

GOAL AREA #1	
STRATEGIC PLAN IMPLEMENTATION	<i>Lead implementation of the CABE Strategic Plan/COMPASS:</i>
RESPONSIBILITIES & DUTIES	CEO REPORT
<p>(1) Serving as the strategic plan manager, ensuring that all work plans for Board-identified priority projects are fully implemented and funded;</p> <p>(2) Providing support, guidance and oversight to all Strategic Plan/COMPASS consultants, as well as the educational consultant;</p> <p>(3) Engaging CABE staff in actively supporting implementation of the Strategic Plan/COMPASS priorities and work plans;</p> <p>(4) Providing the Board with regular progress reports and analyses of Strategic Plan/COMPASS work plan implementation.</p>	<ul style="list-style-type: none"> • Monitored the progress and growth of implementation of the CABE Strategic Plan. • Met with President and Immediate Past President to discuss transition and reflection on strategic plan and plans for 2017-18 to prepare for planning of new strategic plan. • Created Led Staff Meetings in August (Retreat) and October that focused on the understanding, deeper connections and implementation of the Strategic Plan, how it is connected to our daily work, and along with team relational building, updates, projects, etc. • Supported 3.1 Family and Community Engagement through support of P2I (i3 grant, contracts, marketing, growing the team, addressing and working on budget issues, etc.). Met with staff, addressed staffing issue and needs, engaged P2I staff to present at the CABE 2017 and Riverside Regional Conferences. Planned and strategized for the end of the i3 grant in December 2017. • Continued to support Strategic Plan 2.2 and 2.3 directly through meeting with directors of Program and Events and PDS weekly supporting the work on the Professional Development Framework and collaboration and planning for the future with PDS and planning the 2017-18 conference/professional development offerings • Worked closely with Laurie Nesrala, Norma Rocha, David Valencia and Jesse Acosta to advance the development and updates of the Design For Success website added by elements of content and design—in Spanish and English: CABE website, App, Resource Center • Met and communicated regularly with consultant Claudia Lockwood to provide feedback, information, and support for the implementation of 4.1 (including on 2-Way Directory, indicators of exemplary multilingual programs, University Seal of Biliteracy, SEAL visits, Prop 58 implementation, grant development, and ELLLI) • Met with Enrique Gonzalez regularly in person and via phone to deepen our work with Strategic Partnerships (via partnership with Mexico) and to plan the Binational Professional Development Project and partnerships with Mexico—IME, SEE, INEA. Strong emphasis was placed on the

presence and participation of the Mexican Government and Delegation at the CAFE 2017 conference, the Binational GLAD partnership, meeting new Secretary of Education of Baja California, and confirming MOU with IME.

- Communicated regularly with Membership Team to continue use of Basecamp, Smart Reg Membership Database, chapter consolidation, and membership receptions)
- Developed template for Strategic Plan leads to report on their past progress and anticipated outcomes for 2017-18.
- Included information and reminders for CAFE Team members on the impact and relevance of the Strategic Plan on our daily tasks and rolls and responsibilities.
- Met with Martha ZD regularly to support the development of the work plan for 3.4, advocacy, to provide feedback on policy issues and attend meetings via telephone and in person regarding EL policy with CDE, SBE, and legislation.

GOAL AREA #2

CABE LEADERSHIP

Maintain and promote the CABE Essentials (values, vision/mission, theory of action, principles, strategic goals, and instructional priorities)

RESPONSIBILITIES & DUTIES

CEO REPORT

- (1) Implementing and evaluating strategic and financial goals;
- (2) Engaging board, staff, and partners to support CABE vision and strategic plan;
- (3) Developing and maintaining strong fiscal structures to support the implementation of the CABE strategic plan.

- Located prospective new building for CABE and led the organization in the escrow and financing process for the new CABE Headquarters Building.
- Continued to communicate with Realtor as a follow up on the Board and Staff's input on the effectiveness and location of our building. Actively searching for new building.
- Met with Elodia Ortega-Lampkin, President, in person and via phone/email regarding CABE programmatic, relational and growth issues. Extensive time was dedicated to planning for the CABE Board retreat
- Met with Barbara Flores in person and via phone as Director of Financial Affairs.
- Contacted and communicated via phone and text with incoming board members
- Presented at and attended CLSBA
- Met with SPI Tom Torlakson and CDE staff
- Presented at BCN—Bilingual Coordinators Network
- Attended September SBE meeting
- Prepared for meetings with new Secretary of Education of Baja California in Tijuana, meetings with IME and SRE in Mexico city, and collaborative meeting Mexican leaders, UC Mexico, and with State Superintendent Tom Torlakson and CDE staff
- Continued collaborative partnership with Center for Applied Linguistics (CAL)
- Met with Finance and Executive Committees in August and September to discuss and support CABE Fiscal state and agendas for October and to move forward with the implementation of the CABE Strategic Plan
- Met with CABE Accounting Consultant on a regular (weekly/daily) basis for budgetary and fiscal reports for the final quarter of 2016-17, the fiscal audit, and the planning for the final 2017-18 budget.
- Met weekly and worked closely with Coordinating Council members on the programmatic and fiscal growth of CABE the development of our work that is directly correlated to the strategic plan and the CABE Essentials.
- Communicated with Board Members on actions in strategic plan
- Continued to work closely and meet weekly with CABE Accounting Consultant, Yvette Chong-Coontz to ensure that funding structures are in place in the final 2017-18 budget to support the implementation and growth of the strategic plan—specifically re department budgets.

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| | <ul style="list-style-type: none">• Emphasized the CAFE Vision and Essentials as our foundation on regular (daily/weekly basis) through all communication, social networking, promoting, branding, legislative action, etc.• Met regularly with and supported Martha Zaragoza Diaz (Legislative Advocate) along with Californians Together on policy, CDE, and state board of education issues.• Attended the steering group meetings of the English Learner Leadership and Legacy group.• Provided weekly information and orientation to the CAFE Compass to staff through the Monday Message and in staff meetings as well as at the staff retreat.• Renewed Contract with CAFE Board of Directors |
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GOAL AREA #3

BUDGET AND FUND DEVELOPMENT	<i>(REFER TO COMPASS ACTION PLAN 4.6)</i>
RESPONSIBILITIES & DUTIES	CEO REPORT
<p>(1) Establishing budgets, budget strategy, and fund development goals for all Strategic Plan/ COMPASS priority projects, as well as for operational priorities;</p> <p>(2) Establishing a system of contract development, management, and monitoring;</p> <p>(3) Establishing a system of fund solicitation strategies;</p> <p>(4) Developing a portfolio of cultivation strategies (“making friends”);</p> <p>(5) Conducting an annual membership drive to increase membership;</p> <p>(6) Maintaining, monitoring, and evaluating the budgeting and fund development plan and process;</p> <p>(7) Raising funds for CAFE’s operations from any and all sources, private and public;</p> <p>(8) Guiding staff and bringing about efficient fiscal operations and activities.</p>	<ul style="list-style-type: none">• Confirmed financing options and processes for the new building. Received pre-approval for loan of \$2.5 million for new building.• Received grants from the Sobrato Family Foundation, USDOE NPD grant, California Endowment, and the California Collaborative for Educational Excellence.• Secured grant funding of \$2.75 million for the next five years: NPD Grant.• Secured Diamond level sponsor for CAFE 2018.• Worked extensively with accounting consultant, business team and coordinating council to implement budget for 2017-18 with fidelity.• Met with Director of Finance, Barbara Flores in person and via phone on final 2017-2018 budget and new building process.• Planned for and facilitated quarterly call with the Financial Committee.• Met and surpassed 2016-2017 revenue goals by approximately \$450,000 guaranteeing the active implementation of the CAFE strategic plan, with emphasis on Priority areas and cross over to other areas of the plan.• Advanced Plaza Comunitaria program by applying for two IME Becas grant applications and contracts both locally and statewide• Worked with Accounting Consultant to move investment policy and strategy forward and to transfer funds for deposit on the new building.• Requested and supported coordinating council members meeting with Accountant Consultant on at least a monthly basis to review program budgets.• Monitored and supported the implementation of the system of contract development, management, and monitoring which is managed by our Administrative Systems Manager.

GOAL AREA #4	DESCRIPTION
BOARD ENGAGEMENT & LEADERSHIP	<i>Work collaboratively with the Board Executive Committee to design and roll out a Board engagement and leadership strategy for engaging CABA Board in effectively and compellingly understanding, communicating, and enacting the CABA Strategic Plan/COMPASS</i>
RESPONSIBILITIES & DUTIES	CEO REPORT
<p>(1) Developing effective communication strategies;</p> <p>(2) Providing leadership to board members in implementing the CABA strategic plan;</p> <p>(3) Creating a project management process to contribute to and monitor the progress of the strategic plan.</p>	<ul style="list-style-type: none"> • Communicated regularly via phone, text, social media, email, in person with board members. • Met with Director of Finance, Raul Maldonado in person in May 2017 on 2016-17 and 2017-2018 budget and new building process • Met with Elodia Ortega-Lampkin, President, in person and via phone/email regarding CABA programmatic, relational and growth areas. • Met with Karling Aguilera Fort, Immediate Past President for transition plan and to plan for the October 2017 retreat. • Met with audit committee to review and approve 2016-17 audit. • Contacted and communicated via phone and text incoming board members to congratulate and plan for their participation in the board. • Invited and confirmed Board members to attend and participate in visits to Tijuana, Mexico City, Cuba Delegation Planning, NCLR conference, CALSA Summer institute, SBE meeting, legislative advocacy, CDE ESSA feedback sessions, ELPAC trainings, and CABA professional development events. • Planned for CABA board retreat and board meeting to be held October 12-14, 2017. • Worked and coordinated closely with the Director of Legislative affairs and CABA Lobbyist on policy issues. • Received the letter of resignation from Director of Legislative Affairs. • Facilitated the invitation to CABA Board members and staff to present at CALSA Summer Institute. • Met with Executive and Finance committees in preparation for October Board meeting.. • Continued the implementation of Basecamp for communication and file sharing • Concurred regularly with Legal Counsel, Mary Hernandez, on several issues in relation to and impacting the board (contracts, plans, elections). • Continue to lead staff in refocusing on the goals and priorities of the CABA Compass • Invited and facilitated three board members to participate in ELLLI EL Advocacy Training in August, 2017 (Elodia Ortega Lampkin, Norma Sandoval and Esabel Cervantes) in partnership with two team members (Maria Villa and Toni Hernandez).

GOAL AREA #5

STAFF ENGAGEMENT & LEADERSHIP.

(Refer to Strategic Plan/COMPASS Action Plan 4.5)

RESPONSIBILITIES & DUTIES

CEO REPORT

- (1) Creating an office culture of quality service, support, leadership, and accountability;
- (2) Engaging all staff in the development of work teams and work plans tied directly to the CAFE strategic plan.
- (3) Intentionally seeking alignment across CAFE departments and teams to build CAFE's capacity for leadership, engagement, and accountability.
- (4) Establishing and utilizing an external committee or advisory board of experts, colleagues, and practitioners to provide input and feedback to staff and the Board regarding CAFE's developmental work.
- (5) Developing professional growth plans with staff to support their advancement and learning.

- Facilitated and conducted CAFE Team Retreat in August, 2017 in Sacramento
- Prepare for the recruitment and interviews for two new positions—Deputy Director and PD Specialist.
- Meet regularly with staff—whole staff meetings, coordinating council, teams, and individuals.
- Updated some titles and team names.
- Sent weekly Monday Message to Team and regular consultants regarding cross team information, news and updates, and connection of work to the CAFE vision and Strategic plan.
- Awarded staff professional development and continuing education initiative to encourage staff to grow and develop new skills
- Recognized staff for the number of years served and accomplishments at CAFE in June 2017
- Prioritize touching base and meeting personally with each staff member every 1-2 weeks.
- Continued to encourage and guide team collaboration, planning and growth
- Regularly engaged team in discussions regarding leadership during coordination council
- Continue to encourage and build staff level of professionalism, growth, and cross team connections.
- Met with close CAFE partners for input and feedback on CAFE programs and offerings.
- Support systemic growth and use of technology throughout staff to improve services—attending off site trainings, supporting implementation of new CAFE Email—gocafe.org, upgrading software, hardware, trainings on different software, ransom-virus, etc.
- Celebrated birthdays, holidays, graduations and special events.
- Provided encouragement and recognition to staff for their dedicated efforts by celebrating birthdays, providing Starbucks run, lunch at staff meetings, and regular treats.
- Met with staff in monthly staff meeting and with coordinating council twice per month
- Addressed growth and performance needs with different staff members
- Focused with team on creating systemic and organized flows to work projects to enhance professionalism and efficiently in work.
- Met with key partners, experts and colleagues to ask for insight and feedback on CAFE's growth and future development work.

GOAL AREA #6

OPERATIONAL LEADERSHIP

Manage the operation and administration of the CABE organization to ensure CABE's organizational, programmatic, and fiscal success and sustainability.

RESPONSIBILITIES & DUTIES

CEO REPORT

- Providing strong leadership and professional model for staff;
- Assuring sound financial and human resources policies.
- Developing and maintaining strong relationships with partner organizations.

- Provide direction, input and support to the planning of the CABE 2018 conference –beginning planning, invitation to districts and Honorary Co-Chairs, location, contracts, speakers, structures, brochures, etc.
- Plan and begin implementation of CABE Board-approved International Delegations with first trip in December 2017 to Cuba in conjunction with Alma Flor Ada—El Camino del Poeta.
- Led Pre-Planning trip to Cuba with CABE Board VP and Director of Program and Events.
- Continually and regularly spoke about and share the CABE vision and mission with partners, clients and staff—NCLR, CABE 2017 Planning Committee, Cal Tog, CARECEN, CALSA, CLSBA, DLeNM, CSBA, ACSA, PTA. CTA, CAL, CDE, National EL Round Table, NABE, CUE, etc.
- Maintain International Relationships with IME & SRE, Spanish Embassy and Consulate, Confucius Institutes, Cuban Delegation
- Communicated regularly with staff through all modes of dialogue and communication.
- Work with Executive Assistant and Legal Counsel to update ByLaws and CABE Policy Handbook.
- Continued to support the full implementation of the Telepayroll and Bill.com system
- Used and promoted social media to support CABE events, ideas and resources—recently surpassed 5603 likes on FB—a 6% increase. Also increase presence on Twitter, Instagram and Linked-In
- Continue to develop systems and protocols for efficient and smooth office operations..
- Focused on addressing, building awareness & implementing the CABE Compass
- Conference calls with partner organizations regarding LCAP Evaluation Metrics and SBE meeting
- Supported CABTE as organizational affiliate
- Oversaw repairs to roof and ceiling, plumbing repairs and rodent cleanup.

TRAVEL

Travel Conducted June-October, 2017

- Long Beach—CABE Board Installation and Board Meeting
- Sacramento—2018 Planning Committee, Meeting with new Board President, Legislative Advocacy, SBE, meeting with—CDE, Mexican Consulate in Sac
- Washington DC—National EL Roundtable Meeting and meeting with OELA and USDOE---Betsy Devoss
- Palm Springs—National Dual Language Forum (NDLF) Advisory Committee at ATDLE
- Tijuana---Meeting with SEE and new Secretario de Educación
- Mexico City—Meet with new IME Leadership and CDE
- Tecate—Binational GLAD
- San Jose--ELLLI
- San Francisco--Meeting with Alma Flor Ada & Isable Campoy, National Family and Community Engagement Conference
- Washington DC—I3 Directors Meeting—July 2017
- Cuba—July, 2017, Preplanning trip for Educational Delegation

Forecasted Travel for October 2017-January 2018

- Sacramento—BCN, SBE, CABE 2018, CDE, EMG—speaker at Fall Retreat
- Washington DC—NPD Directors Meetings
- Tijuana—with SPI Torlakson and CABE delegation
- Cuba—CABE International Delegation
- Albuquerque-- National Dual Language Forum (NDLF) Advisory Committee at La Cosecha, and La Cosecha conference
- San Jose—ELLLI
- Monterey—CABE Regional Event
- Bakersfield—CABE Regional Event
- Fresno—facilitate and lead panel at FCOE Dual Language Symposium
- Los Angeles---Present at Accountability Leadership Conference

KEY EVENTS/PRIMARY AREAS OF FOCUS—JUNE-OCTOBER

- New Building—escrow, financing, construction
- Transition of New Board, Planning for Board Retreat
- Regular meetings with staff and Team Leads/Coordinating Council, Staff Meetings
- Partner meetings—Cal Tog, ELLLI, PTA, NELRT, Advancement Project, CLSBA
- CABE 2018 Planning and Support, Sponsors
- Grant Implementation and Support—NPD, Sobrato, CCEE, CA Endowment, IME Becas
- Cuba Planning
- Policy and Legislative Work—as time allows
- Audit
- New Grants
- Program Growth-PDS, P2I, P and E, IT and Graphic Design
- New Positions---NPD, Sobrato, CA Endowment, restructuring of Membership Team