

<b>GOAL AREA #1</b>	
<b>STRATEGIC PLAN IMPLEMENTATION</b>	<i>Lead implementation of the CABE Strategic Plan/COMPASS:</i>
<b>RESPONSIBILITIES &amp; DUTIES</b>	<b>CEO REPORT</b>
<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"> <li>• Convened strategic plan consultants for a full day work and collaboration meeting on December 8, 2016.</li> <li>• Set priorities to meet with leads regularly via Go to Meeting</li> <li>• Shared the progress of the CABE Strategic Plan with the Sobrato Foundation</li> <li>• Created template and process for priority leads to report out at January 2017 board meeting</li> <li>• Led Staff Meetings in October and December 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.</li> <li>• 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 in other events. Participated in I3 Leadership Institute with Karen Mapp. Attended three P2I graduations</li> <li>• 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 for 2016-17 conference/professional development offerings</li> <li>• Worked closely with Laurie Nesrala, Norma Rocha and Jesse Acosta (team members) to advance the development of the Design For Success website added by elements of content and design—in Spanish and English</li> <li>• 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, EdGE, ELLLI, etc.)</li> <li>• 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</li> </ul>

Project and partnerships with Mexcio—IME, SEE, INEA.

- Communicated regularly with Membership consultant (Stanley Lucero) to institute Basecamp, Smart Reg Membership Database, chapter consolidation, and membership receptions
- Had work plans posted to our Board Webpage for easy access by Board members.
- Included information and reminders for CABE 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 workplan for 3.4, advocacy

## 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.

- Met with Finance and Executive Committees in September and January to discuss and support issues and requests and move forward with the implementation of the CABE Strategic Plan
- Met with CABE Accounting Consultant and auditors on a regular (weekly/daily) basis.
- Continued to communicate with Realtor as a follow up on the Board and Staff's input on the effectiveness and location of our building.
- 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
- Supported the successful completion of the 2015-16 audit and approval by Audit Committee.
- Met with Accounting Manager for budgetary and fiscal reports for the first quarter of 2016-17.
- Finalized the 2017 Multilingual Educator with CABE Education Consultant
- Partnered with the Lara's Prop 58 campaign committee and remained in close contact with campaign staff regarding the initiative and campaign for November 2016 ballot to ensure its passage which is supported by our strategic plan.
- Worked with legislative advocate to ensure CABE is closely involved with Prop 58 Campaign.
- Continued to work closely and meet weekly with CABE Accounting Consultant, Yvette Chong-Coontz to ensure that funding structures are in place in the 2017 budget to support the implementation and growth of the strategic plan—specifically re department budgets.
- Emphasized the CABE 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 Partner Shelly Spiegel-Coleman on policy, CDE, and state board of education issues.
- Attended the steering group meetings and the November and December meetings of the English Learner Leadership and Legacy group.
- Provided weekly information and orientation to the CABE Compass to staff through the Monday Message and in staff meetings as well as at the staff retreat.

# GOAL AREA #3

<b>BUDGET AND FUND DEVELOPMENT</b>	<i>(REFER TO COMPASS ACTION PLAN 4.6)</i>
<b>RESPONSIBILITIES &amp; DUTIES</b>	<b>CEO REPORT</b>
<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 CABE’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"> <li>• Worked extensively with accounting consultant, business team and coordinating council to implement budget for 2016-17 with fidelity</li> <li>• Surpassed CABE fiscal goals for 2015-16 by \$83,000 surplus</li> <li>• Received \$80,000 grant/contract from the Sobrato Family Fund for Policy and Programmatic Support</li> <li>• Received \$40,000 grant from IME Becas</li> <li>• Met with officials from Sobrato Family Foundation regarding 2-3 year funding for CABE’s work at an estimate of \$750,000.</li> <li>• Advanced Plaza Comunitaria program with grants and contracts both locally and statewide</li> <li>• Worked with Accounting Consultant to move investment policy and strategy forward.</li> <li>• Exceeded registration number goals for regional conferences in Bakersfield and Monterey in fall of 2016</li> <li>• Supported and communicated with accounting consultant and business team on the 2015-16 audit and facilitated Audit Committee meeting and approval</li> <li>• Completed a successful 2015-16 audit</li> <li>• Requested and supported coordinating council members meeting with Accountant Consultant on at least a monthly basis to review program budgets.</li> <li>• Meet weekly in person with accounting consultant and new Administrative Systems and Membership Relations Manager.</li> <li>• Continue to workclosely with Consultant for Strategic Partnerships to create a short, medium and long term plan for corporate relationship and sponsorships along with partnerships with Mexico.</li> <li>• Monitored and supported the implementation of the system of contract development, management, and monitoring which is managed by our Administrative Systems Manager</li> <li>• Planned for and facilitated call with the Financial Committee.</li> </ul>

<b>GOAL AREA #4</b>	<b>DESCRIPTION</b>
<b>BOARD ENGAGEMENT &amp; LEADERSHIP</b>	<i>Work collaboratively with the Board Executive Committee to design and roll out a Board engagement and leadership strategy for engaging CAFE Board in effectively and compellingly understanding, communicating, and enacting the CAFE Strategic Plan/COMPASS</i>
<b>RESPONSIBILITIES &amp; DUTIES</b>	<b>CEO REPORT</b>
<p>(1) Developing effective communication strategies;</p> <p>(2) Providing leadership to board members in implementing the CAFE 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"> <li>• Communicated regularly via phone, text, social media, email, in person with board members.</li> <li>• Met regularly with President Karling Aguilera Fort via phone and in person</li> <li>• Invited and engaged board members to participate in Prop 58 campaign, Binational GLAD PD sessions, SBE testimony, legislative advocacy, SEAL visits, PDS trainings, Regional Conferences and Regional Receptions, National Multiliteracy Symposium, La Cosecha Conference, CALSA, Post Prop 58 meeting with Educational Partners, meeting with Sobrato Foundation, Accountability Leadership Symposium, meeting with legislators, and CCEE stakeholder meetings,</li> <li>• Welcomed the participation of nine board members at our two fall Regional Conferences in Monterey and Bakersfield.</li> <li>• Worked and coordinated closely with the Director of Legislative affairs and CAFE Lobbyist</li> <li>• Invited Board Members to attend and represent CAFE at La Jornada Pedagogica at LMU the last weekend of January, 2017.</li> <li>• Facilitated the invitation to CAFE Board President and President Elect to the CALSA Focus on Learning Symposium at the end of January, 2017.</li> <li>• Met with board president via phone regarding board meetings, CAFE Compass, budget for 2016-17, CAFE Compass Work Plans, CAFE 2017 plans, and focus areas for 2016-17.</li> <li>• Hosted Binational PD ceremony in San Bernardino with three board members present</li> <li>• Met with Executive committee in preparation for January Board meeting.</li> <li>• Continued to explore different project management systems to consider for implementation to provide easier access to strategic plan reports.</li> <li>• In process for creating roles, responsibilities, and schedules for board members at CAFE 2017.</li> <li>• Traveled to Washington DC with Board members to participate in meetings with OELA, the National EL Roundtable, and Multiliteracy symposium.</li> <li>• Continued the implementation of Basecamp</li> <li>• Concurred regularly with Legal Counsel, Mary Hernandez, on several issues in relation to and impacting the board (contracts, plans).</li> <li>• Continue to lead staff in refocusing on the goals and priorities of the CAFE Compass</li> <li>• Addressed request from Board regarding affiliates election, bylaws staffing, fiscal, etc.</li> </ul>

## 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.

- Implemented the restructuring of the CAFE staff to address growing registration, accounting and membership needs.
- Hired new Administrative Systems and Membership Relations Manager and continue to provide support for this new role.
- Meet regularly with staff—whole staff meetings, coordinating council, teams, and individuals.
- 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
- 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.
- Supported systemic growth and use of technology throughout staff to improve services
- Celebrated birthdays, holidays, and special events
- 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.
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## GOAL AREA #6

### OPERATIONAL LEADERSHIP

*Manage the operation and administration of the CAFE organization to ensure CAFE'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 CAFE 2017 conference –location, contracts, speakers, structures, brochures—Sponsor/Exhibitor, Awards and registration
- Continually and regularly spoke about and share the CAFE vision and mission with partners, clients and staff—OELA, NCLR, CAFE 2016 and 2017 Planning Committee, Cal Tog, CALSA, CLSBA, DLeNM, CSBA, ACSA, PTA. CTA, etc.
- Communicated regularly with staff through all modes of dialogue.
- Worked with Executive Assistant and Legal Counsel to update ByLaws and CAFE Policy Handbook.
- Continued to support the full implementation of the Telepayroll and Bill.com system
- Continuing to work with Consultant Enrique Gonzalez to finalize MOUs with IME/INEA in Mexico City as key positions there have changed.
- Used and promoted social media to support CAFE events, ideas and resources—recently surpassed 4906 likes.
- Continue to develop systems and protocols for efficient and smooth office operations..
- Focused on addressing, building awareness & implementing the CAFE Compass
- Conference calls with partner organizations regarding LCAP Evaluation Metrics and SBE meeting
- Supported CABTE as organizational affiliate
- Met/communicated with partners—NCLR, CALSA, NABE, CLSBA, Cal Tog, CARECEN, CAFE 2016 Planning Committee Districts, Dual Language Education New Mexico, CDE, OELA, ACSA, CSBA, CLSBA, IME, SEE,
- Oversaw repairs to roof and ceiling, plumbing repairs and rodent cleanup.

## HIGHLIGHTS for September 2016 –January 2017

- Successful Prop 58 Campaign
  - 73.5% of CA voted in favor of Prop 58!
  - Served on Campaign Advisory Committee
  - Participated in weekly calls and meetings
  - Conducted interviews with media outlets in Spanish and English
  - Prepared materials in Spanish and English
  - Successful *writ of mandate* hearing against Ken Noonan
  - Created and disseminated post Prop 58 Guidelines with CABE Team
  - Collaborated closely with Californians Together
  - Conducted Presentations on Prop 58
- Successful Restructuring of Administrative, Accounting, Business and Program and Events Team
- Hired new Administrative Systems and Membership Relations Manager and providing training, guidance, and support
- Attended three P2I graduations
- Supported and provided greeting at I3 Leadership Training with Karen Mapp
- Promoted National Presence for CABE at National Multiliteracy Symposium at USDOE, National Dual Language Summit Planning Group, and National EL Roundtable (Planned and Facilitated January Mtg.)
- Coordinated testimony at January 11 SBE meeting with Board members and Staff
- Met sponsorship goals for CABE 2017
- Generated grant funding from IME (\$40,000) and Sobrato (\$80,000).
- Met with Sobrato Family Foundation around substantial increased support for CABE
- Maintain close contact with CDE and presented at annual Accountability and Leadership Institute for ELs
- Oversaw increased revenues in all program areas
- Visited Vietnamese Dual Language Program in Westminster
- Presented at CSBA Conference, San Diego DLI Conference, and National Multiliteracy Symposium
- Addressed change in structure with 2Way CABE

### Travel Conducted:

- San Francisco—Sobrato, ALI Conference
- Sacramento, SBE, Regional Conference PC
- Washington CD—EL Roundtable, OELA/USDOE
- San Diego—SDSU/SDCOE DLI Conference, Prop 58 fund raiser
- Santa Fe—La Cosecha

### Forecasted Travel for January-March 2017

- Sacramento—Legislative Advocacy, SBE, meeting with Tom Torlakson—CDE, Regional Conference and Reception
- Washington DC—NELRT
- Pomona--ELLLI
- San Diego/Tijuana.—SEE Partnership
- Anaheim—CABE 2017
- Monterey—CALSA Focus on Learning
- Palmdale and Yolo County—ELPAC
- Dallas—NABE Conference
- Mexico City and Baja CA—Meet with new IME Leadership and SEE