



BOARD OF DIRECTORS
Wednesday, September 18, 2019
5:00 PM to 7:30 PM

Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz

DRAFT AGENDA

- 4:30 Dinner**
- 5:00 1. CLOSED SESSION**
- 5:30 2. Adjourn Closed Session**
- 5:30 3. Call to Order/Establish Quorum**
- 5:31 4. Agenda Review (4 min)**
- 5:35 5. Announcements/Program Updates (5 min)**
Elderly & Disabled Transportation Advisory Committee (E&D TAC) – Members needed
- 5:40 6. *CONSENT AGENDA – Action Items (5 min)**
In approving the consent agenda, the Board is approving recommendations within each committee’s minutes listed below.
- 6.1 Draft Minutes of the June 19, 2019 Board Meeting***
- a. Richard/Jack moved to approve the self-evaluation report as presented. MSP
 - b. Richard/Jack moved to approve Resolution 2019-06-01 CDE as presented. MSP
 - c. Nicolette/Pam moved to approve the 19/20 Development Plan as presented. MSP
 - d. Nicolette/Stephanie moved to approve the 19/20 Budgets as presented. MSP
- 6.2 Draft Minutes of the July 11, 2019 Finance Committee Meeting***
- 6.3 Draft Minutes of the July 11, 2019 Governance Committee Meeting***
- 6.4 Draft Notes of the July 24 Development Committee Meeting***
- 6.5 Draft Minutes of the August 8, 2019 Finance Committee Meeting***
- 6.6 Draft Minutes of the August 8, 2019 Governance Committee Meeting***
- a. Lee /Pam moved to approve Resolution 2019-08-01_CA Department of Transportation. MSP.
- 6.7 Draft Notes of the September 11 Development Committee***
- 6.8 Draft Minutes of the September 12, 2019 Governance Committee Meeting***
Lee/Jack moved to approve Motion to approve signing of Resolution 2019-09-01. MSP.
- 6.9 Draft Minutes of the September 12, 2019 Finance Committee Meeting***
Jack /Lee moved to recommend approval of the 19/20 FY Budget. MSP.
- 5:45 7. Receive comments from members of the public on “Items not on the Agenda” (5 min)**
- 5:50 8. Agency Business – Ray Cancino (65 min)**
- 8.1 HCA Nonprofit Wage and Benefit Survey – Report out/Discussion

- 8.2 **Action Item** - Resolution #2019-09-01, Senior Council/Area Agency on Aging Funding Contract 1920-02*
- 8.3 Senior Strategy Session
- a. Recap of June discussion
 - b. Senior Communication Plan – Amy Hanley
- 8.4 2019 EE Survey Comparative Analysis
- 6:55 9. Development Report– Anna Vaage / Amy Hanley (20 min)**
- 9.1 Development Report
- a) Progress Report for August 2019
- 9.2 Farm to Fork – Update – Amy Hanley
- 7:15 10. Finance Committee Update – Doug Underhill (15 min)**
- 10.1 ***Action Item** - 19/20 Agency Roll-up Budget review*
- 7:30 11. Written Reports**
- 11.1 Development
- 11.2 Financial Report from the September 12, 2019 Finance Committee Meeting
- 11.3 Program Reports from MOW
- 7:30 12. Newspaper Articles**
- 7:30 13. Items for Next Agenda**
- 7:30 14. Adjourn Regular Meeting**

Next Meeting:

Wednesday, November 13, 2019

5:00 PM to 7:30 PM

Location: Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz



Santa Cruz County Regional Transportation Commission
ELDERLY & DISABLED TRANSPORTATION ADVISORY COMMITTEE (E&D TAC)
SOCIAL SERVICES TRANSPORTATION ADVISORY COUNCIL (SSTAC)

Membership Roster
August 2019

(Year in Parentheses) = Membership Expiration Date

Members	Representing	Alternate
Clay Kempf (2022)	Social Services Provider - Seniors	Patty Talbot (2022)
vacant	Social Services Provider - Seniors (County)	vacant
Jon Bailiff (2020)	Social Service Provider - Disabled	Alex Weske (2020)
vacant	Social Service Provider - Disabled (County)	vacant
Tara Ireland (2020)	Social Service Provider - Persons of Limited Means	vacant
Lisa Berkowitz (2022)	CTSA (Community Bridges)	vacant
Kirk Ance (2020)	CTSA (Lift Line)	Jesus Bojorquez (2022)
John Daugherty, Vice Chair (2022)	SCMTD (Metro)	Daniel Zaragoza (2022)
Caroline Lamb (2022)	Potential Transit User (60+)	vacant
vacant	Potential Transit User (Disabled)	vacant

Supervisorial District Representatives		
Members	Representing	Alternate
vacant	1st District (Leopold)	vacant
vacant	2nd District (Friend)	vacant
Veronica Elsea, Chair (2022)	3rd District (Coonerty)	vacant
vacant	4th District (Caput)	vacant
Deborah Benham (2022)	5th District (McPherson)	vacant

Grace Blakeslee, Staff, Regional Transportation Commission



BOARD OF DIRECTORS

Wednesday, June 19, 2019

5:00 PM to 7:30 PM

Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz

DRAFT MINUTES

Board Members Present: Kenn Barroga, Martín Bernal, Shannon Brady, Stephanie Connor Kent, Pam Fields, Jack Jacobson, Katy King, Nicolette Lee, Amy McEntee, Steve McKay, Sara Siegel, Lee Slaff, Richard Vasquez, Casey Wu

Staff Present: Raymon Cancino, Julie Gilbertson, Amy Hanley, Seth McGibben, Doug Underhill, Anna Vaage, Kirk Ance, Roxanne Moore, Leslie Telles, Lisa Berkowitz, Alma Molina, Lois Sones

Guests: Nancy Sherrod

4:30 Dinner

4:50 2. CLOSED SESSION

5:28 3. Adjourn Closed Session

5:28 4. Call to Order/Establish Quorum

5:30 5. Agenda Review

5:32 6. Announcements/Program Updates

Roxanne Moore was introduced as Family Resource Center Program Director, filling an 18-month vacancy filled by the CEO. The FRC has collaborative efforts in progress across all centers, as well as unique programs at each site. The Farm to Fork event is August 3. The MAH Exhibit on senior isolation has resulted in responses from the public seeking to get involved. Three years of advocacy has succeeded in increasing Area Agency on Aging funding by \$17.5M, \$120K for MOW. Ray acknowledge Richard Vasquez for his participation in advocating. The funding is in force for 18 months and we will need to prepare to extend it.

5:35 7. *CONSENT AGENDA – Action Items

7.1 Draft Minutes of the March 20, 2019 Board Meeting*

a. Katy/Stephanie moved to approve the consent agenda as presented. MSP.

b. Richard/Lee moved to approve Resolution # 2019-03-01 TDA. MSP.

c. Richard/Lee moved to approve Resolution # 2019-03-02 LCTOP. MSP.

7.2 Draft Minutes of the April 11, 2019 Finance Committee Meeting*

7.3 Draft Minutes of the April 11, 2019 Governance Committee Meeting*

7.4 Draft Minutes of the May 9, 2019 Governance Committee Meeting*

a. Jack/Pam moved to approve the 19/20 Development plan as presented. MSP.

7.5 Draft Minutes of the May 24, 2019 Finance Committee Meeting*

7.6 Draft Minutes of the June 13, 2019 Finance Committee Meeting*

a. Lee/Jack moved to recommend approval of use of \$12K in prior years funding for MCR, LOCR, and NVCR. MSP.

7.7 Draft Minutes of the June 13, 2019 Governance Committee Meeting*

7.8 Draft Minutes of the June 3, 2019 Development Committee Meeting*

7.9 Retirement Plan Profit Sharing and Matching Agreement 2018*

7.10 CDD Program Self-Evaluation Fiscal Year 2018-19* (Richard/Jack moved to approve.)

Richard/Jack moved to approve the consent agenda with corrections as noted below. MSP Lee was excused absent from March Board and May Governance Committee meetings. We are exploring working with Beacon to share the cost for the FRC Clinical Supervisor. Jack/Pam moved to recommend approval of the 19/20 Development plan as presented.

5:38 8. Receive comments from members of the public on “Items not on the Agenda”

None.

5:40 9. Agency Business – Ray Cancino

9.1 Action Item – CDD Self Evaluation for submittal to California Department of Education*

Richard/Jack moved to approve the self-evaluation report as presented. MSP

9.2 Action Item - Resolution 2019-06-01 CDE to enter into funding contract CSPP-9584 with the CA Department of Education for the purpose of providing child care and development services.

Richard/Jack moved to approve Resolution 2019-06-01 CDE as presented. MSP

9.3 Agency Strategic Planning Goals and Initiatives – Update

CEO and Human Resources Director gave updates on the three major initiatives of agency priorities. For the workforce retention goal, we are developing a formal agency culture work group to address job satisfaction. Progress is made through bi-monthly Continuing Quality Improvement meetings with Management Team, and communicated with unions.

9.4 BOD Committees Memberships

a. Development – Katy King

The Development Committee was launched June 3 with Lee and Katy as chair. We are discussing board giving and advocacy, marketing and creating a higher profile for the agency. Soliciting support for Farm to Fork and creating more linkages with the community. Members and staff are attending mixer events with Chambers and Rotary clubs. We are seeking two additional Board members to join, and community members.

b. Finance – Lee Slaff

Finance committee also needs one additional Board member. As we begin a new fiscal year this is a good time to join. Members should be comfortable with reviewing financials

c. Advocacy – Steve McKay

Advocacy committee also needs one more member and it also connects the high profile image of the agency with state, regional and locals needs and how we fill the needs. It was recently reported that our county has the second highest rate of poverty in the state for teachers after Los Angeles. CEO also mentioned the Human Care Alliance wage survey finding that nonprofit sector workers are two times more likely to utilize public benefits than other sectors, and homeless services agencies are four times more likely. There was discussion on whether the Development and Advocacy committees should merge, and the Advocacy chair recommended that the committee maintain an acute focus on wordsmithing of strategic messaging. Committee charters were recommended to define goals aligned with best practices.

6:15 9.3 Strategy Session: Meals on Wheels

a. Incorporating the projected growth of seniors into long-term agency strategic planning; how should we plan to grow the revenues to meet the community need?

CEO introduced the need to strategize senior program stability to address growing needs. There is a need for the Board of Directors of the largest social service agency to be leading the way for the sector to grow revenues to help address these needs. CB has been approved for a capital planning grant from the Alliance to explore a senior services facility, and MOW received an increase of \$120,000 AAA funding for 18 months beginning FY 20/21. Donations are not a reliable revenue source to address a systemic increase in need, and fundraising can be an expensive endeavor. Pension obligations affect local funding's ability to respond.

Examples of interventions: 1. Board members can support strategic advocacy by attending meeting of local commissions on aging, staff join other groups. 2. We can recruit elected officials to sponsor legislation, which can result in long term trickle-down effects. 3. We can support local tax measures to fund social services, with \$250,000 start-up fees needed, and 4. we can elevate the issues through increased communication campaigns.

Meals on Wheels current funding was clarified, \$1.8M per year includes \$500K raw food costs. Federal funding levels set in 1984 have not been adjusted to keep pace. In 2009 there was a 15% reduction in county funding. In San Francisco there currently is a 4-6 week wait for services even for prioritized populations. We served 7,000 meals this year than were funded, offset through private fundraising. Participants contribute an average \$0.58 per meal toward the suggested \$2.50 food costs. The program receives \$415K county CORE funding, the largest share of recipients, which has been reduced by \$100K per year since 2001.

Facilitator encouraged groups to consider the time, skill and cost of proposed solutions, including the Board involvement required.

7:15 Breakout Groups Report

Advocacy: Local avenues to state advocacy include AAA advocacy committee. Where we do not participate, see who is already on the commission and reach out. There are opportunities with the new governor to advance a commission on aging. Consider forming a coalition of service providers and stakeholders, including Monterey County. Also consider outsourcing to experts rather than staff and volunteer labor. Recruit promotional support from groups such as AARP, state and national MOW associations.

Legislation: There is local tax measure fatigue, and ballot measures can reduce funding from municipalities that fund programs. Measures also affect residents on fixed incomes we are trying to serve. MOW currently serves meals through municipally subsidized properties. There is competition for local dollars, and some tax rates are capped.

Capital Planning: A senior facility should include co-located cross-program services, including housing. Consider public/private partnership opportunities.

Communications: Frame as a food security and public health issue, not just a senior issue. Public healthcare costs can be reduced. Plan communications in advance of advocacy opportunities such as CORE funding cycle, state legislative sessions. Sponsor educational forums covering replicable solutions working in other communities. There is a pilot project in San Francisco through general funds to prescribe meals to patients. Bring increased awareness to day-to-day needs, not just holiday giving.

Other: There was discussion of whether CalFresh benefits could be used to contribute to Meals on Wheels, and this is a conflict of public funds. Farmers market vouchers have been used at WIC. Consider a tax on emerging commercial food delivery services (UberEats). Members asked for more details on the costs of various strategies, to reconvene after reviewing a written proposal.

7:40 10. Development Report– Anna Vaage / Amy Hanley (20 min)

10.1 Development Report

Donations are \$19K above our budgeted goal but \$30K under prior year results, with one month left in the fiscal year. We adjusted this year's goal -5% anticipating reduced tax incentives. Our upcoming year goal is \$5K less than this year's goal. Board members were provided statements of their personal giving and solicitations over the fiscal year. Together the Board raised \$20K this year which has been our historical target. We are carrying forward most activities and strategies that have been vetted over time, with a focus on personal contact.

*10.2 Action Item – Motion to approve the 19/20 Development Plan**

Nicolette/Pam moved to approve the 19/20 Development Plan as presented. MSP

10.3 Farm to Fork

Auction item requests were distributed. We are also seeking additional \$5K in sponsorships.

7:50 11. Finance Committee Update – Doug Underhill (15 min)

*11.1 Action Item – Motion to approve the 19/20 Budgets**

There was a 2% increase due to one-time only grants, and a \$323K net asset gain including \$100K on the Ohlone Parkway property acquisition, resulting in approximately \$500K total gain. The FRC budgets are shrinking but we are seeking to grow in fee for service revenue. Five programs are projected to meet their reserves goals. Eight programs grew their budgets. WIC payment was delayed which may result in use of line of credit. Lift Line is the only program with negative assets but the program is rebounding rapidly.

Nicolette/Stephanie moved to approve the 19/20 Budgets as presented. MSP

7:55 13. Written Reports

13.1 Development Progress Report for June 2019

13.2 Financial Report from the June 13, 2019 Finance Committee Meeting

13.3 Program Reports from CACFP, Elderday, MCR, NVCR, LOCR, LMCR

7:55 14. Newspaper Articles

7:55 15. Items for Next Agenda

8:00 16. Adjourn Regular Meeting

Next Meeting:

Wednesday, September 18, 2019

5:00 PM to 7:30 PM

Location: Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz

Prepared by Anna Vaage

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Finance Committee

Thursday, July 11, 2019, 9:00-10:00 AM
Community Foundation
7807 Soquel Dr, Aptos CA

DRAFT MINUTES

Members Present: Lee Slaff, Jack Jacobson, Casey Wu

Staff Present: Doug Underhill, Ray Cancino

Minutes: Tonje Switzer

9:05 Agenda Review

9:10 CFO Report – Doug Underhill

a) Program Budget Summary Review – May

Highlights: Programs +102K, Agency +88K, Net Assets +205K

1) WIC: -18K revenue and expense

2) CDD: +39K: -17K personnel, +4K revenue

3) LL: -14K: -Personnel, - 18K Measure D Revenue

4) MCR: +19K: -Contracted Services, +Revenue, +Donations

There was an overall program gain of \$35K which is expected to come down due to reimbursements. We are ending the FY with a \$70-110K gain for programs. WIC is reducing revenue and expenses with \$18K. CDD saw a large gain in part due to a decrease in personnel and increased revenue as all openings are filled at Fairgrounds. ELD saw a 78 ADA with an increase in VA participants. LL saw a decrease in personnel. Measure D is coming in ahead of annual projections. MOW saw a -\$3K month-to-month change due to vacation accrual. MCR saw a \$19K gain due to HEAP funding. Overall Program gain \$102K, Agency gain \$205K

b) Financial Statement Review – May 31 2019

There is a net gain of \$391K. For June all property expense lines will be moved to fixed assets, with a resulting estimated \$950K-\$1.1MM FY Agency gain. CEO commended CFO for his support in closing out the FY.

1) Cash Balance / Accounts Receivables

Balances are looking solid coming out of May.

2) 392K Net Asset Gain – CARB hit May/ Ohlone June

Low on liquid net assets with a slow increase.

3) Discussion of expected EOY net asset gain

c) Cash Flow and Line of Credit

Much cash was spent on CARB vehicles in June, and we are waiting on refund. Ohlone property contracts start in July. CORE funding is expected three months into the funding cycle. TDA is expected in July, CDD funding in August.

1) Delayed WIC Payments

We have received for March, but February payment is still missing? This week's cash flow is ending low. We are seeking not to touch line of credit, but it may be necessary.

2) Timing of Major inflows and effect on cash flow

d) Investments and Funds – Status Review

CFO presented an overview of the investments that are showing good gains. We are looking for creative ways to grow.

e) Questions / Answers

9:46 Items for Next Agenda

9:46 Adjourn

Next Meeting August 11, 2019

Prepared by Tonje Switzer

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Governance Committee Meeting

Thursday July 11, 2019

10:00 am-11:00 am

Board Room, Community Foundation, 7807 Soquel Drive, Aptos

Draft Notes

Members Present: Shannon Brady, Lee Slaff, Jack Jacobson (by phone), Pam Fields (by phone)

Staff present: Ray Cancino, Seth McGibben

Minutes: Tonje Switzer

10:00 1. Meeting to order/Establish Quorum

10:01 2. Agenda Review

Add Fundraising.

10:01 3. CEO Report – Ray Cancino

a) Board of Supervisors – Next steps

CEO asked for input on how to move the discussion along with BOS to increase overall funding allocated to social services. Currently no new increases or COLAs are approved, and no adjustments for inflation. Committee suggested candid discussion with 2-3 potentially supportive BOS members noting that social services staff accessing services will come at cost for the County, and small investments will create large future savings. Committee also noted that seniors is a growing population that vote and use CB services. CEO noted that HCA wage study presentation is pending. Conversations with human services EDs that are not involved are ongoing to broaden coalition and to learn what barriers to involvement are and how many will be invested in the advocacy effort. An increase of 3% equates \$150K per year for the sector and is 24% of the amount that Community Foundation provides annually. Committee suggested HCA hire a politics intern to lobby. CEO suggested a passive advocacy approach with multiple individuals (BOD members and stakeholders) approaching BOS while continue working with HCA Eds. Committee requested factsheet with issue information for September BOD meeting.

10:18 Fundraising

CEO reminded Committee of the Agency BBQ this Saturday 7/13. The F2F Committee is looking for auction items from BOD members. Think about next BOD member as someone

with business connections that can bring in donations. CEO asked for ideas on how to grow F2F from \$60K to \$100K event. Development Committee and F2F Committee both need to grow, and CEO asked for nominees and possible volunteers. Committee suggested making FFH to agency event and creating annual agency sponsorships for events, calendar, annual report etc.

10:32 4. Items for next GC Agenda/BOD Agenda

10:33 5. Closed Session
11:33 6. Adjourn

Next Meeting:

Thursday August 8, 10:00am-11:00am

Board Room, Santa Cruz County Community Foundation, 7807 Soquel Drive, Aptos



Development Committee Planning Notes
Small Conference Room, CB HQ
July 24, 2019 11am

Present: Katy King, Julie Scurfield, Lee Slaff, Ray Cancino, Amy Hanley, Anna Vaage

A. Introductions

Katy has lived in La Selva Beach for 57 years and has worked in real estate.

Julie has lived in Watsonville for 35 years and worked in sales.

Lee has lived in Scotts Valley for over 40 years and worked in real estate.

B. Messaging Brainstorm

- Events: The local fundraiser event scene is saturated. Offering access to an exclusive experience could set us apart. Provide more tools, such as printed tickets to share. Events need to be distinctive to the target audience and something people want to do. Once sponsors secured, committee members encourage executives to attend.
- Social Media: Solicit calls to action by providing tools and asking people to share.
- Mailings: Adapt annual report to one-sheet to distribute wider at a lower cost.
- Newsletters: Client stories are easier to repeat in conversation than descriptions and statistics. Seeing a client progress over time could be compelling if able to follow.
- Tabling: Outreach events help with visibility but can be time, cost & labor intensive.
- Networks: Board of Realtors, Farm Bureau, Elected Officials, Chambers of Commerce, Rotary Clubs, Leadership Santa Cruz, Focus Agriculture
- Giving Circles: Discussion of membership benefits vs. committee involvement.

C. Next Steps

- a. Brainstorm committee recruits & finalize description
- b. Review Development Plan Activities Quarterly
- c. Schedule Donor/Prospect Meetings Quarterly

Next Meeting:
2nd Wednesdays
August 14 at 11:00am



Finance Committee

Thursday, August 8, 2019, 10:30-11:30 AM
PAMF, 2200 Soquel Ave, Santa Cruz CA

DRAFT MINUTES

10:30 Agenda Review

10:31 CFO Report – Doug Underhill

a) Program Budget Summary Review – June

Highlights: Programs +240K, Net Assets +357K

- 1) WIC: -19K revenue and expense
- 2) CDD: -59K in expenditures, +30K CDE revenue
- 3) LL: -15K insurance expense, - 15K Measure D Revenue

Programs spent \$23K less than projected not fully spending out line items. We saw a program net increase of \$240K. Development exceeded prior year fundraising for fourth year in a row. LL has paid off close to \$.5MM in debt in aggregate following this year's projected gains. ELD spent less due to difficulty hiring. CDD is claiming a new mental health multiplier, boosting CDE revenue.

19/20 FY update: We have secured \$150K in funding from Sunlight giving. MOW saw a significant increase of nearly \$180K in state augmentation, increasing GA for admin and reserves. 2% overall increase of agency budget. The completed budget will be presented at the September BOD meeting.

- 4) Admin: -23K G.A., offset by -25K expenses

b) Cash Balance / Accounts Receivables

CFO reported briefly on the agency cash balances.

c) Cash Flow and Line of Credit

- 1) Payment Updates (WIC/CDD)
- 2) Timing of Major inflows and effect on cash flow

d) Investments and Funds – Status Review

e) Update on Fiscal Year 19/20 Budgets

f) Questions / Answers

g) Items for next agenda

11:15 Closed Session

11:30 Adjourn

Next Meeting September 12, 2019



Governance Committee Meeting

Thursday August 8, 2019

11:30 am-12:30 pm

Room A, Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz

Members Present: Shannon Brady, Pam Fields, Lee Slaff

Excused Absence: Jack Jacobson

Staff Present: Seth McGibben, Doug Underhill

Notes: Tonje Switzer

DRAFT NOTES

11:30 1. Meeting to order/Establish Quorum

11:31 2. Agenda Review

CEO announced that \$150K from Sunlight Giving has been secured for 3 years.

11:31 3. CEO Report – Ray Cancino

*a. **Action Item** - Resolution 2019-08-01_CA Department of Transportation**

This resolution allows us to apply for the grant and states that we will maintain funds in accordance with rules. **Lee /Pam moved to approve Resolution 2019-08-01_CA**

Department of Transportation. MSP.

b. 19/20 Budgets – No cuts

For the first time in 5 years, we do not need to make cuts to staff hours at any program.

c. Farm to Fork – Update

The event came in at \$70K, which is 18% more than in the past. This is the 4th year in a row that we exceeded last year's donations.

d. HCA Wage Survey – Draft Report

We have worked with Steve McKay and UCSC Professor Rebecca London to review the HCA report. Nonprofit workers are more likely to seek services and many are in need of income from second jobs to make ends meet. The survey report will be rolled out at the end of September, followed by policy recommendations. The report can be used throughout the year as a toolkit for nonprofits. A HCA workshop will be scheduled to include BOD members and EDs. CEO want feedback from BOD about one fact that was startling. Low wages lead to stress which can affect services provided. Agencies are looking at needing to cut 10%-15% of

staff to address minimum wage increase. Committee asked how it compares to other surveys across the state. CEO noted that the survey was distributed to nonprofits that are recipients of public funds, a fact that can be used in the report. We see high use of MediCal as they meet the income limit. Fifty percent of nonexempt workers does not have \$400 set aside for emergencies. The report will be sent to the full BOD.

11:55 4. Items for next GC Agenda/BOD Agenda

12:00 5. Closed Session

12:30 6. Adjourn

Next Meeting:

Thursday September 12, 11:30am-12:30pm

Board Room, Santa Cruz County Community Foundation, 7807 Soquel Drive, Aptos



Development Committee Planning Notes

Small Conference Room, CB HQ

Sept 11, 2019 at 11am

Present: Katy King, Lee Slaff, Amy Hanley, Anna Vaage, Brenda Romero

Community Bridges 101

We will review programs, services and funding needs as new committee members attend.

Review and Approve Committee Member Description

Approved committee member roles and added skills desired.

Upcoming CB Event

MCR's Mountain Affair will be held October 25 with a capacity of 110. Auction items, sponsorships and tickets sales are being sought for this gathering of valley communities. There was discussion of exploring a different venue for next year. Development team will explore other opportunities to enable increased attendance.

Community Meetings/Events

9/19 Pajaro Chamber Mixer (PM) – Katy

9/25 Aptos Chamber Mixer (PM) – Lee

Board Report

Katy will report activities of July, August and September meetings on 9/18.

Board Giving

It was decided that Board members shall receive personal giving statements twice annually in April and October to provide updates in advance of both calendar and fiscal year-ends.

Next Meeting:

2nd Wednesdays

October 9 at 11:00am

Community Bridges

519 Main Street, Watsonville



Finance Committee

Thursday, September 12, 2019, 10:30-11:30 AM
PAMF, 2200 Soquel Ave, Santa Cruz CA

DRAFT MINUTES

10:30 Agenda Review

10:35 CFO Report – Doug Underhill

a) Program Budget Summary Review – July

Highlights: Programs +88K, Net Assets +92K

- 1) The majority of program gains, \$70K, are reserve contributions in budget
- 2) CDD saw a \$20K increase resulting from a decrease in personnel and increased revenue.
- 3) LOCR saw a \$32K increase in revenue and expenses resulting from funding for computer literacy classes. We are estimating a 6% LOCR capital campaign gain which is conservative due to volatile market.
- 4) Financial Edge Software is undergoing maintenance and receiving updates. The work should be completed within the next two weeks. We are ahead of last year in preparation for the audit. Estimated year-end balance is based on our best current knowledge with no major changes expected.

b) Cash Flow and Line of Credit

- 1) Timing of Major inflows and effect on cash flow

We are running a fairly high AR, as we are waiting on CARB reimbursement- an additional \$15K was captured for EV reimbursement. WIC payments are caught up. CORE payments for FY 19-20 should come in early October. Work has commenced at the Ohlone property. Renovation expenses can be claimed against the \$500K loan as projects are completed. Timing of LL move is pushed back 5-8 Weeks. Maintenance facility will move in late November followed by office staff December/January. Committee members suggested Earth Works as an agency that could do the paving work. CEO explained the bidding process. Committee member asked if there are enough expert eyes on the selection process.

c) Investments and Funds – Status Review

We are experiencing a volatile market but minimal net gain/loss FY 19-20.

d) 19/20 Agency Roll-up Budget review *Action Item

The preliminary was previously provided in June. The current version is not much different but has some added funding such as the senior augmentation. All WIC

vouchers are included since this budget represents total services provided. When they are removed we see an actual 4.6% year to year growth in the budgets. There was funding passed from federal government to states to counties, mainly for roads but that also included some funding for transit augmentation. LL was allocated \$100K per year for 3 years, which was added to the 19-20 roll-up budget LL is showing 4.7% growth. MOW is showing close to 10% growth due to the state augmentation funding. MCR is showing 40% growth due to heap funding. ELD is showing growth due to the one-time CCAH funding. WIC saw a 1% decrease likely due to the political environment creating barriers for families seeking services. FRC not much growth overall. Development has an 11-12% increase due to funding allocations towards the senior campaign. We are budgeting 91% increase in spending for contracted work, largely due to work related to capital projects as well as FRC's. Occupancy increased by 15%, but that is due to maintenance and utilities now showing up in the occupancy line item. Salaries increased by 3.6%, which represents step increases and reclassifications. Benefits saw a 2.2% increase, as changes are dependent on how many new EEs waive benefits upon hire. The budget will go to BOD for vote next week. **Jack /Lee moved to recommend approval of the 19/20 FY Budget. MSP.**

e) Questions / Answers

f) Items for next agenda

11:20 Closed Session

11:30 Adjourn

Next Meeting October 10th, 2019

Prepared by Tonje Switzer

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Governance Committee Meeting

Thursday September 12, 2019

11:30 am-12:30 pm

Room A, Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz

DRAFT MINUTES

Members Present: Shannon Brady, Pam Fields, Lee Slaff, Jack Jacobson

Staff Present: Ray Cancino (by phone), Seth McGibben, Amy Hanley

Minutes: Tonje Switzer

11:36 1. Meeting to order/Establish Quorum

11:36 2. Agenda Review

Add discussion on Senior Break out from BOD. Due to member leaving at noon, move action item up and proceed with Closed Session.

11:38 3. CEO Report – Ray Cancino

b. Census 2020

*i. Action Item – Resolution 2019-09-01**

CEO and Tonje provided a brief overview of proposed agency roles in supporting the 2020 Census whose complete count is a deciding factor in federal funding towards a host of services provided by CB programs. **Lee/Jack moved to approve Motion to approve signing of Resolution 2019-09-01. MSP.**

11:43 Closed Session

12:07 3. CEO Report (resumed)

a. HCA Wage Survey – Draft Report

A 1st presentation was held at last week's HCA meeting for around 30 participants, and will be shared with community members next. The report makes clear that nonprofit workers are struggling and are for example twice as likely to utilize services than are the general population. This will send out to the full BOD with inclusion of the timeline. BOD will be invited to future presentations.

c. Senior Communication Plan – Amy Hanley

The communication plan is drafted in response to the facilitated session at the last BOD meeting where the consistent request a communication plan emerged. We are soliciting feedback from GC prior to presenting for full BOD next week. The key message is that

Santa Cruz County is not prepared for the projected growth in the senior population, and the goal is to build CB as credible leader on Senior Issues. There is a Phase I & Phase II.

- Who/what partners are missing?

Committee asked how to leverage larger national organizations. Bay Federal is possible partner with bulletin that reach members.

- What messaging is missing?

Seniors and homelessness.

- What channels are missing?

A sharable social media messaging toolkit is part of the plan but not included in the document yet. Billboard on highway 17. Dignity newsletter.

Amy noted that online advocacy tools are being explored. Committee noted that the capital campaign for MOW and ELD can be tied in.

d. 2019 EE Survey Comparative Analysis

We received results from external contractor whose survey unfortunately included a glitch that severely reduced response rates on four of the questions, two of which are tied to the CEO operating plan. We will plan to ask those questions again to get a better read. There was much positive feedback, and opportunities of growth were identified in advocacy, as staff report they understand the importance of advocacy as it affect their program, but does not view it as part of their job (40%). We will create a one-page sheet about outreach and education and work on adding to JD using language already part of WIC JDs. CB can educate staff about the many ways to participate in effective advocacy depending on capacity and preferences. Another area of growth is in reference to evaluations and feedback, and we are working on operationalize across the agency the provision of regular feedback between supervisors and the staff they supervise.

e. Lift Line Progress and Timeline – New Building – Moved to Closed Session

Maintenance is scheduled to move in November and rest of LL admin in December/January. The project is moving forward with a slight delay. Due to zoning rules we are advised to request permits for paving after the program is moved in.

f. New Contracts

- i. HSD - CalFresh expansion for Seniors

\$35K split between ELD, MOW, FRCs

- ii. Census – Not confirmed

We are expecting between \$30K and \$50K, which will partly go towards hiring a coordinator to work out of FRC.

g. July BOD meeting senior break out groups – Discussion

Amy will share updated communication plan with Committee Chair who will share with full BOD along with Anna's notes from the BOD breakout session. There is a need for BOD members to discern where they can be involved and take lead. There was a brief

discussion concerning how to attract more BOD members, and committee suggested hosting an agency BOD-member solicitation event.

12:43 4. Items for next GC Agenda/BOD Agenda

12: 43 6. Adjourn

Next Meeting:

Thursday October 10, 11:30am-12:30pm

Room A, Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz

Prepared by Tonje Switzer

Page 3 of 3

AGENCY BOARD RESOLUTION
RESOLUTION # 2019-09-02

At the duly noticed regular meeting of the Community Bridges Board of Directors held on September 18, 2019 the following resolution was made:

Whereas the Community Bridges Board of Directors hereby authorized Community Bridges to enter into **funding Contract 1920-02 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 2018-19 Program Year.

Shannon Brady, Chair

Jack Jacobson, 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 September 18, 2019, in Santa Cruz, California.

Shannon Brady, Chair

Jack Jacobson, Secretary

BOARD OF DIRECTORS NOTES

Wednesday, June 19, 2019

5:00 PM to 7:30 PM

Sutter/PAMF Education and Support Center, 2200 Soquel Avenue, Santa Cruz

6:15 9. Agency Business – Ray Cancino (65 min)

9.3 Strategy Session: Meals on Wheels Nancy Sherrod facilitates

- a. Incorporating the projected growth of seniors into long-term agency strategic planning; how should we plan to grow the revenues to meet the community need?

CEO introduced the need to strategize senior program stability to address growing needs. There is a need for the Board of Directors of the largest social service agency to be leading the way for the sector to grow revenues to help address these needs. CB has been approved for a capital planning grant from the Alliance to explore a senior services facility, and MOW received an increase of \$120,000 AAA funding for 18 months beginning FY 20/21. Donations are not a reliable revenue source to address a systemic increase in need, and fundraising can be an expensive endeavor. Pension obligations affect local funding's ability to respond.

Examples of interventions: 1. Board members can support strategic advocacy by attending meeting of local commissions on aging, staff join other groups. 2. We can recruit elected officials to sponsor legislation, which can result in long term trickle-down effects. 3. We can support local tax measures to fund social services, with \$250,000 start-up fees needed, and 4. we can elevate the issues through increased communication campaigns.

Meals on Wheels current funding was clarified, \$1.8M per year includes \$500K raw food costs. Federal funding levels set in 1984 have not been adjusted to keep pace. In 2009 there was a 15% reduction in county funding. In San Francisco there currently is a 4-6 week wait for services even for prioritized populations. We served 7,000 meals this year than were funded, offset through private fundraising. Participants contribute an average \$0.58 per meal toward the suggested \$2.50 food costs. The program receives \$415K county CORE funding, the largest share of recipients, which has been reduced by \$100K per year since 2001.

Facilitator encouraged groups to consider the time, skill and cost of proposed solutions, including the Board involvement required.

7:15 Breakout Groups report

Advocacy: Local avenues to state advocacy include AAA advocacy committee. Where we do not participate, see who is already on the commission and reach out. There are opportunities with the new governor to advance a commission on aging. Consider forming a coalition of service providers and stakeholders, including Monterey County. Also consider outsourcing to experts rather than staff and volunteer labor. Recruit promotional support from groups such as AARP, state and national MOW associations.

Legislation: There is local tax measure fatigue, and ballot measures can reduce funding from municipalities that fund programs. Measures also affect residents on fixed incomes we are trying to serve. MOW currently serves meals through municipally subsidized properties. There is competition for local dollars, and some tax rates are capped.

Capital Planning: A senior facility should include co-located cross-program services, including housing. Consider public/private partnership opportunities.

Communications: Frame as a food security and public health issue, not just a senior issue. Public healthcare costs can be reduced. Plan communications in advance of advocacy opportunities such as CORE funding cycle, state legislative sessions. Sponsor educational forums covering replicable solutions working in other communities. There is a pilot project in San Francisco through general funds to prescribe meals to patients. Bring increased awareness to day-to-day needs, not just holiday giving.

Other: There was discussion of whether CalFresh benefits could be used to contribute to Meals on Wheels, and this is a conflict of public funds. Farmers market vouchers have been used at WIC. Consider a tax on emerging commercial food delivery services (UberEats).

Members asked for more details on the costs of various strategies, to reconvene after reviewing a written proposal.

Are We Prepared?

Communication Campaign

October 1, 2019 – September 30, 2020

Audience:

Voters age 40+

Goal	Measurement of Success
Establish Community Bridges’ authority as a thought leader and advocate for seniors	Partner with 10 local agencies to implement campaign
Increase awareness of senior issues	10 news articles in local media
Increase funding to senior organizations	Increase in funding over 2019/2020 projections: State & Federal- 5% Local & County - 5% Donations/Foundations - 10%
Increase awareness of county and statewide measures/ legislation/funding affecting seniors	25 distinct users of advocacy platform

Messaging short: Santa Cruz County is not prepared for the growing senior population and resulting increased demand for social services.

Key Messaging points:

- Expected 32% growth in number of seniors in SC County from 2020 to 2030 (Senior Needs Assessment Survey).
- There is often a lack of awareness of senior needs as they are often in the shadows, at home and isolated.
- The senior generation can find it hard to ask for help
- Increase in percentage of homeless seniors, especially among veterans and those with mental illness
- Life expectancy is increasing and many older adults have no retirement income
- High cost of living and food, along with chronic health conditions and isolation contributes to poor health outcomes and increased risk of suicide
- This issue affects everyone: people that are, or will be, caring for an aging parent; and the first Gen Xers will be seniors in 2030.
- Community Bridges programs respond to the most critical nutritional, social and physical needs that seniors face.

Partners

Principal Partners
Seniors Council/Area Agency on Aging
Senior Network Services
Central CA Alliance for Health
Sutter / PAMF
Dignity
Hospice
Pajaro Valley Health Trust
Health Projects Center
Homeless Services Center
SC County Seniors Commission
Other Partners: Financial Support, Event Sponsorship, Outreach
Local Banks
Faith Communities
Alzheimer’s Association
Watsonville Hospital
Pharmacies: Watsonville Rx & Horsnyders’s & Walgreen’s
Assisted Living Facilities
NAMI
Dientes

Distribution Channels:

KION/KSBW paid ads	Radio ads
Social media	Press releases
email	In-person event
Article(s) submitted to key news/online outlets	

Phase 1: October 2019 - November 2019

Events/Activities:

- **Partner Outreach and Engagement**– Be the voice of Community Bridges to partner organizations and elected officials to activate and engage their participation in addressing senior issues. This includes attending and advocating at regularly scheduled partner meetings, as well as conducting additional outreach to elected officials and other organizations as needed. Messaging, speaking points and supporting materials provided by Development team.
 - Resources: Community Bridges CEO and Development Team (15 hours)
 - **Board to designate 4 members to represent Community Bridges at key partner meetings (see Attachment A)**

- **Solicit Other Funding Sources** – research, identify and apply for project funding from foundations and other government sources.
 - Resources: Community Bridges Development Team (80 hours)
- **Create Toolkit** – sample flyers, press releases, social media post content, schedule for social media posting. Generate new content and utilize existing content from other senior organizations (e.g., AARP, National Council on Aging).
 - Resources: Graphic design, Development Team (40 hours)
 - **Community Bridges Board Members:** share Toolkit
- Weekly **social media posting/boosting**.
 - Resources: Development Team (10 hours)
 - **Community Bridges Board Members:** Share posts
- Monthly **emails and texts** with advocacy call to action. Utilize online advocacy and texting services.
 - Resources: Development Team (10 hours)
- Participate in Dignity Health **Ageing Young Event** (November 2019)
 - Resources: Development Team (8 hours)
- Distribute at least two **press releases** through Newswire:
 - 1) Highlight availability of Toolkit
 - 2) CB programs respond to the most critical nutritional, social and physical needs that seniors face.
 - Resources: Development Team (10 hours); Newswire
- Develop outline and pitch **article** to leading online news agencies or hire contractor to write and pitch article to leading online news sources. Coordinate interviews with partners to be interviewed to highlight impact of increasing senior population and expected gaps in care.
 - Resources: Development Team (40 hours) or outside writer.

Phase 1 Budget

Item	Cost
Social Media Boosting	\$200
Graphic Design	\$850
PR Promotion (Newswire)	\$720
Textedly	\$82
Development Staff + 5% Buffer	\$14,440
Phase 1 Total	\$16,292

Phase 2: December 2019 – September 2020

Events/Activities:

- **Seniors Forum:**
 - Focus: Highlight issues and present solutions in 4 areas: isolation, health/well-being, impact on families (respite, productivity), community
 - Identify and secure speakers from out of county to address each of these issues and present information and solutions
 - Resources: CEO & Development Team (60 hours, **Board of Directors** and partner organizations)
 - Obtain venue, event logistics, coordination and promotion
 - Resources: Development Team (216 hours: 18 hours per week for 12 weeks)
- **TV ad** highlighting key messaging points above. Video creation.
 - Resources: Development Team (24 hours)
- **Radio ads**
 - Resources: Ad Cost, Development Team (8 hours)
- Monthly **emails and texts** with advocacy call to action. Utilize online advocacy and texting services.
 - Resources: Development Team (72 hours/ 8 hours per month), Textedly
- Distribute at least **four press releases** through Newswire:
 - 1) Senior Forum
 - 2) CB programs respond to the most critical nutritional, social and physical needs that seniors face
 - 3) Ability of senior population to access mental health services
 - 4) Housing costs and homelessness among seniors
 - **Resources:** Development Team (16 hours), Newswire
- Bi-Weekly **social media posting**/boosting
 - **Resources:** Development Team (27 hours or 3 hours per month)
 - **Community Bridges Board Members:** Share posts

Phase 2 Budget

Item	Cost
TV ad airtime (9 months = 32 spots per month)	\$4,050
Radio Ads (2 months – estimate)	\$1,500
Textedly	\$370
Social Media Boosting	\$500
Video	\$1,000

Speaker Fees	\$8,000
Forum: Venue, Food, printing	\$10,000
PR Promotion (Newswire)	\$1,440
CEO & Development Staff + 5% buffer	\$23,493
Phase 2 Total	\$50,353
Phase 1 Total	\$16,292
Total	\$66,645

DRAFT

Organization	Meeting	Meeting Time and Location	CB Staff Representation	Board Representation
Seniors Council	AAA Advisory Council Meeting	Third Wednesday of every month 10:00-12:00 a.m. Watsonville Hospital	Lisa Berkowitz /Senior Service Provider Representative (Alternate: Kirk Ance)	
Seniors Council	Board Meeting*	Third Thursday of every month 10:00 -12:00 a.m. Watsonville Hospital		
Seniors Council	Senior Service Providers Meeting	Third Monday of every month 10:00-12:00 a.m. Capitola City Hall	Lisa Berkowitz, Lois Sones, Kirk Ance , Ray Cancino	
Seniors Council	Advocacy Committee	Second Monday of every month 10:30 - 12:30 Capitola City Hall	Lisa Berkowitz, Ray Cancino	
Seniors Commission		Third Tuesday of the month every other month 12:30-2:30 United Way of Santa Cruz	CB Staff Carol Childers is current chair of the commission representing Bruce McPherson, 5 th District.	
Regional Transportation Commission	Elderly and Disabled Transportation Committee	Second Tuesday of the month every other month 1:30 - 3:30 RTC office	Kirk Ance, Lisa Berkowitz	
Commission on Disabilities		Second Thursday of the month (except July and December) 12:30 - 2:00 RTC office		
Board of Supervisors Meetings		Every other Tuesday 9:00 am-12:00 pm Governmental Center Building		

*The same agenda topics are covered at the Advisory Council Meeting and Board Meetings. The official role of the Advisory Council is to pass along recommendations to the board.



COMMUNITY BRIDGES
PUNTES DE LA COMUNIDAD

Attachment B – Senior Funding

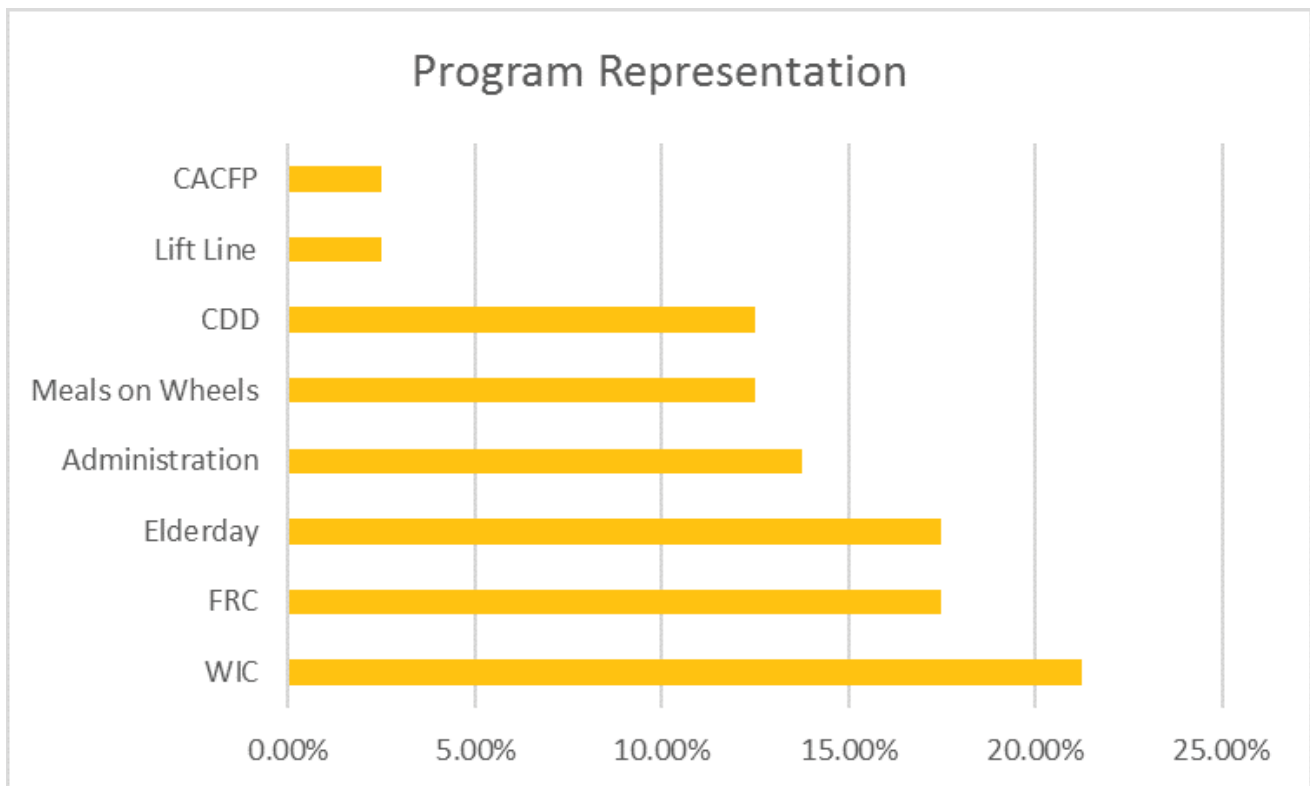
Funding for Community Bridges Senior Programs
Year Over Year Changes

	19/20	18/19	17/18	16/17	15/16
Total State+Fed	2,581,997	2,009,175	1,582,420	1,574,717	1,495,862
Year Over Year State+Fed	29%	27%	0%	5%	
Total Local + County	1,562,819	1,623,975	1,473,973	747,803	757,445
Year Over Year Local+County	-4%	10%	97%	-1%	
Total Donations+Foundations	382,828	399,873	454,726	487,122	372,344
Year Over Year Donations+Foundations	-4%	-12%	-7%	31%	



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

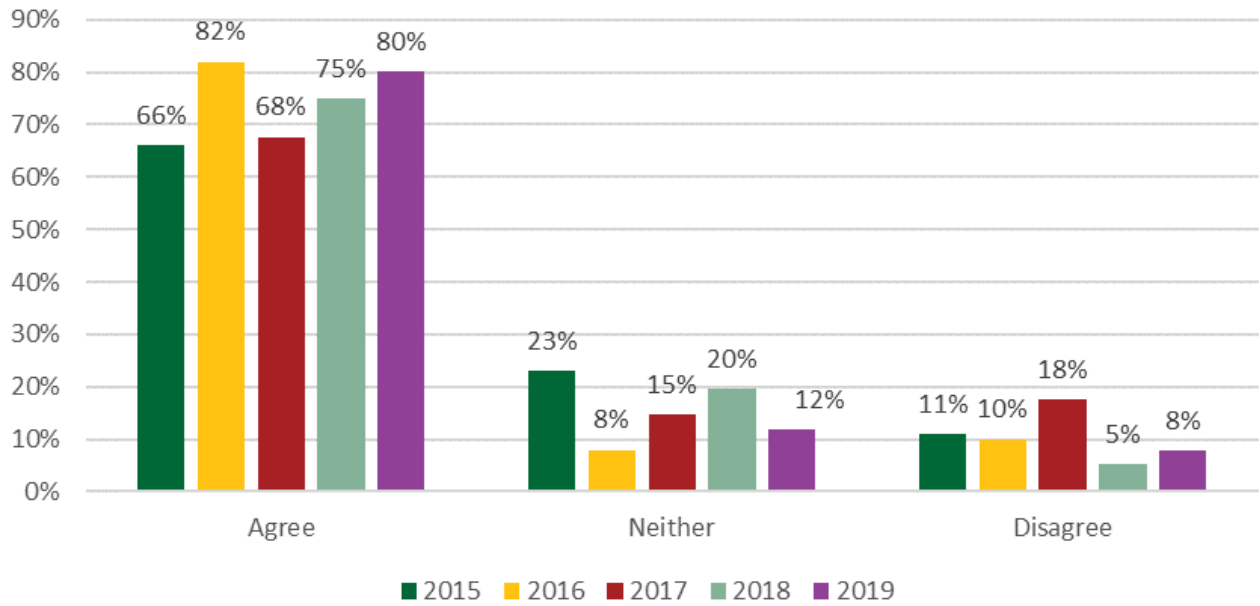
Community Bridges 2019 Employee Survey Comparative Analysis



Answered: 80

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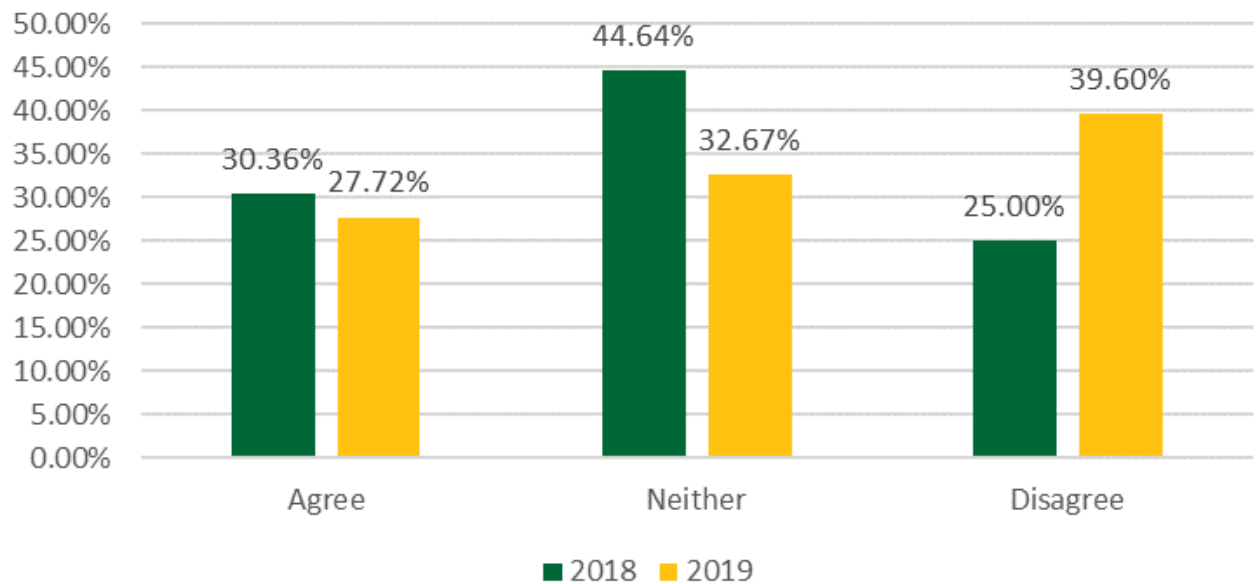
Q2. Compared to similar non-profit positions across the County of Santa Cruz, Community Bridges offers a comprehensive benefits package.



Answered: 101

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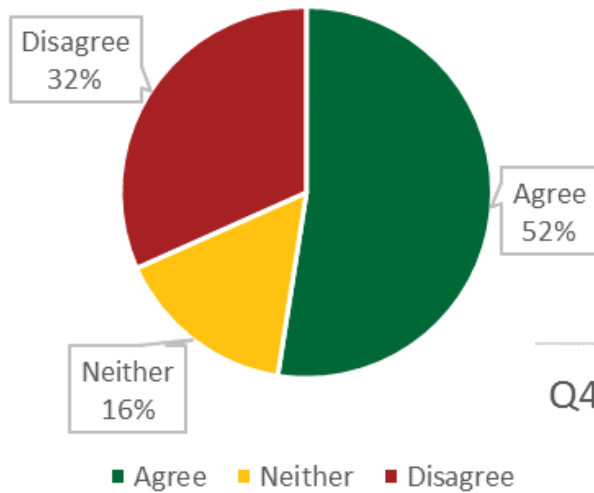
Q3. My pay is competitive with a similar position in another nonprofit in Santa Cruz County.



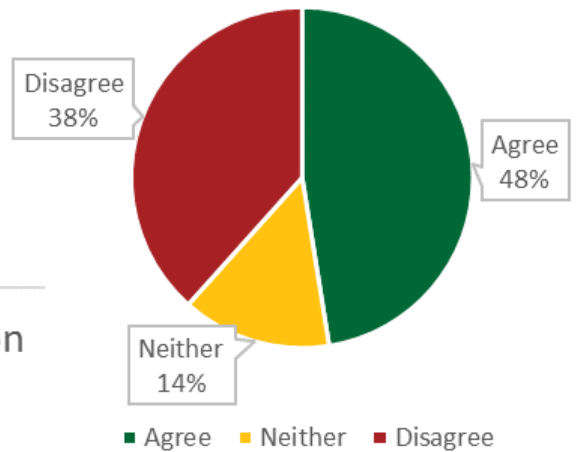
Answered: 101

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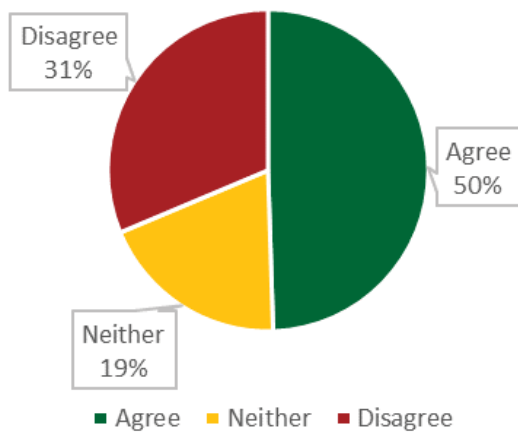
Q4 a) I am fairly compensated based on
Experience



Q4 b) I am fairly compensated based on
Skill Level

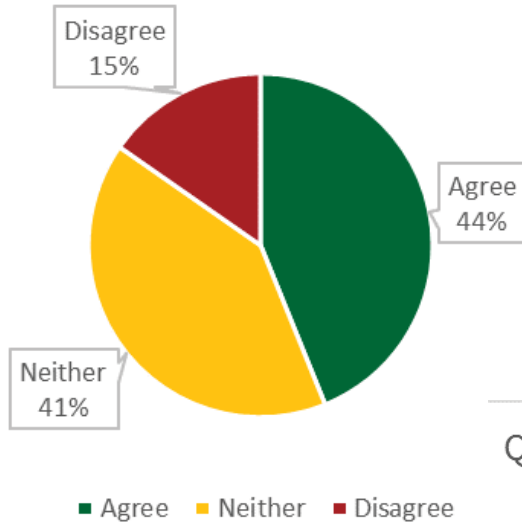


Q4 c) I am fairly compensated based on
Education

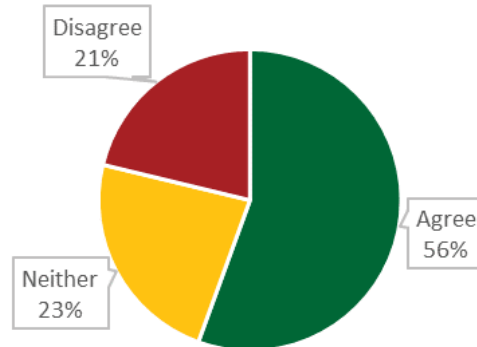


Answered: 101
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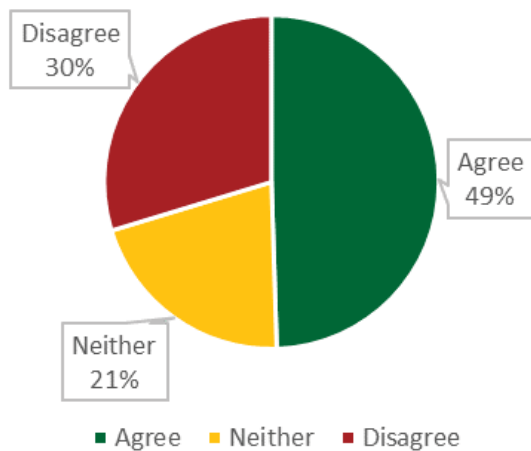
Q4 d) I am fairly compensated based on
Licensing



Q4 e) I am fairly compensated based on
Technical Knowledge

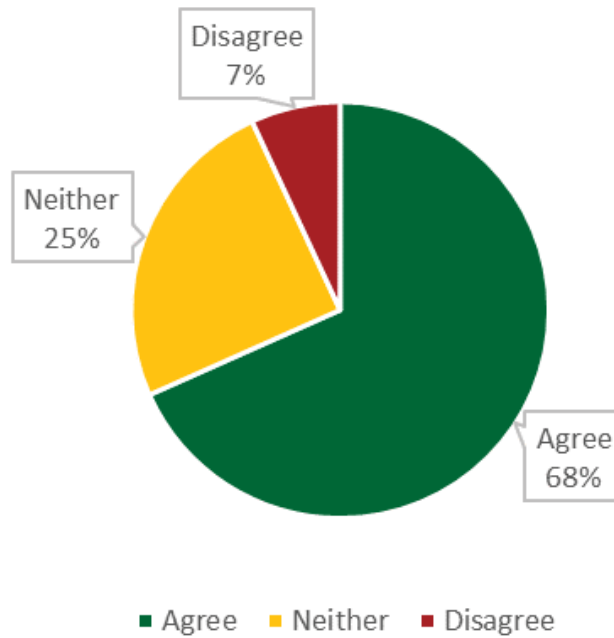


Q4 f) I am fairly compensated based on
Seniority



Answered: 101
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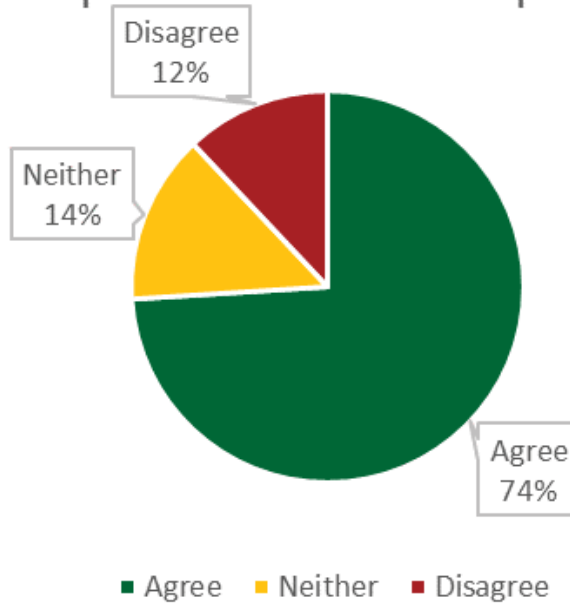
Q5. Our HR policies and procedures make sense.



Answered: 101

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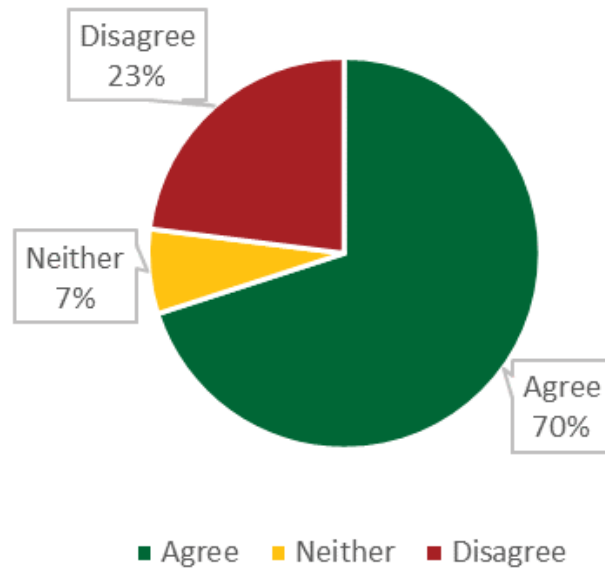
Q6. In the last year, I have referred one or more participants to another CB program.



Answered: 100

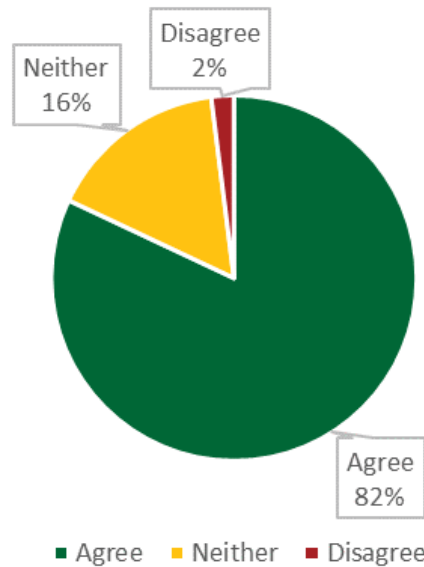
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Q7. Everyone at my program site contributes to team success.



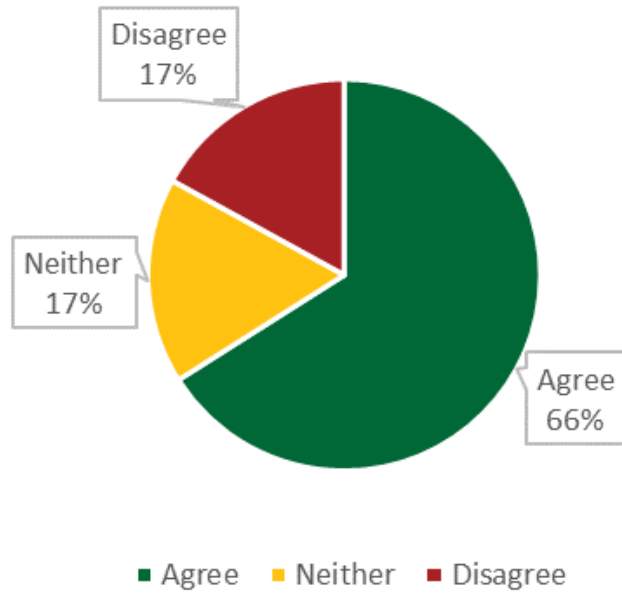
Answered: 100
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Q8. I understand how political advocacy impacts my program's financial health



Answered: 100
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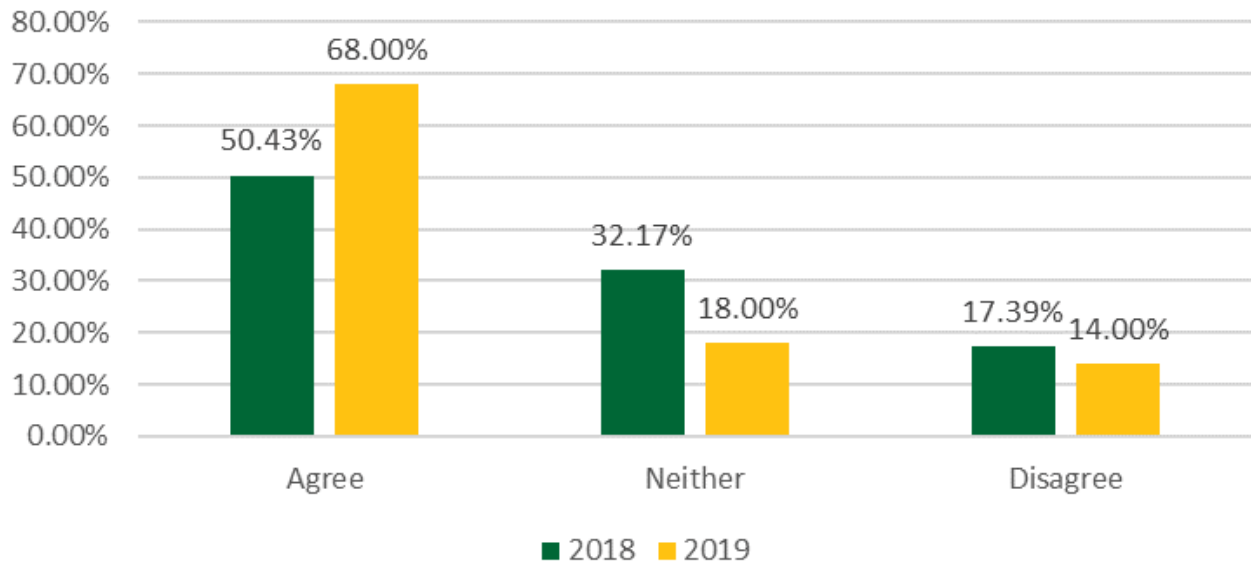
Q9. Advocating for my program with local, state and federal agencies is part of my job.



Answered: 100

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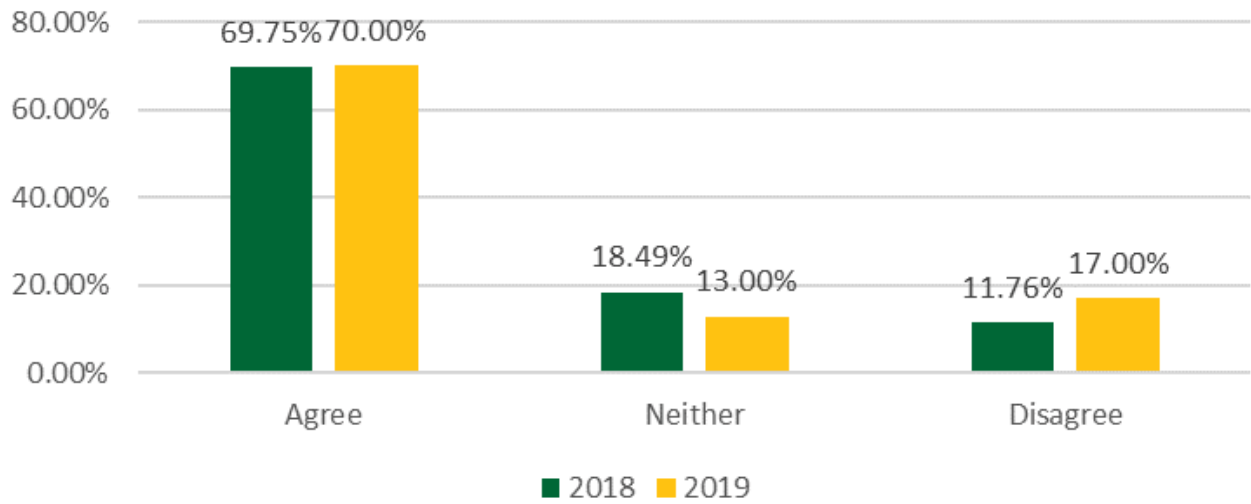
Q10. I understand how my program's finances work and how this impacts my position.



Answered: 100

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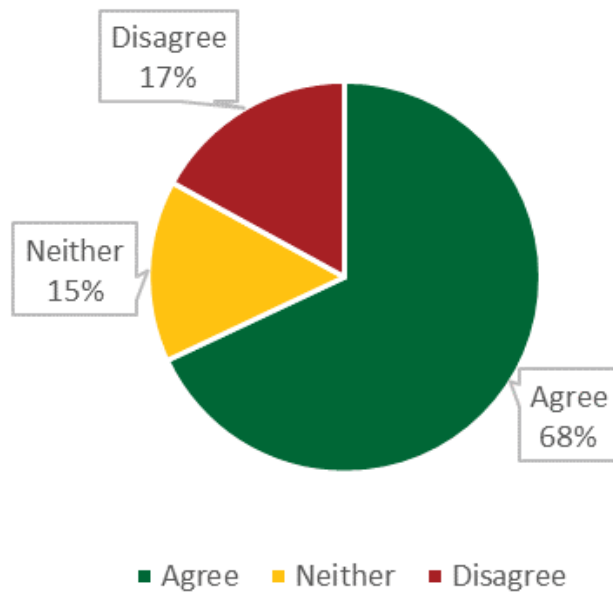
Q11. I have enough knowledge about other Community Bridges programs to comfortably refer clients.



Answered: 100

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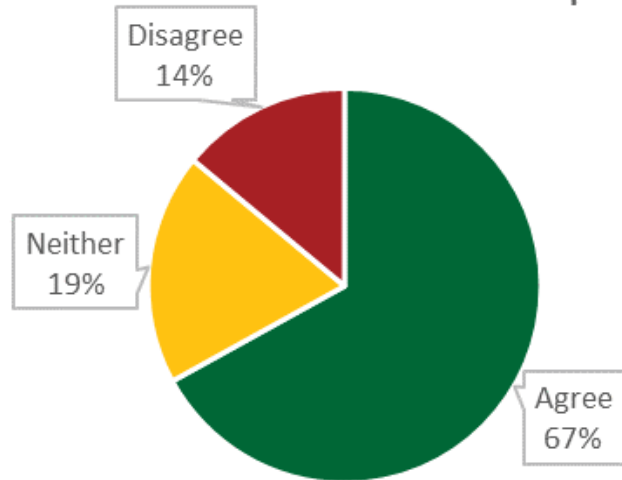
Q12. My supervisor keeps me well informed and communicates regularly.



Answered: 100

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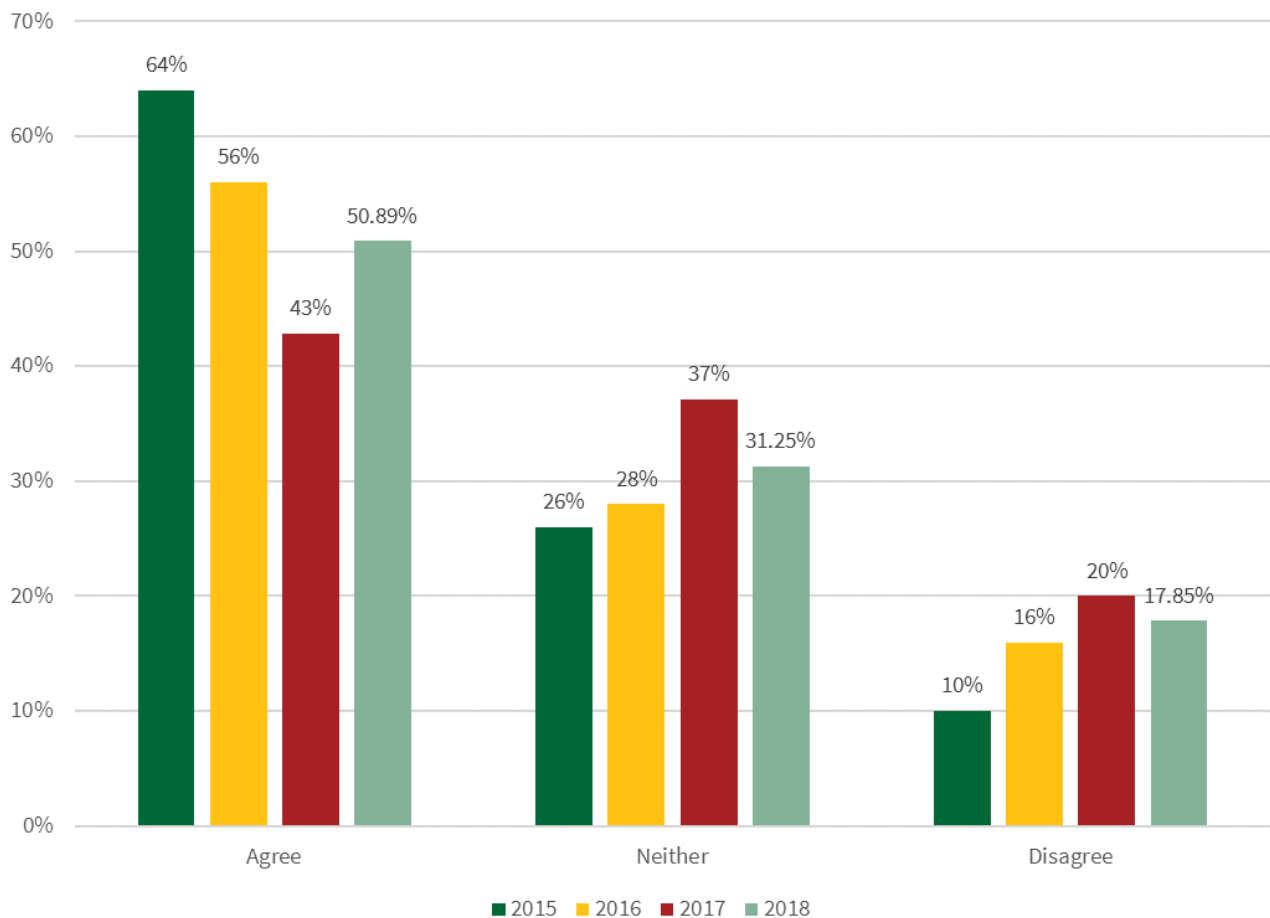
Q13. Community Bridges leadership shares relevant information with employees.



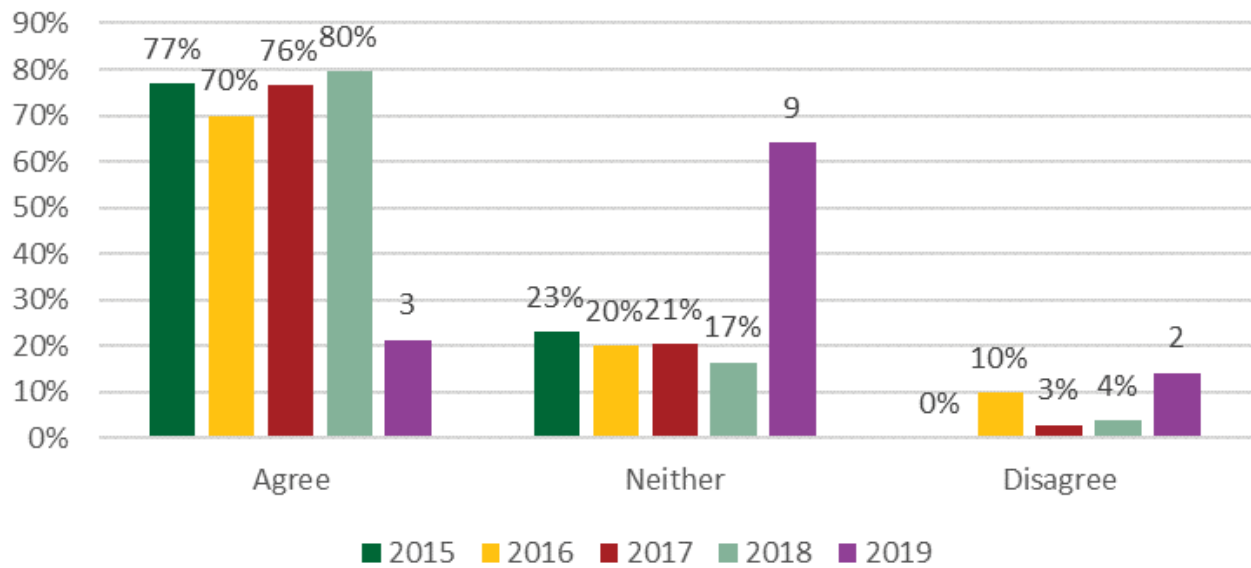
Answered: 100
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■ Agree ■ Neither ■ Disagree

Community Bridges' leadership consistently communicates decisions that affect employees.

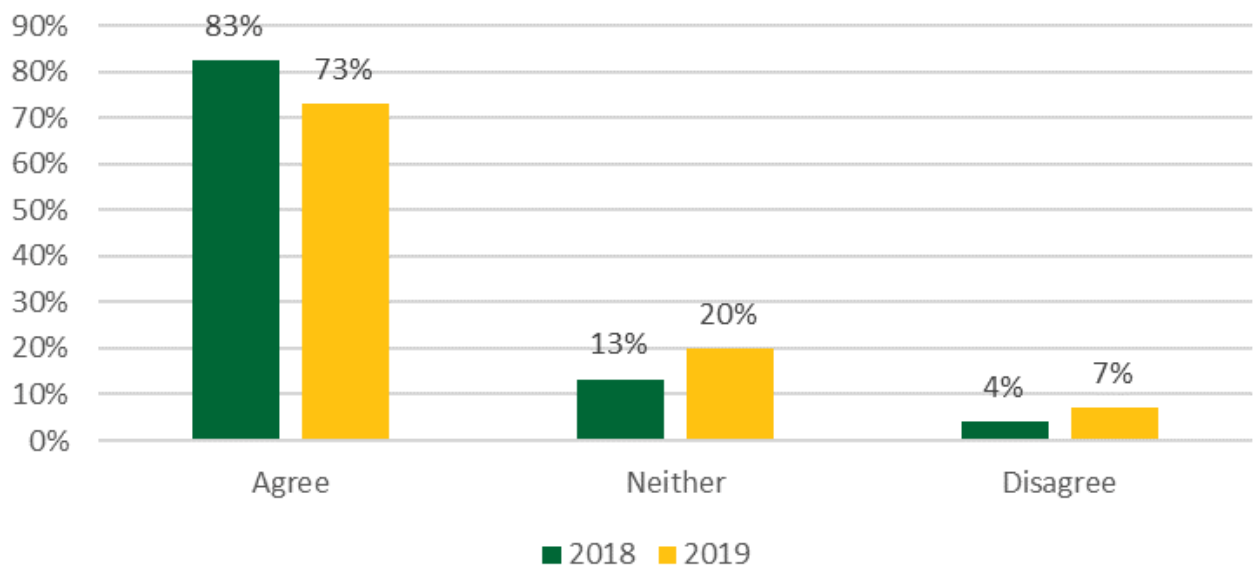


Q14. I would recommend Community Bridges as a great place to work*



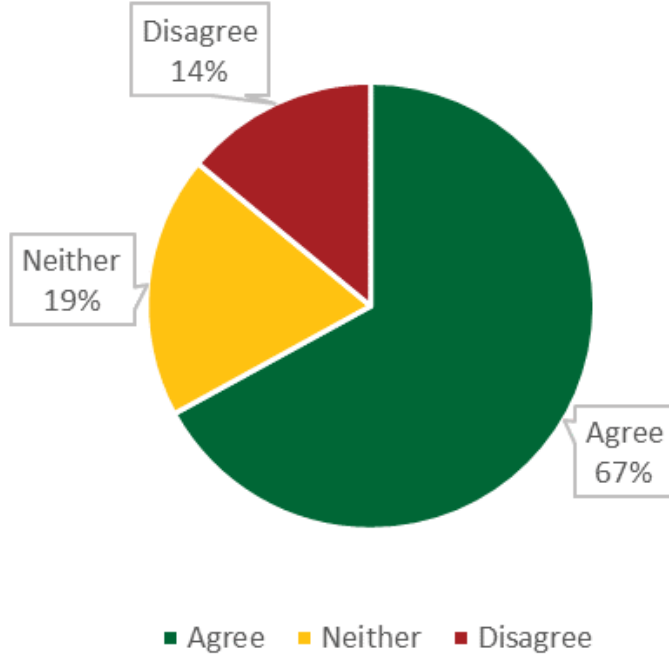
Answered: 14 In error this question was left as optional, hence the sample size is not representative and results are skewed.
 Skipped: 88

Q15. Community Bridges has a good work culture.



Answered: 100
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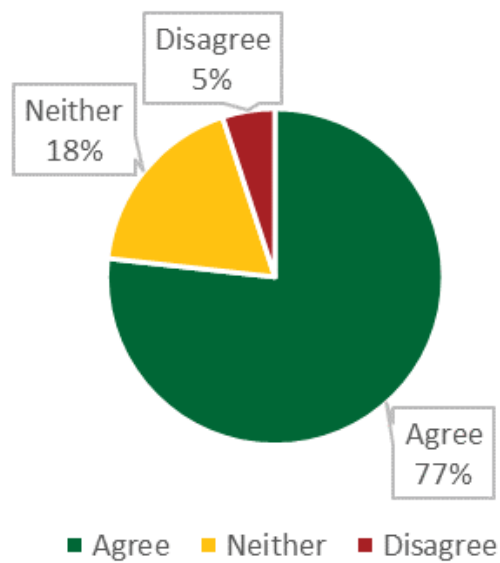
Q16. Employees are treated fairly.



Answered: 100

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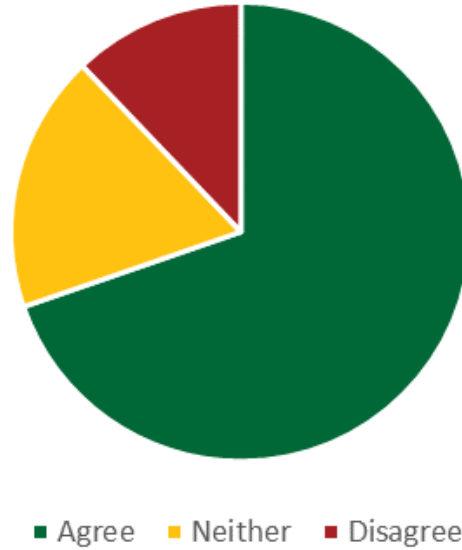
Q17. I have received or am receiving adequate training to perform my job well. Q17.



Answered: 99

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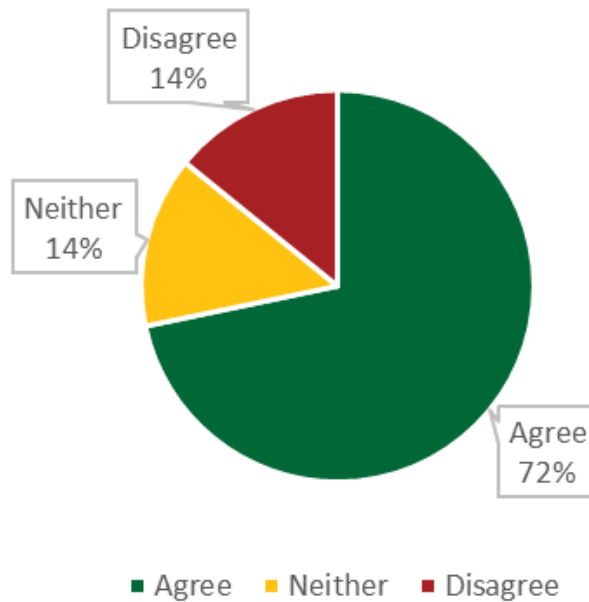
Q18. I am given opportunities to improve my skills in my organization.



Answered: 99

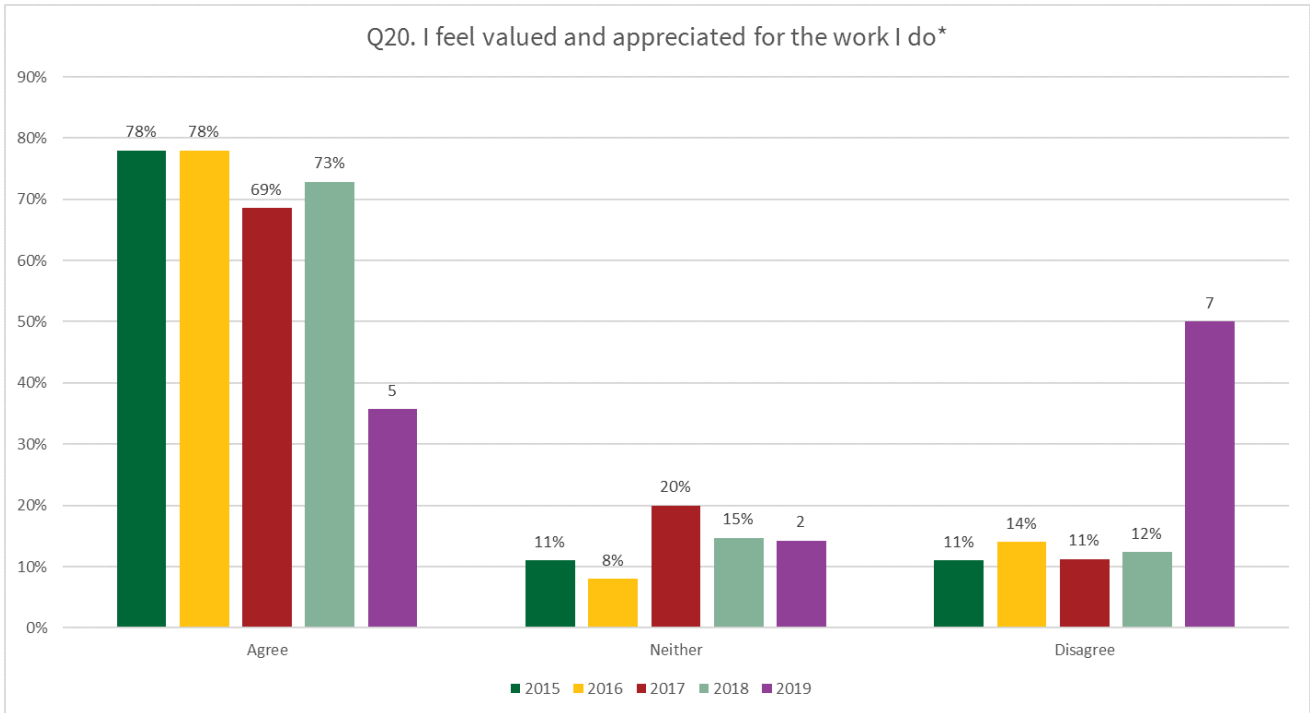
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Q19. The agency training opportunities are relevant to me.



Answered: 99

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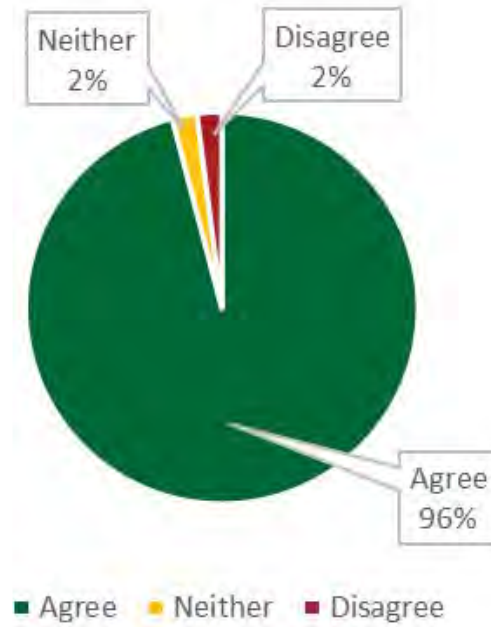


Answered: 14 In error this question was left as optional, hence the sample size is
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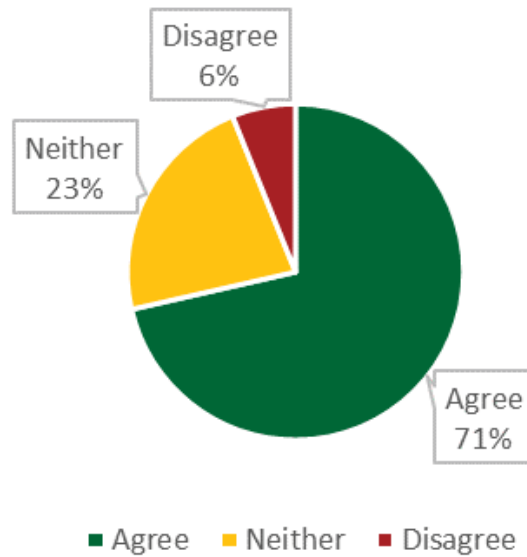
Q22. I know what is expected of me at work.



Answered: 99

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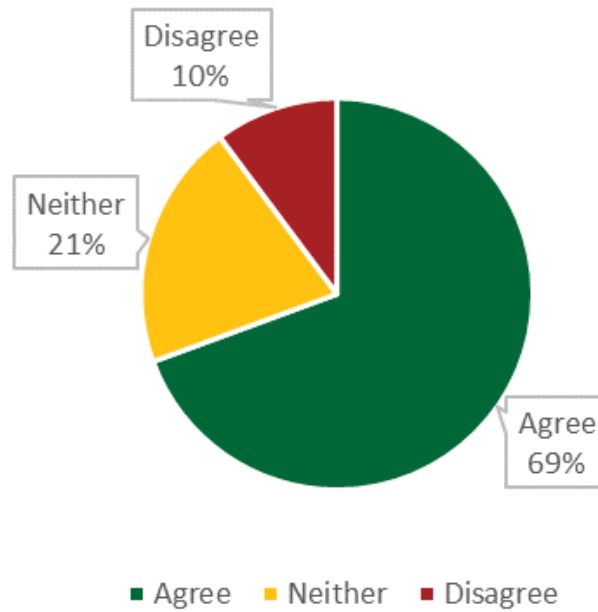
Q23. I look forward to coming to work in the morning.Q23.



Answered: 98

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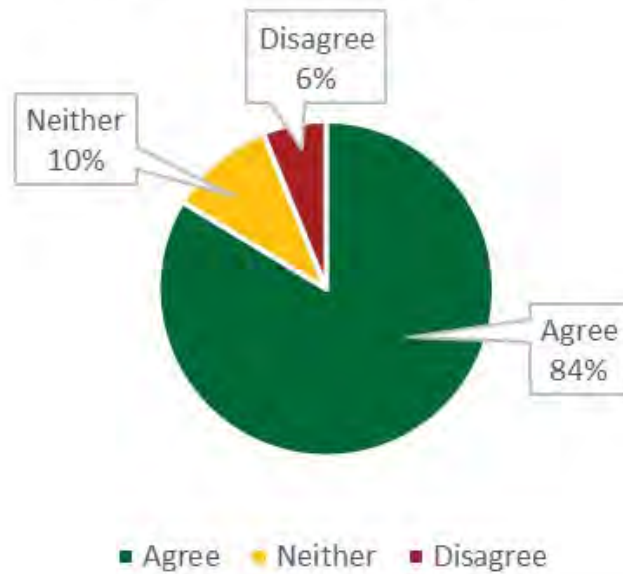
Q24. I am satisfied with my current job.



Answered: 98

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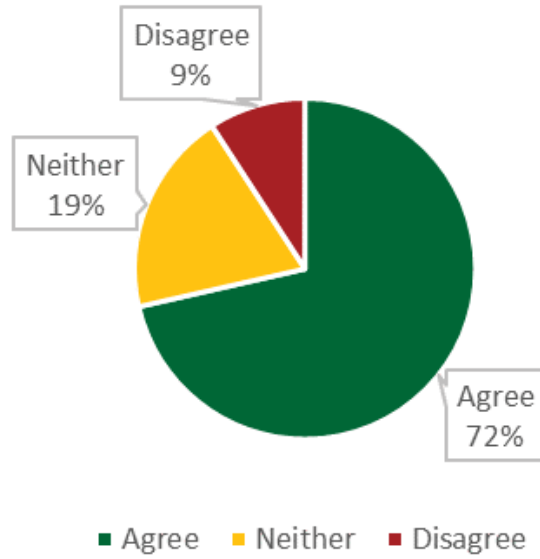
Q25. I am motivated to go above and beyond what is expected of me.



Answered: 98

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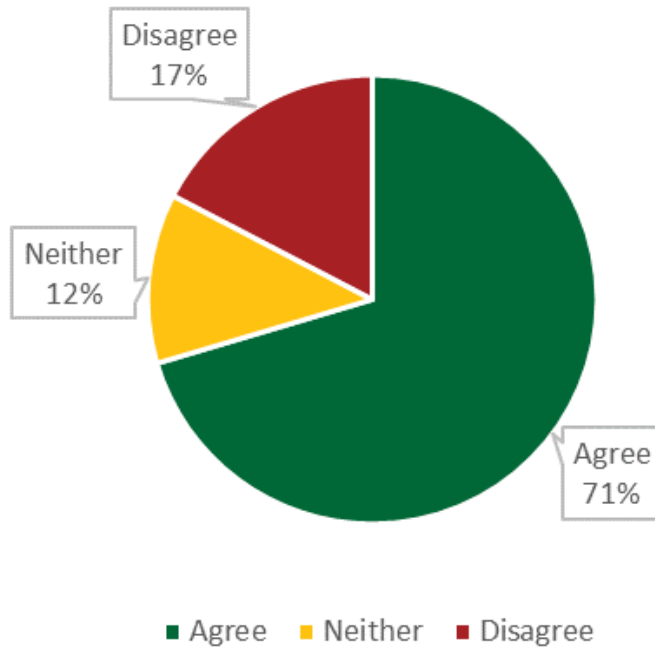
Q26. I plan to continue working at Community Bridges for the foreseeable future.



Answered: 98

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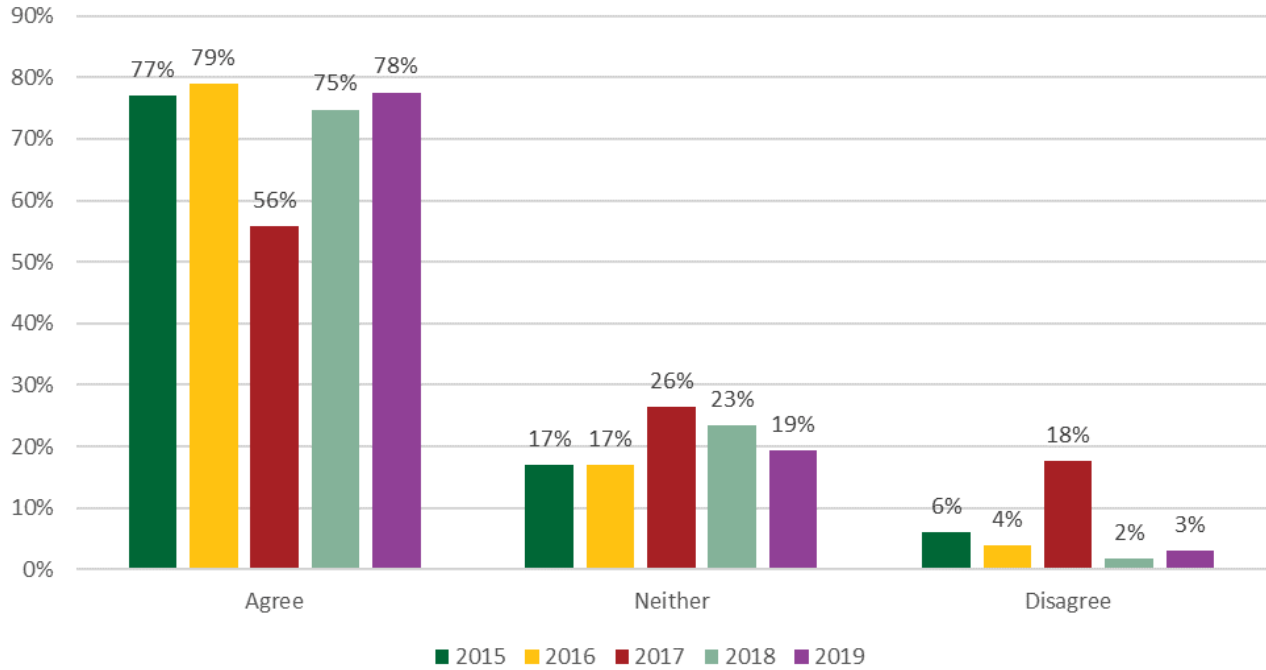
Q27. My workload is manageable.



Answered: 98

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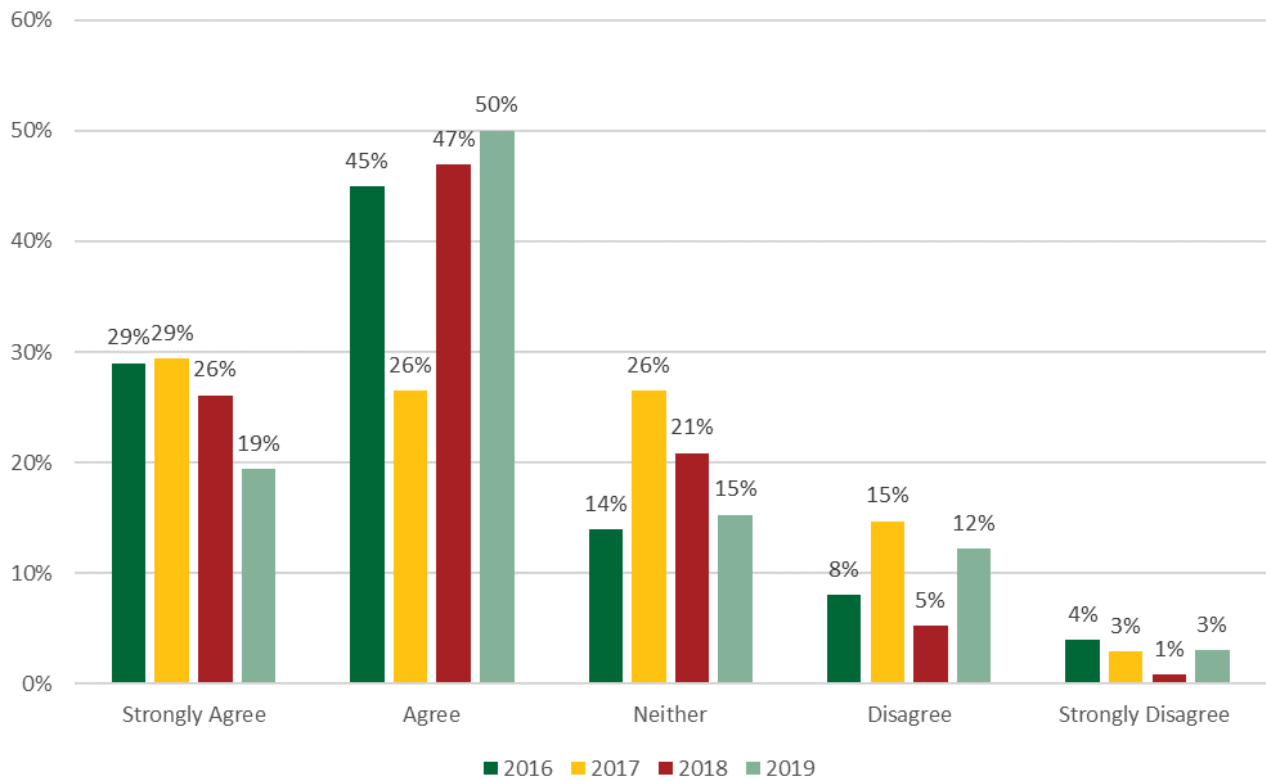
Q28. I feel that Community Bridges is heading in the right direction.



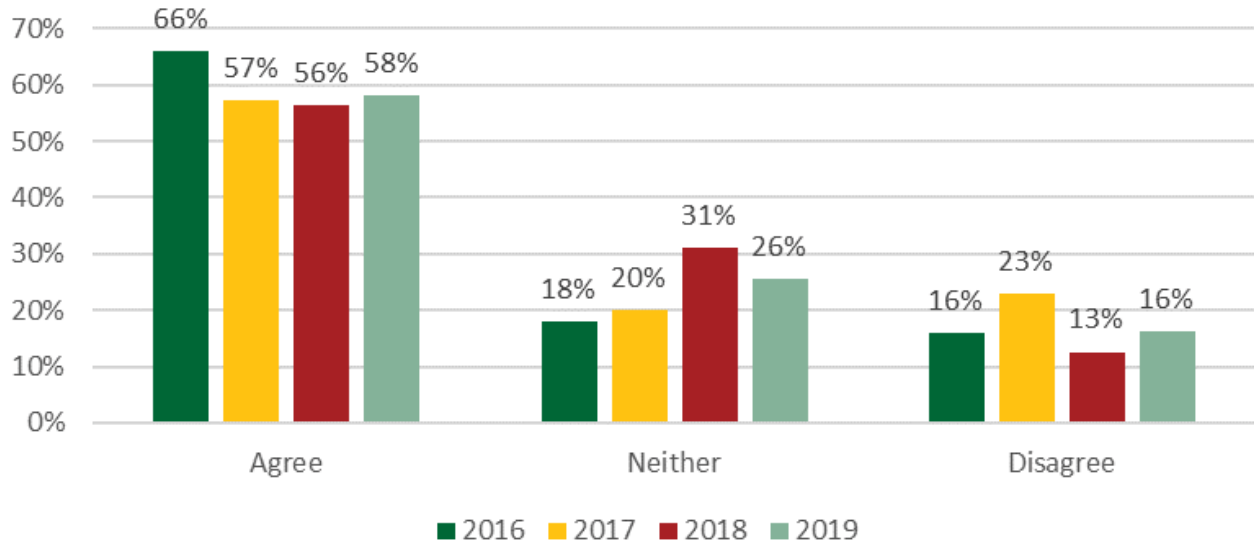
Answered: 98

Skipped 4

Q29. I am confident in my program's leadership.



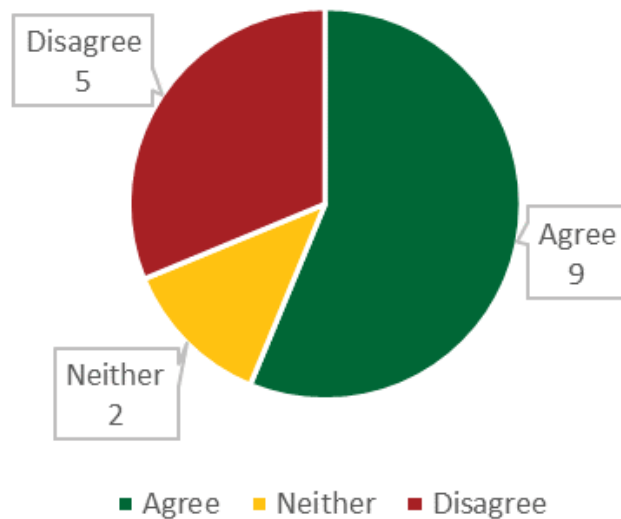
Q30. Community Bridges leadership balances organizational, participant, and employee needs when making decisions.



Answered: 98

Skipped 4

Q31. I am receiving an annual performance evaluation.

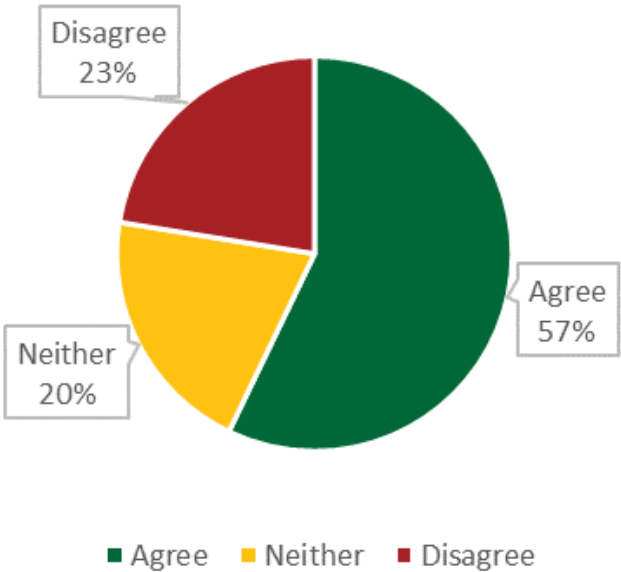


Answered: 16

Skipped: 86

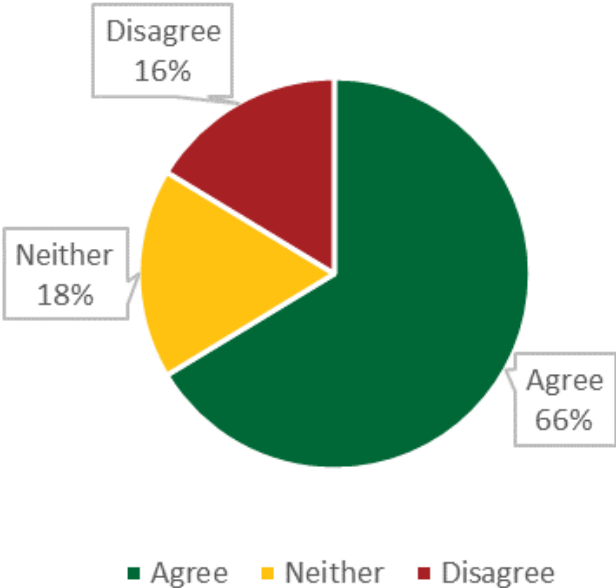
In error this question was left as optional, hence the sample size is not representative and results are skewed.

Q32. My supervisor provides ongoing and timely feedback concerning my performance.



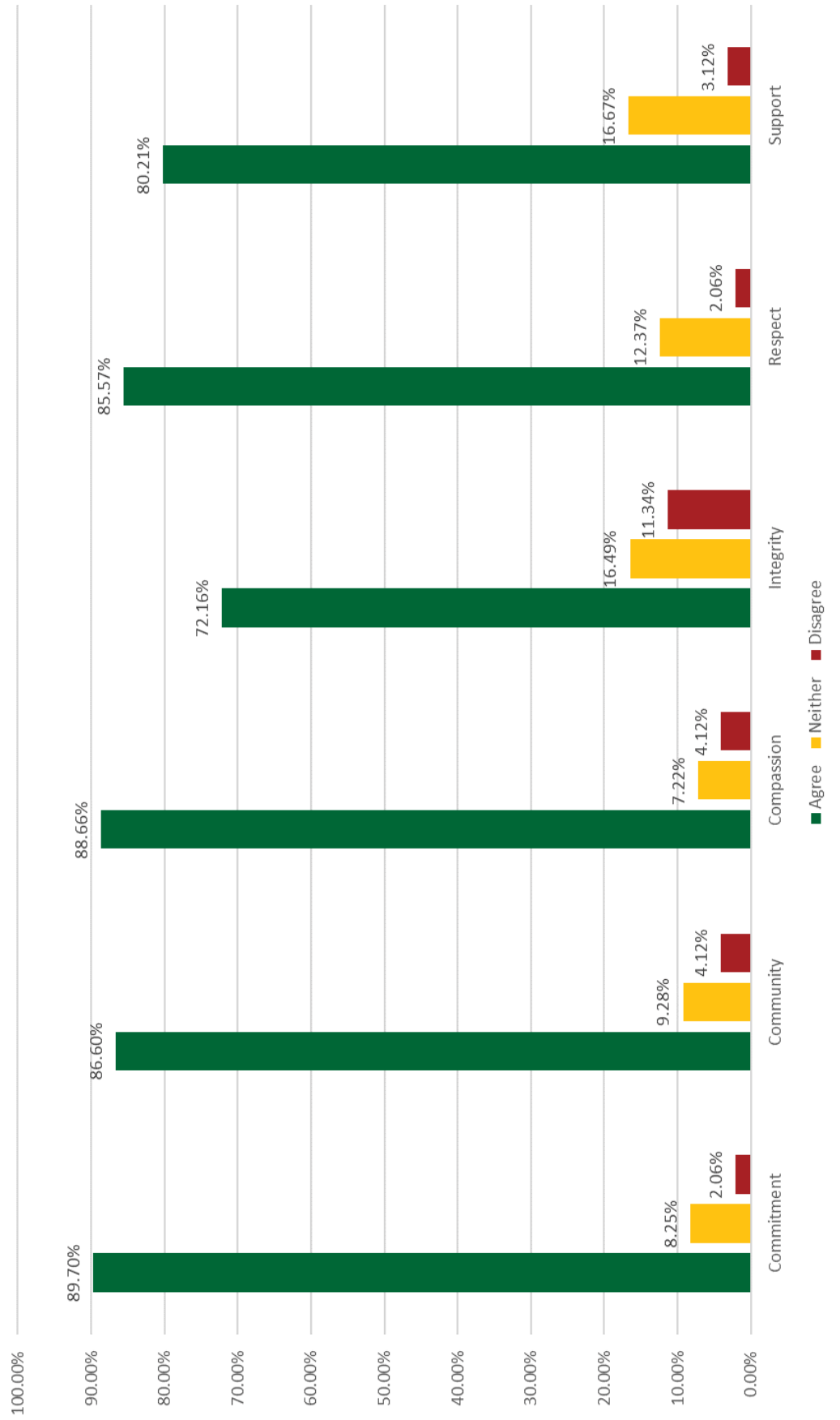
Answered: 98
Skipped 4

Q33. My supervisor acknowledges me for the positive things I do.



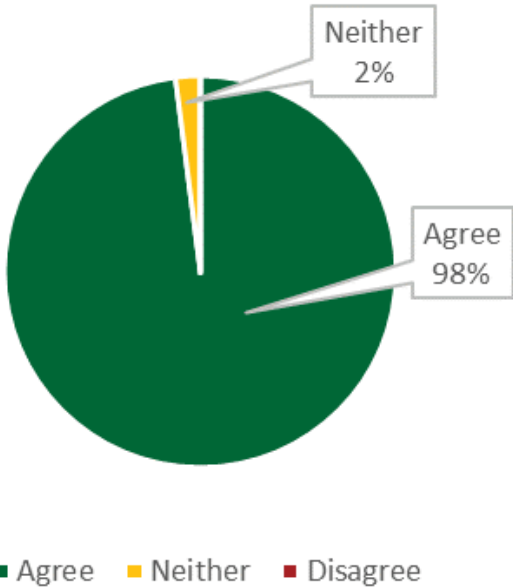
Answered: 98
Skipped 4

Q34. Rate how Community Bridges is doing in demonstrating the CB agency values.



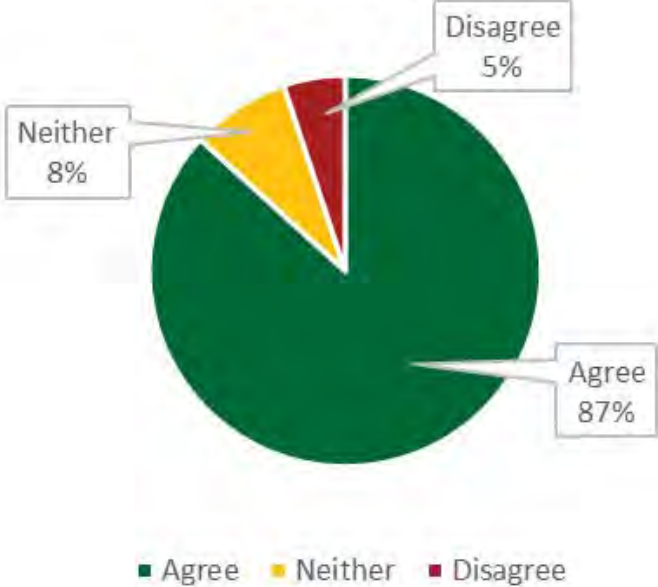
Answered: 98
Skipped 4

Q35. I feel my work is important to accomplishing the agency mission.



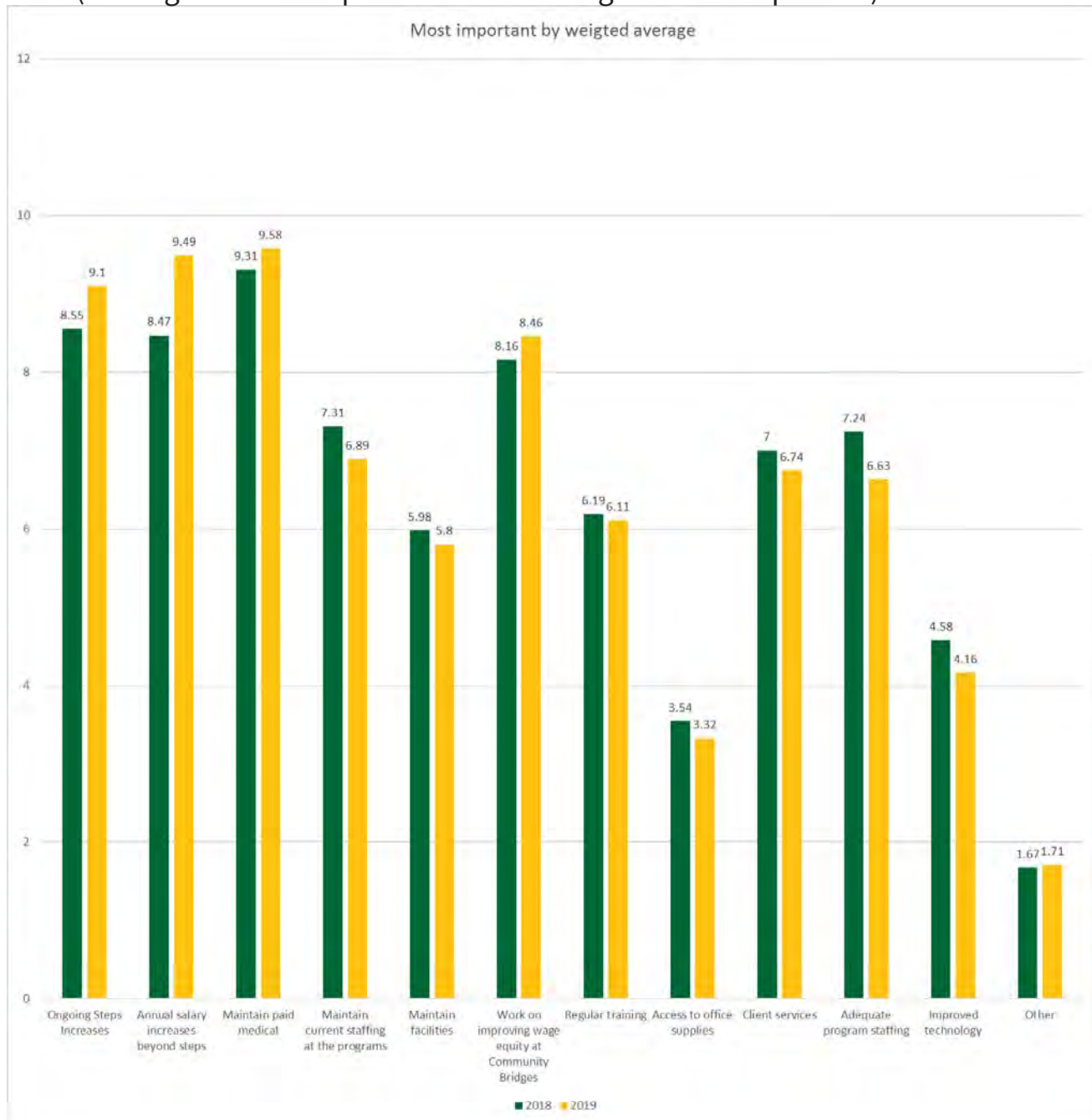
Answered: 98
Skipped 4

Q36. I am inspired to work to my fullest potential.



Answered: 98
Skipped 4

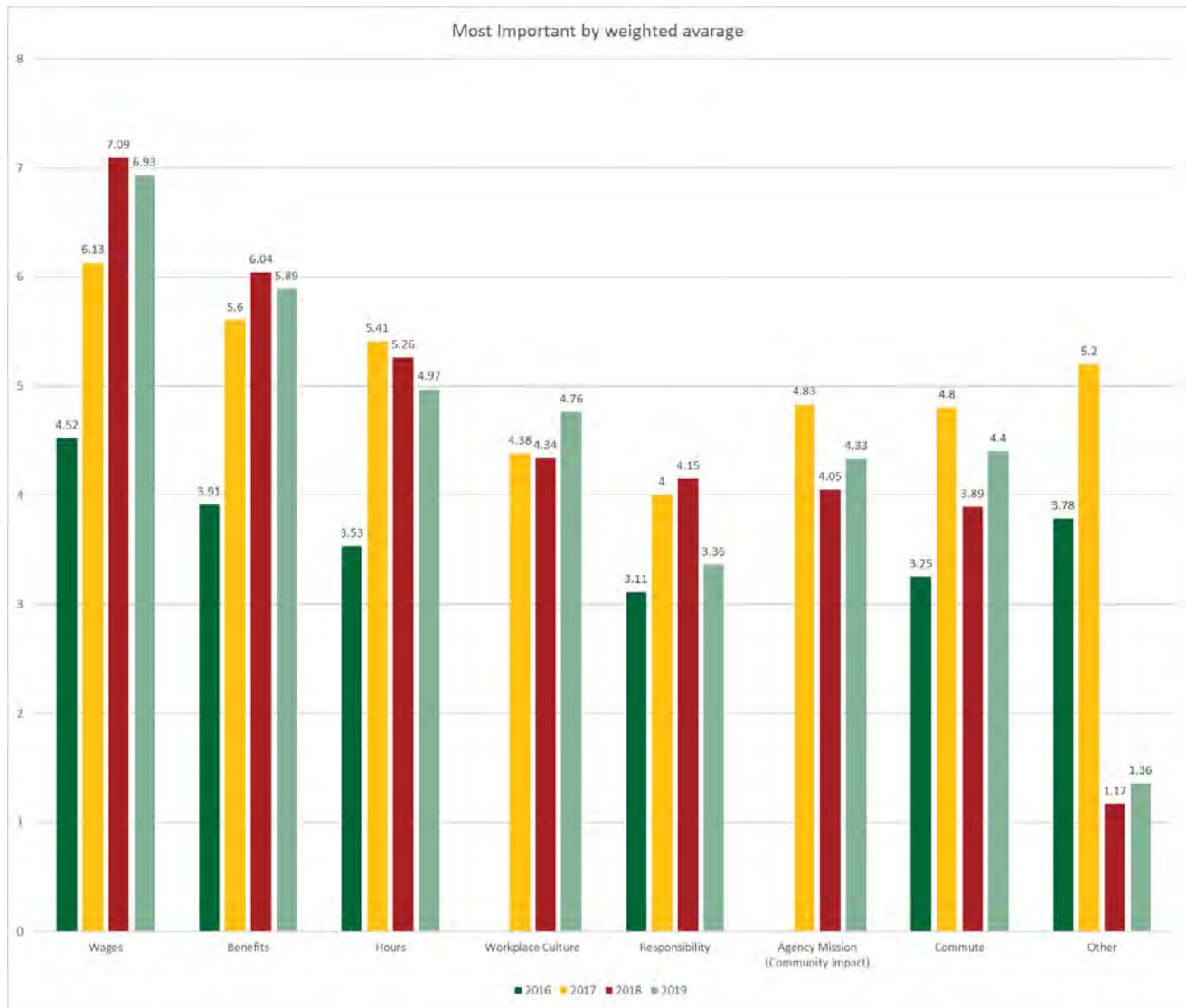
Q41. Please rate the following in your order of importance
(1 being the most important and 12 being the least important).



Answered: 91

Skipped 11

Q42. Please rate in order of importance what is most important to you in a job (1 being the most important and 8 being the least important).*



2016-2018 the question was worded differently:
Please rate in order of importance the things that might attract you to other employment opportunities (1 being the most important and 8 being the least important).

Answered: 91

Skipped 11

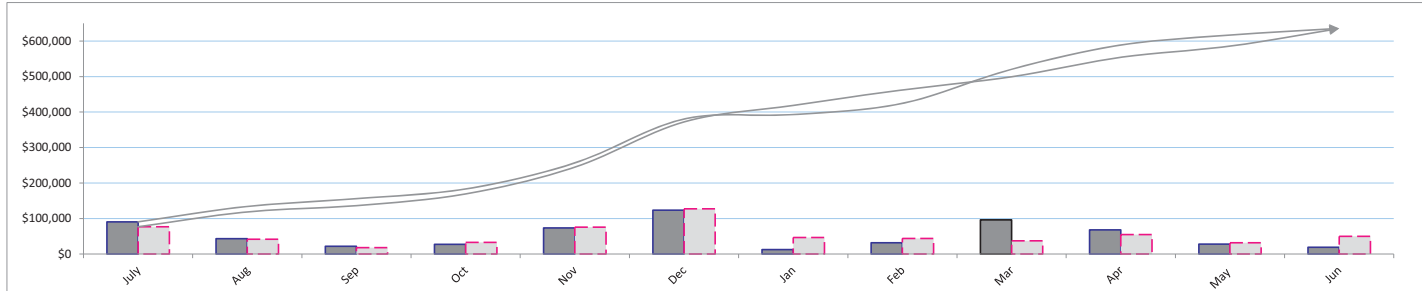
Development Progress Report

Fiscal Year 2018-19

6/30/2019 Final Report

Revenue from Individuals & Businesses: donations, auctions, sponsorships, tickets. (Excludes unfulfilled pledges.)

Total	Fiscal Year	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
	Current Year 18/19	\$90,605	\$43,432	\$21,982	\$27,294	\$73,360	\$123,678	\$12,573	\$31,486	\$96,191	\$68,200	\$28,097	\$18,814	\$635,712
	Previous Year 17/18	\$76,795	\$41,825	\$17,779	\$32,874	\$75,415	\$127,521	\$46,433	\$43,568	\$37,199	\$54,823	\$31,484	\$49,677	\$635,394
Cumulative difference 6/30/18 to 6/30/19		\$318 0.05% change												



A. Cumulative YTD Donations vs Prior Year - See Campaign & Appeal Summary

- 18/19 Cumulative Revenue \$635,712
- Prior Year Cumulative YTD \$635,394
- Excess of Prior Year YTD \$318 *0.05% Growth over prior year*

B. Cumulative YTD Donations vs Budgeted Goal - See Campaign & Appeal Summary

- 18/19 Donation Revenue YTD \$635,712
- Donation Revenue Goal \$550,464
- Excess of Budgeted Rev \$85,248 *15% Growth over annual budget*

C. Active Grant Applications vs Prior Year - See Grant Status Report

- 18/19 Grant Awards YTD \$1,803,740
- Prior Year Awarded \$1,129,192
- 18/19 New Funds \$731,166 *60% Growth over prior year*

D. Campaigns & Appeals in Progress - See Campaign & Appeal Summary

- MOW Close the Gap campaign raised \$14,000 from 50 donors (10 new.)
- FRC Postcard mailer in progress: 3,000 for each site with \$1,000 goal.
- LOCR Futsal crowdfunding campaign in progress with \$8,300 goal.

E. Upcoming Fundraiser Events - Not yet shown in Campaign & Appeals

- Farm to Fork 2019: Aug 3 at La Selva Beach Clubhouse \$40K net goal.
- Mountain Affair 2019: Reserved Oct 25 at Ristorante Casa Nostra.

Grant Status Report**Fiscal Year 2018-19 through June 30, 2019**

18/19 Grant Revenue Goal: \$1,053,074

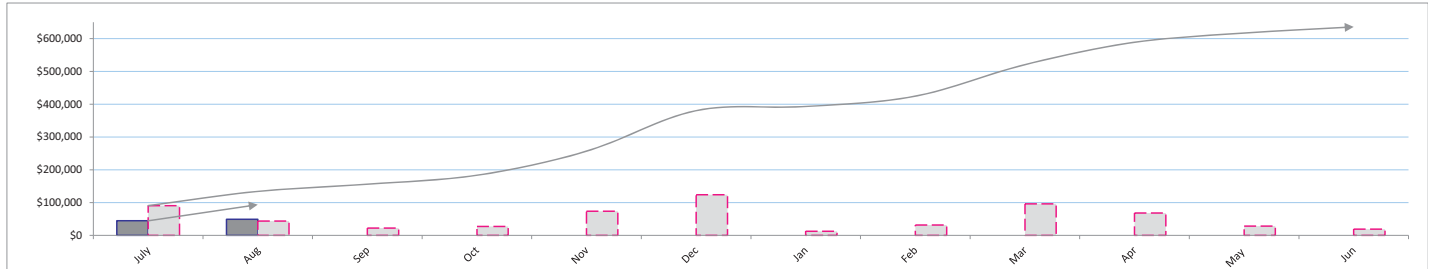
Awarded Grant Applications	FY 19/20	FY 18/19	FY 17/18
TDA Funding Claim (LL)	\$739,977	\$695,074	\$664,920
California Emergency Solutions and Housing (MCR)	\$240,478		
Alliance Planning Grant (Elderday)	\$150,000		
Sunlight Giving (CB) multi-year	\$150,000	\$150,000	\$150,000
Alliance Partners for Healthy Food Access (FRC)	\$45,000	\$45,000	
Community Foundation Santa Cruz (ELD, FRC)	\$45,000	\$45,000	\$50,000
Packard Foundation (NVCR)	\$45,000	\$45,000	\$45,000
County of Santa Cruz Probation for Youth (LORC & MCR)	\$45,000	\$45,000	\$60,000
Monterey Peninsula Foundation (Lift Line)	\$40,000	\$40,000	\$40,000
California Public Utilities Corp (FRC)	\$32,174		
United Way Youth Well-Being (LOCR)	\$30,000		
Pajaro Valley Community Health Trust (LMCR)	\$15,000		
Community Foundation Monterey advocacy (LMCR)	\$12,000		
Dignity Health Dominican Hospital (FRC)	\$12,500	\$12,500	
Community Action Board Immigration Services (FRC)	\$8,000	\$8,000	
California Department of Aging, CBAS (ELD)☒	n/a	\$98,215	
Rockefeller Foundation for Listen for Good (FRC) multi-year	tbd	\$15,000	\$30,000
Subaru Share the Love (MOW)	tbd	\$9,611	
Palo Alto Medical Foundation (MOW)	tbd	\$7,500	\$5,000
Dudley-Vehmeyer-Brown Foundation (MCR)	tbd	\$5,000	\$5,000
Nicholson Foundation (NVCR)	tbd	\$5,000	\$0
Save the Redwoods (NVRC)	tbd	\$5,000	
AT&T Foundation (MCR)	tbd	\$5,000	
Alliance Technical Assistance (ELD) one-time only	\$0		\$15,700
California Air Resources Board CARB (LL) one-time only	\$0	\$229,647	\$38,572
Total Awarded	\$1,610,129	\$1,803,740	\$1,129,192
Pending Grant Applications			
CalTrans 5310 (LL)	\$515,100		
Santa Cruz County HAP (FRC)	\$150,000		
AHEAD Financial Literacy (FRC)	\$50,000	declined	
Dignity Health Foundation (FRC)	\$60,000		
Kaiser Foundation for At Risk Youth (FRC)	\$35,000	\$15,000	\$15,000
Packard Foundation- Capacity Building (NVCR)	\$12,500		
Newman's Own (MOW)	\$10,000	\$10,000	\$10,000
California Census Office 2020 (FRC)	TBD		
California Emerging Technology Fund (FRC)	TBD		
Total In Process	\$2,552,403	incl above	incl above
Declined Grant Applications			
Adult Probation Mental Health (MCR & LOCR)		\$198,331	
Alliance Meal Delivery Pilot (MOW)		\$114,862	
Kendal Charitable Funds (ELD)	\$50,000		
United Way Women in Philanthropy (NVCR)	\$10,000		
US Soccer Foundation (LOCR)	\$30,000		
Total Declined	\$90,000	incl above	incl above

**Development Progress Report
Fiscal Year 2019-20**

August 31, 2019

Individuals & Businesses: donations, auctions, sponsorships, tickets. (Excludes unfulfilled pledges.)

Total	Fiscal Year	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
	Current Year 19/20		\$44,354	\$49,211										
Previous Year 18/19		\$90,605	\$43,432	\$21,982	\$27,294	\$73,360	\$123,678	\$12,573	\$31,486	\$96,191	\$68,200	\$28,097	\$18,814	\$635,712
Cumulative difference 8/31/18 to 8/31/19						-\$40,472	-30.2%	change						



A. Cumulative YTD Donations vs Prior Year - See Campaign & Appeal Summary

- 19/20 Cumulative \$93,565
- Prior Cumulative YTD \$134,037
- Change vs. Prior YTD -\$40,472 -30% *Growth over prior year*

B. Cumulative YTD Donations vs Budgeted Goal - See Campaign & Appeal Summary

- 19/20 Donations YTD \$93,565
- % of Goal to Date \$91,214 16.7% *Portion of year lapsed*
- Variance to % of Year \$2,350 0.4% *Excess of goal to date*

C. Active Grant Applications vs Prior Year - See Grant Status Report

- 19/20 Grant Awards \$1,900,438
- Prior Year Awarded \$1,803,740
- 19/20 New Funds \$754,961 5% *Growth over prior year*

D. Current Campaigns & Appeals - See Campaign & Appeal Summary

- Farm to Fork 2019: Met \$40K net goal. Gross increase of \$7K, net \$2,300.
- FRC Postcard mailer in progress: 3,000 mailed for each site with \$1K goal.

E. Upcoming Events & Appeals - Not yet shown in Campaign & Appeals

- Mountain Affair 2019: Reserved Oct 25 at Ristorante Casa Nostra.
- CB Calendar (11/15), MOW Mailing (11/15), Giving Tuesday (12/3)

Grant Status Report
Fiscal Year 2019-20
Through Aug 31, 2019

Awarded Grant Applications	FY 19/20	FY 18/19	FY 17/18
TDA Funding Claim (LL)	\$739,977	\$695,074	\$664,920
Low Carbon Transit Operations Program LCTOP (LL)	\$275,309		
California Emergency Solutions and Housing (MCR)	\$240,478		
Alliance Planning Grant (Elderday)	\$150,000		
Sunlight Giving (CB) multi-year	\$150,000	\$150,000	\$150,000
Alliance Partners for Healthy Food Access (FRC)	\$45,000	\$45,000	
Community Foundation Santa Cruz (ELD, FRC)	\$45,000	\$45,000	\$50,000
Packard Foundation (NVCR)	\$45,000	\$45,000	\$45,000
County of Santa Cruz Probation for Youth (LORC & MCR)	\$45,000	\$45,000	\$60,000
Monterey Peninsula Foundation (Lift Line)	\$40,000	\$40,000	\$40,000
California Public Utilities Corp (FRC)	\$32,174		
United Way Youth Well-Being (LOCR)	\$30,000		
Pajaro Valley Community Health Trust (LMCR)	\$15,000		
Kaiser Foundation for At Risk Youth (FRC)	\$15,000	\$15,000	\$15,000
Community Foundation Monterey advocacy (LMCR)	\$12,000		
Dignity Health Dominican Hospital (FRC)	\$12,500	\$12,500	
Community Action Board Immigration Services (FRC)	\$8,000	\$8,000	
California Department of Aging, CBAS (ELD) ☒	n/a	\$98,215	
Rockefeller Foundation for Listen for Good (FRC) multi-year	n/a	\$15,000	\$30,000
Subaru Share the Love (MOW)	tbd	\$9,611	
Palo Alto Medical Foundation (MOW)	tbd	\$7,500	\$5,000
Dudley-Vehmeyer-Brown Foundation (MCR)	tbd	\$5,000	\$5,000
Nicholson Foundation (NVCR)	tbd	\$5,000	\$0
Save the Redwoods (NVRC)	tbd	\$5,000	
AT&T Foundation (MCR)	tbd	\$5,000	
Alliance Technical Assistance (ELD) one-time only	n/a		\$15,700
California Air Resources Board CARB (LL) one-time only	n/a	\$229,647	\$38,572
Total Awarded	\$1,900,438	\$1,803,740	\$1,129,192
Pending Grant Applications			
CalTrans 5310 (LL)	\$515,100		
Santa Cruz County HAP (FRC)	\$150,000		
Dignity Health Foundation (FRC)	\$60,000		
Packard Foundation Capacity Building (NVCR)	\$12,500		
Newman's Own (MOW)	\$10,000	\$10,000	\$10,000
CaleProcure Census Funding (FRC)	TBD		
CFSCC Ventura County Census (FRC)	TBD		
California Emerging Technology Fund (FRC)	TBD		
Total In Process	\$747,600	incl above	incl above
Declined Grant Applications			
Adult Probation Mental Health (MCR & LOCR)		\$198,331	
Alliance Meal Delivery Pilot (MOW)		\$114,862	
AHEAD Financial Literacy (FRC)	\$50,000	declined	
Kendal Charitable Funds (ELD)	\$50,000		
US Soccer Foundation (LOCR)	\$30,000		
United Way Women in Philanthropy (NVCR)	\$10,000		
Total Declined	\$140,000	incl above	incl above

Campaign & Appeal Summary
Donations, Sponsorships, Events Revenue
FY 2019-20 Progress Report – Aug 31, 2019

Programs	19/20 Goal	19/20 YTD	19/20 Goal %	18/19 Final
CB General Funds	\$140,700	\$53,894	38%	\$135,032
Child and Adult Care FP	\$3,250	\$1,130	35%	\$3,732
Child Development Dept	\$4,670	\$3,512	75%	\$6,332
Elderday	\$6,250	\$1,338	21%	\$7,240
La Manzana	\$2,670	\$1,257	47%	\$9,000
Lift Line	\$12,600	\$2,659	21%	\$6,757
Live Oak	\$32,050	\$1,805	6%	\$56,970
Mountain Community	\$67,200	\$2,995	4%	\$75,417
Meals on Wheels	\$262,700	\$22,512	9%	\$315,596
Nueva Vista	\$11,500	\$1,170	10%	\$15,973
WIC	\$2,200	\$1,294	59%	\$3,664
TOTAL	\$545,790	\$93,565	17%	\$635,712

2019-20 Appeal Results & 2018-19 Comparison

Appeals/Campaigns	YTD 19/20 To Date	YTD 18/19 To Date	19/20 \$ change	19/20 % change
Annual Report, current year	\$3,925	\$3,250	\$675	21%
Donates Monthly	\$2,278	\$1,793	\$485	27%
Farm to Fork Gala	\$72,580	\$62,317	\$10,263	16%
Founding 100	\$200	\$200	\$0	0%
General Unsolicited	\$5,675	\$43,719	(\$38,044)	-87%
Honor/Memorial	\$245	\$410	(\$165)	-40%
LOCR Crowdfunding	\$705	\$10,520	(\$9,815)	100%
MCR Mountain Affair	\$0	\$1,350	(\$1,350)	-100%
MOW mailer welcome packet	\$1,650	\$1,435	\$215	15%
MOW meal contribution donation	\$1,127	\$1,018	\$109	11%
MOW Spring Mailer	\$2,315	\$4,162	(\$1,847)	-44%
Online donation/Internet search	\$374	\$624	(\$250)	-40%
Outside Fundraisers	\$1,394	\$1,912	(\$518)	-27%
Payroll Deduction - Employee	\$324	\$324	\$0	0%
Payroll Funds - non-CB	\$137	\$353	(\$216)	-61%
Program Donation Box	\$638	\$651	(\$13)	-2%
Total	\$93,565	\$134,037	-\$40,472	-30%
Board contributions (incl above)	\$6,195	\$3,164	\$3,031	49%
Board solicitations (incl above)	\$20,905	\$9,740	\$11,165	53%

Campaign & Appeal Summary
Donations, Sponsorships, Events Revenue
FY 2018-2019 Progress Report – June 30, 2019

Programs	18/19 Goal	18/19 YTD	18/19 Goal %	17/18 Final
CB General Funds	\$124,606	\$135,032	108%	\$136,748
Child and Adult Care FP	\$3,066	\$3,732	122%	\$3,684
Child Development Dept	\$6,192	\$6,332	102%	\$6,491
Elderday	\$9,451	\$7,240	77%	\$9,765
La Manzana CR	\$2,049	\$9,000	439%	\$1,435
Lift Line	\$16,010	\$6,757	42%	\$18,351
Live Oak CR	\$27,914	\$56,970	204%	\$29,091
Mountain Community	\$62,459	\$75,417	121%	\$68,186
Meals on Wheels	\$285,098	\$315,596	111%	\$346,729
Nueva Vista CR	\$12,447	\$15,973	128%	\$13,307
WIC	\$1,172	\$3,664	313%	\$1,607
TOTAL	\$550,464	\$635,712	115%	\$635,394

2018-19 Appeal Results & 2017-18 Comparison

Appeals/Campaigns	YTD 18/19 To Date	YTD 17/18 To Date	18/19 \$ change	18/19 % change
Annual Report, current year	\$7,100	\$1,705	\$5,395	316%
Annual Report, prior year	\$4,200	\$6,595	(\$2,395)	-36%
Bequests	\$15,635	\$5,350	\$10,285	0%
CACFP Flowergrams	\$703	\$573	\$130	100%
Calendar appeal	\$37,092	\$33,747	\$3,345	10%
Calendar Sponsor	\$3,500	\$6,500	(\$3,000)	-46%
Donates Monthly	\$13,226	\$10,805	\$2,421	22%
Farm to Fork Gala	\$62,667	\$60,159	\$2,508	4%
Founding 100	\$1,150	\$1,293	(\$143)	-11%
General Unsolicited	\$134,163	\$142,377	(\$8,214)	-6%
Giving Tuesday	\$23,385	\$16,225	\$7,160	44%
Honor/Memorial	\$3,890	\$2,160	\$1,730	80%
LL Van Sponsorship	\$2,760	\$12,010	(\$9,250)	-77%
LOCR Tutoring	\$10,520	n/a	\$10,520	100%
MCR Mountain Affair	\$23,792	\$23,618	\$174	1%
MCR Phone-a-thon	\$18,664	\$20,712	(\$2,048)	-10%
MOW Coin Drive	\$4,118	\$3,439	\$679	20%
MOW Close the Gap appeal	\$14,036	n/a	\$14,036	100%
MOW Food from the Heart	\$56,321	\$61,575	(\$5,254)	-9%
MOW mailer welcome packet	\$8,982	\$8,176	\$806	10%
MOW meal contribution donation	\$6,854	\$5,406	\$1,448	27%
MOW Spring Mailer	\$47,528	\$45,908	\$1,620	4%
MOW Fall Mailer	\$88,676	\$102,918	(\$14,242)	-14%
NVCR Fall Mailer	\$1,957	\$2,508	(\$551)	-22%
Online donation/Internet search	\$17,671	\$10,267	\$7,404	72%
Outside Fundraisers	\$17,881	\$35,457	(\$17,576)	-50%
Payroll Deduction - Employee	\$7,698	\$3,884	\$3,814	98%
Payroll Funds - non-CB	\$750	\$9,848	(\$9,098)	-92%
Program Donation Box	\$793	\$2,179	(\$1,386)	-64%
Total	\$635,712	\$635,394	\$318	0%
Board contributions (incl above)	\$9,024	\$4,835	\$4,189	46%
Board solicitations (incl above)	\$10,665	\$10,830	-\$165	-2%

Farm to Fork Revenues & Expenses

Event Revenue

Activity	Description	2019	2018	2017	2016
Ticket sales	\$125/ticket or \$1,200 for VIP table of 8	\$13,775	\$13,400	\$15,575	\$19,975
Sponsorships	Sponsorship levels of \$1,000-\$5,000	\$21,500	\$21,500	\$13,500	\$8,000
Live Auction	12-14 items valued \$200-2,000	\$10,300	\$7,100	\$10,500	\$13,600
Fund-a-need auction	50-80 pledges of \$50 to \$1,000	\$20,950	\$15,402	\$18,725	\$12,550
Table donation cards	Donations other than Fund-a Need	\$325	\$565	\$660	\$575
Silent/Raffle/Trivia	Revenues generated during reception	\$140	\$400	\$625	\$453
Flower bouquets	40 bouquets available for \$20	\$410	\$200	\$220	\$0
Alcohol donations	\$5 suggested donation	\$575	\$475	\$1,024	\$1,247
Pre/Post Event donations	From donors who did not attend	\$2,850	\$5,000	\$2,280	\$750
Unrealized pledges	Auction bids, tickets & pledges	(\$200)	(\$580)	(\$1,750)	(\$1,350)
Total		\$70,625	\$63,462	\$61,359	\$55,800

Event Budget

Item	Description	2019	2018	2017	2016
Rented Equipment	lights, tent, heaters, tables, chairs	\$2,184	\$7,332	\$3,975	\$4,109
Purchased Supplies	dishes, linens, utensils	\$2,053	\$518	\$874	\$7,220
Venue	park, hall, electrical	\$1,350	\$1,650	\$1,650	\$1,600
Licenses	two ABC alcohol licenses	\$0	\$100	\$100	\$100
Staffing	servers, bartenders, auctioneer, etc	\$2,415	\$2,170	\$1,661	\$2,775
Auction	auctions add-ons (cash purse, etc)	\$910	\$364	\$494	\$342
Promotion	posters, banners, ads, photos	\$883	\$1,013	\$729	\$742
Video & Photo	promotional video for CB use	\$6,300	\$375	\$6,375	\$3,000
Printing	invitations, programs, postage	\$2,146	\$2,100	\$3,423	\$2,819
Food/Dessert	chef, food, coffee, dessert	\$10,646	\$8,552	\$11,168	\$7,781
Refreshments	meeting expenses, meals, lodging	\$200	\$456	\$416	\$989
Total		\$29,087	\$24,630	\$30,864	\$31,477

Purchases	Reusable event hosting inventory	(\$848)	(\$98)	(\$675)	(\$5,825)
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Net Revenue		\$41,538	\$38,832	\$30,495	\$24,323
Allocated to Programs		-\$23,950	-\$15,402	-\$18,980	-\$13,900
Net Unrestricted Revenue		\$17,588	\$23,430	\$11,515	\$10,423
Expenses to Revenue	Net Profit Ratio	59%	61%	50%	44%

Event Sponsors

Sponsorships	2019	2018	2017	2016	
Sutter Maternity	\$5,000	\$5,000			
Driscoll's	\$5,000	\$2,500	\$2,000		
CalGiant Berry	\$2,500	\$2,500	\$2,000	\$2,000	
System Studies	\$2,500	\$2,500	\$2,000	\$2,000	
Aegis		\$2,500			
Granite	\$1,500	\$1,500	\$1,500		
LPL Financial		\$1,000	\$1,000	\$1,000	
Langlois		\$1,000	\$1,000		
Mazry	\$1,000	\$1,000	\$1,000		
Bontadelli	\$1,000	\$1,000			
New Leaf	\$1,000				
Nordic Naturals	\$0	\$1,000			
SC County Bank	\$0		\$2,000	\$2,000	
SC Community Credit Union	\$1,000		\$1,000		
Bay Federal	\$0			\$1,000	
Alese Greene	\$1,000				
Sponsorship Total		\$21,500	\$21,500	\$13,500	\$8,000

COMMUNITY BRIDGES 19/20

AGENCY BUDGET 19/20 - BOD

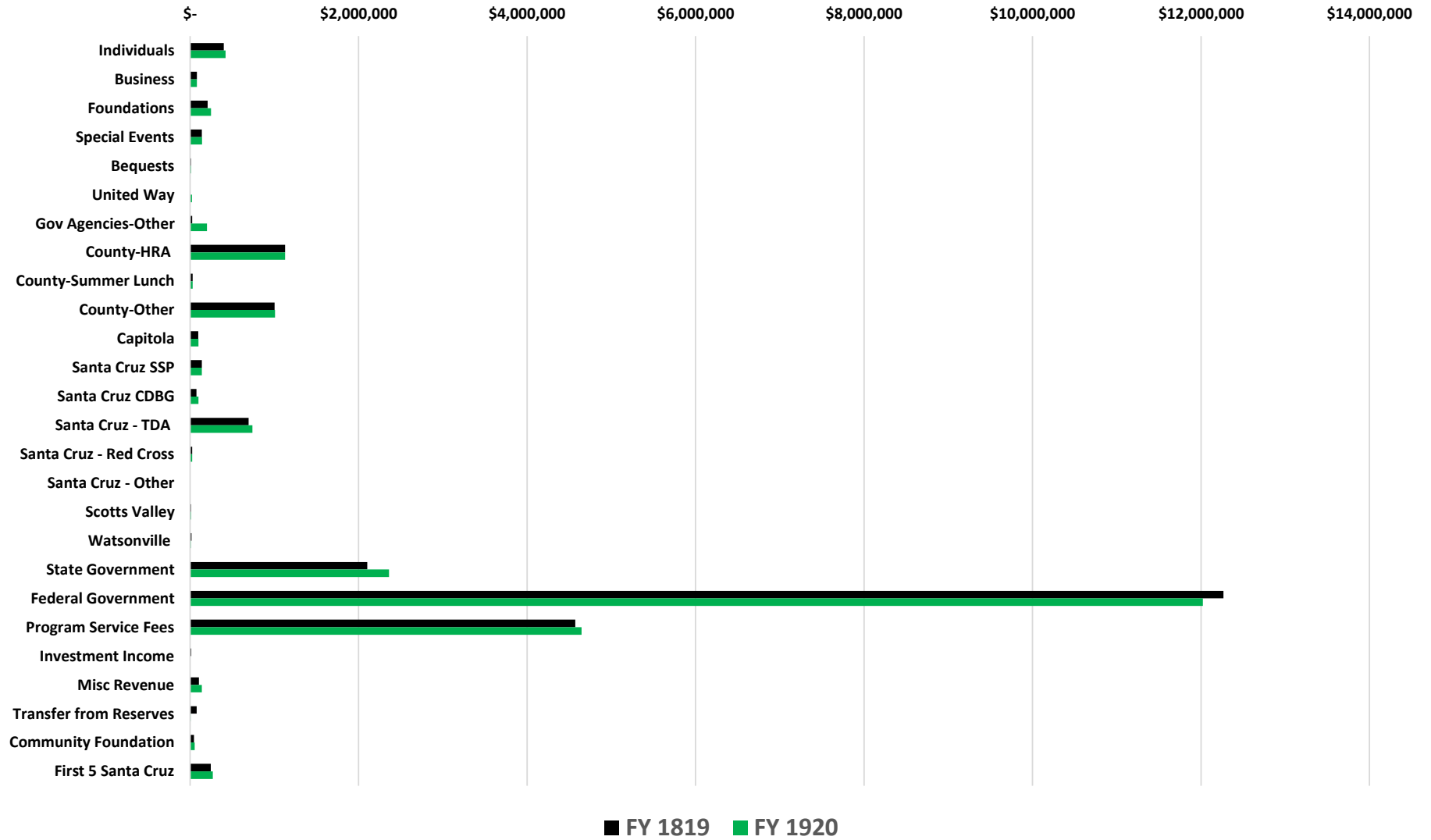
	ADMIN	DEV.	CACFP	LOCR	WIC	LMCR	LL	MOW	MCR	NVCR	CDD	ELD	Budget Total 19/20	Budget FY 18/19	% Change
REVENUE:															
4001 Contributions from Individuals		74,700	4,433	29,500	2,200	2,670	2,100	262,842	21,200	9,500	6,078	4,750	419,973	398,668	5.34%
4002 Contributions from Business		20,000		1,500			2,000	50,000	3,000	2,000	250	1,500	80,250	79,750	0.63%
4003 Contributions from Other Fdns	15,000	45,000	8,000	6,625		45,625	40,000		11,625	56,625	15,000	5,000	248,500	208,000	19.47%
4200 Special Events		46,000						53,000	42,000				141,000	137,990	2.18%
4300 Legacies & Bequests								10,206	1,205				11,411	11,197	1.91%
4700 United Way Allocations				21,500									21,500	0	
5000 Gov Agencies-Other				11,250		11,250			11,250	11,250		155,000	200,000	23,840	738.93%
5501 County of SC-HRA			15,000	60,000		163,000	15,000	415,000	154,000	15,000	145,000	145,000	1,127,000	1,127,000	0.00%
5501 County of SC-Summer Lunch						28,711							28,711	28,711	0.00%
5501 County of Santa Cruz-Other				50,090			833,490		34,250		90,000		1,007,830	1,003,577	0.42%
5502 City of Capitola				5,346			30,600	61,724			944		98,614	97,599	1.04%
5503 City of Santa Cruz SSP								12,000		53,000	73,000		138,000	138,000	0.00%
5503 City of Santa Cruz CDBG										100,000			100,000	75,000	33.33%
5503 City of Santa Cruz - TDA							739,977						739,977	695,074	6.46%
5503 City of Santa Cruz - Red Cross										25,000			25,000	25,000	0.00%
5504 City of Scotts Valley							3,316	6,509	892				10,717	10,367	3.38%
5505 City of Watsonville							3,500	5,000					8,500	16,500	-48.48%
5600 State Government				2,000		2,000	385,423	368,574	2,000	2,000	1,598,066		2,360,063	2,101,867	12.28%
5700 Federal Government			3,899,345	15,039	6,590,335	66,332	553,226	537,905	198,946	24,021	78,038	59,807	12,022,994	12,266,854	-1.99%
6200 Program Service Fees	1,871,337			49,528		43,119	387,627	117,061	27,810	40,862	295,916	1,812,469	4,645,729	4,573,228	1.59%
6500 Investment Income					4			4,369	33				4,406	13,872	-68.24%
6900 Miscellaneous Revenue	9,811			22,741	1,800	28,585	27,167	25,000	7,630	15,940			138,674	105,181.00	31.84%
Transfer from Reserves				6,166									6,166	77,312	-92.02%
Community Foundation of SC				6,250		6,250		15,000	6,250	6,260		15,000	55,010	45,000	22.24%
First 5 Santa Cruz County						210,808			57,709				268,517	244,750	9.71%
TOTAL REVENUE:	1,896,148	185,700	3,926,778	287,535	6,594,339	608,350	3,023,426	1,944,189	579,800	361,458	2,302,292	2,198,526	23,908,542	23,504,337	1.72%

COMMUNITY BRIDGES 19/20

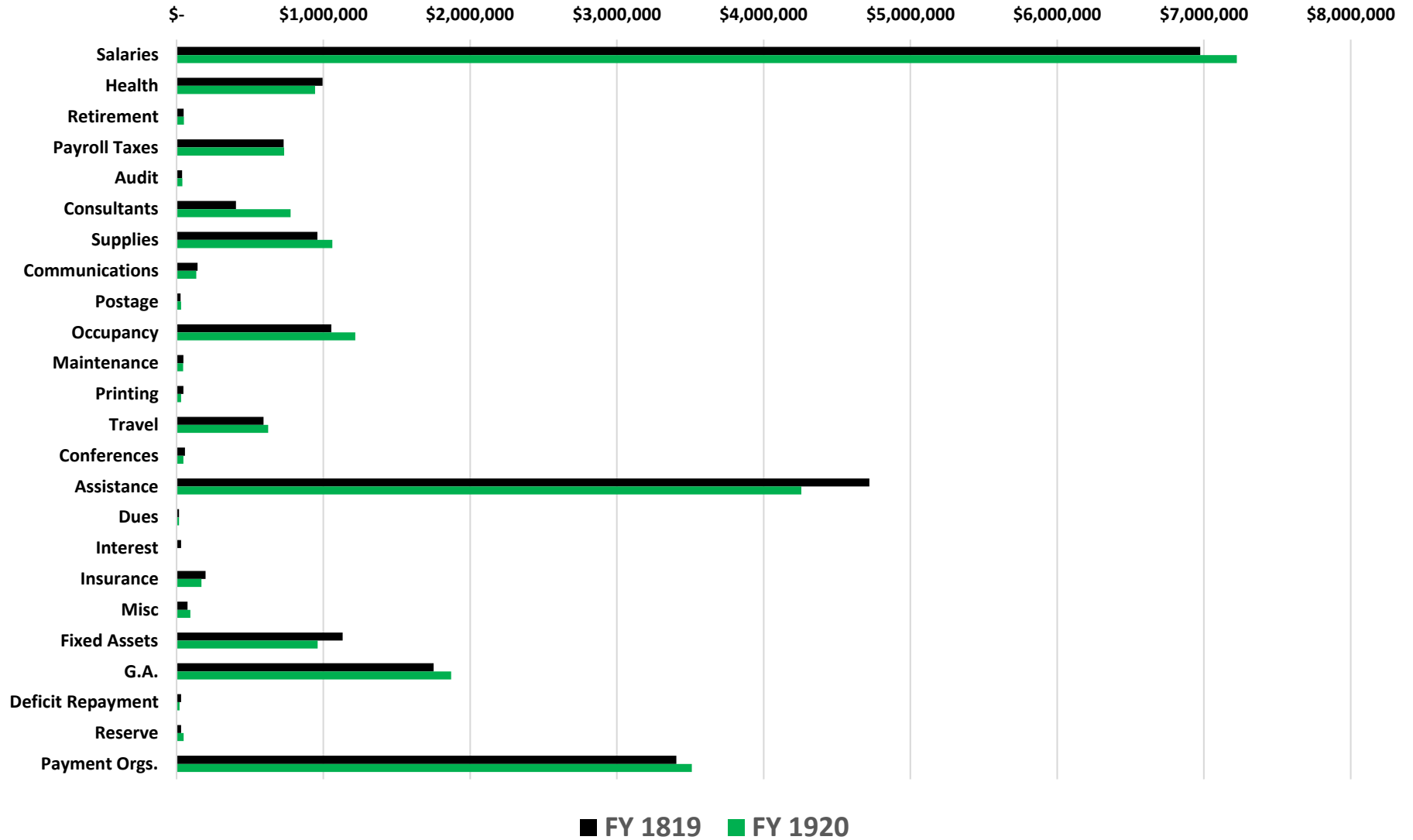
AGENCY BUDGET 19/20 - BOD

	ADMIN	DEV.	CACFP	LOCR	WIC	LMCR	LL	MOW	MCR	NVCR	CDD	ELD	Budget Total 19/20	Budget FY 18/19	% Change
SALARIES/BENEFITS															
7000 Salaries Total	1,245,475	36,974	244,548	130,721	1,358,911	287,989	987,522	633,424	219,103	172,778	1,207,814	698,504	7,223,763	6,974,125	3.58%
7100 Employee Health	104,502		34,737	15,840	153,299	43,595	145,360	94,112	32,520	33,436	161,197	125,280	943,878	995,061	-5.14%
7100 Employee Retirement	9,456	370	2,059	891	13,589	2,144	4,345	5,274	1,065	1,256	5,472	3,508	49,429	48,663	1.57%
7200 Payroll Taxes	110,922	3,293	23,777	11,765	121,676	25,652	125,905	64,341	19,344	15,167	146,660	64,532	733,034	729,279	0.51%
TOTAL SALARIES/BENEFITS:	1,470,355	40,637	305,121	159,217	1,647,475	359,380	1,263,132	797,151	272,032	222,637	1,521,143	891,824	8,950,104	8,747,128	2.32%
SERVICES/SUPPLIES															
8000 Professional Fees: Audit	38,325						1,840						40,165	37,800	6.26%
8010 Indep. Prof. Consultants	166,177	39,960	16,943	34,515	24,406	12,953	165,708	63,545	32,153	13,902	21,291	186,230	777,783	405,492	91.81%
8100 Supplies	48,245	50,883	6,000	8,076	23,930	10,888	14,058	546,986	22,048	14,874	159,586	155,047	1,060,621	959,861	10.50%
8200 Telephone/Communications	9,610	720	2,370	8,668	32,565	8,486	17,223	9,024	5,346	6,939	27,539	6,623	135,113	142,889	-5.44%
8300 Postage & Shipping	2,500	3,250	5,200	404	1,158	106	733	15,100	628	541	214	526	30,360	28,086	8.10%
8400 Occupancy Total	82,120	240	30,332	16,197	229,734	76,610	153,527	126,922	54,818	26,727	156,153	264,718	1,218,098	1,053,730	15.60%
8500 Rent/Maintenance of Equip	6,053		1,500	8,845	1,404	4,785	5,438	11,280	1,577	936	3,466	349	45,633	46,420	-1.70%
8600 Printing & Publications	4,378	12,637	4,400	167	1,564	1,113	324	4,373	383	346	1,678	55	31,418	46,850	-32.94%
8700 Travel & Transportation	4,200	443	4,510	2,494	9,000	5,338	203,133	63,383	2,199	7,823	8,543	313,179	624,245	593,015	5.27%
8800 Conferences and Meetings	17,000	2,148	3,939	1,075	9,047	1,006	3,468	2,558	874	961	755	3,604	46,435	56,245	-17.44%
8900 Assistance to Individ.					4,257,496								4,257,496	4,719,871	-9.80%
9000 Membership Dues	6,269	100	50	48	2,327	137	690	766	153	196	397	5,976	17,109	17,139	-0.18%
9300 Insurance/Bond	8,744		903	4,172	9,800	3,411	72,849	21,257	4,686	11,840	17,042	15,359	170,063	196,839	-13.60%
9400 Miscellaneous	24,285	7,477	1,736	1,875	4,823	3,125	17,313	9,453	1,075	1,203	10,094	10,963	93,422	74,945	24.65%
9400 Fixed Assets	5,706						813,856	8,000	109,200		24,000		960,762	1,130,985	-15.05%
9600 Dist. of Program Costs	2,181	27,205	65,118	41,782	339,570	82,858	270,134	264,391	72,628	52,523	329,156	323,791	1,871,337	1,750,801	6.88%
Deficit Repayment							20,000						20,000	30,602	-34.64%
Required Reserve					40	6,023					21,225	20,282	47,570	30,102	58.03%
9691 Payment/Affiliated Orgs.			3,478,656			32,131							3,510,787	3,405,000	3.11%
TOTAL SERVICES/SUPPLIES:	425,793	145,063	3,621,657	128,318	4,946,864	248,970	1,760,294	1,147,038	307,768	138,811	781,149	1,306,702	14,958,427	14,757,209	1.36%
GRAND TOTAL EXPENSES 19/20:	1,896,148	185,700	3,926,778	287,535	6,594,339	608,350	3,023,426	1,944,189	579,800	361,448	2,302,292	2,198,526	23,908,531	23,504,337	1.72%
Percentage Change 18/19 to 19/20	5.46%	11.97%	3.05%	1.57%	-7.95%	-8.31%	4.70%	9.85%	48.51%	4.36%	4.42%	8.83%	1.72%		
Total Budget FY 18/19	1,797,947	165,845	3,810,720	283,082	7,164,085	663,512	2,887,620	1,769,894	390,414	346,363	2,204,760	2,020,095	23,504,337		
FY 18/19 Less WIC Passthrough					18,784,466		FY 19/20 Less WIC Passthrough				19,651,035	4.61%			

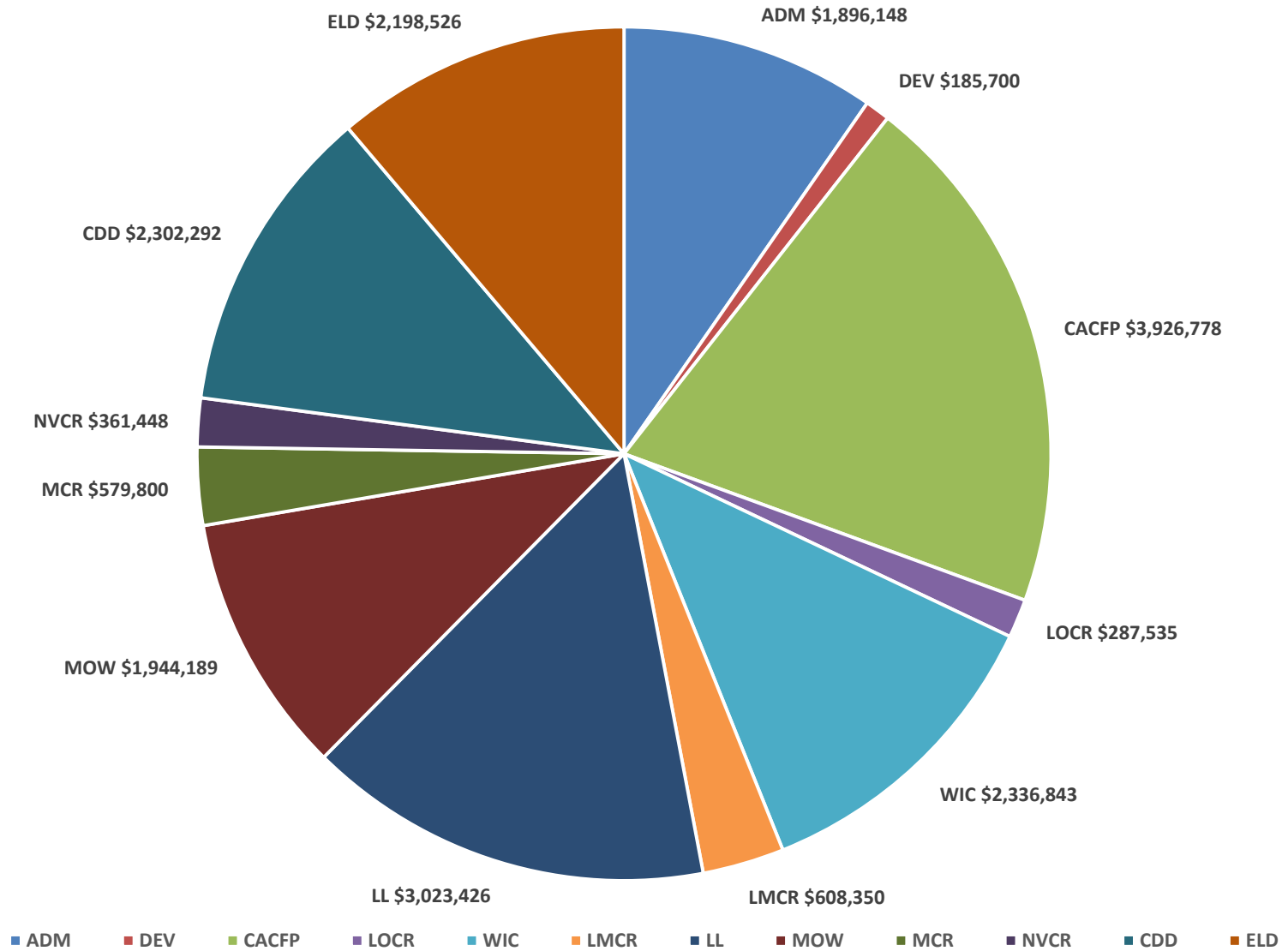
Community Bridges Budgeted Revenues FY 18-19 to 19-20



Community Bridges Budgeted Expenses FY 18-19 to 19-20



Community Bridges 19-20 Budget By Program



COMMUNITY BRIDGES
Program Budget Summary
July 31, 2019

Projections for Year Ending 6-30-20

A	B	C	D	E	F	G	H	I	J	J	K
PROGRAM NAME:	6/30/19 Projected Balance	Annual 19/20 Balanced Budget	Current Projected Expenses	Current Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2018-2019 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	Change from Prior Mo	% Change	14.53% Gen'l & Adm Exp
WIC (Oct-Sept FFY)	194,013	2,336,843	2,393,671	2,393,711	1,200	40	194,053	8.1%	40	0.0%	339,570
Child Development Div	190,079	2,302,292	2,264,972	2,310,383	200,000	45,411	235,490	10.4%	45,411	2.0%	325,631
Elderday	52,875	2,198,526	2,188,820	2,191,358	240,000	2,538	55,413	2.5%	2,538	0.1%	318,063
Meals on Wheels	519,627	1,944,189	1,941,904	1,941,904	360,000	-	519,627	28.2%	-	0.0%	264,012
Lift Line	(288,557)	3,023,426	2,999,664	3,023,425	180,000	23,761	(264,796)	-10.0%	23,761	0.8%	268,609
La Manzana Commty Res	120,889	608,350	601,976	608,000	11,000	6,024	126,913	21.6%	6,024	1.0%	82,807
Mountain Commty Res	254,237	579,800	579,200	579,200	49,000	-	254,237	44.7%	-	0.0%	72,541
Nueva Vista Commty Res	84,442	361,458	360,597	360,989	12,000	392	84,834	23.8%	392	0.1%	51,006
Live Oak Commty Res	125,317	287,535	323,849	326,428	28,000	2,579	127,896	39.5%	2,579	0.8%	47,060
CACFP (Oct-Sept FFY)	26,787	3,926,778	3,921,774	3,928,727	1,500	6,953	33,740	4.1%	6,953	0.2%	65,118
Administration	55,259	1,896,148	1,894,359	1,894,995	9,800	636	55,895	3.0%	636	0.0%	9,446
Philanthropy	54,750	185,700	186,074	185,700	95,000	(374)	54,376	29.2%	(374)	-0.2%	26,321
TOTAL PROG OPERATIONS	1,389,718	19,651,045	19,656,860	19,744,820	1,187,500	87,960	1,477,678	9.70%	87,960	0.4%	1,870,184
LOCR-Capital Campaign	453,998	27,240	23,570	27,240	0	3,670	457,668	NA	-	0.0%	0
CBHQ FY 18/19 Activity		-	270,000	270,000	0	-	-	NA	-		0
Fixed Assets & Gen'l Agy	1,959,000	-			0	-	1,959,000	NA	-	0.0%	0
TOTAL AGENCY	3,802,716	19,678,285	19,950,430	20,042,060	1,187,500	91,630	3,894,346	9.70%	87,960	0.4%	1,870,184

Note: MOW : \$350,000 of MOW reserve revenue shown on Fixed Assets & General Agency 6/30/18 Fund Balance.

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

**Program Budget Summary
July 31, 2019**

PROGRAM NAME:

WIC	+Personnel 5K, +Maint, Fees, +Reimbursable Exp
Child Development Div	-Personnel, 22K is reserve contribution
Elderday	+8K Personnel, +Maint/Renovation, Decreased CCAH, low July ADA=68.7
Meals on Wheels	Reduction in rent from Budget, -FEMA \$1400, Decrease endowment
Lift Line	Slight -personnel, no change rev proj
La Manzana CR	Minimal Change
MCR	-3.8K Maint, +2.1K Personnel, +Printing
Nueva Vista CR	Minimal Change
Live Oak CR	+Rev Comp Literacy Grant 32K, +Personnel
CACFP	-Personnel, vacancy July
Administration	Minimal change in Exp, Minimal change net G.A.
Philanthropy	Temp EE hours, FTF Rev/Exp in August, minimal change
LOCR-Cap Campaign	Estimating 6% gain for FY 19/20 less expenses, July 31 Balance 457K
La Manzana Property	July CAM Reconciliation to be calculated
FAs & Agy Unrestr.	Fiscal Sponsorships, Unallowable exps, Fixed Asset values
Total Agency	June 30 2019 Ending Balances are estimated

PROGRAM REPORT to BOARD of DIRECTORS

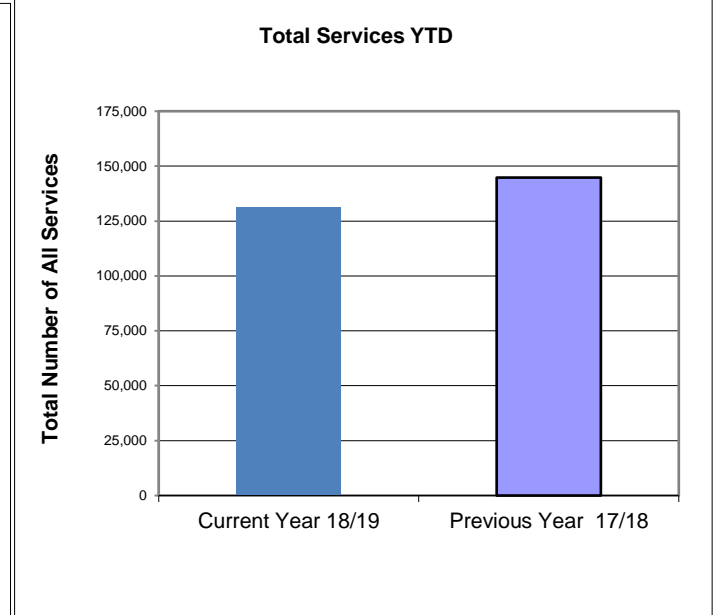
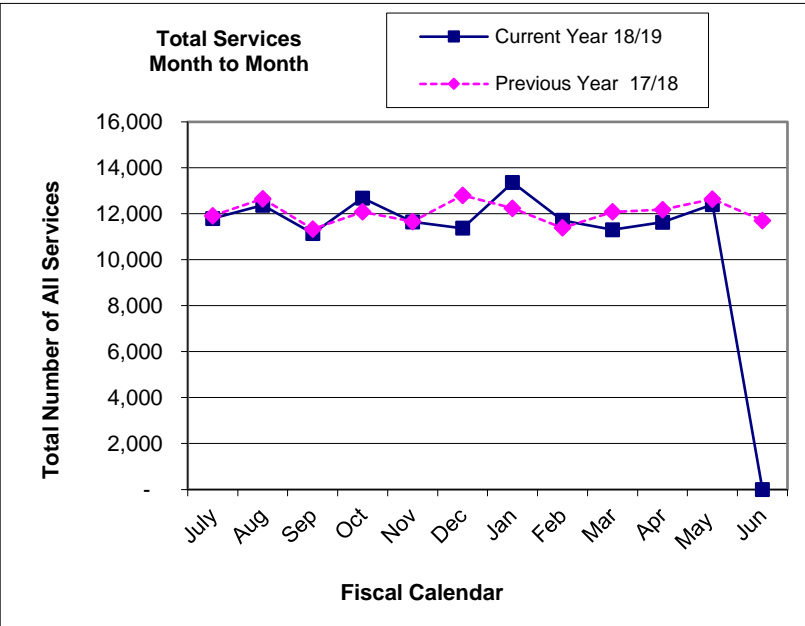
Program Name: Meals on Wheels for S.C. County



Date of Board Meeting: 9/19/18

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 18/19		11,794	12,371	11,144	12,684	11,645	11,371	13,361	11,713	11,303	11,633	12,400	10,762	131,419
	Previous Year 17/18		11,916	12,655	11,336	12,086	11,661	12,806	12,240	11,390	12,086	12,180	12,641	11,709	144,706



B. 2017-2018 Volunteers Report:

Fiscal Calendar (18-19)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers		110	110	116	117	213	233	235	238	239	239	241	2,091
Number of Unduplicated Volunteers	110	0	6	1	96	20	2	3	1	0	2	3	244
Number of Volunteered Hours	1,229	1,202	1,115	1,247	1,396	1,252	1,376	1,250	1,224	1,241	1,327	1,252	15,111

C. Accomplishments:

Fiscal Year 2018-2019

A most significant accomplishment of the funding year 2018-2019 to note is that the state advocacy efforts were extremely successful and helped to achieve a augmentation of \$ 17.6 million in senior nutrition funds. This means an increase in senior funds for our program for fiscal year 2019-2020 of \$178,582.

D. Challenges

Beginning the search in earnest for a new shared home for Elderday and Meals on Wheels.

Regional Transportation Commission adopts five Measure D funded projects



The Santa Cruz County Regional Transportation Commission adopted a resolution to approve the five-year program of projects for Measure D regional projects, which include Highway 1 auxiliary lanes and bicycle/pedestrian overcrossings. (Dan Coyro — Santa Cruz Sentinel- file)

By [ELAINE INGALLS](#) | eingalls@santacruzsentinel.com | Santa Cruz Sentinel

PUBLISHED: June 17, 2019 at 4:00 pm | UPDATED: June 17, 2019 at 4:01 pm

WATSONVILLE— The Santa Cruz County Regional Transportation Commission adopted a resolution to approve the five-year program of regional projects and investments funded by Measure D, following a unanimous vote from the board of directors

The five regional projects include the Highway 1 corridor, active transportation on the Monterey Bay Sanctuary Scenic Trail Network, the rail corridor, the San Lorenzo Valley/Highway 9 corridor and the Highway 17 Wildlife Crossing, as well as the five-year program of projects for Community Bridges Lift-Line. The commission, during the June 6 meeting, also directed RTC staff to use Measure D funds to leverage grants for these projects. The RTC previously approved five-year plans for Measure D regional projects in June of 2017 and 2018, according to [meeting documents](#).

“The five-year plan does provide opportunity for community members to provide input on near-term planned uses of their tax dollars,” Guy Preston, RTC executive director said in a prepared statement. “Having this input from the community also allows us to provide accountability and transparency when it comes to the expenditure of the funds.”

Measure D is a 30-year, ½-cent local sales tax which went into effect in April 2017. It provides local funds for high-priority projects in the region and helps address local road maintenance.

The RTC also released its [Measure D annual report](#) for fiscal years 2016-17 and 2017-18. The report was prepared by the Measure D Taxpayer Oversight Committee and showed that the expenditure of Measure D funds by recipient agencies is in line with the Measure D Ordinance and Expenditure Plan for April 1, 2017 to June 30, 2018. Recipient agencies include Santa Cruz METRO, Santa Cruz County, the cities of Capitola, Santa Cruz, Scotts Valley and Watsonville and Community Bridges Lift Line.

Recipient agencies are required to annually provide an expenditure report and audited financial statements showing how their Measure D funds were spent in the prior fiscal year. The annual report focuses on the financials and findings of the audits, and also includes highlights of countywide projects funded by Measure D.

'These are our kids': Hundreds gather to call for the end of detention centers



📷 At least 500 people showed for Watsonville's Lights for Liberty vigil in the City Plaza on Friday. — Tony Nunez/Register-Pajaronian


By: TONY NUNEZ - Updated: 4 days ago

Posted Jul 13, 2019

(/tracking/social?id=126171&target=facebook)

(/tracking/social?id=126171&target=twitter)

WATSONVILLE — More than 500 people gathered at Watsonville's City Plaza for Friday's Lights for Liberty vigil, a worldwide event planned across five continents hoping to raise awareness of conditions in the immigration detention facilities at the U.S.-Mexico border.


 A who's who of officials from the local, county and state levels spoke to the hundreds circled around a makeshift altar in the Plaza's lawn — an acknowledgment of the indigenous people of Watsonville, according to organizers.

Many carried signs reading "immigrants are welcome here," "build bridges not walls" and "no more lost children" as they followed speakers in cries of "si se puede" and "these are our kids."

"They are us and we are them," Watsonville Mayor Francisco Estrada said.

Started by a loose coalition of grassroots activists, Lights for Liberty quickly picked up steam in June and grew into a world-wide call to the U.S. government to close the camps at the country's southern border.

There were more than 700 registered Lights for Liberty events scheduled across the globe on Friday.



(/tracking/ad?3495)

REGISTER-PAJARONIAN (/)



Watsonville's Lights for Liberty event ended with a five-minute candlelit vigil. — Tony Nunez/Register-Pajaronian

The separation of families at the U.S.-Mexico border has for months been a contentious topic as Border Patrol has struggled to deal with the increased numbers of people arriving at the country's southern doorstep. According to Politifact, officials have tallied roughly 539,500 apprehensions in the first eight months of the fiscal year, compared to the 396,600 they made all of last fiscal year.

That increase has led to overcrowding in several detention centers that Department of Homeland Security (DHS) officials called "dangerous" in a July 2 report from an unannounced visit to the Rio Grande Valley in Texas. The report also demanded DHS to take immediate action to alleviate the overcrowding and prolonged detention of children and adults, some of whom had no access to showers, clean clothes and beds.

At least seven children have died in immigration custody over the last year, according to NBC.

A few speakers in Watsonville on Friday also addressed the reported Immigration and Customs Enforcement (ICE) raids set to begin Sunday.

Paulina Moreno of the Community Action Board of Santa Cruz County urged people to talk to organizers after the event to learn their rights if they are ever faced with the possibility of deportation.

“We want to respond with power, not panic,” she said.

REGISTER-PAJARONIAN (/)



People of all ages were present at Friday's Lights for Liberty event in Watsonville. — Tony Nunez/Register-Pajaronian

Community Bridges CEO Raymon Cancino also reassured the crowd that the organization would continue to serve the immigrant community, which is on high-alert following the reports of ICE raids.

“There’s no doubt that the Trump Administration is stoking fear through hate and racism,” Cancino said, “but what I see here is beauty, love and hope, and that’s a whole lot more powerful.”

Santa Cruz County Superintendent of Schools Faris Sabbah spoke about his family’s migration from Iraq to escape the Iran-Iraq War, and his disappointment that he is seeing the same “atrocities” that happened in his native country happening in the U.S.

“The experience of immigrants is painful enough without separating children from their parents,” Sabbah said. “My grief and rage turns into hope when I see you standing here with us, fighting to end the criminalization of hope, fighting to keep families together.”

≡ REGISTER-PAJARONIAN (/) Longtime community activist Mas Hashimoto, a Japanese-American interned during World War II, was discouraged by the situation at the border, and said now is the time to change.

"The people who are coming here now, they're innocent of any wrongdoing," Hashimoto said. "All laws are not fair, all laws are not just, and we have to change those laws."

Former Watsonville Mayor Luis Alejo, now a Monterey County Supervisor, and a representative from Congressman Jimmy Panetta's office also spoke. Assemblyman Robert Rivas made the four-hour drive from Sacramento to lend his voice, too.

"This issue isn't about being a democrat or a republican," Rivas said. "It's about being an American...This isn't who we are."

Meanwhile, in Santa Cruz as many as 500 people gathered outside the Courthouse and spilled over into Soquel Avenue waving homemade banners that read, "Homeland Humanity," "Close the Camps," "Stop Torturing Refugees," and "No Kids in Kennels."

The peaceful gathering drew blares from the horns of passing motorists, thumbs up, waves and hollers.

"I think what the Trump Administration is doing is atrocious, it's despicable," said Chris Warner of Santa Cruz. "There's great energy out here today and I'm glad there are so many people getting the message out. We definitely need more young people out here though."



Caroline Elam came as Lady Liberty Friday to the Lights for Liberty demonstration Friday evening in front of the Courthouse in Santa Cruz where as many as 500 people gathered.

— Tarmo Hannula/Register-Pajaronian

10 Comments

Register-Pajaronian

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LIFESTYLE > FOOD & DRINK

Quick Bites | Farm to Fork gala dinner benefits locals

By [SANTA CRUZ SENTINEL](#) |

PUBLISHED: July 17, 2019 at 2:35 pm | UPDATED: July 17, 2019 at 2:36 pm

LA SELVA BEACH — The fourth annual Community Bridges Farm to Fork gala dinner is 5:30-10 p.m. Saturday, Aug. 3, at La Selva Beach Clubhouse (314 Estrella Ave.). Caterers Barbara and Company will prepare the food. Menu highlights: appetizers include spicy chickpea and avocado bites; entrée selections include filet mignon with red wine mushroom sauce; and dessert is an ice cream sundae bar with fresh cookies, candy and toppings. There will be a live auction and live music. Cost is \$125 per person. Event proceeds will benefit all 10 Community Bridges programs, which serve 22,000 kids, families and seniors each year through Meals on Wheels, WIC, Elderday Adult Day Health and more. Contact Anna at annav@cbridges.org or 831-688-8840 ext. 205, or visit communitybridges.org/events for tickets or more information.

Quick Bites, compiled by Tara Fatemi Walker, is your weekly helping of Santa Cruz County restaurant and food news. Send items to sentinelfood@gmail.com. Want local food and wine news as it happens? Follow the Sentinel's food crew on Twitter (@santacruzfood); on Instagram (@santacruzfood); or on Facebook (Santa Cruz Food).

Community Bridges' Farm to Fork Gala

Unleash the Power of Community while enjoying local Food, Brews, and Wine

The fourth annual Farm to Fork Gala, benefiting human services nonprofit Community Bridges, will be held August 3 from 5:30 to 10 pm at La Selva Beach Clubhouse.

The public is invited to enjoy a locally sourced, multi-course gourmet dinner, local wines, Discretion Brewing beer, a live band, and a live auction. Come enjoy all of this in the company of others who believe in the value of community. All proceeds from the event will be used to strengthen the lives of the 20,000 children, families, and seniors that Community Bridges serves through its family of 10 programs.

"The Farm to Fork event is not just a fundraiser," said Raymon Cancino, Chief Executive Officer of Community Bridges. "It provides an opportunity for people from all over the county to come together and share a meal, a drink and be empowered to make a positive impact on the community."

Raymon noted that Community Bridges has much to celebrate in 2019.

"We launched the first electric transit vehicles in Santa Cruz County into our Lift Line fleet, were recognized as an exceptional Women's Infants and Children's (WIC) program by the state of California, served over 100,000 meals to seniors, and were named a Nonprofit of the Year," he said. "Community Bridges programs are widely recognized as exem-



play and this event provides a needed opportunity for the community to invest in our high quality services."

Tickets and event details, including menu, are available online at www.communitybridges.org/events. ■

•••

Community Bridges envisions a thriving community where every person has the opportunity to unleash their full potential. Together, our family of programs delivers essential services, provides equitable access to resources, and advocates for health and dignity across every stage of life. To learn more, please visit www.communitybridges.org.



HOMEWORK TUTORING | ENRICHMENT ACTIVITIES | WORKSHOPS | OCEAN SCHOLARS | RECREATION



Nueva Vista

COMMUNITY RESOURCES

COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD 

**133 LEIBRANDT AVENUE
SANTA CRUZ, CA 95060
831-426-2322**
MONDAY-THURSDAY 9:00 am – 5:30 pm
communitybridges.org/nvcr

As part of Community Bridges, our mission is to deliver essential services, provide equitable access to resources, and advocate for health and dignity across every stage of life. Nueva Vista continues to serve the community as a family resource center, focusing on helping youth achieve academic success.



The focus at Nueva Vista is to continue providing much needed youth programs for at-risk youth in 1st–8th grades. The Center is located in the heart of the largely low-income, Latino neighborhood of Beach Flats in Santa Cruz.

Fall Events:

- **HOMEWORK CLUB** – provides homework assistance and a safe space for elementary and middle school youth.
- **MOVIES AT THE PARK** – a family friendly event to come together with friends and neighbors to build community.
- **LAS POSADAS** – During the holidays, we will host one night where we come together and build a family friendly event to demonstrate community.



Volunteer opportunities with our youth programs are available. Please call 831-426-2322 or contact Lidia Montesino at Lidiam@cbridges.org.

INVESTING IN TOMORROW

Investing in Nueva Vista's youth programs at the Beach Flats Community Center will help support prevention efforts and foster academic success.

Partner with us and make a difference in your community at: communitybridges.org/donate.

Make checks payable to :
Community Bridges / Nueva Vista
711 East Cliff Dr.
Santa Cruz, CA 95060



For more information on how you can get involved call us at 831-426-2322 or 831-423-5747
facebook.com/nuevavista.cb

County employees follow new Lactation Accommodation Policy

Moms and breastfeeding advocates celebrates Breastfeeding Awareness Month



County employee Deanna Mercado nurses her baby Poppy during her lunch break on Tuesday. (Shmuel Thaler — Santa Cruz Sentinel)

By **ELAINE INGALLS** | eingalls@santacruzsentinel.com | Santa Cruz Sentinel

PUBLISHED: August 13, 2019 at 3:56 pm | UPDATED: August 13, 2019 at 3:56 pm

SANTA CRUZ — With a new Lactation Accommodation Policy in place, female county employees have the support of their Santa Cruz County Supervisors and coworkers in providing the best nutrition for babies and in continuing to work as new moms.

“Women are an incredibly important part of our workforce,” said 1st District Supervisor John Leopold. The policy “helps them be a great parent... and contribute to the overall health of the community.”

The United States Breastfeeding Committee officially made August Breastfeeding Awareness Month in 2011, according to CBS42.



It's a joyous family life for County Public Health nurse Deanna Mercado, her daughter Poppy, husband Daniel Lutz and son Brooks. Mercado has a designated place to pump/breastfeed at work, thanks to a Lactation Accommodation Policy for county employees. (Shmuel Thaler — Santa Cruz Sentinel)

Mothers and breastfeeding advocates thanked the Board of Supervisors last week for making August Breastfeeding Awareness Month and for implementing a Lactation Accommodation Policy.

While there are lactation laws in place, “having a policy legitimizes the organization’s commitment to its workforce and ensures that all employees are informed of the organization’s support of lactating employees,” said Dana Wagner, chair of the Santa Cruz County Breastfeeding Coalition.

The Board of Supervisors first recognized Breastfeeding Awareness Month about 13 years ago, according to Leopold. The county implemented the policy for county employees in May.

The new policy was created by a collaboration between the Breastfeeding Coalition, County of Santa Cruz Health Services Agency and the Personnel Department, according to a press release.

The policy promotes a breastfeeding-friendly and inclusive work environment and prohibits discrimination, harassment or retaliation against lactating employees. Employees can take breaks for breastfeeding/pumping during their regularly scheduled breaks when possible and can work out longer or more breaks with the employer if needed. The time to travel to space for breastfeeding is not included as part of the break time. An appropriate space for breastfeeding/pumping should be private and able to lock and have an electrical outlet, comfortable seating and in close proximity to a water supply. Restrooms aren't considered appropriate spaces.

Deanna Mercado is one county employee who uses the accommodation policy.



County Public Health nurse Deanna Mercado gets some one-on-one time with her 9-month old daughter Poppy. (Shmuel Thaler — Santa Cruz Sentinel)

Mercado has a 2-year-old son, Brooks, and a 9-month-old daughter, Poppy. As a county public health nurse, she has two 20-minute breaks when she can pump, along with a lunch break. She has a private room where she and another coworker can pump/breastfeed and a refrigerator where they can store their milk.

The Santa Cruz County building, 701 Ocean St., also has a lactation room on the third floor for county employees to use.

Having the Lactation Accommodation Policy helps change people's attitudes toward working mothers who are breastfeeding, said Mercado.

"I feel like I have my independence and still have my career," Mercado said.

Being able to pump at work gives Mercado peace of mind and a sense of security that she can provide her child with good nutrition while she is away, Mercado said. She said she feels respect and support from coworkers for breastfeeding/pumping and she isn't "judged for doing what I have to do."

"It's tough enough to go back to work after having a child," Mercado said. When you have the support and tools... you take away factors that make it hard to come back."

County Health Officer Gail Newel said the workplace has gotten much better for women who want to continue to breastfeed or pump while at work.



Moms and breastfeeding advocates thanked County Supervisors for recognizing August as Breastfeeding Awareness Month last week. From left: Supervisor Ryan Coonerty, Kathyrene Rockwood, Elizabeth Ortega, Angela Chesnut, Ximena Swartz and Kimlin McDaniel-Keith. (Contributed: Corinne Hyland)

"I'm not going to say it's easy now, but there have been tremendous improvements and protections," Newel said. "Respect and support is improving, but there will always be some resistance because it (breastfeeding/pumping) does take time and attention away from work."

Breastfeeding benefits moms, children and the community, Newel said. Breastfeeding lowers rates of infection in babies, meaning parents miss less work to take their children to the doctor and then less infection is spread throughout the community. Breastfeeding decreases a mother's risk of breast cancer or gynecological cancer, as well as risk of developing Type 2 Diabetes, she said.

"Healthier families means a healthier community," Newel said.

Children have multiple benefits from breastfeeding. Babies/children experience fewer respiratory tract infections, gastrointestinal tract infections and are at lower risk for allergies and diabetes, according to a study by the American Academy of Pediatrics. The study also showed that for mothers who do not breastfeed or who stop breastfeeding early, there is an increase in postpartum depression.

Breastfeeding also benefits the economy. If 90% of U.S. mothers breastfed exclusively for six months, \$13 billion per year would be saved in health care, according to the study.

August is celebrated across the world as Breastfeeding Awareness Month. This year's theme of World Breastfeeding Month is Empower Parents, Enable Breastfeeding. The 13th annual Breastfeeding Health Fair and Walk is from 3-6 p.m. Aug. 23 at the Watsonville Plaza. The event will be hosted by Community Bridges' Women Infants & Children Nutrition Program. It will include family activities, a DJ, community resource booths, healthy snacks, free T-shirts, raffles and more.

Employers interested in implementing the Lactation Accommodation Policy or making the workplace more mother and baby-friendly can contact the county breastfeeding coordinator at familyhealth@santacruzcounty.us.

Letters to the Editor, Aug. 16, 2019

Posted Aug 16, 2019

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Families grow healthy with WIC

To the Editor,

This is not just WIC’s motto, it is backed by research. Recent studies highlight how participation in the WIC Program is associated with healthier outcomes and cost savings.

The 2009 changes to the WIC Food Package, which added more fruits, vegetables and whole grains and tailored infant formula amounts based on age and need, have resulted in healthier growth trajectories and are associated with improved childhood obesity outcomes at age 4. These findings were consistent in three recent studies, one of over 180,000 children served by WIC in Los Angeles and two others comparing childhood obesity rates nationwide. Not surprisingly, the beneficial health effects were greatest among children who enrolled in WIC at birth.

In addition, a recent study demonstrated that prenatal participation in WIC reduces the risk of adverse health outcomes, including prematurity and results in health care savings. The study found that every \$1 spent on WIC resulted in a mean saving of \$2.48 in medical, educational and productivity costs. A 10 percent increase in prenatal WIC enrollment would prevent 141 preterm births and achieve additional cost-savings of \$6.5 million nationwide. Further savings could be achieved if all eligible women were enrolled in WIC.

WIC offers nutrition education, breastfeeding counseling and support and nutritious foods to prenatal and post-partum women, infants and children up to age 5. Families earning up to 185 percent of the Federal Poverty Level meet WIC income eligibility and those receiving Medi-Cal, TANF and/or Cal-Fresh automatically qualify. For information about WIC and WIC services: 722-7121 or cdph.ca.gov/Programs/CFH/DWICSN/Pages/AboutWIC.aspx.

Join the Community Bridges WIC Program Aug. 23 from 3-6 p.m. at the Watsonville City Plaza for our 13th annual Breastfeeding Health Fair and Walk. Learn more about WIC services and help support our mission to provide every eligible family with the healthiest start in life.

Dana Wagner

Watsonville

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Impeachment

◀ ▶ [Noel Smith: Remembering Our Friend](#)

Promoting a Healthier Watsonville

By [See Below](#) on August 16, 2019

Annual Breastfeeding Health Fair and Walk

Friday, August 23 • 3 – 6 p.m. • Watsonville Plaza



The 13th Annual Breastfeeding Health Fair and Walk takes place Friday, Aug. 23 from 3–6 p.m. in the Watsonville Plaza. It is open to the general public and representatives of the media. This event includes fun activities for the whole family, a live DJ, community resource booths, healthy snacks, free t-shirts, raffles and more. The rally-style walk down Main Street begins at 5pm

This event supports the City of Watsonville's resolution that proclaims August as Breastfeeding Awareness Month. Breastfeeding Awareness is celebrated

throughout California and the nation during the month of August, as part of an effort to highlight the need for support of breastfeeding families in our community.

Breastfeeding is one of the best preventative health measures and provides short and long term health benefits for both mothers and babies.



Despite the fact that most mothers in Santa Cruz County want to

breastfeed, many moms don't meet their breastfeeding goals because of the barriers they face in the community, such as negative experiences in healthcare, their workplaces, and even with their own families.

This is especially true in communities with high levels of poverty and health disparities, such as Watsonville. Compared to other parts of Santa Cruz County, Watsonville has higher levels of obesity, asthma, diabetes, hypertension and heart disease — the very conditions that breastfeeding can help prevent.

Hosted by the Community Bridges Women, Infants & Children (WIC) Nutrition Program. WIC builds support for breastfeeding in our community, and establishes breastfeeding as normal and preferred.

The Walk begins in Watsonville Plaza at the corner of Main Street and East Beach Street.

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To learn more, please visit www.communitybridges.org.

United Way accepts nominations to honor heroes | Name dropping

By **SANTA CRUZ SENTINEL** |

August 18, 2019 at 2:30 pm

The United Way of Santa Cruz County will accept nominations for the 2019 Community Assessment Project Community Heroes.

November marks the 25th Community Assessment Project Press Conference & Celebration. The Community Assessment Project (CAP) is a collaboration of the United Way of Santa Cruz County and local leaders in public and private health, education, human service and civic organizations to measure and improve the quality of life in Santa Cruz County, according to a release from the United Way.

One of the most inspiring aspects of the Community Assessment Project is the yearly recognition of local community heroes. Individuals in the community are nominated by their peers for their work and dedication toward community goals that seek to improve the quality of life in the county.

ADVERTISING

Nominations for the 2019 CAP community heroes will be accepted by the United Way until Sept. 10. Nomination forms and a list of the community goals can be found at unitedwaysc.org.

Farm to Fork Gala

The 4th annual Farm to Fork Gala, benefiting human services nonprofit Community Bridges, was held Aug. 3 at the La Selva Beach Clubhouse.

A crowd of 150 people attended and watched a new video highlighting the work of Community Bridges. The event raised \$70,000 to support children, families and seniors across Santa Cruz County. These funds will fuel 10 programs of Community Bridges.

Ray Cancino, CEO of Community Bridges, explained the impact that these funds will have on the people served by Community Bridges programs.

“Donations from our generous crowd of friends will make it possible for us to install a new roof at the Fairgrounds Child Development Center, refresh the paint and repair the carpet at Elderday Adult Day Health Care, strengthen the counseling program, and add additional hours for drop-in crises services, at our four family resource centers.” Cancino said in a prepared release. Cancino added that he appreciated all of the donors that gathered together to give back to their community in a truly meaningful way.

Community Bridges Serves Your Neighbors at Every Stage of Life

By Amy Hanley



Seniors: Meals on Wheels, Lift Line and Elderday, an adult health care program, are a collaborative trio that, collectively, serve 2,600 seniors. These programs empower seniors to live with greater independence and dignity by providing access to nutritious food, companionship, stimulating activities, and transportation to health care appointments.

2019 has been a landmark year for Community Bridges as we have seen innovation, growth and recognition on a wide scale. Raymon Cancino, Community Bridges CEO, said, "We launched the first electric mass transit vehicles in Santa Cruz County into our Lift Line fleet setting the pace for others, were recognized as an exceptional WIC program by the state of California, served over 100,000 meals to seniors, and were recognized as the Nonprofit of the Year."

The support from individuals like you is the backbone of our agency. To provide long term sustainability and investment in our future, we are looking for 100 monthly donors to give \$84 a month to help grow our endowment fund. Our endowment fund, which is invested in socially responsible products and is performing at a 7.1% return, increases the support to all 10 Community Bridges programs. The more we grow this fund, the more we are able to use the yearly gains to help support our programs. We hope that this model will one day lead us to reduce our reliance on government funds and help us close the gap between serving the needs of our clients and the growing cost of operations. Please email info@cbridges.org for more information on setting up a monthly donation or to learn more about our programs.

When we work together, anything is possible.



Community Bridges is one of the largest nonprofit agencies in Santa Cruz County, annually serving 20,000 children, families and seniors across the county from offices located in Watsonville to Boulder Creek, across 20 locations. Our family of ten programs delivers essential services, provides equitable access to resources, and advocates for health and dignity across every stage of life. Community Bridges programs are widely recognized

as exemplary in meeting a broad range of needs for some of the most vulnerable residents in our county as well as providing essential support to healthcare enrollment for all residents.

Children: The Women's, Infants and Children's (WIC) and Child and Adult Food Care programs provide access to healthy food and nutrition education to over 11,000 pregnant women and child care providers. Our Child Development Division operates six early childhood education centers for low-income families that allow parents to attend work or school knowing that their children are being prepared for future success in school. We also provide private pay opportunities, which allow all income levels to access to our high quality care sites.

Families: Community Bridges' four Family Resource Centers help families bridge the gap when they face financial, emotional or academic hurdles. Food distribution, parenting classes, tutoring, bilingual counseling, summer activities for youth, and assistance in obtaining health benefits are just a few of the services provided. These community-based centers ensure that people from all walks of life gain greater independence and self-sufficiency.

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Families Grow Healthy with WIC

By Dana Wagner, MS RD IBCLC, Assistant Director, Community Bridges WIC Program



This is not just WIC's motto, it is backed by research. Recent studies highlight how participation in the (WIC) Program is associated with healthier outcomes and cost savings^{1,2}.

The 2009 changes to the WIC Food Package, which added more fruits and vegetables and whole grains and tailored infant formula amounts based on age and need, have resulted in healthier growth trajectories and are associated with improved childhood obesity outcomes at age 4. These findings were consistent in two recent studies, one of over 180,000 children served by WIC in Los Angeles² and the other comparing childhood obesity rates nationwide¹. Not surprisingly, the beneficial health effects were greatest among children who enrolled in WIC at birth.

In addition, a recent study demonstrated that prenatal participation in WIC reduces the risk of adverse health outcomes, including prematurity, and results in health care savings³. The study found that every \$1 spent on WIC resulted in a mean saving of \$2.48 in medical, educational and productivity costs. A 10% increase in prenatal WIC enrollment would prevent 141 preterm births and achieve additional cost-savings of \$6.5 million nationwide. Further savings could be achieved if all eligible women were enrolled in WIC.

WIC offers nutrition education, breastfeeding counseling and support and nutritious foods to prenatal and post-partum women, infants and children up to age 5. Families earning up to 185% of the Federal Poverty Level meet WIC income eligibility and those receiving Medi-Cal, TANF and/or Cal-Fresh automatically qualify. WIC education is offered over-the-phone, individually, on-line and in groups, with flexible scheduling to meet the needs of every client. For information about WIC and WIC services: 831-722-7121 or [https://www.cdph.ca.gov/Pro-](https://www.cdph.ca.gov/Pro)

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Support for Community Bridges

By [See Below](#) on August 25, 2019

Locals Flood to Fourth Annual Farm to Fork Gala



The fourth annual Farm to Fork Gala, benefiting human services nonprofit Community Bridges, was held on August 3 at the La Selva Beach Clubhouse. 150 people enjoyed wonderful food catered by Barbara & Company Catering, Discretion Brewing beer and Alfaro Family Wines.

Aaron Groff, KION News Anchor, was the emcee for the evening program and a new video highlighting the work of Community Bridges was released. The event raised \$70,000 to support children, families and seniors across Santa Cruz County. These funds will fuel all 10 programs of Community Bridges that support people across every stage of life.

Ray Cancino, CEO of Community Bridges, explained the impact that these funds will have on the people served by Community Bridges programs.

“Donations from our generous crowd of friends will make it possible for us to install a new roof at the Fairgrounds Child

Development Center, refresh the paint and repair the carpet at Elderday Adult Day Health Care, strengthen the counseling program, and add additional hours for drop-in crises services, at our four family resource centers,” he said.



He expressed his appreciation for all of the donors that gathered together to give back to their community in a truly meaningful way and, Ray notes, “They had a great evening while doing it! Without supporters like you, none of our work is possible.”

The success of this event is due to the kindness and commitment of many organizations and community partners. The Farm to Fork Gala was proudly sponsored by AirTec, Alese Greene, State Farm Insurance, Bontadelli, Inc., CalGiant Berry Farms, Discretion Brewing, Driscoll’s, Granite Construction, New Leaf Community Market, Sutter Maternity & Surgery Center and System Studies. Media sponsors included KION 5/46 and Santa Cruz Sentinel.

Community Bridges envisions a thriving community where every person has the opportunity to unleash their full potential. Together, our family of programs delivers essential services, provides equitable access to resources, and advocates for health and dignity across every stage of life.

Community Bridges purchases property to house Lift Line fleet

WATSONVILLE — Community Bridges, one of the largest nonprofit agencies in Santa Cruz County, has purchased property on Ohlone Parkway in Watsonville to serve as the hub for its Lift Line fleet.

Lift Line provides over 60,000 door-to-door rides a year to seniors and people with disabilities in need of medical transportation throughout the region of Monterey, Santa Clara, Santa Cruz and San Francisco. Lift Line is also the first and only transit organization currently operating electric vehicles (EVs) in Santa Cruz County.

Previously Lift Line was renting property on Ford Street in Watsonville, but the new property will provide a permanent location for Lift Line's fleet of 17 vehicles.

“Our purchase of the Ohlone Parkway property is exciting for both Community Bridges and the City of Watsonville,” Ray Cancino, Community Bridges CEO, said. “This purchase has ensured permanency to the transportation service and will allow us to continue to provide critically needed free transportation for low-income seniors and people with disabilities. It will also allow us to be more environmentally responsible.”

Community Bridges' plans for the property include installing publicly available charging stations for EVs and building a solar canopy to power both the building and its vehicles.

“We are in it for the long-term benefit to our community,” Cancino said.

Lift Line plans to move in October 2019 after \$300,000 of renovations have been completed.

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Watsonville, CA

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8-week Triple P Group: for families with children 2-12 years old

Monday, Sep 9th, 2019 @ 6:00pm

La Manzana Community Resources, 18 W. Lake Ave, Suite E, Watsonville

This post was contributed by a community member.



Posted by Triple P Santa Cruz

8-week Triple P Group: for families with children 2-12 years old



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Mondays, September 9 – October 28, 6 – 8 pm

Attend this 8-week Triple P Group to meet other families and learn simple strategies to help you: Strengthen relationships in your family; Encourage positive behaviors; Teach your child new skills & behaviors; Handle disruptive or challenging behaviors with greater confidence; Take care of yourself as a parent.

This Triple P Group is FREE and open to the public. Free child care is available with advance registration. Light snacks will be provided for adults and children.

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Presented in English by Sandra Rodelo, Community Bridges – La Manzanita Community Resources

Location: La Manzanita Community Resources, 18 W. Lake Ave, Suite E, Watsonville

For more information, contact Sandra Rodelo at (831) 724-2007, ext. 211



Santa Cruz, CA



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8-Week Triple P Group: for Families with Teens

Thursday, Sep 5th, 2019 @ 6:00pm

Mountain Community Resources
[6134 Highway 9, Felton, CA 95018](#)

This post was contributed by a community member.



Posted by Triple P Santa Cruz

8-Week Triple P Group: for Families with Teens



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OPEN

Thursdays, September 5 – 26 & October 24, 2019, 6 – 8 pm

(with 1:1 phone consultations the weeks of October 3 – 17)

Attend this 8-week Triple P Group to meet other families and learn simple strategies to help you: Build a positive relationship with your teen; Understand and recognize everyday influences on your teen's behaviors; Respond to parenting challenges calmly and consistently; Teach your teen how to solve problems and deal with risky situations; and Become more confident about raising a teenager.

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OPEN

This Triple P Group is free and open to the public. Child care will be provided if requested during registration. Light snacks will be provided for children and adults.

Presented in English by: Cori Burt, Community Bridges – Mountain Community Resources