



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

BOARD OF DIRECTORS

Wednesday, June 21, 2023, 5:00 PM to 7:30 PM

<https://us02web.zoom.us/j/613973795>, Meeting ID: 613 973 795

REGULAR SESSION DRAFT AGENDA

5:00 1. CLOSED SESSION

5:50 2. Adjourn Closed Session

5:50 3. Call to Order/Establish Quorum

5:50 4. Agenda Review (5 min)

5:55 5. Announcements/Program Updates (10 min)

6:05 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 February 15, 2023 Board of Directors Meeting

6.1a Motion to extend our existing line of credit. Motion moved by Michael/Brenda, MSP.

6.2 Draft Minutes of the March 15, 2023 Board of Directors Meeting

6.3 Draft Minutes of the February 8, 2023 Governance Committee Meeting

6.4 Draft Minutes of the June 14, 2023 Governance Committee Meeting

6.4a Motion: Accept the recommendation for the development fund development goal to be presented at the next meeting. Motion move by Michael/Mary, MSP.

6.5 Draft Minutes of the April 19, 2023 Finance Committee Meeting

6.6 Draft Minutes of the May 10, 2023 Finance Committee Meeting

6.7 Draft Minutes of the June 14, 2023 Finance Committee Meeting

6.7a Motion Approve the recommended staff budget for FY 23/24 with approval of use of prior reserve funds up to \$575,613. Motion moved by Jack/Michael, MSP.

6.8 Proposed BOD Meeting Schedule for FY 23/24

6.9 Proposed Program Presentation Schedule for FY 23/24

6.10 Proposal to move half of the BOD meeting to in person at CB Sites large enough to hold the meeting on a rotating basis.

6:10 7. Receive comments from members of the public on “Items not on the Agenda” (5 min)

6:15 8. BOD Chair Report – Jack Jacobson (5 min)

6:20 9. CEO Report – Ray Cancino (10 min)

- 6:30 10. Action Items: Presentation and approval of FY 2022/2023 Development Plan and Agency Fiscal Year 2022-2023 budgets (25 min)**
- 6:55 11. Development Report–Tony Nunez/ Anna Vaage (10 min)**
- 7:05 12. Finance Committee Update – Doug Underhill (20 min)**
- 7:25 13. Newspaper Articles**
- 7:25 14. Items for Next Agenda (5 min)**
- 7:30 15. Adjourn Regular Meeting**

Next Meeting: *Wednesday, September 20, 2023, 5 pm - 7:30 pm, Meeting Location TBD – Zoom will be offered.*



BOARD OF DIRECTORS

Wednesday, February 15, 2023, 5:00 PM to 7:30 PM

<https://us02web.zoom.us/j/613973795>, Meeting ID: 613 973 795

Present: Jack Jacobson, Seth McGibben, Nick Calubaquib, Tyler Smith, Silvia Morales, Sara Siegel, Ray Cancino, Michael Babich, Ryan Friedrich, Brenda Griffin, Steve McKay, Doug Underhill, Tony Nunez, Mary McMillan (5:50), Lisa Hindman Holbert, Dana Wagner, Mayra Melendrez

Minutes: Mary Mackenzie

REGULAR SESSION DRAFT MINUTES

5:00 1. CLOSED SESSION

5:41 2. Adjourn Closed Session

5:41 3. Call to Order/Establish Quorum

Quorum established at 5:41pm.

5:41 4. Agenda Review

5:41 5. Announcements/Program Updates

5:41 6. *CONSENT AGENDA – Action Items

**In approving the consent agenda, the Board is approving recommendations within each committee’s minutes listed below.*

6.1 Draft Minutes of the January 18, 2023 Board of Directors Meeting

6.2 Draft Minutes of the February 8, 2023 Governance Committee Meeting

6.3 Draft Minutes of the February 8, 2023 Finance Committee Meeting

Motion to approve the consent agenda as written. Motion moved by Ryan/Nick, MSP.

5:43 7. Receive comments from members of the public on “Items not on the Agenda”

5:43 8. BOD Chair Report – Jack Jacobson

None

5:43 9. CEO Report – Ray Cancino (10 min)

9.1 ACTION ITEM: Approve Extension of the LOC with 1st Capital

Because of the timing, the agency’s LOC would have lapsed with 1st Capital, so it’s always good to maintain the LOC. It’s really just an extension of the previous LOC that would sunset. This time around would need a board motion to allow CEO and CFO to sign without full vote.

Motion to extend our existing line of credit. Motion moved by Michael/Brenda, MSP.

5:47 10. Extended Case Management for Elderday (20 min)

Elderday is having some good press, and the administration of the ECM will be 14% and \$500k. ECM will bring Elderday the equivalent of 3 FTE employees, 2 social workers and

another employee. The agency is excited with this expansion and it will be a Medi-CAL program, and hopefully offset some participants in Elderday. \$269k of the budget is to bring in staff in order to get the program going.

5:52 11. Development Report–Tony Nunez/ Anna Vaage (15 min)

Marketing and Communications will focus on the communications side. Two of the big items that CB is trying to address early is communications on social media and the storms. There is an Elderday ad through KPIG which Marketing and Communications will also combine with social media highlights. Marketing and Communications is hoping that the number of clicks will turn into calls for Elderday. Marketing and Communications Director is excited to sit down with PD to see if there is any uptick in enrollment. EED also has ads on the radio (Spanish) targeted in Santa Cruz and South County also targeting enrollment. Radio ads are going out through La Presiosa targeting teachers. EED is looking for site supervisors, and the tv ads for both enrollment and employment. Print ads that are targeted specifically for EED, growing up in Santa Cruz. The ads are targeted specifically at parents. Last month was a preschool issue, CB listed for HP and the other for all other sites. Just submitted ads for Growing up in SC (Teen issue). Marketing and Communications is putting together Food from the Heart March 17, 11am reception, lunch 12pm. Event going on in March, campaign to celebrate NV 40th anniversary, MCR Telethon which is usually a multi-day event. Maybe a live stream, Marketing and Communications would like some board members, clients etc. to participate. Trying to bring it into the 21st century. Silvia has had a couple years running online community events and would be happy to share her experience. TV ads are terrific, great job.

6:11 12. Finance Committee Update – Doug Underhill (15 min)

WIC – WIC had minimal changes.

EED – EED has a lot of funds to spend out \$427k extra funds, need to get personnel in to program, done with major equity work.

Elderday – Elderday had a health related closure was hard to absorb. Projecting 50 ADA from now until June. The program is already into the low 50s for February. CB does see weather related ADA trends as well.

MOW –It is hard to predict donations this year. Donations are not quite up to the level they were during the height of pandemic.

LL – LL has paid off owner carry note, and also paid \$75k for truck,

FRCs – The FRCs are balanced to no gain no loss. The agency is trying to utilize as much money that can be pushed forward to next month. There was a donation for both Monterey County and Santa Cruz County. Grants from FEMA and Fire Fighters Association.

CACFP – They home count for October is 378 and for November is 371.

Admin – Fiscal is fully staffed as of next Wednesday (GA position has been filled). Admin had prior year funds in the budget, but now in the positive.

Dev – Donations coming through so there is a net positive.

LOCC – The market has been volatile, currently gains, but follows your 401k. The LOCC is back up to around \$480k.

LM Property managed throughout the year.

501 Main has brought in reserves and is over budget. The agency is hoping ECM revenues will help.

Total programs we're projecting a slight negative for the year. Hoping to bring that into an aggregate positive.

548 Ocean St – CB has received a counter offer and is moving in the right direction and the offer will be brought to committee level. FC/GC will be meeting Mar 8th, we will provide analysis prior. This does give us a couple of weeks, but we don't have a definite answer as to whether the LOSD will let us stay or not.

6:24 13. Newspaper Articles

6:24 14. Items for Next Agenda (10 min)

Chair will not going to be able to attend the retreat, due to a family wedding. Vice Chair will take Chair's place.

6:25 15. Adjourn Regular Meeting

Next Meeting: *Wednesday, March 15, 2023, 5 pm - 7:30 pm, Meeting Location TBD – Zoom will be offered.*



BOARD OF DIRECTORS

Wednesday, March 15, 2023, 5:00 PM to 7:30 PM

<https://us02web.zoom.us/j/613973795>, Meeting ID: 613 973 795

Present: Mary McMillan, Steph Ruhl, Jack Jacobson, Doug Underhill, Michael Babich, Seth McGibben, Sara Seigel, Ryan Friedrich, Tyler Smith, Ray Cancino, Nick Calubaquib, Lisa Hindman Holbert, Tony Nunez, Anna Vaage, Lois Sones, Mayra Melendrez, Dana Wagner (6:29) Silvia Morales (6:30)

Minutes: Mary Mackenzie

REGULAR SESSION DRAFT MINUTES

5:00 1. CLOSED SESSION

5:44 2. Adjourn Closed Session
15 minute break

6:01 3. Call to Order/Establish Quorum

6:02 4. Agenda Review

Motion to approve Board Resolution 2023-03-01 for TDA Funding. Mary/Ryan, MSP

6:05 5. Announcements/Program Updates

Thank you for all who have been working on this call to action. Special shoutout to FRC PD and her team. Four caseworkers working nonstop to help the community.

EED PD: EED had their annual development day, some are experiencing burn out due to children with difficult behaviors. Also, with the closures, teachers have been struggling to get to work.

Elderday PD: The storms have been hard, but Elderday is getting through them. All participants are safe, and the support system is ok. ADA has been creeping up, and the program is trying to bring in new clients as quickly as possible. CCAH is working on ECM implementation. Once we get through the immediate crisis, we need to provide respite for the programs. We'll work on doing something fun.

Commutations update: Like CB did during January storms, the agency has been putting out communications to community. This includes pointing residents to Community Funds of Monterey and Santa Cruz counties. The communications team is doing a great job, developing flyers, etc. It's been rewarding, and it has not slowed down.

FRC PD: The team has done an amazing job in stepping up. The FRCs are a dedicated team that are ready to step up and willing to help out in doing over 100 disaster assessments. LMCR 71 today, the day before 56, and the day before that 61. These are walk in clients. There are two staff members at the fairgrounds during their 8-hour shift. NV staff closed that center to

help out staff. Thursday, Friday, and Monday, NV will be closed and help out at LMCR. Staff were frustrated on Monday, and the PD told them there would be more staff on Tuesday. Staff member from Hollister took 3 hours to get in to work.

6:17 6. *CONSENT AGENDA – Action Items

Consent agenda moved to June 21st Meeting.

6:17 7. Receive comments from members of the public on “Items not on the Agenda”

(5 min)

None

6:17 8. BOD Chair Report – Jack Jacobson

None

6:17 9. CEO Report – Ray Cancino

9.1 CB Spring Storm Response

CB has had a lot of opportunities, Saturday morning saw a levy break, and the agency met with Monterey County OES. The agency has been assessing the needs of our clients. Met with group and found out what the needs were. The CEO went home, and went to Target to meet the families needs. CB brought the mobile laundry trailer to the Fairgrounds. They weren't able to get showers for first 48 hours. CB met the immediate need and then did case management. We helped organize shelter, food issues, etc. There were lessons learned and CB will talk to CAOs office for Monterey as well. We were the only nonprofit that was there that had staff. Yesterday, CEO spent day handling media requests, KTVU, MSNBC, and Fox Weather. There was also, marketing and communications director's work with the Chronicle. CB is working on trying to figure out the financial distribution along with partner organizations. There needs to be a transparent public process to show where the money goes. Immediate requests in to KP and Community Foundation. Approach counties, want to make sure to direct dollars to farm workers and those that have lost homes. The agency will need to know what it has brought in minus \$20k that we have spent to stand up shelters. Mana and Alejandro Fernandez's concerts will be donating a portion of their proceeds to CB. Non-profits had conversation to filter all funds through Community Foundation of Monterey and Santa Cruz Counties. CB could have taken the money and run, but is sticking to the agreement. Thank you for all that you do, there was no one before CEO went to front lines. Thank you for doing what was right. Ryan as an Emergency Disaster Worker, it is normal to only be designated 1 or 2 in a career, in the past 5 year he has been out 6 times or so. How do we operate, what are the policies and procedures? South County most vulnerable population don't see what boundaries. We may want to have a better ICS relationship. Hopefully people are seeing the work CB is doing and this will be good exposure. The organization needs to keep the FRCs healthy. Requirements for CERT training for health and safety committee. Why are we here and who are we?

9.2 BOD Retreat Information/Update

Perfect opportunity for programing. Headshot photo booth around hours of lunchtime.

6:40 11. Development Report–Tony Nunez/ Anna Vaage

Highlight the number of donations that have come in, all the news coverage has helped. Being respectful about the way the agency has asked for donations. Have primarily asked people to donate to Community Foundations. Sr. Development Analyst has followed up with all new donors to CB specifically. There are going to be some future donations, Mana and also Alejandro Fernandez. CB is going to see donations roll in for several weeks if not months. CB is going to have conversation about how the agency is going to distribute the funds. Due to the news coverage and some of the social media stuff that the agency has done, primarily on Sunday, we've gotten a lot of donations through Social Media and a lot of donations from Oakland, Palo Alto, Hayward, and Mountain View, etc. Donations will continue to come in, and CB will need to be transparent. Shift message to go out to bigger companies. 400 people, more than \$60k coming in from all over. CEO was interviewed on FOX Weather NY last night, good job talking about the community. It's an advocacy issue and requires significant investment. CB is here for people that don't have that voice. We haven't requested funds from our own donors. Letter drafted for Sup. Alejo from Jack, Silvia, Sara of thanks. Might want to take advantage of connections with sports teams, for example Jerry from SJ Quakes.

6:57 12. Finance Committee Update – Doug Underhill

WIC is about 4 months into Federal FY, and is working on spending out their full contract. EED was touched on during closed session, great movement in terms of enrollment, but still has a lot to spend out. Elderday has a \$256k projected loss, \$130k to work in this year's budget through ECM. ADA is 52, but needs to be at 72. MOW is operating well in to the positive, in process of creating FY 23/24 budget. The agency does have SEIU negotiations starting in April. Budgets will be presented to full board in June, and will be presented prior to that at the Finance Committee. FRCs were running a \$1M deficit, and are running pretty close to break even, move as much into next year as possible. Mobilization for disasters show the community what CB can do. Need money to just open the doors. One shop backdrop for many of the issues for vulnerable families. LL is operating just above even. Next year projections appear to be flat on the year, in terms of TDA and STA and measure D projections. These estimates are always a little conservative. CACFP is running even. Admin and Dev running in positive as an aggregate, Dev was conservative in donations. Endowments – moving up and down with the markets. Following banking news last week CFO was ready to call up Ryan and pull some things together. In looking at SVB bank was very different than the banks we have funds in. Once they opened the flood gates it will become the norm. We are spread out under multiple locations. We are spread out in multiple institutions LPL is struggling about.

7:03 13. Newspaper Articles

7:03 14. Items for Next Agenda

None

7:03 15. Adjourn Regular Meeting

Next Meeting: *Wednesday, June 21, 2023, 5 pm - 7:30 pm, Meeting Location TBD – Zoom will be offered.*



Governance Committee Meeting
Wednesday, February 8, 2023, 6-7 pm
Zoom: <https://zoom.us/j/326410777>
Meeting ID: 326 410 777

Present: Jack Jacobson, Sara Siegel, Silvia Morales, Ray Cancino, Doug Underhill, Tony Nunez (6:11)

Minutes: Mary Mackenzie

**REGULAR SESSION
DRAFT MINUTES**

6:00 1. Meeting to order/Establish Quorum

6:00 2. Closed Session

6:16 3. Consent Agenda

a) *1/11/23 Regular Session Draft Minutes*

Motion to move minutes as written. Motion moved by Silvia/Sara, MSP.

6:16 4. Agenda Review

There was an additional protest on Tuesday at MCR. CB is working with the unhoused population to make sure they're safe and not camping on our property.

6:17 5. Board Retreat Next Steps

Silvia, Mary and Steph will be meeting with Amari to finalize the agenda. Amari will be checking in with the Board members. Please expect either Amari or Mary Hiland to reach out to you prior to the retreat.

6:18 6. CB Strategic Plan

In terms of getting board members' input, we're trying to wrap that into the Board Retreat. CB is working on how we get Board input into CB strategic plan, is going to be wrapped in through the back end of the process. CEO is asking Amari for help with finishing up the CB strategic plan. This round the firm that CB was using felt the focus needed to be on staff, but now we're trying to go back and increase Board involvement. The original work product that was provided was at the 50,000 foot level view and we needed to dive deeper. CB will still need final approval from the board. CB is hoping Mary or Amari would help us link the board retreat and the strategic plan.

6:24 7. Items for next GC Agenda/BOD Agenda

6:25 8. Adjourn

Next Meeting: March 8, 2023, 6-7 pm

Zoom: <https://zoom.us/j/326410777>,

or call +1 669 900 6833

Meeting ID: 326 410 777



COMMUNITY BRIDGES PUENTES DE LA COMUNIDAD

Finance Committee

Wednesday, May 10, 2023, 5:00-6:00 PM

<https://us02web.zoom.us/j/326410777>

Zoom Meeting ID: 326-410-777

Santa Cruz County, CA

Present: Ryan Friedrich, Michael Babich, Mary McMillan, Doug Underhill, Ray Cancino, Jack Jacobson (5:50pm)

Minutes: Mary Mackenzie

Draft Minutes

5:00 Agenda Review

5:05 CFO Report – Doug Underhill

a) Department updates and announcements

1. 990 Taxes

They will be available when completed.

b) Mar 31st 2023 Program Budget Summary

WIC saw less expenses in personnel. WIC will spend out their contract by the end of the federal FY. WIC has been approved to provide ECM services. Awarded USDA outreach grant \$200k grant. CACFP is also going to be benefiting from it.

EED is near break-even with 7 total children at HP, there is \$590k that hasn't been spent out and \$60k in new-hire personnel projected. Highlands Park facility has not yet opened her toddler room, and there are candidates and teachers in pipeline.

Elderday saw a decrease in personnel and decrease in CCAH revenue and the ADA is 52.

Reimbursement rates for VA patients are increasing to \$181 per day, which translates to an extra \$70 a day. ELD to start ECM services. Projecting 60 ADA for next year.

MOW has seen an increase in projected donations. The gain for the year is roughly equal to the major bequest received in December.

LL had to move \$33k of Capitola CDBG funding into next year. Funding will be the same, but spent out in 9 quarters.

FRCs have a significant amount of funds coming in as result of flood response. FRCs are now looking in good shape for next year.

Admin saw a drop from the previous month, while there was a \$33k gain for development.

c) Investments and Funds – Apr 30, 2023

Burroughs investments have recently seen sideways movement with a slight uptick.

T-Bills are now being shown every month, with gains and unrealized gains listed.

d) Projected 2023-2024 Agency Program Budgets (aggregate rev/exp)

Last year's 22/23 \$22M; projected revenue for FY 23/24 is \$23.1M. We add income that

we know we have. There is major growth in EED. But we have to earn contract. WIC has a new contract that isn't even in the budget yet, \$130k for next year contract is over 18 months.

Elderday is going to see an increase due to ECM and Path CITED grant. The budgets are still being fine-tuned. Fiscal is building in a low 60 ADA for Elderday.

All FRCs are a little in deficit, and MOW is as well, but there is less concern. Elderday has a path out with ECM and moving to Watsonville.

MOW is going to see a change in budget when there is a change in leadership and personnel.

Fiscal is awaiting the development plan. The development team is working on it.

FRCs were originally in a very big deficit. The FRCs brought in extra funds which are restricted to the FRCs but not restricted within the programs.

Dev. and Admin have deficits but Fiscal is still working on both of the budgets. If any rev. or exp. change that directly affects admin budgets. Number will come down when it's approved next month.

5:35 Elderday ADA and ELD ECM in the 2023-2024 preliminary budget

We have to get everyone to the facility, since it is based on daily attendance. So much of the FC meeting's focus on EED and Elderday. CB may need to consider putting absolute deadlines with significant consequences in place. It's a balancing act. Is it being spent out wisely? Not all the time.

5:45 MOW Lake Street Project

The project has increased in estimated costs substantially. Purchase price \$775k. \$3.775M to build out, and \$590k in equipment prices.

Bank financing \$1.26M, Cap. Campaign \$1M, which means that MOW would have to spend cash in the amount of \$2.565M.

CB should look at what are all of our options. If we can rent temporarily and keep looking that might be helpful, \$20k for office space and kitchen that MOW could rent. The other option on table is using equity from property to secure extra financing. It's really the cash outlet that is needed to do the renovations.

We have until June 1st at current location. Is there some way to cut the expenses? We have some kitchen build out numbers and offices, but we haven't had all inspections yet.

We still need a solution; costs of renovations are going to be too expensive in the current market.

If we buy our meals from somewhere, there is a public facing issue, we're just a logistics company at that point.

We need to look at rented swing space.

Is it possible to build a kitchen at Ohlone? Maybe, but not enough space as it stands.

Can we be on call to come back as committee?

5:55 Questions and Items for next Agenda

Next Fiscal meeting strategic goals for each PD.

6:00 Adjourn



COMMUNITY BRIDGES
PUNTES DE LA COMUNIDAD

BOARD OF DIRECTORS
Schedule of Meetings
FY 2023-2024

The Community Bridges Board of Directors meets
From 5:00-7:30pm on the 3rd Wednesday of:
September, January, February, March, June and
November

Zoom: <https://us02web.zoom.us/j/613973795>

Meeting ID: 613 973 795

Staff Appreciation Picnic: August - Date TBD

Wednesday, September 20, 2023

Wednesday, November 15, 2023

Staff Holiday Party: December – Date TBD
(In lieu of a BOD Meeting)

Wednesday, January 17, 2024

Wednesday, February 21, 2024

Wednesday, March 20, 2024

Wednesday, June 19, 2024



Schedule of Program Board Reports FY 2023-24

September

Elderday

November

FCR

January

WIC

CACFP

February

LL

March

EED

June

MOW

There are no Board meetings in July, August, October, December, April, and May.

COMMUNITY BRIDGES FY 23/24 DEVELOPMENT PLAN

Review Timeline

Management Team Approval
 Development Comm Approval
 Board Review & Approval

May 31, 2023
 June 14, 2023
 June 21, 2023

Individual & Business Support								
Donations & Campaigns	23/24 Goal Proposed	22/23 Goal	22/23 Projected Actual	21/22 Actual	20/21 Actual	19/20 Actual	18/19 Actual	17/18 Actual
Unrestricted	\$342,400	\$282,200	\$298,668	\$254,760	\$239,403	\$156,861	\$135,032	\$136,748
CACFP	\$5,600	\$8,450	\$5,389	\$9,647	\$11,168	\$4,245	\$3,732	\$3,685
EED	\$6,000	\$6,350	\$3,700	\$6,223	\$5,486	\$7,860	\$6,332	\$6,491
WIC	\$3,500	\$3,000	\$1,545	\$8,166	\$4,261	\$2,824	\$3,664	\$1,607
ELD	\$9,000	\$8,544	\$5,030	\$8,646	\$9,843	\$8,323	\$7,240	\$9,765
LL	\$19,000	\$13,775	\$6,930	\$8,522	\$9,875	\$16,124	\$6,757	\$18,351
MOW	\$435,000	\$464,495	\$432,495	\$518,572	\$480,889	\$407,016	\$315,596	\$346,729
LMCR	\$5,000	\$5,000	\$6,616	\$4,332	\$4,946	\$4,376	\$9,000	\$1,435
LOCR	\$29,000	\$25,550	\$53,403	\$26,835	\$9,129	\$28,643	\$56,970	\$29,091
MCR	\$76,600	\$85,000	\$73,239	\$63,980	\$74,552	\$88,931	\$75,417	\$68,186
NVCR	\$9,000	\$8,150	\$8,316	\$2,732	\$7,992	\$6,711	\$15,973	\$14,306
TOTAL	\$940,100	\$910,514	\$895,331	\$912,415	\$857,544	\$731,914	\$635,713	\$636,394
Appeal & Campaign Summary	23/24 Goal Proposed	22/23 Goal	22/23 Projected Actual	21/22 Actual	20/21 Actual	19/20 Actual	18/19 Actual	17/18 Actual
Board Member Gifts to CB	\$5,000	\$3,200	\$2,450	\$2,000	\$1,900	\$5,450	\$3,700	\$3,900
CACFP Fundraiser Events	\$500	\$500	\$0	\$0	\$325	\$962	\$703	\$573
CB Annual Report	\$6,500	\$7,010	\$150	\$7,345	\$11,750	\$8,390	\$11,299	\$4,160
CB Calendar Appeal	\$37,600	\$36,350	\$50	\$11,950	\$21,523	\$45,911	\$35,090	\$31,748
CB Calendar Sponsors	\$2,400	\$4,000	\$0	\$0	\$2,250	\$5,000	\$3,500	\$6,500
CB Holiday Card	\$5,000	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CB Spring Mailing	\$5,000	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CB Fall Mailing	\$5,000	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CB Farm to Fork Gala	\$60,000	\$66,500	\$57,908	\$66,054	\$41,488	\$72,980	\$62,667	\$60,159
CB Giving Tuesday	\$22,100	\$23,110	\$15,999	\$20,210	\$25,050	\$11,097	\$13,385	\$13,291
General Donations	\$258,100	\$266,600	\$234,874	\$259,397	\$304,568	\$86,276	\$149,066	\$131,567
LL Van Sponsorship	\$14,000	\$8,400	\$1,900	\$4,800	\$3,600	\$10,520	\$2,760	\$12,010
Major Gifts \$1,000-\$5,000+*	\$220,200	\$163,250	\$304,880	\$241,463	\$141,173	\$166,331	\$129,832	\$136,037
MCR Mountain Affair	\$25,000	\$28,000	\$19,378	\$27,517	\$2,645	\$21,650	\$21,592	\$21,618
MCR Phone-a-thon	\$12,000	\$12,000	\$0	\$100	\$13,877	\$18,604	\$16,652	\$17,475
MCR Outside Fundraisers	\$1,200	\$3,200	\$350	\$290	\$9,770	\$1,515	\$970	\$852
MOW Client Contributions	\$8,000	\$8,800	\$1,494	\$12,257	\$6,861	\$10,257	\$6,854	\$5,406
MOW Coin Drive	\$3,500	\$4,595	\$8,173	\$3,651	\$5,370	\$5,452	\$4,118	\$3,439
MOW Fall Mailer	\$150,000	\$140,000	\$150,548	\$144,672	\$169,092	\$101,438	\$88,676	\$102,918
MOW Food from the Heart	\$34,000	\$45,000	\$54,700	\$45,110	\$5,000	\$19,875	\$37,321	\$36,575
MOW Spring Mailer	\$65,000	\$90,000	\$42,477	\$65,599	\$91,302	\$140,206	\$47,528	\$48,166
Disaster Relief**	\$0	\$0	\$360,795	\$13,540	\$57,989	\$189,701	\$0	\$0
Grand Total	\$940,100	\$910,514	\$895,331	\$912,415	\$857,544	\$731,914	\$635,713	\$636,394

22/23 Projected include all donations received through May 15, 2023.

*Major gifts shown separately: \$5,000+ for CB & MOW, \$1,000+ All Other Programs

**Disaster Relief (Covid, Fire, Flood) donations not included in total year giving.

COMMUNITY BRIDGES FY 23/24 Fundraising Activity Calendar

Program Activity - Q1		Date Range	Goal
CB	Farm to Fork Event	4/1 - 8/31	\$60,000
CB	Calendar Appeal	7/1 - 10/31	\$40,000
MCR	Mountain Affair	8/1 - 10/31	\$25,000
CB	Fall Mailing	7/1 - 9/30	\$5,000
Program Activity - Q2		Date Range	Goal
CB	Giving Tuesday	10/1 - 11/30	\$22,100
CB	Holiday Card Mailing	11/1 - 12/1	\$5,000
MOW	Direct Mail Fall	11/1 - 1/15	\$150,000
CB	Year-End Promotions	10/1 - 12/31	to follow
Program Activity - Q3		Date Range	Goal
CB	Spring Mailing	1/1 - 3/30	\$5,000
MOW	Food from the Heart	9/1/ - 2/28	\$34,000
MOW	Coin Drive promotion	2/1 - 3/31	\$3,500
MOW	Community Champions Week	2/1 - 3/31	to follow
Program Activity - Q4		Date Range	Goal
LL	Lift Line Sponsor Appeal	3/1 - 5/31	\$14,000
MCR	Fundraiser Appeal	2/1 - 4/30	\$12,000
CB	Annual Report	3/1 - 5/31	\$6,500
MOW	Direct Mail Spring	4/1 - 6/1	\$65,000
Program Activity - Ongoing		Date Range	Goal
CB	Communications & Media	Weekly	\$258,100
CB	Monthly Donor outreach	Monthly	to follow
CB	Major Donor cultivation	Monthly	\$220,200
CB	Planned Giving activities	Annual	N/A

Board Member Ways to Give Fiscal Year July 1 – June 30

Ways to Contribute	Month It is needed
Make a cash donation. <i>Sign up for monthly giving at communitybridges.org/donate.</i>	By June 30
Ask your employer to match your donation	
Add Community Bridges as a beneficiary of your retirement account, will or trust.	
Participate in an Event or Campaign	
Phone-a-thon –Mountain Community Resources	February
Food from the Heart –Meals on Wheels	March
Fiscal Year End Campaign -Annual Report	June
Farm to Fork –Community Bridges	July
Buy a Calendar ad for your business	Sept
Mountain Affair –Mountain Community Resources	October
Contribute a match for Giving Tuesday	November
Calendar Year End Campaign (Calendar)	December
Donation opportunities	
<ul style="list-style-type: none"> • Donate to a campaign email or mail appeal 	
<ul style="list-style-type: none"> • Buy event tickets for self, family, friends 	
<ul style="list-style-type: none"> • Sell event tickets to friends, family, friends 	
<ul style="list-style-type: none"> • Contribute an event sponsorship 	
<ul style="list-style-type: none"> • Contribute an auction item 	
<ul style="list-style-type: none"> • Buy auction items at event 	
<ul style="list-style-type: none"> • Make a lead gift at a Fund-A-Need 	
<ul style="list-style-type: none"> • Attend a restaurant fundraiser 	
Volunteer opportunities	
<ul style="list-style-type: none"> • Serve on the Development Committee and/or invite others 	
<ul style="list-style-type: none"> • Serve on an event or fundraiser campaign committee 	
<ul style="list-style-type: none"> • Solicit donations or auction items from individuals 	
<ul style="list-style-type: none"> • Solicit sponsorships or donations from businesses 	
<ul style="list-style-type: none"> • Provide introductions to major donor prospects 	
<ul style="list-style-type: none"> • Attend a meeting or call with a major donor 	
<ul style="list-style-type: none"> • Sign up to Thank New/Increased Donors – cards 	
<ul style="list-style-type: none"> • Sign up to Thank New/Increased Donors – phone calls 	
<ul style="list-style-type: none"> • Like CB on Facebook, Instagram or Twitter 	
<ul style="list-style-type: none"> • Share a CB event or fundraiser post on social media 	

2023/2024 Development Department Goals & Progress

Goals & Tactics	23/24 Goal Target	Q1 Status Jul-Sept	Q2 Status Oct-Dec	Q3 Status Jan-Mar	Q4 Status Apr-Jun
A. Launch Capital Campaign Planning <ul style="list-style-type: none"> Launch planning project (July 2023) Identify X Campaign Committee members Complete funding feasibility study (if applicable) 	<ul style="list-style-type: none"> Plan & Launch X members Feasibility done 	<ul style="list-style-type: none"> In process X members In process 	<ul style="list-style-type: none"> In process X members In process 	<ul style="list-style-type: none"> In process X members In process 	<ul style="list-style-type: none"> Completed X members Completed
B. Increase Overall Donation Revenue <ul style="list-style-type: none"> Thank all donors weekly; notify BOD/PD/PMs of gifts \$1K+ and personally acknowledge them. Increase donation revenue by 5% (from \$XXXK in FY22/23 to \$XXXK in FY23/24) Increase number of major donors (\$1,000+) by 5% (from XX in CY2022 to XX in CY2023). 	<ul style="list-style-type: none"> Mail letters weekly 5% increase XX major donors 	<ul style="list-style-type: none"> Letters mailed weekly X% increase XX major donors 	<ul style="list-style-type: none"> Letters mailed weekly X% increase XX major donors 	<ul style="list-style-type: none"> Letters mailed weekly X% increase XX major donors 	<ul style="list-style-type: none"> Letters mailed weekly X% increase XX major donors
C. Strengthen Planned and Legacy Giving <ul style="list-style-type: none"> Mail brochure & reply form to donors 5+ years. Conduct outreach to financial planning pros. Promote through targeted quarterly comms. (stocks, vehicles, bequests, endowment.) 	<ul style="list-style-type: none"> 1 mailing 12 contacts 4 reminders 	<ul style="list-style-type: none"> In process XX contacts X reminders 	<ul style="list-style-type: none"> Mailed to 500 XX contacts X reminders 	<ul style="list-style-type: none"> Completed XX contacts X reminders 	<ul style="list-style-type: none"> Completed XX contacts X reminders
D. Increase Grant Revenue <ul style="list-style-type: none"> Increase total grant revenue received by 5% (from \$XXM in FY22/23 to \$XXM in FY23/24). Increase dollar amount of grant funding applied by 5% to \$XXM (from \$XXM in FY22/23). Increase funding proposal acceptance rate by 5% (from XX% in FY22/23 to XX% in FY 23/24). 	<ul style="list-style-type: none"> Grant awards \$XXX Applied \$XXX Acceptance rate XX% 	<ul style="list-style-type: none"> Grant awards \$XXX Applied \$XXX Acceptance rate XX% 	<ul style="list-style-type: none"> Grant awards \$XXX Applied \$XXX Acceptance rate XX% 	<ul style="list-style-type: none"> Grant awards \$XXX Applied \$XXX Acceptance rate XX% 	<ul style="list-style-type: none"> Grant awards \$XXX Applied \$XXX Acceptance rate XX%
E. Maintain Development Activities (see 2023/2024 Development Plan)	<ul style="list-style-type: none"> 27 activities completed 	<ul style="list-style-type: none"> 6 activities completed 	<ul style="list-style-type: none"> 8 activities completed 	<ul style="list-style-type: none"> 7 activities completed 	<ul style="list-style-type: none"> 6 activities completed

2023/2024 Communications Goals	23/24 Goal Target	Q1 Status Jul-Sept	Q2 Status Oct-Dec	Q3 Status Jan-Mar	Q4 Status Apr-Jun
A. Expand media coverage and website traffic <ul style="list-style-type: none"> • Increase website traffic by 10% • Review Google ad with Community Boost monthly • Increase average monthly media coverage by 5% 	<ul style="list-style-type: none"> • Users: xxxx • 12 reports • Coverage: xx 	<ul style="list-style-type: none"> • Users: xxxx • • 	<ul style="list-style-type: none"> • xxx • xxx • xxx 	<ul style="list-style-type: none"> • xxxx • xxxx • xxx 	<ul style="list-style-type: none"> • • •
B. Increase social media engagement <ul style="list-style-type: none"> • Increase Facebook engagement by 10% (5,256 FY22/23 to 5,782 FY23/24) • Increase Instagram page visits by 10% (5,164 FY22/23 to 5,680 FY23/24) • Increase Instagram following by 10% (1,568 FY22/23 to 1,724 FY23/24) • Increase Tiktok following to more than 100 	<ul style="list-style-type: none"> • 5,782 • 5,680 • Users: 1,724 • Users: 100 	<ul style="list-style-type: none"> • xxxx • xxxxx • xxxx • xxxx 	<ul style="list-style-type: none"> • xxxx • xxx • xxxx • xxx 	<ul style="list-style-type: none"> • xxxx • xxx • xxx • xxx 	<ul style="list-style-type: none"> • • • •
C. Increase email engagement <ul style="list-style-type: none"> • Increase open rates from 47% to 50% • Increase click rates from 4.15% to 6% • Begin and analyze welcome series for Meals on Wheels and Family Resource Centers 	<ul style="list-style-type: none"> • Open rate: 50% • Click rate: 6% • 12 analyses 	<ul style="list-style-type: none"> • xxxx • xxxxx • xxxxx 	<ul style="list-style-type: none"> • xxxx • xxxxx • xxxxx 	<ul style="list-style-type: none"> • xxxx • xxxx • xxxx 	<ul style="list-style-type: none"> • • • Thru 6/30



Communications, Advocacy & Media Plan FY 23/24

Overview

This plan outlines the goals, objectives, strategies and tactics for a comprehensive marketing and communications to support Community Bridges fundraising efforts and meet goals outlined in the 2023/24 Development Plan. This will be accomplished through a combination of print materials, social media reach, email marketing, events, public relations, website improvements and partnerships.

All communications should follow the best practices outlined in the **Community Bridges Press & Media Guidelines** and the **Social Media Guidelines**.

Objective

To increase donors and build awareness of, and support for, Community Bridges as the leading human services agency in Santa Cruz County, measured by social media growth, number of donors, and media coverage. This messaging will be targeted to key constituencies, including donors and potential donors, foundations and the general public. Secondly, we will utilize communications to enhance employee satisfaction, and promote attendance at employee and sponsored events.

Goals

- Goal #1:** Increase Facebook engagement by 10%
- Goal #2:** Increase newsletter click-through rate by 1.5%
- Goal #3:** Increase website traffic by 10%
- Goal #4:** Increase monthly media coverage/positioning by 10%
- Goal #5:** Increase Instagram page visits by 10%
- Goal #6:** Increase followers across all social media by 10%

These metrics should be driven by focusing on:

- Cultivating and sustaining existing and prospective donors, so they feel a meaningful connection to Community Bridges and its programs
- Heightening the connection between Community Bridges' ten programs
- Establishing CB as a thought leader in the community
- Increasing employee enthusiasm and engagement

Target Audience

philanthropic adult women

- politicians
local businesses

volunteers

participants

donors and potential donors

foundations

employees/prospective employees

Strategies and tactics by objective:

Objective 1: Increase Facebook engagement by 10%, Instagram page visits by 10%

Strategy A1: Adopt social media communications plan geared toward Facebook and video that emphasizes Community Bridges’ intergenerational platform through its 10 programs.

Tactic	Responsibility	Timeline
Invest in DSLR camera to produce videos and photos in-house	MCM, Admin	Purchased by 8/30/23
Shift Instagram to 12 grid layout that promotes Facebook pages/website/linktree	MCM, MA	6/30/2023
Refine social media tracker to ensure each Facebook page has its unique voice and upcoming events, campaigns, and important dates are well defined	MCM, MA	6/30/2023
Respond to posts, reviews, messages, comments and questions	MCM	Ongoing
Tag the programs and other relevant organizations whenever possible	MCM, MA	Ongoing
Add text to sign up feature and promote this option at events, programs, and in materials	MCM	Ongoing
Follow, like, and comment on other like-minded organization’s Facebook and Instagram feeds	MCM, MA	Ongoing
Facebook content should be 70% photos/articles/promotions and 30% video	MCM, MA	Ongoing

Pivot Instagram posts to video (event flyers being the exception) that are not include in grid view	MCM, MA	Ongoing
Attend webinars/trainings/conferences to expand knowledge of video messaging	MCM, MA	When budget allows
Continue strong relationships with contractors for employment/community outreach collateral and videos	MCM	Ongoing
Create weekly calendar posts for Community Bridges FB showcasing classes, events, important dates at each site	MCM, MA	Ongoing
Visit programs more often for content creation (Instagram/FB stories, TikToks, FB photos)	MA	Ongoing
Encourage staff and board members to like, follow and remain active with our pages	MCM, DA	Ongoing
Share majority of content from program pages through Community Bridges page	MCM, MA	Ongoing

Objective B: Increase newsletter click-through rate by 1.5% and website traffic by 10%

Strategy B1: Establish and build a relationship with email contacts through regular dialogue. Strengthen the constituent connection to make Community Bridges and its individual units more visible and memorable to email recipients.

Tactic	Responsibility	Timeline
Reinvigorate major gifts program through email contacts	DA	Ongoing
Create donation specific welcome series for appropriate programs	DA, MCM	Ongoing
Create bi-annual donor satisfaction surveys	DA	Ongoing
Ensure donation/advocacy emails are clear, concise and powerful	DA, MCM	Ongoing
Contract out donation data entry	DA	6/30/2023
Update email list and scrub for accuracy	DA, MCM	Ongoing
Create quarterly social media post showcasing newsletter	MCM	Ongoing
Move monthly newsletter to quarterly entry	DA, MCM	6/30/2023

Ensure smooth transition to new database, mail system	DA, MCM	6/30/2023
Steer general awareness advertisement campaigns to website traffic cb.org/donate	MCM	Ongoing
To the extent possible, sign off social media posts with a url	MCM, MA	Ongoing
Update Family Resource Collective pages to be more user-friendly and informational	MCM	Ongoing

Objective C: Increase monthly media coverage/positioning by 10%

Strategy C1: Establish an annual media calendar to guide media outreach efforts, designed to ensure year-round visibility of Community Bridges programs and achievements and leverage newsworthy events and milestones.

Tactic	Responsibility	Timeline
Send news releases for all newsworthy events and milestones	MCM	As appropriate
Notify reporters of major CB events	MCM	Monthly
Have a consistent presence with local government, rotary clubs, business chambers, etc.	MCM, Board, CEO	Ongoing
Submit op-ed pieces in regional media	MCM	Quarterly
Cultivate relationships with local reporters	MCM	Ongoing

Communications Tools

Every communication medium has a different audience and purpose and should be used accordingly.

Medium	General Outreach	Staff celebration	Job listings	Volunteers outreach	Advocacy	Donors	Earned Media	Emergency Comms
Facebook	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Instagram (via stories)	Yes	Yes	Yes	No	No	Yes	No	Yes
Twitter	Yes	No	No	No	Yes	No	Yes	Yes
TikTok	No	Yes	No	No	Yes	no	No	No
LinkedIn	No	Yes	Yes	No	No	No	Yes	No
Textedly	No	No	No	No	No	No	No	Yes
Direct Mailers	Yes	No	No	No	No	Yes	No	No
Email messaging	Yes	Yes	No	Yes	Yes	Yes	Yes	No

Advocacy Lists

Having a seat at the table within local government, business chambers, and other organizations is critical to Community Bridges’ positioning within the Santa Cruz County community for continued support and donation. These advocacy roles should be filled by active members of the Community Bridges Management Team and Board of Directors.

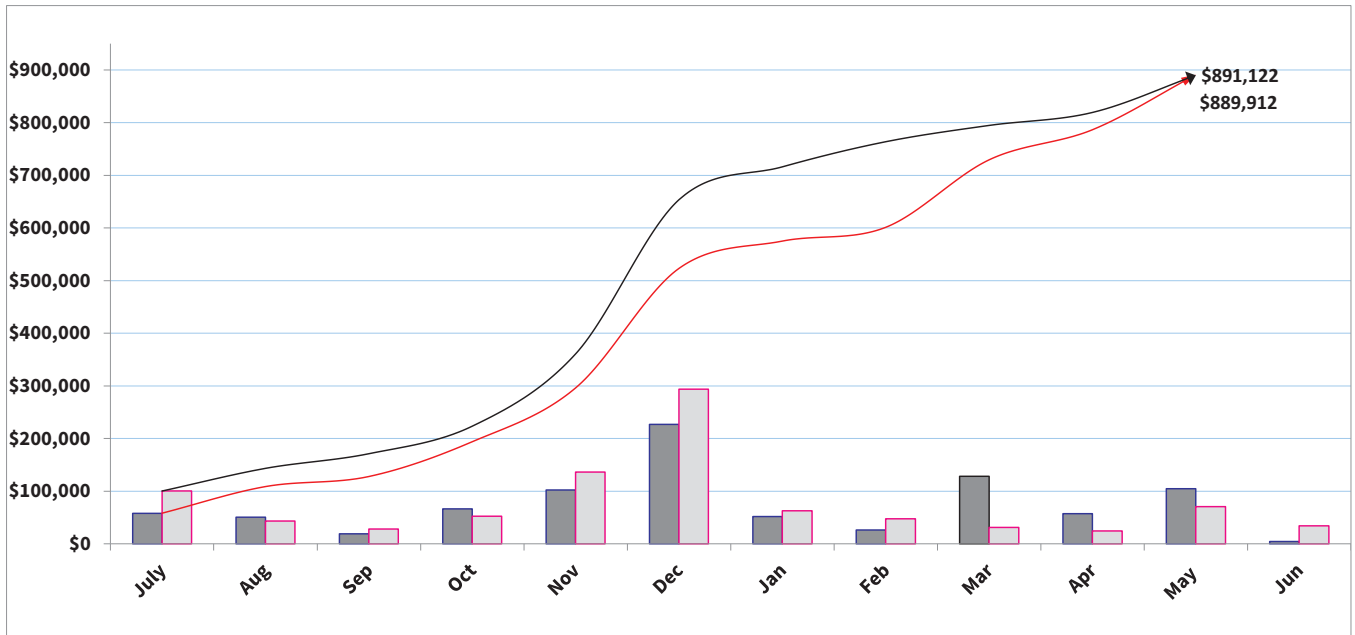
Body	CEO	MCM	DA	BOD	MT	Other
Santa Cruz County Board of Supervisors	When called upon by MCM	Yes	No	When called upon by MCM/CEO	When called upon by MCM	
Monterey County Board of Supervisors	When called upon by MCM	Yes	No	When called upon by MCM/CEO	When called upon by MCM	
Watsonville City Council	When called upon by MCM	Yes	No	When called upon by MCM/CEO	When called upon by MCM	
Santa Cruz City Council	When called upon by MCM	Yes	No	When called upon by MCM/CEO	When called upon by MCM	
Capitola City Council	When called upon by MCM	Yes	No	When called upon by MCM/CEO	When called upon by MCM	
Scotts Valley City Council	When called upon by MCM	Yes	No	When called upon by MCM/CEO	When called upon by MCM	
State Legislators	Yes	Yes	No	When called upon by MCM/CEO	When called upon by MCM	
Federal Legislators	Yes	Yes	No	When called upon by MCM/CEO	When called upon by MCM	
County COE	When called upon by MCM	Yes	No	When called upon by MCM/CEO	When called upon by MCM	
Local School Districts	No	Yes	No	When called upon by MCM/CEO	When called upon by MCM	
PV Health District	When called upon by MCM	Yes	No	When called upon by MCM/CEO	When called upon by MCM	
Dems Club	Yes	Yes	No	No	No	
County Chamber			Yes			
Santa Cruz Chamber			Yes			

Pajaro Valley Chamber			Yes			
Aptos Chamber			Yes			
Capitola-Soquel Chamber			Yes			
SLV Chamber			Yes			
Scotts Valley Chamber			Yes			
Santa Cruz Rotary			Yes			
Santa Cruz Sunrise Rotary			Yes			
Watsonville Rotary			Yes			
Freedom Rotary			Yes			
SLV Rotary						
Scotts Valley Rotary						

**Development Progress Report
Fiscal Year 2022-23
May 15, 2023**

Donation Revenue (Excluding Grants)

Total	Fiscal Year	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
	Current Year 22/23		\$58,130	\$50,601	\$19,066	\$66,083	\$102,245	\$227,020	\$51,859	\$26,171	\$128,208	\$57,162	\$104,577	\$4,512
Previous Year 21/22		\$100,240	\$43,082	\$27,779	\$52,302	\$136,346	\$293,698	\$62,587	\$47,722	\$30,936	\$24,652	\$70,568	\$34,042	\$923,743
Year over year difference: 5/15/22 to 5/15/23						\$1,210	0.1%	change						



A. Cumulative YTD Donations vs Budgeted Goal - See Fundraising Campaign Report

- 22/23 Donation Goal \$910,514
- 22/23 Donations YTD \$895,892 98% Portion of goal met at 87% Portion of year lapsed
- 21/22 Donations YTD \$889,912 0.1% Change over prior year

Fundraising Campaign Report Through May 15, 2023

Donations to Programs	22/23 Goal	22/23 YTD	% Goal Met	21/22 Final
CB General Funds	\$282,200	\$298,668	106%	\$254,760
Child and Adult Care Food Program	\$8,450	\$5,389	64%	\$9,647
Early Education Division	\$6,350	\$3,700	58%	\$10,763
Women, Infants & Children	\$3,000	\$1,545	52%	\$8,166
Elderday	\$8,544	\$5,030	59%	\$8,646
Lift Line	\$13,775	\$6,930	50%	\$8,522
Meals on Wheels	\$464,495	\$432,495	93%	\$518,572
La Manzana Community Resources	\$5,000	\$6,616	132%	\$4,332
Live Oak Community Resources	\$25,550	\$53,403	209%	\$26,835
Mountain Community Resources	\$85,000	\$73,542	87%	\$70,980
Nueva Vista Community Resources	\$8,150	\$8,316	102%	\$2,732
Total Program Revenue	\$910,514	\$895,635	98%	\$923,954

Fundraising Appeals & Campaigns	22/23 Goals	22/23 YTD	21/22 YTD	22/23 \$ change
Annual Report	\$7,010	TBD	\$7,345	TBD
Calendar Donations	\$36,350	n/a	\$9,859	TBD
Farm to Fork Gala	\$66,500	\$57,908	\$66,054	(\$8,146)
Giving Tuesday	\$23,110	\$10,999	\$15,210	(\$4,211)
Honor & Memorial		\$1,000	\$5,450	TBD
Lift Line Van Sponsors	\$8,400	\$1,900	\$4,800	TBD
Major Gifts \$5K+	\$163,250	\$293,670	\$181,585	\$112,085
Monthly Donations		\$24,948	\$37,565	(\$12,617)
MCR Fundraiser Event	\$28,000	\$20,378	\$27,517	(\$7,139)
MOW Food from the Heart	\$45,000	\$54,700	\$46,110	TBD
MOW Fall Mailer	\$140,000	\$130,600	\$144,672	(\$14,072)
MOW Spring Mailer	\$90,000	\$42,477	\$69,234	TBD
MOW Meal Donation	\$3,200	\$1,494	\$12,257	TBD
Online (incl. Email & Social Media)		\$58,688	\$74,798	(\$16,110)
Outside Fundraisers of behalf of CB		\$13,768	\$15,922	(\$2,154)
Other Miscellaneous	\$306,704	\$148,062	\$134,414	\$2,723
Planned Gifts, Stocks, Vehicles		\$4,976	\$40,878	
Payroll & Matches		\$21,167	\$17,272	TBD
Program Donation Box		\$808	\$4,869	(\$4,061)
Santa Cruz Gives		\$8,092	\$8,144	(\$52)
Total Campaign Revenue	\$910,514	\$895,635	\$923,955	-\$28,320

COMMUNITY BRIDGES

AGENCY BUDGET July 1, 2023 - June 30, 2024

	ADMIN	DEV.	CACFP	LOCR	WIC	LMCR	LL	MOW	MCR	NVCR	EED	ELD	Budget Total 23/24	Budget FY 22/23	% Change
REVENUE:															
4001 Contributions from Individuals		237,400	4,100	51,500	2,500	4,000	3,100	325,000	34,466	26,000	2,176	4,900	695,142	681,494	2.00%
4002 Contributions from Business		60,000		1,500			10,000	50,000	3,000	2,000	250	1,500	128,250	98,250	30.53%
4003 Contributions from Other Fdns		50,000		158,861	21,017	301,939	75,000		227,411	157,500		125,000	1,116,728	1,235,814	-9.64%
4200 Special Events		45,000	1,500	1,000	1,000	1,000	2,000	52,000	38,000	1,000	3,000	2,600	148,100	127,595	16.07%
4300 Legacies & Bequests								10,000	1,134				11,134	161,134	-93.09%
5000 Gov Agencies-Other						10,673						109,905	120,578	71,691	68.19%
5501 County of Santa Cruz								405,000					405,000	436,222	-7.16%
5501 County of SC-Summer Lunch							28,711						28,711	28,711	0.00%
5501 County of Santa Cruz-Other				23,840		89,116	1,384,682				53,600		1,551,238	1,232,756	25.83%
5503 City of SC/Capitola CDBG							44,000	86,389		125,000			255,389	172,525	48.03%
5503 City of Santa Cruz - TDA							875,569						875,569	905,637	-3.32%
5505 City of Watsonville								5,000			2,500		7,500	5,000	50.00%
5600 State Government			39,800	132,716	59,322	201,453	347,177	496,756	81,712	34,800	2,590,600	376,397	4,360,733	2,987,390	45.97%
5700 Federal Government			4,229,076	23,855	7,063,484	102,740	140,000	1,008,834	10,930	30,304	170,525	56,809	12,836,557	12,171,178	5.47%
6200 Program Service Fees	2,502,645			43,449	90,171	118,481	292,893	181,848	45,339	85,539	293,445	1,905,667	5,559,477	4,626,107	20.18%
6500 Investment Income					6			3,091	48	5,606			8,751	8,727	0.28%
6900 Miscellaneous Revenue				31,844	1,800	66,526	33,000		12,600	19,289	16,444		181,503	123,272.00	47.24%
Transfer from Reserves								213,397		16,425		134,847	364,669	582,252	-37.37%
Community Foundation of SC		50,000		15,000		80,000			232,000				377,000	275,610	36.79%
First 5 Santa Cruz County				56,960		169,563			19,430	5,000	13,320		264,273	303,450	-12.91%
TOTAL REVENUE:	2,552,645	392,400	4,274,476	540,525	7,239,300	1,174,202	3,207,421	2,837,314	706,070	508,463	3,145,860	2,717,625	29,296,302	26,259,815	11.56%
PERSONNEL EXPENSE:															
7000 Salaries Total	1,687,154	111,865	284,673	261,516	1,605,482	661,685	1,122,291	755,600	270,082	277,706	1,880,220	1,113,878	10,032,152	7,997,182	25.45%
7100 Employee Health	141,985	16,470	45,631	30,852	181,253	80,665	112,974	91,731	30,819	36,078	227,642	188,824	1,184,924	1,042,321	13.68%
7100 Employee Retirement	77,336	4,159	6,504	5,393	71,884	10,444	21,148	27,173	8,672	11,666	41,273	44,584	330,236	269,944	22.33%
7200 Payroll Taxes	153,326	10,171	27,504	24,121	145,276	61,149	147,677	89,597	24,698	25,394	236,389	110,282	1,055,584	831,830	26.90%
TOTAL SALARIES/BENEFITS:	2,059,802	142,665	364,311	321,883	2,003,895	813,944	1,404,088	964,102	334,271	350,844	2,385,524	1,457,568	12,602,897	10,141,277	24.27%
SERVICES/SUPPLIES EXPENSE:															
8000 Professional Fees: Audit	43,479						3,000						46,479	44,691	4.00%
8010 Indep. Prof. Consultants	164,929	117,340	31,350	46,530	134,299	12,593	137,509	133,479	31,597	18,335	25,956	83,724	937,641	899,566	4.23%
8100 Supplies	32,849	54,423	5,828	41,876	60,968	47,941	41,919	954,925	29,821	8,016	116,304	136,600	1,531,470	1,524,634	0.45%
8200 Telephone/Communications	15,840	1,872	2,402	13,650	24,112	26,956	19,693	11,332	6,805	12,138	23,473	10,118	168,391	158,223	6.43%
8300 Postage & Shipping	4,869	4,160	6,091	1,957	5,977	200	3,250	15,680	1,460	118	266	2,375	46,403	66,394	-30.11%
8400 Occupancy Total	96,011	270	28,754	17,954	283,991	77,860	137,636	272,456	70,324	26,521	116,618	289,553	1,417,948	1,256,337	12.86%
8500 Rent/Maintenance of Equip	7,867			2,180	2,033	3,371	61,760	22,899	2,848	1,267	5,865	3,246	113,336	100,933	12.29%
8600 Printing & Publications	10,325	6,942	2,861	1,357	2,641	4,441	707	7,975	1,534	344	855	1,077	41,059	50,271	-18.32%
8700 Travel & Transportation	6,885	891	3,075	1,541	1,000	5,529	297,575	30,476	2,490	3,787	2,374	279,926	635,549	434,884	46.14%
8800 Conferences and Meetings	63,869	2,906	1,298	2,337	10,000	1,269	4,490	2,347	1,714	1,076	12,021	7,872	111,199	104,770	6.14%
8900 Assistance to Individ.				3,593	4,257,496	2,609			112,917	875			4,377,490	4,521,996	-3.20%
9000 Membership Dues	10,340	1,560	250	186	2,008	2,188	7,806	1,795	286	218	427	6,946	34,010	28,805	18.07%
9300 Insurance/Bond	11,200		930	4,654	11,281	7,173	89,363	23,713	5,227	9,573	18,456	19,719	201,289	190,684	5.56%
9400 Miscellaneous	15,309	2,190	906	2,493	5,050	2,338	17,752	17,815	1,812	1,256	14,346	10,871	92,138	77,957	18.19%
9400 Fixed Assets	1,806						637,853		16,000				655,659	726,706	-9.78%
9600 Dist. of Program Costs	7,265	57,181	65,733	78,334	434,549	165,790	323,020	378,319	86,964	74,095	423,365	408,030	2,502,645	2,116,283	18.26%
Program Reserve							20,000						20,000	0	100.00%
9691 Payment/Affiliated Orgs.			3,760,687										3,760,687	3,815,394	-1.43%
TOTAL SERVICES/SUPPLIES:	492,843	249,735	3,910,165	218,842	5,235,405	360,258	1,803,333	1,873,212	371,799	157,619	760,336	1,260,057	16,693,404	16,118,538	3.57%
TOTAL EXPENSES:	2,552,645	392,400	4,274,476	540,525	7,239,300	1,174,202	3,207,421	2,837,314	706,070	508,463	3,145,860	2,717,625	29,296,302	26,259,815	11.56%
Percentage Change 22/23 to 23/24	11.81%	15.91%	0.98%	75.02%	5.25%	3.39%	14.24%	-0.68%	4.65%	43.27%	34.15%	32.99%	11.56%		
Total Budget FY 22/23	2,283,022	338,535	4,233,176	308,834	6,877,971	1,135,721	2,807,659	2,856,854	674,721	354,910	2,344,980	2,043,432	26,259,815		

Note: WIC VOUCHERS AND CACFP PASSTHROUGH IN 2023/2024 BUDGET IS SAME AS 2022/2023 BUDGET

Increase in 2024/2024 budget versus 2022/2023 budget = 3,036,487 11.56%

Increase in 2023/2024 budget versus 2022/2023 budget without prior year funding = 2,671,818 10.17%

Increase in 2023/2024 budget versus 2022/2023 budget without WIC Vouchers and CACFP pass-through= 16.67%

Increase in 2023/2024 budget versus 2022/2023 budget without WIC vouchers and CACFP pass-through without prior year funding = 14.67%

**COMMUNITY BRIDGES
Program Budget Summary
April 30, 2023**

Projections for Year Ending 6-30-2023

A	B	C	D	E	F	G	H	I	J	J	K
PROGRAM NAME:	6/30/22 Unaudited Balance	Annual 22/23 Approved Budget	Current Projected Expenses	Current Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2022-2023 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	Change from Prior Mo	% Change	14.53% Gen'l & Adm Exp
WIC (CB FY)	206,645	2,620,475	2,672,975	2,672,975	0	-	206,645	7.8%	1,338	0.1%	389,509
Early Education Division	500,512	2,344,980	2,737,958	2,725,942	450,000	(12,016)	488,496	17.9%	(6,921)	-0.3%	325,310
Elderday	(7,698)	2,043,432	2,033,883	1,797,046	215,646	(236,837)	(244,535)	-12.0%	13,336	0.7%	292,111
Meals on Wheels	1,449,078	2,856,854	2,730,278	2,904,583	75,000	174,305	1,623,383	61.7%	(39,603)	-1.5%	352,736
Lift Line	(86,780)	2,807,659	3,007,505	3,032,168	80,000	24,663	(62,117)	-2.3%	39,004	1.3%	298,681
La Manzana Comnty Res	328,607	1,135,721	1,886,368	1,957,979	50,000	71,611	400,218	21.4%	43,784	2.3%	243,485
Mountain Comnty Res	377,584	674,721	1,045,765	1,057,866	75,800	12,101	389,685	37.6%	3,957	0.4%	91,146
Nueva Vista Comnty Res	337,237	354,910	440,997	454,997	35,000	14,000	351,237	80.4%	(5,258)	-1.2%	64,083
Live Oak Comnty Res	194,821	308,834	442,030	482,157	28,000	40,127	234,948	53.2%	39,168	8.9%	64,233
CACFP (CB FY)	65,606	4,233,196	4,081,163	4,091,943	35,000	10,780	76,386	7.7%	1,121	0.0%	71,518
Administration	67,026	2,283,002	2,364,749	2,392,225	170,000	27,476	94,502	4.0%	(1,730)	-0.1%	16,064
Philanthropy	460,561	338,535	342,286	329,430	24,000	(12,856)	447,705	130.8%	8,144	2.4%	49,739
TOTAL PROG OPERATIONS	4,213,302	22,002,319	23,785,957	23,899,311	1,238,446	113,354	4,006,552	20.70%	96,340	0.4%	2,258,615
LOCR-Capital Campaign	445,746		25,000	26,814	0	1,814	447,560	NA	2,864		0
CBHQ FY 22/23 Activity		-	260,337	247,560	0	(12,776)	(12,776)	NA	2,672		0
501 Main Street	684,800		3,772,800	3,088,000	0	(684,800)	-	NA	(305)		17,180
Fixed Assets & Gen'l Agy	4,314,446	-	1,780	25,719	0	23,939	4,338,385	NA	3,311		0
TOTAL AGENCY	9,658,294	22,002,319	27,845,874	27,287,404	1,238,446	(558,469)	8,779,721	20.70%	104,882	0.4%	2,275,795

Fixed Asset purchases and Pass-Thru expenses exempt from Indirect; Revenues and Expenses include all pass-through

*582K of Prior Year Funds were in approved BOD budget for programs: 188K ELD, 54K Admin, 340K MOW

*Below the line 501 Main expenditures will turn into capitalized fixed assets and will affect -Cash-Flow / +Net assets in terms of neutral financial gain/loss

**Program Budget Summary
April 30, 2023**

PROGRAM NAME:

WIC	-19K personnel, +23K CIAO grant in this FY, +9k Vitamin Angels in this FY, -29K CDPH, +Contracting and Raw Food
Early Education Division	600K to spend out (in progress), -68K personnel, -18K private pay fees (delayed toddler room)
Elderday	-43K PATH-CITED, -11K CCAH, -50K personnel, running a 53 ADA
Meals on Wheels	+10K personnel, +8K food, +7K special events, + 7K prof services
Lift Line	-Personnel (vacancies), -11K Vehicle Operating, decreased Taxi, new LCTOP EV arrived, +40K LCTOP exp.
La Manzana CR	+21K Monterey County, +7K LISC, +184900 UW assistance, +35K Outside Contracts
MCR	+46K disaster assistance rev/exp CF, -20K outside contracts, -14K personnel
Nueva Vista CR	+10K CF disaster funding, -21K outside contracts, -6K FA software db
Live Oak CR	+8K CF, +13K outside contracts, -4K personnel, -6k software db
CACFP	Starting work on WIC CIAO grant, DCH count 344 in March, up 11 from February
Administration	-10K personnel, Trimming other exp. Lines for year end, -25K indirect
Philanthropy	Increased donations, trimming down year end spending
LOCR-Cap Campaign	Actual YTD less proj FY 22/23 expenses, 4/30/2023 \$472,560
La Manzana Property	Actual Revenue/Expense through 4/30/2023
501 Main Street	Minimal change since prior month
FAs & Agy Unrestr.	Actual YTD less projected FY 22/23 expenses, Endowment Balance 2/28/2023 \$721,580
Total Agency	Total Programs +113K, BOD aproved budget -582K