



**COMMUNITY BRIDGES**  
**PUNTES DE LA COMUNIDAD**

**BOARD OF DIRECTORS**  
**Wednesday, November 20, 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
- 6:15 2. Adjourn Closed Session
- 6:15 3. Call to Order/Establish Quorum (1 min)
- 6:16 4. Agenda Review (4 min)
- 6:20 7. Announcements/Program Updates (5 min)  
Elderly & Disabled Transportation Advisory Committee (E&D TAC) – Members needed
- 6:25 8. \*CONSENT AGENDA – *Action Items* (5 min)  
*In approving the consent agenda, the Board is approving recommendations within each committee’s minutes listed below.*
- 9.1 Draft Minutes of the September 18, 2019 Board Meeting\***
- a. *Motion to approve 9/18/19 Regular Session Consent Agenda as presented, including approval of all notes and motions passed within those notes. This motion was passed unanimously through e-vote with a 100% participation.*
- b. *Motion to approve Resolution #2019-09-01, Senior Council/Area Agency on Aging Funding Contract 1920-02. This motion was passed unanimously through e-vote with a 100% participation as required by Robert’s Rules. This motion was passed unanimously through e-vote with a 100% participation.*
- c. *Motion to accept the updated Community Bridges 19/20 FY Budget as recommended by the Finance Committee. This motion was passed unanimously through e-vote with a 100% participation.*
- 9.2 Draft Notes of the October 9, 2019 Development Committee Meeting\***
- 9.3 Draft Minutes of the October 17, 2019 Finance Committee Meeting\***
- 9.4 Draft Minutes of the October 17, 2019 Governance Committee Meeting\***
- 9.5 Draft Notes of the November 13, 2019 Development Committee Meeting\***
- 9.6 Draft Minutes of the November 14, 2019 Finance Committee Meeting\***
- 9.7 Draft Minutes of the November 14, 2019 Governance Committee Meeting\***
- 6:30 10. Receive comments from members of the public on “Items not on the Agenda” (5 min)
- 6:35 11. Agency Business – Ray Cancino (35 min)  
**11.1 Lift Line Move - Update**

- 11.2 Senior Communication Plan – Amy Hanley*
  - a. Next Steps
- 7:10 12. Development Report– Anna Vaage / Amy Hanley (20 min)**
  - 12.1 Development Report*
  - 12.2 Giving Tuesday Ambassador Guide – Amy Hanley*
- 7:30 13. Finance Committee Update – Doug Underhill (15 min)**
  - 13.1 \*Action Item - 19/20 Agency Roll-up Budget review\**
- 7:45 14. Written Reports**
  - 14.1 Development Progress Report for October 2019*
  - 14.2 Financial Report from the November 14, 2019 Finance Committee Meeting*
  - 14.3 Financial Report from the October 17, 2019 Finance Committee Meeting*
  - 14.4 Program Reports from Elderday, FRCs*
- 7:45 15. Newspaper Articles**
- 7:45 16. Items for Next Agenda**
- 7:45 17. Adjourn Regular Meeting**

**Next Meeting:**

**Wednesday, January 15, 2020**

**5:00 PM to 7:30 PM**

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



## 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 Minutes

**Members:** Amy McEntee, Lee Slaff, Martin Bernal, Richard Vasquez, Jack Jacobson, Stephanie Connor Kent, Nicolette Lee,

**Staff:** Ray Cancino, Seth McGibben, Julie Gilbertson, Lois Sones, Lisa Berkovitz, Anna Vaage, Lisa Hindman Holbert,

**Notes:** Tonje Switzer

**4:30 Dinner**

**5:00 1. CLOSED SESSION**

**5:57 2. Adjourn Closed Session**

**5:57 3. Call to Order/Establish Quorum**

**5:57 4. Agenda Review**

**5:58 5. Announcements/Program Updates**

CEO noted that Elderly & Disabled Transportation Advisory Committee (E&D TAC) is looking for members which offers an opportunity for BOD members to get involved in senior advocacy. Lisa HH noted the Early Care and Education master plan is adopted by CDD centers. Contracted programs are now allowed professional development days. The Fairgrounds facility is being reroofed and the work will be done in a few weeks.

**6:01 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.*

**Due to lack of quorum, the motion to pass the consent agenda will be added to an e-vote to be sent out by Tonje following the meeting.**

**6:02 7. Receive comments from members of the public on “Items not on the Agenda”**

None

**6:02 8. Agency Business – Ray Cancino**

*8.1 HCA Nonprofit Wage and Benefit Survey – Report out/Discussion*

The final Report was distributed to all participating agencies last week. We are scheduling a forum on November 18 to discuss findings where stakeholders, funders, and potential stakeholders are invited. BOD is encouraged to attend. Major findings include that nonprofit workers are twice as likely to utilize social services than the average county resident, and that 62% are working a second job to make ends meet. A second forum will include experts from other areas that have been successful in similar endeavors.

*8.2 Action Item - Resolution #2019-09-01, Senior Council/Area Agency on Aging Funding Contract 1920-02\**

**Due to lack of quorum, the motion to approve Resolution #2019-09-01 will be added to an e-vote to be sent out by Tonje following the meeting.**

*8.3 Senior Strategy Session – Ray Cancino*

*a) Recap of June discussion*

Questions were raised about how to strategize pointed efforts to achieve the greatest impact. We received more feedback from GC and reviewed at MT.

*b) Senior Communication Plan*

Management team discussed clarity around the issue, potential partners, and tools. Suggestions include focusing on a Phase 1 and a Phase 2 with a total cost of \$66K. We need BOD representation on commission meetings, and we would like BOD Members to sign up by next meeting. This would support requests for increasing state and federal funding.

*8.4 2019 EE Survey Comparative Analysis*

The survey results pointed to three major opportunities;

- Advocacy

While many employees report that they know that advocacy is important for program financial health they also report that they don't know that advocacy is part of their job. We are working to realize an Advocacy Response Team with 5 employees on it.

- Engagement

One CB employee of the month will be recognized for exemplifying agency values.

- Performance and Feedback.

We are working on standardizing an MT approach for receiving and giving feedback.

Report back to employees about founding and how we will respond will keep the feedback loop alive.

## **6:23 9. Development Report– Anna Vaage**

### *9.1 Development Report*

The Development Committee is meeting regularly and is recruiting members.

#### a) Progress Report for August 2019

We raised almost exactly the same amount in 18/19 as the prior year even with a projected 5% decrease due to changes in federal tax law. There has been an increase in BOD contributions and solicitations.

### *9.2 Farm to Fork – Update*

Anna presented on F2F revenues and expenses, showing there is room to grow in sponsorships. We will be looking for a larger space for next years' event. The F2F Fund-a-Need grew from \$15K-\$21K. We saw \$5K less in expenses by not renting the tent. A record \$29K is allocated to the programs. The 10/25 Mountain Affair is up on the events page of the CB website, and Anna will also email information to BOD members.

## **6: 34 10. Finance Committee Update – Doug Underhill (15 min)**

### *10.1 \*Action Item - 19/20 Agency Roll-up Budget review\**

Doug noted that the current year end budget has more detail than what was presented in June. Represented are program services including WIC vouchers and CACFP pass-through funding. WIC vouchers are dropping from \$400K-\$500K due to a reduction in birth rate coupled with the political climate. CFO noted the state augmentation for MOW and the RTC funding for LL. Reclassification is in process as we prepare for the \$15/hour wage mandates. Several employees waived healthcare. We are seeing increased expenditures in professional consultants, especially within contracts related to properties. MOW, LL, MCR, NVCR, and CDD is seeing growth. WIC has traditionally been the largest CB program and is now overtaken by LL. CDD is using a new multiplier on child reimbursement claim. As agency we hit the 1% reserve goal. We saw a combined \$700k gain in fixed assets from LL vehicles and property. Budget Summary: There was little movement in the first month with a \$17K overall gain besides the reserve contributions that carry over.

**Due to lack of quorum, the motion to approve the 19/20 Agency Roll-up Budget will be added to an e-vote to be sent out by Tonje following the meeting.**

## **6:57 11. Written Reports**

### *11.1 Development*

### *11.2 Financial Report from the September 12, 2019 Finance Committee Meeting*

*11.3 Program Reports from MOW*

**6:58 12. Newspaper Articles**

**6:58 13. Items for Next Agenda**

**6:58 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

## **Development Committee Planning Notes**

### **Small Conference Room, CB HQ**

**Oct 9, 2019 at 11am**

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

### **Quarterly Update**

We have raised 19% of our goal at 25% of the year. The Farm to Fork Gala exceeded our budgeted goal of \$64,500, raising \$72,580. We are on track with media outreach goals. Committee members recommended tying Board giving goals to each Board meeting.

### **Sponsorship Opportunity**

CB's annual calendar publication raises awareness of holiday giving. Sponsorships of \$500 offset the cost to print. The sponsorship list was reviewed and new contacts were requested. Historically we struggle to fill the last two months. Sponsorship packets were distributed.

### **Donor Meetings**

A list of CB's annual major donors was shared for help with cultivation or ideas for new contacts. Next staff will follow up with the appeal or time of year that each donor gives to help set up meetings for requests or to look for opportunities to increase, include others.

### **Other Discussion**

We will host a continuing education workshop for local professionals on Nov 7. Please invite your accounting contacts. Other ideas included a forum for healthcare professionals on palliative care and other senior care issues. Staff will prepare physician contact lists. Also discussed co-hosting a chamber event Taste of Aptos-Corralitos in the new Aptos Village area. Discuss with other event organizers how the proceeds are handled. This is a new idea we had.

### **Community Meetings/Events**

10/10, 7:30-9 AM: Aptos Chamber Breakfast:

10/24, 5-7 PM: SC Chamber @ Santa Cruz Dream Inn

11/7, 5-7 PM: Aptos Chamber Mixer @ Sockshop and Shoe Company

### **Next Meeting:**

2<sup>nd</sup> Wednesdays

Nov 13 at 11:00am

Community Bridges

519 Main Street, Watsonville



## **Finance Committee**

Thursday, October 17, 2019, 10:30-11:30 AM

PAMF

2200 Soquel Ave, Santa Cruz CA

### **Draft Minutes**

**Members Present:** Jack Jacobson, Lee Slaff, Casey Wu (by phone)

**Staff Present:** Doug Underhill, Ray Cancino

**Notes:** Tonje Switzer

#### **10:30 Agenda Review**

Move Closed Session up.

#### **10:30 Closed Session**

#### **10:56 CFO Report** – Doug Underhill

##### a. Program Budget Summary Review – August

CDD saw the largest swing from overstating child enrollment as well as roof repair at Fairgrounds. WIC saw very little change. ELD saw \$25K in projected change of VA rates as they move to be the same as CCAH rates. MOW saw no change. LL saw a \$19K gain. LMCR saw a \$5K addition to their summer lunch revenue. NVCR saw a \$7K boost as staff waived healthcare. CACFP saw a minimal upward change. The program will probably be adding between 40 and 50 new daycare homes, broadening geographic reach. Development saw an increase due to the agency event doing very well. Large net asset gains due to LL property and CARB electric vehicles. ELD's one time finding results in ending with a low cash balance. We saw high accounts receivable. We are below ratio goals, but LL property comes with \$400K annual revenue dedicated to paying the debt. We are working to close out the budget with the auditor starting on CDD today.

##### b. Review of Projected Year End FY 18/19 Financial Statements

CFO gave a brief overview of the year-end Financial Statements.

##### c. Review of August 31, 2019 Financial Statements

We have an increase of \$900K receivables year to date. We have no expectations of adding funds to facility reserve this year. We have improved an improved cash position since fiscal year end.



It is possible that ratio goals should change along with changes in criteria as we are purchasing buildings and acquiring assets. STA funding is newly acquired funding of \$100K per year for LL, for two years.

d. Cash Flow and Line of Credit

Improved position of fiscal year end. We are waiting for CARB funding to come in. We are looking solid through the end of the year, pending \$500K in payments being received as expected.

e. Investments and Funds – Status Review

We are not projecting gains due to a volatile market.

f. Questions / Answers

g. Items for next agenda

11:25 Adjourn

Next Meeting November 14th, 2019



## **Governance Committee Meeting**

Thursday October 17, 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, Lee Slaff, Pam Fields (by phone)

**Staff Present:** Ray Cancino, Seth McGibben

**Excused Absences:** Jack Jacobson

**Notes:** Tonje Switzer

#### **11:30 1. Meeting to order/Establish Quorum**

#### **11:31 2. Agenda Review**

#### **11:35 3. CEO Report – Ray Cancino**

*a) Lift Line Move - Update*

The move to the Ohlone property is moving forward as planned and LL will be out of Ford street by the end of October.

*b) Census 2020 – Update*

CB-Admin received \$37K for performing Census 2020 outreach work. Tonje will coordinate efforts until a Census Coordinator starts in January.

*c) PAMF Grant (\$25K)*

We received a \$25K grant that will supplement the current HEAP grant earmarked for services supporting people experiencing homelessness at MCR.

*d) HCA Wage Equity Campaign – Timeline*

i. November 18, Nonprofit Wage Equity Conversation

This event is the initial announcement and presentation of the HCA data. Board is welcome and encouraged to attend.

ii. December 16, Nonprofit Wage Equity Report Launch/Panel of Experts

This is the official release of the report and data with a panel of experts. The goal of the effort is to request that County Board of Supervisors to create a study session looking into the wage disparity between county and nonprofit workers. This effort is social services sector- wide and not CB specific. Further discussion moved to closed session.

**11:10 4. Items for next GC Agenda/BOD Agenda**

11/20 BOD:

- Senior Communication Plan
- Committee Structures

**12:40 5. Closed Session**

**12:30 6. Adjourn**

**Next Meeting:**

Thursday November 14, 11:30am-12:30pm

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

## **Development Committee Planning Notes**

### **Small Conference Room, CB HQ**

**Nov 13, 2019 at 11am**

Present: Katy King, Julie Scurfield, Anna Vaage, Brenda Romero

#### **11:00 – 11:20 Community Bridges 101**

Discussed services of each program and their value to the community. Provided packets of materials for committee members and their contacts. Community Bridges operates many services people don't realize are part of our agency but awareness is increasing over time.

#### **11:20 – 11:30 Activity Updates**

We held a workshop for financial professionals last week and connected with good contacts. Reiterated how this format could be valuable in connecting with healthcare professionals. WIC held an event recently that had a good turnout of nursing and nutrition professionals

#### **11:30 – 11:40 Giving Tuesday Outreach**

CB calendar provides mail opportunity to give for the holidays, and Giving Tuesday is an electronic fundraising campaign. We are seeking a match donor and social media ambassadors. Members identified at least one ambassador candidate with wide influence.

#### **11:50 – 12:00 Confirm attendance at upcoming events**

Aptos Chamber Breakfast, Thu 11/14 7:30 AM -- Julie will attend

Capitola Chamber Mixer, Thu 11/21 5:00 PM

Santa Cruz Chamber Lunch, Fri 11/22 11:30 AM

Capitola Chamber Lunch @ Bargetto, Wed 11/20 11:30 AM

#### **Next meeting:**

2nd Wednesdays

Wed, Dec 11 at 11am

Community Bridges

519 Main Street, Watsonville



## **Finance Committee**

Thursday, November 14, 2019, 10:30-11:30 AM  
PAMF, 2200 Soquel Ave, Santa Cruz CA

### **Draft Minutes**

**Members Present:** Lee Slaff, Jack Jacobson

**Staff Present:** Ray Cancino, Doug Underhill (by phone)

**Notes:** Tonje Switzer

10:42 Agenda Review

10:35 CFO Report – Doug Underhill

a. Program Budget Summary Review – September

WIC reduced personnel and services. CDD saw a positive \$51K shift and reduction in personnel resulting in \$-13K in GA. ELD is now receiving VA reimburse at CCAH levels. \$9K increase in personnel due to hiring two RNs. \$29K reduction from CCAH from reduced ADA and a shift to more VA. MOW balanced out budget to zero by reducing fixed asset expenditures, but saw a slight increase in personnel and food costs. LL saw a \$17K decrease which is renovation related, with minimal overall operational change. LMCR is +\$5500 and is seeing a slight increase in personnel cost. MCR saw a positive change due to the 25K Sutter grant for facilities. FRCs are addressing deterred maintenance. We are planning management consultation for PMs. LOCR saw an increase in personnel expenses due to some personnel shifts. CACFP saw increased personal costs as they are taking over 40+ DCH that were Monterey Bay Agency clients. The agency purchased a new vehicle to support extended traveling as the CACFP geographic region has expanded. Admin saw a \$12K net gain in GA due to increases in funding throughout programs in other programs, heavily related to the 37K Census grant. Admin will hire limited term coordinator in January and Tonje is filling in for now.

b. Review of September 30, 2019 Financial Statements

There was a \$23K gain compared to last month. We are where we expect to be. A/R is at normal levels, as payments are coming in as expected. Ratios were slightly improved. Major shifts in ratios are due to Ohlone property, but as payments are made ratios will improve.

c. Cash Flow and Line of Credit

We are not touching the line of credit, and are looking strong for the remainder of the quarter. Payments are coming in on time. We have yet to spend anything from the 500K Ohlone renovation loan, but the repaving project is coming up and will be applied to the loan.

d. Investments and Funds – Status Review

There were minimal gains for Burrows and LPL.

e. General updates on Audit

We are slightly behind due to software updates with a deadline for completion of 12/15. CFO and G.A. are currently attending CDE fiscal training in Sacramento. CDD and CACFP child files are completed and looking favorable.

f. Questions / Answers

g. Items for next agenda

BOD: BOD development. Finance Committee member, down to two.

11:20 Closed Session

11:33 Adjourn

Next Meeting December 12th, 2019



## **Governance Committee Meeting**

Thursday November 14, 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, Jack Jacobson, Lee Slaff

**Staff Present:** Ray Cancino

**Excused Absences:** Pam Fields, Seth McGibben

**Notes:** Tonje Switzer

**11:35 1. Meeting to order/Establish Quorum**

**11:35 2. Agenda Review**

**11:35 3. CEO Report – Ray Cancino**

a) Lift Line Move - Update

Lift Line is fully moved out of Ford Street and into Ohlone Parkway. There may be a few delays on the paving project. Our land use consultant is in communications with the City of Watsonville who claims scope of work is larger than previously stated. We may need to ask for special use permit.

**11:38 4. Items for next GC Agenda/BOD Agenda**

**11:45 5. Closed Session**

**12:30 6. Adjourn**

### **Next Meeting:**

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

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

Prepared by Tonje Switzer

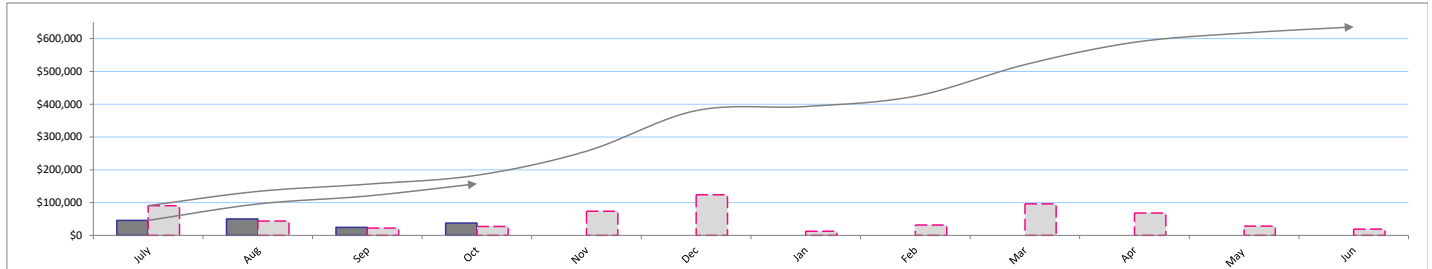
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**Development Progress Report  
Fiscal Year 2019-20**

October 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		\$45,654	\$50,011	\$24,354	\$37,364								
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
<b>Cumulative difference 10/31/18 to 10/31/19</b>						<b>-\$25,930</b>	<b>-19.3%</b>	<b>change</b>						



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

- 19/20 Cumulative \$157,383
- Prior Cumulative YTD \$183,313
- Change vs. Prior YTD -\$25,930 -14% Growth over prior year

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

- 19/20 Donations YTD \$157,383 29% Portion of goal met
- % of Goal/Year to Date \$182,428 33% Portion of year lapsed
- Variance to % of Year -\$25,046 -4.6% Variance of goal to date

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

- 19/20 Grant Awards \$1,992,774
- Prior Year Awarded \$1,796,240
- 19/20 New Awards \$830,297 11% Growth over prior year

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

- Mountain Affair raised \$22K net \$14K. Short of \$25K budgeted goal.
- CB Calendar Sponsors filled 11 out of 12 months from local businesses.
- MOW Fall Mailer received \$15.5K in first week; goal of \$82.5K through Dec 31.

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

- Giving Tuesday Dec 3: seeking lead gifts, match donor, ambassadors.
- Planned Giving appeal: packets to longtime donors and local advisors.
- MOW Food from the Heart event Apr 3: seeking committee members.



**Grant Status Report  
Fiscal Year 2019-20  
Through Oct 31, 2019**

<b>Awarded Grant Applications</b>	<b>FY 19/20</b>	<b>FY 18/19</b>	<b>FY 17/18</b>
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
Community Foundation of SCC (CB)	\$37,836		
California Public Utilities Corp (FRC)	\$32,174		
United Way Youth Well-Being (LOCR)	\$30,000		
Sutter Health (MCR)	\$25,000		
Pajaro Valley Community Health Trust (LMCR)	\$15,000		
Kaiser Foundation for At Risk Youth (FRC)	\$15,000	\$15,000	\$15,000
Dignity Health Dominican Hospital (FRC)	\$12,500	\$12,500	
Packard Foundation Capacity Building (FRC)	\$12,500		
Community Foundation Monterey advocacy (LMCR)	\$12,000		
Newman's Own (MOW)	\$9,500	\$10,000	\$10,000
Community Action Board Immigration Services (FRC)	\$8,000	\$8,000	
Palo Alto Medical Foundation (MOW)	\$7,500	\$0	\$5,000
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
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
<b>Total Awarded</b>	<b>\$1,992,774</b>	<b>\$1,796,240</b>	<b>\$1,129,192</b>
<b>Pending Grant Applications</b>			
Google Impact Challenge (ELD & MOW)	\$1,000,000		
CalTrans 5310 (LL)	\$515,100		
Santa Cruz County HAP (FRC)	\$150,000		
Dignity Health Foundation (FRC)	\$60,000		
Allstate Renewal Award (LOCR)	\$40,000		
Volunter Center Emergency Prep (FRC, MOW)	\$40,000		
Santa Cruz City Set-Aside (CDD Sycamore)	\$20,000		
California Emerging Technology Fund (FRC)	\$18,000		
Pajaro Valley Community Health Trust (FRC)	\$15,000		
Caroline's Nonprofit Thrift Store (LMCR)	\$10,000		
National Summer Learning Association (LOCR, NVCR)	\$10,000		
Dudley-Vehmeyer-Brown Foundation (MCR)	\$5,000	\$5,000	\$5,000
The Lawrence Foundation (FRC)	\$5,000		
Subaru Share the Love (MOW)	TBD	\$9,611	
<b>Total In Process</b>	<b>\$1,888,100</b>	<b>incl above</b>	<b>incl above</b>

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

<b>Programs</b>	<b>19/20 Goal</b>	<b>19/20 YTD</b>	<b>19/20 Goal Met</b>	<b>18/19 Final</b>
CB General Funds	\$140,700	\$61,049	43%	\$135,032
Child and Adult Care FP	\$3,250	\$1,209	37%	\$3,732
Child Development Dept	\$4,670	\$3,528	76%	\$6,332
Elderday	\$6,250	\$2,855	46%	\$7,240
La Manzana	\$2,670	\$1,424	53%	\$9,000
Lift Line	\$12,600	\$8,504	67%	\$6,757
Live Oak	\$32,050	\$2,522	8%	\$56,970
Mountain Community	\$67,200	\$26,737	40%	\$75,417
Meals on Wheels	\$262,700	\$46,145	18%	\$315,596
Nueva Vista	\$11,500	\$2,050	18%	\$15,973
WIC	\$2,200	\$1,358	62%	\$3,664
<b>TOTAL</b>	<b>\$545,790</b>	<b>\$157,383</b>	<b>29%</b>	<b>\$635,712</b>

**2019-20 Appeal Results & 2018-19 Comparison**

<b>Appeals/Campaigns</b>	<b>19/20 Goals</b>	<b>19/20 YTD</b>	<b>YTD 18/19 To Date</b>	<b>19/20 \$ change</b>
Annual Report, current year	\$6,050	\$4,005	\$4,200	(\$195)
Bequests		\$3,031	\$2,814	\$217
Calendar sponsorships	\$5,000	\$3,250	\$3,000	\$250
Donates Monthly		\$4,915	\$4,365	\$550
Farm to Fork Gala	\$64,500	\$72,980	\$62,667	\$10,313
Founding 100		\$400	\$400	\$0
General Unsolicited		\$20,094	\$49,247	(\$29,153)
Honor/Memorial		\$2,115	\$885	\$1,230
Lift Line Van Sponsors	\$8,500	\$5,520	\$1,740	\$3,780
LOCR Crowdfunding	\$5,000	\$705	\$10,520	(\$9,815)
MCR Mountain Affair	\$25,000	\$21,515	\$23,250	(\$1,735)
MOW mailer welcome packet		\$2,279	\$3,020	(\$741)
MOW meal contribution donation		\$2,538	\$2,138	\$400
MOW Spring Mailer	\$42,500	\$4,362	\$5,313	(\$951)
Online donation/Internet search		\$1,739	\$1,024	\$715
Outside Fundraisers		\$2,537	\$1,912	\$625
Payroll Deduction - Employee		\$648	\$648	\$0
Payroll Funds - non-CB		\$2,036	\$851	\$1,185
Program Donation Box		\$2,716	\$5,320	(\$2,604)
<b>Total</b>		<b>\$157,383</b>	<b>\$183,314</b>	<b>-\$25,931</b>
<b>Board contributions (incl above)</b>		<b>\$7,260</b>	<b>\$5,489</b>	\$1,771
<b>Board solicitations (incl above)</b>		<b>\$21,945</b>	<b>\$9,790</b>	\$12,155

COMMUNITY BRIDGES Program Budget Summary September 30, 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 2019-2020 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	2,376,275	2,375,892	0	(383)	193,630	8.2%	(40)	0.0%	344,484
Child Development Div	190,079	2,302,292	2,202,287	2,235,577	200,000	33,290	223,369	10.2%	51,750	2.3%	314,173
Elderday	52,875	2,198,526	2,207,703	2,231,152	240,000	23,449	76,324	3.5%	(4,731)	-0.2%	320,810
Meals on Wheels	519,627	1,944,189	1,929,477	1,929,477	270,000	-	519,627	28.4%	-	0.0%	263,053
Lift Line	(288,557)	3,023,426	3,055,918	3,081,823	180,000	25,905	(262,652)	-9.7%	(16,966)	-0.6%	273,271
La Manzana Commtty Res	120,889	608,350	609,536	614,875	11,000	5,339	126,228	21.2%	(5,500)	-0.9%	83,892
Mountain Commtty Res	254,237	579,800	601,408	603,889	49,000	2,481	256,718	43.4%	1,711	0.3%	76,058
Nueva Vista Commtty Res	84,442	361,458	360,190	362,853	12,000	2,663	87,105	24.5%	(4,957)	-1.4%	50,948
Live Oak Commtty Res	125,317	287,535	324,957	326,078	28,000	1,121	126,438	38.9%	(2,725)	-0.8%	47,221
CACFP (Oct-Sept FFY)	26,787	3,926,778	3,975,126	3,979,693	294,750	4,567	31,354	3.5%	(3,695)	-0.1%	65,099
Administration	55,259	1,896,148	1,937,956	1,948,419	9,800	10,463	65,722	3.4%	12,376	0.6%	15,538
Philanthropy	54,750	185,700	186,715	196,515	71,409	9,800	64,550	34.6%	555	0.3%	27,147
<b>TOTAL PROG OPERATIONS</b>	<b>1,389,718</b>	<b>19,651,045</b>	<b>19,767,548</b>	<b>19,886,243</b>	<b>1,365,959</b>	<b>118,695</b>	<b>1,508,413</b>	<b>9.83%</b>	<b>27,778</b>	<b>0.1%</b>	<b>1,881,694</b>
LOCR-Capital Campaign	453,998	27,240	23,570	27,240	0	3,670	457,668	NA	-	0.0%	0
CBHQ FY 19/20 Activity		-	70,812	66,884	0	(3,928)	(3,928)	NA	252		0
Fixed Assets & Gen'l Agy	1,982,206	-	702	1,186	0	483	1,982,689	NA	-	0.0%	0
<b>TOTAL AGENCY</b>	<b>3,825,922</b>	<b>19,678,285</b>	<b>19,862,633</b>	<b>19,981,553</b>	<b>1,365,959</b>	<b>118,920</b>	<b>3,944,842</b>	<b>9.83%</b>	<b>28,030</b>	<b>0.1%</b>	<b>1,881,694</b>

Note: MOW : \$350,000 of MOW reserve revenue shown on Fixed Assets & General Agency 6/30/19 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  
September 30, 2019**

**PROGRAM NAME:**

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<b>WIC</b>	-4K personnel, -5K service and supply exp
<b>Child Development Div</b>	-87K personnel, -13K G.A., -20K revenue
<b>Elderday</b>	+9K personnel, +5K cal fresh exp/rev, +2K maint, -29K CCAH, +39K V.A., Sept ADA=69
<b>Meals on Wheels</b>	+4K personnel +3K services/supply G.A., -7K Major Equip
<b>Lift Line</b>	+15K personnel, +5K contracted, +Prop/Equip Reserves, +58K TDA revenue
<b>La Manzana CR</b>	+4K personnel, +3K contracted, -1K utilities
<b>MCR</b>	+14K space maint, +5K prof services, +25K Sutter Grant
<b>Nueva Vista CR</b>	+3K contracted, +1.3K personnel, +3K packard rev
<b>Live Oak CR</b>	+3K personnel, -1.5K service/supply, -1.25K revenue
<b>CACFP</b>	+3K personnel, slight decrease in Center Admin Rev
<b>Administration</b>	+42K Census Rev/Exp, +12K net G.A.
<b>Philanthropy</b>	Minimal Change
<b>LOCR-Cap Campaign</b>	Estimating 6% gain for FY 19/20 less expenses, August 31 Balance \$460,270
<b>La Manzana Property</b>	Includes Actual Q1 Activity
<b>FAs &amp; Agy Unrestr.</b>	Fiscal Sponsorships, Unallowable exps, Fixed Asset values
<b>Total Agency</b>	June 30 2019 Ending Balances are estimated

**Community Bridges**  
**Agency-Wide Revenue and Expenses**  
**September 30, 2019**

DESCRIPTION	RECEIVED	EARNED	% OF TOTAL	A/R	UNEARNED	DESCRIPTION	ACTUAL	% OF TOTAL
	YTD 9/30/19	YTD 9/30/19		YTD 9/30/19	YTD 9/30/19		YTD 9/30/19	
<b>REVENUE</b>				<b>EXPENSE</b>				
County of Santa Cruz	281,750	325,586	8.4%	43,836		Salaries & Wages	1,774,311	46.6%
City of Santa Cruz		62,750	1.6%	62,750		Payroll Taxes	172,525	4.5%
City of Capitola		24,654	0.6%	24,654		Health Insurance/Retirement	212,280	5.6%
City of Scotts Valley		2,679	0.1%	2,679		Contracted Services	217,898	5.7%
City of Watsonville	4,250	2,125	0.1%	(2,125)		Transportation Services	107,414	2.8%
AAA-Title IIIB/C	158,938	206,082	5.3%	47,144		Staff Travel	11,912	0.3%
USDA-AAA / CAFB / SL	27,180	83,254	2.1%	56,074		Occupancy Expense	358,949	9.4%
Dept of Health Svcs-WIC / Snap Ed		617,865	15.9%	617,865		Office/Program Expense	77,411	2.0%
Dept of Educ-CACFP Admin	31,578	105,034	2.7%	73,456		Staff Training	7,258	0.2%
Dept of Educ-CACFP Homes Passthru		353,045	9.1%		(353,045)	Insurance	43,000	1.1%
Dept of Educ-CACFP Ctrs CCC / CBAS		34,461	0.9%	34,461		Taxes, Licenses, Interest & Fees	86,648	2.3%
Dept of Education-CDD	739,949	399,517	10.3%		340,432	Equipment Expense	53,744	1.4%
Transportation Development Act	258,993	194,750	5.0%		64,243	Raw Food and Related	180,062	4.7%
EFSP (FEMA)	4,375	2,739	0.1%		1,636	Vehicle Operations/Maintenance	38,419	1.0%
Covered CA-Navigator		4,012	0.1%	4,012		Payments to CACFP Homes/Ctrs	353,045	9.3%
FTA Section 5310 - Cal Trans Veh		0	0.0%	-		Payments to Other Agencies	22,713	0.6%
FTA Section 5310 - Cal Trans Ops		53,044	1.4%	53,044		Fixed Asset Purchases	602	0.0%
First Five		67,629	1.7%	67,629		Vehicle Related Purchases		0.0%
TDA - Measure D	136,501	208,373	5.4%	71,872		Real Property Purchases		0.0%
CARB / LCTOP	0	10,100	0.3%	10,100		Depreciation/Amortization	59,524	1.6%
Foundations & Other Grants	453,420	231,363	6.0%		222,057	Measure D Facility Reserve		
Donations/Fundraising	104,088	104,088	2.7%	-		236 Aptos Renovation	33,841	0.9%
Participant Contributions	21,328	21,328	0.5%	-				
Client Fees	97,522	97,522	2.5%	-				
Medi-Cal Fees	302,008	403,879	10.4%	101,870				
Program Income-Other	40,307	71,174	1.8%	30,867				
Transportation Fees/Scrip	1,673	1,673	0.0%	-				
Outside Contracts	1,107	24,240	0.6%	23,133				
Uncollectible Revenue	-176	-176	0.0%	-				
Interprogram Revenue	157,471	173,971	4.5%	16,500				
<b>TOTAL REVENUE</b>	<b>2,822,261</b>	<b>3,886,757</b>	<b>100.0%</b>	<b>1,339,819</b>	<b>275,324</b>	<b>TOTAL EXPENDITURES</b>	<b>3,811,553</b>	<b>100.0%</b>
				<b>1,213,347</b>	<b>508,858</b>	<b>Net Gain (Loss) **</b>	<b>75,204</b>	
						Prior Yr Net Assets	3,807,840	
Change from last month	23,005					<b>Net Assets:</b>	<b>3,883,045</b>	

**Community Bridges**  
**Statement of Financial Position**  
**September 30, 2019**

ASSETS	Unrestricted	Restricted Net Assets	Current Month Total	Prior Period Total
Cash and cash equivalents	803,489	-	803,489	893,272
Cash reserved for LOFRC Facility Maint	-	483,829	483,829	479,197
Accounts/Grants receivable	2,022,298	-	2,022,298	2,221,745
Prepaid expenses	224,038	-	224,038	196,217
Inventory - Raw Food & Supplies	21,000	-	21,000	21,000
Refundable Deposits	40,049	-	40,049	40,049
Property and equipment	6,546,521	-	6,546,521	6,471,567
Leasehold improvements	729,056	-	729,056	729,056
<b>TOTAL ASSETS</b>	<b>10,386,450</b>	<b>-</b>	<b>483,829</b>	<b>10,870,279</b>
<b>LIABILITIES</b>				
Accounts payable	389,131	-	389,131	417,409
Salaries and wages payable	351,425	-	351,425	344,756
Payroll taxes payable	163,519	-	163,519	155,949
Retirement (401k) benefits payable	16,701	-	16,701	16,511
Accrued vacation salaries and wages	370,830	-	370,830	358,010
Health insurance payable/withheld	9,243	-	9,243	(629)
Short term debt (includes LOC)	(3,976)	-	(3,976)	-
Long term debt	4,869,518	-	4,869,518	4,875,223
Volunteer Center liability	2,537	-	2,537	2,537
Capitalized leases payable	4,968	-	4,968	4,968
Due to fixed asset fund	280,959	-	280,959	280,959
Unearned revenue/advances	377,622	-	377,622	588,480
Other debts	126	-	126	301
Other liabilities	154,631	-	154,631	129,330
<b>TOTAL LIABILITIES</b>	<b>6,987,234</b>	<b>-</b>	<b>6,987,234</b>	<b>7,173,802</b>
Fund Balance June 30, 2019	3,351,840	-	456,000	3,826,102
Current Year Income (Loss)	47,376	-	27,829	75,204
<b>TOTAL NET ASSETS</b>	<b>3,399,216</b>	<b>-</b>	<b>483,829</b>	<b>3,883,045</b>

	G M	Current Month	Old Last Month	Proposed Goals	Revised Req Ratios
Cumulative Net Gain (Loss):	↓ ↑	75,204	52,199	\$200,000	None
Liquid Unrestricted Net Assets (LUNA)/Avg Mo Exps	↓ ↓	0.86	0.92	3.0	None
Current Ratio (Current Assets/Current Liabilities):	↓ ↓	2.5	2.7	2.8	None
Modified Current Ratio (Liabilities include advances):	↓ ↑	2.0	1.9	2.5	None
Net Asset Ratio (Total Assets/Total Liabilities):	↓ ↑	1.6	1.5	1.9	None
Debt to Equity (Total Liabilities/Total Fund Bal):	↓ ↑	180%	185%	116%	None
Debt to Assets (Total Liabilities/Total Assets):	↓ ↑	64%	65%	54%	None
Return on Reserves:	↓ ↑	1.9%	1.3%	5.2%	None
Current Assets (excludes property/fixed assets):		3,594,702	3,851,480	2,100,000	
Current Liabilities (excludes long term/unearned):		1,451,631	1,421,636	755,000	
Modified Current Liabilities (adds in unearned):		1,829,253	2,010,116	855,000	

**COMMUNITY BRIDGES**  
**Program Budget Summary**  
**August 31, 2019**

**Projections for Year Ending 6-30-20**

A	B	C	D	E	F	G	H	I	J	J	K
	6/30/19 Projected Balance	Annual 19/20 Balanced Budget	Current Projected Expenses	Current Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2019-2020 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	Change from Prior Mo	% Change	14.53% Gen'l & Adm Exp
<b>PROGRAM NAME:</b>											
<b>WIC (Oct-Sept FFY)</b>	194,013	2,336,843	2,385,175	2,384,832	0	(343)	193,670	8.2%	(383)	0.0%	339,570
<b>Child Development Div</b>	190,079	2,302,292	2,282,059	2,263,599	200,000	(18,460)	171,619	7.5%	(63,871)	-2.8%	325,491
<b>Elderday</b>	52,875	2,198,526	2,194,299	2,222,479	240,000	28,180	81,055	3.7%	25,642	1.2%	2,770,189
<b>Meals on Wheels</b>	519,627	1,944,189	1,930,017	1,930,017	360,000	-	519,627	28.4%	-	0.0%	261,992
<b>Lift Line</b>	(288,557)	3,023,426	2,980,554	3,023,425	180,000	42,871	(245,686)	-9.4%	19,110	0.6%	269,493
<b>La Manzana Comnty Res</b>	120,889	608,350	602,161	613,000	11,000	10,839	131,728	22.4%	4,815	0.8%	82,834
<b>Mountain Comnty Res</b>	254,237	579,800	578,430	579,200	49,000	770	255,007	44.9%	770	0.1%	72,429
<b>Nueva Vista Comnty Res</b>	84,442	361,458	353,353	360,973	12,000	7,620	92,062	26.4%	7,228	2.0%	49,953
<b>Live Oak Comnty Res</b>	125,317	287,535	323,482	327,328	28,000	3,846	129,163	39.9%	1,267	0.4%	47,007
<b>CACFP (Oct-Sept FFY)</b>	26,787	3,926,778	3,921,774	3,930,036	750	8,262	35,049	4.2%	1,309	0.0%	65,118
<b>Administration</b>	55,259	1,896,148	1,896,097	1,894,184	9,800	(1,913)	53,346	2.8%	(1,206)	-0.1%	9,446
<b>Philanthropy</b>	54,750	185,700	187,840	197,085	95,000	9,245	63,995	34.1%	9,619	5.1%	27,310
<b>TOTAL PROG OPERATIONS</b>	<b>1,389,718</b>	<b>19,651,045</b>	<b>19,635,241</b>	<b>19,726,158</b>	<b>1,185,550</b>	<b>90,917</b>	<b>1,480,635</b>	<b>9.74%</b>	<b>4,300</b>	<b>0.0%</b>	<b>4,320,832</b>
<b>LOCR-Capital Campaign</b>	453,998	27,240	23,570	27,240	0	3,670	457,668	NA	-	0.0%	0
<b>CBHQ FY 19/20 Activity</b>		-	45,307	45,559	0	252	252	NA	252		0
<b>Fixed Assets &amp; Gen'l Agy</b>	1,982,206	-			0	-	1,982,206	NA	-	0.0%	0
<b>TOTAL AGENCY</b>	<b>3,825,922</b>	<b>19,678,285</b>	<b>19,704,118</b>	<b>19,798,957</b>	<b>1,185,550</b>	<b>94,839</b>	<b>3,920,761</b>	<b>9.74%</b>	<b>4,552</b>	<b>0.0%</b>	<b>4,320,832</b>

Note: MOW : \$350,000 of MOW reserve revenue shown on Fixed Assets & General Agency 6/30/19 Fund Balance.

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

Total 6/30/19 Agency Projected Ending Balance = Col B

**Program Budget Summary  
August 31, 2019**

**PROGRAM NAME:**

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<b>WIC</b>	-6.7K personnel LOA/Vacation, -1.7K supplies, matched by -claimable expenses
<b>Child Development Div</b>	+10 Fairground Roof, +5.3K Office, -44k CDE Rev 8 kids vs 16 proj RM
<b>Elderday</b>	+5K Space Maint, Aug ADA 69.14, +37K V.A. rev at new rate, -9K CCAH rev
<b>Meals on Wheels</b>	-12K rent/rev from city SC, +3K personnel (vacations), -3K minor equip, -3.5K food
<b>Lift Line</b>	+4.5K rent, +3.5K Maint, -2K personnel, -25K in Facility Reserve contribution
<b>La Manzana CR</b>	+5K USDA Summer Lunch Revenue
<b>MCR</b>	-2.8K personnel, decrease staff hours, +2K minor equip
<b>Nueva Vista CR</b>	-6.7K personnel EE waived health, -1K G.A.
<b>Live Oak CR</b>	Multiple personnel changes, but net is -500, minimal change
<b>CACFP</b>	Minimal Change, +2 DCH from June estimated, +1 DCH July
<b>Administration</b>	-1K G.A. +400 Personnel, minimal change
<b>Philanthropy</b>	+20K FTF Revenue, estimating 12K less general donations
<b>LOCR-Cap Campaign</b>	Estimating 6% gain for FY 19/20 less expenses, August 31 Balance 456K
<b>La Manzana Property</b>	Includes Actual July/August Activity
<b>FAs &amp; Agy Unrestr.</b>	Fiscal Sponsorships, Unallowable exps, Fixed Asset values
<b>Total Agency</b>	June 30 2019 Ending Balances are estimated



**Community Bridges**  
**Agency-Wide Revenue and Expenses**  
**June 30, 2019**

DESCRIPTION	RECEIVED	EARNED	% OF	A/R	UNEARNED	DESCRIPTION	ACTUAL	% OF
	YTD	YTD		YTD	YTD		YTD	
	6/30/19	6/30/19	TOTAL	6/30/19	6/30/19		6/30/19	TOTAL
REVENUE					EXPENSE			
County of Santa Cruz	1,259,110	1,259,110	7.2%	0		Salaries & Wages	6,854,926	41.9%
City of Santa Cruz	230,600	230,600	1.3%	-		Payroll Taxes	671,321	4.1%
City of Capitola	98,632	98,632	0.6%	-		Health Insurance/Retirement	882,486	5.4%
City of Scotts Valley	10,646	10,646	0.1%	-		Contracted Services	662,447	4.1%
City of Watsonville	16,500	16,500	0.1%		-	Transportation Services	429,332	2.6%
AAA-Title IIIIB/C	665,273	673,063	3.9%	7,790		Staff Travel	58,439	0.4%
USDA-AAA / CAFB / SL	212,830	226,408	1.3%	13,578		Occupancy Expense	1,315,646	8.0%
Dept of Health Svcs-WIC / Snap Ed	2,439,596	2,441,687	14.0%	2,091		Office/Program Expense	265,483	1.6%
Dept of Educ-CACFP Admin	403,411	403,411	2.3%	-		Staff Training	41,620	0.3%
Dept of Educ-CACFP Homes Passthru	3,357,985	3,357,985	19.3%			Insurance	163,028	1.0%
Dept of Educ-CACFP Ctrs CCC / CBAS	145,752	145,752	0.8%	-		Taxes, Licenses, Interest & Fees	197,289	1.2%
Dept of Education-CDD	1,404,773	1,500,773	8.6%	96,000		Equipment Expense	111,122	0.7%
Transportation Development Act	695,073	695,073	4.0%		-	Raw Food and Related	683,054	4.2%
EFSP (FEMA)	12,303	12,303	0.1%	-		Vehicle Operations/Maintenance	149,232	0.9%
Covered CA-Navigator	16,047	16,047	0.1%		-	Payments to CACFP Homes/Ctrs	3,504,345	21.4%
FTA Section 5310 - Cal Trans Veh		0	0.0%	-		Payments to Other Agencies	32,330	0.2%
FTA Section 5310 - Cal Trans Ops	199,083	199,083	1.1%	-		Fixed Asset Purchases	1,656	0.0%
First Five	256,750	256,750	1.5%	-		Vehicle Related Purchases		0.0%
TDA - Measure D	1,075,170	1,075,170	6.2%		-	Real Property Purchases		0.0%
Ca Air Resources Board (CARB)	236,816	236,816	1.4%	-		Depreciation/Amortization	227,130	1.4%
Foundations & Other Grants	463,127	463,127	2.7%		-	Measure D Fixed Asset Reserve		
Donations/Fundraising	660,369	660,369	3.8%	-		236 Aptos Renovation	92,986	0.6%
Participant Contributions	79,570	79,570	0.5%	-				
Client Fees	448,489	472,498	2.7%	24,009				
Medi-Cal Fees	1,514,198	1,628,500	9.4%	114,302				
Program Income-Other	346,707	346,707	2.0%	-				
Transportation Fees/Scrip	8,245	8,245	0.0%	-				
Outside Contracts	47,154	47,154	0.3%		-			
Uncollectible Revenue	-622	-622	0.0%	-				
Interprogram Revenue	838,666	838,666	4.8%	-				
TOTAL REVENUE	17,142,252	17,400,023	100.0%	257,771	0	TOTAL EXPENDITURES	16,343,872	100.0%
				1,213,347	508,858	<b>Net Gain (Loss) **</b>	<b>1,056,152</b>	
						<b>Prior Yr Reserves</b>	<b>2,769,950</b>	
Change from last month	699,612					<b>Net Assets:</b>	<b>3,826,102</b>	

**Community Bridges**  
**Statement of Financial Position**  
**June 30, 2019**

ASSETS	Donor		Donor	Current	Prior
	Unrestricted		Restricted	Month	Period
			Net Assets	Total	Total
Cash and cash equivalents	605,844	-	-	605,844	1,654,372
Cash reserved for LOFRC Facility Maint			477,557	477,557	468,650
Accounts/Grants receivable	2,818,923	-	-	2,818,923	1,563,469
Prepaid expenses	305,292	-	-	305,292	393,745
Inventory - Raw Food & Supplies	19,392	-	-	19,392	21,000
Refundable Deposits	39,399	-	-	39,399	39,399
Property and equipment	6,377,035	-	-	6,377,035	3,436,251
Leasehold improvements	729,056	-	-	729,056	536,626
<b>TOTAL ASSETS</b>	<b>10,894,941</b>	<b>-</b>	<b>-</b>	<b>477,557</b>	<b>11,372,498</b>
<b>LIABILITIES</b>					
Accounts payable	392,692	-	-	392,692	479,785
Salaries and wages payable	319,772	-	-	319,772	342,490
Payroll taxes payable	148,709	-	-	148,709	148,073
Retirement (401k) benefits payable	14,727	-	-	14,727	14,638
Accrued vacation salaries and wages	364,933	-	-	364,933	357,645
Health insurance payable/withheld	3,816	-	-	3,816	(3,302)
Short term debt (includes LOC)	19,494	-	-	19,494	-
Long term debt	4,886,980	-	-	4,886,980	2,368,963
Volunteer Center liability	2,537	-	-	2,537	2,537
Capitalized leases payable	4,968	-	-	4,968	4,968
Measure D fixed asset fund	280,959	-	-	280,959	689,675
Unearned revenue/advances	279,003	-	-	279,003	458,427
Other debts	126	-	-	126	149
Other liabilities	827,682	-	-	827,682	122,974
<b>TOTAL LIABILITIES</b>	<b>7,546,396</b>	<b>-</b>	<b>-</b>	<b>7,546,396</b>	<b>4,987,021</b>
Fund Balance June 30, 2018	2,351,568		418,382	<b>2,769,950</b>	2,769,950
Current Year Income (Loss)	996,977	-	-	59,175	<b>1,056,152</b>
<b>TOTAL NET ASSETS</b>	<b>3,348,545</b>	<b>-</b>	<b>-</b>	<b>477,557</b>	<b>3,826,102</b>

	G M	Current Month	Old Last Month	Proposed Goals	Revised Req Ratios
Cumulative Net Gain (Loss):	↑ ↑	1,056,152	356,540	\$200,000	None
Liquid Unrestricted Net Assets (LUNA)/Avg Mo Exps	↓ ↓	1.06	0.97	3.0	None
Current Ratio (Current Assets/Current Liabilities):	↓ ↓	2.0	2.8	2.8	None
Modified Current Ratio (Liabilities include advances):	↓ ↓	1.8	2.2	2.5	None
Net Asset Ratio (Total Assets/Total Liabilities):	↓ ↓	1.5	1.6	1.9	None
Debt to Equity (Total Liabilities/Total Fund Bal):	↓ ↓	197%	160%	116%	None
Debt to Assets (Total Liabilities/Total Assets):	↓ ↓	66%	61%	54%	None
Return on Reserves:	↑ ↑	27.6%	11.4%	5.2%	None

**Community Bridges  
Agency-Wide Revenue and Expenses  
August 31, 2019**

DESCRIPTION	RECEIVED	EARNED	% OF TOTAL	A/R	UNEARNED	DESCRIPTION	ACTUAL	% OF TOTAL
	YTD 8/31/19	YTD 8/31/19		YTD 8/31/19	YTD 8/31/19		YTD 8/31/19	
<b>REVENUE</b>				<b>EXPENSE</b>				
County of Santa Cruz		226,628	9.5%	226,628		Salaries & Wages	1,188,598	50.7%
City of Santa Cruz		41,833	1.7%	41,833		Payroll Taxes	115,555	4.9%
City of Capitola		16,436	0.7%	16,436		Health Insurance/Retirement	139,401	5.9%
City of Scotts Valley		1,786	0.1%	1,786		Contracted Services	165,871	7.1%
City of Watsonville		1,417	0.1%	1,417		Transportation Services	66,895	2.9%
AAA-Title IIIB/C		137,388	5.7%	137,388		Staff Travel	6,939	0.3%
USDA-AAA / CAFB / SL		66,197	2.8%	66,197		Occupancy Expense	252,282	10.8%
Dept of Health Svcs-WIC / Snap Ed		417,865	17.4%	417,865		Office/Program Expense	43,661	1.9%
Dept of Educ-CACFP Admin		70,022	2.9%	70,022		Staff Training	4,873	0.2%
Dept of Educ-CACFP Homes Passthru		0	0.0%		-	Insurance	28,667	1.2%
Dept of Educ-CACFP Ctrs CCC / CBAS		22,974	1.0%	22,974		Taxes, Licenses, Interest & Fees	62,481	2.7%
Dept of Education-CDD	386,904	266,344	11.1%		120,560	Equipment Expense	36,489	1.6%
Transportation Development Act	258,993	123,330	5.1%		135,664	Raw Food and Related	125,780	5.4%
EFSP (FEMA)		1,826	0.1%		(1,826)	Vehicle Operations/Maintenance	26,448	1.1%
Covered CA-Navigator		2,674	0.1%	2,674		Payments to CACFP Homes/Ctrs		0.0%
FTA Section 5310 - Cal Trans Veh		0	0.0%	-		Payments to Other Agencies	22,713	1.0%
FTA Section 5310 - Cal Trans Ops		35,363	1.5%	35,363		Fixed Asset Purchases	452	0.0%
First Five		45,086	1.9%	45,086		Vehicle Related Purchases		0.0%
TDA - Measure D		138,915	5.8%	138,915		Real Property Purchases		0.0%
CARB / LCTOP	0	10,100	0.4%	10,100		Depreciation/Amortization	39,683	1.7%
Foundations & Other Grants	423,140	191,245	8.0%		231,895	Measure D Facility Reserve		
Donations/Fundraising	80,412	80,412	3.4%	-		236 Aptos Renovation	18,528	0.8%
Participant Contributions	13,943	13,943	0.6%	-				
Client Fees	53,116	53,116	2.2%	-				
Medi-Cal Fees	160,094	269,253	11.2%	109,159				
Program Income-Other	18,899	42,630	1.8%	23,731				
Transportation Fees/Scrip	1,242	1,242	0.1%	-				
Outside Contracts	8,000	16,160	0.7%	8,160				
Uncollectible Revenue	-176	-176	0.0%	-				
Interprogram Revenue	103,506	103,506	4.3%	-				
<b>TOTAL REVENUE</b>	<b>1,508,072</b>	<b>2,397,514</b>	<b>100.0%</b>	<b>1,375,734</b>	<b>486,292</b>	<b>TOTAL EXPENDITURES</b>	<b>2,345,315</b>	<b>100.0%</b>
				<b>1,213,347</b>	<b>508,858</b>	<b>Net Gain (Loss) **</b>	<b>52,199</b>	
						Prior Yr Net Assets	3,826,102	
Change from last month						<b>Net Assets:</b>	<b>3,878,301</b>	

**Community Bridges**  
**Statement of Financial Position**  
**August 31, 2019**

ASSETS	Unrestricted	Restricted	Current	Prior
		Net Assets	Month	Period
			Total	Total
Cash and cash equivalents	893,272	-	-	893,272
Cash reserved for LOFRC Facility Maint	-	-	479,197	479,197
Accounts/Grants receivable	2,221,745	-	-	2,221,745
Prepaid expenses	196,217	-	-	196,217
Inventory - Raw Food & Supplies	21,000	-	-	21,000
Refundable Deposits	40,049	-	-	40,049
Property and equipment	6,471,567	-	-	6,471,567
Leasehold improvements	729,056	-	-	729,056
<b>TOTAL ASSETS</b>	<b>10,572,906</b>	<b>-</b>	<b>479,197</b>	<b>11,052,103</b>
<b>LIABILITIES</b>				
Accounts payable	417,409	-	-	417,409
Salaries and wages payable	344,756	-	-	344,756
Payroll taxes payable	155,949	-	-	155,949
Retirement (401k) benefits payable	16,511	-	-	16,511
Accrued vacation salaries and wages	358,010	-	-	358,010
Health insurance payable/withheld	(629)	-	-	(629)
Short term debt (includes LOC)	-	-	-	-
Long term debt	4,875,223	-	-	4,875,223
Volunteer Center liability	2,537	-	-	2,537
Capitalized leases payable	4,968	-	-	4,968
Due to fixed asset fund	280,959	-	-	280,959
Unearned revenue/advances	588,480	-	-	588,480
Other debts	301	-	-	301
Other liabilities	129,330	-	-	129,330
<b>TOTAL LIABILITIES</b>	<b>7,173,802</b>	<b>-</b>	<b>-</b>	<b>7,173,802</b>
Fund Balance June 30, 2017	3,370,102	-	456,000	3,826,102
Current Year Income (Loss)	29,002	-	23,197	52,199
<b>TOTAL NET ASSETS</b>	<b>3,399,104</b>	<b>-</b>	<b>479,197</b>	<b>3,878,301</b>

	G M	Current Month	Old Last Month	Proposed Goals	Revised Req Ratios
Cumulative Net Gain (Loss):	↓	52,199		\$200,000	None
Liquid Unrestricted Net Assets (LUNA)/Avg Mo Exps	↓	0.92		3.0	None
Current Ratio (Current Assets/Current Liabilities):	↓	2.7		2.8	None
Modified Current Ratio (Liabilities include advances):	↓	1.9		2.5	None
Net Asset Ratio (Total Assets/Total Liabilities):	↓	-	1.5	1.9	None
Debt to Equity (Total Liabilities/Total Fund Bal):	↓	185%		116%	None
Debt to Assets (Total Liabilities/Total Assets):	↓	65%		54%	None
Return on Reserves:	↓	1.3%		5.2%	None

# PROGRAM REPORT to BOARD of DIRECTORS



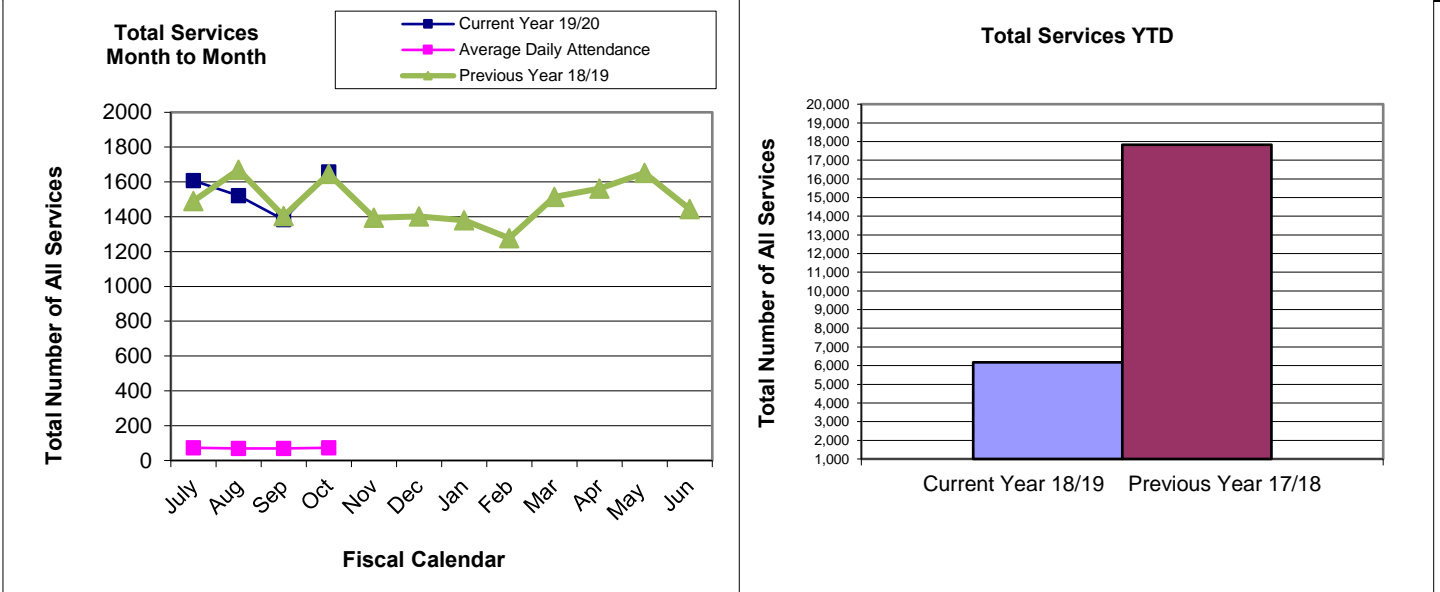
**ELDERDAY**  
ADULT DAY HEALTH CARE  
COMMUNITY BRIDGES  
PUENTES DE LA COMUNIDAD

**Program Name:** Elderday

**Date of Board Meeting:** 11/20/19

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

Total number of all services	Fiscal Calendar	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	
	Current Year 19/20	1607	1521	1383	1657										6,168
	Average Daily Attendance	73.05	69.14	69.15	72.1										71.30
	Previous Year 18/19	1491	1670	1403	1646	1395	1402	1380	1,277	1,514	1,561	1,652	1,445	17,836	



**2019-2020 Volunteers Report:**

Fiscal Calendar (19-20)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers	100	41	43	29									
Number of Unduplicated Volunteers	25	19	35	17									
Number of Volunteered Hours	448	96	87	56									

**B. Accomplishments:**

**C. Challenges:**



## November 2019 Elderday Board Report Accomplishments and Challenges

### Accomplishments:

- After administration's negotiations with the Veterans Administration, Elderday is now receiving the same reimbursement rate of \$103.90 per day from the VA as we receive from CCAH.
- A new regular status RN has accepted our position (after 15 months of recruitment) and we are just waiting for background check clearance for her to start. We will no longer need to use registry nurses to meet our regulatory requirement.
- A new limited term RN started at the end of October and will help with catching up on required paperwork and covering for delayed vacations through the end of January.
- The search for a permanent home for Elderday continues with the CCAH planning grant.

### Challenges:

- Staffing remains an ongoing challenge
  - It took 15 months to recruit an RN to fill our open position.
  - Although we have made good progress with bringing up our lowest-paid staff, our professional salaries are significantly lower than the community standard, making it difficult to recruit and retain qualified staff.
  - We still do not have sufficient on-call program assistant staff to meet the need for vacations and time off, frequently leaving the program short-staffed.
  - Salaries remain frozen at this time, contributing to staff morale issues.
- Costs continue to increase (MOW for lunches, Lift Line, NNN, insurance, etc.) with no additional reimbursement in sight.

**PROGRAM REPORT to BOARD of DIRECTORS**

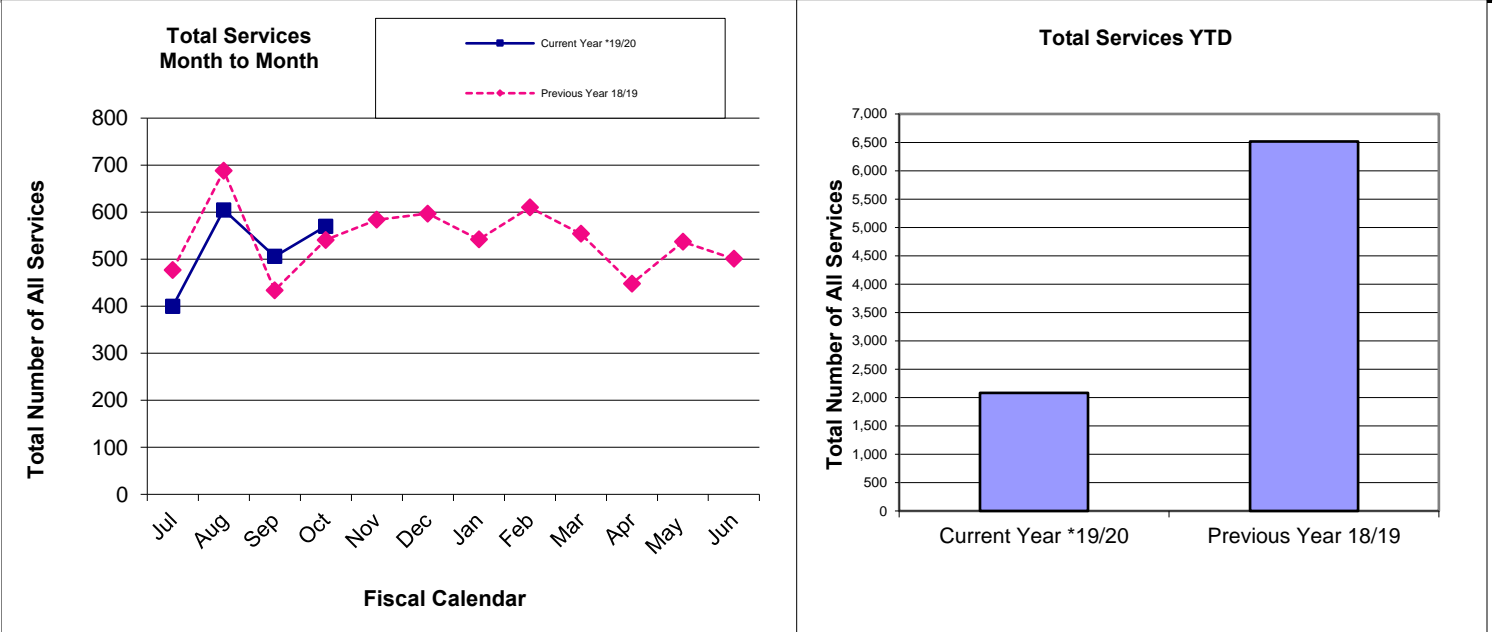


**Program Name:** Mountain Community Resources

**Date of Board Meeting:**

**A. Services: Advocacy, Parent Education, Teen Program, Natural Health Clinic, Counseling, \*Food Distribution**

Total number of all services	Fiscal Calendar	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	
	<b>Current Year *19/20</b>	400	605	506	570										2,081
	<b>Previous Year 18/19</b>	477	688	434	541	584	597	542	610	554	448	537	501	6,513	



**B. 2019-2020 Volunteers Report:**

Fiscal Calendar (18/19)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
<b>Number of Duplicated Volunteers</b>	108	130	124	143									505
<b>Number of Unduplicated Volunteers</b>	37	46	44	54									181
<b>Number of Volunteered Hours</b>	363	435	381	527									1,706

**C. Accomplishments:**

At the beginning of the fiscal year, MCR was awarded \$240,000 for the Homeless Emergency Aid Program. The SOW included construction of two ADA shows, a laundry facility, storage lockers, and hiring a full-time Coordinator. In July, Angela Smith was hired and began training. By October, she had completed nearly one-third of case-management service goals. By this reporting period, building permitting was in process by the County. In September, volunteers from SAP participated in a service day at MCR. The team was led by Linda Skeff and included a native plant beatification project. In October, volunteer and SAP employee Lisa Frenette organized the donation of 15 used laptops for the FRC.

**D. Challenges:**

Challenges this period included implementing the Smart Path. Mandatory county training was not available until mid-August, delaying the availability of Coordinated Entry services at MCR. Technical support continues to be an on-going challenge.

\*Note, Services reported include Food Distribution, Advocacy, Information and Referral, Walk-in, Parent Education, and East West Free Natural Health Clinic. Service do not include Counseling, New Parents Support Group, or CERT Trainings.

# PROGRAM REPORT to BOARD of DIRECTORS

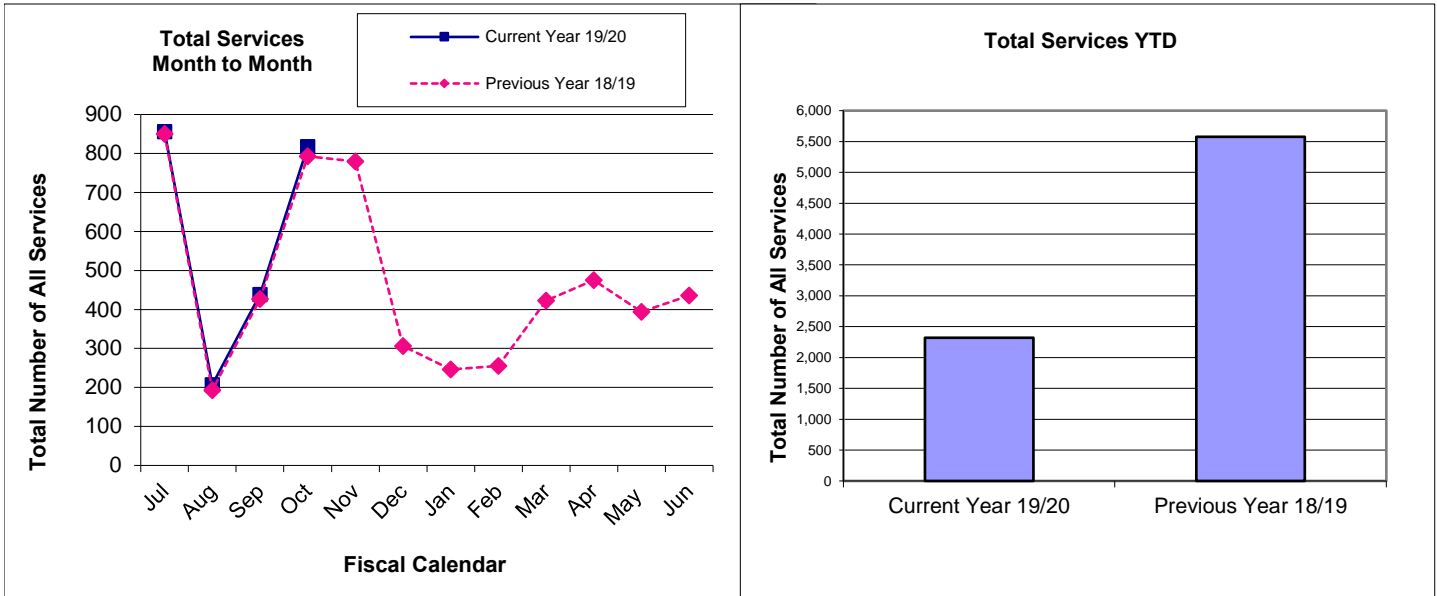
**Program Name:** Nueva Vista Community Resources



**Date of Board Meeting:**

**A. Services: Advocacy, Outreach, Youth Activities, Food Distribution**

Total number of all services	Fiscal Calendar	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	
	Current Year 19/20	856	207	438	817										2,318
	Previous Year 18/19	850	193	427	793	780	306	246	255	423	475	394	436	5,578	



**B. 2019-2020 Volunteers Report:**

Fiscal Calendar (19-20)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers	12	4	20	29									65
Number of New Unduplicated Volunteers	3	2	5	9									19
Number of Volunteered Hours	48	12	36	76									172

**C. Accomplishments:**

- Finished the first phase of the remodel process for NVCR at 711 E. Cliff Dr.
- Secured OE Grant from Packard for Professional Development growth for PM's and Division Director

**D. Challenges:**



# PROGRAM REPORT to BOARD of DIRECTORS

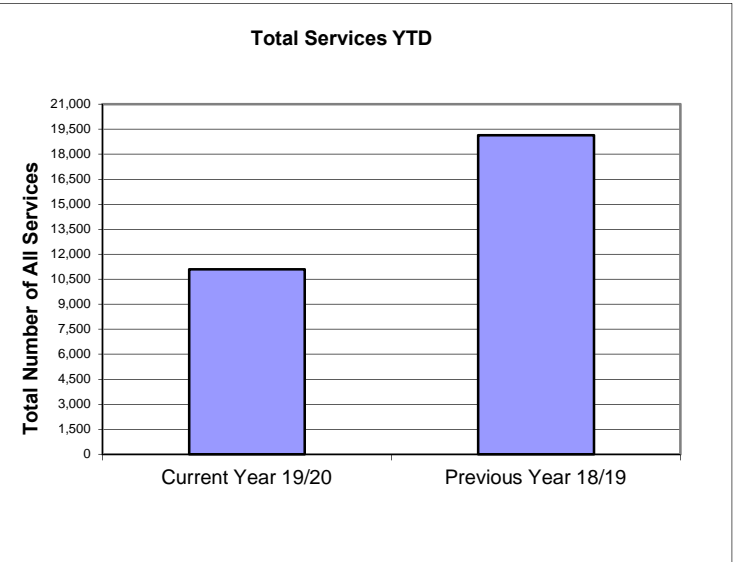
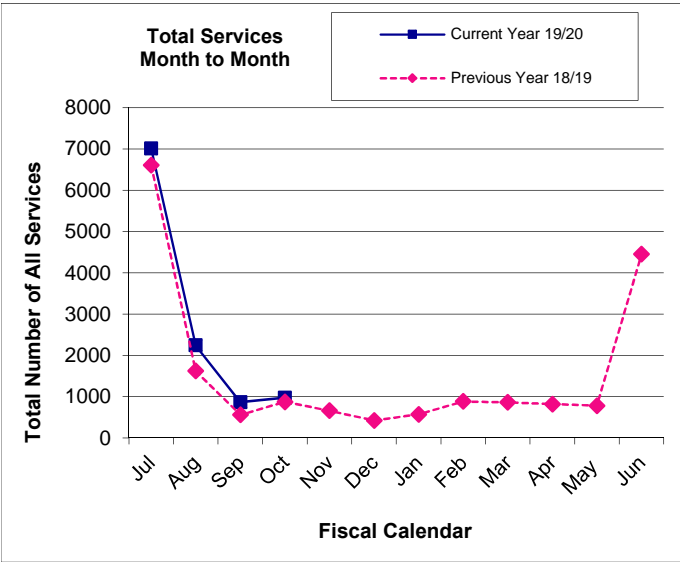
**Program Name:** La Manzanita Community Resources

**Date of Board Meeting:**



**A. Services: Advocacy, Outreach, Parent Education, Food Distribution**

Total number of all services	Fiscal Calendar	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD	
	Current Year 19/20	7009	2244	869	979										11,101
	Previous Year 18/19	6605	1624	563	877	664	426	575	889	865	823	784	4451	19,146	



**B. 2017-2018 Volunteers Report:**

Fiscal Calendar (17-18)	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of Duplicated Volunteers	0	2	1	1	0	0	0	0	0	0	0	0	4
Number of New Unduplicated Volunteers	2	1	0	0	0	0	0	0	0	0	0	0	3
Number of Volunteered Hours	88	38	32	40	0	0	0	0	0	0	0	0	198

**C. Accomplishments:**

- Having a bilingual counselor on-site providing services in-house.
- Having another successful year of summer lunch programming and already looking into adding more sites for next year.

**D. Challenges:**

Having proper staffing levels, especially during our busiest time of the year November-March

## COMMUNITY BRIDGES

**Organization Mission:** Community Bridges envisions a thriving community where every person has the opportunity to unleash their full potential. We believe that when we work together, anything is possible. Our family of 10 vital programs across 20 sites meets the needs of nearly 20,000 local children, families and seniors each year with essential services, equitable access to resources and as advocates for health and dignity across every stage of life.

### **BIG IDEA FOR 2020**

#### **Food Stability for Homeless Seniors**

In 2017, 39% of homeless people in Santa Cruz County were over the age of 50, and 70% of homeless deaths were people over the age of 50. For the past five years, Meals on Wheels (MOW) for Santa Cruz County, a program of Community Bridges, has seen an increase in homeless senior participants at Louden Nelson Community Center.

While MOW has been providing meals five days per week to eligible older adults (more than 650 warm, nutritious meals per week), to address food insecurity among the vulnerable homeless population, we have begun to assemble weekend meal packs that provide at least two nutritious meals.

We are asking Santa Cruz Gives donors to join MOW efforts to ensure that no senior goes hungry, and support our goal to ensure that homeless seniors attending Louden Nelson will have nutritious meals on the weekends in 2020.

Funding will provide participants two shelf-stable meals—meals they will not be able to receive otherwise because most dining facilities are closed on weekends.

# Gratitude through Giving

November 7, 2019

[tpponlinedaily.com/gratitude-through-giving](http://tpponlinedaily.com/gratitude-through-giving)

*By Raymond Cancino*



The leaves are changing; covering our sidewalks and lawns in a patchwork of red, yellow and orange, signaling the beginning of fall. Thanksgiving is just around the corner, the sea is getting a little choppy and the sun is descending earlier.

Along with these changes, we begin the annual traditions that come with

the holiday season, including taking time to practice gratitude and reflect on the year that is coming to a close. For me, this time feels like an annualized sacred tradition of reflection where we spend time pausing and giving thanks for the things we are grateful for in our lives. It feels like our very own American self-care regimen, a way to force us to practice gratitude and ensure we appreciate our good fortune.

Thanksgiving heralds this introspection as we focus on our gratitude for having enough food on our table, a roof over our heads and our health to enjoy the company of others. Yet there are so many in our community who cannot say the same. So this season allows us an annual opportunity to share with those less fortunate than us and an opportunity for us to share a little to help support others.

We know that our Santa Cruz community has a serious poverty problem and the data corroborates what we see. Santa Cruz County consistently ranks as having the second highest poverty rate in the state, only behind Los Angeles County. We are fortunate to have so many trusted nonprofits working to address this complex issue in a myriad of ways and from many perspectives with the generous support of the community who also are practicing their own self-reflection.



As a nonprofit Chief Executive Officer, I have found that people assume that government pays for services for those experiencing poverty. The reality is that while government pays for a portion of nonprofit services, donors fill in the gaps. While many nonprofits exist only due to the generous support of donors like you — local community members that are seeking local responses to regional issues.

It truly is exciting to see how nonprofits can come together to provide needed services. Services like free counseling without the reimbursement of Medi-Cal, and Adult Day Health Services to seniors and people with medically complex needs when reimbursements only covering 75% of the cost.

Donors like you close the gaps in funding and ensure that essential services will be provided to those in our community in need, regardless of state and federal funding changes and in some instances making them 100% community led and funded. Now more than ever we need supporters to invest in local solutions.

This past year across the states we saw a 2.7% increase in the economy, yet a sector wide reduction of 6% less donors and 2% less nonprofit donations nationwide according to the 2019 Giving USA report.

So let's come together as a community and show our gratitude through giving.

During this season of giving, I often get asked the following questions by donors, friends and family: How can I ensure my donation matters, is used for the most good or ensure it will make a difference? First and foremost, every donation matters no matter how small. Being on both sides of the fence, as a donor and as a nonprofit administrator, I understand these concerns and questions.

Here are the a few things you should consider before donating:

***Give to What Matters:*** Give to agencies that are creating solutions to what you see as the greatest issues our community is facing.

***Give Locally:*** Did you know that according to Giving USA report that 20% of donations from Santa Cruz go to international organizations? Donating locally not only helps those in need here in Santa Cruz — it has a ripple effect in the health of local economy and helps provide thousands of local jobs. Almost one in four (23.8%) Santa Cruz County residents are living in poverty, so you don't have to look far to see where you can make a difference.

Give wisely by making sure you Gather Information, Ensure Governance, Check Marketing Levels, Compare Administration Costs, and look at Effectiveness and Equity.

***Gather Information:*** Use Charity Navigator and GuideStar to help research nonprofits. Nonprofits are legally required to disclose their 990 forms to the public. The 990 form will provide you with basic information like executive compensation, lobbying efforts, and marketing costs — these forms can be found on many nonprofit websites, or through a simple Google search. If they do not have them available, ask for them. Look and ask yourself: do those expenses make sense?

***Ensure Governance:*** Nonprofits that are committed to transparency and accountability have committees of local professionals helping to manage the organization. Review their meeting notes and see if they are asking the right questions. Are they thinking about the future or are they reactionary? Ensuring agency oversight will tell you more about the stability of your donation.

***Check Marketing Levels:*** Although marketing is an essential part of any business, ensure that the spending is proportional so that these expenses are not taking away from direct services.

**Compare Administration Costs:** No nonprofit can efficiently run without qualified professionals. However, some questions to ask yourself before donating: for the size of the staff, and financial responsibility, are the administration costs reasonable? You can find this information under the organization's 990 forms and can compare this to what other professionals are earning to get a better understanding if the compensation is reasonable.

**Effectiveness:** The broadest measure of effectiveness is: how many people does this program or agency touch? The next measure is: how deep does the agency impact people's lives and how much time do they spend working with clients? The reality is that providing and serving a meal and providing counseling are measured entirely differently. Make sure you compare apples to apples when setting your expectations.

**Equity:** Equity seems to be the buzzword of the moment, but rarely is it measured. That is why it is critically important that nonprofits begin to measure their wage equity and ensure that the highest paid employee makes no more than 5 times the lowest paid employee, this wage ratio should be less than 5. This measure ensures nonprofits are able to have the flexibility to invest in top talent, but not at the expense of services or other coworkers.

At Community Bridges, we are proud that our ratio is 3.92. Look on the 990 form to see the salary of the highest paid individual and then divide it by minimum wage or the agency about their entry wage. Commitment to ensuring equitable pay is a key indicator of an effective nonprofit and that they themselves live up to their values.

In this upcoming season of giving, my recommendation is to go beyond name recognition and invest the time to really understand how your hard-earned dollar will be used. Taking these steps will help you make an informed decision and ensure that your money truly makes an impact.

Wishing you and yours a happy holiday season and that you allow yourself time to take stock of your year, and find opportunity for self-reflection and to be thankful.

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For more info: <https://communitybridges.org>

Also published in Aptos Times 11-7-19

Good Times 11-8-19





# Watsonville, CA

Local News

Real Estate

Events

Classifieds

**EVENT**

## Triple P Workshop: How to Handle Disobedience

Thursday, Oct 17th, 2019 @ 9:00pm

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

### Triple P Workshop: How to Handle Disobedience

Thursday, October 17, 6 – 7:30 pm



parenting issues. Attend this FREE parenting workshop to learn: Common reasons why children refuse to cooperate or follow instructions; How to prevent disobedience and increase cooperation; How to respond calmly and consistently when your child refuses to follow directions.

This Triple P Workshop is FREE and open to the public. Register to reserve your spot. FREE child care is available with advance registration. Light snacks will be provided for adults and children.

Presented in English by: Gladys Gómez, Community Bridges – La Manzana Community Resources

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

To register: Contact Gladys Gómez at (831) 724-2997 x220 or or register online at

<http://first5scc.org/calendar/parent-trainings>

*The views expressed in this post are the author's own. Want to post on Patch? [Register for a user account.](#)*

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Energy Bill Cruncher Solar Quotes | Sponsored

## Lift Line Receives Helpful Donation

Lift Line, a program of Community Bridges, has been awarded \$292,605 by the Low Carbon Transit Operations Program (LCTOP) to purchase an additional electric vehicle (EV). LCTOP funds public transportation agencies to implement projects that will reduce greenhouse gas emissions.

Earlier this year, Lift Line became the first paratransit entity in Santa Cruz County to implement EVs and the addition of the new EV will make the fleet 15% electric.

"This award is key in helping us build a greener future by converting our Lift Line fleet to electric vehicles," says Raymon Cancino, Community

Bridges CEO. "Community Bridges is committed to being good stewards of the environment and supporting clean air technologies within our community we live in and serve. That is why we are willing to invest in reducing greenhouse gas emissions, ensuring that we are unleashing our full potential by investing our agencies funds toward a healthier future."

Community Bridges worked in partnership with the Regional Transportation Commission to redistribute their local allocation of these funds to Community Bridges to improve and strengthen our communities local paratransit transportation system.

**LIFT LINE**

COMMUNITY BRIDGES  
PUENTES DE LA COMUNIDAD



The new vehicle will be purchased upon approval from the CalTrans and will be on the road in early 2020, providing seniors and persons with disabilities with

free and clean transportation to medical services. ■

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







## Schools, health groups share \$500,000 Kaiser Permanente grants

More than two dozen Santa Cruz County non-profits share in Kaiser Permanente grants encouraging healthy nutrition, exercise, access to care.

By [Karl Sonkin](#) | Sep 20, 2019 7:33 pm ET

*This post was contributed by a community member.*



Kaiser Permanente grants in Santa Cruz County support healthy eating and active living

Kaiser Permanente Santa Cruz County has awarded more than \$500,000 in grants to 28 community non-profits working to improve the health of the community.

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The grants to Santa Cruz County community non-profits will focus on programs to improve access to health care (4 grants), encourage Healthy Eating and Active Living (8 grants), enhance mental health in the community (6 grants) and improve safety/security for children and families (6 grants).

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The grants are part of Kaiser Permanente's Community Health program, and they range from \$6,700 to \$80,000. The grants are from Kaiser Permanente Santa Cruz County, and Kaiser Permanente's Northern California Regional headquarters in Oakland.

"These yearly grants continue our mission of improving the health of the neighborhoods we serve," said Irene Chavez, Senior Vice President and Area Manager of Kaiser Permanente San Jose Medical Center, which oversees the Kaiser Permanente Santa Cruz County Area. "I'm particularly pleased that 6 of the Kaiser Permanente Community Health grants here in Santa Cruz County support mental health programs, since reducing stigma about mental health conditions is a way to enhance healthy living."

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For example, the Kaiser Permanente Community Health Grant to Scotts Valley Educational Foundation will help support school counselors, who'll meet with students to identify and screen for issues. The counselors will be able to advise, refer students to outside resources, and involve parents to ensure students get the mental health support they need.

Also, a grant to the Diversity Center of Santa Cruz will support members of the transgender community in Santa Cruz County.

“Our goal is that participants show positive mental health outcomes, including a greater sense of emotional well-being and mental health,” said Sharon Esther Papo, Executive Director of The Diversity Center. “The (Kaiser Permanente) grant will help support 18 monthly transgender support groups which will help create a sense of physical and emotional safety, and a sense of belonging.”

A grant to a Watsonville-based non-profit, Monarch Services Housing program, supports its efforts to improve safety for children and families facing homelessness in Santa Cruz County because of domestic violence.

“Kaiser Permanente’s grant to fund Monarch Services' Housing program will increase our clients’ access to safe, permanent housing as well as wrap around services that are necessary as clients rebuild their lives after experiencing domestic violence,” said Kalyne Foster Renda, Acting Executive Director of Monarch Services in Watsonville. “Services provided will include comprehensive case management, housing navigation, rental assistance, therapeutic services, education and job training resources, childcare assistance,

transportation, and legal services. Providing these vital services for our clients will greatly reduce the risk of clients living in and/or returning to abusive and unhealthy living conditions.”

Kaiser Permanente Santa Cruz County expects to announce more grants to non-profits here in the coming months. Since it opened services in the community in 2017, Kaiser Permanente has awarded up to a \$1 Million each year to Santa Cruz County non-profits enhancing health care. Nationally, Kaiser Permanente’s Community Benefit and Community Health Grants total \$2 Billion each year.

Below is a list of the Santa Cruz County grantees.

Central Coast YMCA

Coastal Kids Home Care

Coastal Watershed Council

Community Bridges

CASA of Santa Cruz County

Physicians for a Healthy Center Coast

First 5 Santa Cruz County

FoodWhat, Incorporated

Friends of Santa Cruz County Parks

Jacob’s Heart Children’s Cancer Support Services

Kidpower Teenpower Fullpower (commonly known as Kidpower)

LIFELAB

Live Oak School District

Monarch Services- Servicios Monarca

Motion Pacific Dance

O'Neill Sea Odyssey

Pajaro Valley Loaves and Fishes

Pajaro Valley Unified School District

Diversity Center (formerly Santa Cruz Gay and Lesbian Community Center)

Scotts Valley Educational Foundation

Teen Kitchen Project

Santa Cruz MAH

United Way of Santa Cruz County

Volunteer Center of Santa Cruz County

Warming Center Program

Homeless Service Center (Regional Grant)

Pajaro Valley Community Health Trust (Regional Grant)

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More from Scotts Valley, CA Patch

### **Extortionist Targets Santa Cruz County Residents**

### **5 Open Houses Coming Up In The Scotts Valley Area**

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