



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

ZOOM ONLY BOARD OF DIRECTORS MEETING
Wednesday, March 20, 2024 5:00 PM to 7:30 PM
Large Conference Room, CBHQ or
Zoom: <https://us02web.zoom.us/j/613973795>
Meeting ID: 613 973 795

REGULAR SESSION DRAFT AGENDA

- 5:00 1. CLOSED SESSION**
- 5:40 2. Adjourn Closed Session**
- 5:40 3. Call to Order/Establish Quorum**
- 5:40 4. Agenda Review (5 min)**
- 5:45 5. Announcements/Program Updates (10 min)**
Need to Change June 2024 BOD Meeting – it is on a CB Holiday
- 5:55 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 21, 2024 Board of Directors Meeting
6.2 Draft Minutes of the March 13, 2024 Governance Committee Meeting
6.2a Motion to approve resolution to continue the Line of Credit with 1st Capital Bank in the amount of \$750,000.00. Motion moved by Ryan/Sara, MSP.
6.3 Draft Minutes of the March 13, 2024 Fiscal Committee Meeting
- 6:00 7. Receive comments from members of the public on “Items not on the Agenda” (5 min)**
- 6:05 8. BOD Chair Report – Jack Jacobson (5 min)**
- 6:10 9. CEO Report – Ray Cancino (40 min)**
a. Program Updates – EED, ELD, ECM
b. Board Development
c. Board Socialization
- 6:50 10. Development Report–Tony Nunez/ Anna Vaage (10 min)**
- 7:00 11. Finance Committee Update – Doug Underhill (25 min)**
a. Finance Report
b. Agency Trends – Discussion and Highlights
c. ACTION ITEM - Direct CFO and CEO to open and invest excess cash flow into a Money Market Account

- d. ACTION ITEM – Resolution authorizing Community Bridges/Lift Line to make a claim for FY 24/25 TDA/STA Funds from the Regional Transportation Commission through the City of Santa Cruz
- e. ACTION ITEM - **Motion:** Authorize the Board Chair and Secretary to sign a resolution allowing for Community Bridges to apply for Caltrans Low Carbon Transit Operation Program (LCTOP) FY 23-24 Allocation Request for the acquisition of 2 EV paratransit shuttle buses.

7:25 12. Newspaper Articles

- a. [More than 40 jobs at risk at Live Oak School District due to ‘budget crisis’](#) – February 2024, KSBW
- b. [Community Bridges puts senior center purchase offer on table](#) – February 2024, Santa Cruz Sentinel
- c. [How Community Bridges’ Family Resource Collective is partnering to break the cycle of evictions](#) – February 2024, Lookout Santa Cruz

7:25 13. Items for Next Agenda (5 min)

7:30 14. Adjourn Regular Meeting

Next Meeting: Zoom Only,
June 2024, Date TBD, 5 pm - 7:30 pm.

COMMUNITY BRIDGES--BOARD MATRIX

	Date Installed	Supervisor District	Fund Dev. Marketing	Strategic planning	Invest./Financial Ping	HR Planning	Health & Human Services	Policy Planning	Higher Edu.	Legal	Business	Other Expertise	Community Advocate	Equity and Social Justice	LGBTQ	Gender F	Non-Binary	M	Senior or Youth	Disability	Latine	Asian / Pacific Islander	Black	Other Ethnicity	Caucasian/ White	Com. Member	Other Expertise	Self or Family Member Participants?	Service Area	Social Class
Jack Jacobson		3		1		1		1		1	1					1			1	1					1	1				
Sara Siegel	Jan-16	5					1									1	1								1	1				
Brenda Griffin	Sep-20	1				1	1						1	1			1						1		1					
Silvia Morales	Sep-20	2								1			1	1			1				1				1			No	South County	Middle Class
Ryan Friedrich	Jun-21	3		1	1			1					1			1									1	1				
Stephanie Roth	Nov-21	2	1	1													1								1	1				
Mary McMillan	Jan-22	3	1	1				1					1				1		1					1	1					
Nick Calubaquib	Sep-22	2	1	1				1	1							1						1			1					
Aloke Mukherjee	Sep-23	4		1	1		1				1					1									1	1				
TOTALS			3	6	2	2	3	4	1	2	2	0	4	2	0	4	5	0	2	1	1	2	1	0	5	9	0	0	0	
Percent of 10 Members			33%	67%	22%	22%	33%	44%	11%	22%	22%	0%	44%	22%	0%	44%	56%	0%	22%	11%	11%	22%	11%	0%	56%	100%	0%	0%	0%	

Findings:

There is a need to focus on Social Justice and Equity.

Also, we need more people interested in higher education.

44% people of color, CB needs more diversity on the board.

There should also be a focus on former consumer and client experience with our services or current participant services.

We have at least one person from each supervisorial district, so that is on track.

Executive Summary
Regular Session
3/20/24

CEO Report

1. Program Updates (EED, ELD, ECM)

- a. **EED:** Enrollment at the private pay site, Highland Park (HP), has flattened and a few families have left. The PD has opened up the infant/toddler room, however they only have 1 client. The student/teacher ratio for that room is only 3:1. This may not be the best usage of resources.
- b. **ELD:** ADA remains the challenge, however the program is moving in the right direction. At the beginning of the year, ADA was approximately 55, in February it was 57, and in the first part of March ADA up to 60. The program is enrolling 2-3 clients a week and is on track with their goals.
- c. **ECM (Enhanced Care Management):** ECM is funded by a Path Cited Grant, through CCAH and is a MediCal program. In CB, the program structure is run by a program coordinator (ELD PD), and has a program manager who oversees the quality control and makes sure plans are appropriate. There are then caseworkers in across three different programs, ELD, WIC and the FRCs. The goal of this program is to provide intensive case management to help meet the needs of the clients that prevent or make it difficult for them to get access to healthcare.

2. Board Development

CB would like to have about 13 members on the board, we are currently at 9 board members. CB is interested in the board needs, this includes a possible retreat or mixer. The agency is interested in ideas of how to attract new board members. If you're interested in board service, objectives, and diversity, we are looking for adequate representation of the populations we serve.

3. Board Socialization

CB would like to have some sort of event at which current board members would be on hand to mix with potential board members. The idea of an event at a casual location. CB could have a document that defines what the role of a board member is, what the commitment to the board is, and what the next steps are for interested prospective board members to join the board and the process in a visual format as well as a one year and 5-year plan.

Finance Committee Report

1. Agency Trends – Discussion and Highlights

The agency has been keeping up with the trends since FY 11/12 in some programs, this trend report however captures from FY 18/19 through FY 22/23. In 18/19 the agency was at \$8.4M, in 2021 dropped to \$8.2M, and in 22/23 it went up to \$9.9M. This is to be expected since 2021 was in the middle of Covid and then coming out of Covid it went back up to what was expected in five years. In the expense lines you can find building

occupancy, meals, travel, supplies, etc. In this trends report you can see where CB's money is going and where the agency's costs are as well. This report pulls out the daycare home food payments as well as contributions to other agencies. Here are some highlights:

- Highlights show plateaus of Live Oak and Nueva Vista, a little obscurity on MCR as we have moved so many resources to them it's hard to see their performance as linear in terms of year.
- Wages relative to growth are less than anticipated. As revenues increase, the % of impact in relative terms goes down.
- Major growth in assets, increased overall funding amounts.
- Reduced County and local jurisdiction funding, with over a \$1.4 M local loss.
- Increased investments in EDD and rates, added programs and large state expansions and foundational dollars making the difference.

2. ACTION ITEM - Direct CFO and CEO to open and invest excess cash flow into a Money Market Account

Santa Cruz County Bank has provided a new product in which we can maintain agency liquidity, which is extremely important to CB and continue to see larger gains than a traditional checking account. Unlike the previous strategy to do bonds and CD's which currently we are seeing less return on investment than previously the thought it to transfer some of the existing agency cashflow into the money market account for two major reasons, 1) it protects the funds at higher limits without a cost to the agency since the protections are higher than the FDIC bank limits of 250K and 2) it allows us to more aggressively invest funds into these accounts and allow us to potentially earn additional cash revenues to help support our mission, address needs and/or address funding support for programs and services.



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

HYBRID BOARD OF DIRECTORS MEETING
Wednesday, February 21, 2024 5:00 PM to 7:30 PM
Large Conference Room, CBHQ or
Zoom: <https://us02web.zoom.us/j/613973795>

Meeting ID: 613 973 795

Present: Dana Wagner, Lois Sones, Erika Rodriguez, Mayra Melendrez, Jesus Bojorquez, Doug Underhill, Lisa Hindman Holbert, Mary McMillan, Jack Jacobson, Ray Cancino, Tyler Smith, Michele Miller, Silvia Morales, Steph Ruhl, Tony Nunez, Ryan Friedrich, Alope Mukherjee, Brenda Griffin, Nick Calubaquib

Minutes: Mary Mackenzie

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)

Lois: We're partnering with Dientes getting dental care – once a month at ELD. 1 in 24 national awards, first time anyone west of Mississippi. It's a Delta Dental award. They need the numbers.

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 January 17, 2024 Board of Directors Meeting

6.2 Draft Minutes of the February 14, 2024 Development Committee Meeting

6.3 Motion to suspend the bylaws as it pertains to Sara Seigel to extend the term limit for another year for Sara – Email Vote, Passed

6.4 Motion to approve changes to our MOW bank accounts and signers removing former employees and adding Darren Daley, Michele Miller and Anna Vaage. – Email Vote, Passed

6.5 Support the Advocacy Recommendation of supporting for Measure N, K and L which includes a recommendation to support the Measure N campaign (Hospital Bond) with a 5,000 dollar donation to support their advocacy efforts. The committee also advocated we write a letter of support for the other measures which includes direct language about the need for both the City of Santa Cruz and County of Santa Cruz to continue to increase their investment in social service programming which helps

support the wellbeing of their community and they hope that some funds from the general sales tax increases will be redirected to address the growing poverty needs of children, seniors and their families. – Email Vote, Passed

Motion to pass the consent agenda as written. Motion moved by Mary/Nick, MSP.

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) *LL Program Presentation*

See Presentation.

b) *Elderday ADA and Plan Followup*

Things are looking really good, presented ELD capacity plan which includes 111 active participants. ADA was 55, then up to ADA 57, however in the last two weeks ADA has been almost 59. We have added 16 new participants in January. Well technically Elderday added 11 and discharged 10. This month Elderday has admitted 5 and only discharged 1. Elderday has over 120 active participants. The team is well aware of need to raise the ADA.

c) *Enhanced Care Management*

i. *Program*

State of CA has a program called CAL AIM and the idea of this program is to spend a significant amount of money to be innovative and creative to make sure that people get the care they need. ECM is case management, but more, extra. The idea is to look at social determinants of health. If people don't have transportation, are losing their housing, or don't have food, then they aren't going to focus on their health. ECM looks for people in the highest risk categories. ECM has done some creative things. There was one woman who was hesitant who had a child who has complex medical issues. Our goal is to learn how to get people's trust. This family kept getting a bill from FL, ECM care manager called FL and with work, eventually got it resolved. Through ECM, caseworkers have worked on getting people their driver licenses. Sometimes the things that seem like smallest things, make a huge difference. Example: A family who lives in Scotts Valley and has 9 children, all have complex medical problems. Their caseworker meets family at the park and provides services from there.

Funding: In addition to individuals that are on MediCal, there are target populations of which there are ten. CB receives \$620/mo once the individual is enrolled, and \$180 for each outreach. There is a lot of risk and a lot of opportunity. CB has received a Path Cited Grant for the year to help start ECM throughout the agency. The goal is to be profitable and benefit the public. A lot of large corporations, national organizations, are setting up ECM services. CB is well known with the alliance for hands on services. The agency has had to build out a program that is replicable and build it and sustain it. There is no uniform standards, CB's goal is to fine tune this to a place that meets a median to improve people's health.

ii. *Highlights*

iii. Funding

d) *Community Bridges Service Expansion (Monterey and San Benito Counties)*

i. Funding Availability

ii. Lack of Services and Increased Need

iii. Less Competition

iv. ECM Expansion

Identified Monterey and San Benito Counties that are places that are underserved. CB has always been operations in 3 counties, what to expand in Hollister and also Castroville or Salinas. Submitted \$1.8M to try to get one time only fundings. 1 request of acquisition of new properties. None of this can happen without great leadership. 1 manager at each FRC.

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

ELD Mural is looking great. Projected vs. Already met Development is already at 79% of year's goal. We continue to see an increase in major gifts. Major gifts up 74%. This is in part as a direct result from earned media coverage. Also, on the eve of end of year giving. Through January \$740k in donations raised. Does not include \$75k that was raised from the FRCs for the 14 families that were facing eviction. Cultivate Major Donors.

Want to start the planning process earlier for Food from the Heart. Development needs to spend more time getting sponsors. CB got \$25k in just sponsorships. It's a goal to get planning committees.

F2F Gala and Mountain Affair need to shift the focus and layout. F2F was more of an opportunity to build relationships with Monterey County. Mountain Affair: Development is working on reworking the event.

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

First half of the year CB is -\$353k, close to our BOD approved budget. Nov30-Dec-31, \$173k in ECM revenues from WIC which has had a big impact.

EED – has been doing much better with regards to the enrollment numbers. HP enrollment is up and projected income from tuition fees has nearly doubled. Need to chip away at the \$30k deficit. EED PD is spending money in contract.

ELD – Dec. ADA was 53, ADA jumped to 57. There is another \$56k in revenues with just the 4 extra ADAs. ECM revenues need to start growing in ELD. ELD has bounced off the bottom and ADA is now increasing. ELD needs a 72 ADA, but 75 ADA would be even better.

MOW saw an increase in AAA funding with a net \$73k impact.

FRCs are doing great, we're spending money from last year, and money from this year is being pushed forward.

CACFP is seeing some increased expenses, they are running at a surplus by not spending state reimbursement.

Admin has a couple of positions that are vacant and increased indirect funding from programs.

Dev – Running a slight deficit, but holiday donations are coming in strong.

LOCR and Investments and Endowments have been doing well.

Overall, CB is getting ready to start building budgets for next year.

ECM: Fiscal is going to need to put together a budget for the program specifically. Need to see ECM in aggregate for revenues and expenses, even though it lives in multiple programs. CB is continuing ongoing wage equity and wage parity work. Next month you will see these projections slightly change. All levels of management in B-Scales, and some A-scale managers are being re-classed to classifications. We always try to keep the parity there. The lower end is naturally being pushed up.

7:18 13. Newspaper Articles

- a) [Santa Cruz County rolls out Medi-Cal for undocumented residents](#) – KSBW, January 2024
- b) [Meals on Wheels Fundraiser Returns](#) - Aptos Times, January 2024
- c) [Pajaro community asked be prepared for another flood in the coming years](#) – KSBW, January 2024
- d) [Learning Lessons From Last Year’s Flood, Pajaro Valley Prepares with Workshop](#) – January 2024
- e) [New program offers dental care, hygiene kits to seniors](#) – The Pajaronian, January 2024

7:18 14. Items for Next Agenda (5 min)

7:18 15. Adjourn Regular Meeting

Next Meeting: Zoom Only,
Wednesday, March 20, 2024, 5 pm - 7:30 pm.



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Governance Committee Meeting

Wednesday, March 13, 2024, 6-7 pm

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

Meeting ID: 326 410 777

Present: Jack Jacobson, Ray Cancino, Ryan Friedrich, Michele Miller, Sara Siegel, Silvia Morales, Alope Mukherjee

Minutes: Mary Mackenzie

REGULAR SESSION DRAFT MINUTES

6:00 1. Meeting to order/Establish Quorum

6:00 2. Closed Session

See closed session minutes

6:05 3. Consent Agenda

a) *1/10/24 Regular Session Draft Minutes*

Motion to approve the minutes as written. Motion moved by Ryan/Sara, MSP.

6:37 4. Agenda Review (2 min)

6:03 5. Resolution: Renew Funding for LOC with 1st Capital Bank

Line of credit with 1st Capital LOC, \$750k. CEO doesn't anticipate that we will need it. It will continue the relationship with them. This also keeps SCCB honest.

Motion to approve resolution to continue the Line of Credit with 1st Capital Bank in the amount of \$750,000.00. **Motion moved by Ryan/Sara, MSP.**

6:07 6. Board Development Discussion (8 min)

Lost a few board members, so CB and the board needs to find some other people. Talk about strategies to explore. Is there interest in doing a board development/retreat. CEO is wanting to make sure you felt you were making a tangible difference. Strategy to do a CB Board Social, do the board need a specialty retreat. Strategies on board recruitment in general. It's hard to socialize and do work. One comes before the other. Opportunities to socialize – is there a need for a board retreat? Does the board need more clarity? This is the game plan that the agency would want to see? Think it's a good idea, it helps board members to relate. More freeform for discussion around topics. It will also lead to renewed ownership by the board. Would like it to be a bit more structured. CB has lost board members so it is important to get a pipeline, how do we invite people in to the organization? Brainstorming for new people. Making sure

people feel connected. CB wants up to 13 members, someone In north county, someone of color and or representative of who we serve, and someone to provide additional governmental connections. CB would like buy in from the board to develop the board. Maybe working with Tony to put up a job posting for board members.

6:21 7. Engagement and Socializing of BOD (8 min)

CB will pay for you to get together at a winery or something and invite prospective board members. CB should set up situations where the agency gets the kind of board members it wants to attract. It might be a brewery instead. It might be a little awkward unless there's something else going on. Maybe a mixer, a brewery in Watsonville, somewhere that is not too difficult to get to. Maybe having a place where someone could sign up if they're interested in learning more about CB/BOD. Have a table where a couple of board members are and some other board members mixing. Is this something the board could ask the development committee to do? It could be almost like another fundraising opportunity. Sip and bid type of auction and event to do at the same time. Maybe something where the board could invite family and friends. It's better to not throw too many things in at the same time for a single event. If the intention is to get people to get interested in the board, make sure it's geared toward that and not other things. Maybe create some kind of invitation that gives a lot of information about CB. Invite someone specifically to join the board. The follow through is important. Working off of a good list is helpful as well; CB would have to curate the list. Maybe offering a bus ride to various sites to spark interest in CB. Create a way to talk about the agency, where we want to be. Define the board's role in the agency. What are the biggest barriers to being on the board? How do you get on the board? How do you access it? Adequate representation across the board. The website should have a way for a prospective board member to get information for when to join, how to join, what the committees look like, etc. The journey to get on the board is a good place to start. There's a bit of a learning curve to serve on the board. What is the width and depth of what goes on? It's a lot. How CB presents information to the board matters. The board is trying to digest a lot of information quickly. It takes experience. There are ways CB could continue to improve in our professional game. Where is the executive summary? Information that the board gets ahead of time could be helpful. Feedback: Every board has it's own board culture, there's a lot to cover in every board meeting. When meetings that run together, pausing between agendas could help orient people. Get recognitions of who's present.

6:58 8. Items for next GC Agenda/BOD Agenda (2 min)

6:31 9. Adjourn to closed session

Next Meeting: April 10, 2024, 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, March 13, 2024, 5:00-6:00 PM

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

Zoom Meeting ID: 326-410-777

Present: Jack Jacobson, Doug Underhill, Ray Cancino, Ryan Friedrich

Minutes: Mary Mackenzie

FINANCE COMMITTEE MINUTES

5:08 Agenda Review

5:08 CFO Report – Doug Underhill

a) *Department updates and announcements*

The staff accountant became a grants analyst and has still been mainly doing her old job while we find a replacement. She has started to train on GA work. Fiscal has four candidates who made it through the second round of interviews. Fiscal is also going to hire an additional staff member to specialize in medical billing. This individual will also help with other duties. There is a pain point of medical billing for the counseling in the FRCs and ECM billing from Jen. Another new position to potentially create is Recruiter in HR and possibly a second Grants Writer.

b) *January 31st, 2024 Program Budget Summary*

Program budget summary: Fiscal has added all staff reclasses and personnel increases.

WIC is in great shape. Gain is in ECM revenues.

EED The enrollment in HP flattened and a few students have left. The site is in a capacity building stage, but they need additional enrollment. PD has removed some of the projected enrollments from her budget. This year HP is projected to have \$242k in private fees, more than doubling last years' numbers. Fiscal is currently putting together the FY 24/25 budgets. Needs to focus on that site, CB needs to decide whether we can operate in a deficit or not. CFO doesn't see how toddler room pays for itself. There is a 3:1 ratio requirement for infant room. If she has teachers and low-cost aides, then she can create margins.

ELD has been pressured, however ADA moved up, in February ADA was 57, in March it has been over 60. According to ELD PD, she has the pipeline there. ELD should see increases all the way through the end of the summer.

MOW CFO and CEO are going over that with GA, there's going to be a little bit of personnel restructuring. Down \$80k, of which there are \$65k in improvements at LOSD. It is quite possible that much of that \$65K will not be spent this FY.

LL There is an increase in professional services, contract drivers. We'll make more of a margin if we're not outsourcing. What does our driver recruitment look like? We have a driver trainer, he trains drivers, and will drive to fill in when not training. They haven't had as many drivers as they have now since FY 18/19. The city of Santa Cruz wanted two busses running. So they wanted more frequency. It is a seven day a week operation. CB hopes that LL is going to be able to bring that down. TNC has some ridership but is not at full capacity. It's income eligible for those who qualify. Met this week to talk about future expansion with TAMC. Did hear some good news just for nonprofit rides they have money. They third party contract their paratransit. FRCs The four sites combined are break even.

Admin is showing a gain right now mainly due to an increase in grant funding and expenditures from programs versus the Board approved budget.

Development is showing a slight loss now, but they took on all expenses from ballot measure and the donation to hospital into development.

c) *December 31st, 2023 Financial Statements*

d) *Investments and Funds – February 29th, 2024*

Investments went from \$773-\$780 . T-bills at \$1,079,000, they at \$1,089,000.

5:41 ELD ADA

February ADA – 57.75 Averaging 60 in March.

5:41 Agency Trend Report FY 18-19 to FY 22-23

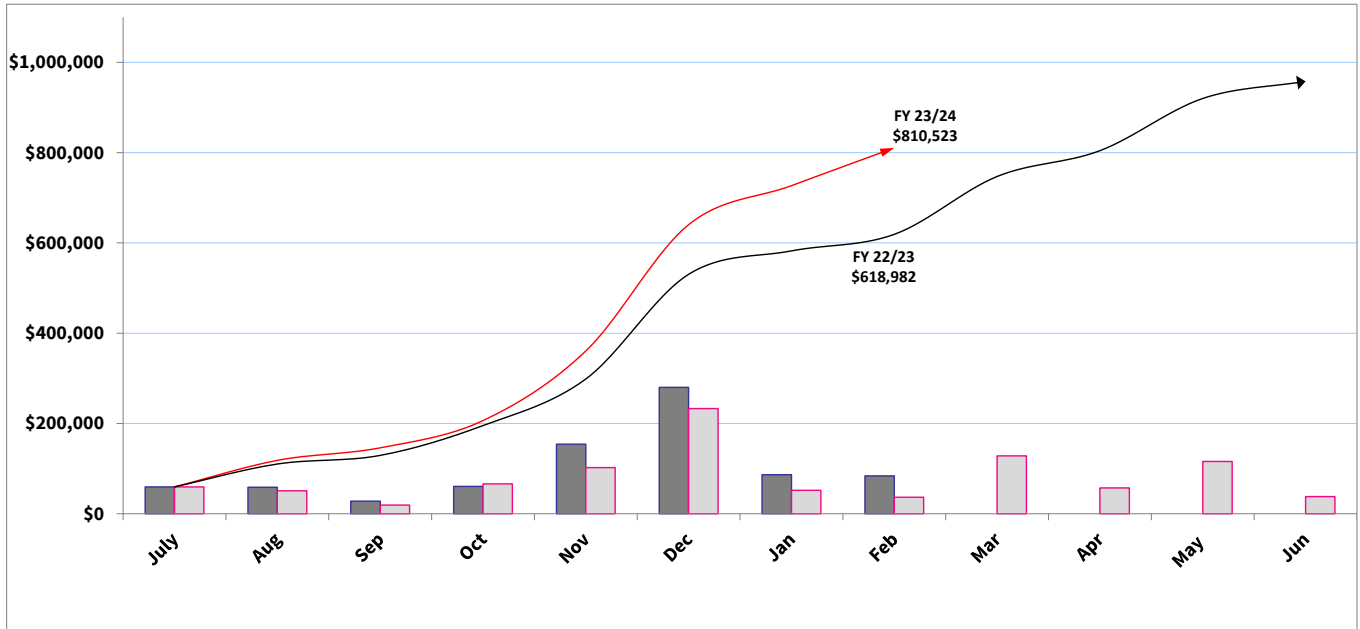
We have an agency trend report for the last 5 years. It covers from FY 18/19 to FY 22/23, When you look at the expense lines such as building occupancy, meals, travel supplies, etc. you can gain insights on expense trends. It's nice to get a big picture, it pulls out daycare home food payments and contributions over time. WIC is not growing, those are our demographics. Older adults in the county are increasing. Pyramid is now becoming a rectangle. Becoming an aging community is a policy choice. Families can't afford to stay here. There's some opportunity to push back on the trend a bit. Nutrition is being funded at 5x for children vs. seniors. NV and LO are flattening and declining. LMCR and MCR are increasing. However, this is not really an apples-to-apples comparison, because the FRCs have gone to a what's mine is yours model. The staff count has gone from 210 ('14) and the low was 160. The current staff count is 190. 15 unfilled positions and 25 new positions. Grants for the next two years are harder to see down the line. Don't want to overinflate on the salaries. MOW even to get to the same level of service is having to add an \$125k in funding. If we open a mid county site, then it would cost an additional \$150k.

5:57 Adjourn

**Development Progress Report
Fiscal Year 2023-24
February 29, 2024**

Donation Revenue (Excluding Grants)

		Fiscal Year	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Total	Current Year 23/24		\$59,425	\$58,835	\$27,788	\$60,344	\$154,259	\$279,808	\$86,326	\$83,738					\$810,523
	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
Year over year difference: 2/28/23 to 2/29/24							\$191,541	30.9%	change						



A. Cumulative YTD Donations

- 23/24 Donations YTD \$810,523 86% Portion of goal met
- 22/23 Donations YTD \$618,982 30.9% Change over prior year
- 23/24 Donation Goal \$940,100 67% Portion of year lapsed
- 23/24 Disaster Relief \$31,369 3.9% included above

Fundraising Campaign Report Through February 29, 2024

Donations to Programs	23/24 Goal	23/24 YTD	% Goal Met	22/23 Final
CB General Funds	\$342,400	\$292,550	85%	\$324,972
Child and Adult Care Food Program	\$5,600	\$5,279	94%	\$5,705
Early Education Division	\$6,000	\$3,614	60%	\$3,700
Women, Infants & Children	\$3,500	\$6,785	194%	\$1,545
Elderday	\$9,000	\$23,599	262%	\$6,180
Lift Line	\$19,000	\$5,350	28%	\$6,930
Meals on Wheels	\$435,000	\$373,684	86%	\$461,560
La Manzana Community Resources	\$5,000	\$50,609	1012%	\$28,437
Live Oak Community Resources	\$29,000	\$5,265	18%	\$53,403
Mountain Community Resources	\$76,600	\$40,113	52%	\$57,041
Nueva Vista Community Resources	\$9,000	\$3,675	41%	\$8,441
Total Program Revenue	\$940,100	\$810,523	86%	\$957,915

Fundraising Appeals & Campaigns	23/24 Goals	23/24 YTD	22/23 YTD	23/24 \$ change
CB Annual Report	\$6,500	\$2,930	\$150	\$2,780
CB Calendar	\$40,000	\$8,720	n/a	\$8,720
CB Fall Mailer	\$5,000	\$13,717	n/a	\$13,717
CB Farm to Fork Gala	\$60,000	\$47,938	\$59,358	(\$11,420)
Disaster Relief Funds	\$0	\$31,369	\$303	\$31,066
General Donations	\$258,100	\$104,643	\$114,354	(\$9,711)
Giving Tuesday	\$22,100	\$22,109	\$21,611	\$498
Major Gifts \$5,000+	\$220,200	\$161,000	\$97,300	\$63,700
MC Gives	n/a	\$4,101	n/a	\$4,101
MCR Mountain Affair	\$25,000	\$15,890	\$20,378	(\$4,488)
Monthly Donations	n/a	\$27,050	\$18,819	\$8,231
MOW Client Contributions	\$8,000	\$3,328	\$849	\$2,479
MOW Fall Mailer	\$150,000	\$166,854	\$150,600	\$16,254
MOW Food from the Heart	\$34,000	\$62,301	\$7,300	\$55,001
Online Donations	n/a	\$85,086	\$62,028	\$23,058
Outside Fundraisers	n/a	\$18,020	\$37,270	(\$19,250)
Payroll Contributions	n/a	\$22,673	\$20,570	\$2,103
SC Gives	n/a	\$12,794	\$8,092	\$4,702
Upcoming Activities	\$111,200	tbd	tbd	tbd
Total Campaign Revenue	\$940,100	\$810,523	\$618,982	\$191,541

COMMUNITY BRIDGES
Program Budget Summary
January 31, 2024

Projections for Year Ending 6-30-2024

A	B	C	D	E	F	G	H	I	J	K	L
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	2,945,356	3,041,340	0	95,984	302,629	10.3%	(8,606)	-0.3%	428,295
Early Education Division	445,968	3,145,860	3,261,916	3,166,915	240,015	(95,001)	350,967	10.8%	(64,088)	-2.0%	455,469
Elderday	(387,752)	2,717,625	2,532,150	2,157,103	360,000	(375,047)	(762,799)	-30.1%	29,123	1.2%	359,607
Meals on Wheels	1,578,929	2,837,314	2,943,931	2,824,420	417,396	(119,511)	1,459,418	51.3%	(12,292)	-0.4%	397,719
Lift Line	(57,965)	3,207,421	3,329,678	3,298,746	360,000	(30,932)	(88,897)	-3.0%	(38,505)	-1.2%	387,326
La Manzana Commtty Res	353,246	1,174,202	1,733,564	1,725,437	181,588	(8,127)	345,119	20.1%	(3,683)	-0.2%	170,824
Mountain Commtty Res	384,197	706,070	840,881	835,737	127,404	(5,144)	379,053	45.6%	(5,034)	-0.6%	89,219
Nueva Vista Commtty Res	334,752	508,463	543,525	517,900	84,271	(25,625)	309,127	57.3%	(30,180)	-5.6%	79,076
Live Oak Commtty Res	200,863	540,525	586,307	611,385	119,677	25,078	225,941	38.5%	25,078	4.3%	84,974
CACFP (CB FY)	77,774	4,274,476	4,051,423	4,079,298	96,000	27,875	105,649	11.0%	(8,246)	-0.2%	68,900
Administration	171,423	2,552,645	2,598,943	2,661,437	255,265	62,494	233,917	9.0%	15,215	0.6%	7,265
Philanthropy	487,444	392,400	460,641	442,015	284,412	(18,626)	468,818	101.8%	(11,606)	-2.5%	67,128
TOTAL PROG OPERATIONS	3,795,524	25,038,805	25,828,315	25,361,733	2,526,028	(466,582)	3,328,942	15.56%	(112,824)	-0.4%	2,595,802
LOCR-Capital Campaign	479,649		26,500	24,580	0	(1,920)	477,729	NA	20,347		0
CBHQ FY 23/24 Activity		-	167,800	178,168	0	10,368	10,368	NA	(635)		0
501 Main Street	838,685		1,733,245	894,560	0	(838,685)	-	NA	-		15,279
Fixed Assets & Gen'l Agy	8,579,657	-	1,780	55,356	0	53,576	8,633,233	NA	36,082		0
TOTAL AGENCY	13,693,515	25,038,805	27,757,640	26,514,397	2,526,028	(1,243,243)	12,450,272	15.56%	(57,031)	-0.2%	2,611,081

**Program Budget Summary
January 31, 2024**

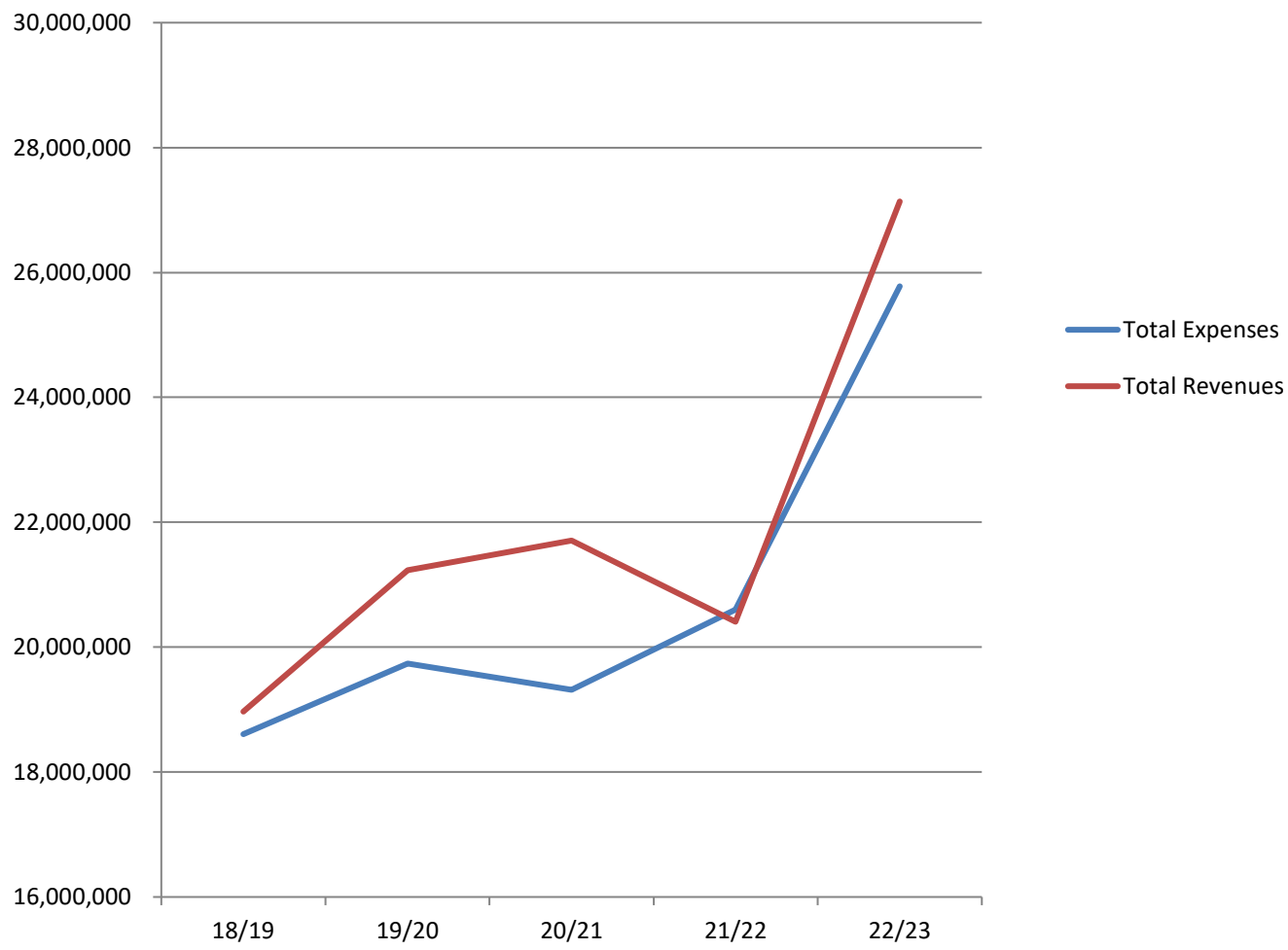
PROGRAM NAME:

WIC	+12K Personnel, -7K supplies, -5K ECM revenues
Early Education Division	Additional teacher HP, -8K private pay proj rev.. +6K legal
Elderday	Jan ADA 53, YTD ADA 53.5
Meals on Wheels	+17K personnel, -5K Food, FFTH wil hit next month
Lift Line	+10K professional services, +20K other expenses (contract drivers) less personnel to MD
La Manzana CR	+75K Disaster Expenses (supplies/aid), +40K CA Healthcare Foundation, +32K donations, -3K personnel
MCR	+5K publicity media, minimal other changes
Nueva Vista CR	+4K personnel, +15K contracted, +4K publicity media, +4K other supplies
Live Oak CR	25K personnel, +15K contracted, +4K publicity media
CACFP	+8K projected personnel. Expenses exceeded Rev in Jan.
Administration	+20K Indirect, +Personnel offset by vacancies
Philanthropy	+15K donations, +10K media exp, +5K Measure N donation exp, +8K printing exp
LOCR-Cap Campaign	Actual YTD less proj FY 23/24 expenses, 1/31/2024 \$504,229
La Manzana Property	Actual Revenue/Expense through 1/31/2024
501 Main Street	Amount to completion - proj reserve + rev + loan = proj expenses
FAs & Agy Unrestr.	Actual YTD less projected FY 23/24 expenses, Endowment Balance 1/31/2024 \$773,635
Total Agency	Total Programs -466K, BOD aproved budget -364K

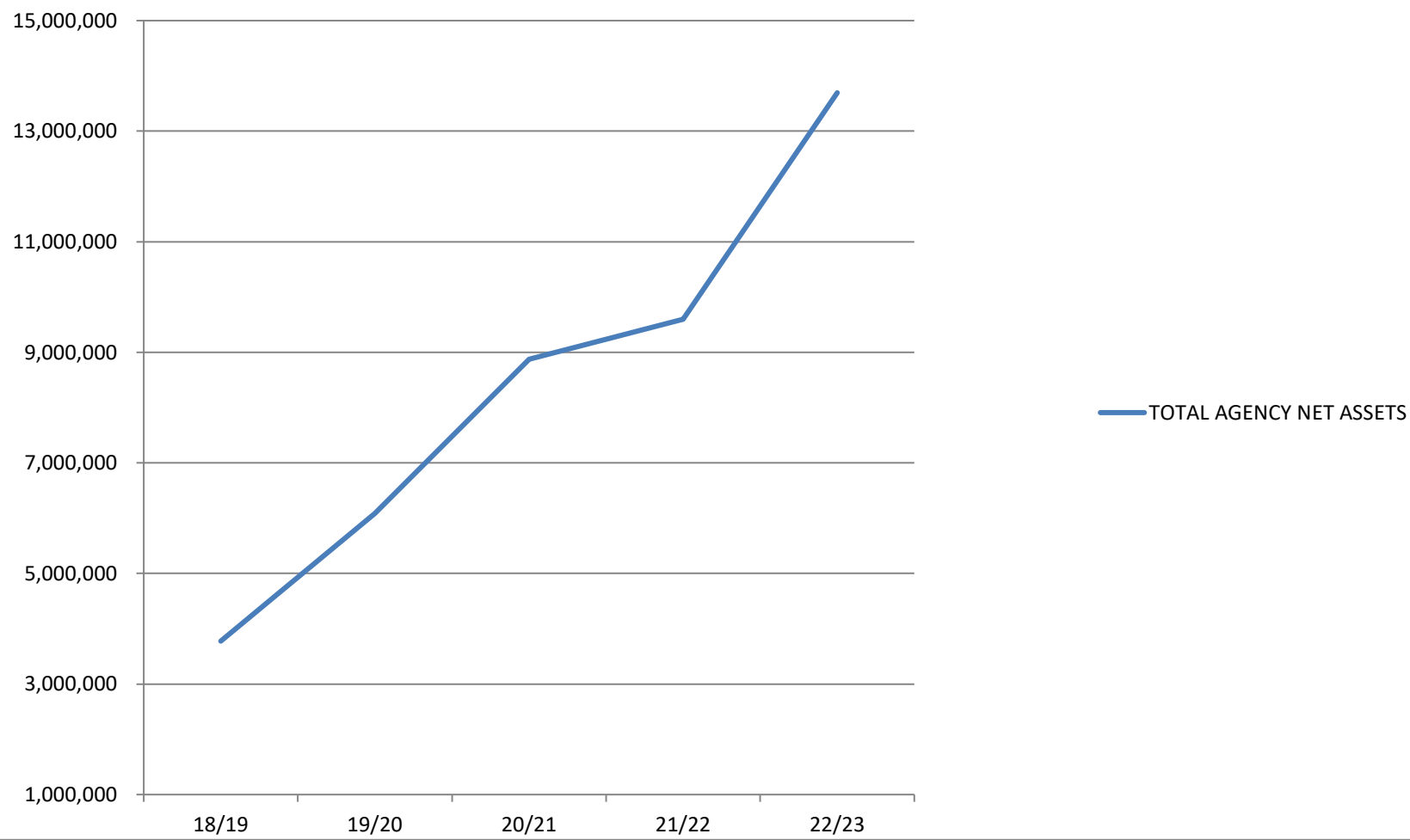
AGENCY HISTORY 18/19 - 22/23

	59.0%	57.9%	55.4%	55.9%	53.7%	*Percent of Expenses on Personnel Since 17/18 (excludes FA)
	18/19	19/20	20/21	21/22	22/23	
Salaries and wages	6,862,955	7,081,702	6,742,192	7,305,648	8,091,253	
Employee benefits and payroll taxes	1,553,807	1,668,768	1,499,606	1,685,330	1,870,046	
Total salaries and related expenses	8,416,763	8,750,470	8,241,798	8,990,978	9,961,299	
Percent Change	0.88%	3.96%	-5.81%	9.09%	10.79%	19.39%
Building occupancy	1,255,677	1,255,378	1,176,987	1,250,355	1,289,043	
Meals/food expense	659,743	707,727	964,593	939,780	879,319	
Travel and transportation	484,864	402,278	119,562	270,629	441,289	
Supplies and other misc expenses	283,683	401,044	781,132	539,046	1,050,964	
Professional and contract services	604,101	651,747	646,284	1,014,979	1,391,335	
Vehicle expense	149,124	183,728	91,309	147,255	170,481	
Insurance	163,028	191,530	189,673	209,265	222,472	
Printing, advertising and dues	60,265	59,870	54,109	66,198	114,700	
Telephone and communication	168,374	193,572	221,365	180,655	190,094	
Minor equipment	69,462	128,434	198,408	126,253	85,663	
Equipment rental & repair	41,511	44,474	41,752	26,989	32,970	
Interest expense	113,837	238,135	222,886	245,813	239,661	
Staff training	41,620	38,784	66,275	46,850	47,696	
Taxes, licenses and bank fees	84,513	74,294	67,467	68,982	121,947	
Major equip/LHI	797,825	1,088,032	703,255	1,293,955	3,149,926	
Depreciation	71,408	86,166	119,164	125,016	121,876	32.77%
Indirect administrative	1,605,864	1,712,297	1,677,056	1,826,990	2,198,266	
Sub-total - direct operations	6,654,900	7,457,490	7,341,277	8,379,011	11,747,702	52.58% Excluding FA
	16.53%	12.06%	-1.56%	14.14%	40.20%	105.71% Total
Day care home food payments	3,358,357	3,274,208	3,559,785	3,083,530	3,498,069	
Child care centers food payments	176,905	147,344	25,483	35,581	93,275	
Contributions to other agencies	200	106,438	146,174	116,316	477,881	
Sub-total - pass through	3,535,462	3,527,990	3,731,442	3,235,427	4,069,225	
TOTAL PROGRAM EXPENSES	18,607,125	19,735,950	19,314,517	20,605,416	25,778,226	39.70%
TOTAL AGENCY EXPENSES NET (Deprec/FA)	17,962,421.60	18,923,948.58	18,919,150.85	19,685,815.64	23,037,429.87	28.25%
		5.35%	-0.03%	4.05%	17.03%	
REVENUES						
Local jurisdictions-County	2,358,120	2,117,053	1,893,495	2,128,284	1,805,781	
Local jurisdictions-Cities	281,378	296,392	352,039	237,925	110,721	
Government grants (State)	2,877,528	3,309,547	3,243,600	3,616,476	4,733,806	
Government grants (Fed)	4,021,048	4,970,155	5,150,036	4,727,310	4,932,171	
Foundations	394,558	966,466	1,123,392	1,156,911	4,817,772	
Donations/Fundraising	733,864	1,256,264	1,630,885	1,060,211	1,847,780	
Earned income	2,257,770	2,193,173	2,287,485	2,062,243	2,313,019	
Misc	180,306	328,889	378,799	97,268	234,275	
Passed through revenue (Fed)	3,544,735	3,433,137	3,666,587	3,043,773	3,630,582	
Interprogram revenue-(Earned income)	2,319,251	2,358,903	1,983,684	2,278,199	2,710,912	
TOTAL REVENUES	18,968,413	21,229,979	21,710,002	20,408,454	27,136,819	
	2.18%	11.92%	2.26%	-6.00%	32.97%	46.18%
ANNUAL GAIN/LOSS	1,005,991	2,306,030	2,790,852	722,639	4,099,389	10,924,901
TOTAL AGENCY NET ASSETS	3,775,941	6,081,972	8,872,823	9,595,462	13,694,851	
PERCENT CHANGE OF ASSETS	26.64%	37.92%	31.45%	7.53%	29.93%	
AGENCY GOAL OF 3-MONTHS RESERVE	3,767,916	4,051,990	3,895,769	4,342,497	5,427,250	
CURRENT RESERVE % IN NET ASSETS	100.21%	150.10%	227.76%	220.97%	252.33%	

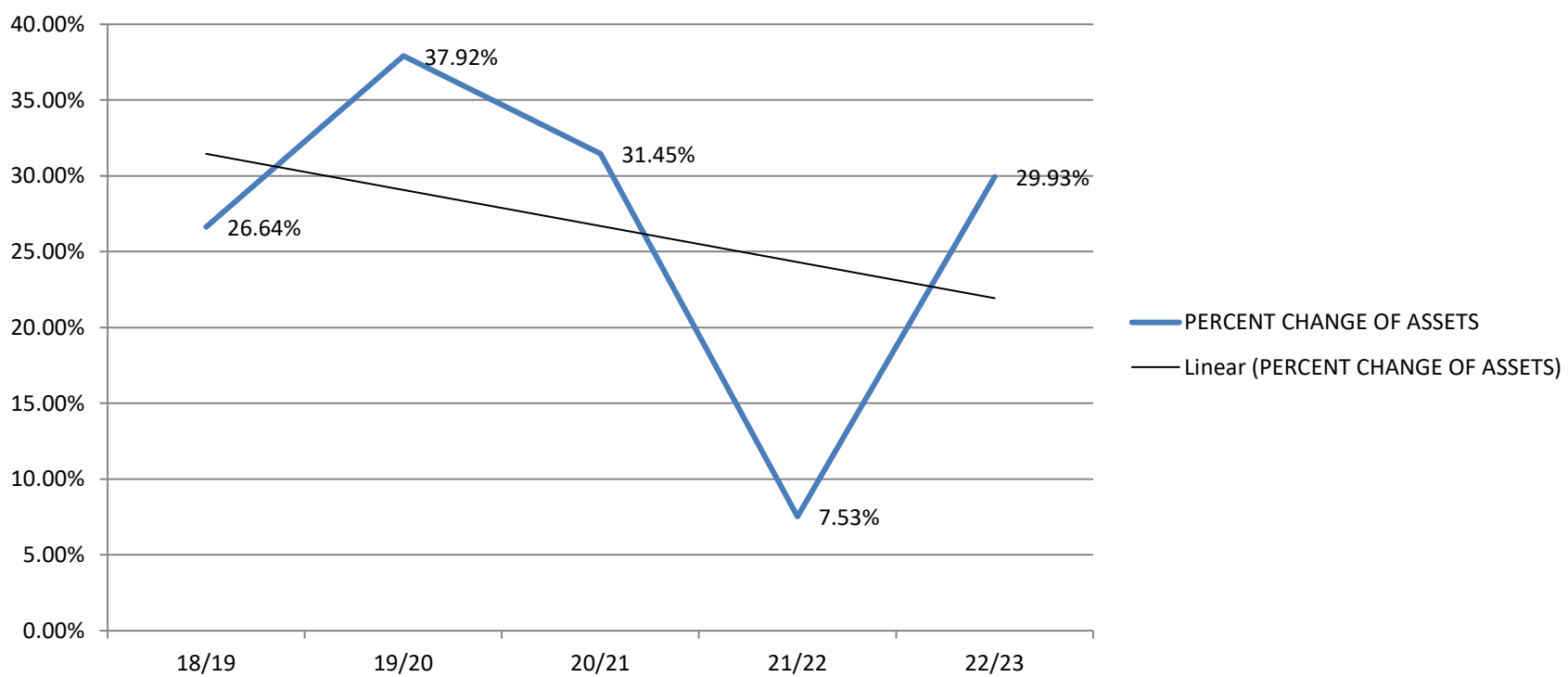
TOTAL AGENCY REVENUES & EXPENSES (w/ interprogram and FA)



TOTAL AGENCY NET ASSETS



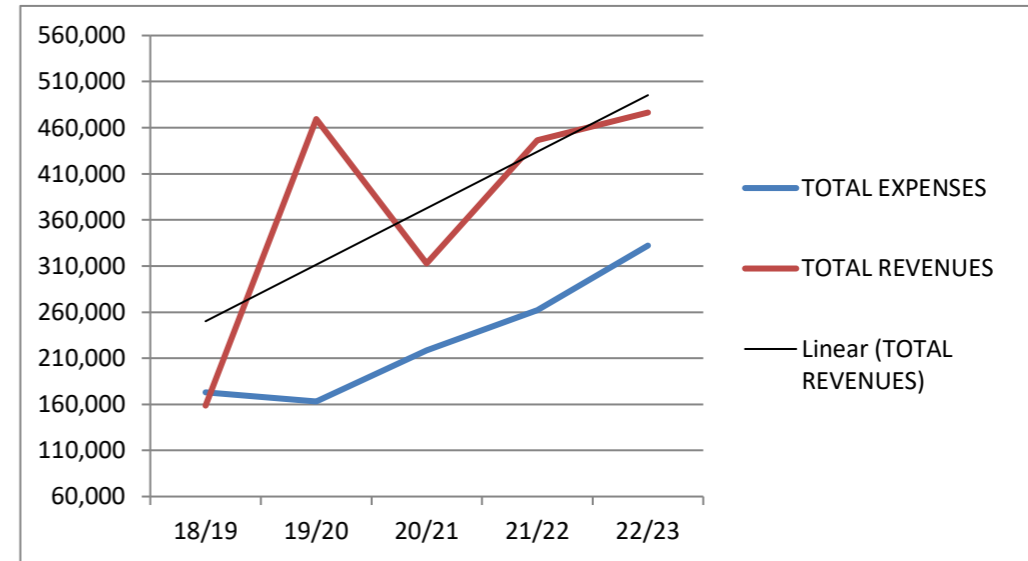
PERCENT CHANGE OF ASSETS



FUND LEVEL HISTORY 18/19 - 22/23

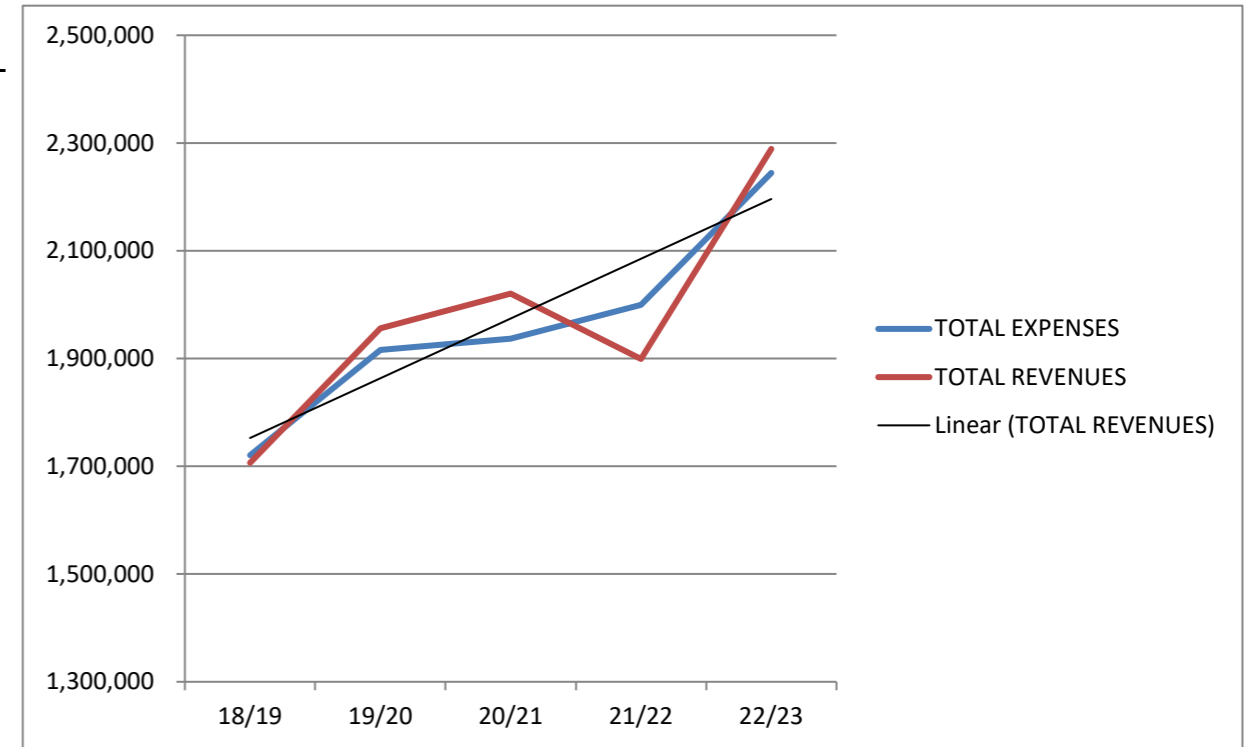
Include 100-14.0

	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>	Since <u>17/18</u>
Salaries and wages	61,510	40,701	42,118	82,006	90,987	
Employee benefits and payroll taxes	6,837	3,767	3,367	11,411	14,584	
Total salaries and related expenses	68,347	44,468	45,485	93,417	105,571	65.51%
Building occupancy	0	700		0	15	
Meals/food expense	0			0	0	
Travel and transportation	467	593	57	0	1,591	
Supplies and other misc expenses	38,232	49,443	19,043	50,294	45,673	
Professional and contract services	26,014	29,832	104,593	76,590	93,326	
Vehicle expense	0			0	0	
Insurance	1,504		0	0	0	
Printing, advertising and dues	7,732	3,966	3,872	413	6,156	
Telephone and communication	2,812	4,695	4,715	1,929	2,587	
Minor equipment	425		1,977	174	2,475	
Equipment rental & repair	0			0	0	
Interest expense	0				0	
Staff training	656	2,070	729	406	1,795	
Taxes, licenses and bank fees	3,872	2,781	6,904	1,014	4,867	
Major equip/LHI						
Depreciation						
Indirect administrative	22,922	24,556	30,947	37,790	48,149	
Sub-total - direct operations	104,635	118,636	172,837	168,610	206,634	106.57%
Day care home food payments	0	0	0	0	0	
Child care centers food payments	0	0	0	0	0	
Contributions to other agencies	0	0	0	0	20,000	
Sub-total - pass through	0	0	0	0	20,000	
TOTAL EXPENSES	172,983	163,104	218,322	262,027	332,205	102.79%
REVENUES						
Local jurisdictions-County	0	0	0	0	0	
Local jurisdictions-Cities	0	0	0	0	0	
Government grants (State)	0	0	0	0	0	
Government grants (Fed)	0	0	0	0	0	
Foundations	35,000	-	-	153,124	96,665	
Donations/Fundraising	118,384	239,720	253,405	245,152	322,758	
Earned income	114	-	-	-	-	
Misc	5,114	229,480	59,318	48,235	57,039	<Incl Interest, Equity gain/loss-11/12>13/14 is interest earned on "borrowed" Gibson donation
Passed through revenue (Fed)	0	0	0	0	0	
Interprogram revenue-(Earned income)	0	0	0	0	0	<Double-counted revenue (in orig source and in prog providing service)
TOTAL REVENUES	158,612	469,200	312,723	446,511	476,463	174.75%
ANNUAL GAIN/LOSS	(14,370)	306,096	94,401	184,484	144,258	714,870



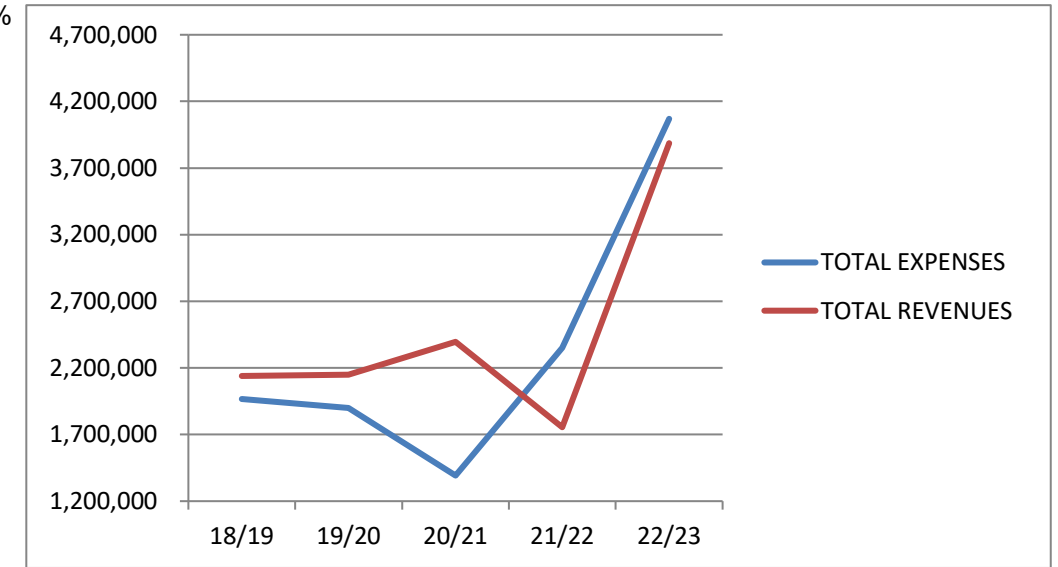
ADMIN HISTORY 18/19 - 22/23
INCLUDE AGY UNRESTRICTED 100-10.2/120-10.X

	110 only 18/19	19/20	20/21	21/22	22/23	Since 17/18
Salaries and wages	1,070,101	1,198,485	1,284,789	1,359,501	1,432,584	
Employee benefits and payroll taxes	207,028	233,137	237,043	284,831	334,722	
Total salaries and related expenses	1,277,129	1,431,622	1,521,832	1,644,332	1,767,306	34.61%
	-2.73%	12.10%	6.30%	8.05%	7.48%	
Building occupancy	171,116	108,295	88,192	81,919	73,275	
Meals/food expense	-	-	-	-	-	
Travel and transportation	4,109	3,352	51	88	523	
Supplies and other misc expenses	32,454	52,850	33,669	26,806	51,533	
Professional and contract services	138,524	165,776	127,893	143,046	207,525	
Vehicle expense	-	302	1,728	-	75	
Insurance	8,446	10,012	14,499	14,786	12,561	
Printing, advertising and dues	13,817	19,199	18,095	13,462	26,351	
Telephone and communication	11,457	12,628	12,421	12,630	22,405	
Minor equipment	14,162	12,561	35,574	7,879	14,264	
Equipment rental & repair	5,784	6,356	7,088	1,819	3,075	
Interest expense	525		222		1,231	
Staff training	12,478	4,182	35,420	22,979	14,588	
Taxes, licenses and bank fees	14,202	19,799	11,366	11,620	22,009	
Major equip/LHI		42,402	-			
Depreciation	2,769	16,036	25,914	15,973	14,663	
Indirect administrative	13,484	10,469	2,625	2,180	13,129	
Sub-total - direct operations	443,327	484,219	414,757	355,187	477,207	17.60%
	9.25%	9.22%	-14.35%	-14.36%	34.35%	
Day care home food payments	-	-	-	-	-	
Child care centers food payments	-	-	-	-	-	
Contributions to other agencies	-	-	600	-	-	
Sub-total - pass through	-	-	600	-	-	
TOTAL EXPENSES	1,720,456	1,915,841	1,937,189	1,999,519	2,244,513	30.20%
	-0.20%	11.36%	1.11%	3.22%	12.25%	
REVENUES						
Local jurisdictions-County	-					
Local jurisdictions-Cities						
Government grants (State)						
Government grants (Fed)		99,648	296,230			
Foundations	92,075	124,791	39,410	70,000	90,099	
Donations/Fundraising						
Earned income	-	13,290	520			
Misc	410	5,793	7,420	2,524	6,657	
Passed through revenue (Fed)	-					
Interprogram revenue-(Earned income)	1,613,894	1,712,298	1,677,058	1,826,970	2,192,266	<Double-counted revenue (in orig source and in prog providing service)
TOTAL REVENUES	1,706,379	1,955,820	2,020,637	1,899,495	2,289,022	31.77%
	-1.77%	14.62%	3.31%	-6.00%	20.51%	
ANNUAL GAIN/LOSS	(14,077)	39,979	83,448	(100,025)	44,509	53,835



ELD HISTORY 18/19 - 22/23

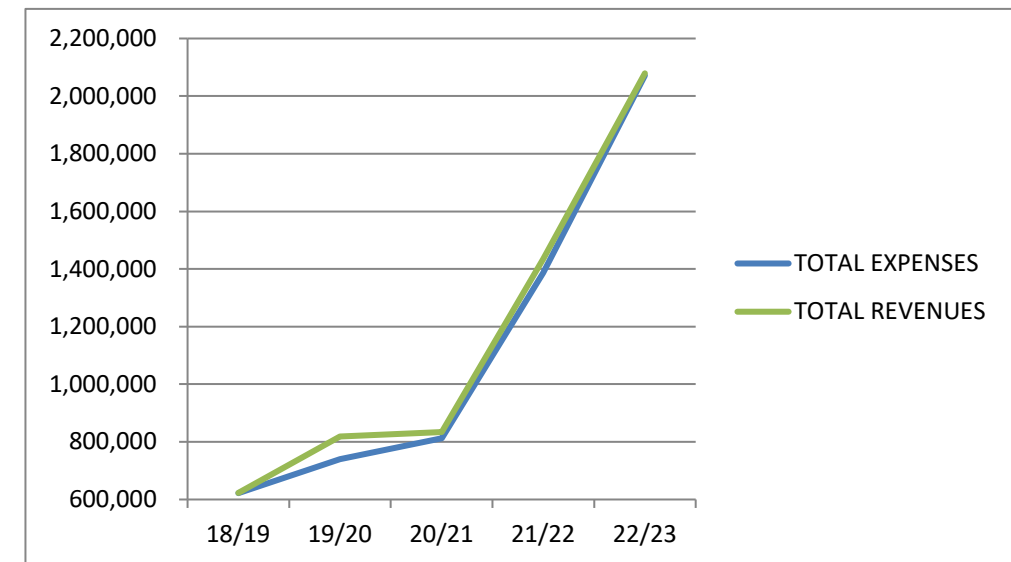
	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>	Since <u>17/18</u>
Salaries and wages	666,782	679,318	585,762	651,893	735,290	
Employee benefits and payroll taxes	176,464	183,501	143,476	170,141	185,965	
Total salaries and related expenses	843,246	862,819	729,238	822,034	921,255	5.526%
	-3.41%	2.32%	-15.48%	12.73%	12.07%	
Building occupancy	256,515	266,626	250,772	269,593	277,101	
Meals/food expense	120,999	97,114	6,858	49,193	35,167	
Travel and transportation	315,318	239,046	1,545	119,835	212,159	
Supplies and other misc expenses	25,998	34,278	54,838	22,317	19,119	
Professional and contract services	64,337	79,037	86,608	76,675	76,065	
Vehicle expense	0			0	0	
Insurance	15,409	15,314	15,828	22,154	29,134	
Printing, advertising and dues	9,715	9,381	9,369	9,128	12,297	
Telephone and communication	6,826	8,861	11,639	10,563	11,096	
Minor equipment	4,656	10,582	14,274	2,327	1,844	
Equipment rental & repair	346	583	296	754	4,370	
Interest expense	0			35,130	58,697	
Staff training	999	815	548	49	2,225	
Taxes, licenses and bank fees	7,412	7,112	8,150	22,817	50,908	
Major equip/LHI				640,593	206,621	
Depreciation	6,990			-		
Indirect administrative	286,827	268,965	202,176	248,652	291,706	
Sub-total - direct operations	1,122,347	1,037,714	662,901	1,529,780	3,148,103	187.638%
	2.55%	-7.54%	-36.12%	130.77%	105.79%	
Day care home food payments	0	0	0	0		
Child care centers food payments	0	0	0	0		
Contributions to other agencies	0	0	0	0		
Sub-total - pass through	0	0	0	0		
TOTAL EXPENSES	1,965,593	1,900,533	1,392,139	2,351,814	4,069,358	106.831%
	-0.10%	-3.31%	-26.75%	68.94%	73.03%	
REVENUES						
Local jurisdictions-County	145,000	145,000	130,500	145,000	42,292	
Local jurisdictions-Cities	-		24,746			
Government grants (State)	98,216				31,800	
Government grants (Fed)	57,553	199,537	201,879	15,417	43,642	
Foundations	12,500	94,029	203,718	114,089	2,353,440	
Donations/Fundraising	7,658	17,309	9,905	8,845	6,027	
Earned income	1,817,307	1,701,890	1,824,013	1,471,470	1,409,229	
Misc	97	(7,786)				
Passed through revenue (Fed)	-					
Interprogram revenue-(Earned income)	-					
TOTAL REVENUES	2,138,331	2,149,979	2,394,761	1,754,821	3,886,429	-
	8.30%	0.54%	11.39%	-26.72%	121.47%	96.832%
ANNUAL GAIN/LOSS	172,738	249,446	1,002,622	(596,993)	(182,929)	644,885



Moved 14/15 W/O back to 14/15 from 15/16

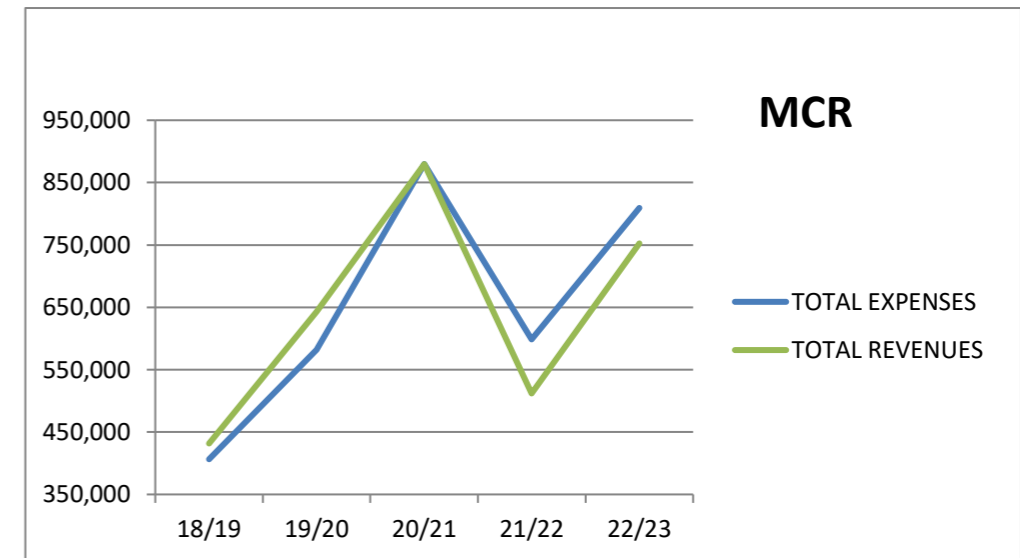
LMCR HISTORY 18/19 - 22/23

	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>	Since <u>17/18</u>
Salaries and wages	283,635	293,492	324,923	485,088	620,863	
Employee benefits and payroll taxes	66,497	73,291	68,895	114,173	126,048	
Total salaries and related expenses	350,132	366,783	393,818	599,261	746,911	
	-10.46%	4.76%	7.37%	52.17%	24.64%	91.00%
Building occupancy	61,236	62,029	61,796	61,892	95,983	
Meals/food expense	0	0		0	0	
Travel and transportation	4,158	4,175	2,263	3,623	7,935	
Supplies and other misc expenses	8,508	30,331	45,473	63,671	231,832	
Professional and contract services	42,498	5,882	31,770	369,006	430,727	
Vehicle expense	1,136	1,159	1,601	1,408	2,553	
Insurance	4,809	4,722	5,815	5,951	7,854	
Printing, advertising and dues	1,339	1,704	4,367	6,843	12,297	
Telephone and communication	8,407	9,367	12,754	21,324	37,204	
Minor equipment	1,469	2,420	690	10,485	8,017	
Equipment rental & repair	4,845	1,478	2,337	1,440	6,209	
Interest expense	0			0	0	
Staff training	87	3,165	125	0	65	
Taxes, licenses and bank fees	1,539	1,677	1,362	2,361	2,128	
Major equip/LHI	0				9,081	
Depreciation	13,404	13,404	10,993	13,404	11,328	
Indirect administrative	86,397	86,421	94,755	175,334	259,150	
Sub-total - direct operations	239,830	227,934	276,101	736,742	1,122,363	
	13.08%	-4.96%	21.13%	166.84%	52.34%	429.20%
Day care home food payments	0	0	0	0	0	
Child care centers food payments	32,131	39,103	0	0	0	
Contributions to other agencies	-	106,438	142,441	49,894	202,126	
Sub-total - pass through	32,131	145,541	142,441	49,894	202,126	
	-18.60%	352.96%	-2.13%	-64.97%	305.11%	412.06%
TOTAL EXPENSES	622,092	740,258	812,360	1,385,897	2,071,400	
	-3.19%	18.99%	9.74%	70.60%	49.46%	222.34%
REVENUES						
Local jurisdictions-County	213,161	191,711	175,411	221,225	158,592	
Local jurisdictions-Cities	9,000					
Government grants (State)	202,224	201,053	164,501	196,468	174,545	
Government grants (Fed)	30,553	54,878	117,004	484,581	351,472	
Foundations	40,500	185,877	122,762	227,460	655,601	
Donations/Fundraising	10,702	28,948	25,524	24,393	232,290	
Earned income	44,577	78,086	125,114	209,031	449,553	
Misc	30,214	26,460	22,526	25,526	17,815	
Passed through revenue (Fed)	41,976	51,523	81,319	45,670	39,238	
Interprogram revenue-(Earned income)	0					
TOTAL REVENUES	622,905	818,537	834,161	1,434,353	2,079,106	
ANNUAL GAIN/LOSS	813	78,279	21,801	48,456	7,706	157,054



MCR HISTORY 18/19 - 22/23

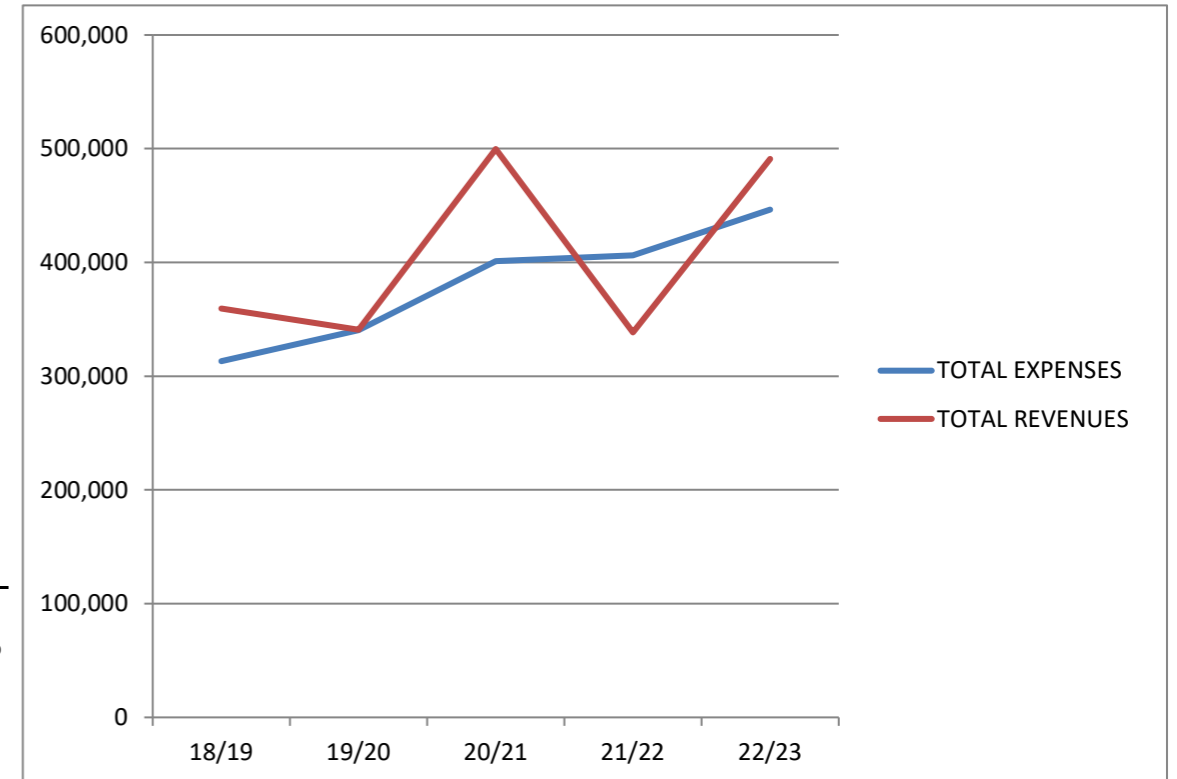
	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>	Since <u>17/18</u>
Salaries and wages	164,714	200,907	195,054	191,101	199,049	
Employee benefits and payroll taxes	40,410	49,237	40,288	47,365	41,419	
Total salaries and related expenses	205,123	250,144	250,144	238,466	240,468	
	-8.45%	21.95%	0.00%	-4.67%	0.84%	7.33%
Building occupancy	13,837	18,847	18,987	33,555	44,467	
Meals/food expense	3,090	9,594		1,913	2,576	
Travel and transportation	3,040	4,414	1,906	1,097	2,073	
Supplies and other misc expenses	18,190	22,849	264,578	67,314	52,193	
Professional and contract services	36,125	43,122	15,708	5,003	61,499	
Vehicle expense	0			0	0	
Insurance	4,443	4,208	4,486	6,565	6,358	
Printing, advertising and dues	771	726	1,980	5,187	5,329	
Telephone and communication	5,830	6,507	6,047	9,776	7,899	
Minor equipment	637	4,123	19,243	5,727	2,362	
Equipment rental & repair	1,115	1,143	2,362	2,323	1,260	
Interest expense	25,885	25,388	24,726	23,909	22,371	
Staff training	27	3,165	125	160	25	
Taxes, licenses and bank fees	561	5,507	1,091	1,632	1,413	
Major equip/LHI	17,426	98,959	154,417	51,970		
Depreciation	13,333	13,333	13,333	13,333	13,333	
Indirect administrative	56,962	70,230	100,704	72,779	89,908	
Sub-total - direct operations	201,271	332,115	629,693	302,243	313,066	
	32.68%	65.01%	89.60%	-52.00%	3.58%	106.38%
Day care home food payments	0	0	0	0	0	
Child care centers food payments	0	0	0	0	0	
Contributions to other agencies / individuals	0	0	0	57,640	255,755	
Sub-total - pass through	0	0	0	57,640	255,755	
TOTAL EXPENSES	406,394	582,259	879,837	598,349	809,289	
	8.16%	43.27%	51.11%	-31.99%	35.25%	115.38%
REVENUES						
Local jurisdictions-County	188,250	162,000	146,600	162,000	44,917	
Local jurisdictions-Cities	892	892	-	-		
Government grants (State)	54,526	59,285	69,737	37,531	21,442	
Government grants (Fed)	18,928	214,119	89,940	30,176	18,998	
Foundations	47,733	63,106	271,328	135,688	444,044	
Donations/Fundraising	82,954	98,764	223,964	77,693	146,629	
Earned income	30,900	41,086	71,210	57,439	67,594	Losses are MAA write-offs
Misc	7,492	4,034	6,869	11,606	8,916	
Passed through revenue (Fed)						
Interprogram revenue-(Earned income)						
TOTAL REVENUES	431,675	643,287	879,648	512,134	752,540	
	15.88%					9.56%
ANNUAL GAIN/LOSS	25,281	61,028	(189)	(86,215)	(56,749)	(56,844)



LOCR HISTORY 18/19 - 22/23

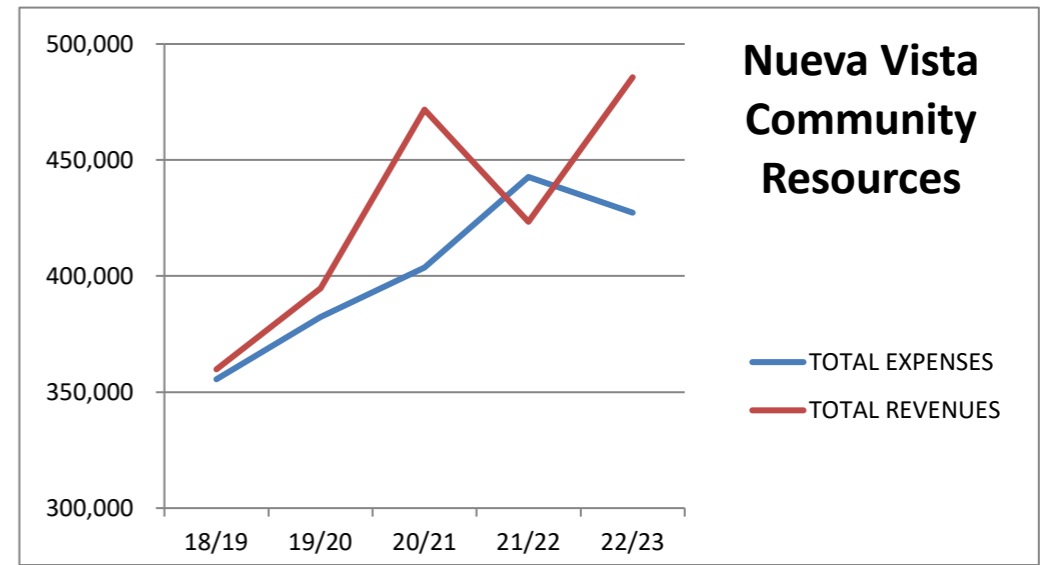
	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>	Since <u>17/18</u>
Salaries and wages	126,693	144,141	160,493	173,182	219,592	
Employee benefits and payroll taxes	29,862	30,498	35,849	39,549	52,757	
Total salaries and related expenses	156,555	174,639	196,342	212,731	272,349	61.18%
	-7.35%	11.55%	12.43%	8.35%	28.03%	
Building occupancy	35,556	32,399	34,711	37,734	39,791	
Meals/food expense	0	0	9,685	0	0	
Travel and transportation	3,387	1,460	502	650	1,849	
Supplies and other misc expenses	10,389	14,623	45,101	44,233	32,584	
Professional and contract services	32,333	31,619	24,316	5,216	12,856	
Vehicle expense	0	0	0	0	0	
Insurance	4,568	7,966	1,512	5,012	4,857	
Printing, advertising and dues	395	1,203	478	2,625	1,330	
Telephone and communication	9,576	9,396	11,125	11,180	12,218	
Minor equipment	2,826	10,752	8,823	25,009	662	
Equipment rental & repair	9,570	7,592	6,405	656	571	
Interest expense	0	0	0	0	0	
Staff training	963	3,284	125	120	101	
Taxes, licenses and bank fees	4,065	4,615	4,544	5,067	5,374	
Major equip/LHI	0	0	0	0	0	
Depreciation	0	0	0	0	0	
Indirect administrative	43,011	40,853	57,336	55,997	61,919	
Sub-total - direct operations	156,639	165,762	204,663	193,499	174,112	24.18%
	11.72%	5.82%	23.47%	-5.45%	-10.02%	
Day care home food payments	0	0	0	0	0	
Child care centers food payments	0	0	0	0	0	
Contributions to other agencies	0	0	0	0	0	
Sub-total - pass through	0	0	0	0	0	
TOTAL EXPENSES	313,194	340,401	401,005	406,230	446,461	
	1.30%	8.69%	17.80%	1.30%	9.90%	44.40%
REVENUES						
Local jurisdictions-County	131,540	83,840	77,840	83,840	49,326	
Local jurisdictions-Cities	5,345	5,453	5,522			
Government grants (State)	23,068	44,998	35,370	24,792	22,072	
Government grants (Fed)	9,931	31,364	56,568	52,035	74,147	
Foundations	30,500	63,835	91,279	109,216	119,013	
Donations/Fundraising	57,883	34,461	10,794	53,900	82,181	
Earned income	42,478	52,083	61,245	58,459	95,493	
Misc	58,758	24,690	161,130	(43,756)	48,715	
Passed through revenue (Fed)	0	0	0	0	0	
Interprogram revenue-(Earned income)	0	0	0	0	0	
TOTAL REVENUES	359,503	340,724	499,747	338,487	490,948	1,314
	17.40%	-5.22%	46.67%	-32.27%	45.04%	14.16%
ANNUAL GAIN/LOSS	46,309	323	98,742	(67,743)	44,487	90,466

< incl renovation expense



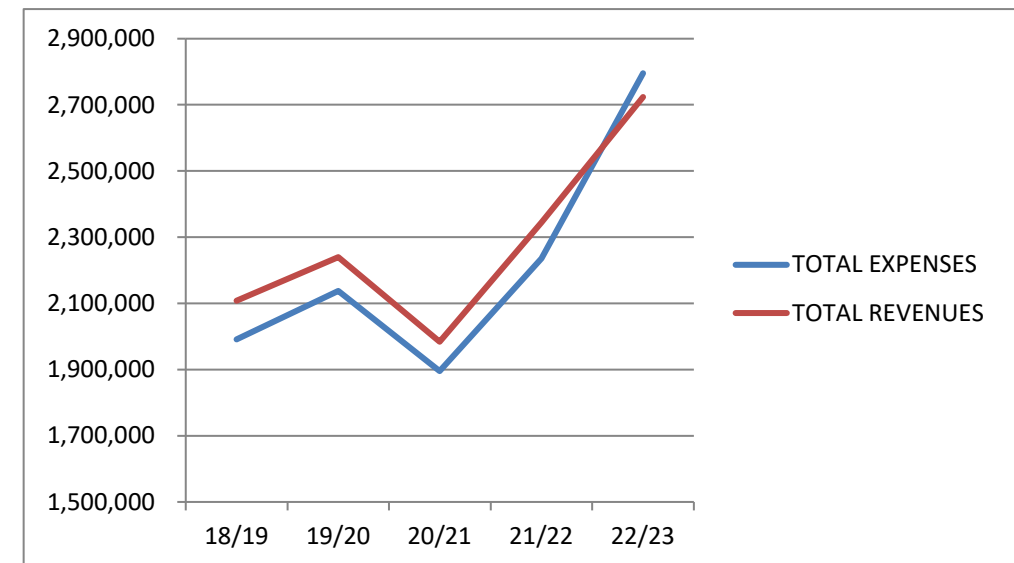
NVCR HISTORY 18/19 - 22/23

	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>	Since <u>17/18</u>
Salaries and wages	185,417	181,163	195,313	202,676	211,994	
Employee benefits and payroll taxes	42,248	48,435	55,444	40,342	49,270	
Total salaries and related expenses	227,664	229,598	250,757	243,018	261,264	22.125%
	6.42%	0.85%	9.22%	-3.09%	7.51%	
Building occupancy	22,943	41,718	23,676	29,026	23,716	
Meals/food expense	2,210	1,345	2,688	-	348	
Travel and transportation	4,311	2,638	707	515	1,301	
Supplies and other misc expenses	14,865	17,900	38,571	45,211	38,472	
Professional and contract services	6,451	4,429	3,573	7,880	8,937	
Vehicle expense	0	0	0	0	0	
Insurance	10,424	8,611	9,509	10,350	11,370	
Printing, advertising and dues	1,264	888	681	3,817	1,337	
Telephone and communication	7,227	9,053	9,027	9,545	11,817	
Minor equipment	182	2,900	2,129	14,902	1,826	
Equipment rental & repair	817	1,028	887	943	1,029	
Interest expense	1,359					
Staff training	87	3,165	125		25	
Taxes, licenses and bank fees	768	640	568	1,364	451	
Major equip/LHI	0					
Depreciation	4,284	4,284	4,284	4,284	4,284	
Indirect administrative	50,659	54,182	56,465	63,070	61,196	
Sub-total - direct operations	127,851	152,781	152,890	190,907	166,109	35.999%
	4.68%	19.50%	0.07%	24.87%	-12.99%	
Day care home food payments	0	0	0	0	0	
Child care centers food payments	0	0	0	0	0	
Contributions to other agencies	0	0	0	8782	0	
Sub-total - pass through	0	0	0	8782	0	
TOTAL EXPENSES	355,516	382,379	403,647	442,707	427,373	
	5.79%	7.56%	5.56%	9.68%	-3.46%	27.167%
REVENUES						
Local jurisdictions-County	15,000	15,000	13,500	15,000	18,288	
Local jurisdictions-Cities	78,000	78,000	77,619	78,000	25,000	
Government grants (State)	0	2879	1479			
Government grants (Fed)	100,915	146,998	152,300	156,434	174,847	
Foundations	80,250	76,311	138,598	55,946	121,012	
Donations/Fundraising	25,332	13,161	7,429	4,692	21,116	
Earned income	45,685	48,493	65,088	97,549	106,646	
Misc	14,611	13,904	15,745	15,807	18,757	
Passed through revenue (Fed)		0	0	0	0	
Interprogram revenue-(Earned income)	0	0	0	0	0	
TOTAL REVENUES	359,793	394,746	471,757	423,429	485,665	-6.715%
ANNUAL GAIN/LOSS	4,278	12,367	68,110	(19,278)	58,292	27,092
	-1.59%	9.71%	19.51%	-10.24%	14.70%	



EED HISTORY 18/19 - 22/23

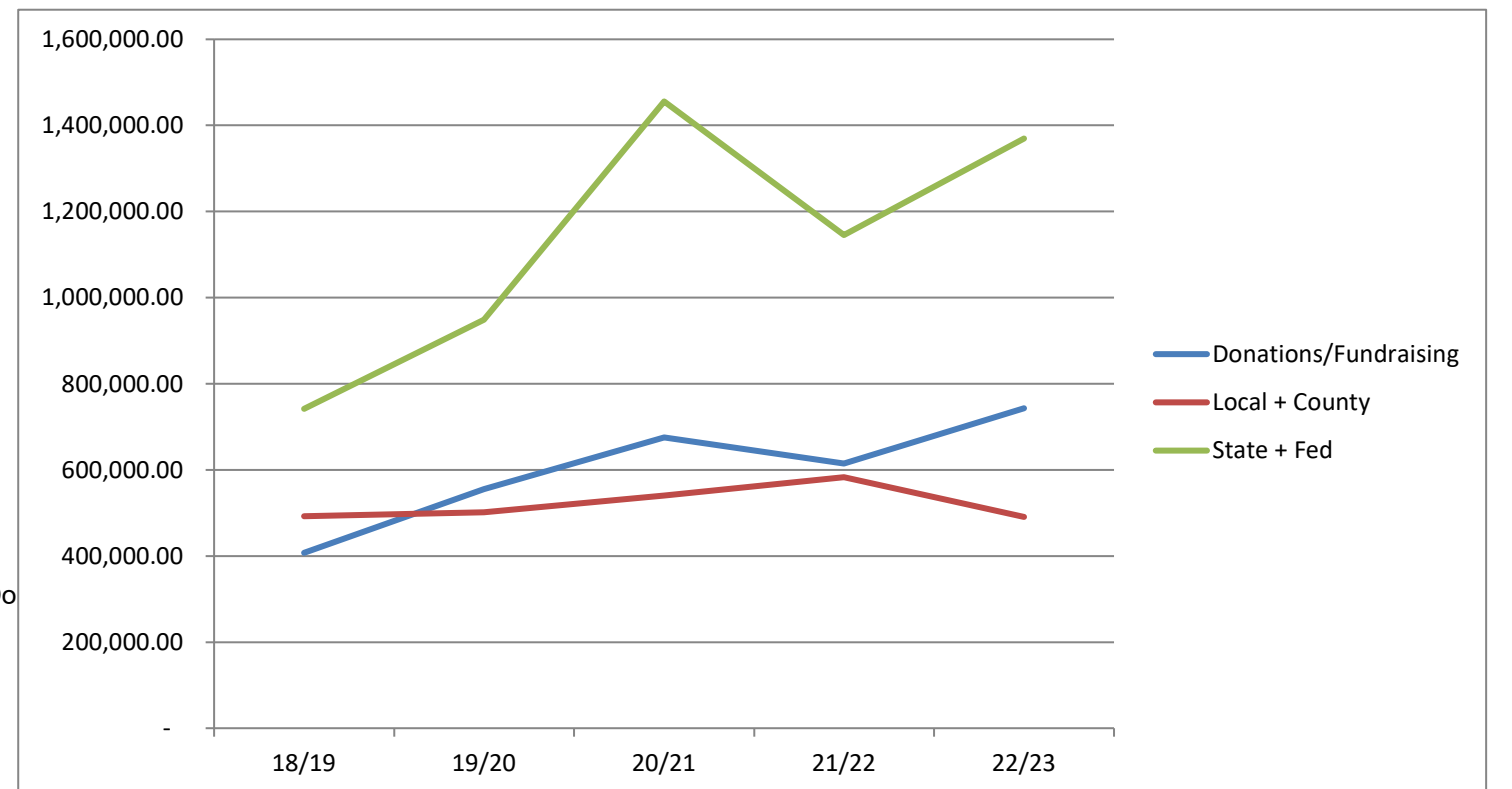
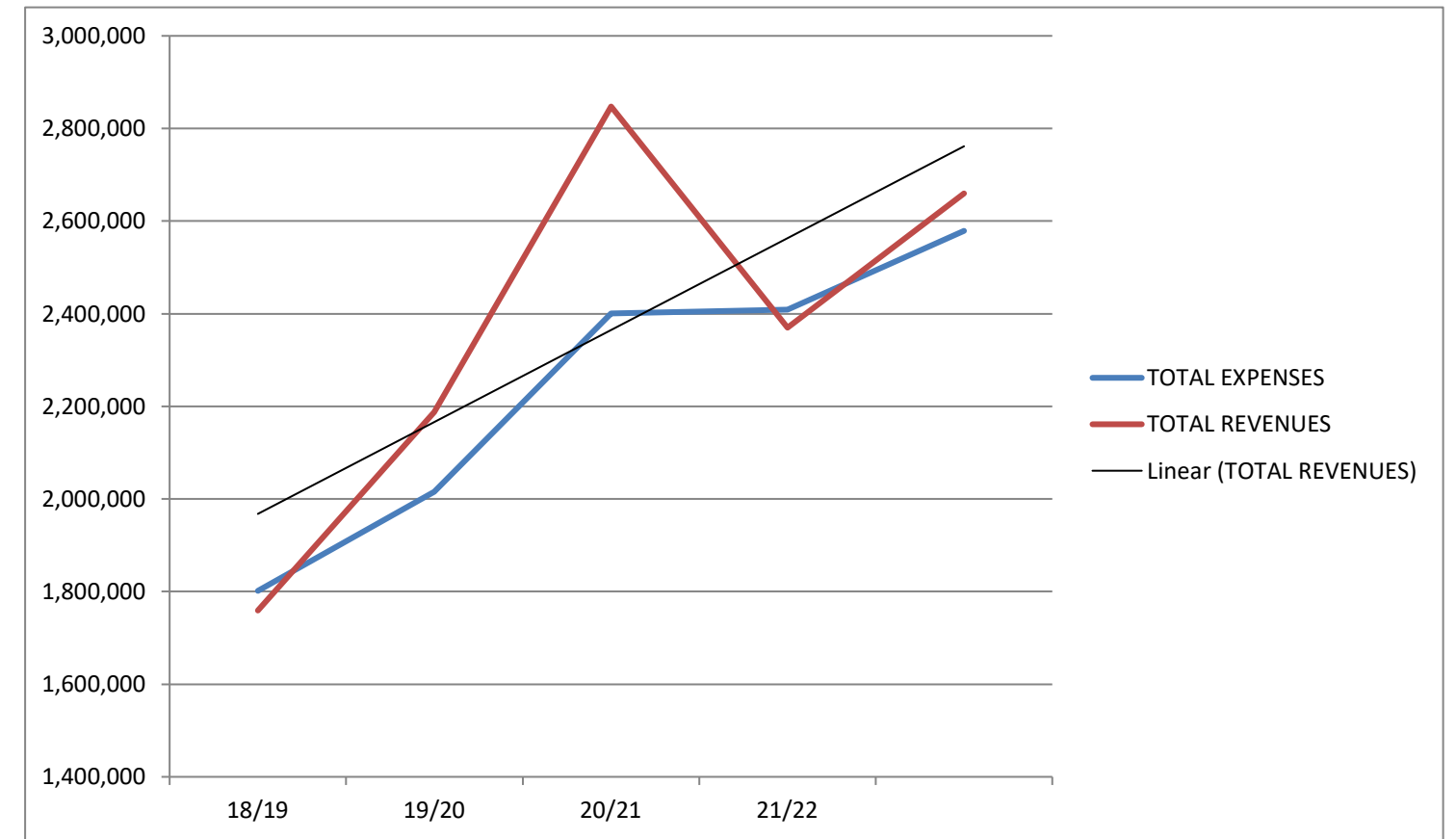
	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>	Since <u>17/18</u>
Salaries and wages	1,243,739	1,200,632	1,037,614	1,061,405	1,264,728	
Employee benefits and payroll taxes	273,333	259,393	236,034	261,969	312,832	
Total salaries and related expenses	1,517,073	1,460,025	1,273,648	1,323,374	1,577,560	
	6.94%	-3.76%	-12.77%	3.90%	19.21%	11.20%
Building occupancy	106,155	132,384	143,080	181,619	123,346	
Meals/food expense	59,537	45,848	23,807	22,176	43,068	
Travel and transportation	9,075	6,887	2,846	3,563	5,559	
Supplies and other misc expenses	28,462	77,062	124,032	88,426	423,100	
Professional and contract services	6,248	26,106	7,307	42,851	125,653	
Vehicle expense	0	0	0	0	647	
Insurance	17,917	17,579	16,855	21,305	21,916	
Printing, advertising and dues	2,935	3,891	733	3,044	19,227	
Telephone and communication	26,870	38,266	41,053	26,587	26,138	
Minor equipment	6,328	44,965	40,195	27,552	35,093	
Equipment rental & repair	2,610	3,081	1,535	3,545	3,437	
Interest expense	0	0	0	0	0	
Staff training	5,252	2,797	9,296	1,009	13,620	
Taxes, licenses and bank fees	7,721	6,073	5,917	7,978	9,771	
Major equip/LHI		77,944	51,596	305,586	118,538	
Depreciation	2,677	2,677	2,677	2,677	2,677	
Indirect administrative	192,273	192,542	150,892	173,910	246,204	
Sub-total - direct operations	474,058	678,102	621,821	911,828	1,217,994	
	-18.03%	43.04%	-8.30%	46.64%	33.58%	110.62%
Day care home food payments	0	0	0	0	0	
Child care centers food payments	0	0	0	0	0	
Contributions to other agencies	0	0	0	0	0	
Sub-total - pass through						
TOTAL EXPENSES	1,991,131	2,138,127	1,895,469	2,235,202	2,795,554	
	-0.29%	7.38%	-11.35%	17.92%	25.07%	39.99%
REVENUES						
Local jurisdictions-County	145,000	145,000	130,500	145,000	61,454	
Local jurisdictions-Cities	73,963	87,662	74,004	73,000		
Government grants (State)	1,400,205	1,708,930	1,609,672	1,948,899	2,204,789	
Government grants (Fed)	236,125	69,061	39,513	43,137	356,799	
Foundations	6,000	24,640	18,298	12,340	7,360	
Donations/Fundraising	6,328	9,331	6,020	5,600	3,800	
Earned income	237,032	195,833	106,104	117,282	89,512	
Misc	2,965		90			
Passed through revenue (Fed)	-					
Interprogram revenue-(Earned income)	0					
TOTAL REVENUES	2,107,618	2,240,457	1,984,201	2,345,259	2,723,713	
	2.92%	6.30%	-11.44%	18.20%	16.14%	33.00%
ANNUAL GAIN/LOSS	116,487	102,330	88,732	110,057	(71,841)	345,765



	last year
1,093,219	76% 867,591
342,345	24% 271,689
1,435,564	1,139,280

MOW HISTORY 18/19 - 22/23
INCLUDE FUNDRAISING #500

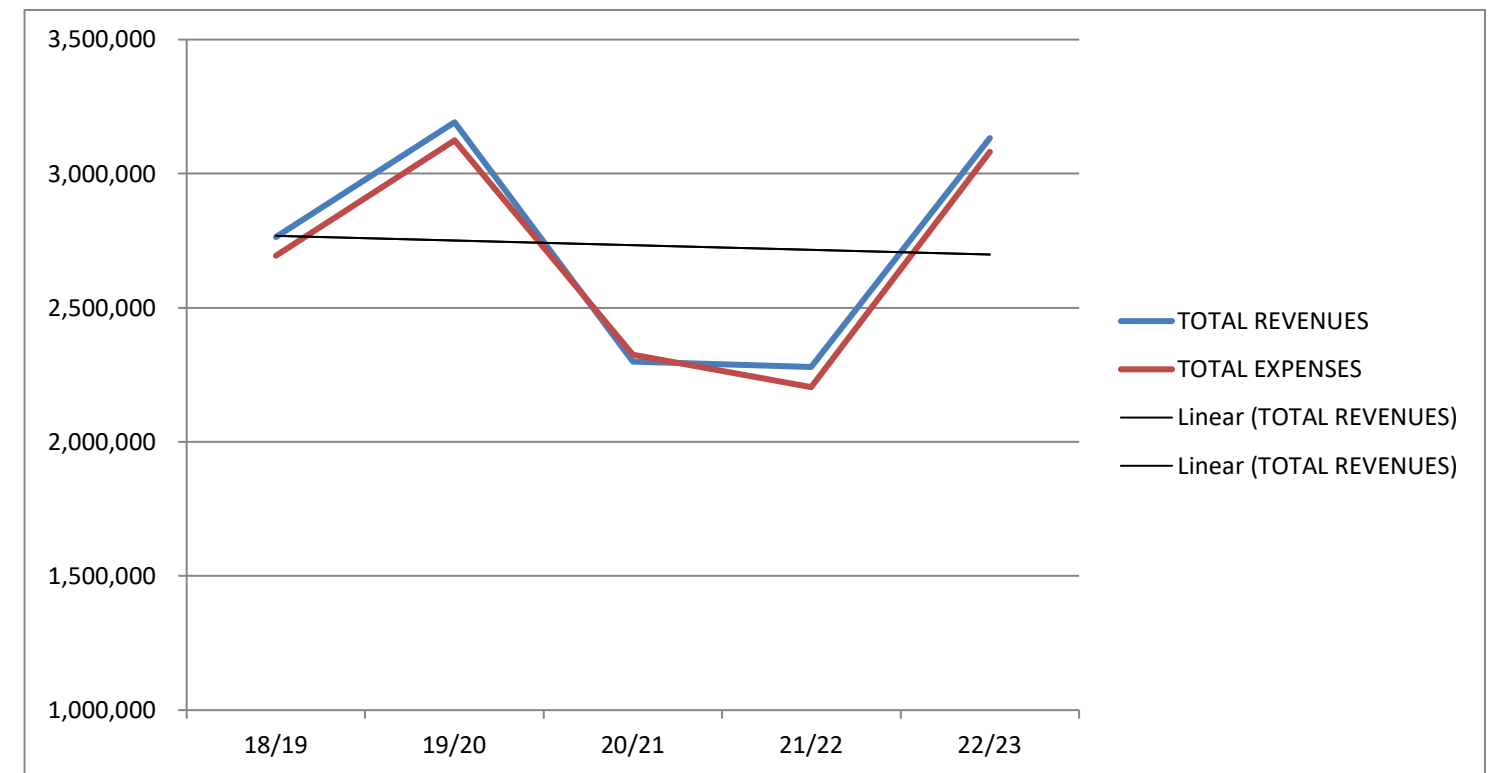
	18/19	19/20	20/21	21/22	22/23	Since 17/18
Salaries and wages	577,746	627,953	618,974	621,009	668,403	
Employee benefits and payroll taxes	143,535	168,314	165,475	180,868	171,694	
Total salaries and related expenses	721,281	796,267	784,449	801,877	840,097	
	4.82%	10.40%	-1.48%	2.22%	4.77%	22.08%
Building occupancy	120,754	121,676	109,787	116,256	134,662	
Meals/food expense	473,907	553,826	921,555	864,683	783,587	
Travel and transportation	50,600	51,370	24,239	23,171	24,006	
Supplies and other misc expenses	46,394	49,450	69,337	47,168	66,286	
Professional and contract services	50,406	67,452	63,137	124,840	135,097	
Vehicle expense	15,630	16,760	21,503	19,080	23,734	
Insurance	22,471	20,380	19,798	19,512	19,743	
Printing, advertising and dues	5,973	5,611	2,852	3,921	5,872	
Telephone and communication	27,256	20,276	23,911	11,723	15,352	
Minor equipment	1,180	5,780	6,433	730	7,967	
Equipment rental & repair	10,326	3,978	8,127	12,657	7,836	
Interest expense	0	0			0	
Staff training	90	2,800	495	1,136	1,093	
Taxes, licenses and bank fees	7,133	5,201	3,563	5,172	8,704	
Major equip/LHI	-	16,568		16,115	86,113	
Depreciation	0				0	
Indirect administrative	248,002	277,704	341,944	341,119	418,776	
Sub-total - direct operations	1,080,122	1,218,832	1,616,681	1,607,283	1,738,828	
	-1.80%	12.84%	32.64%	-0.58%	8.18%	58.08%
Day care home food payments	0	0	0	0	0	
Child care centers food payments	0	0	0	0	0	
Contributions to other agencies	200	0	0	0	0	
Sub-total - pass through	200	0	0	0	0	
TOTAL EXPENSES	1,801,604	2,015,099	2,401,130	2,409,160	2,578,925	
	0.76%	11.85%	19.16%	0.33%	7.05%	44.23%
REVENUES						
Local jurisdictions-County	415,000.00	415,000.00	373,500.00	502,000.00	405,000.00	
Local jurisdictions-Cities	77,833.23	86,440.06	166,648.00	81,000.00	85,721.00	
Government grants (State)	159,289.00	247,564.00	528,038.00	390,535.00	581,889.25	
Government grants (Fed)	582,501.00	700,712.53	927,672.72	754,723.68	787,540.00	
Foundations	-	59,798.87	134,000.00	5,000.00		
Donations/Fundraising	407,378.00	555,461.63	675,031.13	615,090.87	743,100.80	
Earned income	-	28,235.23	9,329.68		11,780.62	
Misc	9,050.00	6,399.26	26,707.04	(24,291.77)	19,748.00	
Passed through revenue (Fed)	-					
Interprogram revenue-(Earned income)	108,120.40	87,559.38	6,484.72	45,580.00	25,275.00	<Do
TOTAL REVENUES	1,759,172	2,187,171	2,847,411	2,369,638	2,660,055	
ANNUAL GAIN/LOSS	(42,432)	172,072	446,281	(39,523)	81,130	176,268
NOTES:						
Revenue streams-10						
Local + County	492,833	501,440	540,148	583,000	490,721	
State + Fed	741,790	948,277	1,455,711	1,145,259	1,369,429	



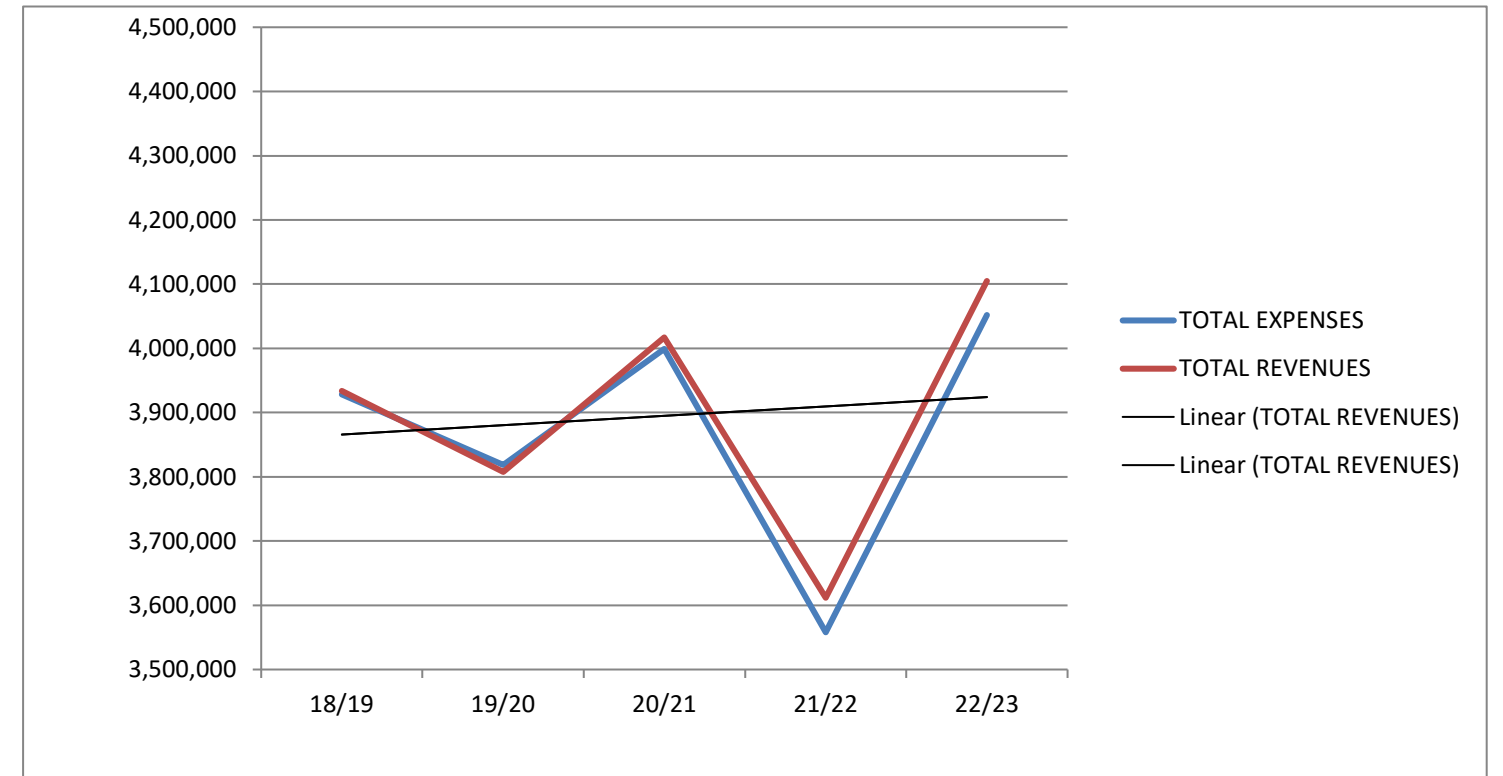
LIFT LINE HISTORY 18/19 - 22/23

	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>	Since <u>17/18</u>
Salaries and wages	905,914	987,684	794,865	865,779	929,203	
Employee benefits and payroll taxes	244,135	266,228	198,002	198,176	226,278	
Total salaries and related expenses	1,150,049	1,253,912	992,867	1,063,955	1,155,481	
	10.94%	9.03%	-20.82%	7.16%	8.60%	11.46%
Building occupancy	67,806	64,556	27,805	33,656	34,348	
Meals/food expense	0	0	0	0	0	
Travel and transportation	68,080	78,959	84,675	117,081	182,463	
Supplies and other misc expenses	10,040	14,746	15,005	15,498	34,653	
Professional and contract services	160,453	151,710	125,116	88,939	145,223	
Vehicle expense	132,358	165,507	66,477	126,598	143,472	
Insurance	58,449	86,184	85,564	89,249	92,210	
Printing, advertising and dues	4,152	6,516	5,666	11,624	16,721	
Telephone and communication	18,613	23,028	26,305	14,640	12,407	
Minor equipment	3,995	6,526	2,815	313	0	
Equipment rental & repair	5,321	15,012	11,625	993	1,470	
Interest expense	396	123,427	111,701	100,092	80,214	
Staff training	1,852	1,157		6,082	640	
Taxes, licenses and bank fees	28,993	12,767	11,887	4,139	9,062	
Major equip/LHI	771,919	826,754	497,242	243,894	856,381	
Depreciation	3,840	3,840	24,011	48,022	48,022	
Indirect administrative	207,348	289,637	236,564	239,433	269,662	
Sub-total - direct operations	1,543,616	1,870,326	1,332,458	1,140,253	1,926,948	
	135.71%	21.17%	-28.76%	-14.42%	68.99%	194.24%
Day care home food payments	0	0	0	0	0	
Child care centers food payments	0	0	0	0	0	
Contributions to other agencies	0	0	0	0	0	
Sub-total - pass through	0	0	0	0	0	
TOTAL EXPENSES	2,693,665	3,124,238	2,325,325	2,204,208	3,082,429	
	59.24%	15.98%	-25.57%	-5.21%	39.84%	82.22%

REVENUES						
Local jurisdictions-County	1,090,170	944,502	832,144	839,219	1,021,537	
Local jurisdictions-Cities	36,345	37,945	3,500	5,925		
Government grants (State)	940,000	1,044,838	834,803	984,404	1,658,820	
Government grants (Fed)	239,914	763,561	524,040	187,840	113,926	
Foundations	40,000	68,438	40,000	70,000	40,000	
Donations/Fundraising	8,372	16,799	10,335	7,361	6,270	
Earned income	33,055	33,906	15,268	35,068	50,407	
Misc	10,473	(7,899)	4,747	375		
Passed through revenue (Fed)	0					
Interprogram revenue (Earned income)	365,238	289,711	34,899	149,150	241,836	<Double-counted revenue (in orig source and in prog providing service)
TOTAL REVENUES	2,763,567	3,191,800	2,299,735	2,279,341	3,132,795	
ANNUAL GAIN/LOSS	69,902	67,562	(25,590)	75,133	50,366	237,374

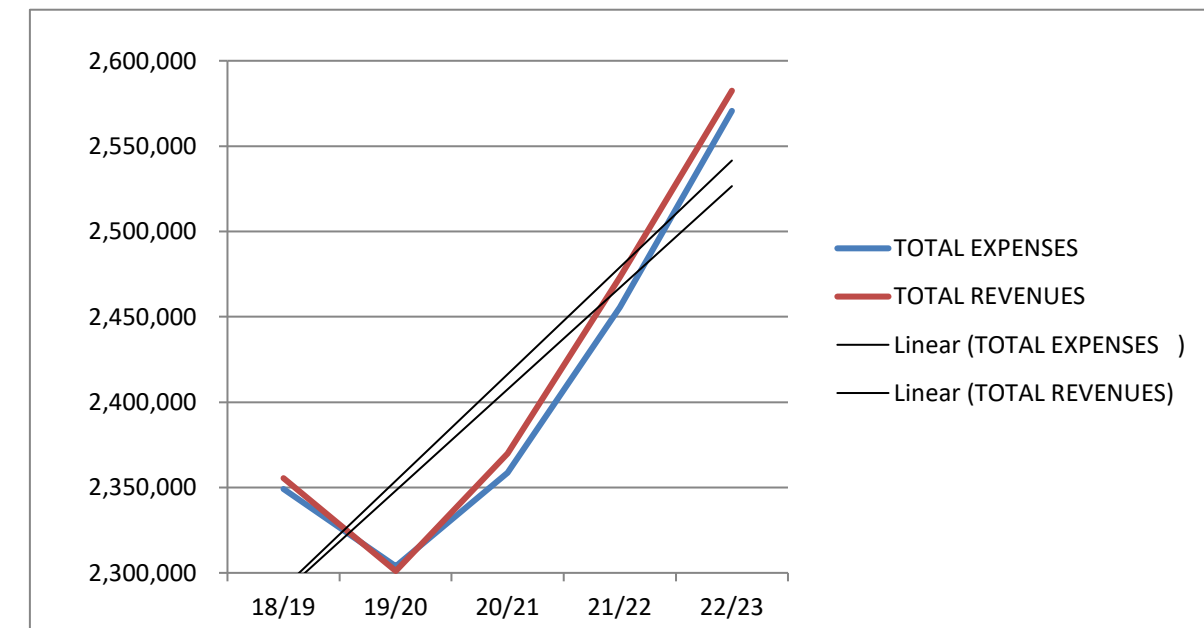


	6/30/2019 18/19	19/20	20/21	21/22	22/23	Since 17/18
Salaries and wages	243,653	233,806	219,127	248,396	261,914	
Employee benefits and payroll taxes	49,802	65,432	57,057	43,241	43,421	
Total salaries and related expenses	293,455	299,238	276,184	291,637	305,335	0.30%
	-3.60%	1.97%	-7.70%	5.60%	4.70%	
Building occupancy	27,540	27,368	29,132	29,037	30,015	
Meals/food expense	0	0	0	0	0	
Travel and transportation	4,949	4,595	556	900	1,077	
Supplies and other misc expenses	3,735	3,414	7,946	9,717	6,808	
Professional and contract services	19,532	20,906	27,390	28,792	36,653	
Vehicle expense	0	0		169	0	
Insurance	1,221	1,561	2,067	1,340	1,572	
Printing, advertising and dues	8,732	2,586	464	2,619	1,196	
Telephone and communication	8,483	7,547	6,726	6,775	6,613	
Minor equipment	-	3,812		1,690	3,713	
Equipment rental & repair	-					
Interest expense	0					
Staff training	862	371	120	200	120	
Taxes, licenses and bank fees	889	1,325	637	882	1,004	
Major equip/LHI						
Depreciation						
Indirect administrative	56,070	63,501	59,924	65,084	66,483	
Sub-total - direct operations	132,012	136,986	134,962	147,205	155,254	25.55%
	6.76%	3.77%	-1.48%	9.07%		
Day care home food payments	3,358,357	3,274,208	3,559,785	3,083,530	3,498,069	
Child care centers food payments	144,774	108,241	25,483	35,581	93,275	
Contributions to other agencies	0	0	3132.96	0	0	
Sub-total - pass through	3,503,131	3,382,449	3,588,401	3,119,111	3,591,344	-17.52%
	-19.54%	-3.44%	6.09%	-13.08%	15.14%	
TOTAL EXPENSES	3,928,598	3,818,673	3,999,547	3,557,953	4,051,933	-15.27%
	-17.85%	-2.80%	4.74%	-11.04%	13.88%	
REVENUES						
Local jurisdictions-County	15,000	15,000	13,500	15,000	4,375	
Local jurisdictions-Cities	-					
Government grants (State)	-			33,847	38,450	
Government grants (Fed)	403,248	394,348	392,452	554,720	465,014	
Foundations	8,000	8,000	10,000			
Donations/Fundraising	4,433	8,646	12,545	9,064	5,739	
Earned income	622		2,951	1,002		
Misc	-					
Passed through revenue (Fed)	3,502,759	3,381,614	3,585,268	2,998,103	3,591,345	
Interprogram revenue-(Earned income)	-					
TOTAL REVENUES	3,934,062.00	3,807,606.95	4,016,716.81	3,611,735.95	4,104,922.40	
ANNUAL GAIN/LOSS	5,464	(11,066)	17,169	53,783	52,989	118,339



WIC HISTORY 18/19 - 22/23

	<u>18/19</u>	<u>19/20</u>	<u>20/21</u>	<u>21/22</u>	<u>22/23</u>	Since <u>17/18</u>
Salaries and wages	1,319,157	1,269,904	1,259,509	1,326,008	1,414,259	
Employee benefits and payroll taxes	272,412	283,760	257,431	289,218	305,451	
Total salaries and related expenses	1,591,569	1,553,664	1,516,940	1,615,226	1,719,710	
	-3.41%	-2.38%	-2.36%	6.48%	6.47%	4.36%
Building occupancy	197,597	226,455	223,410	231,511	256,933	
Meals/food expense	0	0	0	1815	14573	
Travel and transportation	17,371	4,743	-	106	753	
Supplies and other misc expenses	42,773	27,742	59,622	53,608	42,987	
Professional and contract services	21,180	22,401	28,760	37,099	54,742	
Vehicle expense	0	0	0	0	0	
Insurance	10,062	10,123	10,343	10,634	11,238	
Printing, advertising and dues	3,441	4,199	5,552	3,515	6,587	
Telephone and communication	34,863	43,321	55,113	43,764	24,118	
Minor equipment	33,226	24,013	65,666	24,073	6,501	
Equipment rental & repair	778	809	1,032	1,859	3,713	
Interest expense	0	0	0	0	0	
Staff training	18,268	11,813	19,167	14,709	13,399	
Taxes, licenses and bank fees	3,490	3,699	3,100	3,001	2,246	
Major equip/LHI	8480	15405	0	35797.28	13598	
Depreciation	24,111	22,230	27,181	27,323	27,569	
Indirect administrative	341,910	333,237	342,724	351,642	371,984	
Sub-total - direct operations	757,550	750,190	841,670	840,456	850,941	
	0.79%	-0.97%	12.19%	-0.14%	1.25%	13.22%
Day care home food payments	0	0	0	0	0	
Child care centers food payments	0	0	0	0	0	
Contributions to other agencies	0	0	0	0	0	
Sub-total - pass through	0.00	0.00	0.00	0.00	0.00	
TOTAL EXPENSES	2,349,119	2,303,854	2,358,610	2,455,682	2,570,651	
	-2.10%	-1.93%	2.38%	4.12%	4.68%	7.14%
REVENUES						
Local jurisdictions-County	-	-	-	-	-	
Local jurisdictions-Cities	-	-	-	-	-	
Government grants (State)	-	-	-	-	-	
Government grants (Fed)	2,341,380	2,295,929	2,352,438	2,448,247	2,545,785	
Foundations	2,000	-	-	-	-	
Donations/Fundraising	4,440	3,355	11,359	8,420	2,343	
Earned income	6,000	-	4,373	14,650	32,685	
Misc	1,804	1,803	1,657	1,799	1,656	
Passed through revenue (Fed)	-	-	-	-	-	
Interprogram revenue-(Earned income)	-	-	-	-	-	
TOTAL REVENUES	2,355,624	2,301,088	2,369,827	2,473,115	2,582,470	
ANNUAL GAIN/LOSS	6,504	(2,766)	11,217	17,433	11,819	44,207



**AGENCY BOARD RESOLUTION
RESOLUTION # 2020-03-03**

At the duly noticed regular meeting of the Community Bridges Board of Directors held on the 20th day of March 2024 the following resolution was made:

Be it resolved that the Board of Directors of Community Bridges hereby authorize Community Bridges CEO and CFO to open a Money Market account and be designated as signers as described:

1. Santa Cruz County Bank
Money Market Account
Create account and add as Signers: Raymon Cancino, CEO; Douglas Underhill, CFO

Be it also resolved that the Board of Directors of Community Bridges hereby verifies that Community Bridges' Tax ID number 94-2460211.

_____ Sar Siegal, Secretary

VERIFICATION

Each of the undersigned declares under penalty of perjury under the laws of the State of California that the statements in the foregoing certificate are true and correct of his or her own knowledge, and that this declaration was executed on March 20, 2024, in Santa Cruz, California.

_____ Jack Jacobson, Chair

_____ Sar Siegal, Secretary

Agency Board Resolution
RESOLUTION # 2024-03-02

RESOLUTION AUTHORIZING COMMUNITY BRIDGES/LIFT LINE TO MAKE A CLAIM FOR FY24/25 TDA/STA FUNDS FROM THE REGIONAL TRANSPORTATION COMMISSION THROUGH THE CITY OF SANTA CRUZ

WHEREAS, the Transportation Development Act (TOA) of 1971 provides that the applicant may file an Article 8 claim for monies from the Local Transportation Fund; and

WHEREAS, the Regional Transportation Commission (RTC) has identified a process for TOA claims in their Rules and Regulations; and

WHEREAS, Community Bridges desires to apply for said financial assistance to permit operation of paratransit service in Santa Cruz County; and

WHEREAS, the Community Bridges has, to the maximum extent feasible, coordinated with other transportation providers and users in the region (including social service agencies).

NOW, THEREFORE, BE IT RESOLVED AND ORDERED that the Community Bridges does hereby authorize Raymon Cancino, CEO, to file and execute applications on behalf of Community Bridges with the Department to aid in the financing of capital projects pursuant to TOA claim, as amended.

That **Raymon Cancino, CEO; Michele Miller, Director of Business Operations; Douglas Underhill, CFO** is authorized to execute and file all certifications of assurances, contracts or agreements or any other document required by the Department.

That **Raymon Cancino, CEO; Michele Miller, Director of Business Operations; Douglas Underhill, CFO** is authorized to provide additional information as the RTC may require in connection with the application for the TOA claim.

That **Raymon Cancino, CEO; Michele Miller, Director of Business Operations; Douglas Underhill, CFO** is authorized to submit and approve request for reimbursement of funds from the RTC for the TOA claim.

PASSED AND ADOPTED by Community Bridges Board of Directors of the *Santa Cruz County*, State of California. Passed by unanimous consent of the Board of Directors on 3/20/24.

Jack Jacobson, Chair

Sara Siegel, Secretary