

## ANNUAL PERFORMANCE EVALUATION

Leggitt, Drisha \_\_\_\_\_  
NAME: (last) (first)

DATE 4-12-10

### SECTION A: JOB DESCRIPTION:

Section A is to be completed by the Executive Director. Please list 4-10 of your major job responsibilities and your accomplishments. Be sure to include documentation for each job responsibility. Office Committee (referred to as Manager) should review the documentation provided by the Executive Director in Section A, and include comments under each job responsibility as appropriate.

BOD: Please note, job description categories on separate pages, in sections by underlined, sub-heading:

#### I. JUMP ROPE & HOOPS FOR HEART

As of April 9, 2010, we have increased overall JRFH *participation* by **over 85%** (please see below 2009-2010 goals to see more results specific to participation). Specifically in areas of JRFH fundraising:

- Overall JRFH Campaign Income: as of \$1,540,120.22 – **a 26% increase in overall fundraising!**
- Online Fundraising (as of March 2010; April numbers not yet available): \$152,719 which compares to \$79,000 from last year – **a 52% increase to date!**
- We have already re-recruited 41 schools compared to 0 from this time last year.
- The American Heart Association (AHA) reports of all its U.S. “Affiliates”, the “Western States Affiliate” (California, Utah and Nevada) is the only one in the country experiencing an increase in JRFH/HFH fundraising.
- According to the AHA, California is the only State in the Nation reporting an increase in fundraising. All other states report a decrease.
- E.D. solicited and received sponsorships for the “CAHPERD Jamba Jump Day” Jump Rope Event (added this year to increase fundraising and campaign participation) and JRFH campaign. E.D. recruited Jamba Juice as a title sponsor of the Event (\$50,000). Also gained a CAHPERD “Give Back” day for all California Jamba stores, gaining an additional over \$24,732.40 in CAHPERD donations. And gained \$1,000 in Jamba Juice product gift cards for event participants. I also gained donations from CVS Pharmacies, CPMA, Bank of Sacramento, International Moose Order, HOPSports, Inc. and others.
- To date, and before we have received the AHA “profit share” from the 2009-2010 JRFH/HFH Campaign (to be received September 2010), we have already generated a net income of \$21,157.50 over the entire net received from the 2008-2009 JRFH/HFH Campaign. With the anticipated “worst case scenario” AHA “profit share” etc., **we are projected to generate \$108,968.29 over all funding generated in 2008-2009.**
- E.D. also gained in-kind sponsorships including media campaigns by Radio Disney, CBS Radio, Entercom Radio, and Clear Channel Radio Network, NBC TV California, HOPSports, Inc., Warren High School Multi-Media Department, California Governor’s Council on Physical Fitness & Sports, American Heart Association, and California School Boards Association; and promotion and support of the event by CSBA, California PTA, California Task Force on Youth & Workplace Wellness, ACSA, After-School All-Stars, After School Alliance, California Parks and Recreation Society, A World Fit for Kids, President’s Council on Physical Fitness & Sports, SPARK, Inc., American Council on Exercise, IDEA,

Coalition for a Healthier Generation, CIF, Positive Coaching Alliance, and others.

- We have increased and expanded the JRFH program to include pre-K, K-6, AND Middle, High and University Students (with participation or site leadership at Cal Poly, Pomona, Cal Poly San Luis, University of Laverne, CSU Sacramento, CSU Chico, CSU East Bay, CSU Northridge, and others).
- Programmatically, E.D. led the effort to completely innovate the JRFH program, adding (among many other things) a comprehensive Jump Program Instructional Manual for K-12 (AHA existing curriculum/tools only apply to three elementary school grades) that emphasizes alignment with California's P.E. Standards, as well as how-to teach jump skills and present an effective Jump Event.
- Also developed comprehensive program for High schools, colleges/universities and adult programs. We have created template tools for the Coordinators including Program PowerPoint Presentations, media releases and requests for participation, Public Service Announcements, donation requests, Judge/Witness requests and sample letters, Sample Participant Log-In Sheets, and other tools. AAHPERD, AHA and other State AAHPERD's have requested our new program and Best Practices be presented at the Southwest District, AAHPERD Conference and the AAHPERD Leadership Development Conference, for adoption nationwide as an annual event and program.
- Developed first CAHPERD JRFH – CAHPERD Jamba Jump Day event video: [http://www.youtube.com/watch?v=V\\_UXcnYSMk0](http://www.youtube.com/watch?v=V_UXcnYSMk0). The CAHPERD Jamba Jump Day videos have generated over 2,600 viewers since posting – thus further positively promoting the event and CAHPERD program.
  - Please note in obsolete E.D. Job Description potential activity not applicable today: "Verify eligibility and approve local JRFH monetary rebates." CAHPERD has not issued "rebates" or payments to local CAHPERD Districts in over three years. Recommendation to BOD: delete this activity from E.D. Job Description

II. **MEMBERSHIP :**

As of March 2010, CAHPERD had \_\_\_\_\_ members. Of the 382 member drop, 360 were members of Southern District – employees of Los Angeles Unified School District.

According to Chad Fenwick, Physical Education Specialist for LAUSD (email 1/21/10):

**From:** Chad Fenwick <[chad.fenwick@lausd.net](mailto:chad.fenwick@lausd.net)>  
**Date:** Thu, 21 Jan 2010 13:59:48 -0800  
**To:** Drisha Leggitt <[dleggitt@cahperd.org](mailto:dleggitt@cahperd.org)>, Joanie Verderber <[Verderber\\_Joanie@lacoed.edu](mailto:Verderber_Joanie@lacoed.edu)>  
**Cc:** Julie Kuehl-Kitchen <[jkitchen@csus.edu](mailto:jkitchen@csus.edu)>  
**Subject:** Re: LAUSD & Membership Question

Drisha,  
LAUSD has stopped funding professional development. Also, one of the ways people used to get their membership paid for was to have the school pay for the conference registration and include the CAHPERD membership fee. We have frozen all conferences so that eliminated any of those people renewing memberships.  
Thanks  
Chad

Therefore, while the drop in CAHPERD membership is very concerning – and a primary reason why CAHPERD is experiencing negative cash flow problems this year, the source of the membership and associated funding drop can be traced primarily to the State's largest school District (and previously CAHPERD's primary funder among school districts): LAUSD. The lack of LAUSD support for professional development training and dues, is also a significant factor regarding the reduced attendance and income generated by the 2010 CAHPERD State Conference – which also negatively impacted CAHPERD membership.

As the 2010 CAHPERD State Conference was held in Ontario, the primary event "feeding" school districts would be in Southern California – LAUSD by far the largest. As LAUSD did not fund the Conference registration, many LAUSD employees did not attend the Conference. And as most CAHPERD members renew their memberships when they register for the Conference, memberships declined in the exact same pattern.

However, I do have positive results to report with regards to Membership performance in 2009-2010:

Recruited new members and conducted meetings throughout Summer and Fall of the newly re-energized CAHPERD Membership Committee (which had been dormant in recent years). These meetings resulted in concept, copy and web map of a new CAHPERD website, and copy and design direction of a new CAHPERD membership brochure. The Committee prioritized updating and redesigning the CAHPERD website as our First priority. The new website design is completed; it is now being integrated into the computer coding of the new Membership software.

However, while the copy, design elements, new pricing structure, etc., has also been completed for the new Membership Brochure, slow cash flow dictated postponing the completion of the

Membership Brochure in Spring 2010, in favor of directing available design funds towards the completion of the new website.

The new website design may be seen on: <http://wymanweb.com/CAHPERD/>.

E.D. has made a concerted effort to fill Open Regional Coordinator and Unit positions – re-engage our “Field”, which ultimately increases participation and membership numbers. As a result:

1. Recruited excellent new Southern District Coordinator: CAHPERD POY Derek Mena.
2. Recruited excellent new South Central District Coordinator: Southwest AAHPERD TOY Ruth Silofu.
3. Have two people currently considering filling long-vacated Northern District Coordinator position. CAHPERD recently had its first Northern District meeting/event at CSU Chico in December 2009. Currently, CAHPERD volunteers in Chico, Redding, Red Bluff and Shasta are participating in the JRFH Event/activities – should recognize increase in membership from that effort.
4. Since the JRFH and CAHPERD Jamba Jump Day campaign, CAHPERD has recruited three new Unit Presidents (for dormant Unit positions of over three years) and a dozen new members. Our field participation is improving significantly due to this campaign.

Please see below under 2009-2010 goals for further information regarding staff development in membership support and the integration of new membership software.

### III. PUBLICATIONS

The CAHPERD Times Newsletter was redesigned and issued in August 2009. Unfortunately, the State Office was pressured by the State Conference Committee to print and distribute more copies than our membership dictated, for use as an additional Conference promotional tool. Therefore, we went slightly over budget on this printing because we had not anticipated being forced to print at the increased quantity.

A “Special Edition” Electronic Times Newsletter was also designed and distributed in February 2010 specifically promoting the CAHPERD State Conference.

The CAHPERD Journal was designed and published in Fall/Winter 2009. Both the new designs and the content have received lofty praise from CAHPERD membership and other State AHPERD’s. CSU Chairs are now requesting copies for their departments. **Article submissions for Peer Review consideration have increased by 30%.** Increasing Peer-Review article submissions was a primary goal/directive given to me when I took the E.D. role.

Also, due to CAHPERD’s reduced staffing this Summer/Fall, and the unfortunate resignation of the last CAHPERD Journal Editor, I had more hands-on responsibility for the design and development of the CAHPERD Journal than the Office Committee originally wished. However, the CAHPERD Journal is an extremely important Membership benefit and communications tool, and I felt (and feel) that developing/distributing the highest quality Journal should continue to be a primary goal of the CAHPERD’s E.D.; therefore, I will continue to maintain an active role in the development of the Journal. The next Journal is in development now.

I also recruited another Editor for the Peer-Review program.

Upon accepting this position, I reviewed the prices and processes of CAHPERD’s publications thoroughly. Through better and more comprehensive contract negotiating, maximizing previous relationships, updating technology and materials, “bulk buying” print jobs, and finding a better and more professional graphic designer, the publications budget has decreased from \$77,628.57 (2007-2008) to \$54,491.81 – or a **reduction of \$23,136.76 or a 30%** decrease in publication expenses while distributing better and more popular products.

The CAHPERD Conference Prospectus and Conference Programs were sent to multiple, new communications contacts lists, including CIF, CSBA, ACSA, Positive Coaching Alliance, IDEA, ACE, and many others – extending the Conference publications’ reach exponentially from previous years.

Developing a better “product” in the Journal and Times has resulted in a **\$6,825 increase over projections** in advertising fees for the publications.

- Please note in obsolete E.D. Job Description potential activity not applicable today:
  - Managing the “Journal-Times”; no longer the title of the publications. The CAHPERD Journal references CAHPERD’s professional journal or magazine; the CAHPERD Times refers to the CAHPERD newsletter.
  - CAHPERD has not produced a Legislative Newsletter or September Chronicle in over three years.
  - Recommendation to BOD: delete the aforementioned activities from E.D. Job Description.

#### **IV. FIELD SERVICES**

Please see aforementioned information under “Membership” regarding recruiting new District and Unit leaders, conducting mass regional trainings and mini-CAHPERD workshops (including the first Northern District event in almost five years), etc.

Additionally, presented at the Bay District Conference, JRFH American Heart Association Youth Market workshops, Cal Poly Workshops, Positive Coaching Alliance, Governors Council on Physical Fitness and Sports, Cal State Fullerton Middle School Workshops, Summer Dance Institute, Fall Dance Workshop, North Central Workshop, SWD AAHPERD, Tracy Unified School District Board of Education, Society of Association Managers, Nonprofit Resource Center of Northern California, CIF, and many others.

Also, successfully negotiated “trade” relationships with key partner organizations, allowing CAHPERD to display/distribute materials or exhibit at events for the California School Boards Association, Association of California School Administrators, CIF, California Task Force on Youth and Workplace Wellness, PTA, Positive Coaching Alliance, IDEA, ACE, SPARK and many others.

Please see below goals regarding Public Relations and marketing efforts for further information in this area.

## V. MEETINGS AND CONFERENCES

### Meetings:

Worked with Associate Director to plan and implement all meetings, ensure meeting agendas were distributed and meeting minutes were produced and disseminated.

Negotiated with sites to receive reduced rates in room rentals, hotel rooms or free benefits for volunteers that attended meetings (such as the free continental breakfast at the June 2009 BOD or reduced rate boxed lunches at January 2010 BOD meetings).

Distributed comprehensive Executive Director Reports at all BOD/HOD meetings, as well as Administrative Committee meetings. In fact, in the two years in this position and in an effort to create more transparency of the State Office and issues, I created more reports, diagrams and written updates than any previous CAHPERD Executive Director (as verified by file/resource search, March 2010). E.D. Reports, as well as other Committee Reports, available at any time upon request.

I assisted the President with meeting planning when allowed. However, as is evidenced in emails from the President and volunteer Parliamentarian (January 2010, March/April 2010), even when providing both By-Law and California State Law references and evidence regarding meetings, attendance, proper procedures, employee privacy issues, appropriate and accepted business practices regarding methods of meeting, and CAHPERD parliamentary procedures, I was often ignored or disregarded specifically by those two leaders. As my livelihood and ability to provide for my family was/is threatened when attempting to provide full disclosure to the BOD regarding such issues, I was placed in a "no win" situation much of this year.

However, of the general CAHPERD membership, majority of the voting BOD members, and all but two committees, the feedback and comments I receive regarding CAHPERD meetings and event planning are supportive, positive and constructive.

### Conferences:

As written earlier, I presented at the CAHPERD Bay District Workshop, North Central Workshop, Fall Dance Workshop, and multiple JRFH and regional meetings. Additionally, I spoke briefly at the NAPEC. Unfortunately, I was extremely ill during the 2010 CAHPERD State Conference, and could not personally present my E.D. Report on site as anticipated. However, I sent a full written report to all BOD/HOD members and committee leaders, modified my Saturday morning speech for the President-Elect to present (which he was not allowed to deliver), and modified my JRFH/HFH presentation for the President-Elect (which he apparently delivered extremely well), to ensure my Conference reports/presentations were provided, even as doctor's orders kept me from presenting personally.

2012 State Conference contracts have all been negotiated and signed with Pasadena in a terrific, newly-remodeled Convention Center and hotels. And I renegotiated the 2011 CAHPERD State Conference hotel room rates \$30 less than was originally negotiated, keeping the room rates at \$189, rather than \$210-\$220. Additionally, I worked with Perky Vetter to sign the upcoming APE Conference for Irvine.

The Staff and myself were extremely successful promoting the 2010 CAHPERD State Conference. In fact, I have confirmed **data and numbers to conclude that the 2010 Conference was the most promoted and earliest marketed Conference in CAHPERD history!**

The following briefly lists the publications within which the 2010 CAHPERD State Conference was promoted. I also created a special, Conference communications plan and distribution list targeting CAHPERD Conference marketing to key “markets” such as CSBA, ACSA, etc.

The following list does not include the myriad of partner publications (including newsletters from “SPARK”, the Governor’s Council on Physical Fitness & Sports, the President’s Council on Physical Fitness and Sports, CIF, Positive Coaching Alliance, Flaghouse, AAHPERD, and others that also published, posted and otherwise promoted the 2010 CAHPERD State Conference, in addition to the CAHPERD developed publications/releases):

- 2009 CAHPERD State Conference Prospectus (January 2009) – 15,000
- 2009 CAHPERD State Conference Program (March 2009) - 2,000
- 2009 CAHPERD Spring Journal (April/May 2009)-- 3,000
- 2009 CAHPERD Fall Journal (Fall 2009) -- 3,000
- 2009 CAHPERD Times Newsletter (July/August 2009) -- 3,000
- 2010 CAHPERD State Conference Prospectus (Dec. 2009) -- 10,000
- 2010 CAHPERD State Conference Electronic Push (Sept-March) 5,000
- 2010 CAHPERD E-“Conference Edition” Times (Feb. 2010)-- 3,000
- 2009-2010 CAHPERD JRFH Media Relations (Jan-March 2010) 89 Million (all confirmed with date/place/Conference promotion)
- 2010 CAHPERD State Conference Media Coverage (Feb-March 2010)  
100,000

**Total Promotion 2010 Cahperd State Conference = 89,144,000+ Promotional Impressions & Confirmed Media Coverage.**

Additionally, I was responsible for four Thursday events/programs (to help take the place of pervious Standards Workshops). I worked with the CDE to offer Physical Education Framework Workshops; and Health Educator Gopal Kapur to offer Nutrition and Food preparation workshops.

In addition, I developed positive relationships with IDEA Health & Fitness Association and the American Council on Exercise, to create two Thursday Conference events of great benefit to CAHPERD in 2010 and future conferences. Both of the aforementioned organizations provide professional development/CEUs to the health and fitness industry. I worked with IDEA to create

a very well-received “Careers in the Fitness Industry” workshop. Additionally, I worked with ACE, and members of CAHPERD’s Retiree and APE committees, to conduct a comprehensive Round Table regarding developing a Senior Citizen Fitness Instructor Certification program. These relationships are being expanded to include fitness training certification at the 2011 CAHPERD State Conference (and other CAHPERD events), allowing CAHPERD to attract a new, diverse group representing Recreation and Dance to its various workshops/conferences, as well as create a new funding stream by offering new/extra certification workshops requiring additional registration fees.

As stated earlier, I also planned and supported the implementation of a very successful JRFH/HFH Reception and Awards Ceremony at the Conference, with Chairs Patti Suppe and Judy Ameluxen. And worked with team to create and post a program video, displayed at the Conference, during the Reception, and now on YouTube:  
[http://www.youtube.com/watch?v=V\\_UXcnYSMk0](http://www.youtube.com/watch?v=V_UXcnYSMk0).

Finally, I planned and supported the implementation of an extremely successful meeting with the California Endowment Grant and CAHPERD volunteer leaders that agreed to work on a special, CAHPERD Capacity-building grant team, should the Endowment fund it. The meeting was so successful, the Endowment funded the grant for **\$161,633!**

I also contacted a number of organizations/businesses to request underwriting or sponsorship support. Unfortunately, while we did attract new exhibitors, we were not able to attract event underwriters, such as those for the CAHPERD Jamba Jump Event; most of the potential sponsors did not recognize the professional development value upon receiving the event Prospectus and other materials, commenting that the event appeared to be more of a rodeo or party, than professional development conference.

On the other hand, the CAHPERD State Conference development and implementation was extremely difficult for me this year – not anything like the wonderful, positive, productive experiences I had as a member of the 2009 Conference planning committee; or that I’m experiencing now with the 2011 Conference Committee.

On Sunday, March 22, 2009 at the 2009 CAHPERD State Conference, the three Chairs of the 2010 Conference asked to speak with me immediately following the 2010 Planning Meeting. As I sat in the Santa Clara conference room, the three stood over me and took turns yelling at me very insistently that I was to have *nothing* to do with the planning of the 2010 Conference. They apparently greatly disapproved of my involvement or participation in the 2009 Conference, and wanted it understood in no uncertain manner that I was not to be involved in the 2010 Conference other than to take direction and sit on stage when told. The Chairs did this while two of my staff-members were in the room, in front of volunteers and vendors – thus inappropriately and purposely humiliating me, I assume to, “put me in my place.” I was so upset by this encounter, that I had to leave the room to hide tears. President-Elect Dan Latham, who ran into me in the hall immediately following the encounter, can corroborate this incident.

The aforementioned incident was the first of many difficult, abusive, and escalating encounters with these three people, effectively keeping me from participating positively or programmatically in the Conference planning.

For example, I had the opportunity to secure (free to CAHPERD) Kansas City Chiefs Football Star and Super Bowl winner Amani Toomer to be a 2010

Conference Keynote Speaker. Amani's Father is a CAHPERD member and was happy to work with me to gain his support and donations for raffle items. The Conference Chairs rejected even considering him – twice. Embarrassed, I asked Amani's Father to please work with us for future Conferences.

I also made several session/presentation suggestions, all of which were rejected outright. I finally went to two VPs with my information, to allow them to bring the suggested speakers for program acceptance.

I worked with CAHPERD volunteer Normandie Nigh to secure actor Kevin Sorbo as a Keynote Speaker, asking her to bring his name forward so that it was considered fairly. And while I had worked all year to secure the new Executive Director of the President's Council on Physical Fitness and Sports to be a Keynote Speaker, I made sure that the organization re-asked the CAHPERD President to be included, so that she would be accepted as the Sunday Keynote Speaker.

In the areas for which I was allowed to contribute (aforementioned) such as communications and Thursday workshops, However, even in areas for which I was allowed to provide feedback, my suggestions were ignored. For example, I repeatedly suggested that a different design/print format be used to create the CAHPERD Conference Prospectus. I was insulted during the open Committee meeting twice regarding this issue, receiving personal attacks for suggesting equally inexpensive, but more professional appearing options.

As such, the State Office received dozens of complaints or requests from members that mis-took the tabloid for a weekly grocery story insert, and threw the Prospectus' away/trash. Additionally, we received complaints from schools districts that refused to send their educators, stating that the event appeared to be more of a rodeo than a professional development conference.

I also greatly promoted reducing the number of printing and copying materials. The Conference Committee went around me to demand copies, reports, etc., of the CAHPERD staff after receiving direction from myself and the Treasurer that CAHPERD needed to reduce its printing costs. The Committee demanded of our Administrative Assistant to print 10,000 copies of color flyers (at 6 cents per flyer), against my express direction. I reduced the number to 5000, thus saving CAHPERD \$600 and much waste.

I have emails (and can produce evidence) of communications dating back to November 2009, stating that the Conference Committee was spending too much in expenses and was not generating income. The emails, and my meetings with the group, were either ignored or attacked.

Enforcing the budget was consistently a challenge with these Chairs. They never gave me a budget that balanced from May 2009 – I have copies of budgets as evidence in this matter. I had to consistently correct their hand calculations and totals. They went around the State Office staff to create their own "deals" with vendors, costing CAHPERD more money than if they worked with the staff, including:

- Third party graphic designer to create their “logo” = \$1,000+.
- Lapel pins = \$1200+ (could have received them at least \$200 less) – and these items were not on their budget.
- Shirts = could have saved \$1-5 less per shirt;
- Banners = could have saved CAHPERD \$500. And the expensive, color signs were not needed at all, and upset the Convention Center staff.

Knowing the Conference was not generating any income, I immediately cut costs that were controllable within the State Office. For example, against the repeated complaints of the Conference Committee, I refused to fly down at great CAHPERD expense to attend single Conference Planning meetings. I attended meetings when I was able to “wrap” the several meetings into the trip – thus justifying the travel costs. But I did not make single day flights, when conference calls were completely appropriate and far less expensive.

When it became glaringly obvious that the pre-conference income was very much under what the Committee projected, and they had over spent in such areas as printing costs by \$17,925, both the Treasurer and I attempted to work with the Committee to make expense cuts. The Committee would not work with us, offered “cuts” that were not cuts at all (such as counting funds “saved” from what was spent on the 2009 Conference Prospectus and what was spent to print the 2010 Conference Prospectus – even though they were already far over budget on the 2010 publications and printing bills).

Treasurer Darren Avrit and I requested expense cuts of over \$20,000 be made to the “extras” of the Conference. The Committee flatly refused the majority of the cuts – or requested only cuts that hurt staff or general membership (for example, requesting the Exhibitors Reception be cut completely – although the Exhibitors paid for the event – but spending over \$1,400 for a private, Foundation Reception featuring free alcohol and hot food).

Throughout the year, the Committee Chairs became increasingly more abusive and escalated their anger and abuse to the point of deeply upsetting or confusing staff. This abuse became unbearable during the budget cut “debates.”

Therefore, trying to “keep the peace” between staff, Committee Members and members of the Administrative Committee, I went through the contracts, working with the Convention Center, DoubleTree, and some entertainers, to reduce the fees in ways that would not negatively impact the conference attendees. **I reduced overall, original Conference expenses by almost \$15,000.** However, on at least two occasions, the Conference Chairs purposefully contacted the vendors without my knowledge and reversed my new negotiations (presenting themselves as the CAHPERD decision makers). These actions, coupled with contracts that Conference Chairs signed without approval or appropriate process by me/State Office, cost CAHPERD an unanticipated and completely avoidable \$13,000.

**If it were not for the Jamba Juice underwriting and CAHPERD Jamba Jump Day cash flow that I secured, CAHPERD would not have had a State Conference. Funds raised from CAHPERD Jamba Jump Day paid the**

**Ontario Convention Center fees of \$25,000.** CAHPERD would have been unable to host the Conference if not for my work on CAHPERD Jamba Jump Day. In fact, the Conference Committee was very upset that I could not use *more money* earned through CAHPERD Jamba Jump, because the funds went to the intended purpose: operations and bills.

I can not control a team of entitled volunteers that negotiate on behalf of CAHPERD around our standard practices – thus leaving me to deal with the bills/consequences after the fact. Decent vendors unknowingly negotiated with these people in good faith – putting CAHPERD at great financial risk. I can't stop actions and mis-deeds after the fact. CAHPERD's good name and reputation would have been greatly harmed had I refused to pay these unnecessary expenses. Therefore, I settled the bills as best I could, and gathered evidence proving that the contracts and extra expenses were incurred without my consent, or renegotiated behind my back, and was completely avoidable; I gave the evidence to the Treasurer. The Treasurer is bringing his recommendations regarding actions in this matter to the BOD.

This blatant disregard to the State Conference income versus expenses, coupled with the abusive behavior escalating to the point of requiring a formal complaint to protect my Staff, made this Conference very difficult to plan and implement for all of the CAHPERD Staff and many volunteers. It was also by far the most expensive, and least profitable in CAHPERD recent (five year) history.

I take responsibility in that I should have “fired” the Conference Committee Chairs this last Summer, when I learned they were spending funds outside of their budget. However, these Chairs were Past-Presidents and friends of the President; therefore, I tried to work with them as best as possible. There is also nothing in CAHPERD's By-Laws that outlines enforcement or discipline actions, should CAHPERD members in leadership positions abuse their power or misappropriate CAHPERD funds. I did all that I could do under the rules of CAHPERD's By-Laws and existing Operating Codes. There is no “kill switch” when members illegally commit CAHPERD.

BOD Recommendation: Develop a CAHPERD Ethics and Conduct Committee with which I may work to devise strategies and outline consequences for member mismanagement or fraud.

## VI . ASSOCIATION MANAGEMENT

Since taking this job, myself, the Staff and Treasurer have reduced CAHPERD's overall operating expenses **by \$89,154.20 or by 9% annually.**

I continue to look for additional areas where CAHPERD may continue excellent service to its members while still cutting expenses (such as the over \$22,000 in printing/publication costs, or over \$400 per month in reduced communications bundling fees).

However, the majority of the monthly bills CAHPERD incurs *were established under the former E.D.*; many of them leases for which I can not change or alter until contract completion. For example, CAHPERD's rent has increased 48% since 2006. We have been renting from this same organization, under these same, inflated rent conditions, for 19 years.

Unfortunately, CAHPERD is trapped in a lease that allows the building owner to increase CAHPERD's rent by San Francisco-Bay Area Commercial Real Estate scale! I have worked with commercial real estate experts and discussed the lease with our attorney. The former E.D. locked us into an extremely expensive lease, and I don't have the ability to change it. However, I have worked with CAHPERD volunteers and bankers. When the lease expires in November 2011, CAHPERD will be in a position (should the BOD so choose) to purchase a building. This will help CAHPERD in two very important ways: 1) CAHPERD can build equity and invest in its future, rather than investing in the present building owner's equity; and 2) CAHPERD can rent out some space in the building to organizations/businesses with complimentary missions (such as a Yoga Studio or Health Food Store), thus providing CAHPERD with much needed cash flow for mortgage during the slow Summer months.

BOD Recommendation: Building Ad Hoc Committee Chairperson Heather Deckard and I will work with other CAHPERD Committee members throughout 2010 to identify appropriate commercial real estate to relocate the CAHPERD State Offices, for BOD consideration.

This year, I created employee Personnel files that had never existed in CAHPERD previously. I worked with the employees to create updated job descriptions, gave them their first employee evaluations (Barbara Ann had not had an employee evaluation in 24 years), and helped them draft goals for 2009-2010.

I also have acted as Ex-Officio member of CAHPERD committees, represented CAHPERD at AAHPERD and other partner functions/organizations, and managed the organization to the best of my ability to date.

Fiscally, I developed a team and wrote a grant proposal to the California Endowment that resulted in a **\$161,633** capacity and advocacy building grant for CAHPERD – over \$36,000 received over anticipated/hoped! This is the first grant CAHPERD has received from the California Endowment. The primary grant team, led by internationally acclaimed Researcher Thom McKenzie (who had not been a CAHPERD member in 27+ years until renewed by me last Spring), also includes CAHPERD Board members, or leaders in key areas of importance for the grant and grant consideration (Pedagogy, membership, etc.). This is very important to CAHPERD's "bottom-line;" because CAHPERD will be able to "piggy-back" Endowment grant team meetings on CAHPERD

BOD or other leadership/committee meetings, thus reducing CAHPERD's volunteer travel costs, food stipends, material costs, etc. I also wrote CAHPERD staff time and 28% of staff benefits' costs into the grant; thus **saving CAHPERD \$50,750** in wages/benefits costs!

Since I took this position, I have raised over **\$311,334.61** in **new funding/donations to CAHPERD**; and generated over \$119,000 in in-kind donations/services. I raised these funds during the worst economy in California and the United States since the Great Depression.

Also, this year I saved CAHPERD **\$6,522.65** off bottom line: PR & Promotion. **Total value of donated Marketing Services recruited to date = +\$60,000.**

Implemented registration and CAHPERD now under consideration for [www.nonprofitshoppingmall.com](http://www.nonprofitshoppingmall.com), allowing CAHPERD to receive a portion of proceeds for online purchases through this website.

Additional fiscal leadership issues of note: changed communications infrastructure bundle, saving CAHPERD over \$400 per month, or over \$4800 per year. Negotiated and received graphic design and printing/paper donations valued at \$10,000. Completed long, laborious (but ultimately finalized) the 2008-2009 profit share calculations for CAHPERD's collaboration with CPE-HP. Implemented CAHPERD's first, standard bill collection policy and practices – successfully collecting over \$50,000 in past due notices since June 2009.

Also implemented regular reporting process to Committees and individuals charged with budget maintenance, to allow them to better track their expenses. Supported change in Membership Card/renewal printing and development, saving CAHPERD dollars through improved system and less printing. Eliminated costs of exhibiting at CSBA, First 5 Coalition, IDEA World Convention, and ACSA Conferences by negotiating exhibit space trade.

Important area of fiscal note: misinformation continues to be promoted regarding the CAHPERD State Office's forced use of CAHPERD's line of credit. I would like the following on the record and included in my permanent Personnel File: On my first day as CAHPERD Executive Director, CAHPERD's Aged Receivables (outstanding invoices yet to be paid to the organization) was \$134,089.77 (CAHPERD May 31, 2008 Financials – page 39). Because cash flow was exceptionally positive (created from \$455,000 Standards Workshops billing, \$500 Million Governor P.E. Professional Development Funding, positive State Conference, positive JRFH/HFH campaign, good State/National economy), CAHPERD was able to absorb extremely slow-payments from vendors/school districts/etc., and utilize funds from the Standards Workshops as internal cash flow. CAHPERD had already paid CPE-HP a May 2008 balloon payment of \$45,396; I signed another check for CPE-HP in July 2008 for \$144,938; therefore, in three months, CAHPERD paid out \$190,334 (the majority of its available liquid cash reserves) to CPE-HP.

As I was to learn by May 2009, CAHPERD had no formal collections policies, no collection or interest clauses in its contracts, no penalty structure for late or no payments, no employees with formal collections training, experience or job requirement; while at the same time CAHPERD maintained an expressed acceptance that CAHPERD "always paid" requested reimbursements (regardless of policy breaches – I was admonished by some CAHPERD leaders when I tried to uphold and apply CAHPERD's existing reimbursement policies), and assumes school districts will be "late to pay" without question.

By May 2009, the State was in a full, economic recession, the \$500 Million was frozen (and then eliminated), Standards Workshop income was less than half of 2007-2008, and CAHPERD membership and conference attendance was flat. Most importantly, CAHPERD's Accounts Receivables was \$163,262.45; CAHPERD had outstanding bills of \$71,867.74; and owed an additional \$26,937.40 due after the SW Dance & Acro-Sports event. CAHPERD was not receiving its invoiced income; but still owed over \$100,000 in Spring/Summer expenses.

Wishing to follow the good advice of CAHPERD's independent Auditor (presenting for over ten years in writing that CAHPERD reserves should be used for cash flow downturns such as the one

previously described – rather than the credit line); I was told flatly that I wasn't "allowed" to use the "Investment" or Reserve accounts (even though the Auditor specifically called them CAHPERD's "Rainy Day Accounts"). I was also told I was "not allowed" to use CAHPERD's other checking account with unrestricted, liquid funds available.

Therefore, having *no other options* and *following past, accepted practice* I drew funds from CAHPERD's line of credit to pay outstanding bills and payroll. By June/July 2009, CAHPERD was still owed over \$69,639 (after launching an aggressive collections practice); and it owed \$26,937 to the Palm Springs Convention Center, among others. As is traditionally the case, CAHPERD had no cash flow during these Summer months.

Therefore, to pay bills, CAHPERD's employees, and continue to reimburse volunteers (as was CAHPERD past practice and also implemented by my CAHPERD Executive Director predecessors), I drew on the line of credit again (twice total) – drawing a final balance \$98,000 from a \$100,000 credit line.

I had every intention of paying off the line in the same manner as has been paid by all of my predecessors: through funds from the AHA JRFH proceeds. Had the AHA JRFH/HFH funding been consistent with *every other year in the history of the program* – no less than \$117,000 – the majority or all of the credit line would have been paid off by September 2009.

However, what could not be anticipated was the unprecedented 53%/57% fundraising operations charges by the AHA; resulting in a payment of only \$66,098 – less than half of what was anticipated and logically projected! For example, in 2007-2008 (my predecessor's last year), JRFH funding was \$132,173.70 or \$66,075.70 more than the income received from the 2008-2009 JRFH campaign.

What's more, of the funds received from JRFH, I was forced to pay another balloon payment to CPE-HP (\$21,248.22), as well as other outstanding bills and payroll. Since that time, CAHPERD has been membership under projections by \$255,082.91; and the CAHPERD State Conference was the most expensive and least profitable in recent organizational history. CAHPERD has not had the balloon cash flow to allow me to pay off the credit line completely – much to my disappointment.

However, even in the worst State economy since 1929, I have paid CAHPERD's existing bills AND paid down the line of credit by \$15,000, as well as the subsequent interest (again, against my wishes and Auditor's stated advice) by \$5,277.79 – paying a total of \$20,277.79. The line of credit is now \$84,400.43.

I spoke with Administrative Committee members about the credit line and cash flow situation in 7/09, 8/09, 9/09, 12/09; and again at length by and with the Treasurer at the January 2010 Administrative Committee and BOD meetings-official BOD minutes exist

Therefore, while not ideal – and certainly not by my choice – I acted as necessary and appropriate given the constraints placed upon me by CAHPERD past practice, fiscal structure, and the poor economy. Should any CAHPERD member, leader, or committee continue forwarding misinformation regarding this matter, I will introduce multiple years of CAHPERD Auditor Reports as evidence for my Personnel file and to the BOD proving that CAHPERD past practice ignored stated consultant recommendations and forced my use of the credit line.

BOD Recommendation: vote to follow the direction of CAHPERD's Auditor and Treasurer; utilize CAHPERD's reserves to pay off the line of credit and save CAHPERD interest fees. Additionally, save CAHPERD hundreds of dollars per year by operating under only one, continuously monitored checking account, holding all committees to the same fiscal requirements and BOD approval processes/oversight.

## **VII. GOVERNMENTAL RELATIONS**

This year, I represented CAHPERD during two Board of Education meetings, presenting before the Board.

I recruited CAHPERD member Dr. Heather Diaz to conduct a study on behalf of the California Task Force on Youth and Workplace Wellness; and then testified on behalf of CAHPERD to the Legislative Committee hearing the results of that multi-level research study.

I participated on Legislative Committee Conference Calls and acted as enthusiastic advocate for integrating the new CAHPERD Membership Software package for the primary use of the Legislative Committee (allowing them to better track and communicate with CAHPERD members).

I also streamlined the State Office communications process to allow the Legislative Committee Chair to change/update the CAHPERD website immediately, supporting the use of Legislative Committee E-Blasts, included the Legislative Committee updates in CAHPERD publications, and worked with the Legislative Committee to develop the Endowment Grant (which will greatly help the Legislative Committee's efforts in 2010-2011).

I worked very closely with the Governor's Council on Physical Fitness and Sports, ensuring CAHPERD members were included within consideration for the Governor's "Spotlight Awards," and our President and President-Elect were included in the Spotlight Award ceremonies (meeting the Governor). I also help the Governor's Council increase the number of participants in the Governor's Challenge by 150,000 students – making it by far the largest "Governor's Challenge," in the country.

I engaged multiple State and Federal leaders (including the offices of Senators Feinstein and Boxer) in the CAHPERD Jamba Jump Day event and campaign; thus establishing positive relationships with their staffers. This also supported the Legislative Committee's efforts to raise CAHPERD awareness within the Legislature and Congress.

I lobbied federally on Capitol Hill to add Physical and Health Education to "No Child Left Behind," with President-Elect Dan Latham and CAHPERD/AAHPERD Emerging Leader Mel House.

Additionally, I conducted several meetings/conference calls with the President's Council on Physical Fitness and Sports, leading to the new PCPFS E.D.'s decision to be a Keynote Speaker at the 2010 CAHPERD State Conference.

And I was invited by the staff of First Lady Michelle Obama and the letsmove.org campaign to submit the CAHPERD Jamba Jump Day and JRFH campaign as "best practices" as she launches her new initiative to fight childhood obesity.

Lastly, I again drafted and completed the contract for the CAHPERD lobbyist for 2009-2010 services.

## PERFORMANCE LEVELS

Needs Improvement

Satisfactory

Outstanding

### **1. Job responsibility: Install, transition and launch new Membership Software program with Member Services staff (two-year process).**

**E.D.'s Mid-year documentation:** After working with the Office Committee, Investment Committee, Administrative Committee and receiving an approved Board vote, we purchased the licensing and iMIS software program. We have transferred the majority of the existing data from CAHPERD's present system, and developing/collecting new data, into custom-made modules specific to the needs of CAHPERD (that include online membership and event registration, online fundraising, and Legislative Committee contact tools). We are developing and implementing comprehensive staff training of the system now.

The system is "live" internally and under "Beta Testing" for events and membership work by the staff now; upon completion of this testing and assurance that those modules are ready for public use, the staff will Beta Test the E-Commerce (or "logo shop") capabilities, membership billing, and other more complicated accounting/software integration.

The system pages have already been integrated with the web/graphic design of the new CAHPERD website to reflect the same, consistent "look and feel" as all other CAHPERD materials/Journals/programs, etc. However, this integration took longer for the software company to implement than CAHPERD staff anticipated; they seemed to have problems adopting the design elements to the computer coding. We think that the design problems have been fixed for the most part now.

To allow for program growth, and eventually have back-up memory for all of CAHPERD's office systems, I secured a donation from technology company CERONIX, Inc. of an excellent, corporate quality Dell Server (valued at almost \$10,000), as well as the Windows 2000 and the Windows XP Operating Systems (valued at approximately \$4,500-\$5,000 each) required to run the system efficiently and provide the tremendous storage CAHPERD needs to grow as an organization. I was also able to convince CAHPERD's IT Service Provider (Vital Networks, Inc.) to donate all of the services/labor/configuration required to transfer and format CAHPERD's current data from the existing, old server into the new system (a donation valued at about \$5,000). Therefore, through these donations, CAHPERD should save approximately \$24,500 in technical equipment and services. However, the donated server is no longer under warranty (computer server warranties rarely extend past two years). Therefore, I am working with Hewlett-Packard Company's employee charitable giving program to secure additional, brand new computer equipment for expanded office use and multiple data storage opportunities.

We projected that the delay of not purchasing and beginning the building and installation process until very late last Summer would postpone the "live launch" into at least January 2010. Then, the project was delayed a few months by the prolonged illness of the Membership Director and major injury of the Finance Director, requiring far more Executive Director "hands-on" day-to-day management than was originally anticipated. The program was further set back by lack of server memory and CAHPERD's challenged hardware; I worked with CAHPERD's IT providers to donate services and greater memory to address the issue until a new server could be donated or purchased. When it was clear that the system would not be completely "bug-free" by January (when the State Conference registrations increased substantially, and registration and membership renewal management became crucial), I made the decision for the staff to implement State Conference registrations and membership renewals in our traditional format. In this way, our potential technical issues or potential software glitches would not negatively impact the CAHPERD membership. Following the Conference, we have returned to Beta Testing and completing the project in earnest. When the accounting, renewal and registration processes are confirmed secure, we will launch it live.

**Percentage Completed: approximately 75%.**

**Manager's Mid-year comments:**

## **2. Job responsibility: With committee and staff increase participation in Jump Rope for Heart/Hoops for Heart Program by 25%.**

**E.D.'s Documentation:** As stated above, we have increased overall JRFH *participation* by **over 85%**.

Due to the State's economic recession and cut school budgets, over 700 schools dropped last year's Jump Rope for Heart campaign (2008-2009); a significant blow to the program. The reduced fundraising, coupled with the American Heart Association's unprecedented 53%-57% operational expenses, resulted in an unprecedented and devastating loss of at least \$60,000 to CAHPERD in September 2009.

Therefore, in a creative attempt to "jump start the JRFH campaign", bring previous schools/participants back to the program, recruit new participants, and expand/diversify the program, the E.D. thought of CAHPERD leading children/participants throughout California in a public/media attempt to break the Guinness World Record for mass rope skipping. The E.D. recruited volunteer Chairpersons Patti Suppe and Judy Ameluxen (with support from President-Elect Dan Latham) to help lead the effort.

The event and subsequent JRFH campaign were a tremendous success – and have been lauded as a "best practice" by other State AHPERD's and AAHPERD to be incorporated into their JRFH campaigns in upcoming years!

On February 1, 2010, CAHPERD successfully implemented its first annual, "CAHPERD Jamba Jump Day," leading over 443 Jump Event Coordinators and over 88,455 participants! This was 8,455 more participants than our goal – and 29,455 over the current Guinness World Record.

CAHPERD, with the support of volunteer PR leaders (recruited by E.D.), and Jamba Juice's marketing team (led by E.D.), generated **over 89 million, positive media impressions** of CAHPERD, including CNN, MSNBC, San Francisco Chronicle, Los Angeles Daily News, San Diego Union Tribune, Sacramento/Stockton/Fresno Bees, Associate Press Wire Services, and international media in The Netherlands, Japan, Africa, Singapore, Australia and European Union, among many others.

We also recruited schools in Louisiana, New Jersey and Washington D.C. to participate in our Jump Event as "Honorary Californians." Legislators and such celebrities as DWTS Star Laila Ali, Olympian Peter Vidmar, Sacramento Mayor (and former NBA Star) Kevin Johnson, Olympian Debbie Meyer, IBF Bantam Weight Champion Yohnny Perez, two Harlem Globetrotters and Disabled Extreme athlete Aaron Fotheringham all participated in the event. Baseball Hall-of-Famer Dusty Baker, Olympian Summer Sanders and Olympian and WNBA Star Ruthie Bolton have already committed to participating in 2011.

According to the American Heart Association (AHA), CAHPERD's JRFH program and Jump Event Campaign has resulted in recruitment of schools that have never previously participated in JRFH (for example, from AHA: "One School never participated in JRFH before; and they did the CAHPERD Jamba Jump Day, and they were projected to raise \$100. BUT instead raised \$1400!"); and brought back/re-engaged schools that have not participated in JRFH in years.

Of significant importance: Jamba Juice has already committed to sponsoring at 2011 CAHPERD Jamba Jump Day at a similar level as 2010 – allowing CAHPERD to project approximately \$75,000 more in next year's campaign through the anticipated sponsorship. It will also allow CAHPERD to address an ongoing problem of slow cash-flow in December (due to low membership renewals), by gaining the \$50,000 sponsorship in December 2010, for the 2011 event.

Additionally, Jamba Juice is now considering a proposal to sell Jump Ropes in their California stores – donating a portion of all jump ropes sold to CAHPERD throughout the year!

**Percentage Completed: Approximately 90%.**

**Manager's Mid-year comments:**

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**E.D.'s End-of-year comments:**

**Manager's End-of-Year Comments:**

needs improvement   ®   satisfactory   ®   outstanding

**3. Job responsibility: Work with staff and treasurer to provide detailed budget information for all BOD meetings and an end of year report for members.**

**E.D.'s Documentation:** I have created and maintained Financial Evaluation Reports for the Treasurer and the Ad Hoc Finance Committee, worked with the Treasurer to host Ad Hoc Finance Committee meetings, developed with the Treasurer a projected 2009-2010 Operating Budget, and then amended budgets when cash flow situation warranted it, conducted conference calls weekly with the Treasurer regarding budget and finances, and maintained detailed budget information for all BOD meetings to date.

However, during the September Board meeting, while the BOD had a comprehensive, operating budget over which much of the Friday meeting was spent analyzing line-by-line prior to the BOD vote adopting the budget, they did not receive standard Financial Reports for the month of September because CAHPERD's Finance Director was in the hospital and unable to produce the reports. The Treasurer received all updated reports as soon as she returned. This situation was an anomaly; the BOD has always received updated financial information for BOD meetings while I have been E.D., except on that one month.

They received all updated information, and complete planning spreadsheets with the amended budget notes in January.

**Percentage Completed: Approximately 75%.**

**Manager's Mid-year comments:**

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**E.D.'s End-of-year comments:**

**Manager's End-of-Year Comments:**

needs improvement   ®   satisfactory   ®   outstanding

**4. Job responsibility: Direct Development of new Membership Brochure & Continue Improvement of CAHPERD Journal.**

**E.D.'s Mid-year documentation:**

**Percentage Completed: 65%** (Spring edition CAHPERD Journal now under development).

**Manager's Mid-year comments:**

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**E.D.'s End-of-year comments:**

**Manager's End-of-Year Comments:**

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needs improvement   ®   satisfactory   ®   outstanding

**5. Job responsibility: Increase public relations and positive media exposure of CAHPERD by 25%.**

**E.D.'s Documentation:** E.D. has already **increased positive media exposure** for CAHPERD by over **1,540,000%** over coverage in 2008-2009, including all aforementioned CAHPERD Jamba Jump Day coverage, as well as additional articles in the Sacramento Bee, two featured interviews on KFBK News Talk Radio, TV news coverage of the North Central Conference, TV Feature and live on-air interview promoting the Fall Dance Conference, ½ hour Public Affairs Show/Interview on Radio Disney and CBS Radio, PSAs on Radio Disney, and articles promoting the Jump Event trainings in Ontario, Cal Poly, CSU Chico, Chico, Fresno and Sacramento.

In Kind Public Relations professionals "Dream Team" Jump Event and CAHPERD. Value if paying for their services = \$60,000 value in services to CAHPERD.

Additionally, E.D.'s public/media relations resulted in two front-page articles in the Inland Newspapers promoting the CAHPERD State Conference, as well as multiple smaller articles throughout Southern California and posted on media event calendars.

Gained recognition of CAHPERD in upcoming, international SHAPE Magazine (June edition).

Developed and am now distributing media release for upcoming CAHPERD Southwest Dance & Acro-Sports Workshop.

**Percentage Completed: Approximately 98%.**

**Manager's Mid-year comments:**

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**E.D.'s End-of-year comments:**

**Manager's End-of-Year Comments:**

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needs improvement   ®   satisfactory   ®   outstanding

**Other Issues of Note:**

- Implemented Marketing and Communications Retreat Workshop for AAHPERD and Kansas AHPERD.

- Invited to present as Featured Speaker at AAHPERD Central District Conference and SWD Conference, as well as the Society of Association Managers (SAM) Group.
- Recruited volunteer leader to implement CAHPERD “Ski Day” fundraiser in Winter 2010.
- Recruited owner Sacramento “River Cats” AAA Baseball Team to host “CAHPERD Day” fundraiser Summer 2010.
- Negotiated with AAHPERD regarding potential “package” 2011 Registration opportunity allowing attendees to register for both AAHPERD & CAHPERD Conferences for one low fee. Repaired some AAHPERD/CAHPERD “hard feelings” around the 2011 Conferences.