

**Casa de Esperanza  
Meeting of the Board of Directors  
September 23, 2009 – 5:00 – 7:00 p.m.**

**Agenda**

I.	Welcome and Introductions	10 minutes	Athena
II.	Agenda Review and Call for any Conflict of Interest Declarations	5 minutes	Athena
III.	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><b>Action Item:</b> Approve September 23, 2009 Agenda Supplementary Materials: *September 23, 2009, Board Meeting Agenda</i>		
B.	Approval of July Minutes <i><b>Action Item:</b> Approve July 22, 2009 Board Meeting Minutes Supplementary Materials: *Minutes of July 22, 2009</i>		
IV.	Financial Update <i>Review/Discussion: FY09 Preliminary Status and July Financial Status Supplementary Materials: * FY09 Preliminary Financials and *July Financial Statements</i>	10 minutes	Sue
V.	Marketing Plan <i>Review/Discussion: Presentation of Marketing Plan Supplementary Materials: FY10 Marketing Plan</i>	30 minutes	Eva
VI.	Fiscal Year 10 Dashboard Indicators Review <i>Review/Discussion: Update on Policy, Research, and National Board Indicators Supplementary Materials: *FY10 Dashboard Indicators – August * FY09 Dashboard Indicators for Reference</i>	10 minutes	Patti
VII.	Board Committee Updates <i>Review/Discussion: Updates on Committees’ Plans/Activities Supplementary Materials: *Committee Planning Forms and/or Notes</i>	15 minutes	Athena/ Comm. Chairs
VIII.	Board Calendar and Priorities Review <i>Review/Discussion Items:</i> <ul style="list-style-type: none"> <li>• Board/Staff Gathering</li> <li>• 360 Review of Executive Staff</li> <li>• Strategic Plan Review/Planning</li> <li>• Extended Meeting: November Board Meeting from 3 – 7 p.m.</li> <li>• Board Retreat: February (need to schedule)</li> </ul> <i>Supplementary Materials: *FY10 Board of Directors Meeting Schedule</i>	30 minutes	Athena

**Casa de Esperanza  
Meeting of the Board of Directors  
July 22, 2009**

**Minutes**

**Board members present:** Athena Adkins, Gloria Fressia, Miguel Ramos, Ruth Simmons, Karen Smith, and Diana Villella.

**Staff members present:** Patti Tototzintle, Amy Sánchez, Sue Saunders, and Nancy Cicero

The meeting was called to order at 5:10 pm and chaired by Athena Adkins.

I. Welcome and Introductions

Athena welcomed Diana Villella and Miguel Ramos, the new Board members in attendance. Everyone introduced themselves.

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

No conflicts of interest declared. Athena called everyone's attention to the Conflict of Interest Policy in the packet and asked each member to sign the Acceptance and Signature Page and turn it in to Nancy Cicero.

III. Consent Items

- A. Agenda Approval
- B. Approval of June Minutes

**Motion to approve the consent items, made by Ruth Simmons and seconded by Karen Smith. Motion carried.**

IV. Financial Update – Year-end Update

Sue updated the Board on FY09 year-end status. She is currently working to close out the fiscal year. Grants were received in June from McKnight and LISC. We are ending the year positively; cash flow is fine but there is not much reserve.

Sue recently sent out an RFP to eight auditing firms of varying size. The proposal deadline is July 30. She will call a Finance Committee meeting to review the proposals and make a recommendation.

V. Fund Development Plan

Amy distributed copies of the Fund Development Plan, Fiscal year 2010, prepared by Patricia Moen, Grant Writer, and Stacy Opitz, Fundraiser. (Amy noted that she will bring the Marketing Plan to the Board in the future but wants to take it to the Marketing Committee first to flesh out some details.) Both Patricia and Stacy have workplans that will guide their work during FY10; the Fund Development Plan is a strategic document.

Amy walked the group through the plan, highlighting various items.

- Several comments were made about *social networks* under *Technological Environment*. Karen commented that we may be experiencing more *Facebook overload* than *Facebook fatigue*. She stated that we need to do more research to know what social media is effective for Casa de Esperanza. Karen will contact her social media colleague at Verizon Wireless to see if he can consult with Casa.

- Referring to the SWOT Analysis, Amy pointed out the strength of working at both grassroots and national levels—it's unique. However, it is a weakness that we are perceived as a local organization.
- Amy highlighted the paragraph on *Innovative programs* on page 7 and cited a recent experience that underscored how rare *listening* is in organizations.
- Karen and Athena commented that it is very significant that women do not want to leave their abusers, they just want the abuse to stop. Athena emphasized that people are ready to hear that message—that it should be our “billboard quote” at this moment in time. Karen said that it's an important concept to stress as we move nationally because the belief is still prevalent that women must leave. Given the country's leadership, everyone is more attuned to *listening*.
- Amy mentioned some of the strategies we will be using in fundraising, e.g., “giving strings,” building infrastructure, getting volunteers more involved in fundraising. Other comments included:
  - Donors love to give to things that will advance the organization. “We need \_\_\_\_ (for research or policy) because we're going national.”
  - Board members should receive a list of people to solicit.
  - Athena's colleague, Bobbi Allen, at Mayo, works in major donor solicitation. She will contact Bobby to talk with us when we're ready.
  - We should identify a key group of Latino leaders (not the same people that are always involved) to be involved in solicitation.
  - We should be more intentional with affinity groups—women and Latinos.
  - Don't send the message that we are ignoring local work. We can identify local corporations (e.g., Best Buy, Target) to help us send a national message.
- Amy referred to the section on special events, page 15. Concern was expressed about the smaller fundraisers that “tap into what people are already doing.” Are we going wider but not deeper? We need to evaluate the benefits of this strategy. Do these people ever donate again?
- The large fundraising event—a dance event—was discussed. It lends itself to social media, spreading the word separately from our efforts.
- Amy pointed out the second-to-last paragraph on page 17 on a “snowball effect.” The more visibility we have on a national level, the more money will come in. We're already beginning to experience an increase in visibility.
  - Karen suggested inviting senators and representatives to a briefing on Casa de Esperanza's work and leadership.
  - Amy said that we have \$360,000 already secured from grants for FY10. We anticipate another \$600,000, based on the proposals that have been submitted.

Athena commended the staff on the Fund Development Plan; it's thorough and easy to read.

#### VI. FY09 Dashboard Indicators Review

Patti referred everyone to the document in their information packet. There are still a few items that must be finalized for the end of the year.

#### VII. FY10 Dashboard Indicators Approval

Patti distributed the FY10 Dashboard Indicators document. The Baseline is set at FY09 end-of-year levels. Because our national effort is so important right now, the question arose about creating indicators for the national work—policy, research, and national Board. Patti, Amy, and Athena said that they would reflect on the suggestion.

- CEO Dashboard Indicators

- *FY2010 Outcomes, Benchmarks, and Evaluation Methods* were distributed. They are the benchmarks for the first indicator on the CEO's document.
- Program Revenue reflects the May total; it will be higher at the end of the year. The 19% target increase was questioned and confirmed by Patti.
- The Board Relations indicator was discussed. Board members felt it was helpful to have the tangible target as outlined in the document.
- CEER Dashboard Indicators
  - The Individual Donors target was changed from \$100,000 to \$75,000.
  - The increase of 43% in Product Sales was questioned. Amy said that we want to stretch staff's efforts; there will also be new products to market. She will consider the question of reducing the target.
  - It was suggested that we measure the new brand and new communication vehicles, but the group recalled that the Dashboard Indicators should be consistent from year to year to get a true measurement. Perhaps the Marketing Committee can consider what should be included in the Dashboard Indicators for FY11.
  - The aggressiveness of the goals were questioned, and Amy confirmed the targets.

**Motion to accept the FY10 Dashboard Indicators as presented with the understanding that indicators will be added regarding policy, research, and the national Board, made by Karen Smith and seconded by Gloria Fressia. Motion carried.**

VIII. Election of Board Officers

The current Board officers are as follows and are willing to continue in their positions:

Chair: Athena Adkins

Treasurer: Yolanda Cotterall

Secretary: Karen Smith

**Motion to approve the election of the three officers noted for FY10, made by Ruth Simmons and seconded by Gloria Fressia. Motion carried.**

IX. Board Committees – Updates and Selection

Members were asked to select the committees on which they wish to serve for the coming year. Current committee membership and new requests are included in the following:

Karen Smith	Marketing and Executive
Gloria Fressia	Finance and Board Development
Miguel Ramos	Marketing
Athena Adkins	Executive, Board Development and Marketing
Diana Villella	Finance
Ruth Simmons	Marketing
Yolanda Cotterall	Finance
Rusty Barceló	Finance
Nicole McKoin	TBD

It was suggested that Rick Johnson serve on the Board Development Committee. Patti will follow up with Rick to see if that is his preference.

Committees are responsible to schedule and arrange their meetings, but Casa de Esperanza staff members will take the responsibility to schedule the first meetings. First meetings of the year should be used to decide priorities and calendar for the year.

Assigned staff members are:

Sue Saunders	Finance Committee
Eva Benavidez	Marketing Committee
Patti Tototzintle	Board Development

Amy responded to questions about Board members serving on the special event committee. Stacy Opitz, the staff member responsible for the special event, is planning to convene a committee for the event. Stacy will participate in the Marketing Committee, so they can make a determination about whether any other committees are needed for the event. Amy also explained that Rusty Barceló will serve on the new Research Advisory Council. Amy asked if anyone was interested in serving on a policy advisory group. Diana responded positively, and Rick was suggested as a possibility.

The meeting was adjourned at 6:40 pm.

**Casa de Esperanza  
Balance Sheet  
June 30, 2009**

**ASSETS**

Current Assets

Checking	\$ 55,792	
Savings	62,524	
Petty Cash	200	
Security Deposits	4,361	
Receivables-Shelter	32,580	
Receivables-Community Advocacy	4,789	
Receivables-Invoices	65,448	
Receivables-Other	4,741	
Receivables-Pledges	299,932	
Prepaid Expenses	<u>23,835</u>	
 Total Current Assets		 554,202

Property and Equipment

Land & Building	344,189	
Furniture & Equipment	145,931	
Accumulated Depreciation	<u>(344,274)</u>	
 Total Property and Equipment		 145,846

Other Assets

Inventory	4,256	
Ubicarte	<u>53,895</u>	
 Total Other Assets		 <u>58,151</u>

Total Assets	<u>\$ 758,199</u>	
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**LIABILITIES AND CAPITAL**

Current Liabilities

Accounts Payable	\$ 32,358	
Accrued Expenses	1,808	
Deferred Income	537,033	
Cafeteria Plan	132	
Payroll Taxes Payable	4,393	
Accrued Payroll	61,411	
Accrued Vacation	<u>43,519</u>	
 Total Current Liabilities		 680,654

Long-Term Liabilities

Total Long-Term Liabilities	<u>0</u>	
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Total Liabilities		680,654
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Capital

Fund Balance	77,558	
Net Income <Loss>	<u>(13)</u>	
 Total Capital		 <u>77,545</u>

Total Liabilities & Capital	<u>\$ 758,199</u>	
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**Casa de Esperanza  
Income Statement  
June 30, 2009**

	<b>Current Actual</b>	<b>Current Budget</b>	<b>Variance</b>	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance</b>	<b>Annual Budget</b>
<b><u>Revenue</u></b>							
Government	81,121	86,966	(5,845)	1,075,235	1,061,916	13,319	1,061,916
United Way	15,602	15,600	2	187,226	187,226	0	187,226
Foundations/Corporations	58,576	72,822	(14,246)	769,095	873,833	(104,738)	873,833
Contributions	7,436	8,334	(898)	60,609	100,000	(39,391)	100,000
Fund Raising	2,170	2,084	86	33,319	25,000	8,319	25,000
Contracts Reimbursed	3,750	3,750	0	30,000	45,000	(15,000)	45,000
Training/Consulting Fees	6,215	1,530	4,685	30,127	18,352	11,775	18,352
Other	0	625	(625)	79,765	7,500	72,265	7,500
Interest	20	5	15	222	60	162	60
Capital Grants	0	0	0	0	0	0	0
<b>Revenue(Sub Total)</b>	<b>174,890</b>	<b>191,716</b>	<b>(16,826)</b>	<b>2,265,598</b>	<b>2,318,887</b>	<b>(53,289)</b>	<b>2,318,887</b>
Product Sales/Royalties	387	2,500	(2,113)	5,742	30,000	(24,258)	30,000
Shipping Revenue	15	0	15	413	0	413	0
Cost of Products	1,835	(550)	2,385	(1,891)	(6,600)	4,709	(6,600)
Inter-Program Sales	0	(3)	3	0	0	0	0
<b>Revenue (Product Sales)</b>	<b>2,237</b>	<b>1,947</b>	<b>290</b>	<b>4,264</b>	<b>23,400</b>	<b>(19,136)</b>	<b>23,400</b>
<b>Total Revenue</b>	<b>177,127</b>	<b>193,663</b>	<b>(16,536)</b>	<b>2,269,862</b>	<b>2,342,287</b>	<b>(72,425)</b>	<b>2,342,287</b>
<b><u>Expense</u></b>							
Employment Costs	129,721	134,121	4,400	1,553,709	1,706,132	152,423	1,706,132
Professional Fees	12,269	15,683	3,414	252,076	188,140	(63,936)	188,140
Program Costs	6,042	4,530	(1,512)	51,851	54,347	2,496	54,347
Occupancy	9,116	8,972	(144)	102,604	108,200	5,596	108,200
Furniture & Equipment	2,028	1,655	(373)	13,061	18,685	5,624	18,685
Conferences & Training	540	739	199	3,997	8,860	4,863	8,860
Mileage & Travel	10,023	8,514	(1,509)	108,809	102,160	(6,649)	102,160
Office Supplies	1,183	1,932	749	13,901	23,196	9,295	23,196
Meetings	1,014	907	(107)	10,622	10,840	218	10,840
Communications	3,178	2,201	(977)	27,848	26,434	(1,414)	26,434
Printing	135	3,108	2,973	8,647	37,292	28,645	37,292

**Casa de Esperanza  
Income Statement  
June 30, 2009**

	<b>Current Actual</b>	<b>Current Budget</b>	<b>Variance</b>	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance</b>	<b>Annual Budget</b>
Special Events	0	627	627	7,002	7,530	528	7,530
Agency Promotion	174	750	576	1,961	9,000	7,039	9,000
Miscellaneous	120	782	662	81,696	9,380	(72,316)	9,380
Depreciation	2,583	2,677	94	32,091	32,091	0	32,091
<b>Total Expense</b>	<b>178,126</b>	<b>187,198</b>	<b>9,072</b>	<b>2,269,875</b>	<b>2,342,287</b>	<b>72,412</b>	<b>2,342,287</b>
<b>Revenue-Expense</b>	<b>(999)</b>	<b>6,465</b>	<b>(7,464)</b>	<b>(13)</b>	<b>0</b>	<b>(13)</b>	<b>0</b>
Indirect Allocation	0	(6,465)	6,465	0	0	0	0
<b>Net Revenue &lt;Loss&gt;</b>	<b>(999)</b>	<b>0</b>	<b>(999)</b>	<b>(13)</b>	<b>0</b>	<b>(13)</b>	<b>0</b>



Annual Revenue and Expense budgets are shown as a percent of the total budget and compared to the year to date actuals through June 30, 2009. No significant variances exist from the planned budget percents.

	Annual		YTD		Variance	
	Budget	% of Total	Actual	% of Total		
<b>Revenue</b>						
Government	1,061,916	45.3%	1,075,235	47.4%	2.0%	More reliance on govt grants
United Way	187,226	8.0%	187,226	8.2%	0.3%	
Foundations/Corporations	873,833	37.3%	769,108	33.9%	-3.4%	
Contributions	100,000	4.3%	60,609	2.7%	-1.6%	
Fund Raising	25,000	1.1%	33,319	1.5%	0.4%	
Training/Consulting Fees	63,352	2.7%	60,127	2.6%	-0.1%	
Other (In Kind & Interest)	7,560	0.3%	79,987	3.5%	3.2%	Marzan & Faegre & Bensoninkind not budgeted
Product Sales	23,400	1.0%	4,264	0.2%	-0.8%	
<b>Total Revenue</b>	<b><u>2,342,287</u></b>		<b><u>2,269,875</u></b>			
<b>Expense</b>						
Employment Costs	1,706,132	72.8%	1,553,709	68.4%	-4%	
Professional Fees	188,140	8.0%	252,076	11.1%	3%	
Program Costs	54,347	2.3%	51,851	2.3%	0%	
Occupancy	108,200	4.6%	102,604	4.5%	0%	
Furniture & Equipment	18,685	0.8%	13,061	0.6%	0%	
Conferences & Training	8,860	0.4%	3,997	0.2%	0%	
Mileage & Travel	102,160	4.4%	108,809	4.8%	0%	
Office Supplies	23,196	1.0%	13,901	0.6%	0%	
Meetings	10,840	0.5%	10,622	0.5%	0%	
Communications	26,434	1.1%	27,848	1.2%	0%	
Printing	37,292	1.6%	8,647	0.4%	-1%	
Special Events	16,530	0.7%	8,963	0.4%	0%	
Miscellaneous	9,380	0.4%	81,696	3.6%	3%	
Depreciation	32,091	1.4%	32,091	1.4%	0%	
<b>Total Expense</b>	<b><u>2,342,287</u></b>		<b><u>2,269,875</u></b>			

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

**ASSETS**

Current Assets

Checking	\$ 32,508
Savings	42,546
Petty Cash	200
Security Deposits	4,361
Receivables-Shelter	36,691
Receivables-Community Advocacy	4,912
Receivables-Invoices	50,659
Receivables-Other	4,300
Receivables-Pledges	286,450
Prepaid Expenses	<u>5,572</u>

Total Current Assets 468,199

Property and Equipment

Land & Building	344,189
Furniture & Equipment	145,931
Accumulated Depreciation	<u>(346,857)</u>

Total Property and Equipment 143,263

Other Assets

Inventory	3,272
Ubicate	<u>53,866</u>

Total Other Assets 57,138

Total Assets \$ 668,600

**LIABILITIES AND CAPITAL**

Current Liabilities

Accounts Payable	(\$ 7,090)
Accrued Expenses	600
Deferred Income	528,512
Cafeteria Plan	2,199
Payroll Taxes Payable	1,578
Accrued Payroll	21,736
Accrued Vacation	<u>43,519</u>

Total Current Liabilities 591,054

Long-Term Liabilities

Total Long-Term Liabilities 0

Total Liabilities 591,054

Capital

Fund Balance	77,545
Net Income <Loss>	<u>1</u>

Total Capital 77,546

Total Liabilities & Capital \$ 668,600

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

	<b>Current Actual</b>	<b>Current Budget</b>	<b>Variance</b>	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance</b>	<b>Annual Budget</b>
<b>Revenue</b>							
Government	86,267	106,258	(19,991)	86,267	106,258	(19,991)	1,150,828
United Way	15,602	15,602	0	15,602	15,602	0	187,236
Foundations/Corporations	60,271	107,825	(47,554)	60,271	107,825	(47,554)	966,649
Contributions	621	8,333	(7,712)	621	8,333	(7,712)	100,000
Fund Raising	0	4,167	(4,167)	0	4,167	(4,167)	50,000
Contracts Reimbursed	3,750	5,000	(1,250)	3,750	5,000	(1,250)	45,000
Training/Consulting Fees	1,187	2,083	(896)	1,187	2,083	(896)	25,000
Other	0	681	(681)	0	681	(681)	8,175
Interest	22	21	1	22	21	1	252
Capital Grants	0	0	0	0	0	0	0
<b>Revenue(Sub Total)</b>	<b>167,720</b>	<b>249,970</b>	<b>(82,250)</b>	<b>167,720</b>	<b>249,970</b>	<b>(82,250)</b>	<b>2,533,140</b>
Product Sales/Royalties	449	2,500	(2,051)	449	2,500	(2,051)	30,000
Shipping Revenue	49	0	49	49	0	49	0
Cost of Products	(1,012)	(375)	(637)	(1,012)	(375)	(637)	(4,500)
Inter-Program Sales	0	59	(59)	0	59	(59)	0
<b>Revenue (Product Sales)</b>	<b>(514)</b>	<b>2,184</b>	<b>(2,698)</b>	<b>(514)</b>	<b>2,184</b>	<b>(2,698)</b>	<b>25,500</b>
<b>Total Revenue</b>	<b>167,206</b>	<b>252,154</b>	<b>(84,948)</b>	<b>167,206</b>	<b>252,154</b>	<b>(84,948)</b>	<b>2,558,640</b>
<b>Expense</b>							
Employment Costs	135,188	188,017	52,829	135,188	188,017	52,829	1,706,230
Professional Fees	4,753	27,906	23,153	4,753	27,906	23,153	285,152
Program Costs	4,394	14,972	10,578	4,394	14,972	10,578	180,339
Occupancy	8,109	8,552	443	8,109	8,552	443	103,257
Furniture & Equipment	632	742	110	632	742	110	10,833
Conferences & Training	250	550	300	250	550	300	6,765
Mileage & Travel	5,770	8,302	2,532	5,770	8,302	2,532	100,845
Office Supplies	2,229	1,759	(470)	2,229	1,759	(470)	17,984
Meetings	1,092	1,111	19	1,092	1,111	19	13,356

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

	<b>Current Actual</b>	<b>Current Budget</b>	<b>Variance</b>	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Variance</b>	<b>Annual Budget</b>
Communications	1,829	2,528	699	1,829	2,528	699	29,911
Printing	135	3,154	3,019	135	3,154	3,019	37,825
Special Events	175	1,128	953	175	1,128	953	13,800
Agency Promotion	0	503	503	0	503	503	6,050
Miscellaneous	66	798	732	66	798	732	9,574
Depreciation	2,583	2,605	22	2,583	2,605	22	36,719
<b>Total Expense</b>	<b>167,205</b>	<b>262,627</b>	<b>95,422</b>	<b>167,205</b>	<b>262,627</b>	<b>95,422</b>	<b>2,558,640</b>
<b>Revenue-Expense</b>	<b>1</b>	<b>(10,473)</b>	<b>10,474</b>	<b>1</b>	<b>(10,473)</b>	<b>10,474</b>	<b>0</b>
Indirect Allocation	0	10,473	(10,473)	0	10,473	(10,473)	0
<b>Net Revenue &lt;Loss&gt;</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>



Annual Revenue and Expense budgets are shown as a percent of the total budget and compared to the year to date actuals through July 30, 2009. Significant variance from the planned budget is highlighted.

	<b>Annual</b>		<b>YTD</b>		<b>Variance</b>	
	<b>Budget</b>	<b>% of Total</b>	<b>Actual</b>	<b>% of Total</b>		
<b>Revenue</b>						
Government	1,150,828	45.0%	86,267	51.6%	6.6%	More reliance on govt grants
United Way	187,236	7.3%	15,602	9.3%	2.0%	
Foundations/Corporations	966,649	37.8%	60,270	36.0%	-1.7%	
Contributions	100,000	3.9%	621	0.4%	-3.5%	
Fund Raising	50,000	2.0%	0	0.0%	-2.0%	
Training/Consulting Fees	70,000	2.7%	4,937	3.0%	0.2%	
Other (In Kind & Interest)	8,427	0.3%	22	0.0%	-0.3%	
Product Sales	25,500	1.0%	(514)	-0.3%	-1.3%	Several Products given to Verizon Wireless
<b>Total Revenue</b>	<b>2,558,640</b>		<b>167,205</b>			
<b>Expense</b>						
<b>Employment Costs</b>	<b>1,706,230</b>	<b>66.7%</b>	<b>135,188</b>	<b>80.9%</b>	<b>14%</b>	Kept employee at full time that should be 50%
Professional Fees	285,152	11.1%	4,753	2.8%	-8%	Not paying for GSU contract yet
Program Costs	180,339	7.0%	4,394	2.6%	-4%	
Occupancy	103,257	4.0%	8,109	4.8%	1%	
Furniture & Equipment	10,833	0.4%	632	0.4%	0%	
Conferences & Training	6,765	0.3%	250	0.1%	0%	
Mileage & Travel	100,845	3.9%	5,770	3.5%	0%	
Office Supplies	17,984	0.7%	2,229	1.3%	1%	
Meetings	13,356	0.5%	1,092	0.7%	0%	
Communications	29,911	1.2%	1,829	1.1%	0%	
Printing	37,825	1.5%	135	0.1%	-1%	
Special Events	19,850	0.8%	175	0.1%	-1%	
Miscellaneous	9,574	0.4%	66	0.0%	0%	
Depreciation	36,719	1.4%	2,583	1.5%	0%	
<b>Total Expense</b>	<b>2,558,640</b>		<b>167,205</b>			



*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>
		Sept	N o v	J a n	M a r c h	M a y	J u l y		
Programmatic Benchmarks	92% (23) of 25 benchmarks	--						93% (29) of 31	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. (See attachment for description of all Program Outcomes and Benchmarks.)
Program Revenue – Training/Consultation Fees	\$74,133	\$5499						\$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	Target is \$0 difference between expenses and revenue. <b>This figure represents July; August is not available.</b>
Increased Human Resource (HR) Effectiveness	HR audit findings: Overall good compliance/practice; priorities for FY10 established	Behind schedule						1) Update all job descriptions. 2) Update Employee Handbook. 3) Review/update hiring, selection, and orientation process.	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	Behind schedule						100% of 9 employee groups	There are a total of 10 employee groups. The 4 to be completed in FY09 (managers/directors, program coordinators/lead advocates, trainers/consultants, and finance/admin) are behind schedule and will be completed by August 30, 2009; the remaining 5 employee groups will be completed by March 2010.



Board Relations	Occasional contact with each member outside of board meetings	On track						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						3-4 national members	This indicator was established in September.
National Board - Operating Plan	--	--						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
		September	N o v	J a n	M a r	M a y	J u l y		
Fund Development – Individual Donors	\$56,770	\$3,314.93						\$100,000 (76% increase)	This remains a stretch goal as the economic environment is uncertain.
Fund Development – Foundation/ Corporation \$ Secured	\$816,602	\$494,000						\$966,649 (18% increase)	As of July 2009, \$360,000 has already been secured and over \$200,000 of our pending anticipated.
Fund Development – Special Events	\$7,047	\$91.46						\$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	\$31,480.05						\$45,000 (43% increase)	Stretch goal. Budgeted at \$30,000.
On-line Donations	\$7,700	\$0						\$9,625 (25% increase)	
E-newsletters	0	--						Increase by 20% by end of FY.	E-Newsletters began in April 2009. Baseline to be established during first quarter of FY10.

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



National/ Transnational Partnerships	3	On track						6	
Policy - Establish national policy advisory council	0	0						10 members	This indicator was established in September. Although we did not name members in August, we are on track and are confident that we will reach the target.
Policy – Director of Public Policy assumes position of chair or co-chair of national policy work groups/task forces.	0	0						2 positions	This indicator was established in September.
Research – Obtain IRB approval for research projects	0	2						2 projects	Celebrate!
Research – Write articles based on the findings of the approved research projects	0	0						2 articles	This indicator was established in September.
Research – Establish national research advisory council	0	0						7 members	This indicator was established in September.

## Dashboard Indicators - CEO

FY09 (July 1, 2008- June 30, 2009)

Indicator Area	Indicator	Baseline								Target		Comments
			J u l y	S e p t	N o v	J a n	M a r	A p r	M a y	July		
<b>-Programs -Operations -Board Relations</b>	Programmatic Benchmarks	90% (21) of 24 benchmarks	--	--	R	Y	--	Y	Y	92%(23) of 25	92%(23) of 25	Includes benchmarks for all program areas: Family Advocacy, Community Engagement – local and national, and Training and Technical Assistance – local and national. Report 4x per year– Nov, Jan, May, and July.
	Program Revenue – Training/Consultation Fees	\$42,131	G	G	G	Y	Y	Y	G	\$74,133	\$46,350 (10% increase)	Includes local and national training and consulting services not funded by our OVW grants.
	Increased Fiscal Management Effectiveness – Net Revenue/Expenses	0	G	G	G	G	G	G	0	0	0	Target is \$0 difference between expenses and revenue.
	Increased Human Resource (HR) Effectiveness	TBD by HR Audit (completed by 1/30/09)	--	--	G	G	G	G	G	Complete – Priorities established for FY10	TBD	CEO and Finance Manager will complete an HR Audit with guidance from an HR Consultant. Audit process includes 3 phases: 1) assess basic human resource activities in the organization; 2) analyze results, including strengths and opportunities; and 3) establish priorities.
	Compensation Study	1 Employee Group completed (advocates)	--	--	G	G	G	Y	R	In process	100% of 4 employee groups	There are a total of 10 employee groups. This year will include program managers/directors, program coordinators/lead advocates, trainers/consultants, and finance/admin. We will complete the project in FY10 by studying the remaining 5 employee groups.
	Board Relations	TBD	--	--	--	--	--	--	--	--	See Comments	Patti will focus on developing an effective and relevant relationship with each member; to include one-on-one meetings.

## Dashboard Indicators - CEER

FY09 (July 1, 2008- June 30, 2009)

Indicator Area	Indicator	Baseline								July	Target	Comments
			J u l y	S e p t	N o v	J a n	M a r	A p r	M a y			
<b>-Fund Development -Marketing -National Partnerships</b>	Fund Development – Individual Donors	\$45,400	R	R	R	G	Y	Y	Y	\$56,769.70	\$75,000 (65% increase)	This is a stretch goal.
	Fund Development – Foundation/ Corporation \$ Secured	\$823,517	G	G	G	G	G	G	G	\$816,602.00	\$865,000 (5% increase)	\$575,352 has been secured as of the end of July 2008. (The exact figure in our FY09 Budget is \$858,833.)
	Fund Development – Special Events	\$103,957	Y	Y	Y	R	R	R	R	\$7,047.35	\$50,000	The baseline is higher than target due to the 25 <sup>th</sup> Anniversary fundraiser. \$50,000 target is a stretch goal (\$25,000 is in the budget).
	Marketing – Product Sales	\$18,643	R	R	R	R	R	G	Y	\$31,455.70	\$35,000 (88% increase)	Stretch goal. Budgeted at \$30,000.
	Marketing – On-line Donations	\$329		Y	Y	Y	G	G	G	\$7,700	\$2,500 (660% increase)	
	Marketing – E-blasts	On hold – baseline to be established this year.	--	--	--	--	--	--	--	--	TBD	New dashboard indicator. Will measure click-through rates and list churn rates once baseline is established.
	National/ Transnational Partnerships	Maintain 3 partnerships	--	--	--	--	--			G	On track	Enhanced partnerships and outcomes met

**Casa de Esperanza  
Board Committee Planning Form  
Fiscal Year 2010**

<b>Committee Name</b>	<b>Executive Committee</b>
<b>Committee Chair</b>	Athena Adkins
<b>Staff Staff Lead</b>	Patti Tototzintle, Amy Sánchez Patti Tototzintle
<b>Committee Description/Purpose</b>	The Executive Committee is empowered by the board to address key issues between board meetings. The Board Chair, and, whenever possible, the Executive Committee determines board meeting agendas. The board later ratifies Executive Committee decisions.
<b>Committee Members</b>	Board: Officers – Athena Adkins, Chair; Yolanda Cotterall, Treasurer; Karen Smith, Secretary;  All Executive Committee members must be officers.
<b>Meeting Frequency</b>	Bi-monthly
<b>Meeting Schedule for FY10 (July 09 – June 10)</b>	August, October, December, February, April, June meetings- Generally, fourth Wednesday of the month for breakfast, 7:30 to 9:00 am.  Note: August meeting moved to September 3; December meeting will be Wednesday, December 16.
<b>Meeting Location (if applicable)</b>	Egg & I on University Avenue, St. Paul
<b>Priorities for FY10</b>	<ol style="list-style-type: none"> <li>1. Address critical issues between meetings as appropriate.</li> <li>2. Preparation for board meetings and retreat: identify, discuss, and amend agendas.</li> <li>3. Serve as a sounding board for staff leadership team.</li> <li>4. Contract with consultant; complete year-end performance reviews for CEO and CEER.</li> </ol>
<b>Next Steps/Key Activities</b>	<ol style="list-style-type: none"> <li>1. Review calendar for the year; schedule board retreat.</li> <li>2. Address critical issues as needed.</li> </ol>

**Casa de Esperanza  
Board Committee Planning Form  
Fiscal Year 2010**

<b>Committee Name</b>	<b>Board Development Committee</b>
<b>Committee Chair</b>	Athena Adkins
<b>Staff Staff Lead</b>	Patti Tototzintle, Nancy Cicero Patti Tototzintle
<b>Committee Charge</b>	The Board Development Committee is responsible for reviewing board composition needs (expertise, skills, affiliations, etc.); recruitment of new board members and recommending candidates/slate to the board; recommending a slate of officers to the board; and working with the CEO/other staff to conduct orientation sessions for new board members and training sessions for the full board as appropriate.
<b>Committee Members</b>	Board: Athena Adkins, Gloria Fressia, Nicole McKoin Non-Board: Julie Zimmer, Gloria Perez
<b>Meeting Frequency</b>	
<b>Meeting Schedule for FY 10 (July 09 – June 10)</b>	September Meeting: Friday, September 4, 8:00 a.m. Future meeting dates: TBD
<b>Meeting Location (if applicable)</b>	
<b>Priorities for FY 10</b>	<ol style="list-style-type: none"> <li>1. Recruit at least 2 national and 2 local board members to start July 2010.</li> <li>2. Review new board member orientation process.</li> <li>3. Recommend and implement team-building opportunities for the board.</li> </ol>
<b>Next Steps/Key Activities</b>	<ol style="list-style-type: none"> <li>1. Finalize meeting schedule for the rest of the fiscal year.</li> <li>2. Identify targeted skills, background, expertise needed on the board.</li> <li>3. Develop a board recruitment plan/process and timeline.</li> <li>4. Recommend and implement team building opportunities for the board.</li> </ol>

**Casa de Esperanza  
Board Committee Planning Form  
Fiscal Year 2010**

<b>Committee Name</b>	<b>Marketing Committee</b>
<b>Committee Chair</b>	Athena Adkins
<b>Staff Staff Lead</b>	Amy Sánchez, Eva Benavidez Eva Benavidez
<b>Committee Charge</b>	The Marketing Committee is responsible for reviewing/enhancing marketing and communications plans and securing resources to advance marketing efforts to achieve the strategic plan.
<b>Committee Members</b>	Board Members: Miguel Ramos, Karen Smith, Ruth Simmons Community Member: Trista Harris
<b>Meeting Frequency</b>	Off month from the board of directors' meeting
<b>Meeting Schedule for FY10 (July 09 – June 10)</b>	2009 October, December; 2010 February, April, June, August The fourth Wednesday, 4:30-6 pm.
<b>Meeting Location (if applicable)</b>	1821 University Avenue West, St. Paul, MN 55104 (Administration Office in the Griggs Midway Bldg.)
<b>Priorities for FY10</b>	<ol style="list-style-type: none"> <li>1. Track the dashboard indicators for marketing.</li> <li>2. Support PR and marketing efforts and plans of the organization.</li> <li>3. Ensure the marketing plan addresses the priorities of the strategic plan.</li> </ol>
<b>Next Steps/Key Activities</b>	<ol style="list-style-type: none"> <li>1. Secure at least one non-board of directors member.</li> <li>2. Be the liaison between the board of directors and the External Relations department.</li> <li>3. Champion marketing efforts with the board of directors.</li> </ol>



**Board of Directors  
Meeting Schedule  
July 2009 – June 2010**

**Full Board Meetings**

<b>Date</b>	<b>Time and Location</b>
Wednesday, July 22, 2009	5:00 – 7:00 pm Griggs Office
Wednesday, September 23, 2009	5:00 – 7:00 pm Griggs Office
Wednesday, November 18, 2009 <b>Extended meeting</b>	<b>3:00 – 7:00 pm</b> Griggs Office
Wednesday, January 27, 2010	5:00 – 7:00 pm Griggs Office
Wednesday, March 24, 2010	5:00 – 7:00 pm Griggs Office
Wednesday, May 26, 2010	5:00 – 7:00 pm Griggs Office
Annual Board Retreat: <b>February, Date TBD, 9 am – 3 pm</b>	

**Highlighted items are tentative changes to previous schedule.**

**Executive Committee Meetings**

<b>Date</b>	<b>Time and Location</b>
Wednesday, September 3, 2009	7:30 – 9:00 am Egg and I, 2550 University Ave., West, St. Paul
Wednesday, October 28, 2009	7:30 – 9:00 am Egg and I
Wednesday, December 16, 2009	7:30 – 9:00 am Egg and I
Wednesday, February 24, 2010	7:30 – 9:00 am Egg and I
Wednesday, April 28, 2010	7:30 – 9:00 am Egg and I
Wednesday, June 23, 2010	7:30 – 9:00 am Egg and I