

GOAL AREA #1	
STRATEGIC PLAN IMPLEMENTATION	<i>Lead implementation of the CABE Strategic Plan</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"> • Collaborated with Strategic Plan leads on the process for implementing the next stage of the CABE Strategic Plan—2019-2024. • Monitored the progress and growth of implementation of the CABE Strategic Plan. • Posted the new strategic plan on the CABE Website. • Reviewed strategic plan with staff and identifying their areas of focus and support. • Continued to support Strategic Plan for Professional learning directly through meeting with directors of Program and Events and Professional Development Services regularly. Major professional learning accomplishments include planning for CABE 2020, Regional Conferences and PD events in Bakersfield and Monterey, Binational GLAD in Tijuana and Chula Vista, various presentations at conferences (e.g. La Cosecha, CLSBA, CSBA), providing service to over 15 contracted districts, and supporting the DLTA certification program, and collaboration and planning for the future with PDS. • Supported Family and Community Engagement through support of Parent and Family Engagement team via statewide contracts, NPD Grant, CCF Grant in SIRS, marketing, growing the team, addressing and working on budget issues, etc. Supported the development and third year implementation of the NPD grant in Rialto and Fontana USD.. • Participated in the leadership of the Statewide Community Engagement Initiative through a partnership with SBCSS, FIS, and CCEE. Attended many meetings internally and with partners to prepare for the launch of the CEI, year one planning and implementation, and budget monitoring and reporting. • Developed a Professional Learning Collaboration Team comprised of several different CABE teams to consider organizational professional learning projects and issues, priorities, points of intersection and joint projects across team—PDS, DELIGHT and BEST. Deputy Director Cynthia Vasquez Pettit facilitates the group.

- Implemented major aspects of the Sobrato grant targeted towards bilingual teacher pipeline, administrator leadership training and advocacy at the California Commission on Teacher Credentialing.
- Worked closely with Laurie Nesrala, Norma Rocha and ITCD team to advance the development and updates of the CAFE website added by elements of content and design—in Spanish and English: CAFE website, App, Resource Center, CAFE and 2019 website and Facebook page.
- Met and communicated regularly with consultant Claudia Lockwood to provide feedback, information, and support for the implementation of Multilingual Excellence (including ELLLI support, indicators of exemplary multilingual programs, University Seal of Biliteracy, SEAL visits, Prop 58 implementation, and grant development)
- Communicated regularly with Membership Team to continue use Smart Reg/Event Ready Membership Database, chapter engagement and growth, and membership receptions).
- Met with Martha ZD regularly to support the development of the work plan for advocacy, to provide feedback on policy issues and attend meetings via telephone and in person regarding EL policy with CDE, SBE, and legislation.
- 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.

GOAL AREA #2

CABE LEADERSHIP

Maintain and promote the CABEs 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.

- Represented CABE at the Sobrato Policy Partner meetings.
- Represented CABE at National Dual Language Forum in person meeting
- Represented CABE at the National EL RoundTable via Zoom.
- Addressed staffing issues and transtions
- Met with Secretary of Education of Baja CA—Miguel Angel Mendoza and extended CABE thanks and recognition for his years of service as Secretary of Education.
- Met with Spanish Education Attaché, Cristobal Gutierrez re partnership and involvement at CABE 2020.
- Provided keynote at Minnesota MAINE Event—Dual Language Immersion Network—in October.
- Met with Barbara Flores in person and via phone as Director of Financial Affairs.
- Met with and facilitated the participation of Board members at CABE professional development events, conferences, and individual meetings.
- Met with CDE staff on a variety of issues—CSA, BCN, CABE
- Continued collaborative partnership with Center for Applied Linguistics (CAL)
- Met with Finance & Executive Committees in November and December to discuss fiscal state and Board agenda.
- Met with CABE Accounting Consultant on a regular (weekly/daily) basis for budgetary and fiscal reports, yearly 2018-19 audit, and monitoring of CABE fiscal state.
- Met weekly and worked closely with Coordinating Council members on the programmatic and fiscal growth of CABE and how the development of our work that is directly correlated to the strategic plan.
- Emphasized the CABE Vision and Mission 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. Facilitated and supported several board members traveling to Sacramento to testify, observe and attend policy meetings.

GOAL AREA #3

BUDGET AND FUND DEVELOPMENT

RESPONSIBILITIES & DUTIES

- (1) Establishing budgets, budget strategy, and fund development goals for all Strategic Plan/ COMPASS priority projects, as well as for operational priorities;
- (2) Establishing a system of contract development, management, and monitoring;
- (3) Establishing a system of fund solicitation strategies;
- (4) Developing a portfolio of cultivation strategies (“making friends”);
- (5) Conducting an annual membership drive to increase membership;
- (6) Maintaining, monitoring, and evaluating the budgeting and fund development plan and process;
- (7) Raising funds for CABE’s operations from any and all sources, private and public;
- (8) Guiding staff and bringing about efficient fiscal operations and activities.

CEO REPORT

- Operationalization and monitoring of the CABE 2019-2020 budget of \$6.5 million.
- Implemented plan for surplus funds—investments and special projects.
- Beginning application process for EWIG EL Roadmap Grant for \$5 million—due 2/14/20.
- Communicated with Director of Finance and President regarding specific fiscal aspects.
- Planned for and facilitated quarterly call with the Financial Committee in December.
- Provide key support and coaching to new PDS Acting Director to maintain contract and revenue flow.
- Review and approve weekly accounts payable payments through Bill.com.
- Developed and implemented proposal with Accounting Consultant Yvette Chong Coontz for the investment and allocation of surplus cash to rebuild our reserve and to create financial stability for the organization.
- Met with auditors (in conjunction with Accounting Consultant) from Clifton Larson and Allen an Audit Committee to finalize and approve our 2018-19 audit.
- Met with project officers from the California Endowment, and the Sobrato Foundation regarding projected funding, planning and renewal of grants.
- Developed and implemented plans of action for the above grants from the Sobrato Family Foundation, USDOE NPD grant, California Endowment, and the CCEE.
- Submitted reports for grants from Sobrato Family Foundation, The California Endowment, and NPD.
- Worked extensively with accounting consultant, business team and coordinating council to implement budget for 2019-2020 with fidelity.
- 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

Work collaboratively with the Board Executive Committee to design and roll out a Board engagement and leadership strategy for engaging CABE Board in effectively and compellingly understanding, communicating, and enacting the CABE Strategic Plan/COMPASS

RESPONSIBILITIES & DUTIES

CEO REPORT

- (1) Developing effective communication strategies;
- (2) Providing leadership to board members in implementing the CABE strategic plan;
- (3) Creating a project management process to contribute to and monitor the progress of the strategic plan.

- Planned and prepared December Board Meeting with President and Executive Committee.
- Met with Olivia Yahya, President, in person and via phone/email weekly regarding CABE programmatic, relational and growth areas.
- Prepared and provided analysis of AB 5 and proposed plan for CABE.
- Met with ByLaws AdHoc Committee as follow up from the September Board retreat
- Met with Annie Duong to discuss broadening our Asian Language outreach
- Met with publisher, author, artist and legal counsel regarding possible CABE publication.
- Led staffing transition for Director of Professional Learning and Strategic Partnership Consultant.
- Collaborated and coordinated with CABE Board President to represent CABE at SBE, BCN, meeting with CDE, NDLF, Watercooler, Binational GLAD.
- Met with leaders from Colorado CABE, Sobrato Policy Partners, DLeNM, NDLF, Ed Trust West, Californians Together, CLSBA, and CDE leadership.
- Met with CABE Board President to plan for CABE 2020.
- Called about COE and IHE leaders to be part of EWIG EL Roadmap grant.
- Engaged CABE Board in the development and review of the CABE Vision, Mission and Theory of Action and the continuation of the renewal and revision of our strategic plan and prepared to present next level of planning at the December Board meeting.
- Invited and confirmed Board members to attend and participate in Binational GLAD, Regional Conferences, Cal Tog quarterly meetings, CABE PD offerings.
- Worked and coordinated with the Director of Legislative affairs and CABE Lobbyist on policy.
- Met with Executive and Finance committees in preparation for December Board meeting.
- Met with Audit Committee regarding the approval of the 2018-19 audit.
- Concurred regularly with Legal Counsel, Mary Hernandez, Aerobel Bañuelos, and Conor Kennedy, on several issues in relation to and impacting the board (contracts, plans, elections).
- Continue to lead staff and board in refocusing on the goals and priorities of the CABE Compass
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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.

- Lead a CAFE team of 44 members-- 25 FT, 12 PT, and 6 Consultants and multiple contact consultants.
- Worked with Acting Director for PDS in temporary position.
- Hired new CAFE Acting Director for Professional Learning.
- Conducted interviews for Director of Professional Learning and Prof Learning Specialist.
- Preparing for staff performance review process to occur by December 2019.
- Addressed growth and performance needs with different staff members, terminated one position.
- Supported the planning for celebrating the holidays and birthdays at CAFE HQ.
- Met daily with Deputy Director for coordination, support, training and implementation.
- Co-Facilitated Coordinating Council monthly meetings as group and individual members weekly or biweekly (with Deputy Director).
- Met regularly with staff—whole staff meetings, coordinating council, teams, and individuals
- Prioritize touching base and meeting personally with each staff member every week.
- 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.
- Developed and fine-tuned process for interviews and hiring of new staff.
- Worked regularly with Laurie Nesrala on the preparation of the 2020 Multilingual Educator. Membership support, and the CAFE Corner—our monthly E-newsletter
- Worked closely with Strategic Plan Consultants on development of priority areas, goals and work plans for new strategic plan.
- Coordinated with Gloria Inzunza Franco as consultant for annual conference workshops and presentations.
- Engaged with staff on going regarding debriefing, planning and organization for CAFE 2020 and regional conferences.
- Met with managers regarding the implementation of the CAFE 2019-20 budget and programmatic goals and priorities.
- Continued to encourage and guide team collaboration, planning and growth.
- Regularly engaged team in discussions regarding leadership during coordination council and implementing new structure and focus to Coordinating Council meetings.

- Continue to encourage and build staff level of professionalism, growth, and cross team connections.
- Offered in person and online computer trainings to all staff.
- 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 and honored losses.
- Provided encouragement and recognition to staff for their dedicated efforts by celebrating birthdays, providing Starbucks run, lunch at staff meetings, and regular treats.
- 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 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.

- Planning for CAFE 2020—invitation of Honorary Chairs, Co Chairs, Keynotes, special guests, planning committee meeting artwork and theme, workshops, speakers, sponsors, special events.
- Focused on addressing, building awareness & development of the new CAFE Strategic Plan.
- Met with contractor and architect to complete work on building improvements (conference room 2, office space, patio, and other misc areas.) to be completed in December 2019.
- Collaborated with Manager of IT/CD for Exterior and Interior Signage for CAFE.
- Supported Administrative Systems Manager regarding building repairs and improvements, membership issues, and HR processes.
- Continued to support and collaborate on a daily (sometimes hourly!) basis with Deputy Director,
- Supported CABTE as organizational affiliate and Ivannia Soto as ex-officio board member to CABTE. CAFE is taking the lead with CABTE on advocacy with CCTE.
- Supported the development of Project BEST and leadership of Ivanna Soto with the Sobrato grant and inaugurated the BEST Administration Leadership Series for dual language immersion.
- Prioritized the structure for regular meetings of team member involved in delivery of professional development content to build connections and support systems for the content and curriculum we provide—facilitated by Deputy Director.
- Continually and regularly spoke about and share the CAFE vision and mission with partners, clients and staff—Unidos US, CAFE 2020 Planning Committee, Cal Tog, ELPLN, ELLLI, CARECEN, CALSA, CLSBA, DLeNM, CSBA, ACSA, PTA. CTA, CAL, CDE, National EL Round Table, NABE, EdTrust West, Advancement Project, CCTC, NDLF, etc.
- Communicated with SPI Tony Thurmond's team on participation in Transition Team and participation CAFE Binational Project and CAFE 2020.
- Maintained International Relationships with IME & SRE, Spanish Embassy and Consulate
- Communicated regularly with staff through all modes of dialogue and communication.
- Continued to support the full implementation of the Telepayroll and Bill.com system
- Used and promoted social media to support CAFE events, ideas and resources—recently surpassed 7072 likes on FB.
- Continued to develop systems and protocols for efficient and smooth office operations.

TRAVEL

Forecasted Travel for December-April, 2019-20

- **Sacramento**—CDE, SBE, BCN, CCEE, Systems of Support
- **Washington DC**—National EL Roundtable
- **Denver**—Colorado CABE
- **Tijuana**—Binational GLAD
- **Oakland**: Sobrato Policy Partners
- **SF**: CABE 2020 PC
- **San Diego**: Binational GLAD
- **Anaheim and Riverside** Regional Conferences
- **Mexico City**—Students that we Share