In approving the consent agenda, the Board is approving recommendations within each committee’s minutes listed below.
- 4.1 Draft Minutes of the June 24 Retreat**
- 4.2 Draft Minutes of the August 17, 2016 Board Meeting**
- 4.3 Draft Minutes of the September 1, 2016 Finance Committee Meeting***
- 4.4 Draft Minutes of the September 1, 2016 Governance Committee Meeting***
- 4.5 Motion - Authorize CEO Ray Cancino to execute MOW bequests as moved in Governance Committee***
- 4.6 Agency Board Resolution # 2016-09-21 authorizing CB and CEO to enter into a funding contract with the Seniors Council/Area Agency on Aging. ***
- 6:15 5. Receive comments from members of the public on “Items not on the Agenda”**
- 6:20 6. Program Report: Women, Infant and Children- Cathy Cavanaugh**
- 6:40 7. Agency Business – Ray Cancino**
6.1 October 19 BOD meeting to be held at WIC in Watsonville 6:30pm-8:30pm –Action Item
6.2 Board Goals – Retreat Presentation- Discussion Shannon / Ray
- 7:15 7. Development/Philanthropy Report & Committee Update – Libby Morain**
- 7:25 8. Finance Committee Update – Cathy Benson**
- 7:35 9. Written Reports**
9.1 WIC Program Report
9.2 MOW Program Report
9.3 LL Program Report
- 7:40 10. Newspaper Articles**
- 7:45 11. Items for Next Agenda**
- 7:50 12. Adjourn Regular Meeting**
- 8:00 13. CLOSED SESSION**
- 8:30 14. Adjourn Closed Session**

Next Meeting:
Wednesday, October 19, 2016
(6:30 PM to 8:30 PM)
Location: TBD



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Community Bridges Board Retreat Minutes
Community Foundation Santa Cruz County
Friday, June 24, 2016
8:45 am – 3:30 pm

Members Present: Jack Jacobson, Jordan Ciliberto, Linda Fawcett, Pam Fields, Rebecca Fowler, Sara Siegel

Excused: Heather Lenhardt, Jorge Méndez, Martín Bernal, Shannon Brady

Staff Members: Anna Vaage, Cathy Benson, Libby Morain, Ray Cancino, Seth McGibbon.
Julie Gilbertson and Susan Marinshaw both attended briefly.

Facilitator: Nancy Sherrod

Minutes: Anna Vaage

DESIRED OUTCOMES FOR THE DAY:

- 1. The Board deepens its understanding of the services and financial interconnectedness of Community Bridges' 10 programs and how that interconnectedness informs our decision making, adds value within the organization and builds the communities we serve.**
- 2. Visioning the Future: The Board comes to agreement on 1-3 "super" goals for the organization to move on during the next three years.**

8:45 Morning Greetings & Breakfast

9:00 Welcome/Housekeeping/Review of the Day/Introductions

9:15 Board Accomplishments

Linda cited the following accomplishments: advocacy policy resulting in senior program funding increases, outcomes assessment contract, CEO evaluation revision, labor negotiations initiating shared healthcare costs, sustainability goal (25% agency reserve with programs contributing 1% per year,) fiscal process improvements, 100% Board member giving, approval of agency-wide fundraiser.

9:20 Activity: "What Does Our Mission REALLY Say?" – Overview of goals, values, visions and missions. CB's mission was defined in 2002, and values were chosen in 2014 but not defined. Strategic planning process could refresh of all these, which Ray is initiating. Attendees gave feedback on elements of CB's mission: Strengthening, Diversity, Community, Innovation, Human Services. There was discussion on whether our services are innovative? CB structure and services are creative, comprehensive, flexible, efficient and responsive. There was agreement that our mission statement needs to be updated to reflect current brand and narratives, and our connections and collaboration.

9:50 Agency Overview Trend Report

Ray presented Agency Overview and 5-Year Trends, including Financial Sustainability Measures. In 15/16 we met 42% of our 3-month operating expense reserve goal (25% of agency budget), increasing 4% since last year. Net assets increased by 40%. Program overviews include risks and comparatives, impact and depth of services. Members asked for funding sources included next year.

9:55 Child & Nutrition Sector Presentation

Expert Presentation - Carol Mulford, County Office of Education

Carol reviewed the state of early childcare and education needs and funding nationally and locally. Brain development peaks at 18 months, and school readiness must be achieved before kindergarten. The county Child Care Planning Council reports 70% of local eligible children are not served by state preschool programs. Reasons include lack of capacity, affordability, transportation and awareness.

10:25 Sector Matrix Work: Children & Nutrition Programs

Review of overview and trends. We are seeing decreases in CACFP and WIC funding and participation levels, with growth in CDD. Board members debated Lift Line's ability to assist with transportation.

10:50 Break

11:15 Family Resource Collective Sector Presentation

Expert Presentation - Judi Sherman, organizational consultant

Judi discussed three pillars of engagement, from service delivery to development to engagement. Service that promotes participant reciprocity is a best practice to help reduce the need for service (i.e. participants become volunteers,) as well as promote engagement among diverse stakeholders.

11:45 Sector Matrix Work: Family Resource Collective

Each center responds to community needs and funding fluctuations individually. LMCR and MCR revenues have increased, and LOCR and NVCR have decreased. Health care and mental health access are emerging areas, in addition to food distribution, case management and youth programs.

12:15 Lunch

12:45 Seniors & Transportation Sector Presentation

Expert Presentation - Tim Brattan, Grey Bears Executive Director

Tim presented Grey Bears operations, which serves 4,200 seniors each year. Issues affecting the sector include income, isolation, health and mobility challenges. Services include food distribution, volunteer opportunities, and activities. Revenue sources include 35% retail sales and 35% recycling.

Expert Presentation - Maria Cadenas, Santa Cruz Community Ventures Executive Director

Maria presented Financials Assets and Access snapshots for Santa Cruz, Live Oak and Watsonville. Five data points were selected to demonstrate financial access as a means of economic mobility. Service providers can assist participants with financial education to help leverage credit and savings.

1:40 Sector Matrix Work: Seniors & Transportation

Community Bridges serves many multigenerational families where cross-referral potential is great. Many families need childcare and/or eldercare. Strengthening brand among staff can help with this. Elderday budget needs to reflect true cost of professional staffing that is competitive in this region.

2:20 Exercise: What do we absolutely need to get "right" in the next three years?

What Stood Out Today?	How Can We Respond by 2019?
Shift to south county housing	FRCs will be responsive to local issues
Aging population explosion	FRCs will be hubs for their communities
All changing demographics	CB will actively cross-refer/promote
Social enterprise opportunities	CB will function as one organization
Advocacy for affordable housing	CB will develop a global data system
Economic justice in SC County	LL will expand service among programs
	CB will examine childcare under-service
	CB will be prepared for emergencies
	CB will divest unsustainable services
	Elderday will be sustainable for future

Participants also posted these "Wild & Wacky" ideas throughout the day:

- "Monterey County Reads" elementary literacy volunteers
- Can any CB county funding be shifted to CDD? To help offset some of the pressure.
- Can CDD offer (subsidized?) after-hours care to address underserved
- Can Lift Line provide transportation to increase CDD participation?
- Is there an optimal CACFP caseload/staffing ratio we can identify?
- Look into WIC nurse/parent partnering and advocate at county level
- Can Lift Line partner with Grey Bears on a vehicle maintenance pool?

3:00 Exercise Closure & Appreciations/Feedback

Participants enjoyed outside speakers and seeing a bigger picture and CB's place in it. Would have liked more input on CB. They thanked Ray and staff for the agency overview and packet materials.

3:00 Philanthropy Progress Report and 16/17 Philanthropy Plan Approval

We have raised \$505,615 this fiscal year, a 26.5% increase over 14/15.

Jordan/Jack moved to approve 16/17 Philanthropy Plan. MSP

3:15 Redwood Mountain Preschool Options

County Office of Education must have our decision whether to repair the roof or demolish the classroom. Scenarios A-G were presented and discussed, including half and full day options.

Jordan/Jack moved to proceed with Scenarios E/F: Fix the roof and reopen full day. MSP.

3:30 Adjourn/Happy Hour at Cantine Winepub in Aptos Village



BOARD OF DIRECTORS
Wednesday, August 17, 2016,
6:00 PM to 8:00 PM

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060

APPROVED MINUTES

Members Present: Jordan Ciliberto, Linda Fawcett, Rebecca Fowler, Sara Siegel, Heather Lenhardt, Shannon Brady, Martín Bernal, Pam Fields, Jorge Méndez

Members Excused: Jack Jacobson

Staff in Attendance: Raymon Cancino, Tonje Switzer, Seth McGibben, Julie Gilbertson, Libby Morain, Cathy Benson

Minutes: Tonje Switzer

5:30 Dinner served

6:00 1. CALLED TO ORDER/QUARUM ESTABLISHED

6:02 2. Agenda Review

6:05 3. Announcements/Program Updates

3.1 CB Employee Appreciation BBQ 8/27/2016: Ray mentioned our continued effort to create more rapport between the employees across programs, and invited BOD members to attend.

3.2 Mountain Affair 10/21/2016: The Mountain Fair will be hosted at the Mountain Community Resources for the first time which will provide an excellent opportunity for donors to visit the site.

6:10 4. CONSENT AGENDA

Pam/Shannon moved to approve the August 17, 2016 Consent Agenda as Presented. MSP.

This Consent Agenda included:

4.1 Draft Minutes of the August 4, 2016 Finance Committee Meeting

4.2 Draft Minutes of the August 4, 2016 Governance Committee Meeting

4.3 Draft Minutes of the August 3, 2016 Philanthropy Committee Meeting

6:19 5. Receive comments from members of the public on “Items not on the Agenda” - None

6:20 6. Agency Business – Ray Cancino

6.1 Board Retreat – Discussion – Review of Matrix Mapping: Ray reiterated that the purpose of the Matrix Mapping exercise is to identify the intersections between economic feasibility and alignment with mission where the y-axis represents the cumulative gains and losses of each program, and the x-axis is a combined representation of each programs alignment with CB’s mission, execution of programs, scale, and whether or not the program is filling a gap in the community. While the revenue of six programs are in reality subsidizing four

others, movements to rectify financial deficits for Elderday are evident AND hopefully the same can be said about Lift Line come January. Ray stated the need to collectively assess each program's 'story' with CBs Mission Statement. This was followed by a discussion that stressed the importance of utilizing objective data to identify need so as to avoid Matrix results being influenced by personal perceptions and biases. Board Questioned: The implications of Community Program funding at the County level. Ray noted that the supervisors' programs are so broad and their metrics so unspecific that CB can fit within them when care is taken in how CB programs are presented to electives, and cautioned that political trend-changes could jeopardize programs that are not in favor at the moment. County has shifted from continued funding to year-to-year project-based funding which should prompt CB to shift approach to address the funding challenge. CB could document emerging community needs by creating a waitlist for MOW, but that doing so would be harmful to people in need. Ray mentioned that a continued strategic plan is necessary and useful for the continued conversation about these issues and that that working with Applied Survey Research (ASR) will help clarify our positions and metrics. Although now is not the time for a Social Services ballot measure, Ray stated that CB needs to be prepared for that time to come.

- 7:00** *6.2 2016-2017 Goals Discussion:* There was a brief discussion about stating the mandate of a 25% reserve with a minimum of 1% contribution from each program in the BOD goals, and Cathy B said that this goal will be included and explicitly mentioned in the BOD goals. An updated goals chart will be produced for the next BOD meeting, when members will split into groups and discuss recommendations from the BOD retreat. This was followed by a brief discussion about the need to be activating staff to identify future needs in their programs and operationalizing ingenuity such as how CB can use technology to continuously provide services to our clients and serve our clients differently or more effectively in the future.
- 7:10** *6.3 Facilities Updates:* An Alliance grant of \$2.5M is available for a new facility, and there is a \$2.7M property a few blocks from Elderday that has the potential to house MOW and Elderday. In order to qualify, 25% of the funding has to come from the agency contribution and up to 2.5 CCAH. Currently a rough estimate of the project will be \$4.5 mill. At this point CB would need to invest \$5.5K for architect and contractor consultations in order to qualify for the implementation grant application due in November. The alliance grant will not be tied to the property, but to the Elderday program, and as such the choice of property could change during the process if needed or warranted. **Jordan/Jorge moved to employ the \$5.5K needed in architectural and contracting fees in order to move forward with this project. MSP. Shannon abstained.** A contractor has been hired to initiate the patio project at Elderday. The permit was obtained and roofing project will begin at the end of the week at Redwood Mountain.
- 6.4 Flex Spending Account Resolution:* Julie Gilbertson briefly explained the entailments of this resolution. **Shannon/Jordan moved to approve the Flex Spending Account. MSP.**

7:30 7. Development/Philanthropy Report & Committee Update – Libby Morain

Libby stated that CB has seen a 30% increase in donations the last year, and a 60% increase over the past two years. The direct mail campaigns have proven very successful, and will be continued. For each dollar spent, six dollars were raised which favorably compares to the 1:5 ratio of last year. \$57K, or 20% of all donations, came from individuals that were new to CB. Further, two CCAH grants are recommended for approval totaling \$35K for Elderday equipment and technical assistance, for which the CCAH board will vote on 8/24. New grants are applying for include Community Foundation for Monterey, Driscoll's, Appleton Foundation, Packard Foundation (strategic planning), and CCAH (capital projects). Libby also mentioned that admin is collaborating on a communications plan for the transportation ballot Measure D.

7:45 8. Finance Committee Update – Cathy Benson

8.1 Approval of FY 16/17 Agency Budget, as recommended by Finance and Governance. MSP

Shannon/Jorge moved to approve the 16/17 Agency Budget. MSP

6:25 9. Written Reports

9.1 Financial Reports from the August 4, 2016 Finance Committee Meeting: Cathy said that programs are at a loss of \$38.5K, but that due to corrections to Lift Line the bottom line will be improved by \$25K. La Manzana saw a large gain in 15/16, while Admin saw an additional loss mainly due to the departure of 5 employees. Cathy stated that assets and Liabilities are at good ratios for non-profit standards, and that we are doing quite well. This year's budgets are similarly to last year's conservative with a \$75K surplus as reserve. Cathy noted that this is the last year that the state is covering part of the healthcare insurance costs which denotes an increase in cost for CB health estimated to be from 12%-28%.

7:55 10. Newspaper Articles

7:56 11. Items for Next Agenda - None

7:57 12. Adjourn Regular Meeting

8:00 13. CLOSED SESSION

Next Meeting:

Wednesday, September 21, 2016

6:00 PM to 8:00 PM

Elderday: 100 Pioneer Street, Santa Cruz, CA 95060



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Finance Committee
Thursday, August 8, 2016
11:00 AM – 12:00PM
Community Bridges Aptos

Approved Minutes

Members Present: Linda Fawcett, Jack Jacobsen, Shannon Brady

Members Excused: Jorge Mendez

Staff in Attendance: Ray Cancino, Cathy Benson, Tonje Switzer

11:00 Linda called meeting to order/Quorum established.

11:02 Agenda Review: Ray added CDD Fairgrounds update as item f)

11:03 CFO Report – Cathy Benson

- a) Program Budgets Summary Review – June Preliminary #2: While preliminary year end gain lands at \$75K, MOW and CDD numbers have not yet been updated. LL will see a prior year adjustment of nearly \$90K from 5 years of ADP errors. This affected Admin negatively by \$13K. There are still some unsecured revenues such as rental revenues, phone-a-thon pledges, and some percentage of Elderday receivables which may still change.
 - b) Program Budget Summary Review – July: Highland Park is completely enrolled but the new position cost more than projected, reducing CDD's projected surplus. CCAH awarded Elderday a \$35K grant for equipment and technology. Elderday saw savings on salaries while revenues are lower due to a budget calculation error in self-pay client fees. This was followed by a brief discussion about the potential to use Elderday staff to provide additional services outside of the CBAS services, for additional revenue. Ray will look into whether or not our current license will allow for drop-in services, such as diabetes testing, and also talk to the Alliance about the potential of offering ancillary services at ED. ADM saw a reduction in grantee allocated revenues due to the reduced spending at ED and WIC.
 - c) Financial Statement & Balance Sheet Review/Cash Assets Report: There is, as of yet, no balance sheet available for July, but our Revenues & Expenses for July show as of 7/31/16 we are spending less than projected.
 - d) Cash Flow and Line of Credit Update: We received early disbursements of funds which prevented borrowing in August as previously projected.
 - e) Investment and Endowment Update: LPL has gone up \$600, Opening Doors \$10.4K.
 - f) CDD Fairgrounds Update – Ray Cancino: The water oversight at the Fairgrounds has shifted from local to state, and the required additional testing will cost an additional \$2K per month. Seth is currently investigating the year-to-year lease that ends 12/31/16 to look for options, and we are working with the Fairgrounds for a possible waiver. If needed, we may have to relocate and as such we are exploring all options simultaneously.
- 11:49 **Auditor Retained – Kaku and Mersino, LCC:** Cathy clarified that an RFP must go out every 3 years, but we are no longer required to change audit firms.

Next Meeting: Thursday, October 6, 2016
11:00 – 12:00PM



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Governance Committee

Thursday, September 1, 2016

12:00PM – 1:00PM

Community Bridges (CB), Aptos

Approved Minutes

Members Present: Linda Fawcett, Rebecca Fowler, Shannon Brady, Jack Jacobsen

Members Excused: Jordan Ciliberto

Staff in Attendance: Raymon Cancino, Tonje Switzer, Seth McGibben

Minutes: Tonje Switzer

12:01 Linda called meeting to order/Quorum established.

12:02 Agenda Review

12:02 CEO Report –Ray Cancino

- 1) Allowing CEO to execute MOW bequest – Action Item: MOW has been named as one of four organizations to share a bequest through a charitable trust, but as of now a trustee has not been found. The majority of the assets are held in Comerica Bank, and the assigned amount per organization is \$80K with our portion specifically earmarked for MOW. Because no one has been willing to take on the role as trustee. Community Foundation has indicated that the best course of action is to allow Comerica Bank to be the trustee. Therefore, it is now up to us to research the best way forward in terms of gaining access to funds in a cost efficient manner either to move forward with recommendation or find an alternative. **Rebecca/Linda moved to give authorization and power of best judgement to Ray Cancino for making decisions regarding the execution of the MOW bequest, and to report back to the board about decisions made.**
- 2) Fairgrounds CDD: Water management is being passed from local authorities to the state, and the required additional testing is estimated to cost CDD \$2000 per month. Seth noted that there are no provisions about water in the lease, but that the lease agreement expires December 31st 2016. This was followed by a brief discussion about the CDD seemingly experiencing the brunt of the new cost even though other Fairgrounds facilities also see everyday use. Ray noted that CB will be working with CDD to file an appeal with the Fairgrounds board and that while relocation will impact CDD finances, a potential shift of employees within CDD might be possible to accommodate staffing needs at Redwood Mountain.
- 3) Board Development Update:
 - a. Ray met with Kenn Borroga who indicated he will fill out the application. Kenn is a financial planner and would likely join the Finance Committee.
 - b. Ray met with Sabra Reyes, who works in marketing at New Leaf, last month. She will be joining the next BOD meeting on September 21.
Kenn, Sabra, and Alicia will be contacted with a prompt to fill out and submit the application before the next BOD meeting.
- 4) Continued Board Meeting Discussion
 - a. Planning Next Board Meeting: There was a discussion about CB goals for the next two years both for the CEO and the agency as a whole. Shannon will facilitate a discussion about goals at the next BOD meeting at 7:30pm. Questions about how to restructure

meetings to make program reports more engaging allowing for BOD expertise to be tapped more efficiently came up.

- i. BOD Officers: As Linda's term ends in December, Rebecca will move to Chair, and Jordan will move to Vice Chair if he accepts the position. Heather will be on the Personal Committee as soon as the CEO evaluation is done, and Pam will be the Personal Committee Chair. BOD needs 3 more members to arrive at the ideal 13.

12:45 Closed Session -SEIU

1:00 Adjourn

Next Meeting: Thursday October 6th, 2016

12:00 – 1:00PM



AGENCY BOARD RESOLUTION

RESOLUTION # 2016-09-21

At the duly noticed regular meeting of the Community Bridges Board of Directors held on September 21, 2016 the following resolution was made:

Whereas the Community Bridges Board of Directors hereby authorized Community Bridges to enter into **funding Contract 1617-02 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 2016-17 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 _____, 2016, at Santa Cruz, California.

Linda Fawcett, Chair

Jordan Ciliberto, Secretary



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Breastfeeding: Celebrating Mothers **Breastfeeding Awareness Walk- August 12, 2016**

Purpose of the Walk

We are declaring August in Santa Cruz County as Breastfeeding Awareness Month! There is no better start to life than breastfeeding! Thousands are participating in Breastfeeding Awareness Walks and special events throughout California throughout the month of August. We are a part of the statewide effort to highlight the need to support breastfeeding women.

Breastfeeding Awareness is celebrated every year in August in more than 170 countries to encourage breastfeeding and improve the health of babies around the world.

Why Breastfeed

Breastfeeding is simply the way human infants are built to eat. Human milk is uniquely suited for human infants.

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.

What Needs to be Done

Moms want to breastfeed! It is the responsibility and duty of the community, our hospitals and businesses to support women in their decision to breastfeed. With this investment, CA will have healthier babies!

How Long to Breastfeed

The American Academy of Pediatrics, the World Health Organization and the American College of Obstetrics and Gynecology encourage exclusive breastfeeding for the first six months with continued breastfeeding for at least one year, or as long as the mother and baby choose to breastfeed. Extended breastfeeding is normal. The longer women breastfeed, the greater the protection against illness for both mom and baby.

U. S. Breastfeeding Goals

The US 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.



Elderday • Lift Line • Meals on Wheels for Santa Cruz County • La Manzanita Community Resources
Live Oak Community Resources • Mountain Community Resources • Nueva Vista Community Resources
Child and Adult Care Food Program • Child Development Division • Women, Infants & Children (WIC)



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Breastfeeding Rates at Community Bridges WIC January 2016

	Community Bridges WIC	Healthy People 2020 Goals
Initiation	92%*	82%
BF at 6 Months	56%	61%
BF at 1 Year	51%*	34%
Exclusivity at 3 months	36%	46%
Exclusivity at 6 months	34%*	25%

*Meets or exceeds goal

Community Bridges WIC Program Breastfeeding Trends 2007 - 2015

	Postpartum Women	Exclusive BF 2 months	Exclusive BF 6 months	Any BF 2 months	Any BF 6 months
January 2007	425	22%	17%	64%	46%
January 2015	400	45%	34%	72%	55%

From State of California, Department of Health Services, WIC Integrated Statewide Information System

Breastfeeding Rates in Santa Cruz County

Breastfeeding Initiation in the Hospital 2015

	Births	Exclusive Breastfeeding	Any Breastfeeding
California	427,033	69%	94%
Santa Cruz County	2528	93%	99%
Watsonville	1014	89%	98%

From 2015 California Department of Public Health, California In-Hospital Breastfeeding Initiation Data from the Newborn Screening Test Form.

The Community Bridges WIC Program serves over 600 pregnant women each month. Most are monolingual, Spanish speakers who work in the agriculture industry. These women face many obstacles to sustain breastfeeding at levels that meet national goals. We are very proud that our efforts have helped them increase breastfeeding initiation and duration.

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



Elderday • Lift Line • Meals on Wheels for Santa Cruz County • La Manzana Community Resources
 Live Oak Community Resources • Mountain Community Resources • Nueva Vista Community Resources
 Child and Adult Care Food Program • Child Development Division • Women, Infants & Children (WIC)

Community Bridges
CEO WORKPLAN
July 2016-June 2019
9/13/2016

GOAL 1: Agency will increase total reserve by at least 1% each FY, with at least 90% of programs meeting the 1% increase toward their reserve goal.

GOAL 2: Increase fundraising by 10%, host 4 donor events and meet with 24 donor/prospects a year.

GOAL 3: By March 2017 in conjunction with the Board, determine the process to review vision and values and explore a potential funding source.

GOAL 4: Begin exploration of a shared data system for the entire organization and report progress to board in July 2017. A decision on implementing or not a shared data system will be completed by June 2019.

GOAL 5: Increase in employee response rate to annual staff survey by 5% to 50 respondents, survey will show at least 65% feel leadership balance their needs with the agency, 75% identify as feeling valued and at least 75% feel that we are headed in the right direction.

GOAL 6: Increased revenue & enrollment in programs that depend on reimbursement for client *participation measured by increased enrollment of at least 5%*.

GOAL 7: Build FRC impact on our community measured by 5% increase in # of articles in local media, 5% increase in hours served and 5% increase in fundraising revenue.

GOAL 8: FRC participation increases by 10% and each center will hold one community discussion about neighborhood needs.

	Area of Focus	GOAL	Compared to previous FY	
			16/17 FY	17/18 FY
Agency - Vision, and Mission	Financial Sustainability - Total agency reserve will be 25%	GOAL 1: Agency will increase total reserve by at least 1%, with at least 90% of programs meeting the 1% reserve goal.		
		GOAL 2: Increase fundraising by 10%, host 4 donor events and meet with 24 donor/prospects a year.		
	Innovation (long-term Vision and Mission)	GOAL 3: By March 2017, in conjunction with the Board, determine the process to review vision and values and a potential funding source.		
Collaboration and Interconnectedness	Shared Data System	GOAL 4: Begin exploration of a shared data system for the entire organization and report progress to board in July 2017. A decision on implementing or not a shared data system will be completed by June 2019.	<ul style="list-style-type: none"> • By 7/2017, MT will meet to explore options. • By 8/2017, MT discuss centralizing intake. • By 11/2017, MT makes a formal recommendation to BOD. • By 2/2018, Board will review the need for a shared data management system. 	

Collaboration and Interconnectedness (continued)	Employee Satisfaction	GOAL 5: Increase in employee response rate to annual staff survey by 5% to 50 respondents, survey will show at least 65% feel leadership balance their needs with the agency, 75% identify as feeling valued and at least 75% feel that we are headed in the right direction.		
	Client Enrollment	GOAL 6: Increased enrollment (by at least 5%) and revenue in programs dependent on reimbursement for client participation . • Increase the entire staff's knowledge and capacity to engage the community in its mission and all of its 10 programs' services and activities.		
Family Resource Collective	FRC's engagement and impact	GOAL 7: Build FRC impact on our community measured by 5% increase in # of articles in local media, 5% increase in hours served and 5% increase in fundraising revenue.		
		GOAL 8: FRC participation increases by 10% and each center will hold one community discussion about neighborhood needs.		

COMMUNITY BRIDGES
Program Budget Summary
July 31, 2016

Projections for Year Ending 6-30-17

A	B	C	D	E	F	G	H	I	J	K
	6/30/16 <i>Unaudited</i> Balance	Annual 16/17 Budget	Annual Projected Expenses	Annual Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2016-2017 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	Change from Prior Mo	14.5% Gen'l & Adm Exp
PROGRAM NAME:										
WIC (Oct-Sept FFY)	150,708	2,428,916	2,350,279	2,355,583	3,250	5,304	156,012	6.6%	-	296,211
Child Development Div	(16,416)	2,056,529	2,102,931	2,096,295	152,856	(6,636)	(23,052)	-1.1%	-	307,685
Elderday	(189,895)	2,011,415	1,942,289	1,960,214	273,514	17,925	(171,970)	-8.9%	-	281,423
Meals on Wheels	482,150	1,671,973	1,669,652	1,673,135	254,029	3,483	485,633	30.1%	-	230,677
Lift Line	(137,985)	1,406,202	1,390,505	1,407,142	109,304	16,637	(121,348)	-11.8%	-	148,494
La Manzana Commtty Res	86,611	658,099	641,895	649,704	69,020	7,809	94,420	14.7%	-	86,892
Mountain Commtty Res	206,045	388,753	378,075	383,457	95,304	5,382	211,427	55.9%	-	54,821
Nueva Vista Commtty Res	51,152	382,560	377,257	380,317	22,424	3,060	54,212	14.4%	-	52,560
Live Oak Commtty Res	98,620	279,916	279,453	272,890	52,568	(6,563)	92,057	32.9%	-	39,933
CACFP (Oct-Sept FFY)	(7,144)	3,732,690	4,007,709	4,010,422	3,075	2,713	(4,431)	12.2%	-	33,483
Administration	51,752	1,579,635	1,580,563	1,572,227	6,817	(8,336)	43,416	2.7%	-	2,480
Philanthropy	53,679	138,491	137,072	138,260	68,274	1,188	54,867	40.0%	-	19,875
TOTAL PROG OPERATIONS	829,278	16,735,179	16,857,680	16,899,646	1,110,435	41,966	871,243	7.01%	-	1,554,534
LOCR-Capital Campaign	380,286	47,097	22,612	47,097	36,207	24,485	404,771	NA	-	588
Nueva Vista Prop. Equity	200,694	-	0	0	0	-	200,694	NA	-	0
Fixed Assets & Gen'l Agy	851,405	-	289	1,760	0	1,471	852,876	NA	-	0
TOTAL AGENCY	2,261,663	16,782,276	16,880,581	16,948,503	1,146,642	67,922	2,329,584	7.01%	-	1,555,122

Note: MOW : \$266,375 of MOW Endowment revenue shown on Fixed Assets & General Agency 6/30/16 Fund Balance.

Note: LL : \$350,000 of prior year LL losses included in Fixed Assets & General Agency Fund Balance.

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

** Fixed Asset purchases and Pass-Thru expenses exempt; Admin Program restricted to 5% gain due to Federal restrictions on indirect expenses

**COMMUNITY BRIDGES
Program Budget Summary
July 31, 2016**

PROGRAM NAME:

WIC	State WIC on 15/16 Contract
Child Development Div	New hire at HP w/higher enrollment
Elderday	Budget error on calculated self pay fees reduced projected surplus
Meals on Wheels	Increase in vol drivers requires less staff
Lift Line	Minimal change from budget
La Manzana CR	Reduced Covered Ca Funding <\$2K>
Mountain Commty Res	Reduction in expected minor equip costs
Nueva Vista CR	Reduced Covered Ca Funding <\$2.5K>
Live Oak CR	Reduced Covered Ca Funding <\$3.7K>, using \$4K prior yr funds for shared site
CACFP	State CACFP on 15/16 Contract
Administration	Reduction in GA <\$13K>
Philanthropy	Minimal change from budget
LOCR-Cap Campaign	16/17 Equity gain/losses projected at 3%, annual maintenance fee/costs \$22K
Nueva Vista Property	Gain in equity since original acquisition and mergere w/CB
FAs & Agy Unrestr.	Fiscal Sponsorships, Unallowable exps, Fixed Asset values

COMMUNITY BRIDGES
Program Budget Summary
June 30, 2016 Preliminary

Projections for Year Ended 6-30-16

A	B	C	D	E	F	G	H	I	J	K
	6/30/15 Audited Balance	Annual 15/16 Budget	Annual Projected Expenses	Annual Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2015-2016 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	Change from Prior Mo	14.5% Gen'l & Adm Exp
PROGRAM NAME:										
Meals on Wheels	475,348	1,620,928	1,653,135	1,659,937	0	6,802	482,150	30.2%	(356)	241,451
Lift Line	(134,427)	1,521,453	1,477,879	1,512,660	1,443	34,781	(99,646)	-9.0%	(8,873)	126,529
WIC (Oct-Sept FFY)	134,402	2,365,546	2,366,789	2,376,305	150	9,516	143,918	6.1%	(6,812)	280,382
Child Development Div	(32,205)	2,027,915	1,931,357	1,947,146	698	15,789	(16,416)	-0.8%	10,468	281,063
La Manzana Commtty Res	25,315	661,612	662,894	721,761	0	58,867	84,182	12.7%	9,665	89,197
Live Oak Commtty Res	91,571.55	305,297	297,670	304,477	2,129	6,807	98,379	33.0%	2,884	42,505
CACFP (Oct-Sept FFY)	(6,315)	4,519,558	3,840,208	3,831,978	0	(8,230)	(14,545)	7.1%	5,626	16,381
Mountain Commtty Res	195,640	384,428	400,968	410,619	5,442	9,651	205,291	51.2%	4,464	52,697
Nueva Vista Commtty Res	33,866	326,070	326,995	348,067	287	21,072	54,938	16.8%	1,090	45,439
Elderday	(67,268)	1,742,050	1,724,478	1,596,158	31,460	(128,320)	(195,588)	-11.3%	1,386	249,840
Administration	109,912	1,471,500	1,499,903	1,459,716	6,817	(40,187)	69,725	4.7%	(6,166)	2,526
Philanthropy	47,983	90,876	90,320	95,371	0	5,051	53,034	58.7%	1,227	13,096
TOTAL PROG OPERATIONS	873,824	17,037,233	16,272,596	16,264,195	48,426	(8,401)	865,423	7.31%	14,603	1,441,106
LOCR-Capital Campaign	415,901	22,285	22,158	(13,447)	0	(35,605)	380,296	NA	(7,483)	588
Nueva Vista Prop. Equity	200,694	-	0	0	0	-	200,694	NA	-	0
Fixed Assets & Gen'l Agy	495,844	-	5,152	10,714	0	5,561	501,405	NA	(600)	0
TOTAL AGENCY	1,986,263	17,059,518	16,299,906	16,261,461	48,426	(38,445)	1,947,818	7.31%	6,520	1,441,694

Note: MOW : \$266,375 of MOW Endowment revenue shown on Fixed Assets & General Agency 6/30/15 Fund Balance.

Note: LL : \$500,000 of prior year LL losses included in Fixed Assets & General Agency Fund Balance.

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

** Fixed Asset purchases and Pass-Thru expenses exempt; Admin Program restricted to 5% gain due to Federal restrictions on indirect expenses

**COMMUNITY BRIDGES
Program Budget Summary
June 30, 2016 Preliminary**

PROGRAM NAME:

Meals on Wheels	Minimal net change
Lift Line	Addl driver personnel \$6K, reduced earned 5317
WIC	Personnel \$6K higher
Child Development Div	Shift QRIS spending from new materials to personnel
La Manzana CR	Actual operating expenses \$6.5K less than projections
Live Oak CR	Reduced personnel costs <\$2.3K>
CACFP	Homes up May (and June) +\$3K, reduced operating costs
Mountain Commtty Res	Actual operating expenses \$3.5K less than projections
Nueva Vista CR	Donations up \$3K, new computers \$1.5K
Elderday	Minimal change, revenues up \$4K, personnel up \$3K
Administration	Final pays-Floats and B-Days +\$4.2K
Philanthropy	Actual operating expenses \$2.5K less than projections
LOCR-Cap Campaign	15/16 Equity loss of <\$13.5K>, annual maintenance fee/costs \$22K
Nueva Vista Property	Gain in equity since original acquisition and mergere w/CB
FAs & Agy Unrestr.	Fiscal Sponsorships, Unallowable exps, Fixed Asset values

COMMUNITY BRIDGES
Program Budget Summary
June 30, 2016 Preliminary #2

Projections for Year Ended 6-30-16

A	B	C	D	E	F	G	H	I	J	K
	6/30/15 Audited Balance	Annual 15/16 Budget	Annual Projected Expenses	Annual Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2015-2016 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	Change from Prior Mo	14.5% Gen'l & Adm Exp
PROGRAM NAME:										
<i>Meals on Wheels</i>	475,348	1,620,928	1,653,135	1,659,937	0	6,802	482,150	30.2%	(356)	241,451
<i>Lift Line</i>	(134,427)	1,521,453	1,229,840	1,376,282	3,466	146,442	12,015	1.4%	102,788	110,279
WIC (Oct-Sept FFY)	134,402	2,365,546	2,353,535	2,369,841	0	16,306	150,708	6.4%	(22)	271,717
<i>Child Development Div</i>	(32,205)	2,027,915	1,931,357	1,947,146	698	15,789	(16,416)	-0.8%	10,468	281,063
La Manzana Comnty Res	25,315	661,612	661,189	722,485	0	61,296	86,611	13.1%	12,094	88,949
Live Oak Comnty Res	91,571.55	305,297	297,501	304,549	2,013	7,048	98,620	33.1%	3,125	42,480
CACFP (Oct-Sept FFY)	(6,315)	4,519,558	3,832,807	3,831,978	0	(829)	(7,144)	3.4%	13,027	15,837
Mountain Comnty Res	195,640	384,428	400,214	410,619	5,442	10,405	206,045	51.5%	5,218	52,588
Nueva Vista Comnty Res	33,866	326,070	326,161	343,447	0	17,286	51,152	15.7%	(2,696)	45,023
Elderday	(67,268)	1,742,050	1,720,500	1,597,873	29,710	(122,627)	(189,895)	-11.0%	7,079	249,264
Administration	109,912	1,471,500	1,490,951	1,432,791	0	(58,160)	51,752	3.5%	(24,139)	2,526
Philanthropy	47,983	90,876	89,675	95,371	0	5,696	53,679	59.9%	1,872	13,003
TOTAL PROG OPERATIONS	873,824	17,037,233	15,986,865	16,092,319	41,329	105,454	979,278	8.47%	128,458	1,414,180
LOCR-Capital Campaign	415,901	22,285	22,168	(13,447)	0	(35,615)	380,286	NA	(7,493)	589
Nueva Vista Prop. Equity	200,694	-	0	0	0	-	200,694	NA	-	0
Fixed Assets & Gen'l Agy	495,844	-	5,152	10,714	0	5,561	501,405	NA	(600)	0
TOTAL AGENCY	1,986,263	17,059,518	16,014,185	16,089,585	41,329	75,400	2,061,663	8.47%	120,365	1,414,769

Note: MOW : \$266,375 of MOW Endowment revenue shown on Fixed Assets & General Agency 6/30/15 Fund Balance.

Note: LL : \$500,000 of prior year LL losses included in Fixed Assets & General Agency Fund Balance.

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

** Fixed Asset purchases and Pass-Thru expenses exempt; Admin Program restricted to 5% gain due to Federal restrictions on indirect expenses

**COMMUNITY BRIDGES
Program Budget Summary
June 30, 2016 Preliminary #2**

PROGRAM NAME:

Meals on Wheels	Minimal net change
Lift Line	Corrected 5 years of accrued vacation values \$81K
WIC	Reduced GA, unclaimable WIC expenses Apr-June plus lower spending (72.5% vs s/b 75%)
Child Development Div	Shift QRIS spending from new materials to personnel
La Manana CR	Actual operating expenses \$6.5K less than projections
Live Oak CR	Reduced personnel costs <\$2.3K>
CACFP	Homes up May (and June) +\$3K, reduced operating costs
Mountain Commtty Res	Actual operating expenses \$3.5K less than projections
Nueva Vista CR	Donations up \$3K, new computers \$1.5K
Elderday	Minimal net change, revenues up \$4K, personnel up \$3K
Administration	\$16K GA reduction from LL, <\$8K> WIC
Philanthropy	Actual operating expenses \$2.5K less than projections
LOCR-Cap Campaign	15/16 Equity loss of <\$13.5K>, annual maintenance fee/costs \$22K
Nueva Vista Property	Gain in equity since original acquisition and mergere w/CB
FAs & Agy Unrestr.	Fiscal Sponsorships, Unallowable exps, Fixed Asset values

COMMUNITY BRIDGES - Program Budget Summary - May 31, 2016

Projections for Year Ended 6-30-16

A	B	C	D	E	F	G	H	I	J	J	K
PROGRAM NAME:	6/30/15 Audited Balance	Annual 15/16 Budget	Annual Projected Expenses	Annual Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2015-2016 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	Change from Prior Mo	% Change	14.5% Gen'l & Adm Exp
Meals on Wheels	475,348	1,620,928	1,646,621	1,653,779	13,940	7,158	482,506	30.4%	3,311	0.2%	232,240
Lift Line	(134,427)	1,521,453	1,471,744	1,515,398	1,408	43,654	(90,773)	-8.2%	20,587	1.4%	140,557
WIC (Oct-Sept FFY)	134,402	2,365,546	2,351,625	2,367,953	350	16,328	150,730	6.4%	1,418	0.1%	278,758
Child Development Div	(32,205)	2,027,915	1,950,136	1,955,457	8,115	5,321	(26,884)	-1.4%	(391)	0.0%	283,959
La Manzanita Commtty Res	25,315	661,612	671,147	720,349	1,617	49,202	74,517	11.1%	1,443	0.2%	89,983
Live Oak Commtty Res	91,571.55	305,297	298,177	302,100	2,832	3,923	95,495	32.0%	(697)	-0.2%	42,588
CACFP (Oct-Sept FFY)	(6,315)	4,519,558	3,700,525	3,686,669	35	(13,856)	(20,171)	5.9%	(2,039)	-0.1%	15,546
Mountain Commtty Res	195,640	384,428	404,897	410,084	5,981	5,187	200,827	49.6%	(1,763)	-0.4%	53,267
Nueva Vista Commtty Res	33,866	326,070	323,195	343,177	4,515	19,982	53,848	16.7%	3,104	1.0%	44,930
Elderday	(67,268)	1,742,050	1,721,708	1,592,002	33,599	(129,706)	(196,974)	-11.4%	(7,036)	-0.4%	249,439
Administration	109,912	1,471,500	1,499,903	1,465,882	6,817	(34,021)	75,891	5.1%	2,844	0.2%	2,526
Philanthropy	47,983	90,876	92,958	96,782	500	3,824	51,807	55.7%	5,272	5.7%	13,479
TOTAL PROG OPERATIONS	873,824	17,037,233	16,132,636	16,109,632	79,709	(23,004)	850,820	7.27%	26,053	0.2%	1,447,272
LOCR-Capital Campaign	415,901	22,285	22,159	(5,963)	5,641	(28,122)	387,779	NA	(5,744)	-25.9%	588
Nueva Vista Prop. Equity	200,694	-	0	0	0	-	200,694	NA	-	0.0%	0
Fixed Assets & Gen'l Agy	495,844	-	4,552	10,714	0	6,161	502,005	NA	91	0.0%	0
TOTAL AGENCY	1,986,263	17,059,518	16,159,347	16,114,382	85,350	(44,965)	1,941,298	7.27%	20,400	0.1%	1,447,860

Note: MOW : \$266,375 of MOW Endowment revenue shown on Fixed Assets & General Agency 6/30/15 Fund Balance.

Note: LL : \$500,000 of prior year LL losses included in Fixed Assets & General Agency Fund Balance.

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

**** Fixed Asset purchases and Pass-Thru expenses exempt; Admin Program restricted to 5% gain due to Federal restrictions on indirect expenses**

Total 6/30/14 Agency Ending Balance = Col B

Current Year Operating Expenses = Col C

Current Year Revenue is split into 2 categories, Firm and Unsecured (Cols D and E)

Current Year Gain or Loss = Col F. It is the sum of the 2 revenue columns less current expenses.

Cumulative Gain or Loss adds the Current Year Gain/Loss (Col F) to the 6/30/14 carryforward (Col B)

Column I is the change in the Cumulative Gain or Loss from the last month in order to view trends

Column J is the change in your Cumulative Gain or Loss as a percentage of your total budget

Column H is each program's mandated 10% reserve goal.

COMMUNITY BRIDGES
Program Budget Summary

#REF!

PROGRAM NAME:

Meals on Wheels	Reduced raw food expense \$5K, other various fluctuations
Lift Line	Reduced fuel/maintenace expense \$21K
WIC	St WIC underearned \$8.3K pers/rev, reduction in parking fee costs<\$1K>
Child Development Div	Minimal net change
La Manzana CR	Addl SnapEd revenue allocation \$2K
Live Oak CR	Minimal net change
CACFP	Reduced homes for March/April
Mountain Commtly Res	Addl supplies for Probation contract
Nueva Vista CR	Remove \$5.5K Packard exps to 16/17
Elderday	Addl personnel +\$4K, adj projected CACFP revenue
Administration	Reduction in personnel <\$6.5K>, GA down <\$4.4K>
Philanthropy	Additional donations received \$4K
LOCR-Cap Campaign	YTD \$11.6K net loss, expecting recovery of \$5.6K
Nueva Vista Property	Gain in equity since original acquisition and mergere w/CB
FAs & Agy Unrestr.	Fiscal Sponsorships, Unallowable exps, Fixed Asset values

PROGRAM REPORT to BOARD of DIRECTORS

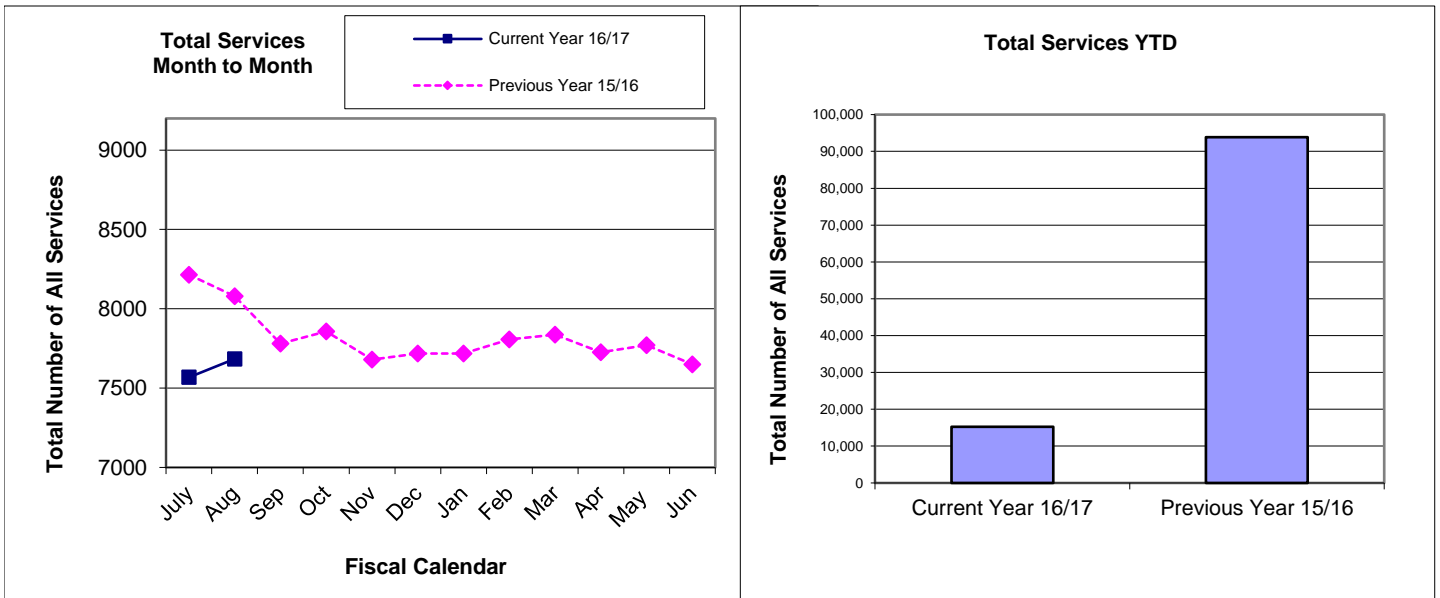
Program Name: WIC Program



Date of Board Meeting: September 21, 2016

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 16/17		7568	7684											15,252
	Previous Year 15/16		8215	8080	7781	7857	7679	7719	7718	7806	7838	7726	7770	7650	93,839



B. 2016-2017 Volunteers Report:

Fiscal Calendar (16-17)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers	0	0											
Number of Unduplicated Volunteers	0	0											
Number of Volunteered Hours	0	0											

C. Accomplishments:

1. WIC celebrated breastfeeding at the 10th Annual WIC Breastfeeding Walk on August 12, 2016. The event was well attended by the public and community partners. 2. WIC will received increased funding in FFY 2017 due to a 2% COLA; the decision to freeze the Breastfeeding Peer Counselor Grant at Year 1 levels (\$350,000) instead of the expected 10% reduction; and an increase in the Regional Breastfeeding Liaison funding. The increases total \$80,545.00 for a total operating budget of \$2,405,288 for FFY 2017 October 1, 2016-September 30, 2017. The increases allow WIC to maintain current staffing while absorbing increases in salaries and benefits.

D. Challenges:

Outreach and servings more clients continues to be a challenge. Clients in San Lorenzo Valley report not wanting to participate on the WIC Program because they are uncomfortable using paper coupons at the local Safeway market. The state plans to transition to Electronic food coupons (EBT) by 2020, but for now all Food Coupons are printed.

PROGRAM REPORT to BOARD of DIRECTORS

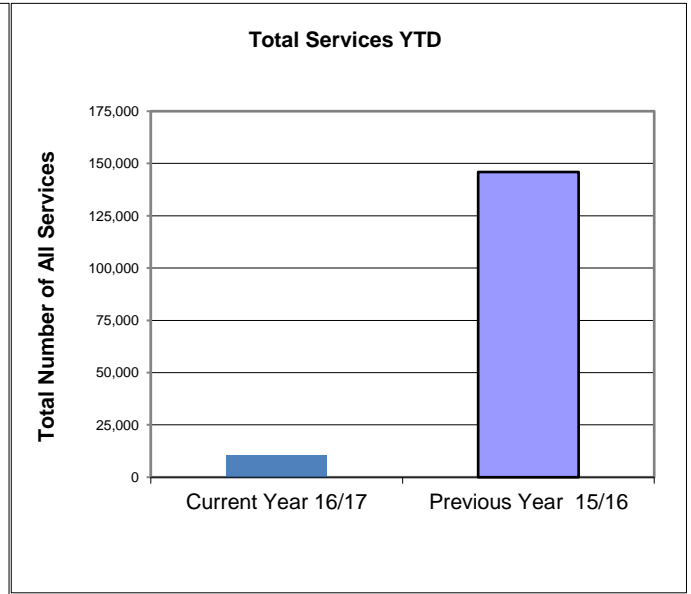
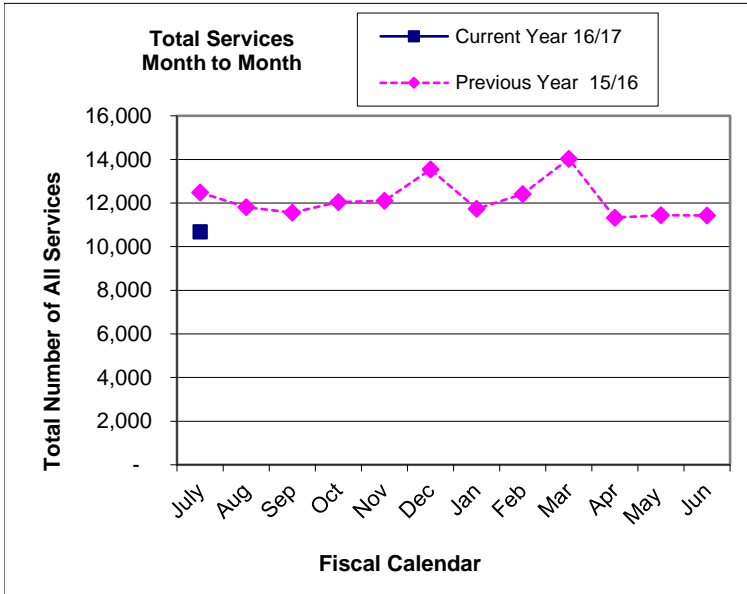


Program Name: Meals on Wheels for S.C. County

Date of Board Meeting: 9/21/16

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 16/17	10,679													10,679
	Previous Year 15/16	12,489	11,806	11,562	12,045	12,097	13,536	11,732	12,414	14,025	11,333	11,441	11,428	145,908	



B. 2016-2017 Volunteers Report:

Fiscal Calendar (16-17)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers	153	156											309
Number of Unduplicated Volunteers	3												3
Number of Volunteered Hours	1,331												1,331

C. Accomplishments:

MOW was selected as one of three non-profits to receive money from Big Creek Lumber/ Graniterock's win your Dream Backyard raffle drawing at the Santa Cruz County Fair.

D. Challenges:

MOW has four staff out on leave.

PROGRAM REPORT to BOARD of DIRECTORS

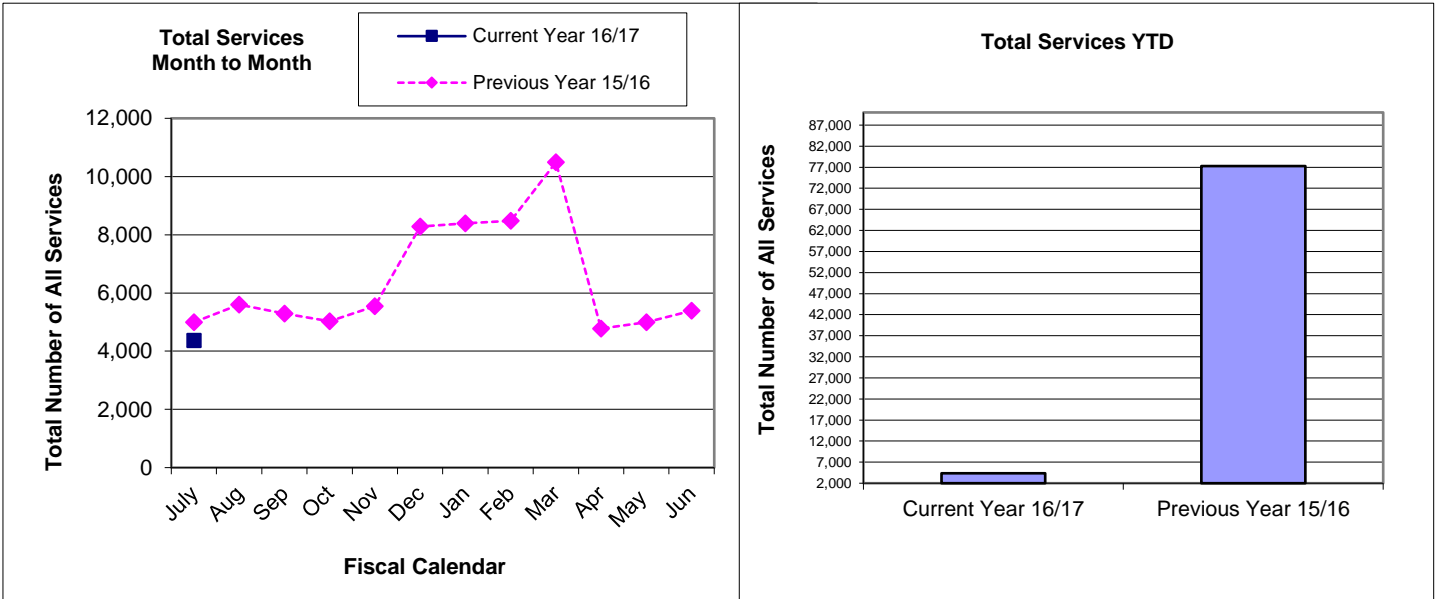


Program Name: LIFT LINE / CTSA

Date of Board Meeting:

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 16/17	4,366													4,366
	Previous Year 15/16	4,993	5,604	5,296	5,030	5,547	8,277	8,389	8,484	10,488	4,778	4,994	5,388	77,268	



2016-2017 Volunteers Report:

Fiscal Calendar (16-17)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers													0
Number of Unduplicated Volunteers													0
Number of Volunteered Hours													0

B.Accomplishments:

Notice this report is unaudited for July 2016 the monthly service units could change. Please note that units of service are n

C.Challenges:

Lift Line continues to be short staffed on support staff.

November Transportation Ballot Measure

The Regional Transportation Commission's "Safety, Pothole Repair, Traffic Relief, Transit Improvement Measure" will appear on the November 8, 2016 ballot after securing approval from the Santa Cruz County Board of Supervisors and the cities of Capitola, Santa Cruz and Watsonville.

The measure includes a balanced mix of projects across transportation modes and geographic areas of Santa Cruz County, many of which are needed improvements to the local transportation network that will not happen without new local funding. The Regional Transportation Commission (RTC) developed the ballot measure over the last two years based on extensive public input and support.

Projects in the plan will improve safety for children walking and bicycling near schools; repair potholes; repave streets; improve traffic flow on Highway 1; maintain transportation for seniors and people with disabilities; reduce global warming and air pollution by providing transportation options like sidewalks, bike lanes, and trails; preserve and analyze transit options in the rail corridor; and deliver other projects to meet the mobility needs of current and future generations. If approved by the voters in November, the half-cent sales tax measure would also reduce reliance on Sacramento and Washington for transportation funding, create local jobs and stimulate local economic vitality.



Based on vast and broad community input, the 2016 Transportation Improvement Measure boosts transit funding, especially for seniors and people with disabilities, and pares down projects in the rail corridor to only include property management/maintenance and a transparent public analysis of future transportation uses of the corridor.

The one-half cent sales tax measure includes citizen oversight, independent audits, and strict financial accounting requirements. With the state's ¼ cent sales tax increase expiring at the end of the year, the measure would effectively only increase sales taxes by ¼ cent over current levels. This half-cent sales tax for the next 30 years will raise approximately \$17 million annually, requires citizen oversight, independent audits, and that all funds are spent locally. This is not a bond issue so all tax moneys collected go to pay for the approved projects.

"Transportation" page 9

"Transportation" from page 6

Supervisor Zach Friend noted that the measure represents a holistic transportation plan to meet the varied needs of the community; Supervisor John Leopold confirmed that the measure reflects public input, Supervisor Ryan Coonerty stated that the success of the measure will now be decided by the voters, and Supervisor Bruce McPherson reiterated the need to become a transportation "self help" county in order to receive matching dollars from federal and state transportation funds.

More information about projects in the expenditure plan, and ordinance for the ballot measure is available on the RTC website: www.sccrtc.org/move.

Summary of Key Benefits:

Safety for kids near schools: New funding for safe school-route bike and walk projects

Local street repair: Repairing potholes and maintaining/repaving local streets and roads countywide, improved neighborhood safety for cyclists and pedestrians

Maintain transit and paratransit services for seniors, veterans and residents with disabilities



Improvements to Highways 1, 9 and 17:

Highway 1: Improve traffic flow for employees (especially from Aptos and Watsonville), businesses, transit buses and first responders through the addition of auxiliary lanes

Highway 17: Funding the Safe-on-17 Freeway Service Patrol and protection for motorists and wildlife by building a wildlife undercrossing at Laurel Curve

Highway 9: Safety improvements in the San Lorenzo Valley, especially near schools

Monterey Bay Sanctuary Scenic Trail: Continued expansion of the Coastal Rail Trail for cyclists and pedestrians along the rail corridor in Watsonville, Santa Cruz and Capitola, and connecting to Monterey County

Investigation of future transit options in the rail corridor: Conduct a transparent public process to analyze options to meet future mobility needs; the plan does not include funding for any new commuter or visitor rail service.

New bridges for cyclists and pedestrians: Cyclist- and pedestrian-only bridges to be built over Highway 1 at Chanticleer St. and Mar Vista Dr

Percentage Allocations

30% Direct Allocation to Cities and County • Local roadway pavement repair and operational improvements, school and neighborhood traffic safety projects, bicycle and pedestrian projects

25% Highway Corridors (Hwys 1, 9 & 17) • Auxiliary lanes that separate entering and exiting traffic from through lanes to improve traffic flow and safety: 41st Ave-Soquel Dr; Bay/Porter-Park; State Park-Park • Bicycle and pedestrian over-crossings

20% Transit for Seniors and People with Disabilities
Santa Cruz METRO (16%)
Community Bridges Lift Line Paratransit Service (4%)

17% Monterey Bay Sanctuary Scenic Trail
8% Rail Corridor ■



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GOOD WORK POSTED ON AUGUST 31, 2016

TAKING CARE

Community Bridges received a grant last week that should make 70 low-income seniors more comfortable and happy every day. A local Medi-Cal nonprofit awarded the group \$35,000 to upgrade equipment and technology at Elderday Adult Day Health Care, which is located in Santa Cruz's Harvey West area. Empowering local seniors to remain mobile and independent, it's the only program of its kind in the area.

Neighborhood children take leading role in new Santa Cruz mural work

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

POSTED: 09/12/16, 3:41 PM PDT | UPDATED: 8 HRS AGO

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Beach Flats Park community mural is coming along with help from neighbors. (Dan Coyro - Santa Cruz Sentinel)

SANTA CRUZ >> Working with neighborhood children, artist Irene Juarez O'Connell is seeing her 190-foot-long image evolve and unfold before her eyes.

The developing Beach Flats Park community mural, carefully making progress weekend by weekend since late July, has taken on some of its youngest volunteer painters' visions, from paint color choices to other small

personalizations.

"We've had a lot of painters show up, mostly kids and their parents, I'd say we're getting about 12 to 15 painters coming on each paint day," O'Connell said. "I noticed that more people are hanging out in the park than sometimes I usually see. I think, overall, it's creating a good, positive buzz around the community and among the neighbors."

The mural stretches along a wall on city property at the junction of Raymond Street and Leibrandt Avenue, behind a community park and its adjacent fenced-in Community Bridges' Nueva Vista Community Resources center playground. Community members and painters themselves have come together to share some of their own personal stories that the mural images inspire. Businessman and arts patron George Ow Jr., who is depicted in the mural as a young child based on a photograph of him in the book "[Chinatown Dreams](#)," came to check out the project, organizers said.

Neighborhood resident Queenie Marie Jimenez, involved in the new mural's creation since its earliest brainstorming days, regularly takes part in weekend painting sessions with her young son Rocket. She said she has enjoyed learning more about creating public art, and would like to see more of her neighbors — especially those with concerns during the planning process — taking part in the painting. [Public participation is invited](#) from noon to 4 p.m. on Saturday and Sundays.

"The experience is absolutely wonderful. I've learned so much off of this project," Jimenez said. "The kids in the neighborhood say, 'Oh, that's Rocket. That's me.' They're pointing themselves out on the mural and they're so excited about it. That's really cool."

The mural, whose working title is “Learning from the Past, Living in the Present, Looking Towards the Future,” was birthed from controversial roots. It replaces a mural that rested at the same Beach Flats Park site from 1993 until 2014, when the city painted over the aging artwork to create a new piece. [Community backlash followed](#) and the city made a [formal public apology](#) as part of a settlement agreement with original mural artist Victor Cervantes. More than a year ago, the city re-launched its outreach efforts to create a new community mural. A detached portion of the mural on a shed nearby, which the city had not painted over, was [vandalized with a paint of coat](#) in September 2015, as well.

As late as March, when the Santa Cruz Arts Commission [voted to approve the mural’s design](#), some community members gathered to raise concerns about the inclusion of an Aztec sun stone-inspired image and its potential connection to gang-related themes. Due in part to these concerns, O’Connell said she opted to personify the Aztec sun god as its own figure, gripping in each of its hands a pencil and notebook in support of learning and education.

The new mural’s creation is being funded with Santa Cruz city funds. [City Arts Program Manager Beth Tobey](#), who took on her role two years ago, said Santa Cruz is “incredibly open to public art.” In addition to this project, the city has a mural matching grant program, particularly designed to help property owners deal with graffiti issues, and its new [Santa Cruz Recycled Art Program](#).

“I think, come Sept. 17 when we have our celebration, there will be a broad spectrum of people from the neighborhood here. I really do think people are going to be proud of this mural. I think it’s going to be absolutely beautiful,” Tobey said. “Perhaps even more important, I think it represents this neighborhood moving forward together with the sense of more unity than was here before.”

IF YOU GO

What: Mural Celebration party.

When: 2 to 5 p.m., Saturday.

Where: Beach Flats Park at Raymond Street and Leibrandt Avenue.

Why: Marking progress on the new mural.

Contact: irene.cj.oconnell@gmail.com.

Information: beachflatsmural.wordpress.com, facebook.com/beachflatsmural, santacruzcityarts.com.

Monday, August 8, 2016 » MORE AT [FACEBOOK.COM/SCSENTINEL](https://www.facebook.com/scsentinel) AND [TWITTER.COM/SCSENTINEL](https://twitter.com/scsentinel)

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WAITING FOR GO

Waiter Race honors downtown

Impressive panel judges local wait staff

By Ryan Masters

rmasters@santacruzsentinel.com
[@ryanmasters831](https://twitter.com/ryanmasters831) on Twitter

SANTACRUZ » Restaurant servers don't enjoy a whole lot of glory on a day-to-day basis. That's why Patrice Brice, owner and founder of downtown restaurant Soif, organized the Santa Cruz Waiter Race four years ago.

"We do it as a small way to honor servers," Brice said. "There's nothing commercial

about it; there's no sales pitch or anything. We all just get together and hang out and have breakfast beforehand."

On Sunday, three-person teams of servers from Kianti's, Assembly, Woodstock Pizza, Ulterior, 99 Bottles and Soif navigated a complex series of tasks in a relay race on a closed Walnut Avenue course.

"In theory, it is simple; in practice, it has proven to be utterly nerve-racking," said race director John Locke who also moonlights as Soif's wine director.

As Locke described the challenges facing the competitors, 99

Bottles server Betti Philips, 28, approached Brice.

"I'm sorry I'm late," Philips said. "Are there any mimosas left?"

"The rumors of our athletes being drugged are entirely untrue," Brice quipped.

Yet when the race began, the relay teams were generally focused and precise as they navigated a slalom course of tables balancing a glass of water on a tray while performing tasks such as bending to pick up a napkin and expertly rolling a napkin around silverware.

WAITERS » PAGE 3



SANTA CRUZ MISSION

ART IN A BOX



SHMUEL THALER — SANTA CRUZ SENTINEL

Nueva Vista Community Resources advocate Lidia Montesino brings gourd art projects created by 15 children from the Beach Flats neighborhood for display at the Santa Cruz Mission for a First Friday reception. The artwork, including a not-yet-completed rain stick visible at the top of the box, was a partnership between the Nueva Vista, State Parks and Friends of Santa Cruz State Parks.

Board To Weigh Community Programs Strategy

Over the years, the County of Santa Cruz has earmarked significant funding for safety net services to local residents through non-profit agencies that have a proven track record of innovation and strong community commitment.

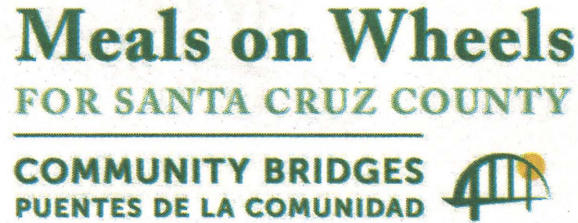
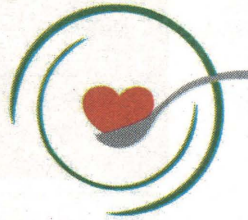
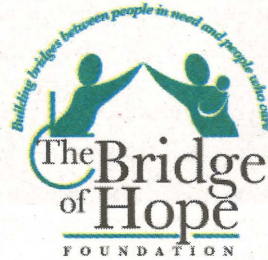
However, there are currently no mechanisms in place to measure the collective impact of the County's investment. On August 16, the Board of Supervisors will consider a plan that renews the County's commitment to data-driven, community-based assistance by implementing a new system for funding local nonprofits tasked with delivering these critical services.

In order to maximize its investment in the community, the County is proposing to realign investments based on nine community strategic plans that have been validated by extensive data and stakeholder input. Starting in FY 2017-18, non-profit applicants will compete for three-year grants to provide evidenced-based approaches that align with these strategic plans to improve the lives of elderly residents and youth, expand health care access, reduce homelessness, increase substance use disorder and mental health treatment and more.

Enrolling Now!
AFTER SCHOOL ART CLASSES
 Sessions starting Sept. 13
 Tk - 6th grades



Big Brothers Big Sisters



Should the plan be adopted, the County is committed to seeing our partners succeed in this new environment and applicants will be provided training and technical assistance to assure they can adequately compete for funding. The County will also receive an annual report card to the community and explore third-party program evaluations to assure taxpayer dollars are being spent wisely.

"Government and local non-profit service providers alike have the extremely important role of delivering evidence-based, cost-effective services to the most vulnerable people in our community," Santa Cruz County Human Services Director Cecilia Espinola said.

"We are fortunate in this County to have a strong foundation of non-profits who work in partnership and are committed to maximizing limited funding and getting results for clients."

The Board of Supervisors last year approved a plan to initiate the change. The County's Human Services Department has since held numerous meetings both internally and with government and nonprofit funders, local

nonprofit service providers, strategic plan representatives and major outside grant-making organizations.

Key elements of the new funding system include defining and monitoring results, using evidence and data to inform program and funding decisions, instituting

a transparent, efficient and competitive grant application process.

"I am so proud of our Board of Supervisors for designing this new system for investing in our non-profit health and human services agencies," said Mary Lou Goeke, executive director of the United Way of Santa Cruz County. "We have some of the best helping agencies in the country right here in Santa Cruz County. By thoughtfully aligning our investments in their services to our neediest residents we will help more people, more quickly, become financially independent and lead healthier, productive lives."

"Coordinating our investments in our youth will have payoffs for generations to come," Goeke continued. "United Way of Santa Cruz County is grateful to partner with the County of Santa Cruz and other local funders to best serve the people of our county." ■ Times Publishing Group Sept 2016



Grant to Upgrade Care for Seniors

SANTA CRUZ COUNTY — Community Bridges received a grant award yesterday that will bring health, comfort and joy to seventy frail, low-income seniors each day.

The Central California Alliance for Health, the locally governed nonprofit managed care plan that administers Medi-Cal in Santa Cruz, Monterey and Merced Counties, approved a \$35,000 grant to upgrade equipment and technology at Elderday Adult Day Health Care, one of Community Bridges ten nonprofit programs.

"We are so grateful to the Central California Alliance for Health for their continued support of Elderday, our community's investment in health initiatives, and the public donations we have continued to receive to keep this center open," said Raymon Cancino, Chief Executive Officer of Community Bridges. "With the senior population expected to double by 2050, we know the need for services like Elderday will only continue to grow."

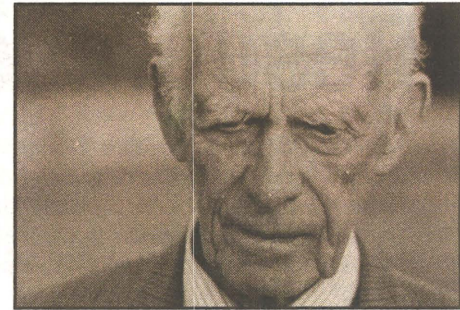
Elderday, located in the Harvey West

area of Santa Cruz, serves low-income, frail adults and elders throughout Santa Cruz County. It is the only program of its kind in our area, with the goal of empowering local seniors to remain mobile, independent, and in their own homes, while allowing their families and caregivers the ability to hold paying jobs. By preventing emergency room visits, unnecessary hospitalization and premature nursing home placement, Elderday saves the public thousands every year.

This grant comes two years after Elderday's first boost in Medi-Cal reimbursement rates alleviating the structural deficit it was facing as a result of funding and regulation changes.

Since that time, Elderday has made vast improvements in person-centered care to promote choice, purpose and meaning in the daily life of their participants, and has been working to become a distinguished memory care facility in the state. Beyond quality health care services, Elderday offers its participants daily enrichment including yoga, woodworking, art therapy, and Music & MemorySM, a program to enable those struggling with Alzheimer's, dementia and other cognitive and physical challenges to reconnect with the world through music-triggered memories.

This newest contribution will allow Elderday to further improve participant satisfaction and comfort through upgraded equipment, including more appropriate height tables for wheelchair-users, comfortable seating for frail elders, bariatric



chairs for larger participants, reclining chairs to allow participants with leg edema to elevate their feet, and smaller tables to better accommodate walkers and wheelchairs. This will also bring Elderday one-step closer to electronic medical records, easing communication with primary care providers and local hospitals to provide a higher level of care.

Elderday Adult Day Health Care is open for enrollment, and welcomes your visits, questions and comments. To schedule a tour, or for further information, contact 831-458-3181 between 9am and 3pm Monday through Friday, or visit CommunityBridges.org/Elderday.

Elderday Adult Day Health Care, a program of Community Bridges, provides high-quality day services for adults with complex medical conditions. Through Elderday's planned daily activities — like music, yoga, art and woodworking — they create a fun, active and supportive community for everyone involved. The primary goal of these efforts is to empower seniors to stay healthy, independent and in their own home for as long as possible. To learn more visit www.communitybridges.org/elderday. ■ Times Publishing Grp Sept 2016



ELDERDAY
ADULT DAY HEALTH CARE
COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD



Transportation Funding Measure Coming to November Ballot

By Zach Friend

The Regional Transportation Commission's (RTC) transportation funding measure will appear on the November ballot after securing approval from the Santa Cruz County Board of Supervisors and the cities of Capitola, Santa Cruz and Watsonville.

The RTC, on which I serve as a member, has been looking at ways to provide improved local funding for transportation needs including roads, the highway, bus and pedestrian and para-transit. With significant cuts from state and federal funding sources the RTC has been working on ways to make our county a "self-help" county.

Currently, over 80 percent of California's population live in self-help counties, which means they have a local, secure, and independent transportation funding mechanism.

This local funding can be used to leverage additional state, federal and grant funding. In fact, as funding has been reduced from state and federal sources it's common that the funding that's left requires a local funding match – in a sense advantaging areas with their own self-help funding mechanism. The funding proposal is for a one-half cent sales tax measure, which includes citizen oversight, independent audits, and strict financial accounting requirements.



What does the measure contain?

The aim of the RTC measure is to include a balanced mix of projects. Projects would be geographically dispersed and focus on everything from road and highway improvements to bus, pedestrian, bike and school safety investments. The proposed projects and services would be funded just from this funding stream and most would not be possible absent a local funding mechanism.

The RTC developed the ballot measure over the last two years based on extensive public input from evening community meetings, workshops, public hearings at the RTC meetings, surveys and more. As a result, the measure proposes the following:

Neighborhood Projects — The largest amount of the measure (30% ~ \$5M/yr.)* goes toward neighborhood projects. Specifically, this element will maintain local streets and roads and fund safety improvements for children walking and biking to school. In our district we are aiming to construct new sidewalks and put a dent in the significant amount of deferred maintenance on our local roads – including pothole repair, resurfacing and more.

Highway Corridors — The second largest amount (25% ~ \$4.1M/yr.)* of the measure targets Highway 1. Funding will create auxiliary lanes between 41st Ave to Soquel Dr, Bay/Porter to Park Ave, and Park Ave to State Park. In addition, two bicycle/pedestrian crossings including finishing the long-awaited crossing at Mar Vista (to help connect Seacliff to the school and Soquel). Traveler information including real-time traffic conditions and safety programs for Highway 17 are other items funded.

Mobility Access — One of the key funding elements of the measure (20% ~ \$3.3M/yr.)* is for mobility access services to help maintain senior and disabled transit service. This funding includes Santa Cruz METRO's ParaCruz service and Community Bridges Lift Line service as well as general funding for the METRO (bus) system.

Coastal Rail Trail — Funding to construct, operate and maintain the bike and pedestrian trail along the rail corridor (17% ~ \$2.8/yr.)*.

Rail Corridor — This is the smallest portion (8% ~ \$1.3)* of the measure and it goes toward repair and maintenance of the corridor, including drainage improvements and vegetation/graffiti/trash control as well as an environmental analysis of all possible future public transit (rail and non-rail) uses of the corridor. No new passenger rail service is funded by the measure.

This provides an overview of the November measure. As always, I'd love to hear your thoughts and answer any questions you may have. Please feel free to call me at 454-2200.

...

*Estimates from the Regional Transportation Commission based on funding total of ~ \$16.6M/yr. from the one-half cent sales tax.

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