



BOARD OF DIRECTORS MEETING

Wednesday, June 18, 2025, 5:00 PM to 7:30 PM

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 March 19, 2025 Board of Directors Meeting

6.2 Draft Minutes of the April 16, 2025 Governance Committee Meeting

6.3 Draft Minutes of the May 14, 2025 Governance Committee Meeting

6.4 Draft Minutes of the June 11, 2025 Governance Committee Meeting

6.5 Draft Minutes of the June 11, 2025 Development Committee Meeting

6.6 Email Resolution TDA/STA Funds – Passed

RESOLUTION AUTHORIZING COMMUNITY BRIDGES/LIFT LINE TO MAKE A CLAIM FOR FY25/26 TDA/STA FUNDS FROM THE REGIONAL TRANSPORTATION COMMISSION THROUGH THE CITY OF SANTA CRUZ

6.7 Draft of the Board of Directors Meeting Schedule for FY 25/26

6.8 Resolution to change signers on the Beach House Capital Reserve Account

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 (25 min)

a) FY 25/26 Budget

b) FY 25/26 Development and Communications Plan

c) Funding Update (Federal and State)

6:55 10. Development Report–Tony Nunez/ Anna Vaage (15 min)

7:10 11. Finance Committee Update – Doug Underhill (15 min)

7:25 12. Newspaper Articles

- a) [Wagner leads Meals on Wheels for Santa Cruz County as senior program director](#) – Press Banner, February 2025
- b) [Longtime Community Bridges employee promoted](#) – Lookout Santa Cruz, February 2025
- c) [Caroline’s Thrift holds annual gifting ceremony](#) – The Pajaronian, February 2025
- d) [Top ways to volunteer with seniors this March in Santa Cruz County](#) – Lookout Santa Cruz, March 2025
- e) [Help Community Bridges fight hunger and build resiliency this National Nutrition Month](#) – Lookout Santa Cruz, March 2025
- f) [Local philanthropy looks to step up as federal cuts hit Santa Cruz County nonprofits](#) – Lookout Santa Cruz, April 2025
- g) [Strength in community, power in action: Volunteer with Community Bridges this April](#) – Lookout Santa Cruz, April 2025
- h) [‘Hands Off’ protests from across the Central Coast](#) – KSBW, April 2025
- i) [Pajaro Valley Collaborative stages large rally against Medi-Cal and CalFresh fund cuts](#) – KION, April 2025
- j) [Federal actions cast shadow over health outcomes in Santa Cruz County](#) – Santa Cruz Sentinel/MSN, April 2025
- k) [Central Coast residents worry as National Weather Service stops translation services](#) – KSBW, April 2025
- l) [Guest Commentary | California must ensure sustainable funding for nonprofits](#) – Santa Cruz Sentinel, April 2025
- m) [Letter to the editor: We support AB 1025 for kids and family safety](#) – Lookout Santa Cruz, May 2025
- n) [California’s planned cuts to immigrant health care could overwhelm Santa Cruz County ERs, providers warn](#) – Lookout Santa Cruz, May 2025
- o) [Free summer lunch program returns to students on June 9](#) – KION, May 2025
- p) [Pajaro residents train for disaster response after floods](#) – KSBW, May 2025
- q) [Pajaro residents get certified in disaster response as the town’s infrastructure upgrades continue](#) – Monterey County Weekly, May 2025
- r) [The Editor’s Desk – Good Work](#) – Good Times, May 2025
- s) [Infant death at unlicensed daycare highlights Central Coast childcare crisis](#) – KSBW, May 2025
- t) [New Pajaro CERT team first to receive emergency training in Spanish](#) – Salinas Californian, May 2025

- u) [Monterey Bay Fisheries Trust to raise funds for those needing food assistance](#) – Santa Cruz
Sentinel, May 2025

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

7:30 14. Adjourn Regular Meeting

Next Meeting:

September 17, 2025, 5 pm - 7:30 pm.



BOARD OF DIRECTORS MEETING

Wednesday, March 19, 2025, 5:00 PM to 7:30 PM

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

Meeting ID: 613 973 795

Present: Mary McMillan, Jack Jacobson, Michele Miller, Ray Cancino, Lisa Hindman Holbert, Doug Underhill, Tony Nunez, Steph Ruhl, Tyler Smith, Sara Siegel, Dana Wagner, Alope Mukherjee, Mayra Melendrez, Lois Sones

Minutes: Mary Mackenzie

REGULAR SESSION DRAFT MINUTES

5:00 1. CLOSED SESSION

5:38 2. Adjourn Closed Session

5:39 3. Call to Order/Establish Quorum

5:39 4. Agenda Review

5:39 5. Announcements/Program Updates

Trying to reach out to San Benito County since early October, since we started to provide transportation in early July. Fast Forward to January RFP for paratransit – provided response that RFP that was supposed to be submitted Feb 14. Found out there was an RFP until a newspaper article last week. RFP – federal regulations say 30 days and it was only 28 days. Also they are required to allow people to respond until 45 days. LL has already provided 100 rides all funded through managed care reimbursement as well as donations and other sources. Second issue is Trans Dev – non unionized, \$16.55 is their payrates – taking revenues to IL. Do we know any supervisors of that county. That is on this month's agenda. That's on Mary (Mackenzie)'s list of people to setup meetings with.

5:39 6. *CONSENT AGENDA – Action Items

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

6.1 Draft Minutes of the February 19, 2025 Board of Directors Meeting

6.2 Draft Minutes of the March 12, 2025 Governance Committee Meeting

6.2a Board Resolution: LCTOP 2025-03-01 – Request for LCTOP Funding – Passed as part of Consent Agenda for 3/12/25 Governance Meeting

Low carbon transportation program – gotten some funding in the past – received LCTOP Grants – EV and charger, grant to install chargers and work on electrical infrastructure and an EV.

6.3 Draft Minutes of the March 12, 2025 Finance Committee Meeting

6.4 Email Resolution Listos Grant Resolution – Passed

Community Bridges desires to undertake a certain project designated Listos California Target Grant (LG) Program to be funded in part from funds made available through the Governor’s Office of Emergency Services referred to as Cal OES.

Motion to accept consent agenda as written. Motion moved by Mary/Steph, MSP.

6:20 7. Receive comments from members of the public on “Items not on the Agenda” (10 min)

None

5:42 8. BOD Chair Report – Jack Jacobson

We need to discuss Ray’s Evaluation process, HRD wants to reaffirm who wants to be a part of the Personnel Committee. HRD had some questions regarding: what is the process and how frequently it should be done, as well as what the follow up is on it? This should be clear shared sense of process, goals, and intent. Those who have served on personnel committee include Mary and Steph, Silvia is not here and has been the chair. HRD would need to loop Silvia in. Would you want to change out the committee members? The board is really directing what they see of it. Consistency may be useful at this time.

5:56 9. CEO Report – Ray Cancino (20 min)

a) EED – Cabrillo

CB will be heading to the Board of Trustees and do a final presentation on the 9th. This will close to double the current capacity. CB will get to partner with a lead educational facility. EED PD has been great with providing vision/design, partnering to get funding, and provide staffing, a financial analyst. Cabrillo is excited as well, the selection is going to the board won’t be a problem. A lot of work went into putting together the grant application in a short amount of time. CB has started to engage in some advocacy efforts and some funding requests for Cabrillo. This is a great natural expansion for the EED program. The Marketing and Communications Manager was talking with Kristen Fabos (sp?), who is the Communications Person at Cabrillo about how it is going to be marketed. What does the press release look like? All those sorts of things over the next couple of years as we begin to build it out together. This is a significant in dollar amount in terms to the agency, about a 10% addition to operational funding to agency. This project serves as an example of what can be done

between Nonprofit and Public Organization. It is the first community college program with childcare. How much Cabrillo impacts our workforce, almost 50% have AS degrees from Cabrillo, and 100% have taken classes, including PDs. There is a lot happening with teaching with the TK expansion. This might be the first community college that is offering childcare in house.

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

This is our donations through the month of February. We'll be tallying donations for March over the next few months. Development will be reviewing the donations in the month of April in the Development Committee. There is a 4% change, which is 5% above the funds Development raised last year. There are about four months left in the fiscal year and Development is on pace to this year to reach \$970k, and on pace to beat last year's mark of over \$1M. Development would like to see going forward what the months of January through June looks like going forward. This year Development moved up F2F to June from July/August. Hopefully Development can get people to attend right before they go out for vacations. The June total will be higher this year. The decision to move F2F happened in the middle of the session. The agency should not report F2F this year, need to compare apples to apples. Thinking about keeping F2F in June. This is a reminder that it is on June 28th. Development is starting to sell tickets and wants to have up to 250 people, 120-150 range is where it needs to be. Development would like to see us grow more than 5% each year, and would like to see stretch goal of 7% each year. There have been conversations about adding a new position on the Development team: a donor relations position. This person could close the loop and broker larger donations from corporations and foundation partners. There is a lot of red which is primarily around the FRC sites and ELD. In the case of ELD it received \$9k last year because it was selected as the agency's Santa Cruz Gives beneficiary. This year CB went with WIC for their diaper program and they received around \$13k, ELD received \$12k last year. La Manzana and MCR received Pajaro floods funding at LMCR. There is potential for donors at the FRCs. Monthly giving: As Development is looking at if they were to bring on a new person what potential do they have to raise donations/funding, including monthly giving initiatives. This new position could work with donors that give 2-3 months at a time then skip a few months then receive another ask. \$27k for monthly giving YTD, there was a move over to a new payment system and some of the donors didn't get moved over. The overall picture looks good, however there is a ton of red, and don't like that.

6:30 11. Finance Committee Update – Doug Underhill

Both January and February continue to see a lot of support in donations. It is going to be important to maintain and grow donations due to the uncertainty of this administration. There are a lot of unknowns with the budget cycles since the state is not in as good a position

as well. Checks are coming in as regular. WIC checks are coming in faster, all money is coming through, one blip is the EFPS program from FEMA. Out of \$20M+, \$20k is the blip. The report is through January 31st. CB had started the year at \$667k in prior year funds and is now using \$394k. CFO included statement of activities and financial position. Overall expenses was -\$407k. Net assets are dropping to \$261k. There was a large one-time donor bequest, the way financial statements look could be much different.

WIC is strong because of ECM.

EED has been stabilized since HP is now a CSPP site, EED should not run deficits moving forward.

ELD is coming on an upward trajectory, ECM and ADA is night and day difference – ADA is 66.8 right now, ADA was 65.78 in February and last February was 48. We're already seeing days of 70-72 ADA in March.

MOW has been going up and down, pulled funding from Nutrition Modernization Act, but then got one time funding. MOW is working on reducing overall meal count through attrition, but seeing high levels of demand. MOW is going to move forward with using an acuity scale on April 1st for new clients and also when we do renewals they will be evaluated based on acuity scale. There will be a waitlist. The only meal that we are not able to provide is the one we can't afford. Some clients will be redirected from home meals to the congregate sites. FRCs are seeing some challenges having the right people put their time to the right grants at the right times. The FRCs are not doing certain multiyear grants this year, so funds will be pushed forward. CB has received six months of MAA Revenue \$210 vs \$171 for those six months.

ECM are continuing to grow.

Foundation grants were a lot more flexible in terms of doing the work and spending out.

CACFP has minimal change. The daycare home count is 394.

Admin is current showing a surplus, expansion of ECM and new hires. There was one FTE that was removed from Admin to ECM employee in fiscal.

Dev is showing in the positive. Need to grow and then they need a detachment between revenue and expenses growth and have revenues grow at a faster rate than expenses.

Markets are volatile – February was great, and March was a pull back. All in all have about a quarter of the FY left and fiscal will try to trim the budget and bring them closer to zero. Next year budgets are being worked on at different paces. All budgets are in process and will have snapshot of where the agency stands next FC.

7:25 12. Newspaper Articles

No new news articles

7:25 13. Items for Next Agenda

Rays Evaluation Procedure GC and BOD.

6:44 14. Adjourn Regular Meeting

Next Meeting:

April 16, 2025, 5 pm - 7:30 pm.



Governance Committee Meeting

Wednesday, April 16, 2025, 6-7 pm

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

Meeting ID: 326 410 777

Present: Ray, Silvia, Jack

Minutes: Mary

REGULAR SESSION

DRAFT MINUTES

6:02 1. Meeting to order/Establish Quorum

6:02 2. Consent Agenda

a) *3/12/25 Governance Committee Regular Session Draft Minutes*

No Quorum

6:02 3. Agenda Review

No Change

6:02 4. EED – Cabrillo Update

There wasn't a motion at the last meeting for the Cabrillo Board, so there should be a motion on the next one. EED PD is doing some work with them in relation specifically to the design, but the agency is still working internally to figure out the funding source for the actual childcare spots. There are some concerns with the EED budget, there might be one position that could be recommended for removal if CB doesn't get a larger contract.

6:03 5. Items for next GC Agenda/BOD Agenda

For next board meeting: The Preliminary budgets will need quorum at June meeting.

6:04 6. Closed Session

6:34 7. Adjourn

Next Meeting: May 14, 2025, 6-7 pm

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

or call +1 669 900 6833

Meeting ID: 326 410 777



Governance Committee Meeting

Wednesday, May 14, 2025, 6-7 pm

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

Meeting ID: 326 410 777

Present: Ray Cancino, Jack Jacobson, Silvia Morales, Michele Miller, Tyler Smith, Ryan Friedrich, Sara Seigel

Minutes: Mary Mackenzie

REGULAR SESSION

DRAFT MINUTES

6:00 1. Meeting to order/Establish Quorum

6:00 2. Closed Session

6:26 3. Consent Agenda

a) *3/12/25 Governance Committee Regular Session Draft Minutes*

b) *4/16/25 Governance Committee Regular Session Draft Minutes*

Motion to approve the consent agenda. Motion moved by Silvia/Ryan, MSP.

6:26 4. Agenda Review

No additions/changes.

6:45 5. FY 25/26 Strategy – Development Plan and Investment

CB is losing 21-22% of new donors which is still lower than the national average of around 41%. There's still opportunities for major gifts. However with the current staffing there is no capacity to do this work. CB knows it needs someone to try to bring in additional revenues and to try to retain new donors. This position would be a donor relations person. Initial investment is to invest in a major gifts person, it's currently out for hire and included in this year's budget. Not including the potential earnings, the agency hopes that it will equal out. It is projected currently as a \$64k loss in Development to get the position hired. The person will work underneath Marketing and Communications Manager – cultivate and retain donors.

CB is having discussions about the aging donors, especially around MCR. CB hopes to

get support for this as well.

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

Development Plan and Investment (Include Packet).

7:00 7. Adjourn

Next Meeting: June 11, 2025, 6-7 pm

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

or call +1 669 900 6833

Meeting ID: 326 410 777



Governance Committee Meeting

Wednesday, May 14, 2025, 6-7 pm

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

Meeting ID: 326 410 777

Present: Ray Cancino, Michele Miller, Dana Wagner, Steph Ruhl, Sara Siegel, Jack Jacobson, Silvia Morales, Mayra Melendrez, Tony Nunez, Alope Mukherjee, Doug Underhill, Tyler Smith

Minutes: Mary Mackenzie

REGULAR SESSION

DRAFT MINUTES

6:00 1. Meeting to order/Establish Quorum

6:00 2. Closed Session

6:43 3. Consent Agenda

a) *5/14/25 Governance Committee Regular Session Draft Minutes*

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

6:44 4. Agenda Review

No additions

6:44 5. Statewide Advocacy

a) [May Revise](#)

A lot of time has been consumed with statewide advocacy and were able to help prevent cuts to MOW. CEO is the MOWCA chair of the advocacy committee and is now VP as well. The May revise will, 1. Cut to the state funded preschools COLA of 2.34%. equivalent is \$100k/year for our budgets, and 2. Medi-Cal \$30/month and freezing Medi-Cal as of January 1, 2026. There was going to be an asset test of \$2,000, and now is going to be \$130k. CB has started a statewide coalition and it has gotten a lot of traction.

6:49 6. Federal Advocacy (9 min)

a) *WIC Proposed Cuts*

Shifting advocacy work to the U.S. Senate re: Big Beautiful (Ugly) Bill. They have

shifted fruits and vegetables from \$43 to \$11 in once instance and \$49 to \$9 in another instance.

b) MOW Proposed Cuts

There is also the MOW proposed cut in the NSIP funding which would result in an additional \$100 or \$85k in terms of our program services or \$135k in the region. CB has reached out to congressional house members. CB is also working around state level. CB is also adding messaging around the Medicare cuts at the federal level.

Some of the potential impacts that will come to CB, will come during reconciliation. The biggest ones that the agency is worried about are the ones that relate to eligibility to Medicare in terms of how those changes reflect our local medical providers and services. CB depends on those revenues. This is mainly through CalAIM and through ECM, which at this point in time is growing to \$1M+ in agency revenues and keeping a lot of staff employed.

Now until early November we will be doing continual advocacy. CB is doing advocacy through the Pajaro Valley Collaborative group.

7:03 6. Items for next GC Agenda/BOD Agenda

Proposed staffing structure – based on FRCs.

7:03 7. Adjourn

Next Meeting: July 9, 2025, 6-7 pm

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

or call +1 669 900 6833

Meeting ID: 326 410 777



Development Committee Notes

June 11, 2025 at 11:00 a.m.

<https://us02web.zoom.us/j/85260053476>

+1 669 900 6833 US

Meeting ID: 852 6005 3476

1. Development Report: 11:00am-11:10am

- Through May 2025 we continue to be within 5% ahead of revenue last year, at 4.6% above prior year actual. Farm to Fork 2025 proceeds will fall next fiscal year as usual. Major giving continues to be a growth area, increasing 51% over prior year to date.
- Committee members encourage engagement with local business contacts to build grassroots participation among employees through volunteering and payroll giving. In-kind donation projects can also activate support, such as crowdsourcing supplies.

2. Projects Update: 11:10am-11:20am

- Lift Line Sponsor Appeals: Van sponsorship program was reactivated in 24/25 to add three new sponsors and increase revenue. Earned \$33,300 with a potential \$45,600.
- CB & MOW Fall Mailers: These continue to encourage early year-end giving. CB in-house mailer grew from \$13K last year to \$26K this fiscal year. MOW Fall mailer is outsourced to raise \$166K or 16% of total annual donations including major gifts.
- Mountain Affair: Committee will convene after Farm to Fork to plan October event. The committee will review event format to bring in line with revenue potential.

3. Discussion Items: 11:20am-11:55am

- Development & Communication Plans
Action Item: Recommendation to Board to approve 25/26 Development & Communications goals and activities. MSP Committee reviewed donation goals and marketing activities for each program proposed for the new fiscal year.
- Donor Relations staffing
Committee reviewed proposed staffing restructure. Marketing & Communications Manager becomes Director, Senior Development Analyst becomes Annual Giving & Events Coordinator, and Donor Relations Associate position added to support new acquisition, cultivation, and stewardship activities not currently being conducted.

4. Requests for next meeting: 11:55am-12:00pm

Next Meeting:

2nd Wednesdays at 11am

Wed, July 9, 2025

In Person: Location TBD

Agency Board Resolution
RESOLUTION # 2025-04-01

RESOLUTION AUTHORIZING COMMUNITY BRIDGES/LIFT LINE TO MAKE A CLAIM FOR FY25/26 TDA/STA FUNDS FROM THE REGIONAL TRANSPORTATION COMMISSION THROUGH THE CITY OF SANTA CRUZ

WHEREAS, the Transportation Development Act (TDA) 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 TDA 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 TDA 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 TDA 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 TDA 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 4/3/25.

Jack Jacobson, Chair

Sara Siegel, Secretary

TDA/STA FY25/26 Board Resolution by Email

From Mary Mackenzie <marym@cbridges.org>

Date Tue 4/1/2025 2:29 PM

To CB Board of Directors <CBBOD@cbridges.org>

 1 attachment (207 KB)

Community Bridges TDA STA FY 25-26 Resolution - v1.1.pdf;

Hi All,

Every year we have to pass a board resolution for TDA/STA funding. Since this is needed between board meetings, we will need 100% participation and unanimous approval. Please send me your vote by Thursday, April 3, COB.

RESOLUTION AUTHORIZING COMMUNITY BRIDGES/LIFT LINE TO MAKE A CLAIM FOR FY25/26 TDA/STA FUNDS FROM THE REGIONAL TRANSPORTATION COMMISSION THROUGH THE CITY OF SANTA CRUZ

Please see attached and let me know if you have any questions.

Thank you,
Mary

Mary Mackenzie (pronouns she, her, hers)
Assistant to the CEO, Community Bridges
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Community Bridges envisions a thriving community where every person has the opportunity to unleash their full potential. Our family of ten programs delivers essential services, provides equitable access to resources, and advocates for health and dignity across every stage of life.

AGENCY BOARD RESOLUTION
RESOLUTION # 2025-06-01

At the duly noticed regular meeting of the Community Bridges Board of Directors held on the 18th day of June 2025 the following resolution was made:

In regard to the holdings of the Live Oak Family Resource Center dba Community Bridges; Capital Campaign Fund which is held at Beach House Wealth: Financial Account ending in # 5719, be it resolved that the Board of Directors of Community Bridges hereby authorizes the CEO, Raymon Cancino and/or his designee to change the following signers on the account to include:

Raymon Cancino, CEO

Douglas Underhill, CFO

Ryan Friedrich, Chair of the Finance Committee, Community Bridges Board of Directors

And be it resolved that the Board of Directors authorizes the removal as signatories of the following individuals:

Karl Rice

Jack Jacobson, Chair

Sara Siegal, Secretary

COMMUNITY BRIDGES

AGENCY BUDGET July 1, 2025 - June 30, 2026														Budget	Budget	% Change
ADMIN	DEV.	CACFP	LOCR	WIC	LMCR	LL	MOW	MCR	NVCR	FRC ECM	EED	ELD	Total 25/26	FY 24/25		
REVENUE:																
4001 Contributions from Individuals		343,696	5,250	3,677	4,265	4,528	12,300	367,102	14,189	1,750		1,000	20,033	777,790	733,633	6.02%
4002 Contributions from Business		60,000		1,500			8,000	50,000	3,000	2,000			1,500	126,000	126,250	-0.20%
4003 Contributions from Other Fdns	150,000			81,250	79,198	124,750	125,000		56,250	107,250			125,000	848,698	796,864	6.50%
4200 Special Events		43,200	1,000	1,192		1,050	1,500	87,900	21,050	1,000		3,250	2,600	163,742	156,600	4.56%
4300 Legacies & Bequests								10,000	1,134					11,134	11,134	0.00%
5000 Gov Agencies-Other						600,000						183,910		783,910	2,614,944	-70.02%
5501 County of Santa Cruz				28,781		96,756		336,756		109,587			190,000	761,880	405,000	88.12%
5501 County of SC-Summer Lunch						35,036								35,036	28,711	22.03%
5501 County of Santa Cruz-Other				23,840		28,711	1,107,000			34,903		48,000		1,242,454	1,750,730	-29.03%
5502 City of Capitola							20,000	44,000						64,000	130,389	-50.92%
5503 City of Santa Cruz										150,000		25,000		175,000	150,000	16.67%
5503 City of Santa Cruz - TDA							916,712							916,712	854,841	7.24%
5504 City of Scotts Valley								6,274						6,274	-	
5505 City of Watsonville								18,000						18,000	5,000	260.00%
5600 State Government			144,900	205,199		360,125	545,983	631,167	182,625	119,578	238,000	4,906,236	72,668	7,406,481	5,796,627	27.77%
5700 Federal Government			3,977,550	30,000	2,788,560	139,456	151,000	580,827	35,000	25,000		75,353	68,250	7,870,996	8,230,018	-4.36%
6200 Program Service Fees	2,803,193			59,430	373,702	205,079	943,594	232,629	166,188	59,351	569,073	5,500	2,706,100	8,123,839	7,454,942	8.97%
6500 Investment Income				10,000	6			3,091	76	2,022				15,195	48,522	-68.68%
6900 Miscellaneous Revenue				19,844	1,800	50,997	25,000		3,380	11,289			51,517	163,827	231,882	-29.35%
Transfer from Reserves		56,572						125,986						182,558	667,380	-72.65%
Prior Year Disaster Funding														0	218,762	100.00%
Community Foundation of SC		60,000												60,000	210,000	-71.43%
First 5 Santa Cruz County				55,004		136,304			39,178	39,644				270,130	325,330	-16.97%
TOTAL REVENUE:	2,953,193	563,468	4,128,700	519,717	3,247,531	1,782,792	3,856,089	2,493,731	522,070	663,374	807,073	5,064,339	3,421,578	30,023,656	30,947,559	-2.99%
PERSONNEL EXPENSE:																
7000 Salaries Total	1,917,956	216,671	297,381	249,059	1,879,273	602,371	1,611,453	664,772	181,426	330,983	569,606	1,604,314	1,460,491	11,585,756	11,097,116	4.40%
7100 Employee Health	230,552	29,870	47,668	43,105	245,067	91,470	312,328	102,574	29,606	69,174	93,040	215,545	287,040	1,797,039	1,565,309	14.80%
7100 Employee Retirement	88,279	8,980	6,794	12,398	89,462	17,608	19,015	25,894	9,107	14,751	27,147	55,493	55,242	430,170	381,676	12.71%
7200 Payroll Taxes	170,637	19,681	28,494	23,499	165,770	56,987	261,993	74,763	17,386	31,029	53,287	187,607	133,796	1,224,929	1,127,819	8.61%
TOTAL SALARIES/BENEFITS:	2,407,424	275,202	380,338	328,061	2,379,572	768,437	2,204,787	868,004	237,525	445,937	743,080	2,062,959	1,936,569	15,037,897	14,171,921	6.11%
SERVICES/SUPPLIES EXPENSE:																
8000 Professional Fees: Audit	47,027						3,244							50,271	48,337	4.00%
8010 Indep. Prof. Consultants	206,441	148,828	43,350	23,351	75,273	42,148	234,186	193,808	46,254	23,205	8,273	1,047,720	164,980	2,257,817	1,948,931	15.85%
8100 Supplies	29,222	22,160	5,828	9,664	30,443	55,209	55,011	783,852	16,511	8,186	12,940	92,211	167,270	1,288,507	1,687,545	-23.65%
8200 Telephone/Communications	25,522	1,572	2,402	16,095	19,524	34,759	22,601	12,820	7,360	13,128		32,613	12,452	200,848	210,631	-4.64%
8300 Postage & Shipping	5,267	4,491	6,091	2,117	1,000	216	3,515	14,594	541	128		231	1,589	39,780	45,341	-12.26%
8400 Occupancy Total	96,735		28,754	20,356	264,378	103,447	114,409	148,305	85,892	32,661	10,992	140,187	214,264	1,260,380	1,391,919	-9.45%
8500 Rent/Maintenance of Equip	8,509			2,358	2,407	3,024	112,468	23,812	1,947	1,370	1,984	1,450	8,796	168,125	149,490	12.47%
8600 Printing & Publications	11,168	18,408	2,861	1,000	2,000	4,771	11,165	14,689	1,659	939	297	2,538	2,531	74,026	55,857	32.53%
8700 Travel & Transportation	5,188	1,462	3,075	1,700	6,186	7,297	190,664	37,385	2,693	4,113	300	4,238	354,862	619,163	674,020	-8.14%
8800 Conferences and Meetings	25,113	5,317	1,298	2,500	10,468	4,446	4,191	6,493	2,935	2,662	4,640	1,830	12,275	84,168	127,861	-34.17%
8900 Assistance to Individ.				676	0	545,909		3,003	3,921	1,340				554,849	2,308,647	-75.97%
9000 Membership Dues	11,184	4,343	250	312	2,172	2,367	11,250	4,765	309	236		3,174	4,680	45,042	47,157	-4.49%
9300 Insurance/Bond	14,000		930	5,034	12,201	7,758	94,669	25,401	5,654	10,354		20,030	37,508	233,539	206,521	13.08%
9400 Miscellaneous	38,598	5,225	906	7,837	2,071	11,024	24,924	30,006	4,157	2,872	1,841	14,342	21,255	165,058	170,271	-3.06%
9400 Fixed Assets					6,657		342,997		16,000		6,657	1,163,814	28,035	1,564,160	1,255,551	24.58%
9600 Dist. of Program Costs	21,795	76,460	74,793	66,372	433,179	161,429	426,008	326,793	63,686	86,244	134,930	476,992	454,512	2,803,193	2,943,103	-4.75%
Program Reserve							0							0	0	100.00%
9691 Payment/Affiliated Orgs.			3,577,825											3,577,825	3,504,444	2.09%
TOTAL SERVICES/SUPPLIES:	545,769	288,266	3,748,363	159,372	867,959	983,804	1,651,302	1,625,727	259,519	187,438	182,854	3,001,380	1,485,009	14,986,762	16,775,637	-10.66%
TOTAL EXPENSES:	2,953,193	563,468	4,128,700	487,433	3,247,531	1,752,241	3,856,089	2,493,731	497,044	633,375	925,934	5,064,339	3,421,578	30,024,659	30,947,559	-2.98%
Percentage Change 24/25 to 25/26	0.34%	14.41%	2.61%	-18.60%	7.94%	-50.89%	-3.28%	-8.59%	-39.05%	6.62%		-0.89%	11.15%	-2.98%		
Total Budget FY 24/25	2,943,103	492,482	4,023,600	598,835	3,008,693	3,567,910	3,986,695	2,728,196	815,446	594,067		5,110,055	3,078,476	30,947,559		
	ADMIN	DEV.	CACFP	LOCR	WIC	LMCR	LL	MOW	MCR	NVCR	FRC ECM	EED	ELD			
Change in 2025/2026 budget versus 2024/2025 budget =																
							-922,900	-2.98%								
Change in 2025/2026 budget versus 2024/2025 budget without prior year funding =										-438,078	-1.45%					
Change in 2025/2026 budget versus 2024/2025 budget w/o prior year and difference in Monterey =											1,461,922	5.26%				
Change in total FRC 2025/2026 budget versus 2024/2025 budget excluding Monterey pass-through=											501,165	12.77%				

COMMUNITY BRIDGES 2025-26 DEVELOPMENT PLAN

Review Timeline

Draft to Development Committee	April 9, 2025
Draft to Management Team	April 30, 2025
Development Comm Review	May 14, 2025
Management Team Approval	May 28, 2025
Development Comm Approval	June 11, 2025
Board Review & Approval	June 18, 2025

Individual & Business Support								
Donations & Campaigns	25/26 Goal Proposed Total	25/26 Goal Proposed	25/26 Donor Relations	24/25 Goal	24/25 Projected	23/24 Actual	22/23 Actual	Prior 5-Yr Avg
Unrestricted	\$446,896	\$421,896	\$25,000	\$372,500	\$431,157	\$366,009	\$330,497	\$183,561
CACFP	\$8,258	\$7,258	\$1,000	\$6,250	\$5,904	\$7,182	\$5,705	\$6,494
EED	\$5,623	\$4,323	\$1,300	\$6,000	\$3,683	\$3,668	\$3,700	\$6,478
WIC	\$5,265	\$4,265	\$1,000	\$3,600	\$3,227	\$7,284	\$1,545	\$4,104
ELD	\$14,186	\$13,186	\$1,000	\$8,500	\$14,796	\$12,138	\$5,880	\$8,823
LL	\$38,092	\$37,092	\$1,000	\$12,800	\$34,278	\$6,600	\$6,930	\$11,926
MOW	\$515,001	\$500,001	\$15,000	\$500,000	\$463,228	\$475,111	\$457,117	\$420,636
LMCR	\$8,077	\$5,577	\$2,500	\$9,200	\$4,881	\$6,109	\$8,437	\$3,491
LOCR	\$7,367	\$6,367	\$1,000	\$8,100	\$4,442	\$6,295	\$13,403	\$9,800
MCR	\$40,089	\$38,089	\$2,000	\$38,200	\$35,484	\$43,518	\$36,738	\$59,719
NVCR	\$6,093	\$4,853	\$1,240	\$5,000	\$3,802	\$4,200	\$8,441	\$9,543
TOTAL	\$1,094,947	\$1,042,907	\$52,040	\$970,150	\$1,004,882	\$938,113	\$878,394	\$724,578
Appeal & Campaign Summary	25/26 Goal Proposed Total	25/26 Goal Proposed	25/26 Donor Relations	24/25 Goal	24/25 Projected	23/24 Actual	22/23 Actual	Prior 5-Yr Avg
Board Member Gifts to CB	\$3,116	\$3,116	\$0	\$1,500	\$4,000	\$0	\$1,777	\$3,390
CB Annual Report	\$13,176	\$13,176	\$0	\$7,500	\$16,642	\$2,930	\$0	\$8,479
CB Calendar Appeal	\$9,840	\$9,840	\$0	\$25,800	\$10,207	\$910	\$0	\$32,694
CB Fall Mailer	\$18,634	\$18,634	\$0	\$10,000	\$21,905	\$5,272	n/a	n/a
CB Farm to Fork Gala	\$67,420	\$62,420	\$5,000	\$65,500	\$62,208	\$47,938	\$59,358	\$60,670
CB Giving Tuesday	\$30,637	\$25,637	\$5,000	\$22,950	\$26,316	\$20,309	\$21,611	\$16,607
General Donations	\$274,563	\$274,563	\$0	\$286,200	\$250,399	\$224,823	\$224,235	\$161,710
Major Gifts \$1,000-\$5,000+	\$242,402	\$212,402	\$30,000	\$218,500	\$218,105	\$238,377	\$223,445	\$106,705
Monthly Giving	\$43,483	\$36,443	\$7,040	\$0	\$33,122	\$33,215	\$28,808	\$23,921
Outside Fundraisers	\$13,111	\$13,111	\$0	\$1,200	\$13,552	\$22,111	\$50,489	\$23,171
Payroll Giving	\$34,143	\$34,143	\$0	\$0	\$39,575	\$28,790	\$20,807	\$10,534
Stock & Vehicles	\$10,971	\$10,971	\$0	\$0	\$8,120	\$30,572	\$4,976	\$8,660
LL Van Sponsorship	\$32,000	\$32,000	\$0	\$8,000	\$29,600	\$1,200	\$1,900	\$6,738
MCR Mountain Affair	\$20,000	\$20,000	\$0	\$20,000	\$19,437	\$16,890	\$20,378	\$19,418
MOW Client Donations	\$9,100	\$9,100	\$0	\$8,000	\$9,895	\$7,299	\$1,694	\$8,327
MOW Coin Drive	\$6,700	\$6,700	\$0	\$5,000	\$6,000	\$10,675	\$8,173	\$4,406
MOW Food from the Heart	\$60,000	\$55,000	\$5,000	\$70,000	\$48,087	\$64,832	\$24,700	\$30,576
MOW Fall Mailer	\$142,270	\$142,270	\$0	\$160,000	\$132,212	\$127,365	\$130,548	\$119,359
MOW Spring Mailer	\$63,382	\$63,382	\$0	\$60,000	\$55,500	\$54,605	\$55,494	\$79,287
Disaster Relief**	\$0	\$0	\$0	\$0	\$0	\$64,483	\$601,922	\$54,786
Grand Total	\$1,094,947	\$1,042,907	\$52,040	\$970,150	\$1,004,882	\$938,113	\$878,394	\$724,578

*24/25 Projected includes donations received through March 31, 2025 plus projected Apr-Jun.

**Disaster Relief funds not included in year-over-year totals.

25/26 DEVELOPMENT PLAN Program Summary

CB Unrestricted Development Goal

Activities	25/26 Goal Proposed Total ¹	25/26 Goal Proposed ²	25/26 Donor Relations ³	24/25 Goal ⁴	24/25 Actual + Projected ⁵	23/24 Actual	22/23 Actual	Prior 5-Yr Avg
Board, unrestricted	\$3,116	\$3,116	\$0	\$1,500	\$4,000	\$0	\$1,777	\$3,390
CB Annual Report	\$8,758	\$8,758	\$0	\$6,000	\$10,813	\$1,265	\$0	\$5,385
CB Calendar Appeal	\$7,251	\$7,251	\$0	\$14,500	\$8,105	\$600	\$0	\$20,394
CB Fall Mailer	\$18,634	\$18,634	\$0	\$10,000	\$21,905	\$5,272	n/a	n/a
Farm to Fork	\$48,200	\$43,200	\$5,000	\$50,000	\$43,208	\$32,338	\$41,950	\$41,453
General Donations	\$144,472	\$144,472	\$0	\$150,000	\$137,592	\$103,279	\$116,874	\$40,797
Giving Tuesday	\$18,476	\$13,476	\$5,000	\$15,000	\$12,362	\$12,781	\$17,974	\$9,514
Major Gifts \$5,000+	\$132,401	\$122,401	\$10,000	\$125,500	\$130,000	\$145,000	\$119,000	\$36,477
Monthly Giving	\$20,361	\$15,361	\$5,000	n/a	\$15,073	\$16,158	\$11,792	\$8,004
Outside Fundraisers	\$5,111	\$5,111	\$0	n/a	\$5,404	\$4,612	\$323	\$3,167
Payroll Giving	\$34,143	\$34,143	\$0	n/a	\$39,575	\$28,790	\$20,807	\$10,534
Stock & Vehicles	\$5,971	\$5,971	\$0	n/a	\$3,120	\$15,914	\$0	\$4,446
Disaster Relief	\$0	\$0	\$0	\$0	\$0	\$2,000	\$246,510	\$14,952
Disaster Relief Major Gifts \$5K+	\$0	\$0	\$0	\$0	\$0	\$15,000	\$354,851	\$11,900
TOTAL without Disaster	\$446,896	\$421,896	\$25,000	\$372,500	\$431,157	\$366,009	\$330,497	\$183,561

All numbers from this page forward show only the amounts designated or allocated to the specific program.

¹ Sum of Proposed Goal + Donor Relations Goal

² Average of Prior Year Actual Projected + 5-Yr Average + 5% increase

³ Donor Relations staffing expected increase

⁴ 23/24 Actual Projected increased by 5%

⁵ Current year actual 9 mos + Projected 3 mos based on prior year

CACFP – Development Goal

Activities	25/26 Goal Proposed Total ¹	25/26 Goal Proposed ²	25/26 Donor Relations ³	24/25 Goal ⁴	24/25 Actual + Projected ⁵	23/24 Actual	22/23 Actual	Prior 5-Yr Avg
CB Annual Report	\$2	\$2	\$0	\$0	\$0	\$17	\$0	\$198
CB Calendar Appeal	\$676	\$676	\$0	\$500	\$567	\$10	\$0	\$894
Farm to Fork	\$1,108	\$1,108	\$0	\$1,000	\$1,000	\$1,000	\$1,050	\$1,020
Giving Tuesday	\$549	\$549	\$0	\$250	\$370	\$250	\$0	\$596
Major Gifts \$1,000+	\$1,567	\$567	\$1,000	\$0	\$0	\$0	\$0	\$1,080
Monthly Giving	\$1,449	\$1,449	\$0	\$2,000	\$901	\$1,425	\$2,184	\$1,173
Program Donations	\$2,908	\$2,908	\$0	\$2,500	\$3,066	\$4,480	\$2,471	\$1,533
Disaster Relief*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$673
TOTALS	\$8,258	\$7,258	\$1,000	\$6,250	\$5,904	\$7,182	\$5,705	\$6,494

¹ Sum of Proposed Goal + Donor Relations Goal

² Average of Prior Year Actual Projected + 5-Yr Average + 5% increase

³ Donor Relations staffing expected increase

⁴ 23/24 Actual Projected increased by 5%

⁵ Current year actual 9 mos + Projected 3 mos based on prior year

*Disaster Relief funds not included in year-over-year totals.

EED - Development Goal

Activities	25/26 Goal Proposed Total ¹	25/26 Goal Proposed ²	25/26 Donor Relations ³	24/25 Goal ⁴	24/25 Actual + Projected ⁵	23/24 Actual	22/23 Actual	Prior 5-Yr Avg
CB Annual Report	\$7	\$7	\$0	\$0	\$0	\$17	\$0	\$159
CB Calendar Appeal	\$61	\$61	\$0	\$500	\$0	\$50	\$0	\$569
Farm to Fork	\$3,255	\$3,255	\$0	\$3,000	\$3,000	\$3,000	\$3,000	\$3,660
Giving Tuesday	\$57	\$57	\$0	\$500	\$0	\$258	\$0	\$262
Major Gifts \$1,000+	\$1,105	\$105	\$1,000	\$1,000	\$0	\$0	\$0	\$800
Program donations	\$1,139	\$839	\$300	\$1,000	\$683	\$343	\$700	\$1,029
Disaster Relief*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,018
TOTALS	\$5,623	\$4,323	\$1,300	\$6,000	\$3,683	\$3,668	\$3,700	\$6,478

¹ Sum of Proposed Goal + Donor Relations Goal

² Average of Prior Year Actual Projected + 5-Yr Average + 5% increase

³ Donor Relations staffing expected increase

⁴ 23/24 Actual Projected increased by 5%

⁵ Current year actual 9 mos + Projected 3 mos based on prior year

*Disaster Relief funds not included in year-over-year totals.

WIC - Development Goal

Activities	25/26 Goal Proposed Total ¹	25/26 Goal Proposed ²	25/26 Donor Relations	24/25 Goal	24/25 Actual + Projected	23/24 Actual	22/23 Actual	Prior 5-Yr Avg
CB Annual Report	\$2	\$2	\$0	\$0	\$0	\$17	\$0	\$159
CB Calendar Appeal	\$53	\$53	\$0	\$500	\$0	\$0	\$0	\$188
Farm to Fork	\$1,103	\$1,103	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,070
Giving Tuesday	\$212	\$212	\$0	\$500	\$200	\$160	\$10	\$378
Major Gifts \$1,000+	\$2,893	\$1,893	\$1,000	\$1,000	\$1,000	\$5,000	\$0	\$1,606
Program Donations	\$1,003	\$1,003	\$0	\$600	\$1,027	\$1,107	\$535	\$704
SC Gives 2024	\$0	\$0	\$0	\$0	\$11,510	n/a	n/a	#DIV/0!
Disaster Relief	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$201
TOTAL	\$5,265	\$4,265	\$1,000	\$3,600	\$3,227	\$7,284	\$1,545	\$4,104

¹ Sum of Proposed Goal + Donor Relations Goal

² Average of Prior Year Actual Projected + 5-Yr Average + 5% increase

³ Donor Relations staffing expected increase

⁴ 23/24 Actual Projected increased by 5%

⁵ Current year actual 9 mos + Projected 3 mos based on prior year

*Disaster Relief funds not included in year-over-year totals.

Elderday - Development Goal

Activities	25/26 Goal Proposed Total ¹	25/26 Goal Proposed ²	25/26 Donor Relations ³	24/25 Goal ⁴	24/25 Actual + Projected ⁵	23/24 Actual	22/23 Actual	Prior 5-Yr Avg
CB Annual Report	\$84	\$84	\$0	\$0	\$0	\$0	\$0	\$388
CB Calendar Appeal	\$228	\$228	\$0	\$1,000	\$175	\$0	\$0	\$1,006
Farm to Fork	\$1,628	\$1,628	\$0	\$1,500	\$1,500	\$1,500	\$1,500	\$1,340
Giving Tuesday	\$617	\$617	\$0	\$500	\$560	\$1,258	\$403	\$269
Major Gifts \$1,000+	\$7,670	\$6,670	\$1,000	\$2,000	\$8,655	\$5,117	\$1,000	\$2,795
Monthly Giving	\$406	\$406	\$0	\$0	\$275	\$1,050	\$700	\$449
Program Donations	\$3,553	\$3,553	\$0	\$3,500	\$3,631	\$3,213	\$2,277	\$2,577
SC Gives 2023	\$0	\$0	\$0	\$0	\$0	\$12,794	\$0	\$0
Disaster Relief*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$329
Disaster Major \$1,000+*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,800
TOTALS	\$14,186	\$13,186	\$1,000	\$8,500	\$14,796	\$12,138	\$5,880	\$8,823

¹ Sum of Proposed Goal + Donor Relations Goal

² Average of Prior Year Actual Projected + 5-Yr Average + 5% increase

³ Donor Relations staffing expected increase

⁴ 23/24 Actual Projected increased by 5%

⁵ Current year actual 9 mos + Projected 3 mos based on prior year

*Disaster Relief funds not included in year-over-year totals.

Lift Line - Development Goal

Activities	25/26 Goal Proposed Total ¹	25/26 Goal Proposed ²	25/26 Donor Relations ³	24/25 Goal ⁴	24/25 Actual + Projected ⁵	23/24 Actual	22/23 Actual	Prior 5-Yr Avg
CB Annual Report	\$113	\$113	\$0	\$0	\$175	\$25	\$0	\$181
CB Calendar Appeal	\$147	\$147	\$0	\$300	\$0	\$0	\$0	\$550
Farm to Fork	\$1,733	\$1,733	\$0	\$1,500	\$1,500	\$1,500	\$2,000	\$2,020
Giving Tuesday	\$168	\$168	\$0	\$500	\$158	\$0	\$0	\$461
Program Donations	\$1,479	\$1,479	\$0	\$1,500	\$1,845	\$1,075	\$0	\$1,576
Major Gifts \$1,000+	\$2,452	\$1,452	\$1,000	\$1,000	\$1,000	\$2,800	\$3,030	\$400
Van Sponsorships	\$32,000	\$32,000	\$0	\$8,000	\$29,600	\$1,200	\$1,900	\$6,738
Disaster Relief	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$114
Totals	\$38,092	\$37,092	\$1,000	\$12,800	\$34,278	\$6,600	\$6,930	\$11,926

¹ Sum of Proposed Goal + Donor Relations Goal

² Average of Prior Year Actual Projected + 5-Yr Average + 5% increase

³ Donor Relations staffing expected increase

⁴ 23/24 Actual Projected increased by 5%

⁵ Current year actual 9 mos + Projected 3 mos based on prior year

*Disaster Relief funds not included in year-over-year totals.

Meals on Wheels - Development Goal

Activities	25/26 Goal Proposed Total ¹	25/26 Goal Proposed ²	25/26 Donor Relations ³	24/25 Goal ⁴	24/25 Actual + Projected ⁵	23/24 Actual	22/23 Actual	Prior 5-Yr Avg
CB Annual Report	\$4,000	\$4,000	\$0	\$1,500	\$5,542	\$1,590	\$0	\$1,130
CB Calendar Appeal	\$1,200	\$1,200	\$0	\$5,000	\$1,360	\$150	\$0	\$6,169
Farm to Fork	\$6,000	\$6,000	\$0	\$3,500	\$7,000	\$3,000	\$4,608	\$6,040
Food from the Heart	\$60,000	\$55,000	\$5,000	\$60,000	\$48,087	\$64,832	\$24,700	\$30,576
Giving Tuesday	\$10,000	\$10,000	\$0	\$5,000	\$12,176	\$5,324	\$3,224	\$4,078
Client Donations	\$9,100	\$9,100	\$0	\$8,000	\$9,895	\$7,299	\$1,694	\$8,327
MOW Coin Drive	\$6,700	\$6,700	\$0	\$5,000	\$6,000	\$10,675	\$8,173	\$4,406
MOW Fall Mailing	\$142,270	\$142,270	\$0	\$160,000	\$132,212	\$127,365	\$130,548	\$119,359
MOW Spring Mailing	\$63,382	\$63,382	\$0	\$60,000	\$55,500	\$54,605	\$55,494	\$79,287
Major Gifts \$5,000+	\$80,000	\$70,000	\$10,000	\$85,000	\$70,000	\$72,000	\$78,000	\$45,400
Monthly Giving	\$15,000	\$15,000	\$0	n/a	\$13,938	\$10,724	\$11,137	\$9,739
Program Donations	\$105,350	\$105,350	\$0	\$107,000	\$89,460	\$96,612	\$84,748	\$84,588
Outside Fundraisers	\$7,000	\$7,000	\$0	n/a	\$7,058	\$15,935	\$49,816	\$17,324
Stock/Vehicles	\$5,000	\$5,000	\$0	n/a	\$5,000	\$5,000	\$4,976	\$4,214
Individual Donor*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000
Disaster Relief**	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,534
TOTAL	\$515,001	\$500,001	\$15,000	\$500,000	\$463,228	\$475,111	\$457,117	\$420,636

¹ Sum of Proposed Goal + Donor Relations Goal

² Average of Prior Year Actual Projected + 5-Yr Average + 5% increase

³ Donor Relations staffing expected increase

⁴ 23/24 Actual Projected increased by 5%

⁵ Current year actual 9 mos + Projected 3 mos based on prior year

Not included in year-over-year totals:

*Isolating one mega major donor who has passed away.

**Disaster Relief funds not included in year-over-year totals.

La Manzana Community Resources - Development Goal

Activities	25/26 Goal Proposed Total ¹	25/26 Goal Proposed ²	25/26 Donor Relations ³	24/25 Goal ⁴	24/25 Actual + Projected ⁵	23/24 Actual	22/23 Actual	Prior 5-Yr Avg
CB Annual Report	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$110
CB Calendar Appeal	\$53	\$53	\$0	\$500	\$0	\$0	\$0	\$205
Farm to Fork	\$1,050	\$1,050	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$734
Giving Tuesday	\$147	\$147	\$0	\$100	\$100	\$20	\$0	\$161
Major Gifts \$1,000+	\$2,260	\$1,260	\$1,000	\$5,000	\$1,000	\$0	\$5,000	\$200
Monthly Giving	\$1,514	\$14	\$1,500	\$0	\$0	\$100	\$0	\$21
Program Donations	\$3,054	\$3,054	\$0	\$2,600	\$2,781	\$4,989	\$2,437	\$2,061
Individual Donor*	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$1,333
Disaster Relief**	\$0	\$0	\$0	\$0	\$0	\$47,483	\$258	\$120
TOTALS	\$8,077	\$5,577	\$2,500	\$9,200	\$4,881	\$6,109	\$8,437	\$3,491

¹ Sum of Proposed Goal + Donor Relations Goal

² Average of Prior Year Actual Projected + 5-Yr Average + 5% increase

³ Donor Relations staffing expected increase

⁴ 23/24 Actual Projected increased by 5%

⁵ Current year actual 9 mos + Projected 3 mos based on prior year

*Isolating one anonymous donor who gave \$20K/yr and has passed away. Not included in year-over-year totals to reflect actual general giving trends.

**Disaster Relief funds not included in year-over-year totals.

Live Oak Community Resources - Development Goal

Activities	25/26 Goal Proposed Total ¹	25/26 Goal Proposed ²	25/26 Donor Relations ³	24/25 Goal ⁴	24/25 Actual + Projected ⁵	23/24 Actual	22/23 Actual	Prior 5-Yr Avg
CB Annual Report	\$71	\$71	\$0	\$0	\$112	\$0	\$0	\$147
CB Calendar Appeal	\$80	\$80	\$0	\$500	\$0	\$0	\$0	\$475
Farm to Fork	\$1,192	\$1,192	\$0	\$1,000	\$1,000	\$1,600	\$1,250	\$904
Giving Tuesday	\$11	\$11	\$0	\$100	\$0	\$0	\$0	\$50
Major Gifts \$1,000+	\$3,975	\$2,975	\$1,000	\$2,000	\$2,450	\$2,400	\$4,234	\$5,040
Monthly Giving	\$4	\$4	\$0	\$0	\$0	\$0	\$0	\$23
Program Donations	\$2,036	\$2,036	\$0	\$4,500	\$880	\$2,295	\$7,919	\$3,162
Individual Donor*	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000	\$20,000
Disaster Relief**	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$355
TOTALS	\$7,367	\$6,367	\$1,000	\$8,100	\$4,442	\$6,295	\$13,403	\$9,800

¹ Sum of Proposed Goal + Donor Relations Goal

² Average of Prior Year Actual Projected + 5-Yr Average + 5% increase

³ Donor Relations staffing expected increase

⁴ 23/24 Actual Projected increased by 5%

⁵ Current year actual 9 mos + Projected 3 mos based on prior year

*Isolating one anonymous donor who gave \$20K/yr and has passed away. Not included in year-over-year totals to reflect actual general giving trends.

**Disaster Relief funds not included in year-over-year totals.

Mountain Community Resources – Development Goals

Activities	25/26 Goal Proposed Total ¹	25/26 Goal Proposed ²	25/26 Donor Relations ³	24/25 Goal ⁴	24/25 Actual + Projected ⁵	23/24 Actual	22/23 Actual	Prior 5-Yr Avg
CB Annual Report	\$100	\$100	\$0	\$0	\$0	\$0	\$0	\$431
CB Calendar Appeal	\$39	\$39	\$0	\$2,000	\$0	\$100	\$0	\$1,866
Farm to Fork	\$1,050	\$1,050	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,595
Giving Tuesday	\$400	\$400	\$0	\$500	\$390	\$258	\$0	\$414
Major Gifts \$1,000+	\$5,500	\$3,500	\$2,000	\$5,000	\$3,000	\$5,030	\$8,181	\$11,433
Monthly Giving	\$3,500	\$3,500	\$0	\$0	\$2,260	\$2,933	\$2,295	\$3,674
Mountain Affair	\$20,000	\$20,000	\$0	\$20,000	\$19,437	\$16,890	\$20,378	\$19,418
Outside Fundraisers	\$1,000	\$1,000	\$0	\$1,200	\$1,090	\$1,564	\$350	\$2,679
Program Donations	\$8,500	\$8,500	\$0	\$8,500	\$8,307	\$6,085	\$4,534	\$18,209
Stocks & Vehicles	\$0	\$0	\$0	\$0	\$0	\$9,658	\$0	\$0
Individual Donor*	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$13,333
Disaster Relief**	\$0	\$0	\$0	\$0	\$0	\$0	\$303	\$12,520
TOTALS	\$40,089	\$38,089	\$2,000	\$38,200	\$35,484	\$43,518	\$36,738	\$59,719

¹ Sum of Proposed Goal + Donor Relations Goal

² Average of Prior Year Actual Projected + 5-Yr Average + 5% increase

³ Donor Relations staffing expected increase

⁴ 23/24 Actual Projected increased by 5%

⁵ Current year actual 9 mos + Projected 3 mos based on prior year

*Isolating one anonymous donor who gave \$20K/yr and has passed away. Not included in year-over-year totals to reflect actual general giving trends.

**Disaster Relief funds not included in year-over-year totals.

Nueva Vista Community Resources - Development Goal

Activities	25/26 Goal Proposed Total ¹	25/26 Goal Proposed ²	25/26 Donor Relations ³	24/25 Goal ⁴	24/25 Actual + Projected ⁵	23/24 Actual	22/23 Actual	Prior 5-Yr Avg
CB Annual Report	\$39	\$39	\$0	\$0	\$0	\$0	\$0	\$192
CB Calendar Appeal	\$53	\$53	\$0	\$500	\$0	\$0	\$0	\$380
Farm to Fork	\$1,103	\$1,103	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$834
Giving Tuesday	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$425
Major Gifts \$1,000+	\$2,578	\$1,578	\$1,000	\$1,000	\$1,000	\$1,030	\$5,000	\$1,400
Monthly Giving	\$949	\$709	\$240	\$0	\$675	\$825	\$700	\$836
Program Donations	\$1,371	\$1,371	\$0	\$2,500	\$1,127	\$1,345	\$1,741	\$5,476
Disaster Relief*	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$270
TOTALS	\$6,093	\$4,853	\$1,240	\$5,000	\$3,802	\$4,200	\$8,441	\$9,543

¹ Sum of Proposed Goal + Donor Relations Goal

² Average of Prior Year Actual Projected + 5-Yr Average + 5% increase

³ Donor Relations staffing expected increase

⁴ 23/24 Actual Projected increased by 5%

⁵ Current year actual 9 mos + Projected 3 mos based on prior year

*Disaster Relief funds not included in year-over-year totals.

COMMUNITY BRIDGES FY 25/26 DEVELOPMENT PLAN

Fundraising Activity Calendar

Program	Activity - Q1	Date Range	Goal	Committee Objectives
CB	Farm to Fork Event	3/1 - 7/1	\$62,420	Recruit sponsors
CB	Calendar Appeal	7/1 - 12/31	\$9,840	Recruit sponsors
MCR	Mountain Affair	8/1 - 10/31	\$20,000	Recruit sponsors
CB	CB Fall Mailer	8/1 - 10/31	\$18,634	Review messaging

Program	Activity - Q2	Date Range	Goal	Objectives
CB	Giving Tuesday	10/1 - 12/3	\$25,637	Share with networks
MOW	Direct Mail Fall	11/1 - 1/15	\$142,270	Review results
CB	Year-End Promotions	10/1 - 12/31	tbd	Review planning
CB	Tax Statement Preparation	11/1 - 1/31	n/a	Review planning

Program	Activity - Q3	Date Range	Goal	Objectives
MOW	Food from the Heart	9/1 - 2/28	\$55,000	Recruit sponsors
MOW	Coin Drive promotion	2/1 - 3/31	\$6,700	Share promotions
MOW	Community Champions Week	2/1 - 3/31	n/a	Attend ridealongs
CB	Development Plan Update	3/1 - 6/30	n/a	Identify candidates

Program	Activity - Q4	Date Range	Goal	Objectives
LL	Sponsor Appeal	3/1 - 5/31	\$32,000	Recruit sponsors
CB	Annual Report	3/1 - 6/30	\$13,176	Review content
MOW	Volunteer Appreciation Event	3/1/ - 4/30	in-kind	Solicit raffle gifts
MOW	Direct Mail Spring	4/1 - 6/1	\$63,382	Review results

Program	Activity - Ongoing	Date Range	Goal	Objectives
CB	Communications & Media	Weekly	n/a	Review content
CB	Monthly Donor outreach	Monthly	\$43,483	Review planning
CB	Major Donor cultivation	Monthly	\$212,402	Attend meetings
CB	Planned Giving activities	Annual	tbd	Review planning



Communications & Media Plan FY 25/26

Overview

This Communications Plan outlines the goals, objectives, strategies, and tactics that will guide Community Bridges' efforts to elevate its brand visibility, deepen audience engagement, and position the organization as a thought leader in human services across Santa Cruz County. By aligning with the priorities set forth in the **2025/26 Development Plan**, this strategy aims to strengthen donor relationships, attract new supporters, and amplify the impact of our programs through compelling storytelling and consistent messaging.

A dynamic mix of content creation—including video podcasting, on-site storytelling, social media engagement, email marketing, public relations, and print materials—will serve as the foundation of our outreach. These efforts will also support internal culture-building through enhanced staff communications and highlight Community Bridges as an innovative, trusted, and forward-thinking organization.

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

Objective

To increase awareness and support for Community Bridges as the leading human services agency in Santa Cruz County, measured through growth in social media engagement, website traffic, donor participation, and media coverage. Communications will be tailored to reach key constituencies—donors, funders, community leaders, and the general public—while also reinforcing organizational pride and engagement among staff.

Goals

Goal #1: Increase Facebook, Instagram, and LinkedIn engagement by 10%

Goal #2: Increase newsletter click-through rate by 1.5%

Goal #3: Increase website traffic by 20%

Goal #4: Launch and maintain a monthly video podcast series with at least 6 episodes by Q4

Goal #5: Secure at least five earned media mentions or op-ed submissions per month

These metrics should be driven by focusing on:

Cultivating and sustaining existing and prospective donors, so they feel a meaningful connection to Community Bridges and its programs

Heightening the connection between Community Bridges' ten programs

Establishing CB as a thought leader in the community

Increasing employee enthusiasm and engagement

Target Audience

Philanthropic adult women

Politicians

Local businesses

Volunteers

Participants

Donors and potential donors

Foundations

Employees/prospective employees

Community-minded youth and advocates

Strategies and tactics by objective:

Objective A: Strengthen Community Bridges' social media presence through storytelling, short-form video, and platform-specific engagement tactics.

Strategy A1: To meet our engagement and growth goals on Facebook, Instagram, and TikTok, Community Bridges will focus on consistent, visually compelling, and emotionally resonant content that reflects the voices and impact of our programs. By leveraging on-site storytelling, community partnerships, and original short-form video content we will build a stronger, more connected audience across generational and interest-based segments.

Tactic	Responsibility	Timeline
Launch "Building Bridges" video series for Instagram, featuring staff, participants, volunteers, and donors across programs	Team	Monthly episodes starting August 2025
Repurpose long-form video podcast segments into short Reels to boost engagement	MCM, MA	Bi-weekly

Limit the use of flyers on Instagram and opt for engagement-driving carousels instead	MCM, MA	Ongoing
Ensure all Instagram posts follow updated Community Bridges template, prioritizing the use of striking photos	MCM, MA	Ongoing
Keep Instagram stories populated with content, linking back to Community Bridges webpages	MA	Daily
Create and publish bi-weekly impact story for LinkedIn, uplifting a significant work anniversary, ongoing initiative, or a staff member's work	MCM, MA	Bi-weekly
Follow, like, and comment on other like-minded organization's Instagram feeds	MA	Daily
Respond to comments, tags, and DMs promptly to boost engagement	MCM, MA	Daily
Move most flyers and event collateral design to contractors	MCM, DA	Ongoing
Uplift and share posts from other Facebook pages in the Community Bridges family of programs to boost their engagement and follower base	MA	Ongoing
Share relevant news articles with community-minded commentary that drives engagement	Team	Ongoing
Attend webinars/trainings/conferences to expand knowledge of video messaging	Team	When budget allows
Track work anniversaries and plan photo content for staff who agree to be highlighted	MA	Ongoing
Ensure Community Bridges Facebook page has year-round, relevant ads that drive traffic to donation, careers and volunteer pages	Team	Ongoing
Track progress on goals 1 & 2 and make strategic adjustments	MCM, MA, AA	Quarterly

Objective B: Use branded storytelling and multimedia content to deepen engagement, increase traffic to digital platforms, and elevate Community Bridges as a thought leader.

Strategy B1: To drive more meaningful interaction with our emails and website, and to better establish Community Bridges as a local and regional voice in human services, we will invest in original content that informs, inspires, and invites action. A monthly video podcast series will serve as an anchor for deeper storytelling, with intentional cross-promotion through our newsletter, social platforms, and homepage to maximize visibility and engagement.

Tactic	Responsibility	Timeline
Organize and update Community Bridges YouTube page	MCM	July 31, 2025
Produce and release monthly video podcast episodes on YouTube, featuring staff, volunteers, program participants, and community partners	MCM, MA	Monthly beginning August 2025
Embed new podcast episodes into Community Bridges newsletters to drive traffic	MCM	Monthly
Create a dedicated landing page for creative content (blogs, press coverage, podcasts, photo galleries, etc.)	MCM, MA	By July 31, 2025
Create content calendar collaboratively with Communications team and assign out first six months	MCM	By July 31, 2025
Produce weekly content for the creative content landing page	MCM, DA, MA, DRA	Ongoing
Ensure donation/advocacy emails are clear, concise and powerful	MCM, DA, DRA	Ongoing
Update email lists and scrub to produce more accurate data on deliveries, open, and click-through	AA	Ongoing
Prioritize investment of television, print, and radio advertisements to reach informed, news savvy demographics	MCM	Ongoing

Create quarterly social media post showcasing newsletter	MA	Quarterly
Track newsletter data and compile monthly reports	AA	Monthly
Steer general awareness advertisement campaigns to website traffic	MCM, MA	Ongoing
Sign off social media posts on Facebook with URL leading back to Community Bridges website	MCM, MA	Ongoing
Track page views, unique users, demographics, and trends through Google Analytics	MCM, AA	Monthly

Objective C: Elevate Community Bridges as a trusted thought leader through consistent, strategic media engagement and storytelling

Strategy C1: To position Community Bridges as a leading voice on equity, resilience, and human services in Santa Cruz County, we will pursue proactive media outreach, thought-provoking op-eds, and relationship-building with key journalists. By aligning media pitches with timely events, policy discussions, and original content (like the video podcast), we will increase the organization’s public visibility and credibility—locally and regionally.

Tactic	Responsibility	Timeline
Create and maintain a media calendar aligned with local and national awareness months, policy moments, and CB campaigns	MCM	Ongoing
Pitch 3–5 stories per month to local media that highlight program impact, client stories, or new data insights	MCM	Ongoing
Submit one op-ed per month authored by the CEO or program leaders on relevant policy, service gaps, or success stories	MCM	Monthly
Invite local journalists to attend program site visits, podcast recordings, or community events	MCM	Quarterly

Build and maintain a centralized press kit with updated stats, leadership bios, and visual assets	MCM	August 2025
Track and publish media mentions on website	MCM	Weekly



Communications & Media Plan FY 25/26

Overview

This Communications & Media Plan outlines the goals, objectives, strategies, and tactics to elevate awareness and engagement with Community Bridges' Family Resource Collective (FRC), including La Manzana Community Resources (Watsonville), Live Oak Community Resources (Live Oak), Mountain Community Resources (Felton), and Nueva Vista Community Resources (Santa Cruz). This plan aligns with **Community Bridges' FY 25/26 Development and Media Plans** and is designed to deepen trust with families, grow digital engagement, and promote the critical role the FRC serves in various initiatives ongoing in the Central Coast.

The plan focuses on enhancing the visibility, engagement, and accessibility of services across all centers through strengthened digital communication—particularly via the four individual Facebook pages and Community Bridges' Instagram account—as well as building out the online experience of the FRC landing page to serve as a trusted and informative resource for the community.

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

Objective

The objective of this plan is to strengthen digital engagement across the four FRC Facebook pages and Community Bridges' Instagram, while enhancing the FRC landing page as a trusted resource hub. Communications will focus on promoting core services like Behavioral Health, Triple P, Eviction Defense, and ECM, and fulfilling outreach goals tied to key grant deliverables.

Goals

Goal #1: Increase engagement across the four FRC Facebook pages by 15%

Goal #2: Increase Instagram engagement related to the FRC by 20%

Goal #3: Increase traffic to the FRC landing pages by 25%

These goals will be achieved by:

- Unifying digital strategy to strengthen the online presence of each FRC through tailored, community-centered content.
- Implementing strategic storytelling and visual media will drive deeper engagement on Instagram and expand the reach of family-centered services.
- Cross-platform integration will guide audiences from social media to the FRC landing page, improving access to key resources.
- FRC staff receive ongoing training from the Development and Communications team on how to identify, capture, and share meaningful content, ensuring the incredible work happening at each site is consistently and effectively highlighted.
- Ensuring outreach efforts align with grant deliverables to ensure compliance with benchmarks for audience engagement, volunteer recruitment, and program visibility.

Target Audiences

- Parents and families seeking support
- Low-income individuals and immigrant households
- Partner organizations and service providers
- Behavioral health and family care professionals
- Community stakeholders and funders
- Youth and job seekers
- Donors
- Volunteers and civic-minded community members

Strategies and tactics by objective:

Objective A: Increase engagement across the four FRC Facebook pages by 15%

Strategy A1: To grow engagement across our four FRC Facebook pages, we will implement a consistent, multilingual content approach tailored to each community's needs. By aligning posts with core services, grant-funded programs, and local stories, we'll foster stronger community connections, increase interaction, and meet outreach benchmarks tied to volunteer recruitment, Medi-Cal enrollment, ITIN sign-ups, youth engagement, and job placement. Regular content paired with light ad boosts will help maximize reach while maintaining authenticity.

Tactic	Responsibility	Timeline
Post 2–4 times per week per FRC page with focus on Medi-Cal, job placement, volunteerism, youth programs, and ITIN resources	MCM, MA, DR, AG&EC, FRC Staff	Weekly
Create Facebook ad campaign aimed at people seeking employment navigation	MCM, MA, FRC staff	By July 31, 2025
Create Facebook ad campaign aimed at people seeking housing navigation and eviction defense	MA, MA, FRC staff	July Sept. 30, 2025

Share 1 Covered California post per month with CTA and engagement prompt	MCM, MA	Monthly
Boost high-performing posts with grant-related messaging	MCM, MA	Ongoing
Highlight volunteer opportunities (CDBG) through designed Facebook posts	MCM, MA	Ongoing
Monitor page insights monthly to assess growth and adjust content type/frequency accordingly	MA	Monthly
Coordinate one story lead or testimonial per FRC monthly to humanize services and build engagement (CalCRG, Aztecas, Cover Cal)	MA, FRC Staff	Monthly
Cross post and share between FRC Facebook accounts to show connectivity and support across the four programs	MA	Ongoing
Follow, like, and comment on other like-minded organization's Instagram feeds	MA	Daily
Share relevant news articles with community-minded commentary that drives engagement	Team	Ongoing
Provide quarterly social media training and support to each location team	MCM, MA	Quarterly
Establish contract with contractor for grant flyer and other materials creation to ensure internal communication can remain flexible	MCM, PD	By July 31, 2025

Objective B: Increase Instagram engagement related to the FRC by 20%

Strategy B1: Instagram will serve as a storytelling platform to spotlight the real-life impact of FRC programs and services. Through engaging visuals, Reels, and Stories, we'll capture attention from parents, youth, and civic-minded followers. Our strategy centers on humanizing services like Triple P and ECM while amplifying youth participation in programs like Aztecas.

Tactic	Responsibility	Timeline
Share 2–4 Reels or carousels per month tied to family success stories, volunteer testimonials, youth leadership, or core services	MCM, MA, DR, AG&EC, FRC Staff	Ongoing
Ensure the FRCs are well represented in “Building Bridges” video series posted to Community Bridges social media pages	MCM, MA	Ongoing
Highlight youth participation in Aztecas and other programs to reach younger audiences	MCM, MA, Aztecas PM	Ongoing

Refresh Mental Health Instagram campaign for CYBHI grant and deliverables	MCM, MA, FRC staff	By
Track CTR from Instagram Stories (CYBHI requirement) and adjust placement/design and boost posts based on results	MCM, MA	Ongoing
Promote one ITIN-focused post per month using Instagram Stories and multilingual infographics	MA	Monthly

Objective C: Increase traffic to the FRC landing pages by 25%

Strategy C1: We will transform the FRC landing pages into dynamic resource hubs that provide clear, accessible information tied to our most in-demand services. By aligning social media content with direct links to these pages—and enhancing them with visuals, forms, and success stories—we’ll guide families, job seekers, and potential volunteers to take action. This effort not only supports web traffic goals but also deepens engagement with services that are central to our grant commitments and donor value proposition.

Tactic	Responsibility	Timeline
Build out landing pages with clear, accessible sections for: Behavioral Health, Eviction Defense, Triple P, Aztecas, Medi-Cal and ITIN	MCM, MA, FRC Staff	Ongoing
Add embedded intake forms and class registration links to be updated each month	MCM, MA	Monthly
Include internal and external links to resources to	MCM, FRC Staff	Ongoing
Link every social media post directly to relevant landing page content (e.g., “Learn more and sign up here”)	MCM, MA	Ongoing
Embed videos, testimonials, or quote graphics to make pages visually engaging and donor-friendly	MCM	Quarterly
Contribute to the new Community Bridges landing page for creative content (blogs, press coverage, podcasts, photo galleries, etc.)	MCM, MA	Monthly
Partner with Aztecas program coordinator to create monthly press release or op-ed submission for local press	MA, Aztecas PC	Monthly
Add QR codes on all print materials and event signage that direct users to the webpage	MCM, MA	Ongoing
Establish key community partners list and ensure they have electronic or printed versions of latest marketing materials	PD, MCM	By August 31, 2025

Create FRC outreach folder for staff use and update materials if needed	MCM, MA, PD	By July 31, 2025
Ensure FRC television, radio and print ads have consistent call to action referring to landing page	MCM, MA, PD	Ongoing
Use Google Ad Grant targeting keywords like “family resources,” “Ayuda” and “Find help”	MCM	Ongoing
Use Google Analytics to track referral sources from social and email and refine strategies for highest-converting channels	AA	Monthly



Communications & Media Plan FY 25/26

Overview

This Communications & Media Plan outlines the goals, strategies, and tactics that will elevate visibility of Elderday Adult Day Health Care and increase engagement with caregivers, older adults, and referring providers across Santa Cruz County. By aligning with **Community Bridges' FY 25/26 Development and Media Plans**, this strategy aims to increase average monthly website visits, grow Elderday's Facebook following, and drive more online applications for enrollment.

By centering real stories of dignity, caregiving, and healing, Elderday's communications will highlight its role in preventing isolation and supporting families through medical care, mental health services, and therapeutic activities for aging adults.

All communications should follow the **Community Bridges Press & Media Guidelines** and **Social Media Guidelines**.

Objective

To increase digital awareness, trust, and participation in Elderday Adult Day Health Care by showcasing its compassionate, comprehensive care model and making online pathways to engagement and application easier and more compelling.

Goals

Goal #1: Increase average monthly website visits to Elderday by 20%

Goal #2: Increase Elderday's Facebook following by 25%

These metrics will be driven by:

Communicating the program's medical, mental health, and social benefits for older adults

Promoting caregiver stories and showing the life-changing value of respite and support

Enhancing usability and visibility of Elderday's website and application process

Strengthening outreach to healthcare providers, senior-serving partners, and caregivers

Target Audience

Older Adults & People with Disabilities (60+ and ADA eligible)

Caregivers & Family Members (ages 35–65)

Older Adults (ages 60+ and disabled adults)

Healthcare & Mental Health Providers (clinics, hospitals, social workers)

Community-Based Organizations (case managers, referral partners)

Current & Prospective Donors

Local Elected Officials & Aging Policy Advocates

Strategies and tactics by objective:

Objective A: Increase average monthly website visits to Elderday by 20%

Strategy A1: Improve site content and SEO while regularly driving traffic from partner referrals, social media, and email.

Tactic	Responsibility	Timeline
Update landing page with clearer value proposition, visual testimonials, and service details	MCM, MA	August 2025
Link to Elderday’s website in all outreach materials and provider emails	Team	Ongoing
Create Elderday outreach folder for advocacy and enrollment purposes, ensuring QR codes and links lead back to website	MCM, MA, PD	August 2025
Use targeted Google Ad Grant to be competitive in the “adult day health care” “senior care” searches	MCM, MA	Ongoing
Conduct recurring heatmapping to inspect how users are exploring Elderday webpage	MCM	Quarterly
Establish key community partners list and ensure they have electronic or printed versions of latest marketing materials	MCM, PD	By August 31, 2025
Ensure key community partners have brochures and reorder if running low	PD, MCM, MA	Quarterly
Continue social media marketing strategy, targeting social workers, hospital and health care employees, and at-home caregivers	MCM	Ongoing

Ensure Elderday television, radio and print ads have consistent call to action referring to landing page	MCM, MA, PD	Ongoing
Partner with hospitals and clinics to share materials in discharge/referral packets	PD, MCM	By October 31, 2025

Objective B: Increase Elderday's Facebook following by 25%

Strategy B1: Share impactful stories and program updates while expanding reach through staff, families, and referral partners.

Tactic	Responsibility	Timeline
Post 2x per week using photo stories, program highlights, and community education, leveraging events, annual giving campaigns, holidays, national celebrations, and notable program news	MCM, MA, DRA	Ongoing
Ensure Elderday is represented in "Building Bridges" video series posted to Community Bridges social media pages	MCM, MA	Ongoing
Cross post from other Community Bridges' Facebook accounts to show connectivity	MA	Ongoing
Share relevant news articles with community-minded commentary that drives engagement	MCM	Ongoing
Encourage staff and volunteers to share content regularly	PD, LL Leads	Ongoing
Hold recurring virtual open houses via Facebook Live targeted at caregivers, healthcare workers, and local families, as an alternative to in-person open houses	PD, MCM, MA	Ongoing



Communications & Media Plan FY 25/26

Overview

This Communications & Media Plan outlines the goals, objectives, strategies, and tactics to elevate awareness and engagement with Community Bridges' Early Education Division (EED), which provides high-quality, culturally responsive early care and education services across Santa Cruz County. This plan aligns with Community Bridges' FY 25/26 Development and Media Plans and is designed to deepen trust with families, grow digital engagement, and promote the critical role of early education in lifelong success.

With seven Facebook channels (one central and six location-specific pages) and a growing web presence, this plan focuses on streamlining messaging, strengthening content quality, and using storytelling to connect with caregivers and community allies.

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

Objective

To increase community engagement with EED digital platforms and demonstrate the value, accessibility, and success of our early education programs by strengthening online storytelling, cross-channel alignment, and family-focused outreach.

Goals

Goal #1: Increase average engagement time with the EED website by 20%

Goal #2: Increase engagement across the EED Facebook network (central + 6 location pages) and EED-related posts on Instagram by 15%

These goals will be achieved by:

- Creating unified and relevant content that supports parents and caregivers
- Highlighting the impact of our early educators and the growth of enrolled children
- Making it easier for families to find, navigate, and understand our services online
- Training EED staff to capture and share impactful site content with Communications.
- Showcasing our centers as safe, inclusive, and empowering learning environments

Target Audiences

- Parents and Guardians (ages 18–45, bilingual, working-class families)
- Extended Families and Caregivers (grandparents, guardians, siblings)
- Prospective Employees (educators, aides, and bilingual support staff)
- Community Advocates and Local Partners
- Policy and Education Leaders
- Local Donors and Supporters

Strategies and tactics by objective:

Objective A: Increase average engagement time on the EED website by 20%

Strategy A1: Make the website more engaging by updating content, adding storytelling elements, and improving navigation to encourage deeper interaction.

Tactic	Responsibility	Timeline
Conduct a review of the EED website to identify content gaps and outdated materials	MCM, EED Director	By August 31, 2025
Create EED outreach folder for staff use and update materials if needed	MCM, MA, EED Director	By July 31, 2025
Add interactive elements like downloadable resources or parenting tips	MA, MCM, PD	Ongoing
Use Google Analytics to track engagement time and optimize underperforming pages	AA	Monthly
Promote updates to site content through social media and email	MCM, MA	Ongoing
Use Google Ad Grant targeting keywords like “early education” and “local childcare”	MCM	Ongoing
Establish key community partners list and ensure they have electronic or printed versions of latest marketing materials	PD, MCM	By August 31, 2025
Use heatmaps and behavior tracking to identify where users are dropping off and revise layout accordingly	MCM	Bi-annual
Use Google Analytics to track referral sources from social and email and refine strategies for highest-converting channels	AA	Monthly

Objective B: Increase engagement rate across all seven EED Facebook pages and EED-related Instagram content by 15%

Strategy B1: Use coordinated campaigns, location-specific content, and staff participation to build a unified voice and increase interaction.

Tactic	Responsibility	Timeline
Post a mix of classroom photos, child development tips, event recaps, staff celebrations and recognition, and family stories 2x/week per page	MCM, MA, EED Director	Ongoing
Ensure EED is well represented in “Building Bridges” video series posted to Community Bridges social media pages	MCM, MA, PD	Ongoing
Highlight educator spotlights and classroom projects across all channels to humanize and unify content	MA, Site Leads	Monthly
Run paid ad campaigns promoting enrollment and staff hiring from central page with targeted location boosts	MA, MCM	Quarterly
Provide quarterly social media training and support to each location team	MCM, MA	Quarterly
Use engagement metrics to adjust content types and posting schedules based on what resonates	MCM, MA	Ongoing



Communications & Media Plan FY 25/26

Overview

This Communications Plan outlines the goals, objectives, strategies, and tactics that will guide Community Bridges' efforts to elevate the visibility of Meals on Wheels for Santa Cruz County, deepen engagement with key audiences, and position the program as an essential, trusted resource for older adults across our region. By aligning with the priorities set forth in the **2025/26 Development Plan** and the **Community Bridges Communications & Media Plan FY 25/26**, this strategy aims to strengthen donor relationships, recruit new volunteers, increase participation in congregate dining services, and amplify the program's impact through compelling storytelling and consistent messaging.

Prioritizing visual storytelling, social media, email, public relations, and print will drive our outreach, strengthen internal culture, and position Meals on Wheels for Santa Cruz County as a compassionate, community-driven solution to senior hunger and isolation.

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

Objective

To boost awareness, engagement, and support for Meals on Wheels for Santa Cruz County through consistent, impactful storytelling and targeted outreach that drives volunteer sign-ups, dining site participation, and donor contributions.

Goals

Goal #1: Increase Meals on Wheels Facebook following by 25%

Goal #2: Increase visits to Meals on Wheels landing page by 10%

Goal #3: Increase MOW Monthly newsletter click-through rate by 1.5%

These metrics should be driven by focusing on:

Cultivating and sustaining existing and prospective donors

Establishing Meals on Wheels for Santa Cruz County as a solution for senior hunger & isolation

Increasing community excitement and understanding of the work of volunteers

Increasing employee enthusiasm and engagement

Target Audience

Current & Prospective Donors

Ages 40–75, local residents, philanthropically inclined

Current & Prospective Volunteers

Ages 18–40 (students, professionals) and 55+ (retirees)

Local Businesses

Community-focused employers and retailers interested in giving back

Older Adults & Caregivers

Ages 60+ and caregivers aged 35–65

Community Influencers & Advocates

Elected officials, health leaders, civic partners

Strategies and tactics by objective:

Objective A: Grow our Facebook audience by engaging and expanding our reach among volunteers, donors, and community supporters.

Strategy A1: Increase visibility and engagement on Facebook through consistent, mission-driven content and community participation. Encourage staff and supporters to amplify posts and invest in targeted outreach to grow local awareness and attract new followers.

Tactic	Responsibility	Timeline
Create and promote campaign celebrating Meals on Wheels for Santa Cruz County's 50 th anniversary in 2026	MCM, MA, PD	Winter
Use monthly targeted ads and boosted posts to reach new local audiences aligned with our mission	MCM, MA	Ongoing
Ensure Meals on Wheels is well represented in "Building Bridges" video series posted to Community Bridges social media pages	MCM, MA, PD	Ongoing

Post engaging content of staff, campaigns, volunteers, or impact stories 1-2/week, leveraging events, annual giving campaigns, holidays, national celebrations, and notable program news	MA, DRA, SDA	Ongoing
Cross post from other Community Bridges' Facebook accounts to show connectivity	MA	Ongoing
Share relevant news articles with community-minded commentary that drives engagement	Team	Ongoing
Encourage staff and volunteers to share content regularly	PD	Ongoing

Objective B: Drive more traffic to the Meals on Wheels landing page by using targeted messaging and high-impact content to increase volunteer and donor activity

Strategy B1: Increase visits to the landing page by embedding clear calls to action across all digital content, running seasonal campaigns with trackable links, and leveraging local partnerships and search advertising to boost visibility.

Tactic	Responsibility	Timeline
Link to the landing page in every digital campaign and social post with a clear call to action	Team	Ongoing
Use Google Ad Grant targeting keywords like “helping seniors” and “volunteer drivers”	MCM	Ongoing
Update landing page with new photo and video content uplifting the role of volunteers and donors	MCM, MA	By August 31, 2025
Update landing page with 50 th anniversary content	MCM, MA	December 31, 2025
Add QR codes on all print materials and event signage that direct users to the webpage	MCM, MA	Ongoing
Establish key community partners list and ensure they have electronic or printed versions of latest marketing materials	PD, MCM	By August 31, 2025
Create MOW outreach folder for staff use and update materials if needed	PD, MCM, MA	By July 31, 2025
Ensure MOW television, radio and print ads have consistent call to action referring to landing page	MCM, MA, PD	Ongoing

Objective C: Improve engagement with the MOW Monthly newsletter by delivering relevant, action-oriented content that motivates readers to click and learn more.

Strategy C1: Increase newsletter click-through rates by simplifying layout and messaging, using visually engaging stories and buttons, and testing subject lines and CTAs to optimize performance.

Tactic	Responsibility	Timeline
Improve and simplify subject lines to drive consistent action	MCM, Newsletter writer	Ongoing
Feature personal stories/features in at least 5 MOW newsletters as lead stories	MCM, Newsletter writer	Ongoing
Embed short videos or spotlight stories that continue on the website and social media	MCM	Ongoing
Update email lists and scrub to produce more accurate data on deliveries, open, and click-through	AA	Ongoing
Feature only 1–2 strong CTAs per email that align with subject line to avoid overload and confusion	MCM, Newsletter writer	Ongoing
Monitor donor engagement in newsletter to prevent fatigue and/or lapse in donations	DRA, AA	Ongoing



Communications & Media Plan FY 25/26

Overview

This Communications Plan outlines the goals, objectives, strategies, and tactics to elevate awareness of Lift Line services in Santa Cruz and Monterey Counties, particularly targeting older adults and people with disabilities who rely on transportation to remain independent. In alignment with the **Community Bridges FY 25/26 Development Plan** and the **Community Bridges Communications & Media Plan FY 25/26**, this strategy is designed to expand ridership, enhance community trust, and increase visibility of Lift Line as a reliable, equitable transportation solution.

A blend of storytelling, print collateral, digital outreach, and media partnerships will be used to boost online engagement and application rates—especially in underserved Monterey County communities.

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

Objective

To boost engagement, visibility, and ridership for Lift Line services—especially in Monterey County—by highlighting its accessibility, affordability, and life-changing impact on older adults and people with disabilities.

Goals

Goal #1: Increase Lift Line’s Facebook following in Monterey County by 25%

Goal #2: Increase organic Facebook reach by 15%

Goal #3: Increase visits to the Lift Line application page by 10%

These metrics will be driven by:

Positioning Lift Line as a critical, trusted transportation solution for aging and disabled communities

Increasing public awareness of eligibility and how to apply

Strengthening trust and visibility among caregivers, seniors, service providers, and partners

Target Audience

Older Adults & People with Disabilities (60+ and ADA eligible)

Caregivers & Family Members (Ages 35–65)

Community-Based Organizations

Healthcare & Service Providers

Local Government & Policy Advocates

Current & Prospective Donors

Strategies and tactics by objective:

Objective A: Expand Lift Line’s Facebook following and reach in Monterey County

Strategy A1: Build local awareness through community-first content, cross-promotion, and targeted outreach.

Tactic	Responsibility	Timeline
Launch a “We’ll Get You There” Facebook campaign with stories from Monterey County residents who benefit from Lift Line and year-one stats on number of rides provided through grants	MCM, MA, PD	Summer
Use Meta Ads to reach Monterey County audiences with targeted geolocation, interest, and language-based campaigns	MCM, MA	Ongoing
Begin to follow and interact with social media accounts for local government, foundations, elected officials, service providers, and local business in Monterey Peninsula and Salinas Valley	MA	Ongoing

Objective B: Increase visits to the Lift Line application page

Strategy B1: Drive traffic by embedding trackable calls to action in digital campaigns and improving visibility in underserved areas.

Tactic	Responsibility	Timeline
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Add CTA and trackable links to every social post and digital ad	Team	Ongoing
Use Google Ad Grant to promote search terms like “free rides for seniors” and “transportation for disabled Monterey County”	MCM	Ongoing
Update landing page with fresh visuals and streamlined eligibility explainer	MCM	By August 31, 2025
Add QR codes on outreach materials, brochures, and ride schedules that point to the application page	MCM, MA	Ongoing
Work with hospitals, clinics, and senior centers to distribute flyers and referral cards	MCM, MA, LL team	Summer-Fall
Ensure advertisements in traditional media (television, radio and print) are targeted and strategic	MCM	Ongoing
Promote application link in all radio/TV/public service announcements	MCM, MA	Ongoing

Objective C: Improve organic Facebook reach by delivering more dynamic, shareable content

Strategy C1: Maximize organic impressions through engaging visuals, community involvement, timely storytelling, and fun behind-the-scenes looks at the day-to-day operations at Lift Line.

Tactic	Responsibility	Timeline
Launch recurring “In the Shop” behind-the-scenes look into operations of Lift Line headquarters	MA, LL team leads	September 2025
Post engaging content of staff, campaigns, volunteers, or impact stories 1-2/week, leveraging events, annual giving campaigns, holidays, national celebrations, and notable program news	MCM, MA, DRA, SDA	Ongoing
Cross post from other Community Bridges’ Facebook accounts to show connectivity	MA	Ongoing
Ensure Lift Line is represented in “Building Bridges” video series posted to Community Bridges social media pages	MCM, MA	Ongoing
Share links, flyers and announcements of RTC’s Elderly and Disabled Transportation Advisory Committee (E&D TAC) and other transportation related meetings and planning efforts	MCM, MA, LL	Ongoing

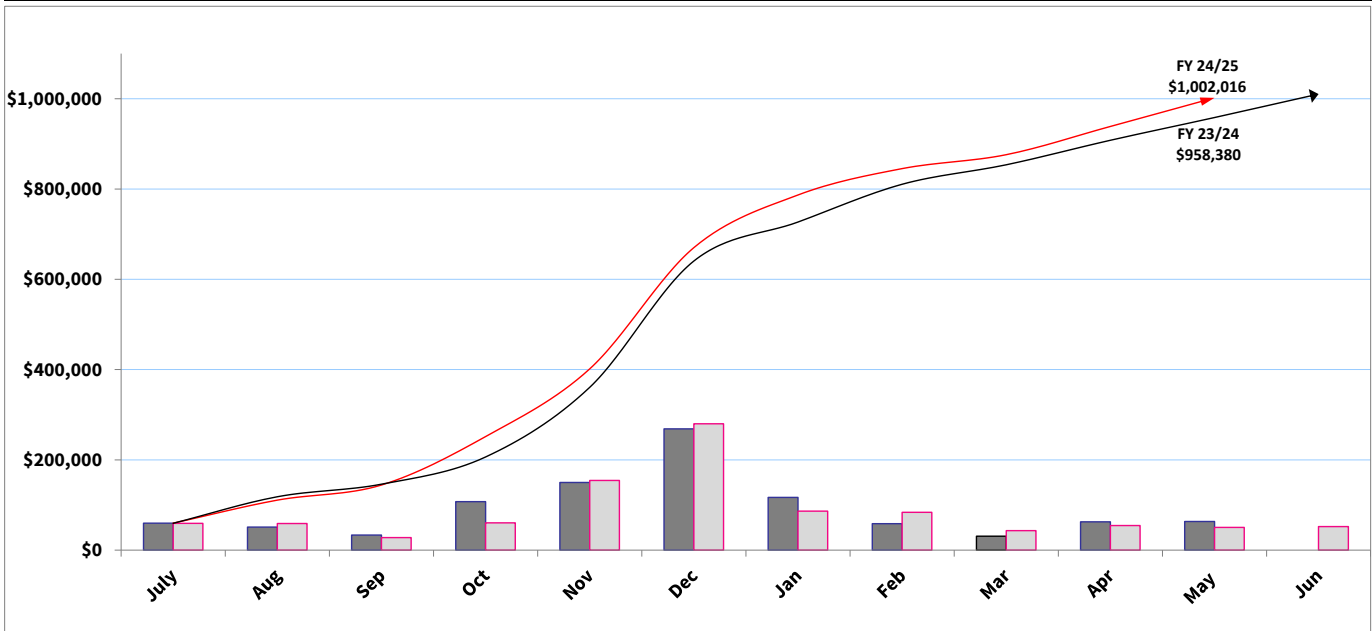
Share relevant news articles with community-minded commentary that drives engagement	MCM	Ongoing
Encourage staff and volunteers to share content regularly	PD, LL Leads	Ongoing

Development Progress Report
Fiscal Year 2024-25
May 30, 2025

Donation Revenue (Excluding Grants & Disaster Funds)

Fiscal Year	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Current Year 24/25	\$59,760	\$50,976	\$33,500	\$107,340	\$149,953	\$268,561	\$116,675	\$58,412	\$30,870	\$62,561	\$63,408		\$1,002,016
Previous Year 23/24	\$59,425	\$58,835	\$27,788	\$60,344	\$154,259	\$279,808	\$86,326	\$83,738	\$43,146	\$54,309	\$50,402	\$52,011	\$1,010,391
Variance	\$336	(\$7,859)	\$5,711	\$46,996	(\$4,307)	(\$11,246)	\$30,348	(\$25,326)	(\$12,276)	\$8,252	\$13,006		\$43,637
% Var	1%	-13%	21%	78%	-3%	-4%	35%	-30%	-28%	15%	26%		96%

Year over year difference: 5/30/24 to 5/30/25 \$43,637 4.6% change



A. Cumulative YTD Donations

- 24/25 Donations YTD \$1,002,016 91% Portion of year lapsed
- 23/24 Donations YTD \$958,380 4.6% Change over prior year
- 24/25 Donation Goal \$970,150 103% Portion of goal met
- 23/24 Donations Final \$1,010,391 105% Portion of prior year

COMMUNITY BRIDGES Program Budget Summary April 30, 2025 Projections for Year Ending 6-30-2025											
A	B	C	D	E	F	G	H	I	J	K	L
PROGRAM NAME:	6/30/24 Unaudited Balance	Annual 24/25 Approved Budget	Current Projected Expenses	Current Projected Revenues	As Yet Unsecured Revenues	(E-D) Net 2024-2025 Gain/Loss	(B+G) Cumulative Gain/Loss	Goal 25% Reserve %	Change from Prior Mo	% Change	14.53% Gen'l & Adm Exp
WIC (CB FY)	363,948	3,008,693	3,281,929	3,503,452	310,098	221,523	585,471	17.9%	(27,611)	-0.8%	479,367
Early Education Division	312,840	5,110,055	3,446,892	3,369,725	1,500,000	(77,167)	235,673	6.8%	849	0.0%	463,467
Elderday	(590,283)	3,078,476	3,068,348	2,984,521	1,200,000	(83,827)	(674,110)	-22.0%	58,789	1.9%	431,070
Meals on Wheels	1,609,289	2,728,196	2,684,245	2,618,848	500,000	(65,397)	1,543,892	59.7%	(4,720)	-0.2%	393,218
Lift Line	(104,165)	3,986,695	4,387,411	4,389,797	250,000	2,386	(101,779)	-2.5%	(4,446)	-0.1%	450,463
La Manzanita Commty Res	465,201	3,567,910	2,786,658	2,505,243	250,000	(281,415)	183,786	6.6%	(33,090)	-1.2%	222,549
Mountain Commty Res	462,953	815,446	820,406	649,305	250,000	(171,101)	291,852	36.0%	(29,828)	-3.6%	107,276
Nueva Vista Commty Res	319,690	594,067	555,536	509,486	200,000	(46,050)	273,640	49.6%	(499)	-0.1%	80,821
Live Oak Commty Res	198,386	598,835	669,178	437,498	200,000	(231,680)	(33,294)	-5.0%	(45,493)	-6.8%	97,514
FRC ECM			363,636	499,760		136,124	136,124	37.4%	20,009	5.5%	52,990
CACFP	92,019	4,023,600	3,922,988	3,918,189	360,000	(4,799)	87,220	10.5%	-	0.0%	80,234
Administration	248,014	2,923,860	2,807,220	2,934,492	150,000	127,272	375,286	13.4%	53,708	1.9%	
Philanthropy	396,070	492,482	518,568	564,896	337,266	46,328	442,398	85.3%	41,694	8.0%	75,523
TOTAL PROGRAMS	3,773,962	30,928,315	29,313,015	28,885,212	5,507,364	(427,803)	3,346,159	13.23%	29,362	0.1%	2,934,492
LOCR-Capital Campaign	494,191		26,500	1,058	0	(25,442)	468,749	NA	(834)		0
CBHQ FY 23/24 Activity		-	218,194	216,271	0	(1,923)	(1,923)	NA	(1,526)		0
Fixed Assets & Gen'l Agy	9,105,589	-	1,780	29,563	0	27,783	9,133,372	NA	(572)		0
TOTAL AGENCY	13,373,742	30,928,315	29,559,489	29,132,104	5,507,364	(427,385)	12,946,357	13.23%	26,430	0.1%	2,934,492