

**Casa de Esperanza
Meeting of the Board of Directors
January 27, 2010 --- 5:00 - 7:00 p.m.**

Agenda

- | | | | |
|------|---|------------|-------------------------|
| I. | Welcome; Agenda Review; and
Call for any Conflict of Interest Declarations | 5 minutes | Athena |
| II. | Consent Items (all of these can be approved in one motion, unless
an item is removed by a board member for further discussion) | 5 minutes | Athena |
| | A. Agenda Approval
<i>Action Item: Approve January 27, 2010, Agenda
Supplementary Materials: *January 27, 2010, Board Meeting Agenda</i> | | |
| | B. Approval of November Minutes
<i>Action Item: Approve November 18, 2009, Board Meeting Minutes
Supplementary Materials: *Minutes of November 18, 2009</i> | | |
| III. | FY10 Dashboard Indicators Review
<i>Review/Discussion Item
Supplementary Materials: *Dashboard Indicators FY 2010 January</i> | 10 minutes | Patti/Amy |
| IV. | Update on Recent and Upcoming Events | 10 minutes | Amy/Patti |
| V. | Financial/Audit Reports and Approvals | 60 minutes | Sue/Patti
Auditor(s) |
| | Audit: Introductions and Presentation by Auditor(s)
<i>Discussion/Action Item: Ratify FY09 Audit (approved via fax/email in December)
Supplementary Materials: FY09 Audit Highlights and FY09 Audit
(Audit documents sent via email on 12/21/09)</i> | | |
| | Form 990
<i>Review/Action Item: Approve Form 990
Supplementary Materials: Form 990 (Handout material)</i> | | |
| | United Way Assessment of Risk Document
<i>Review/Action Item: Approve Assessment of Risk Document
Supplementary Materials: *Assessment of Risk Document</i> | | |
| | December 09 Financials
<i>Review/Discussion Item
Supplementary Materials: *Financial Statements – December</i> | | |
| VI. | Board Committee Updates
<i>Review/Discussion Item</i> | 15 minutes | Athena
Comm. Chairs |
| VII. | February 6 th Board Retreat Logistics | 5 minutes | Nancy
Athena |

**Casa de Esperanza
Meeting of the Board of Directors
November 18, 2009**

Minutes

Board members present: Athena Adkins, Yolanda Cotterall, Gloria Fressia, Rick Johnson (via phone), Miguel Ramos, Ruth Simmons, Karen Smith.

Staff members present: Patti Tototzintle, Amy Sánchez, Sue Saunders, Rosie Hidalgo, and Nancy Cicero.

The meeting was called to order and chaired by Athena Adkins.

I. Welcome and Introductions

Athena welcomed Rick Johnson to his first board meeting.

II. Agenda Review and Call for Any Conflict of Interest Declarations

No conflicts of interest declared.

III. Consent Items

A. Agenda Approval

B. Approval of September Minutes

Motion to approve the consent items made by Karen Smith and seconded by Yolanda Cotterall. Motion carried.

IV. Financial and Audit Update

Sue walked everyone through the financials for September, reflecting the end of the first quarter. Everything is pretty much within the budget plan. Cash flow is OK but a bit tight; Sue expects the year to be a tight year.

Sue expects the preliminary audit report by the end of November. The audit went well overall, and Sue expects a few items in the management report. The experience with the new auditing firm was good. The auditors will present the audit to the Finance Committee in December; all board members will be invited to attend that meeting.

V. FY10 Dashboard Indicators Review

Amy reviewed the indicators for the CEER. She commented on a few specific indicators:

- *Fund Development - Individual Donors.* We are down in this area. Amy indicated that our Fund Raiser, Stacy Opitz, resigned to return to the field of communications. Amy asked board members for names of candidates that would be assets to the organization. "Give to the Max" day was yesterday, and so far Casa de Esperanza has received approximately \$1,000. Amy will check on whether any of the donors are new donors. Funders covered the credit card fees for the event, and Athena suggested the possibility of finding a funder who would be willing to cover credit card fees for Casa de Esperanza during the coming year.
- *Fund Development - Foundation/Corporation \$ Secured.* Amy explained the two figures presented. \$532,380 represents the funds raised this year that must be used in FY10. \$669,000 represents funds raised for this year that may be used in FY10 or in future years.

- *Fund Development – Special Events.* We are low in this area. Amy will keep the board informed about the plan for the special event in the spring. We will not be able to hold the event if we don't have a Fund Raiser on staff. Depending on the hiring date, we may be able to hold the event at a later date.
- *Remaining Indicators* – The rest of the indicators are on track. Amy is excited about the advisory councils that have been established for the policy and research areas. Three board members are serving on the policy advisory council: Karen, Diana, and Rick. Rusty is a member of the research advisory council.

Patti reviewed the CEO's indicators.

- *Programmatic Benchmarks.* Patti pointed out the revised target. This percentage is low for a few reasons: the first quarter is usually low; youth participation is lower in the summer when school is out; and some work was not done because the grant money had not been received.
- *National Board – Operating Plan.* The plan should be completed before the February board retreat and before the FY11 budget is created.

VI. Board Committee Updates

- *Board Development Committee.* Patti reported that the committee met in October and reviewed their direction for FY10 and the recruitment of national board members. The next committee meeting is in the beginning of December. Patti is consulting with other organizations about how they have worked with national boards. The committee will discuss the cost and operation of a national board and will present their considerations to the full board.
- *Marketing Committee.* Athena reported that they had a "virtual meeting," in which Eva Benavidez circulated materials and asked for feedback.

Amy reported on the October launch of the Hope Campaign. Verizon Wireless is the lead sponsor. The launch included additions to the Web site and the Pledge for Hope (which Amy hopes each board member will take and pass on to their friends), the launching of the video and audio psa's, and a conference call with media. The campaign was covered in 36 media outlets, and staff members have participated in a few radio interviews.

Amy also pointed out that—after research on usage in the USA and Latin America—we have decided to use *Latin@* to recognize the contributions of both women and men. We will use *Latina* or *Latinas* if a group is all women and *Latino* or *Latinos* if a group is all men. When we refer to mixed groups or unknown gender, we will use *Latin@*. We are writing a footnote to use in documents, explaining the use of "@"." Karen commented that we could get media coverage on this new policy.

- *Finance Committee.* Yolanda reported on a good meeting in November. They are creating the calendar for 2010 and reviewing some of the organization's finance policies. After receiving the audit from the auditors, the committee will bring the report to the full board.
- *Executive Committee.* Athena reported that Rosie Hidalgo, director of public policy, met with the group at their last meeting and they had a great conversation. One item of particular interest was that stories from participants in Family Advocacy have been very helpful to Rosie in her policy work.

VII. National Latin@ Network for Healthy Families and Communities

Amy distributed a document entitled, "Lobbying Activities." Rosie investigated the issue and reviewed it with Patti, Sue, and Amy. They have decided that Casa de Esperanza does not need to register with the IRS as a lobbying organization. As explained in the document, the primary reason is that we are not engaged in "substantial" legislative activity. On the contrary, our lobbying activities total approximately 10% of Rosie's time. Amy and Patti are confident in the decision and our due diligence.

Rosie Hidalgo joined the meeting via Skype.

Amy presented the National Latin@ Network for Healthy Families and Communities to inform the board on this new area of work. The current strategic plan calls for Casa de Esperanza to broaden the impact of its mission on a national level. We have been doing Technical Assistance (TA) since 2004 and have worked with organizations in all 50 states. Research and policy, which were specified in the strategic plan, were the missing elements. Those three components—TA, policy, and research—are the components of our new national network. Casa de Esperanza wants to be the "go to" organization nationally for issues related to Latin@ families and domestic violence.

We believe in the power of a network to communicate our message and approach and create change. Rosie commented that we need the combined voice to show our presence and represent Latin@ communities and communities of color.

The network will launch on December 3. Individuals and organizations can join on line. We are publicizing the launch and scheduling conference calls with Rosie and Julia Perilla (director of our research center at Georgia State University) to provide information to potential members.

Comments from the board and discussion included the following:

- We must continue to market Casa de Esperanza locally.
- Positioning is key. *Casa de Esperanza* must be visible and clear in materials related to the network and national work.
- We need a "coming out" party to announce what we're doing nationally—a press conference, bring in members of congressional delegation, perhaps a policy panel.

VIII. Plans for Executive Staff Performance Reviews and Review of Co-Director Model

Athena reminded the board of the professional development plans outlined for Patti and Amy at their reviews and that the board must do its part.

- The board had recommended a mentor for Amy but has not come up with ideas or names of individuals. The person should be someone outside of Amy's daily sphere. Amy indicated that she was more interested in someone with a corporate background than nonprofit experience. She wants to learn in areas of product distribution, marketing, and policy.
- The board had recommended a life coach for Patti. Patti communicated that life is hectic, demands are numerous, and working on balance would be of interest to her.

Both Patti and Amy are open and interested in the possibility but concerned about the cost. Athena will talk with both Patti and Amy about their interests and then poll board members for their suggestions for a mentor and life coach.

Athena launched the discussion of performance reviews and the review of the co-director model. Last year the board did the reviews, and they decided to put funds aside this year for a full 360 review to be completed by a consultant by June 30, 2010. The funds are in the budget but have not been raised. Amy commented that we have a grant pending that would provide funding related to strategic planning. The board had also previously decided to review the co-director model this year and determine whether to continue it or make a change.

The board discussed both the 360 performance reviews and the review of the co-director model. Opinions varied about the value of a 360 review. Athena asked Karen to research the benefit of 360 reviews.

The board agreed that they want Patti and Amy to come to the February retreat prepared to present their views of the co-director model: what works, what doesn't work, and what they would change. They also asked Patti and Amy to prepare organizational chart(s) for future possibilities.

Athena summarized the agenda items for the February retreat:

- Reaffirming the strategic plan
- Evaluating the co-director model
- National board.

Karen added that she thought the board should discuss at the retreat how they are doing as a board.

The meeting was adjourned.



Dashboard Indicators - CEO
FY10 (July 1, 2009- June 30, 2010)

<i>Indicator</i>	<i>Baseline</i>	Status at Board Meeting						<i>Target</i>	<i>Comments</i>
		S e p t	N o v	January	M a r c h	M a y	J u l y		
Programmatic Benchmarks	92% (23) of 25 benchmarks	--	Y	76% (25) of 33				92% (30) of 33 (revised)	Includes benchmarks for all program areas: Family Advocacy, Community Engagement – local and national, and Training and Technical Assistance – local and national. Compiled quarterly; report 4x per year– Nov, Jan, May, and July.
Program Revenue – Training/Consultation Fees	\$74,133	Y	G	\$36,877				\$80,000 (8% increase)	Includes local and national training and consulting services not funded by our OVW grants.
Increased Fiscal Management Effectiveness – Net Revenue/Expenses	0	0	0	0				0	Target is \$0 difference between expenses and revenue.
Increased Human Resource (HR) Effectiveness	HR audit findings: Overall good compliance/practice; priorities for FY10 established	Y	Y	In process				1) Update all job descriptions (March). 2) Update Employee Handbook (June). 3) Review/update hiring, selection, and orientation process (June).	These are three priorities recommended by the HR consultant for FY10. A timeline and process for completing them will be established by August 30 (process to include discussions with Management Team and other staff as needed).
Compensation Study	1 employee group completed (advocates) in FY08; 4 employee groups still under development	Y	Y	Complete				100% of 9 employee groups	The results of the salary study are being utilized to complete additional components of a compensation plan which includes finalizing salary ranges for various positions or groups of positions, supervisory guidelines on how to implement salary related decisions, etc.

Key: **Red—Act Now!** **Yellow—Watch** **Green—Celebrate!**
Baseline data is from FY08 unless otherwise noted.



Board Relations	Occasional contact with each member outside of board meetings	G	G	Ongoing			At least two scheduled check-ins (face to face and/or phone) with each board member.	These would be in addition to board and committee meetings.
National Board - Members	1	1	G	In process			3-4 national members	This indicator was established in September.
National Board - Operating Plan	--	--	--	Still to be implemented			1) Budget 2) Logistics 3) Links to national advisory councils	This indicator was established in September. By the end of FY10, an operating plan would be in place for the national board that includes these three items.

Dashboard Indicators - CEER

FY10 (July 1, 2009- June 30, 2010)

Indicator	Baseline	Status at Board Meeting						Target	Comments
		S e p t	N o v	January	M a r	M a y	J u l y		
Fund Development – Individual Donors	\$56,770	Y	Y	\$30,980				\$100,000 (76% increase)	This remains a stretch goal as the economic environment is uncertain.
Fund Development – Foundation/ Corporation \$ Secured	\$816,602	G	G	\$563,380				\$966,649 (18% increase)	The target only represents funds raised that may be used in FY10. The total amount raised during FY10, including funds raised for future years, was \$700,000 at the end of December.
Fund Development – Special Events	\$7,047	Y	Y	\$259				\$50,000 (610% increase)	Did not reach goal last year. This is the same amount as last year. We will do a large fundraiser in the spring. Please see development plan for more detail.
Marketing – Product Sales	\$31,456	G	G	\$40,579				\$45,000 (43% increase)	Stretch goal. Budgeted at \$30,000.
On-line Donations	\$7,700	Y	Y	\$6,622				\$9,625 (25% increase)	

Key: **Red—Act Now!** **Yellow—Watch** **Green—Celebrate!**
Baseline data is from FY08 unless otherwise noted.



E-newsletters	0	--	G	2				Increase by 20% by end of FY.	E-Newsletters began in April 2009. Baseline to be established during first quarter of FY10.
National/ Transnational Partnerships	3		G	G	On track			6	
Policy - Establish national policy advisory council	0	0	G	12 members				10 members	The first meeting was held in October.
Policy – Director of Public Policy assumes position of chair or co-chair of national policy work groups/task forces.	0	0	G	1				2 positions	This indicator was established in September.
Research – Obtain IRB approval for research projects	0		G	G	2 projects			2 projects	Celebrate!
Research – Write articles based on the findings of the approved research projects	0	--	0	0				2 articles	This indicator was established in September.
Research – Establish national research advisory council	0	--	G	7 members				7 members	Celebrate!



**Casa de Esperanza
Recent and Upcoming Events**

(additional information will be provided at the board meeting)

Monday, January 11, 2010

Substance Abuse and Domestic Violence: What Advocates Should Know

Sponsored by Casa de Esperanza

Patti Bland, M.A., CCDC, a nationally known speaker, provided a day-long training for domestic violence advocates and service providers who work with survivors of domestic violence and addiction. Approximately 60 participants:

- Learned how perpetrators use substances to prevent the survivors from accessing services.
- Explored ways that their program could avoid falling into perpetrators' plans.
- Examined strategies and tools to improve their work with survivors of domestic violence who have addictions.

January 21, 2010, 1:00 – 2:15 pm, CST

Webinar: *Latin@s and Public Policy*

Sponsored by Casa de Esperanza's National Latin@ Network for Healthy Families and Communities

Rosie Hidalgo, director of public policy, will lead this first policy webinar, which will include

- An overview of the National Latin@ Network for Healthy Families and Communities.
- General discussion about public policy and its intersections with direct service provision, research and funding.
- Goals of Casa de Esperanza's policy initiative.
- Ways to influence the development of policy at local, state, national and international levels.
- An overview of rules regarding lobbying for individuals and nonprofits.
- Concrete examples of legislation (FVPSA, VAWA, I-VAWA, CIR) and ways to get involved.

January 22, 2010, 1:00 – 4:00 pm, CST

Forum: University-Community Partnerships for Diversity and Social Justice

Sponsored by Casa de Esperanza, Institute on Domestic Violence in The African American Community (IDVAAC) and University of Minnesota School of Social Work.

This forum will be led by Julia Perilla, Ph.D., Georgia State University (director of our research center) and Etiony Aldarondo, Ph.D., University of Miami (member of Casa de Esperanza's Research Advisory Council). They will

- Focus on their efforts to use the talents and resources of their institutions to promote the human rights and well-being of underserved ethnic minorities in their communities.
- Discuss the social justice foundations of their work and present examples of partnerships with immigrant Latino communities affected by issues of domestic violence, structural poverty, and immigration.

Location: St. Paul Student Center Theatre
University of Minnesota, Saint Paul Campus
2017 Buford Avenue
St. Paul, MN 55108

February 4, 2010, 8:30 – 10:00 am, CST, presentation; 8:00 am coffee

Pastries & Policy: A Lively Conversation about Improving Policies and Access for Latin@s

Sponsored by Casa de Esperanza

Led by Rosie Hidalgo and Amy Sánchez, this event will introduce Casa de Esperanza's groundbreaking National Latin@ Network for Healthy Families and Communities and the work of its policy initiative, including:

- Public policy priorities
- How to bring Latin@ realities to legislative tables
- Increasing access to resources for Latin@ community-based organizations (CBOs)
- Building the capacity of Latin@ CBOs to take the lead on domestic violence/sexual assault issues.

RSVP to Eva Benavidez, by Monday, February 1, ebenavidez@casadeesperanza.org or 651-646-5553 x321.

Location: Travelers, Jackson Room
385 Washington Street
St. Paul, MN 55102

February 9, 2010, 2:00 – 3:15 pm, CST

Conference Call: New Research on Latin@s and Domestic Violence

Sponsored Casa de Esperanza's National Latin@ Network for Healthy Families and Communities

Led by Julia Perilla, this first research conference call will provide

- Latin@-centric analysis of Interpersonal Violence (IPV) with real world implications for advocates, social service providers and educators.
- Statistics and quantitative information useful for grant writers, program managers and researchers.
- Opportunity to go beyond “the numbers” and discuss culturally specific trends and intervention methods.

Register at www.casadeesperanza.org/national-latino-network

February 23 – 25, 2010, in Tucson, AZ

New Grantee Orientation for Culturally and Linguistically Specific Programs

Sponsored by Office on Violence Against Women (OVW)

We are working closely with the US Department of Justice to plan this meeting for new grantees for our new OVW grant. We expect approximately 100 individuals to attend.

NOTE TO THE BOARD
From Patti Tototzintle

The United Way requires that organizations submit various documents every year including the audit, list of board members, and the attached document, Assessment of Recession Risk and Preparedness for Nonprofit Organizations.

Sue Saunders and I have completed the assessment form, which needs board approval before it is submitted. This item is noted on the meeting agenda under Section V.

The results of the assessment indicate that we currently have a moderate financial risk to the organization but that we also have good financial information and that management and the board are aware and engaged. This seems typical for today's environment.

Greater Twin Cities United Way

Assessment of Recession Risk and Preparedness for Nonprofit Organizations

This assessment is to be completed by the agency and approved by its Board of Directors. Once approved, submit the form to Greater Twin Cities United Way along with the most recent audit and management letter.

Agency Name: **Casa de Esperanza**

Date Approved by Board of Directors:

Authorized Signature:

Use this tool for a quick assessment of risk in four essential areas for nonprofit organizations. The rating and guidance provided will help agencies start discussions, set priorities, and focus attention as nonprofits develop plans to weather the recession. This assessment is a starting point developed to indicate the level of urgency and priority. It cannot take the place of a comprehensive organizational review or in-depth analysis of financial trends and forecasts.

United Way's intended use of this tool is not as a stand-alone document. Funded/partner agencies are required to submit three other documents that will be reviewed together, as a whole, to gain an understanding of the agency's financial stability and sustainability. The other three required documents include: Audit (as stated in the Funded Agency Agreement), Management Letter and a Twelve month rolling financial projection along with key assumptions/plan to address key assumptions. United Way has not identified a minimal threshold for this tool.

FINANCIAL HEALTH		1 point	2 points	3 points	Score
1	The number of the most recent three fiscal years that ended with a surplus in unrestricted funds (positive change in unrestricted net assets)	3 years	2 years	0 or 1 yrs	3
2	Percentage of contributed income included in the budget that is committed or highly reliable	75% or more	50 – 75%	Less than 50%	2
3	Percentage of contracts and earned income included in that budget that is committed or highly reliable	75% or more	50 – 75%	Less than 50%	1
4	The percent of variance between budget and actual results for total income for the most recent year	Less than 10%	10 – 18%	Over 18%	1
5	Number of months in the past year in which cash flow challenges required out of the ordinary steps such as delayed payments of use of reserves	None	1 or 2 months	3 or more months	1
6	Number of months of operating expenses available in unrestricted cash (whether designated as reserves or not)	More than 3 month	1 to 3 months	1 month or less	3
7	Percentage of annual budget supported by income paid from an endowment	Less than 5%	5 – 15%	More than 15%	1
Financial health risk total 9 or less: lower risk, 10-12: moderate risk, 13 or more: high risk					12

FINANCIAL INFORMATION		1 point	2 points	3 points	Score
8	Budgets and actual financial performance, including full program costs, are understood and monitored for each significant program	Yes	Somewhat	No	1
9	Financial Reports prepared by staff or outside contractors are accurate and available every month within 30 days of month end	Always	Usually	Sometimes	1
10	Accurate cash flow projections are prepared and used for management decisions	Monthly	Quarterly	Irregular or never	1
11	Financial information identifies and tracks use of grant funds received for restricted purposes	Always	Sometimes	No	1

Greater Twin Cities United Way Assessment of Recession Risk and Preparedness for Nonprofit Organizations

12	Annual audit is completed in a reasonable time after the fiscal year	Within 4 months	4 – 7 months	More than 7 months	2
13	Required reports and data submissions for funders are prepared and submitted on schedule	Always	Almost always	Inconsistent	1
<u>Financial information risk total</u> 8 or less: lower risk, 9-10: moderate risk, 11 or more: high risk					7
ORGANIZATIONAL CHANGE		1 point	2 points	3 points	Score
14	Length of time the Executive Director or CEO has been in their position	More than 3 years	1 to 3 years	Less than 1 year	2
15	Significant changes in program or strategic direction have been implemented in the past two years	No	Some Change	Major change	2
16	Level of increase (or decrease) in quantity or level of program services provided in the past 12 months that were driven by external changes	Typical	Above average	Significant	1
17	A capital campaign or building project is currently underway	No	Small project	Large project	1
<u>Organizational change risk total</u> 5 or less: lower risk, 6-7: moderate risk, 8 or more: high risk					6

LEADERSHIP ENGAGEMENT		1 point	2 points	3 points	Score
18	All staff leaders understand the organization's financial condition and risks and their role in addressing the current situation	Yes	Somewhat	No	1
19	The majority of board members understand the organization's financial condition and risks and their role in addressing the current situation	Yes	Somewhat	No	1
20	Tangible action has already been taken to prepare for and respond to the downturn and prepare for a tougher economic environment	Yes	Somewhat	No	2
<u>Leadership engagement risk total</u> 4 or less: lower risk, 5: moderate risk, 6 or more: high risk					4

USING THE RISK ASSESSMENT SCORES	
Financial Health Risk Level	
High: The financial weaknesses allow little breathing room and require urgent and decisive action and short-term planning. Moderate: Scenario planning is important using conservative assumptions for highest risk items. Test all assumptions. Lower: Strong financial health allows for longer-term planning and affords opportunities for innovation and strategic partnerships.	
Financial Information Risk Level	
High: Smart, timely decisions can't be made without reliable information. The first priorities are tracking cash flow & reporting. Moderate: Focus on improving areas of weakness, especially understanding true program costs, restricted grants & cash flow. Lower: If budgets are reduced, try to maintain the infrastructure for reliable financial information to support management.	
Organizational Change Risk Level	
High: Multiple, simultaneous changes require diligent oversight; focus on strategic goals, and willingness to say no. Moderate: Big changes put pressure on everything and require balanced decisions based on level of risk in other areas. Lower: Because major change is not a factor (yet), stay focused on managing uncertainty in other areas.	
Leadership Engagement Risk Level	
High: The organization urgently needs a leader to step forward to call attention to the challenges, even if it causes discomfort. Moderate: Champions within the organization need to work together to bring others up to speed and focused on taking action. Lower: Leaders who have taken steps to plan and manage challenges can help develop others in the organization.	

**Casa de Esperanza
Balance Sheet
December 31, 2009**

ASSETS

Current Assets

Checking	(\$ 4,079)	
Savings	2,557	
Petty Cash	200	
Security Deposits	4,361	
Receivables-Shelter	33,135	
Receivables-Community Advocacy	5,890	
Receivables-Invoices	42,353	
Receivables-Other	1,802	
Receivables-Pledges	384,187	
Prepaid Expenses	4,601	
Total Current Assets		475,007

Property and Equipment

Land & Building	344,189	
Furniture & Equipment	146,048	
Accumulated Depreciation	(358,000)	
Total Property and Equipment		132,237

Other Assets

Inventory	3,782	
Ubate	51,549	
Total Other Assets		55,331

Total Assets		<u>\$ 662,575</u>
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LIABILITIES AND CAPITAL

Current Liabilities

Accounts Payable	\$ 8,706	
Accrued Expenses	54	
Line of Credit	40,962	
Deferred Income	467,671	
Cafeteria Plan	1,993	
403B - TDA	477	
Payroll Taxes Payable	1,305	
Accrued Payroll	18,182	
Accrued Vacation	43,519	
Total Current Liabilities		582,869

Long-Term Liabilities

Total Long-Term Liabilities		<u>0</u>
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Total Liabilities		582,869
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Capital

Fund Balance	79,713	
Net Income <Loss>	(7)	
Total Capital		<u>79,706</u>

Total Liabilities & Capital		<u>\$ 662,575</u>
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**Casa de Esperanza
Income Statement
December 31, 2009**

	Current Actual	Current Budget	Variance	YTD Actual	YTD Budget	Variance	Annual Budget
<u>Revenue</u>							
Government	78,358	101,744	(23,386)	476,246	587,497	(111,251)	1,150,828
United Way	15,600	15,603	(3)	93,610	93,616	(6)	187,236
Foundations/Corporations	55,102	107,546	(52,444)	439,962	508,277	(68,315)	966,649
Contributions	19,493	8,334	11,159	30,546	50,000	(19,454)	100,000
Fund Raising	0	4,166	(4,166)	73	25,000	(24,927)	50,000
Contracts Reimbursed	3,750	5,000	(1,250)	22,500	30,000	(7,500)	45,000
Training/Consulting Fees	2,140	2,084	56	12,940	12,500	440	25,000
Other	500	681	(181)	561	4,087	(3,526)	8,175
Interest	1	21	(20)	33	126	(93)	252
Capital Grants	0	0	0	0	0	0	0
Revenue(Sub Total)	174,944	245,179	(70,235)	1,076,471	1,311,103	(234,632)	2,533,140
Product Sales/Royalties	1,073	2,500	(1,427)	4,880	15,000	(10,120)	30,000
Shipping Revenue	25	0	25	193	0	193	0
Cost of Products	(92)	(375)	283	(4,980)	(2,250)	(2,730)	(4,500)
Inter-Program Sales	0	(11)	11	0	74	(74)	0
Revenue (Product Sales)	1,006	2,114	(1,108)	93	12,824	(12,731)	25,500
Total Revenue	175,950	247,293	(71,343)	1,076,564	1,323,927	(247,363)	2,558,640
<u>Expense</u>							
Employment Costs	141,785	187,400	45,615	817,792	907,580	89,788	1,706,230
Professional Fees	7,108	22,933	15,825	73,390	147,541	74,151	285,152
Program Costs	6,692	15,037	8,345	35,485	90,100	54,615	180,339
Occupancy	7,605	8,559	954	48,336	51,601	3,265	103,257
Furniture & Equipment	(294)	922	1,216	10,088	5,167	(4,921)	10,833
Conferences & Training	227	601	374	1,723	3,476	1,753	6,765
Mileage & Travel	3,664	8,426	4,762	33,052	50,299	17,247	100,845
Office Supplies	1,199	1,476	277	9,244	9,108	(136)	17,984
Meetings	911	1,114	203	5,642	6,672	1,030	13,356

**Casa de Esperanza
Income Statement
December 31, 2009**

	Current Actual	Current Budget	Variance	YTD Actual	YTD Budget	Variance	Annual Budget
Communications	1,934	2,486	552	12,220	14,997	2,777	29,911
Printing	1,512	3,153	1,641	12,162	18,910	6,748	37,825
Special Events	425	1,278	853	855	6,981	6,126	13,800
Agency Promotion	0	504	504	125	3,020	2,895	6,050
Miscellaneous	626	798	172	1,109	4,786	3,677	9,574
Depreciation	2,545	2,520	(25)	15,347	15,432	85	36,719
Total Expense	175,939	257,207	81,268	1,076,570	1,335,670	259,100	2,558,640
Revenue-Expense	11	(9,914)	9,925	(6)	(11,743)	11,737	0
Indirect Allocation	(2)	9,914	(9,916)	(1)	11,743	(11,744)	0
Net Revenue <Loss>	9	0	9	(7)	0	(7)	0



Annual Revenue and Expense budgets are shown as a percent of the total budget and compared to the year to date actuals through December 31, 2009. Significant variances are explained.

	Annual Budget % of Total		YTD Actual % of Total		Variance
Revenue					
Government	1,150,828	45.0%	476,252	44.2%	-0.7%
United Way	187,236	7.3%	93,610	8.7%	1.4%
Foundations/Corporations	966,649	37.8%	439,962	40.9%	3.1%
Contributions	100,000	3.9%	30,546	2.8%	-1.1%
Fund Raising	50,000	2.0%	73	0.0%	-1.9%
Training/Consulting Fees	70,000	2.7%	35,440	3.3%	0.6%
Other (In Kind & Interest)	8,427	0.3%	594	0.1%	-0.3%
Product Sales	25,500	1.0%	93	0.0%	-1.0%
Total Revenue	2,558,640		1,076,570		

Expense

Employment Costs	1,706,230	66.7%	817,792	76.0%	9%
Professional Fees	285,152	11.1%	73,390	6.8%	-4%
Program Costs	180,339	7.0%	35,485	3.3%	-4%
Occupancy	103,257	4.0%	48,336	4.5%	0%
Furniture & Equipment	10,833	0.4%	10,088	0.9%	1%
Conferences & Training	6,765	0.3%	1,723	0.2%	0%
Mileage & Travel	100,845	3.9%	33,052	3.1%	-1%
Office Supplies	17,984	0.7%	9,244	0.9%	0%
Meetings	13,356	0.5%	5,642	0.5%	0%
Communications	29,911	1.2%	12,220	1.1%	0%
Printing	37,825	1.5%	12,162	1.1%	0%
Special Events	19,850	0.8%	980	0.1%	-1%
Miscellaneous	9,574	0.4%	1,109	0.1%	0%
Depreciation	36,719	1.4%	15,347	1.4%	0%
Total Expense	2,558,640		1,076,570		

These variances are related to the timing of the OVW Transitional Housing grant