



## BOARD OF DIRECTORS

Wednesday, September 20, 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

6:00 2. Adjourn Closed Session

6:00 3. Call to Order/Establish Quorum

6:00 4. Agenda Review (5 min)

6:05 5. Announcements/Program Updates (10 min)

6:15 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 21, 2023 Board of Directors Meeting*

**6.1a Motion to accept and approve the FY 23/24 budget as written. Motion moved by Mary/Ryan, MSP.**

**6.1b Motion to approve the development plan as written. Motion moved by Michael/Mary, MSP.**

*6.2 Draft Minutes of the July 12, 2023 Governance Committee Meeting*

**6.2a Motion to approve LL Title VI Plan Resolution. Motion moved by Silvia/Ryan, MSP.**

*6.3 Draft Minutes of the August 9, 2023 Governance Committee Meeting*

*6.4 Draft Minutes of the July 12, 2023 Finance Committee Meeting*

**6.4a Motion: Adopt enrollment goals and deadlines for EED to present to full board. Motion moved by Mary/Jack, MSP.**

*6.5 Draft Minutes of the August 9, 2023 Finance Committee Meeting*

**6.5a Motion to approve the Measure D 5-Year Plan. Jack/Steph, MSP.**

*6.6 Draft Minutes of the September 13, 2023 Finance Committee Meeting*

*6.7 Draft Minutes of the August 9, 2023 Development Committee Meeting*

*6.8 Draft Minutes of the September 13, 2023 Development Committee Meeting*

**6.9 5310 Federal Transportation Dollars - Passed by Unanimous Email Vote**

**6.10 State Good Repair Funding – Passed by Unanimous Email Vote**

*6.11 Approval of Agency Board Resolution 2023-09-20-RM*

6:20 7. Receive comments from members of the public on “Items not on the Agenda” (5 min)

6:25 8. BOD Chair Report – Jack Jacobson (5 min)

6:30 9. CEO Report – Ray Cancino (30 min)

- a) *Program Presentation – Elderday*
- b) *MOW Kitchen*
- c) *EED Hold Harmless*
- d) *ELD License*

**7:00 10. Development Report–Tony Nunez/ Anna Vaage** (10 min)

**7:10 12. Finance Committee Update – Doug Underhill** (15 min)

**7:25 13. Newspaper Articles**

- a) [Temporary resource center opens in Pajaro to help residents affected by the flood](#) – Monterey County Weekly, July 2023
- b) [Federal grant funds Santa Cruz County WIC outreach to immigrants and farmworkers](#) – Lookout Santa Cruz, July 2023
- c) [Community Bridges opens temporary resource center in Pajaro](#) – Santa Cruz Sentinel, July 2023
- d) [Farm to Fork Gala to benefit flood-impacted farmers](#) – The Parjaroian, July 2023
- e) [Quick Bites | Farm to Fork dinner supports Pajaro Valley farmers and farmworkers](#) – Santa Cruz Sentinel, July 2023
- f) [From Soquel to Pajaro, fundraisers put the focus on farms, farmworkers](#) – Lookout Santa Cruz, July 2023
- g) [Community Bridges opens temporary resource center in Pajaro](#) – The Parjaroian, July 2023
- h) [County’s storm aid program has doled out over \\$450K to hundreds of households](#) – Monterey County Weekly, July 2023
- i) [Global nonprofit leader named new Santa Cruz County Meals on Wheels director](#) – Santa Cruz Sentinel, July 2023
- j) [Santa Cruz County is graying and the impending silver tsunami has service providers worried](#) – Lookout Santa Cruz, July 2023
- k) [Community Bridges seeks to dispel myths surrounding food assistance in Santa Cruz County](#) – Good Times, July 2023
- l) [Monterey County looks at a long-term recovery planning committee to rebuild Pajaro](#) – KSBW, August 2023
- m) [Kaiser Permanente offers emergency financial assistance to the town of Pajaro after a flooding disaster in Monterey County](#) - Look Inside KP, August 2023
- n) [Months after Pajaro flood, repair crews race against winter rain](#) – Santa Cruz Local, August 2023
- o) [Pajaro levee repairs underway but questions remain](#) – KSBW, August 2023

**7:25 14. Items for Next Agenda** (5 min)

**7:30 15. Adjourn Regular Meeting**

**Next Meeting:** *Wednesday, November 15, 2023, 5 pm - 7:30 pm, Meeting Location Elderday (501 Main St, Watsonville)– Zoom will be offered.*



## **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

**Present:** Jack Jacobson, Ray Cancino, Mary McMillan, Sara Seigel, Steph Ruhl, Doug Underhill, Michael Babich, Tyler Smith, Brenda Griffin, Ryan Friedrich, Lisa Berkowitz, Darren Daley, Anna Vaage, Dana Wagner, Mayra Melendrez, Lois Sones, Lisa Hindman Holbert, Jesus Bojorquez.

**Minutes:** Mary Mackenzie

## **REGULAR SESSION DRAFT MINUTES**

**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)**

**6:07 5. Announcements/Program Updates (10 min)**

Elderday PD: New building is coming along great it looks like it will be done by the end of August. Please stop by to come see it.

MOW PD: CB did hear back from LOSD re: our request to stay on property. Managed to enter into contract to stay on property for 2 years until 6/2025. CB offered to make the repairs on the property. MOW/CB spent the better part of the year bringing this to the attention of the community. CB wasn't going to go quietly into the night. MOW will have a contract by end of August when the school board next meets. CB was handed some additional costs, pay for maintenance and a 5% increase on rental.

FRC PD: The FRCs continue to provide financial assistance to Monterey County, in the Pajaro and Los Lomas communities. Trying to distribute funds from United Way, \$169k granted in May, the FRCs need to give out the funds by end of the month. The FRCs have people we're calling and it's coming through, still have some people in phase 1 distribution \$500.00 gift card, and phase 2 : \$1k-\$2k dependent on family size and damages on property. Phase 3: Long term recovery. Still working with people who are out of their homes, who are currently staying at a Roadway Inn. Hoping to find some housing for them soon. The residents are going to be out by June 30, but if they are able to show they are looking and have a move out date by July 31, they may be able to stay longer. The FRCs are looking at new space that has a 1 year lease and office space in Pajaro and may be able to extend past a year. How many are still in the hotels? 65 families. State funding hasn't arrived yet.

WIC PD: WIC continues to be a food bank distribution site: 35 bags from Second Harvest, Started farmers market season and are giving \$30 for families to purchase produce. WIC is 1 of only 2 in CA and 1 of 35 in US to receive a community outreach program grant. WIC is collaborating with Elderday and FRCs for ECM. WIC has someone in training for ECM.

**5:45 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.*

**Motion to approve the consent agenda as written. Michael/Ryan**

**6:18 7. Receive comments from members of the public on “Items not on the Agenda” (5 min)**

None

**5:45 8. BOD Chair Report – Jack Jacobson (5 min)**

None

**5:46 9. CEO Report – Ray Cancino (10 min)**

The big announcement is Darren is the incoming MOW PD, welcome Darren. Introductions of BOD to Darren. Outgoing MOW PD: It’s great to be able to welcome the new MOW PD. It feels like we’re on a moving train.

Incoming MOW PD has been with the organization for 2 days and he is glad to be part of the team. He feels good about joining organization and MOW. Santa Cruz has been his home for 9 years. He has lived in South Korea for several years, and did graduate work in Monterey. He has worked most recently in Laos and Cambodia. He also understands that he has some big shoes to fill.

**5:53/6:19 10. Action Items: Presentation and approval of FY 2022/2023 Development Plan and Agency Fiscal Year 2022-2023 budgets (25 min)**

FC committee members have approved \$575k of prior year funds, now down to \$364k. The FRCs are only using a total of \$16k of prior year funds.

WIC \$7.23M of which \$4.3M are the value of WIC Vouchers (pass-through), and CACFP has \$3.7M which is pass through. The great majority of increase is being put into personnel. At the bottom of the page, it shows the percent increase for each program. EED's budget is a 34% increase year over year. The CSPP contract increased from \$1.6M to \$2.4M, Elderday's budget has increased 34%, LL by 14%. NVCR and LOCR are also seeing large budget increases. CB is looking at the four FRCs as one program, even though each site has its' own budget. The overall increase in the FY 23/24 budget, when you exclude pass-through payments, is 16.67%. The administration budget is growing 11%, at a rate less than program growth, which is a positive for providing services. CB is now requesting \$364k in prior year funds: ELD: \$134k, NVCR: \$16k, MOW: \$213k, however, \$140k is for LOSD deferred maintenance. All revenues in the budget are secured or highly probable. Overall we are seeing sizable revenue growth and utilizing less prior year funds than last year. CB does have all program directors here, if there are any questions. CB would like a full board approval for the start of the fiscal year. Chair: How much Covid funding and funding we're getting for emergencies is in the budget for this year? No Covid funding for this year, lots of disaster related grants in the FRCS. \$150k Cal OES, \$250k operational grant from Packard, \$200k from Monterey Peninsula, as well as Community Foundation funding from both Santa Cruz County and Monterey County. CB has received \$800k+ of total funding as a result of emergency relief.

**Motion to accept and approve the FY 23/24 budget as written. Motion moved by Mary/Ryan, MSP.**

Development Plan: Pajaro Fundraising \$500k in donations going straight to families for flood relief. \$250k in grant funds going to direct financial assistance. \$750k from fundraising and \$1.5M from foundations through July. CEO has been active in securing operating funding, of \$500k. On June 30 fiscal will tie up this year. Raised about the same as last year. Received a major gift twice this year, of \$40k July and May. All flood relief is not included in this report. For marketing and communications plans for the new FY (23/24), donations across the sector nationwide there has been a 15-20% drop this year given inflation. Development committee and MT have reviewed new fundraising goals. CB wants to match and exceed donation dollars by 5% each year. CB will be doing all of our regular fundraising activities and want to raise \$1M. For the Board and MT, Development wants them to be more visible in the community: boards, chambers, etc. Development is developing a calendar of advocacy for the community. A conversation that came out of the development committee, especially the work with Mary and Jack, who are willing to make presentations. Other board members could hold an outreach event at your home or another venue. Development does want to start with a newsletter around Mother's Day and Father's Day. Also, the Pajaro flood update newsletter will go out next month and transition to an e-newsletter to the FRCs as a whole instead of flood relief newsletter. The flood changes the numbers a little bit. There are a lot of people that were first time donors and CB needs to cultivate those donors a bit more.

**Motion to approve the development plan as written. Motion moved by Michael/Mary, MSP.**

**6:40 11. Development Report–Tony Nunez/ Anna Vaage (10 min)**

Wants to thank the development committee. Thanks to Mary for volunteering at Redwood Mountain Fair. Saturday, July 1<sup>st</sup> CB has been invited as beneficiaries of Laguna Secca Car Show. Every attendee pays \$5. The event is from 7-9am and goes toward flood relief. CB could use some volunteers. Thank CEO and Trisha for representing CB at Bargetto Winery flood relief fundraiser.

Farm to Fork Sunday, July 30. Lester Vineyards is providing space to invite 200 supporters between Santa Cruz County and Monterey County. Eight wineries for tasting with the proceeds being shared with CB programs and other organizations that can help distribute funds.

**6:43 12. Finance Committee Update – Doug Underhill (20 min)**

The FY 22-23 has an approved budget of \$22M and we are projecting to end the fiscal year with \$23.9M in revenues. While starting the year with \$582k in prior year funding in the budgets, we will be ending with programs in aggregate in the positive. Elderday has had a financially stressed year, coming off the Covid environment. It's a statewide trend the agency is part of. Admin and Development as an aggregate will be in a positive. Net asset gain will primarily property improvements. We will show an operational gain and large net asset gain for FY 22-23.

**6:47 13. Newspaper Articles**

**6:47 14. Items for Next Agenda (5 min)**

None

**6:48 15. Adjourn Regular Meeting**

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



### **Governance Committee Meeting**

Wednesday, July 12, 2023, 6-7 pm

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

Meeting ID: 326 410 777

**Present:** Ryan Friedrich, Jack Jacobson, Mary McMillan, Silvia Morales, Ray Cancino, Darren Daley, Doug Underhill, Michele Miller, Tony Nunez, Steph Ruhl

**Minutes:** Mary Mackenzie

### **REGULAR SESSION DRAFT AGENDA**

**6:00 1. Meeting to order/Establish Quorum**

**6:00 2. Closed Session**

See closed session Minutes

**6:25 3a. Consent Agenda**

a) *6/14/23 Regular Session Draft Minutes*

**Motion to approve the minutes as written. Motion moved by Silvia/Mary, MSP.**

**6:25 3b. RESOLUTION 2023-07-12: LL Title VI Plan**

It has been used to do two things: federal complaint or program complaint. Have to choose one or the other. Went through document to show changes.

**Motion to approve LL Title VI Plan Resolution. Motion moved by Silvia/Ryan, MSP.**

**6:28 4. Agenda Review**

**6:36 5. End of Year Update**

Most people were a lot better prepared than previously. CB has some positive movement in Elderday. Most programs seem to be ending in the positive. A few are going to be in the negative (Elderday for one).

**6:37 6. Program Updates (20 min)**

a) *Elderday*

The one big issue is the application for a new license back in April. CB is trying to get responses from the state for our license to go through process of approval for the new location. Use political power of elected. Things are looking great, and the agency is working on scheduling an open house. The

new space is airy, big and welcoming. Talking about a couple of dates: 1. A save the date for retiring MOW PD and save the date for the Elderday Grand Opening. We'll be getting communication out about both events. We're working on alliance to put in funds. Michael is the CEO of the alliance. 10/12 is the tentative date for Elderday, which Elderday PD has okay'd. The building should finished on 9/1.

b) *Enhanced Care Management (ECM)*

There is a new MediCal reimbursement rate. Elderday finally has new Social Worker for the ECM program. WIC has transitioned some current staff to ECM, also support for FRCs as well. Meeting across the agency to roll the program out. CB is hoping to add MOW as well.

c) *Early Education Division (EED)*

The waivers going away and need to up the attendance. Had to spend down last year's contract, which EED was able to do. EED did do a large retention bonus to invest in employees committed to company. This amounted to an additional \$3/hr for EED employees. This is a double edged sword support staff and use the funds. CB wants high quality early education.

d) *The FRCs*

The FRCs did an amazing job distributing \$180k for the County of Monterey. Additional houses were able to get help. The FRCs have opened up a temporary Pajaro site. CB has made the commitment to ensuring support that community. When you put that into context, that's a lot of dollars out the door.

It is great that the F2F Gala is in Pajaro, it's benefiting both CB and Pajaro, especially the farmers. No one wants to fund businesses. CB is working with FarmLink and ALBA. 50% of proceeds are going to go there. CB has been actively engaged with Monterey County. CB has recieved a \$40k contract. There are discussion about future expansion in Monterey County which is lacking some services within the county. The tickets are very pricy. We may want to have a couple of tables for those affected in the community. Don't want to make it a tokenism. Open the opportunity to get access to SC Wineries. It might be nice to honor somebody and have them bring a group (and don't make them speak). It can be useful to have a part of a community present.

**6:55 7. Items for next GC Agenda/BOD Agenda**

None

**6:55 8. Adjourn**

**Next Meeting: August 9, 2023, 6-7 pm**

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

or call +1 669 900 6833



Meeting ID: 326 410 777



### **Governance Committee Meeting**

Wednesday, August 9, 2023, 6-7 pm

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

Meeting ID: 326 410 777

**Present:** Jack Jacobson, Ray Cancino, Silvia Morales, Steph Ruhl, Michele Miller, Doug Underhill, Sara Siegel

**Minutes:** Mary Mackenzie

### **REGULAR SESSION DRAFT MINUTES**

**6:00 1. Meeting to order/Establish Quorum**

**6:00 2. Closed Session**

See closed session minutes.

**6:30 3. Consent Agenda (3 min)**

a) *7/12/23 Regular Session Draft Minutes*

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

**6:33 4. Agenda Review (2 min)**

Thank you to everyone that was able to come to the event (F2F) at which CB earned \$40k for the event. Development has fundraised \$1M for the organization not including Pajaro floods, \$1.8M if the floods were included. CB made some good connections. Thanks to Sara for helping to serve the drinks. Next opportunity for growth will be contracts with Monterey County. The space was rustic (free). Food was really great.

**6:35 6. Program Updates (20 min)**

a) *MOW*

Obviously CB has been having different conversations on different projects. CB is looking at different properties. There will be a difficulty financing it. Financial support will likely need to be multifaceted: capital campaign, grants, individual donors, foundations, etc. \$3M is the amount that we'll need. Had conversations with Friends of MOW. Talked about CF as well. Need a secure location. CB could go back to 525 Water St owner. Afraid of having to raise that funding. The city put major road blocks for the Lake St. The Water St property is now in contract, but has 90 days to find an alternative property. Selling to us would avoid capital gains. In reality CB would have to depend on him to do 100% financing, and loan against property, he'd have a

second mortgage on his own property. Banks will loan on perceived value at end of construction (70%). Hope that 525 Water St falls out. The agency is working toward a development of slow build up to a capital campaign. Development is working on one pagers. CEO met with large donors Bob Katz and Liona. How do we get people to be excited? What questions would you want as a donor? What does the agency need to be messaging? CB wants to have 80% of funds secured before going to the public. It's hard to depend on something so important like a kitchen. Conversations at the board level, loan against one of our other properties to pay for the capital campaign. How do we sell this and how do we convince people this is a project to pay for? The math doesn't work and CB only has two years to do this. Liona and Nancy Sharrod shared documents about capital campaigns, it's a soft ask, building a relationship. It is not appropriate to ask for committed gift until there is a project. Let's get all our paperwork cleaned up and get a location. Has anyone looked at the Pacific Cultural Center on Seabright? Going for \$3M. It would be good to look at it. Could we convert it enough to turn it into the kitchen. Sell the house on the property and work with county mark off a portion of the property. Is it all one parcel? 3 parcels, parking lot, house, and main building. CB would need to look at zoning. There are some protections of historical preservation. The bigger question is around the zoning. The current zoning would allow for a kitchen, but future would not.

b) *Enhanced Care Management (ECM)*

ECM – CB has started the program. CB has hired Jen who is the new ECM program manager under Elderday. CB has 12 new clients between WIC and Elderday. It's definitely something that the agency can grow, and could be potentially \$3-4M growth in organizations.

**6:48 7. Items for next GC Agenda/BOD Agenda (5 min)**

**6:48 8. Adjourn**

**Next Meeting: September 13, 2023, 6-7 pm**

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

or call +1 669 900 6833

Meeting ID: 326 410 777

## **Finance Committee**

Wednesday, July 12, 2023, 5:00-6:00 PM

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

Zoom Meeting ID: 326-410-777

Santa Cruz County, CA

Present: Jack Jacobson, Darren Daley, Mary McMillan, Ray Cancino, Doug Underhill, Ryan Friedrich  
Minutes: Mary Mackenzie

### **AGENDA**

#### **5:02 Agenda Review**

#### **5:09 CFO Report – Doug Underhill**

[Introductions for new MOW PD and BOD members.]

- a) *Department updates and announcements*
- b) *May 31st 2023 Program Budget Summary*
- c) *Investments and Funds – June 30th, 2023*
- d) *Cash Flow*

Elderday payments have cash flow dropping about \$1.5M but we have that amount in T-Bills that will be moved back to cash soon. AP issued checks for two significant payments on the renovations. The final payment will be funded from the renovation loan from the bank.

#### **5:10 Elderday ADA**

Elderday ADA through June is 56.19 for the month and for the FY 22-23 is 53.01 ADA. If the ADA is 10 shy of our target, that creates a \$280k deficit. 501 Main project is still on schedule to be completed in late August, which would allow set up to begin early September. The goal is to be up and operating by early 2024. ECM services have been delayed, and the 23-24 budget has a lot of revenue attached to those services.

Elderday was finally able hire a social worker to head up the ECM. Soon, CB will be provided a list of potential clients and CB is paid for trying to convert those referrals. A PATH-CITED grant is paying for this first year of expenses. ECM revenues will help to stabilize the deficits that Elderday is running. Elderday has to get ADA to 72+ once in the new facility. ECM services are expanding into WIC and the FRCs. Is there a plan for the transition? Most of the attrition has already happened. Also, the agency is guessing that there will only about 5-10% attrition after move.

#### **5:24 EED Enrollment**

Why is enrollment important to Fiscal. They have to earn their contract this year. EED's CSPP (childcare) CDE contract is nearly \$2.5M. This year EED needs to earn their contract and will be paid based on child days of attendance and child enrollment. Given FY 22-23 numbers, they would have earned about 2/3 of the contract. If EED PD

only earned 70%, then that would be \$750k left on the table and it would be roughly 100K lost for Administration. When does EED PD plan to ramp up? Current enrollment of 66 should be about 110-120 children. The agency doesn't want to get to February or March then try to cram 40-50 people into the program. This seems to be a constant concern amongst board members. It's not a matter of lack of demand. It's an issue of ratio. It's a management ratio, you could provide more people. How do you relieve people during their breaks? Have been doing the advertisements, but can't control the enrollment that is on the program level. How is this the most effective, efficient business model? It is also clarifying the intentionality of it. This year because the waivers are gone, we are going to need to ramp up. It's a starting point, what can we do to enhance and ramp up. There has to be the math there that you can't go under between 105-110, excluding Highlands Park. There's not a meeting of the minds, so they look for students with the highest multipliers. Lower enrollment means higher quality. That goes back to teacher staffing issues. EED doesn't have enough staffing (teachers). There are statutes that EED has to hit, which includes 10% of higher needs children. Even if CB is trying to be clever in terms of who we allow in the door, can we get a hard floor for the sites?

**Motion: Adopt enrollment goals and deadlines for EED to present to full board.**

**Motion moved by Mary/Jack, MSP.**

#### **5:45 MOW**

Conversation around renovation and costs and the lack of capital on hand. There is a dire need to look at this project. There have been ideas that have been floated: Capitalizing other agency assets to complete the construction. Of the renovations that we've had across the board, all depended on 70% of valuation. It does give you a highlight on amount of dollars we would be able to get. The costs would be between \$2.8-\$3.4M for construction. CB may need a combination of owner financing, or a significant Capital Campaign. MOW has \$1.5M in reserves of which \$1M of that could be spent. If one program stops payment, then it could put other programs at risk of having to pay more. Advantages: MOW could finance the debt as well. This would put the rest of the program properties on the table as well. Meal production costs are going to be significant, maybe astronomical. The renovation will pay off over a long period of time. There's a hope of trying to get a capital campaign. CB has a potential ballot measure with a MOW carve out. MOW is our most popular program with funders, wouldn't it make sense to run a capital campaign? There's a chance we could get a large commitment of funds. Hospital only raised \$8M and most came from 1 family. Do you think we could do a \$3M capital campaign? CB maybe could raise \$1M and that may run the risk of cannibalizing the rest of our programs donations. Debt is a powerful tool when wielded properly, CB has been on a bit of the conservative side. Open to discussion. The hard work is going to have to be a both/and situation. It has to be the resource of the last resort. CB did have a conversation about partnerships with Teen Kitchen and Grey Bears. What is the Seniors council responsibility in all of this? Have to be educated about what assets are already worth. There is a risk of

losing the AAA contract. CB could sell the building but the agency isn't going to get the cost back. What are the opportunity costs? It's probably one of the most understood and appreciated programs. The agency has around 2 years at LOSD. CB is still looking for another space. If the agency could find a more creative way in a smaller space to produce the meals, that could help. Have we thought about sharing the kitchen? That's the conversation with Grey Bears and Teen Kitchen. As far as the balance sheet, assets are not marked to value in a non-profit, they are valued at what you paid for them on the balance sheet, so drawing additional equity our may or may not keep our balance sheet intact in terms of lenders requirements. A bank is going to be wanting all of our loans and the line of credit.

## **6:12 Adjourn**

Next Meeting August 9th, 2023



### **Finance Committee**

Wednesday, August 9, 2023, 5:00-6:00 PM

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

Zoom Meeting ID: 326-410-777

Santa Cruz County

Present: Jack Jacobson, Michael Babich, Doug Underhill, Steph Ruhl, Ray Cancino

Minutes: Mary Mackenzie

### **Draft Minutes**

#### **5:08 Agenda Review**

#### **5:10 CFO Report – Doug Underhill**

*a) Department updates and announcements*

Fiscal is busy working on closing out FY 22-23 grants and contracts. There was an audit from city of Watsonville for CDBG funding which CB successfully completed. Fiscal has done the quarterly and annually CDE report. LL 3<sup>rd</sup> quarter TDA report was submitted.

*b) June 30<sup>th</sup> 2023 Program Budget Summary (Preliminary)*

LL – It is believed that LL can reduce most of the deficit. There were additional funds that were going to buy a 4x4 with, but the program could use the funds for other things. LL is going to show a gain for the program overall.

There is a very large net asset gain due to all the work/renovations the agency has done. One challenge facing Elderday is getting someone from the state to come out in a timely manner to do licensing for the new Elderday property.

*c) June 30<sup>th</sup> Income Statement and Balance Sheet (Preliminary)*

We will show an operational gain fueled by surging donations.

Grant funded asset gain projected at +\$3M – \$2.5M is in real property and all purchases of fixed assets: +\$530k – \$400k were EED purchases. The financials are going to look solid for audit this year.

*d) Investments and Funds – June 30<sup>th</sup>, 2023*

CB did withdraw the agency's LOCR annual maintenance fee of \$21k. CB pays zero rent and CB makes a payment for deferred maintenance annually. We pay half and the Volunteer Center pays the other half. Part of the requirement was to set aside funding to pay deferred maintenance, which is why this fund was set up. CB doesn't own the property, it's a long term lease. CB does own the capital campaign. On an annual basis the agency could cease our lease. At the end of the term, CB could potentially walk away with significant income left in the fund.

e) *Cash Flow*

What you're looking at (yellow line on bottom) is cash flow, lower right corner adds in T-Bills. 375K, 375K and 454K are all maturing in September. There is one more significant payment of roughly \$600k for the Elderday project, when CB makes that payment, then the agency will draw on that construction loan in SCCB. Cash flow is still strong. When T-bills come in it will be close to \$3M.

**5:25 SEIU Fiscal**

Skipped

**5:30 Lift Line FY 22-23 Q3 TDA report and FY 23-24 Measure D 5-year plan\***

The 3<sup>rd</sup> ¼ TDA Report is included in the packet. These reports are submitted on a quarterly and annual basis to the RTC. Fiscal is working on quarterly report 4 and annual report.

Measure D 5-year plan: With each 5-year plan, years 2-5 turns into 1-4 and then add a year. Reserves we have built up will go towards paving at LL. CB is one of the few Measure D services (LL and Metro) that are providing services. LL has built in \$200k principal payments for the 5 projected years.

**Motion to approve the Measure D 5-Year Plan. Jack/Steph, MSP.**

**5:35 EED contract earnings FY 22-23, requirements for FY 23-24**

Based on child days, EED earned \$1.7M of the 22-23 CSPP contract that under the current system would be 69% of the contract. If you took the fourth quarter x4, it would be about 76%. EED needs 97.64 children every day. Right now enrollment is in the high 60s. CFO will do a child per site update every month so we can watch the trends. Ramifications are financial: 80% equates to \$500k unused, or \$80-\$90k out of Admin's budget.

**5:43 ELD ADA**

Starting the year at 55.90 ADA which is a bit lower than CB wanted. Elderday needs to complete the move to Watsonville. The goal was to move in Sept. 1. Elderday submitted the licensing application in April, reviewed in July, approved by CDA, then it was submitted to CDPH last week. CDA was told that getting someone to complete a required walk through could be 10 months. CB started to work with local legislatures to try to push it through, as well working internally with the CDPH on a temporary waiver request or permanent license. The majority of the clients are moving to the new site.

**5:45 MOW**

CFO can send out a document of what CB paid on properties and what CB owes, but won't be able to tell the value. CB is looking at capitalizing properties. The agency could capture some of the equity in properties for use in a project. Banks will only loan 70% LTV, very little from the construction aspect. Still need to pay a contractor and actual costs of building it. Property is going to be about \$3M and construction \$3M,



property may have an as-completed appraisal of about \$4.5M and banks will only loan 70%, which would be total a 3.15\$M.

**5:55 Adjourn**



### **Finance Committee**

Wednesday, September 13, 2023, 5:00-6:00 PM

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

Zoom Meeting ID: 326-410-777

Santa Cruz County, CA

**Present:** Mary McMillan, Michael Babich, Doug Underhill, Steph Ruhl, Ryan Friedrich, Ray Cancino, Jack Jacobson (5:49)

**Minutes:** Mary Mackenzie

### **REGULAR SESSION DRAFT MINUTES**

#### **5:00 Agenda Review**

**None.**

#### **5:05 CFO Report – Doug Underhill**

*a) Department updates and announcements*

There is an upcoming CACFP centers audit, but likely they will wait until new federal fiscal year.

*b) July 31<sup>st</sup> 2023 Program Budget Summary*

WIC is finishing out their Federal fiscal year. WIC is working on maximizing their contract and spending out every dollar possible. WIC PD has been making smart expenditures. WIC will be making one-time equity payments to employees, similar to last year based on total hours worked.

EED: There is a lot of new information. The state has extended the hold harmless to June 2025. CFO has included updates of enrollment. HP has 11 children enrolled which equates to a projected \$42k loss for that site. Just because the agency has a hold harmless, we still need to maximize enrollment. How are we maximizing the programs for community benefit? Talking about ramifications both positive and negative. Last year EED PD spent a lot of funds on fixed assets. CB doesn't receive indirect in admin on any fixed asset purchases.

ELD: ELD does have their first ECM client, and may have more now. It's now a new Medi-Cal authorized reimbursable program. There is a new function of all healthcare management. As long as there's a medical nexus you can bill for it. The program is mainly targeted to individuals who are high Medi-Cal users. It's being rolled out originally to unhoused and older adults, and they added families in July. The program is now in WIC, ELD, and will hopefully be in the FRCs as well. This is a great new source

of revenue for ELD. We can provide services for less than it is reimbursed. ADA is still struggling; the program needs to move to the new facility. ELD received a grant from Kaiser of \$90k, which is in the 23-24 budget.

MOW is projected down \$40k. CB received notice that MOW will receive one-time only state augmentation funding mid-year (typically up to \$200k), fiscal put \$100k in their budget.

LL contract from the city of Santa Cruz to provide transportation to the armory for the unhoused. Opportunity to build up overhead. Keep full time driver going all day long 7 days a week. LL is starting services for TNC providing rides for wheelchair clients that don't meet low income criteria.

The FRCs as an aggregate are in the positive. It's hard to keep staffed. The FRCs received a grant for 18 months which was placed into next fiscal year.

CACFP is finishing out their federal fiscal year. CACFP is running at a surplus.

Admin & Dev: It's beginning of the year, so not much to report.

b) *Investments and Funds – August 31<sup>st</sup>, 2023*

c) Endowments very little change. We have treasury bills – most of that will be brought back into our cash flow. With T-bills 750k will be brought back. Remaining 501 Main project will be covered by the SCCU loan.

d) *Cash Flow*

Cash flow is stable

#### **5:25 EED enrollment and contract earnings August 2023**

EED Enrollment numbers – number of teachers and number of students have increased. HP is up to 10 FTEs, however, it is still under where it needs to be, but over where it was last year.

#### **5:31 ELD ADA**

Elderday ADA needs to increase. The client numbers are fluctuating with a high variance day to day

#### **5:35 SEE CLOSED SESSION NOTES**

#### **6:03 Adjourn**

Next Meeting October 11<sup>th</sup>, 2023



## **Development Committee Notes**

**August 9, 2023**

<https://us02web.zoom.us/j/82115125287>

Meeting ID: 821 1512 5287

+1 669 900 6833

**11:00 – 11:50 (50 minutes)**

### **1. Looking Back**

- a. Farm to Fork update
  - i. Event raised approx. \$50,000
  - ii. Attendance of 165 was an increase from prior years during the pandemic. The newer audience members tended to give less.
  - iii. Participation among partners and electeds was excellent. Acoustics made it too hard to hear the speakers and auction. Silent auction tables were too crowded. Program was lengthy and hard to hear.
- b. FY 22/23 Donation Totals
  - i. Flood relief raised donation

### **2. Looking Forward (Q1-Q2)**

- a. Upcoming Events
  - i. Lisa Berkowitz retirement
    - 1. Sept. 8 at Bargetto Winery in Soquel
    - 2. Attendees: 50-100
    - 3. Point person: Ray Cancino
    - 4. Latest action: Set date and location
    - 5. Next move: Send invitations (by Aug. 11)
    - 6. We should include client comments on what a difference Lisa has made. Event will kick off re-engagement with supporters.
  - ii. Elderday Grand Opening
    - 1. Oct. 12 at Elderday Watsonville
    - 2. Attendees: 100
    - 3. Point Person: Tony Nunez
    - 4. Latest Action: Draft attendee list
    - 5. Next move: Contact speakers & key attendees
    - 6. Leverage event to increase enrollment and partner referrals, highlight Lift Line & Meals on Wheels interprogram services

iii. Mountain Affair

1. Oct. 20 at Casa Nostra in Felton
2. Attendees: 100 max
3. Point person: Anna Vaage
4. Latest action: Begun design of invitations
5. Next move: Final guest list ready (Aug. 10)
6. Highlight needs of San Lorenzo Valley and partnerships with emergency prep and disaster recovery groups

b. Mailed appeals

i. MOW mailer

1. Sent Nov. 15
2. Audience: Meals on Wheels donors
3. Point person: MOW/Anna
4. Latest action:
5. Next action:

ii. Fall mailer

1. Sent Sept. 30
2. Audience: Community Bridges donors (excluding MOW)
3. Point person: Tony Nunez
4. Latest action: Planning has begun
5. Next action: Drafting message for review (Aug. 11)
6. Discussion: Lead with 10 programs followed by flood relief insert

iii. Calendar Appeal

1. Sent Oct. 31
2. Audience: Community Bridges donors
3. Point person: Tony/Anna
4. Latest action: Reaching out to previous sponsors
5. Next action: Get quotes for redesign (Aug. 11)
6. Discussion to follow: Should we still resize calendar?

**3. Side projects**

a. Merchandise sales

i. Community Bridges storefront: [LINK](#)

1. Discussion
  - a. The aim
  - b. Feedback on designs and outreach plans

- b. Donation policy update
  - i. The latest
  - ii. Discussion
    - 1. What do we offer Endowment donors?
    - 2. What do we offer for milestones?
- c. E-Newsletters
  - i. The latest

#### **4. Press coverage**

- a. Notable
  - i. [WIC Federal Grant](#) – Lookout Santa Cruz
  - ii. [Darren Daley hired](#) – Santa Cruz Sentinel
  - iii. [KP Grant](#) – KP internal Comms
  - iv. [Pajaro Recovery](#) – KSBW

#### **5. Future agenda items**

- a. Year-end promotions
- b. Suggestions by the committee

#### **Next meeting:**

**2nd Wednesdays at 11am**

**Wed, September 13, 2023**

**via Zoom**



**Development Committee  
September 13,  
2023 Notes**

<https://us02web.zoom.us/j/82115125287>

Meeting ID: 821 1512 5287

+1 669 900 6833

**11:00 – 11:50 (50 minutes)**

**1. Fundraising Update (10 minutes)**

- a. August Donations Report – Anna  
Through 8/31, CB has received \$108,580 in donations compared to \$110,181 last year. However, we also received \$9,680 in flood relief fund donations. So year over year, we are on track with our goals so far. We isolate disaster relief gifts from year over year progress, but we also continue to offer disaster recovery services that donors can support and we can engage with our agency. Development Dept is fully staffed and working with vendors to meet planned activities and goals.

**2. Events (10 minutes)**

- a. Upcoming Events Update
  - i. Elderday Grand Opening – Tony  
A grand opening reception will be held at Elderday’s new Watsonville facility on Thursday, October 12, from 1-3PM. Stakeholders such as elected officials, funders, donors, participants and families have been invited to attend. Deputy Director of the Division of Home and Community Living for the California Department of Aging will give a keynote address.
  - ii. Mountain Affair – Anna  
The Mountain Affair fundraiser for Mountain Community Resources will be held at Ristorante Casa Nostra in Ben Lomond on Friday, October 20 from 5-9PM. The restaurant is a community gathering place that suffered losses resulting from winter storms. MCR supporters, sponsors and community members are invited.
- b. Farm to Fork 2024 – Anna
  - i. Discussion of 5-10 venue options for the 2024 Farm to Fork event, seeking to find a permanent location we can hold the event. Some locations require additional bringing in rental equipment, so costs will be calculated for further discussion. Committee members will be invited to attend site visits.

### **3. Campaigns (10 minutes)**

- a. Fall mailer – Tony
  - i. Feedback was provided on a new semi-annual appeal mailing to be sent to donors on Sept. 30.
- b. Calendar Appeal – Tony & Anna
  - i. Community Bridges calendar mailing has served as a year-end donation appeal. Costs to print and mail are offset by sponsorships. Cost is approx. \$5 per calendar, which can be cost effective outreach,

### **4. General Updates (5 minutes)**

- a. Merchandise sales – Tony
  - i. Community Bridges storefront
- b. E-Newsletters – Tony
  - i. Meals on Wheels
  - ii. Family Resource Center/Flood Response

### **5. Discussion (15 minutes)**

- a. End of Year Giving – Tony

### **6. Future agenda items**

- a. Suggestions by the committee
- b. Donation policy update

### **Press coverage**

[FRC Storm Response](#) – Lookout Santa Cruz

[Lift Line](#) – Santa Cruz Sentinel

[Pajaro Recovery](#) – KSBW

[Noticias Watsonville](#) (WIC Services) – Santa Cruz Local

[Pajaro Recovery](#) – The Pajaronian

### **Next meeting:**

**2nd Wednesdays at 11am**

**Wed, October 11, 2023**

**via Zoom**



AGENCY BOARD RESOLUTION  
RESOLUTION # 2023-09-20-RM

Duly noticed regular meeting of the Community Bridges Board of Directors held on September 20, 2023 the following resolution was made.

Whereas, the Board discussed the **Community Bridges Early Education Division Redwood Mountain Center**.

Whereas, the Board hereby authorized **Community Bridges to operate the EED Redwood Mountain Center with Alora Bond, as the person in charge of the facility, and Raymon Cancino or Lisa Hindman Holbert as the agency (Community Bridges) Representatives.**

Whereas, on behalf of the Community Bridges Board of Directors, **Raymon Cancino and Lisa Hindman Holbert are to apply and submit and receive all document pertaining to the**

**Community Bridges EED Redwood Mountain Center  
7103 Highway 9  
Felton, CA 95018**

Whereas, in **the event of Raymon Cancino's absence and Lisa Hindman Holbert are authorized to receive any documents including reports of inspections and consultation, accusations and civil and administrative processes on Raymon Cancino's behalf at the above named facility.**

It is further resolved that the Board Officers, Chief Executive Officer, are authorized to sign any documents and take any steps necessary to fulfill the intent of resolution.

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Jack Jacobson, Board President

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Sara Siegel, Board Secretary

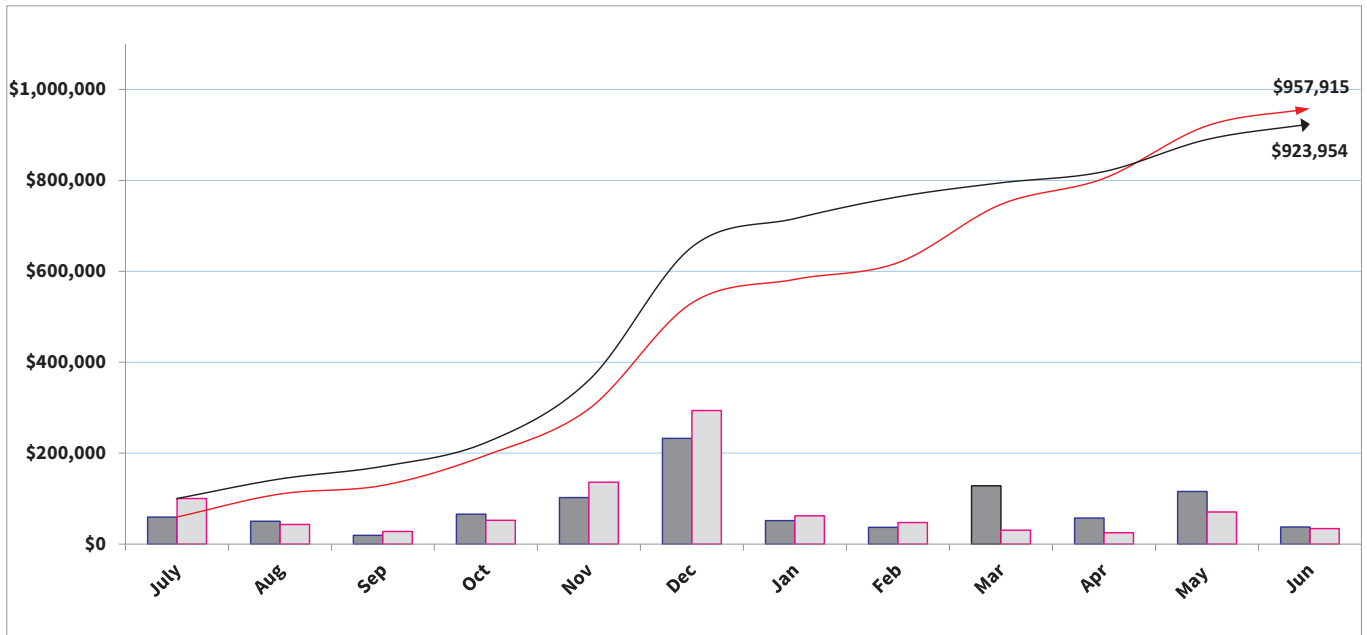
**Community Bridges Properties Loan Balances and Potential Equity Available**

	<b>Loan Balance</b> (Sept 2023)	<b>Purchase Price</b>	<b>Potential Value</b>	<b>Potential Equity</b> (Value less Loan)	<b>70% of Value</b> (70% LTV on value)	<b>Less Loan</b> (potentially available)
<b>Familia</b>	\$ -	\$ -	\$ 1,100,000	\$ 1,200,000	\$ 770,000	\$ <b>770,000</b>
<b>MCR</b>	\$ 458,183	\$ 965,000	\$ 1,200,000	\$ 741,817	\$ 840,000	\$ <b>381,817</b>
<b>LL Ohlone</b>	\$ 1,393,551	\$ 3,000,000	\$ 3,500,000	\$ 2,106,449	\$ 2,450,000	\$ <b>1,056,449</b>
<b>CBHQ 519 Main</b>	\$ 1,670,263	\$ 2,250,000	\$ 3,000,000	\$ 1,329,737	\$ 2,100,000	\$ <b>429,737</b>
<b>ELD 501 Main</b>	\$ 1,947,347	\$ 1,965,000	\$ 2,800,000	\$ 852,653	\$ 1,960,000	\$ <b>12,653</b>
<b>Total</b>	\$ 5,469,344	\$ 8,180,000	\$ 11,600,000	\$ 6,230,656	\$ 8,120,000	\$ <b>2,650,656</b>

**Development Progress Report**  
**Fiscal Year 2022-23**  
**June 30, 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	\$59,580	\$50,601	\$19,066	\$66,083	\$102,245	\$232,881	\$51,859	\$36,667	\$128,208	\$57,162	\$115,605	\$37,957	<b>\$957,915</b>
	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	<b>\$923,954</b>
<b>Year over year difference: 6/30/22 to 6/30/23</b> <span style="float: right;"><b>\$33,960   3.7%   change</b></span>														



**Cumulative YTD Donations vs Budgeted Goal - See Fundraising Campaign Report**

- 22/23 Donations YTD      \$957,915      105%    Portion of goal met at      100%    Portion of year lapsed
- 21/22 Donations YTD      \$923,954      3.7%    Change over prior year
- 22/23 Donation Goal      \$910,514
- 22/23 Disaster Relief      \$432,808      45.2%    Contributions not included above

## Fundraising Campaign Report Through June 30, 2023

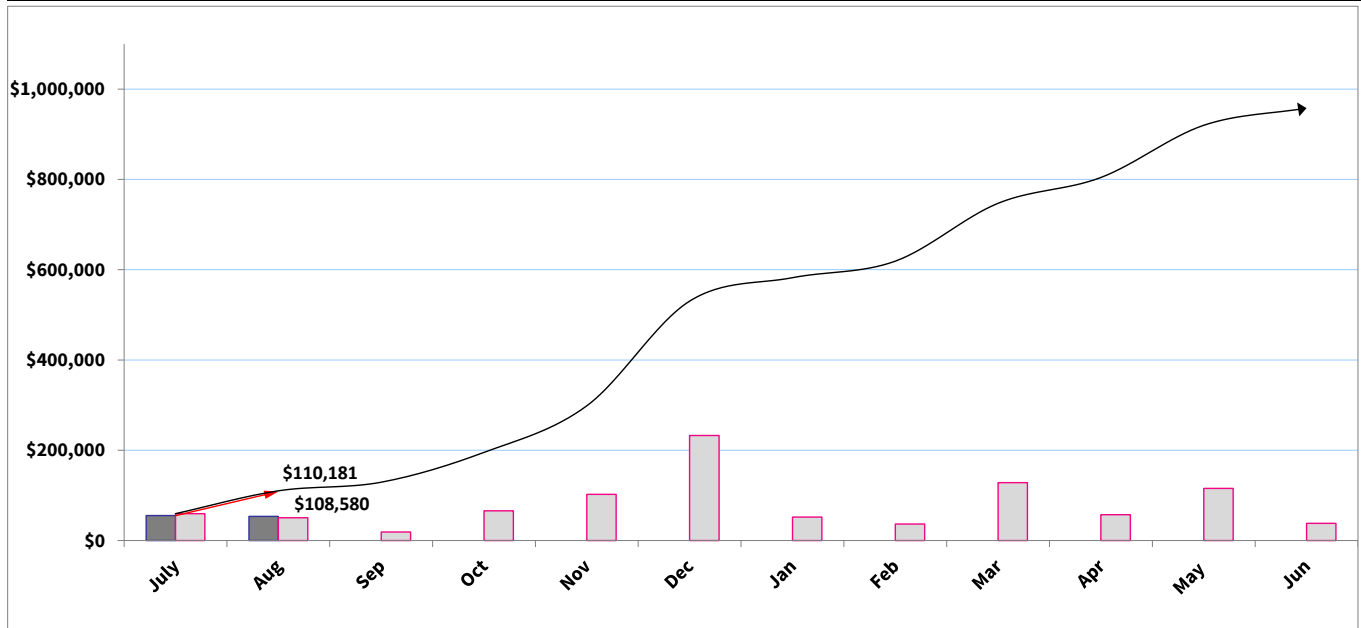
Donations to Programs	22/23 Goal	22/23 YTD	% Goal Met	21/22 Final
CB General Funds	\$282,200	\$324,972	115%	\$254,760
Child and Adult Care Food Program	\$8,450	\$5,705	68%	\$9,647
Early Education Division	\$6,350	\$3,700	58%	\$10,763
Women, Infants & Children	\$3,000	\$1,545	52%	\$8,166
Elderday	\$8,544	\$6,180	72%	\$8,646
Lift Line	\$13,775	\$6,930	50%	\$8,522
Meals on Wheels	\$464,495	\$461,560	99%	\$518,572
La Manzana Community Resources	\$5,000	\$28,437	569%	\$4,332
Live Oak Community Resources	\$25,550	\$53,403	209%	\$26,835
Mountain Community Resources	\$85,000	\$57,041	67%	\$70,980
Nueva Vista Community Resources	\$8,150	\$8,441	104%	\$2,732
<b>Total Program Revenue</b>	<b>\$910,514</b>	<b>\$957,915</b>	<b>105%</b>	<b>\$923,954</b>

Fundraising Appeals & Campaigns	22/23 Goals	22/23 YTD	21/22 YTD	22/23 \$ change
CB Farm to Fork Gala	\$66,500	\$59,358	\$66,054	(\$6,696)
CB Giving Tuesday	\$23,110	\$21,611	\$20,210	\$1,401
General Donations	\$288,460	\$269,434	\$223,272	\$46,162
LL Van Sponsorship	\$8,400	\$1,900	\$1,800	\$100
Major Gifts \$5,000+	\$163,250	\$180,276	\$166,585	\$13,691
MCR Mountain Affair	\$28,000	\$20,378	\$27,517	(\$7,139)
Monthly Donations	\$25,000	\$28,858	\$37,565	(\$8,707)
MOW Coin Drive	\$4,595	\$8,173	\$3,651	\$4,522
MOW Fall Mailer	\$140,000	\$150,600	\$154,672	(\$4,072)
MOW Food from the Heart	\$45,000	\$54,700	\$46,110	\$8,590
MOW Spring Mailer	\$90,000	\$55,494	\$65,599	(\$10,105)
Online Donations	n/a	\$72,279	\$73,565	(\$1,286)
Outside Fundraisers	\$3,200	\$5,595	\$11,938	(\$6,343)
Payroll Donations & Match	\$25,000	\$21,167	\$17,272	\$3,895
Santa Cruz Gives	\$0	\$8,092	\$8,144	(\$52)
Disaster Relief Funds (not included below)	\$0	\$432,808	\$13,540	\$419,268
<b>Total Campaign Revenue</b>	<b>\$910,514</b>	<b>\$957,915</b>	<b>\$923,954</b>	<b>\$33,961</b>

**Development Progress Report**  
**Fiscal Year 2023-24**  
**August 31, 2023**

**Donation Revenue (Excluding Grants)**

	Fiscal Year	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Total	Current Year 23/24	\$55,194	\$53,386											\$108,580
	Previous Year 22/23	\$59,580	\$50,601	\$19,066	\$66,083	\$102,245	\$232,881	\$51,859	\$36,667	\$128,208	\$57,162	\$115,605	\$37,957	\$957,915
<b>Year over year difference: 8/31/22 to 8/31/23</b> <span style="float: right;"><b>-\$1,601   -1.5%   change</b></span>														



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

- 23/24 Donations YTD      \$108,580      12%    Portion of goal met at
- 22/23 Donations YTD      \$110,181      -1.5%    Change over prior year
- 23/24 Donation Goal      \$940,100      16%    Portion of year lapsed
- 23/24 Disaster Relief      \$9,680      8.9%    Contributions not included above

**B. Current Campaigns & Appeals**

- Farm to Fork Gala raised \$49K same as last year, with 65% higher attendance.
- Flood Relief donations continued, incl \$3,626 raised by Laguna Seca Raceway.
- General Donations received to date: online \$19,408, by mail \$19,130 equally.

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

- Mountain Affair to be held Friday, October 20 with goal of \$25,000.
- Giving Tuesday to be held November 28 with a goal of \$22,100.
- Calendar sponsorships & mailing underway with a goal of \$40,000.

## Fundraising Campaign Report Through Aug 31, 2023

Donations to Programs	23/24 Goal	23/24 YTD	% Goal Met	22/23 Final
CB General Funds	\$342,400	\$71,410	21%	\$324,972
Child and Adult Care Food Program	\$5,600	\$1,807	32%	\$5,705
Early Education Division	\$6,000	\$3,017	50%	\$3,700
Women, Infants & Children	\$3,500	\$1,017	29%	\$1,545
Elderday	\$9,000	\$4,989	55%	\$6,180
Lift Line	\$19,000	\$1,525	8%	\$6,930
Meals on Wheels	\$435,000	\$17,479	4%	\$461,560
La Manzana Community Resources	\$5,000	\$1,000	20%	\$28,437
Live Oak Community Resources	\$29,000	\$2,100	7%	\$53,403
Mountain Community Resources	\$76,600	\$3,086	4%	\$57,041
Nueva Vista Community Resources	\$9,000	\$1,150	13%	\$8,441
<b>Total Program Revenue</b>	<b>\$940,100</b>	<b>\$108,580</b>	<b>12%</b>	<b>\$957,915</b>

Fundraising Appeals & Campaigns	23/24 Goals	23/24 YTD	22/23 YTD	23/24 \$ change
CB Annual Report	\$6,500	\$2,930	\$0	\$2,930
CB Farm to Fork Gala	\$60,000	\$47,938	\$49,008	(\$1,070)
General Donations	\$258,100	\$9,591	\$25,073	(\$15,482)
Major Gifts \$5,000+	\$220,200	\$30,000	\$36,000	(\$6,000)
MCR Mountain Affair	\$25,000	\$1,440	\$100	\$1,340
Monthly Donations	\$25,000	\$8,096	\$6,011	\$2,085
MOW Client Contributions	\$8,000	\$478	\$300	\$178
MOW Spring Mailer	\$65,000	\$5,186	\$5,935	(\$749)
Payroll Contributions	\$25,000	\$2,921	\$3,770	(\$849)
Upcoming Activities	\$247,300	tbd	tbd	tbd
Disaster Relief Funds (not incl in total)	\$0	\$9,680	\$0	\$9,680
<b>Total Campaign Revenue</b>	<b>\$940,100</b>	<b>\$108,580</b>	<b>\$110,181</b>	

<b>COMMUNITY BRIDGES</b> <b>Program Budget Summary</b> <b>June 30, 2023</b>											
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	2,596,861	2,596,861	0	-	206,645	8.0%	-	0.0%	376,800
Early Education Division	500,512	2,344,980	2,761,993	2,707,449	30,000	(54,544)	445,968	16.2%	(38,177)	-1.4%	329,867
Elderday	(7,698)	2,043,432	2,033,954	1,790,859	40,000	(243,095)	(250,793)	-12.3%	19,073	0.9%	292,138
Meals on Wheels	1,449,078	2,856,854	2,786,697	2,916,548	0	129,851	1,578,929	58.8%	(10,938)	-0.4%	360,812
Lift Line	(86,780)	2,807,659	3,148,351	3,177,166	30,000	28,815	(57,965)	-2.1%	30,147	1.0%	303,053
La Manzana Commtty Res	328,607	1,135,721	2,010,431	2,035,070	0	24,639	353,246	17.7%	7,139	0.4%	261,513
Mountain Commtty Res	377,584	674,721	1,036,606	1,043,219	0	6,613	384,197	37.4%	5,645	0.5%	89,815
Nueva Vista Commtty Res	337,237	354,910	439,147	436,662	0	(2,485)	334,752	77.0%	2,308	0.5%	63,814
Live Oak Commtty Res	194,821	308,834	443,683	449,725	0	6,042	200,863	45.3%	1,711	0.4%	64,473
CACFP (CB FY)	65,606	4,233,196	3,903,544	3,915,712	17,500	12,168	77,774	9.6%	3,769	0.1%	71,631
Administration	67,026	2,283,002	2,303,565	2,407,962	17,000	104,397	171,423	7.4%	58,236	2.5%	16,064
Philanthropy	460,561	338,535	321,346	348,229	0	26,883	487,444	151.7%	26,733	8.3%	46,696
<b>TOTAL PROG OPERATIONS</b>	<b>3,893,198</b>	<b>22,002,319</b>	<b>23,786,178</b>	<b>23,825,462</b>	<b>134,500</b>	<b>39,284</b>	<b>3,932,482</b>	<b>20.31%</b>	<b>105,646</b>	<b>0.4%</b>	<b>2,276,676</b>
LOCR-Capital Campaign	445,746		25,000	33,903	0	8,903	454,649	NA	9,543		0
CBHQ FY 22/23 Activity		-	303,682	309,929	0	6,247	6,247	NA	(1,654)		0
501 Main Street	684,800		2,202,532	2,202,532	0	-	684,800	NA	684,800		14,855
Fixed Assets & Gen'l Agy	4,571,701	-	1,780	75,874	0	74,094	4,645,795	NA	49,953		0
<b>TOTAL AGENCY</b>	<b>9,595,445</b>	<b>22,002,319</b>	<b>26,319,172</b>	<b>26,447,700</b>	<b>134,500</b>	<b>128,528</b>	<b>9,723,973</b>	<b>20.31%</b>	<b>848,289</b>	<b>3.2%</b>	<b>2,291,531</b>

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**  
**June 30, 2023**

**PROGRAM NAME:**

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<b>WIC</b>	-50K rev/exp, -7K Indirect, -22K personnel, -15K contracted services, decrease CDPH/CIAO (move to next FY)
<b>Early Education Division</b>	CSPP Contract 99%+ spent out, some HP expenses still shifting around
<b>Elderday</b>	+8K self pay/VA, -7.8K utilities, -5K other expenses
<b>Meals on Wheels</b>	+25K professional services, -15K food/consumables
<b>Lift Line</b>	did not purchase 4x4 in FY 22-23, funding moved to reserves
<b>La Manzana CR</b>	All FRC's attempting to balance close to zero (slight gain) pushing revenue forward to Fy 23-24
<b>MCR</b>	Large June increase in direct aid for Phase I, II and III Pajaro flood relief
<b>Nueva Vista CR</b>	
<b>Live Oak CR</b>	
<b>CACFP</b>	Slight increase in DCH count, CIAO outreach revenues offsetting DCH expenses
<b>Administration</b>	-50K expenses (most moved to next FY - training), Increased Indirect
<b>Philanthropy</b>	Continued Increased donations through June, trimming down year end spending
<b>LOCR-Cap Campaign</b>	Actual YTD less proj FY 22/23 expenses, 6/30/2023 \$479,649
<b>La Manzana Property</b>	Actual Revenue/Expense through 6/30/2023
<b>501 Main Street</b>	Amount Spent Through 6/30/2022 - remainder moved to FY 23-24 - proj reserve + rev + loan = proj expenses
<b>FAs &amp; Agy Unrestr.</b>	Actual YTD less projected FY 22/23 expenses, Endowment Balance 5/31/2023 \$732,104, +39,632 T-bills
<b>Total Agency</b>	Total Programs +39K, BOD aproved budget -582K



<b>COMMUNITY BRIDGES</b> <b>Program Budget Summary</b> <b>July 31, 2023</b>											
Projections for Year Ending 6-30-2024											
A	B	C	D	E	F	G	H	I	J	J	K
PROGRAM NAME:	6/30/23 Unaudited Balance	Annual 23/24 Approved Budget	Current Projected Expenses	Current Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2023-2024 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	2,981,804	2,593,129	2,593,700	0	571	207,216	8.0%	-	0.0%	434,549
Early Education Division	445,968	3,145,860	3,286,900	3,244,300	500,000	(42,600)	403,368	12.3%	-	0.0%	478,629
Elderday	(279,990)	2,717,625	2,530,439	2,373,580	440,000	(156,859)	(436,849)	-17.3%	-	0.0%	351,784
Meals on Wheels	1,578,929	2,837,314	2,769,726	2,722,605	624,628	(47,121)	1,531,808	57.4%	-	0.0%	368,470
Lift Line	(57,965)	3,207,421	2,895,086	2,898,739	360,000	3,653	(54,312)	-2.1%	-	0.0%	340,682
La Manzana Commty Res	353,246	1,174,202	1,310,680	1,373,220	217,070	62,540	415,786	32.1%	-	0.0%	164,602
Mountain Commty Res	384,197	706,070	658,823	719,864	149,953	61,041	445,238	68.7%	-	0.0%	78,865
Nueva Vista Commty Res	334,752	508,463	525,038	537,236	99,242	12,198	346,950	66.6%	-	0.0%	76,382
Live Oak Commty Res	200,863	540,525	575,314	541,787	136,709	(33,527)	167,336	29.1%	-	0.0%	83,745
CACFP (CB FY)	77,774	4,274,476	3,893,241	3,908,568	96,000	15,327	93,101	11.6%	-	0.0%	69,091
Administration	171,423	2,552,645	2,565,417	2,568,551	255,265	3,134	174,557	6.8%	-	0.0%	7,265
Philanthropy	487,444	392,400	393,907	392,400	284,412	(1,507)	485,937	123.4%	-	0.0%	57,182
<b>TOTAL PROG OPERATIONS</b>	<b>3,903,286</b>	<b>25,038,805</b>	<b>23,997,700</b>	<b>23,874,550</b>	<b>3,163,279</b>	<b>(123,150)</b>	<b>3,780,136</b>	<b>19.32%</b>	<b>-</b>	<b>0.0%</b>	<b>2,511,246</b>
LOCR-Capital Campaign	479,649		26,500	(12,737)	0	(39,237)	440,412	NA	-		0
CBHQ FY 22/23 Activity		-	24,040	27,982	0	3,942	3,942	NA	-		0
501 Main Street	730,923		1,625,483	894,560	0	(730,923)	-	NA	-		7,305
Fixed Assets & Gen'l Agy	7,481,587	-	1,780	7,052	0	5,272	7,486,859	NA	-		0
<b>TOTAL AGENCY</b>	<b>12,595,445</b>	<b>25,038,805</b>	<b>25,675,503</b>	<b>24,791,407</b>	<b>3,163,279</b>	<b>(884,096)</b>	<b>11,711,349</b>	<b>19.32%</b>	<b>-</b>	<b>0.0%</b>	<b>2,518,551</b>

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

\*364K of Prior Year Funds were in approved BOD budget for programs: 135K ELD, 16K LOCR, 213K 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**  
**July 31, 2023**

**PROGRAM NAME:**

<b>WIC</b>	Finishing our FFY ending Sept 30, 2023, on pace to spend out remainder of contract
<b>Early Education Division</b>	HP enrollment at 11 children. Proj losses are at HP, need to increase enrollment
<b>Elderday</b>	90K Kaiser grant confirmed, 1st ECM client enrolled, ADA at 56 in July
<b>Meals on Wheels</b>	State one time only funding ot come mid year, slight increase personnel, Lisa retired- on call
<b>Lift Line</b>	new contract for TNC services and unhoused transportation contract secured- not yet in budget
<b>La Manzana CR</b>	FRC's are seseing addditional revenues and grants come in. Catholic Charities/FEMA grant for 2 FTE not yet in budget
<b>MCR</b>	additional United Way direct aid 150K being distributed to Pajaro flood victims. Many FRC vacancies
<b>Nueva Vista CR</b>	are trying to be filled. ERAP to be extended through early 2024. AHEAD grant for 75K secured, being put into
<b>Live Oak CR</b>	FY 24/25. Identifying additoinal revenues that can build 24/25 buget to maintain service levels.
<b>CACFP</b>	June DCH count was 384, anticipating July/Aug to increase, near pre-COVID levels
<b>Administration</b>	minimal hcanges to BOD budget- increased health and SEIU adjustss built into all programs
<b>Philanthropy</b>	Minimal revenues and expenses have been booked this FY, FTF expenses will show in August
<b>LOCR-Cap Campaign</b>	Actual YTD less proj FY 23/24 expenses, 7/31/2023 \$479,649
<b>La Manzana Property</b>	Actual Revenue/Expense through 7/31/2023
<b>501 Main Street</b>	Amount to completion - proj reserve + rev + loan = proj expenses
<b>FAs &amp; Agy Unrestr.</b>	Actual YTD less projected FY 23/24 expenses, Endowment Balance 7/31/2023 \$734190
<b>Total Agency</b>	Total Programs -123.5K, BOD aproved budget -364K

**Community Bridges**  
**Agency-Wide Revenue and Expenses**  
**June 30, 2023**

DESCRIPTION	RECEIVED YTD 6/30/23	EARNED YTD 6/30/23	% OF TOTAL	A/R YTD 6/30/23	UNEARNED YTD 6/30/23	DESCRIPTION	ACTUAL YTD 6/30/23	% OF TOTAL
REVENUE						EXPENSE		
County of Santa Cruz	732,467	732,467	3.2%	-		Salaries & Wages	8,038,403	35.4%
City of Santa Cruz	96,263	96,263	0.4%	-		Payroll Taxes	818,295	3.6%
City of Capitola	58,742	75,494	0.3%	16,752		Health Insurance/Retirement	1,006,066	4.4%
City of Scotts Valley	5,000	5,000	0.0%	-		Contracted Services	1,325,131	5.8%
City of Watsonville	5,000	5,000	0.0%		-	Transportation Services	190,684	0.8%
AAA-Title IIIB/C	1,211,833	1,211,833	5.3%	-		Staff Travel	23,716	0.1%
USDA-AAA / CAFB / SL	181,359	181,359	0.8%	-		Occupancy Expense	1,387,292	6.1%
Dept of Health Svcs-WIC / Snap Ed	1,822,829	2,521,597	10.9%	698,768		Office/Program Expense	463,648	2.0%
Dept of Educ-CACFP Admin	523,569	596,000	2.6%	72,431		Staff Training	46,564	0.2%
Dept of Educ-CACFP Homes Passthru	2,747,218	3,375,764	14.6%	628,546		Insurance	43,594	0.2%
Dept of Educ-CACFP Ctrs CCC / CBAS	46,251	77,469	0.3%	31,218		Taxes, Licenses, Interest & Fees	348,830	1.5%
Dept of Education-CDD/CDSS	1,777,871	2,336,000	10.1%	558,129		Equipment Expense	110,607	0.5%
Transportation Development Act	1,061,472	1,061,472	4.6%		-	Raw Food and Related	917,408	4.0%
EFSP (FEMA)	20,000	20,000	0.1%	-		Vehicle Operations/Maintenance	136,749	0.6%
Covered CA / HRSA	74,643	74,643	0.3%	-		Payments to CACFP Homes/Ctrs	3,422,015	15.1%
LCTOP / CARB	10,127	482,808	2.1%	472,680		Payments to Other Agencies	466,128	2.1%
FTA Section 5310 - Cal Trans Ops	0	94,000	0.4%	94,000		Fixed Asset Purchases	536,985	2.4%
First Five	181,750	225,750	1.0%	44,000		Vehicle Related Purchases		0.0%
STA - Measure D	812,841	1,154,637	5.0%	341,796		Real Property Purchases / LHI	2,543,902	11.2%
CA ERR	217,404	223,604	1.0%	6,200		Depreciation/Amortization	490,000	2.2%
Foundations & Other Grants	4,631,475	3,802,067	16.5%		829,408	Measure D Facility Reserve		
Donations/Fundraising	1,807,334	1,807,334	7.8%	-		Non Cash Incentives	372,479	1.6%
Participant Contributions	86,528	86,528	0.4%	-				
Client Fees	276,369	276,369	1.2%	-				
Medi-Cal Fees	1,067,965	1,209,569	5.2%	141,604				
Program Income-Other	577,245	577,245	2.5%	-				
Transportation Fees/Scrip	10,781	10,781	0.0%	-				
Outside Contracts	405,876	440,087	1.9%	34,211				
Uncollectible Revenue		0	0.0%	-				
Interprogram Revenue	301,647	301,647	1.3%	-				
				-				
					-			
TOTAL REVENUE	20,751,858	23,062,786	100.0%	3,140,336	829,408	TOTAL EXPENDITURES	22,688,496	100.0%
				1,213,347	508,858	<b>Operational Gain (Loss) **</b>	<b>374,290</b>	
						<b>Grant Funded Asset Gain</b>	<b>3,080,887</b>	
						Prior Yr Net Assets	9,595,415	
						<b>Net Assets:</b>	<b>13,050,591</b>	

**Community Bridges**  
**Statement of Financial Position**  
**June 30, 2023**

<b>ASSETS</b>				<b>June 30</b>
	<b>Unrestricted</b>		<b>Restricted Net Assets</b>	<b>2023 Total</b>
Cash and cash equivalents	4,859,956	-	-	4,859,956
Cash reserved for LOFRC Facility Maint	-	-	479,649	479,649
Accounts/Grants receivable	3,964,063	-	-	3,964,063
Prepaid expenses	507,037	-	-	507,037
Inventory - Raw Food & Supplies	25,000	-	-	25,000
Refundable Deposits	121,921	-	-	121,921
Property and equipment	12,006,938	-	-	12,006,938
Leasehold improvements	1,321,006	-	-	1,321,006
<b>TOTAL ASSETS</b>	<b>22,805,920</b>	<b>-</b>	<b>479,649</b>	<b>23,285,569</b>
<b>LIABILITIES</b>				
Accounts payable	1,351,028	-	-	1,351,028
Salaries and wages payable	345,565	-	-	345,565
Payroll taxes payable	225,361	-	-	225,361
Retirement (401k) benefits payable	34,321	-	-	34,321
Accrued vacation salaries and wages	497,560	-	-	497,560
Health insurance payable/withheld	23,116	-	-	23,116
Short term debt (includes LOC)	106	-	-	106
Long term debt	5,331,362	-	-	5,331,362
Volunteer Center liability	3,152	-	-	3,152
Capitalized leases payable	-	-	-	-
Due to fixed asset fund (Measure D/TDA)	793,330	-	-	793,330
Unearned revenue/advances	915,432	-	-	915,432
PPP loan/refundable advance	-	-	-	-
Other liabilities	714,645	-	-	714,645
<b>TOTAL LIABILITIES</b>	<b>10,234,978</b>	<b>-</b>	<b>-</b>	<b>10,234,978</b>
Fund Balance June 30, 2021	9,149,698		445,747	<b>9,595,445</b>
Current Year Income (Loss)	3,421,244	-	33,902	<b>3,455,146</b>
<b>TOTAL NET ASSETS</b>	<b>12,570,942</b>	<b>-</b>	<b>479,649</b>	<b>13,050,591</b>