



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

HYBRID BOARD OF DIRECTORS MEETING
Wednesday, June 12, 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**
- 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 February 21, 2024 Board of Directors Meeting*
- 6.2 Draft Minutes of the March 20, 2024 Board of Directors Meeting*
- 6.3 Draft Minutes of the March 13, 2024 Governance Committee Meeting*
- 6.3a 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.**
- 6.4 Draft Minutes of the April 10, 2024 Governance Committee Meeting*
- 6.4a Motion to accept all three action items as recommended by staff. Motion moved by Silvia/Aloke, MSP.**
- 6.5 Draft Minutes of the May 8, 2024 Governance Committee Meeting*
- 6.6 Draft Minutes of the March 13, 2024 Finance Committee Meeting*
- 6.7 Draft Minutes of the April 10, 2024 Finance Committee Meeting*
- 6.7a Motion to move staff’s recommendation to open a money market account to recommendation. Motion moved by Jack/Aloke, MSP.**
- 6.7b Motion to move staffs recommendation for TDA/STA 24-25 Funding. Motion moved by Jack/Aloke, MSP.**
- 6.8 Draft Minutes of the May 8, 2024 Finance Committee Meeting*
- 6.9 Board Meeting Schedule FY 24/25*
- 6.10 Program Presentations Schedule FY 24/25*
- 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** (15 min)
- a. EED Tuition Rates
- 6:45 10. Development Report–Tony Nunez/ Anna Vaage** (15 min)
- 7:00 11. Finance Committee Update – Doug Underhill** (25 min)
- 7:25 12. Newspaper Articles**
- a. [Community Bridges unveils ‘Wisdom of Our Elders’ mural](#) – Santa Cruz Sentinel, May 2024
 - b. [New mural, art exhibit sprout in Watsonville](#) – Good Times, May 2024
 - c. [Live Oak School District to appoint board member, vote on lease agreement with Community Bridges](#) – Lookout Santa Cruz, May 2024
 - d. [Pajaro Unmet Needs Disaster Program sees over 600 household applications ahead of Saturday deadline](#) – KION, April 2024
 - e. [Unlock the power of giving back this volunteer month with Community Bridges](#) – Lookout Santa Cruz, April 2024
 - f. [Unmet Needs Program Taking Off In Pajaro](#) – Good Times, April 2024
 - g. [County of Monterey unveils application numbers from the Unmet Needs Resource Program](#) – KION, March 2024
 - h. [Pajaro Flood: One Year Later](#) – Good Times, March 2024
 - i. [Editorial | Amid fiscal woes, Live Oak School District facing tough choices](#) – Santa Cruz Sentinel, March 2024
 - j. [1st Bay Area Farmworker Convention expected to gather hundreds from all over CA](#) – ABC 7, March 2024
 - k. [Se cumple un año de la inundación en Pájaro; varias familias y negocios esperan ayuda financiera](#) – KION, March 2024
 - l. [Overhaul of faulty Monterey County levee is finally underway – but flood risks remain](#) – San Francisco Chronicle, March 2024
 - m. [One year after Pajaro levee breached, many residents remain in dire need](#) – The Mercury News, March 2024
 - n. [Monterey County begins Pajaro disaster relief](#) – Santa Cruz Sentinel, March 2024
 - o. [The floodwaters have long receded from Pajaro. But one year later residents and businesses are still struggling to stay afloat](#) – Monterey County Weekly, February 2024
 - p. [\\$10 million approved to help Pajaro flood survivors](#) – KSBW, February 2024
 - q. [Who is behind the largest campaign donations in Santa Cruz County’s primary election cycle?](#) – Lookout Santa Cruz, February 2024
 - r. [Drastic Layoffs at Live Oak School District Loom](#) – Good Times, February 2024
- 7:25 13. Items for Next Agenda** (5 min)
- 7:30 14. Adjourn Regular Meeting**

Next Meeting:

September 18, 2024, 5 pm - 7:30 pm.



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

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

Present: Jack Jacobson, Ray Cancino, Mary McMillan, Darren Daley, Doug Underhill, Erika Rodriguez, Mayra Melendrez, Michele Miller, Sara Siegel, Steph Ruhl, Tyler Smith, Dana Wagner, Tony Nunez, Lois Sones, Jesus Bojorquez
Minutes: Mary Mackenzie

REGULAR SESSION DRAFT MINUTES

5:00 1. CLOSED SESSION

5:59 2. Adjourn Closed Session

5:59 3. Call to Order/Establish Quorum

5:59 4. Agenda Review

6:00 5. Announcements/Program Updates

Need to Change June 2024 BOD Meeting – it is on a CB Holiday.

6:01 6. *CONSENT AGENDA – Action Items (5 min)

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

6.1 Draft Minutes of the 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

No Quorum, Skipped.

6:01 7. Receive comments from members of the public on “Items not on the Agenda”

6:01 8. BOD Chair Report – Jack Jacobson

6:03 9. CEO Report – Ray Cancino

a. Program Updates – EED, ELD, ECM
Skipped

b. Board Development

We’ve obviously lost a couple members and haven’t had great success in replacing them. CEO would like to develop a board development pipeline. Making sure CB has

representation across the districts, the board represents the clients that we serve, local policy maker/jurisdiction, and there is a need to replace our higher education board member. Work on website button, and an infographic as well. How does the agency make board membership accessible to everyone. Will bring this up at MT. BOD Chair – contact us and Assistant to CEO can make sure to get a board packet for any prospective board member.

c. *Board Socialization*

Part of this is also similar to CEO's performance evaluation. There was discussion at governance about an event to socialize for prospective board members to talk about CB and our plans.

6:11 10. Development Report–Tony Nunez/ Anna Vaage

Development is up 31% in donation revenue. This is in part due to major donors and a most successful Food from the Heart along with overall activities and fundraising for the programs. Seeing growth in most of the programs if not all of them. La Manzana seems to still be a huge recipient of donations because of their work through the disasters. We've seen LMCR blow past their goal of \$5K, currently with \$50K. Doing work for the Farm to Fork event. Looking at Driscoll's location, August 10th. Volunteer week starts on April 22nd and we're throwing together a meal for Meals on Wheels drivers and volunteers that are specific to different sites. We are currently hosting community champions week for MOW. Monday Ramon Gomez, Tues. Sup. Manu Koenig, Yvette Brooks and Sup. Filipe Hernandez, and Sup. Zach Friend is going to go out on a route and will be meeting at MOW HQ. We have had some good press coverage: Adriana from Univision Central Coast and someone from Good Times. We put together a homage to CEO and his 10 years.

6:26 11. Finance Committee Update – Doug Underhill

a. *Finance Report*

CB is running a program deficit of \$466k about \$100k below board approved budget.

ELD ADA has increased and is now above 60 in March.

EED: HP needs a lot of analysis on it, the outlook went negative from 2 months ago. We saw declines in projected revenues. We need to decide if it's a valid ongoing concern.

Did include agency statement of financial position: \$1.3M loss, excluding fixed asset \$951k.

b. *Agency Trends – Discussion and Highlights*

18/19 to 22/23 – you can see 18/19 salary and wages \$8.4M and 22/23 \$9.9M increased by 19.4%. However, with inflation it has declined from 59% to 53% of the total budget. We did a lot of disaster work and direct aid.

Revenues over the past 5 years county funding \$2.3 to \$1. State funding is a success story. Federal funding has stayed stable. Foundations have filled in the decline in county and city funding. Graphs lay out what's going on in a simple sense. Total agency net assets – \$7M assets over the last 5 years. It goes through each program first is fund development – 174% growth.

All programs will vary greatly. Admin has increased a decent amount in size, very lean with our expenditures. Allowed us to put more into personnel. Funded from the programs. CB has had Covid hit, had ADA drop, had less employees, but paid more. LMCR has

increased 91% - a lot more FTEs, but some is wage increases. Federal programs like WIC and CACFP have pretty much stayed stable. This is related to the overall demographic shift in Santa Cruz County. WIC is seeing significant growth this year due to ECM. Looking at diversified revenue streams is what some programs need to do.

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

Will need to be email vote

- 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*

Will need to have email vote

- 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.*

Will need to have email vote.

No Quorum, done in April GC.

6:50 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

6:50 13. Items for Next Agenda

6:50 14. Adjourn Regular Meeting

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



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

Prepared by Mary Mackenzie

Zoom: <https://zoom.us/j/326410777>,
or call +1 669 900 6833
Meeting ID: 326 410 777



Governance Committee Meeting
Wednesday, April 10, 2024, 6-7 pm
Zoom: <https://zoom.us/j/326410777>
Meeting ID: 326 410 777

Present: Jack Jacobson, Ray Cancino, Michele Miller, Alope Mukherjee, Doug Underhill, Sara Siegel, Silvia Morales
Minutes: Mary Mackenzie

REGULAR SESSION
DRAFT MINUTES

6:00 1. Meeting to order/Establish Quorum

6:00 2. Closed Session

See closed session minutes.

6:36 3. Consent Agenda

a) *3/13/24 Regular Session Draft Minutes*

Motion to approve consent agenda as written. Motion moved by Silvia/Sara, MSP.

6:36 4. Agenda Review

6:36 5. Action Items – All need motions/Votes

a) *Direct CFO and CEO to open and invest excess cash flow into a Money Market Account*

b) *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*

c) *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.*

Motion to accept all three action items as recommended by staff. Motion moved by Silvia/Alope, MSP.

6:39 6. Community Bridges – Expansion Monterey

a. *Lift Line*

Reached out to Monterey County, reached out to Monterey partners in Salinas, they operate up to Castroville, but north of there, there is a void. CB also could expand rides when picking up people for ELD. TAMC is the Monterey County regional transportation agency. There is a mobility company that is all volunteer

run, ITIN Monterey. They are the primary folks that are doing the non-emergency transportation in Monterey County. They are using their own vehicles. MST subcontracts all their paratransit out to Mobility Vehicles. CB is identifying ways in which LL could expand into Monterey County. There is one grant source that the agency could be competitive with, Measure X in Monterey. It's beginning of long term work there. Does LL have the vehicles and drivers that are available to do this or are we going to expand? CB is two drivers down right now, but based on our plans, there is a little bit of availability. CB is already going into the county, 1 mile into Pajaro, but the agency wants to go into it about 5 miles. So initially yes, but longer term, then LL would be talking about needing additional drivers. Have you put any thought into a parking lot for vehicles to rent? That is next steps in 3-5 years. Right now, the agency is trying to get rides for ELD, not just LL. When CB is talking 5-10 years out, yes to building out another small building. CB does need to write it out in terms of not only goals, but how to get there. Measure X funding is every two years, just did it last year, so CB will have to wait until next year.

- b. *Elderday- Expansion is dependent on Lift Line expansion and our ability to reach out to partners and clients in Monterey. We are now ready to move forward and to submit and outreach to eligible clients through multiple partners.*
- c. *Community Partner Meeting – TAMC, in Monterey and MST*
Everyone was very welcoming except for MST. They're the taxi authority for the county as well. They are managing all transportation for the county. I'm trying to support expansion of services. It's TAMC's money, so not MST's authority but there is a need to continue to work together to expand available resources.

6:52 7. Items for next GC Agenda/BOD Agenda (2 min)

None.

6:54 8. Adjourn

Next Meeting: May 8, 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

Governance Committee Meeting

Wednesday, May 8, 2024, 6-7 pm

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

Meeting ID: 326 410 777

REGULAR SESSION DRAFT MINUTES

Present: Jack Jacobson, Michele Miller, Sara Seigel, Ray Cancino, Alope Mukherjee, Silvia Morales

Minutes: Mary Mackenzie

6:00 1. Meeting to order/Establish Quorum

6:00 2. Closed Session

See closed session minutes.

6:45 3. Consent Agenda

a) *4/10/24 Regular Session Draft Minutes*

See closed session – both approved

6:47 4. Agenda Review

6:55 5. Elderday Mural Open House – Speaker Rivas (3 min)

Speaker Rivas is coming to Elderday's Mural Open House on May 17 at 2pm. Speaker Rivas will be here from 2-3pm. One of the artists had a family that was a participant at Elderday. The Jams Iggy and Jessica are the artists.

6:53 6. Board Roster – Recommendation of Potential BOD Members

See closed session.

6:57 7. Items for next GC Agenda/BOD Agenda (2 min)

Approving preliminary board budget which include \$1M prior year funds. CB is hoping to get some good news.

6:58 8. Adjourn

Next Meeting: July 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



Finance Committee

Wednesday, April 10, 2024, 5:00-6:00 PM

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

Zoom Meeting ID: 326-410-777

Santa Cruz County, CA

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

Minutes: Mary Mackenzie

AGENDA

5:00 Agenda Review

5:05 CFO Report – Doug Underhill

a) Department updates and announcements

Our Staff Accountant moved over to become a GA – she’s working on Elderday. We were able to hire her replacement. Also, Fiscal has someone that is in college, but has started as a limited term, part time position. There have been a couple of situations where a couple of employees have been in and out due to medical needs.

Coming up we have the TDA claim that fiscal will be turning in and the CB quarterly report due on the 20th of the month. CFO is starting to get in preliminary budgets for programs. Starting to review those and from there will be able to then create the admin budget. There are some shortfalls in certain programs and gaps were identified and we will see what CB can do in terms of adjustments of trying to acquire additional revenue. Finance will see the budget next month.

b) February 29th, 2024 Program Budget Summary

This is through the end of February and did see a slight increase.

WIC saw minimal change.

EED saw an increase in program supplies and nutrition and slight decrease in personnel. HP is down \$90k. The question of whether CB can continue to operate HP, how do we get to the break-even point?

ELD has been a challenge this year, Their YTD ADA moved from 53.4 to 54.4 from Jan. to Feb. and their current ADA is running at 61.75. As CB looks at building a budget, they need to be over a 70 ADA. Within the next 18 months to 2 years with the CCAH increase our ADA could increase by 25%. CB is targeting an 86 ADA.

ECM – there were some setbacks with ECM, with the departure of the ECM project manager.

MOW is seeing increased food costs. They also saw an increase in Food from the Heart revenues that came in above projections. There are also personnel changes and some restructuring.

LL – CB added \$50k in SGR funding. The RTC saw a slight increase in personnel. LLL was awarded additional LCTOP funding of \$148k, we're usually in line for 8-9% of the funding, about \$70k, we asked for 300k, we'll be able to put in another EV.

FRC- balanced pretty much even, fiscal forward some revenues to net FY.

CACFP – expenses exceeded revenues, in Jan. and Feb. Daycare home count was 360 in Feb. An average being 400 is what we like to see. Jan. is the lowest yearly.

Admin – increase \$20k indirect, but there are more personnel expenses.

Dev. down from projected.

519/521 main is balanced.

Pass a recommendation to open a money market

c) Cash Flow

d) Investments and Funds – February 29th, 2024

Fixed assets are doing great.

Solid gains in beach house. Solidly in the 5s. endowments \$796k. T-bills are maturing soon \$1.09M

5:25 ELD ADA

ELD ADA – March 61.75. We have recently seen an ADA of 65 and an ADA of 69. Moving in the right direction.

5:25 Motion to Recommend SCCB Money Market Account

Motion to move staff's recommendation to open a money market account to recommendation. Motion moved by Jack/Aloke, MSP.

5:26 Motion to Recommend, mspd TDA/STA 24-25 Funding

Motion to move staffs recommendation.= for TDA/STA 24-25 Funding. Motion moved by Jack/Aloke, MSP.

5:27 Discussion on EED – More information to be provided.

Projected to earn \$242k for private pay fees, which is large jump from last years' \$100k. To balance the budget, she'd need \$450k, which in theory is possible, but everything would have to be perfect. Some things to look at would be bringing in program assistants vs. teachers. An infant teacher is about \$81k. If you consider just personnel costs, and prorated expenses \$25k. Different ratios depending on the ages. We are not that competitive compared to other programs out there, we'd like to be able to provide subsidies. What does it take? Does the agency make it a state subsidized site? Or operate just HP? Make a comingled site. What EED is currently charging vs what EED would need to charge to keep it a private pay site needs to be determined. There's potentially another opportunity, SLVSD has to have transitional schooling. It has to be a subsidized site, EED might be able to make it a partnership. There's very little difference. Is the agency going to be able to have the same level of

response. CB has a hold harmless for two years, but CB has to project out to years 3 and 4. One thing CEO has requested in the short term, find 3 comparable sites in terms of what they are charging for 3- and 4-year-olds. Any private pay individual can't pay less than what the cost of service is that we charge the state. The subsidized people may have to pay a little higher rate. It's becoming increasingly difficult to navigate that nexus. A Board member thinks that the agency is on the right path. The afterschool programs are 100% full, so the need is there, however upper management has faced some resistance. No one can leave the valley and work for 8 hours and make it back during the hours of operation. Or using some of the program assistants. If CB moves it to a subsidized system, then the agency is not going to be able to help the middle-income families. The obstacles came from the loss of CORE funding. CB could use the revenues at both subsidized and HP.

5:53 Adjourn



Finance Committee

Wednesday, May 8, 2024, 5:00-6:00 PM

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

Zoom Meeting ID: 326-410-777

Santa Cruz County, CA

Present: Jack Jacobson, Doug Underhill, Ray Cancino, Alope Mukherjee

Minutes: Mary Mackenzie

DRAFT MINUTES

5:00 Agenda Review

5:05 CFO Report – Doug Underhill

a) *Department updates and announcements*

As far as this year goes, through March 31, we're close to the budgeted usage of prior year funds. \$364k, versus as of now projected down \$415k. There was a shift in admin, who hired an accounting position, and \$13k to a temp agency.

Development had expenses of Farm to Fork with a net change of \$2,400 for the programs.

b) *March 31, 2024 Program Budget Summary*

c) *Cash Flow – Bonds/Money Market*

d) *Investments and Funds – April 30th, 2024*

Investments were a little down in April, moving with the market. \$525k-\$508k and \$796-\$790k. T-Bills matured, and the funds were moved back to SCCB. Once CB can, the agency will move funds to the Money Market.

5:30 ELD ADA

ELD: ADA 65.29 for April. It was 48 in January. Still adding clients. The program is looking to get to pre-covid which was 70-72, but ultimately to get to an 88 ADA. On May 17, the speaker of the house will be at ELD. On 4/15 ELD had an ADA of 76! The last two days in April ELD hit 70 ADA. The program needs to continue to increase ADA.

5:35 Prelim Budgets

CB has had situations throughout Covid, where the agency has had the preliminary budget ready in June, but had to do final budget in Sept/Oct.

a) *Meals on Wheels*

MOW is in a situation where the agency has seen a lot of funding come through from Families First, CRSSAA, ARPA, but a lot of the funding is sunsetting. There are a lot of things that MOW wanted to do last year. Some things have been delayed. Looking at

additional revenue streams either in the form of MTM or ECM. Now the program is feeding all these people, but some revenue streams aren't there. CEO reached out to Clay to get some indications. How does the agency turn down people who are hungry? CB doesn't have a permanent site for the kitchen. What kind of kitchen is the agency looking for? 3500sq ft commercial kitchen ideally 5000 sq ft, since there is a need for space for offices as well. CB might be looking for a commercial lease. A board member may have something that CB may want to look at. The program will start in a deficit FY 24-25; it is currently projected down \$66k for FY 23-24. When MOW started the year, they were in a deficit.

There are two routes that CB can go – cut meals/services and the agency could also have staffing in place to build out, ECM and doing a component to that. The second is MTM which is a CAL Aim expansion. The other big liability out there is the BOS had basically allocated a fixed amount of dollars for meals across the county. Over time it has dwindled down to \$500k. The County had a meeting last week that accepted the staff recommendations for CORE funding. The county has gone from a little under \$6M to \$4.5M and no longer has a carve out for meals. MOW will have to apply for funding in a competitive process. All programs will need to be prepared for the fall out on that and communicate and address that. We will also need to apply for AAA funding. Losing the CORE would be one thing, but AAA funding is necessary to run the program. What percentage did CB get last cycle? What does the agency expect to get this year? Went from \$1.267M down to \$406k.

WIC brought in \$18,750, that's with 1.5 FTEs working on ECM.

b) *Elderday*

ADA is moving in the right direction. We are beginning to see a lot of light at the end of their tunnel. CB can expect that ELD and MOW will have some deficits to start the year.

c) *FRC's*

The FRCs just received a \$750k grant over the next 3 years. Still have a lot of adjustments (ECM needs to be built in). CB still has some money unspent PATH-CITED funding this fiscal year. The agency has requested an extension for spending the funds. CB asked if it could be extended to December, however, we haven't heard one way or the other. It would help ELD and bring WIC into a surplus. FRCs have applied for and are awaiting confirmation of round two PATH-CITED funding.

d) *EED*

Trying to figure out some sort of path to break even for the HP site. How do you plan to execute? We can't continue to lose money at that site.

5:45 Adjourn

Next Meeting May 12th, 2024



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

BOARD OF DIRECTORS
Schedule of Meetings
FY 2024-2025

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

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

Meeting ID: 613 973 795

Staff Appreciation Picnic: August 24, 2024

Wednesday, September 18, 2024

Wednesday, November 20, 2024

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

Wednesday, January 15, 2025

Wednesday, February 19, 2025

Wednesday, March 19, 2025

Wednesday, June 18, 2025



COMMUNITY BRIDGES
PUENTES DE LA COMUNIDAD

Schedule of Program Board Reports FY 2024/2025

September

MOW

EED

November

FRC

January

WIC

February

CACFP

March

ELD

June

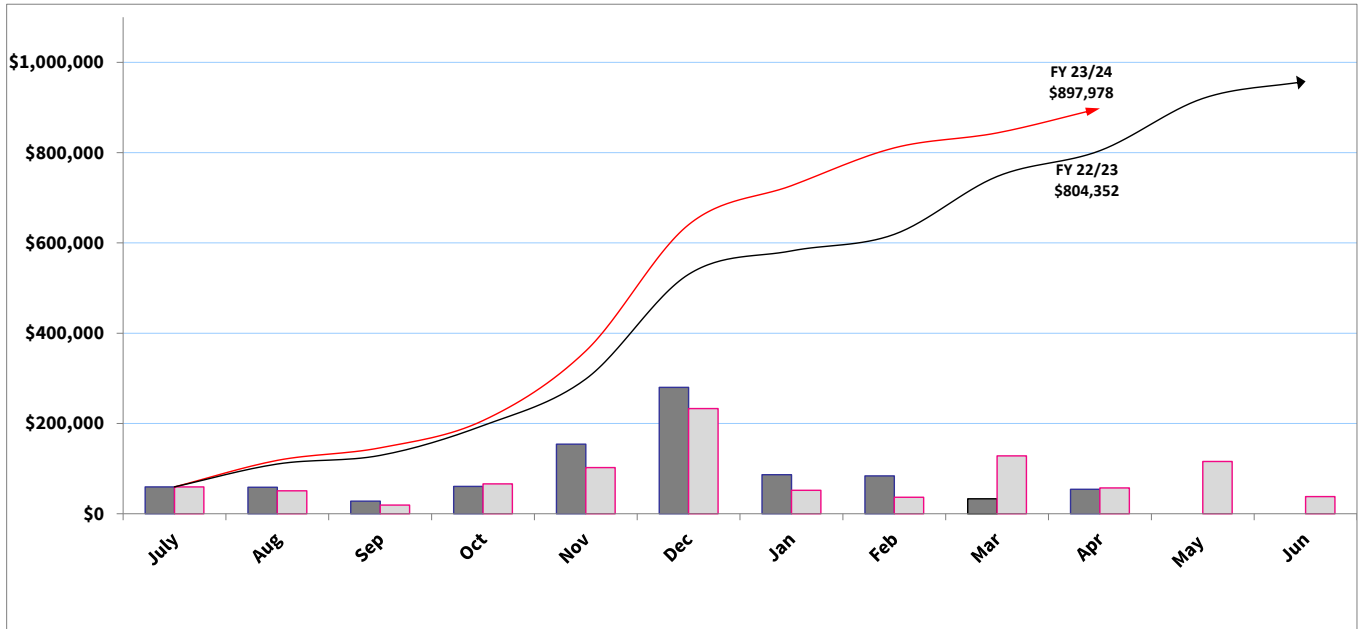
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<u>Name of Preschool</u>	<u>Ages</u>	<u># Days</u>	<u>Full Days</u>	<u>Half Days</u>	<u>Extended Days</u>
Quail Hollow Montessori-Felton	2.5-6 yrs	5	\$2,081.00	\$1,248.00	
		4	\$1,665.00	\$999.00	
		3	\$1,498.00	\$899.00	
	1.5-2.5 yrs	5	\$2,360.00	\$1,416.00	
		4	\$1,888.00	\$1,133.00	
		3	\$1,699.00	\$1,019.00	
	6 mo-18 mo	5	\$2,584.00	\$1,424.00	
		4	\$2,067.00	\$1,142.00	
		3	\$1,860.00	\$1,116.00	
Little Acorns Montessori-Santa Cruz	2.5-6 yrs	5	\$2,081.00	\$1,248.00	
		4	\$1,665.00	\$999.00	
		3	\$1,498.00	\$899.00	
	1.5-2.5 yrs	5	\$2,360.00	\$1,416.00	
		4	\$1,888.00	\$1,133.00	
		3	\$1,699.00	\$1,019.00	
	6 mo-18 mo	5	\$2,584.00	\$1,424.00	
		4	\$2,067.00	\$1,142.00	
		3	\$1,860.00	\$1,116.00	
Natural Bridges Childrens Center-Santa Cruz	2.5-5 yrs	3/4 day-5 days	\$1,745.00		
		3/4 day-4 days	\$1,550.00		
		1/2 days-4 days	\$1,200.00		
		Extended days	\$2,065.00		
Calvery Preschool-Santa Cruz	2-5 yrs	5	\$1,335.00	\$920.00	
		4	\$1,180.00	\$750.00	
		3	\$925.00	\$575.00	
		2	\$650.00	\$390.00	
Coastal Community Preschool-Santa Cruz	2-3 yrs	5 days (7:30-6:00)	\$1,796.00		
		5 days (8:30-4:30)	\$1,677.00		
		HALF DAY		\$1,183.00	
	3.75-5 yrs	5 days (7:30-6:00)	\$1,148.00		
		5 days 8:30-4:30	\$1,628.00		
	HALF DAY		\$1,148.00		
Montessori Community School-Scotts Valley	2.5 -Kinder	5 days (8:30-3:00)	\$1,615.00	\$1,546.00	
		Kinder age 5 before 9/1/23	5 days (8:30-3:00)	\$1,333.00	
		18 months-36 months	5 days (8:30-3:00)	\$2,166.00	
			4 days (8:30-3:00)	\$1,894.00	
	6 weeks-18 months	5 half days (8:30-12:00)		\$1,622.00	
		5 days (8:30-3:00)	\$2,421.00		
		4 days (8:30-3:00)	\$2,177.00		
	5 half days (8:30-12:00)		\$2,014.00		
Santa Cruz Toddler Center-Santa Cruz	No age specified	5 days M-Th 8-4 Fri 8-1	\$2,485.00		
Discovery Preschool-Santa Cruz	2.5 yrs -5 years Soquel location	5 days	\$1,751.00	NO HALF DAY	\$2,163.00
		4 days	\$1,586.00	\$1,154.00	\$1,998.00
		3 days	\$1,225.00	\$932.00	\$1,450.00
	2.5 -5 yrs- West Location	5 days closes @1 on Fri	\$1,751.00	NO HALF DAY	
		4 days	\$1,586.00	\$1,154.00	
		3 days	\$1,225.00	\$932.00	
	2.5-5 yrs-The Farm Location	5 days half day only		\$1,185.00	
		3 days half day only		\$825.00	
		2 days half day only		\$570.00	
	2.5-5 yrs-Midtown Location	5	\$1,751.00	NO HALF DAY	
		4	\$1,586.00	\$1,154.00	
3		\$1,225.00	\$932.00		

**Development Progress Report
Fiscal Year 2023-24
April 30, 2024**

Donation Revenue (Excluding Grants)

Total	Fiscal Year	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
	Current Year 23/24		\$59,425	\$58,835	\$27,788	\$60,344	\$154,259	\$279,808	\$86,326	\$83,738	\$33,146	\$54,309		
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: 4/30/23 to 4/30/24						\$93,626	11.6%	change						



A. Cumulative YTD Donations

- 23/24 Donations YTD \$897,978 96% Portion of goal met
- 22/23 Donations YTD \$804,352 11.6% Change over prior year
- 23/24 Donation Goal \$940,100 83% Portion of year lapsed
- 23/24 Disaster Relief \$33,369 3.7% included above

Fundraising Campaign Report Through April 30, 2024

Donations to Programs	23/24 Goal	23/24 YTD	% Goal Met	22/23 Final
CB General Funds	\$342,400	\$332,709	97%	\$324,972
Child and Adult Care Food Program	\$5,600	\$5,974	107%	\$5,705
Early Education Division	\$6,000	\$3,668	61%	\$3,700
Women, Infants & Children	\$3,500	\$6,785	194%	\$1,545
Elderday	\$9,000	\$23,832	265%	\$6,180
Lift Line	\$19,000	\$5,400	28%	\$6,930
Meals on Wheels	\$435,000	\$416,191	96%	\$461,560
La Manzana Community Resources	\$5,000	\$50,942	1019%	\$28,437
Live Oak Community Resources	\$29,000	\$6,115	21%	\$53,403
Mountain Community Resources	\$76,600	\$42,613	56%	\$57,041
Nueva Vista Community Resources	\$9,000	\$3,750	42%	\$8,441
Total Program Revenue	\$940,100	\$897,978	96%	\$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 Spring Mailer	\$5,000	\$4,850	n/a	\$4,850
CB Farm to Fork Gala	\$60,000	\$47,938	\$59,358	(\$11,420)
General Donations	\$234,300	\$216,106	\$201,880	\$14,226
Giving Tuesday	\$22,100	\$22,109	\$21,611	\$498
Major Gifts \$5,000+	\$220,200	\$181,469	\$182,976	(\$1,507)
Monterey County Gives	n/a	\$4,101	n/a	\$4,101
MCR Mountain Affair	\$25,000	\$15,890	\$20,378	(\$4,488)
Monthly Donations	none	\$29,813	\$23,990	\$5,823
MOW Client Contributions	\$8,000	\$6,160	\$1,304	\$4,856
MOW Fall Mailer	\$150,000	\$167,365	\$150,600	\$16,765
MOW Spring Mailer	\$65,000	\$24,948	\$20,693	\$4,255
MOW Food from the Heart	\$34,000	\$64,148	\$54,700	\$9,448
Outside Fundraisers	\$15,000	\$18,151	\$37,593	(\$19,442)
Payroll Contributions	none	\$23,400	\$21,027	\$2,373
Santa Cruz Gives	none	\$12,794	\$8,092	\$4,702
Disaster Relief Funds	none	\$33,369	\$303	\$33,066
Upcoming Activities	tbd	tbd	tbd	tbd
Total Campaign Revenue	\$890,100	\$897,978	\$804,352	\$93,626

COMMUNITY BRIDGES
Program Budget Summary
April 30, 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	2,957,577	3,118,051	0	160,474	367,119	12.5%	59,702	2.0%	430,076
Early Education Division	445,968	3,145,860	2,957,870	2,843,017	24,500	(114,853)	331,115	11.2%	(9,433)	-0.3%	411,891
Elderday	(387,752)	2,717,625	2,523,475	2,264,715	360,000	(258,760)	(646,512)	-25.6%	103,238	4.1%	356,139
Meals on Wheels	1,578,929	2,837,314	2,917,074	2,890,740	185,000	(26,334)	1,552,595	55.1%	44,837	1.5%	418,157
Lift Line	(57,965)	3,207,421	3,492,532	3,454,693	360,000	(37,839)	(95,804)	-3.1%	(1,846)	-0.1%	404,438
La Manzana Comnty Res	353,246	1,174,202	2,098,065	2,181,358	181,588	83,293	436,539	20.9%	9,146	0.4%	157,157
Mountain Comnty Res	384,197	706,070	822,897	801,209	127,404	(21,688)	362,509	44.6%	2,644	0.3%	86,641
Nueva Vista Comnty Res	334,752	508,463	529,107	528,063	84,271	(1,044)	333,708	63.6%	(6,047)	-1.1%	76,280
Live Oak Comnty Res	200,863	540,525	548,416	563,919	119,677	15,503	216,366	39.5%	(10,958)	-2.0%	77,291
CACFP (CB FY)	77,774	4,274,476	3,961,423	3,973,716	96,000	12,293	90,067	10.4%	(2,118)	-0.1%	68,900
Administration	171,423	2,552,645	2,605,653	2,647,334	255,265	41,681	213,104	8.2%	24,293	0.9%	7,265
Philanthropy	487,444	392,400	487,265	422,015	40,000	(65,250)	422,194	86.6%	(10,583)	-2.2%	70,878
TOTAL PROG OPERATIONS	3,795,524	25,038,805	25,901,354	25,688,830	1,833,705	(212,524)	3,583,000	16.69%	202,875	0.8%	2,565,113
LOCR-Capital Campaign	479,649		26,500	28,871	0	2,371	482,020	NA	(18,479)		0
CBHQ FY 23/24 Activity		-	242,847	240,159	0	(2,688)	(2,688)	NA	1,224		0
501 Main Street	838,685		1,733,245	894,560	0	(838,685)	-	NA	-		32,221
Fixed Assets & Gen'l Agy	8,579,657	-	1,780	72,236	0	70,456	8,650,113	NA	(6,357)		0
TOTAL AGENCY	13,693,515	25,038,805	27,905,726	26,924,656	1,833,705	(981,070)	12,712,445	16.69%	179,263	0.6%	2,597,334

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
April 30, 2024**

PROGRAM NAME:

WIC	-10K personnel, -6K minor equip, slight increase other expenses, +ECM revenues
Early Education Division	-119K HP, -9K private pay HP
Elderday	YTD ADA +from 54.5 to 56.3, April ADA = 65.29, May = 67.13, +33K ECM Rev
Meals on Wheels	Trimmed all year end expenditure lines - No LOCR Maint projects remaining FY 23/24
Lift Line	+8K personnel, +20K taxi, -12.5K script, -15K other exp.
La Manzana CR	+421K Monterey Direct Aid, +517K Rev Monterey, -27K personnel, -25K rev CA fire foundation, -20K ECM CCAH Rev
MCR	+11K personnel, +6K prof services, +25K CA Fire Foundation Rev
Nueva Vista CR	+3k personnel, minimum other changes
Live Oak CR	-4.5K personnel, -3K contracted services, -18K investments rev
CACFP	Expenses exceeded Rev in Feb. Jan DCH = 334
Administration	-26K Indirect, -50K staff training, +8K Legal, +5K Minor Equip
Philanthropy	Flat donations in April, -20K proj. +5K political contribution, -15K other expenses
LOCR-Cap Campaign	Actual YTD less proj FY 23/24 expenses, 4/30/2024 \$508,520
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 4/30/2024 \$790,515
Total Agency	Total Programs -212K, BOD approved budget -364K