

The Haven and Casa de Palmas

Executive Director's Annual Report

Presented to the Board in October 2009

Challenges and Outcomes: July 1 2008 – June 30 2009

**The Annual Report is organized per the requirements of CARF.
The report will be divided into Business Functions and Service Delivery.**

1. BUSINESS FUNCTIONS

A. Financial

Challenge: To remain financially in the black while simultaneously developing Casa de Palmas, dealing with the State's financial crises, and preserving our relationships with our network providers who are choosing to manage their exposure to financial risk by removing clients from The Haven. Additionally, we contracted with a new Auditor which created 'first time' stresses and challenges but was worthwhile as has been demonstrated by this current year's audit process. See attached financial report from The Haven's treasurer.

1. Subject to the auditor's report, we have dipped into the red but only slightly (approximately \$2,000 subject to confirmation by the auditors)
2. Our largest financial stressors this year have been:
 1. Coping with the very late payments from Providers (who have been slowly fulfilling their obligations)
 2. Covering the personnel, marketing, and program costs for Casa de Palmas while growing that program and having an uneven census there
 3. Facing severe financial uncertainty due to network providers removing clients from The Haven.
 4. Covering the regular bills with irregular income due to the above mentioned stresses.
3. Grants are few and far between due to the national economic crisis. However, grants have been forthcoming at a consistent, low level. We were fortunate to be awarded a Women's Foundation of Southern Arizona Grant, which will allow us to implement a Peer Mentor Program. Winning an award from the Women's Foundation is significant for the profiling that occurs for recipients.
4. The Fund Development Chair has successfully grown the committee leading to potentially increased returns from 'friendraising' efforts such as the Annual Haven luncheon featuring the Chrysalis Award.

Areas needing improvement:

- a. Casa de Palmas to become self-sustaining
- b. Income from grants to improve
- c. Income from letters of 'ask' to improve
- d. Overdue Network provider payments to be made

Action Plan to address areas needing improvement

- a. Vis a vis CdeP: Via re-writing marketing materials and using a personal marketer, we will step up our marketing efforts to attract clients
- b. We are considering implementing an Outpatient program but will have to thoroughly investigate this as we believe there may be zoning, occupancy certification and licensing restrictions.
- c. We will be using social networking (facebook, twitter) to get the message out about CdeP.
- d. Contract with more grant writers and ensure the writers adhere to grant writing targets
- e. Reinvigorate the letters of ask by designing a newsletter to use instead.
- f. CPSA will be working with us to ensure that Network Providers pay a rate that covers daily costs, and that we will have block purchases to ensure usage of our facility by networks.
- g. CEOs of network providers will continue to be advised when payments are severely overdue.

Actions Taken to address areas needing improvement

- a. We have worked with a website developer to enhance our web presence, making it more effective as a marketing tool. This is ongoing.
- b. CEOs of networks have already been alerted to delayed payment problems.
- c. We proposed to CPSA that The Haven stop accepting Title XIX clients in light of network providers' failure to pay us for services rendered. This led to proposed actions outlined in the section above.
- d. Grant writer has been writing more grants.
- e. The Fund Development Committee has been revitalized under the good offices of Donna Reed, and by the enthusiastic community response to the Chrysalis Award held at the Arizona Inn.

B. Contracts

Challenge: To continue to satisfy our current contracts and extend our reach into the community by offering more services (if possible and desirable for our Mission) and developing more contracts.

1. CPSA renewed its contract with us at the same high level as in the most recent year.
2. We continue to accept women from various Native American tribes and have received more women from the Pueblo of Isleta – it would be nice to have a contract with Isleta, as opposed to single use agreements – and with the Salt River Tribe.
3. Adult Probation started a program in which they pay a small amount for transitional living: we were recipients of one of the contracts for such services.
4. We continue to seek new contracts, and where possible to increase the rates paid under current ones.
5. One of our challenges is to ensure that contracted providers actually send clients to us: contracts are good but not if they are not used.

Areas needing improvement:

- a. We need a deeper reach into the Native communities, to sustain, grow, and enhance our Native Ways Program.
- b. Contract utilization (e.g. CODAC and The Haven have a contract but they are not required to send clients)

Action Plan to address areas needing improvement

- a. Make a specified number of contacts with various Native nations per month
- b. Set a goal of acquiring two new contracts per year (e.g with Providence).
- c. Push for block purchases of beds to help ensure contracted beds are utilized and financial flow can be predicted.

Actions Taken to address areas needing improvement

- a. Native Ways Coordinator agreed to the goal and started work on it with the result that the Salt River Tribe has sent more clients to us.
 - a. Our Native Ways coordinator, however, left The Haven to continue her career in Phoenix; this has been a set back to our Program development.)
- b. We subscribe to the local newspaper which publishes RFPs, in the hope that we can find new ones relevant to The Haven.

C. Community & Clients

Challenges: The Haven:

In April 2009, because of the State's ongoing budgetary crisis, the local network Providers (Cope, CODAC, La Frontera) chose to manage their financial risk by removing clients from all agencies with which they contract. The Haven is one such agency.

This represented a major challenge to The Haven as our operating income was drastically severed, and our budget for the forthcoming year (developed in April) was shattered.

Further, since our census was decimated we had a surplus of staff in light of the census. However, to lose staff would have meant we could not grow back to our earlier census level. Thus we coped with reduced revenues while retaining a staff level more appropriate to a higher census.

Aside from the business challenge, the challenge to the clients was both then and now extremely difficult: clients who are eligible for AHCCCS come to us for therapy and as soon as they are accepted into the AHCCCS (which can be at any stage of their therapy at The Haven) they are almost certain to be removed from our treatment program without any certainty about the programs they will be taken to. This is unethical and hardly therapeutic or beneficial for the client.

The varying length of time that clients remain with us as CPSA clients also challenges us in terms of our being able to satisfy our contracted bed days with CPSA (i.e. compared with a year ago, clients now more rapidly become AHCCCS client and so the speed at which we have to fill a CPSA bed in order to maintain our contract increases.)

The new realities of foreshortened therapy and removal of clients by network providers means that our census is unlikely to be as high as it was in the most recent year. Indeed, these new realities make us question whether we want to have a high census in that the more clients we have then the more will turn AHCCCS and leave, thus the turbulence for all of the community be higher.

1. Prior to April 2009, our census stayed fairly stable at an average of 35 clients per day.
2. In early May, after the providers took the clients, our census dipped to 14. Since then, we have returned to approximately 25 clients.

Areas needing improvement:

- a. Retention of clients for the full program if possible (this could be out of our hands as the networks choose where the client will receive therapy).

Action Plan to address areas needing improvement

- a. As removal of clients is largely financially driven, there may be nothing we can do to retain clients other than reduce our daily costs and thus reduce our charges to the networks. Reducing costs could almost certainly result in reduced service quality.
- b. Given the continued uncertainty of funding from the State (and, due to the flow-on effect of state funding to agencies with whom we contract, the uncertainty of funding from them too), I believe we need to market Casa de Palmas heavily as, if we can improve our income stream from self pay clients, then we may find ourselves in a position better than we are now with our heavy reliance on State funding.

Actions Taken to address areas needing improvement

- a. We have demonstrated to the networks and to CPSA that our program offers approximately 20% better program completion rate than that nationally. We hope that this information will encourage them to leave clients with The Haven.

Challenges: Casa de Palmas:

We opened our service to the public on July 1 2008, acquiring our first client in August. Since then, as with any new business, we have had high points and low points. We have had a max of 7 clients at one time and we have had 0 clients at other times. The major challenge is acquiring clients: it is unfortunate that we started the business just as the economy took a downturn.

Areas needing improvement:

- a. Acquisition of clients on a regular basis.

Action Plan to address areas needing improvement

- a. Market more aggressively by calling referring agencies to remind them of CdeP.
- b. Review constantly the television shows to ensure appropriate ones are airing the CdeP commercial.
- c. Employ a marketing specialist
- d. Revise the CdeP commercial as necessary to increase its effectiveness.
- e. Continue to monitor the website for effectiveness

Actions Taken to address areas needing improvement

- a. The commercial has been revised with a focus on the family not the individual in need to treatment.
- b. Early in 2009 a Heroes of Hope video was developed and is to be aired nationally in October 2009.
- c. A you tube video was developed and promoted
- d. The website has been constantly upgraded.

D. Personnel & Administrative

Challenges: We have had a relatively stable year vis a vis personnel and administration at both The Haven and at Casa de Palmas. Our Clinical Director left us and, due to the economy, we have chosen not to replace her for the moment. The Director of Operations is covering the necessary work. Similarly, our grant writer left us, and we have chosen to not replace her as a staff member, using contract staff and the E.D to fulfill the grant writing obligations. Most turbulence was felt at Casa de Palmas, as we settled into a suitable staffing profile for the service.

1. Despite the departure in the prior year of our long standing HR staff member, we have obtained excellent front office staff replacements.
2. Grant monies we received has allowed us to employ a Gardening Coordinator, who is also a Master level educator, allowing The Haven to develop vegetable gardens and have classes taught by an expert teacher.
3. House management staff at Casa de Palmas changed, with excellent results.
4. All personnel accepted with good grace the knowledge that there would be no pay increases this year.
5. I would like to reiterate what I stated last year: while ALL staff deserve mention for their dedication and hard work, I would like to especially note the work done by the Intake Coordinator. She is tireless in her intake activities, in her assuming additional roles (e.g. teaching), and in her promotion of The Haven and Casa de Palmas. Additionally, The Director of Operations deserves special mention for her tireless work and assumption of extra responsibilities.
6. Joyce Perot, Lead Case Manager, won the Behavioral Health Coalition of Southern Arizona Award.

Areas needing improvement:

- a. As in the prior Annual Report, I am pleased with our staff status.
- b. I am very pleased with the caliber of staff, and with the diversity of staff.
- c. We have African American, Native American, Hispanic, white, female, male, and gay staff. We have Spanish speaking staff too.
- d. Financial stability would be wonderful so that staff can receive well deserved increases.

E. Facilities

Challenges:

The Haven: The facility, and most particularly the infrastructure (gas and water lines, air conditioning and evaporative cooler units), continue to deteriorate.

Areas needing improvement:

- a. It is hard to know where to start. We are constantly faced with roof leaks and with air conditioning/evaporative cooling and heating problems in various houses. At one stage this year we had three air conditioners out at one time. Our most recent serious problem was when the evaporative cooler in House 4 failed and water pooled on top of the ceiling, eventually bringing down the sheetrock onto the carpet in the entrance. Fortunately insurance covered the damage. The northernmost air conditioner in the Admin building failed during the heart of summer – staff were working in 93+ temperatures.

Action Plan to address areas needing improvement

- a. The same action plan from last year is in place: The Board has developed a strategic planning committee to assess possible directions for The Haven. Options could include, but are not limited to, rebuilding on the current Haven site, or finding a new facility into which to move our operation.

Actions Taken to address areas needing improvement

- a. The Governance Committee/Strategic Planning committee met with John Wesley Miller to obtain ideas from him for the future of our property. (John is a nationally known developer of energy efficient properties. He resides in Tucson and has a strong interest in The Haven)
- b. John Wesley Miller and I submitted a proposal to the Drachman Institute, seeking their input about our property's future. We have not as yet heard back from the Institute.
- c. In light of the uncertain funding for (largely) state funded entities, such as The Haven, the Board decided to not move ahead with trying to purchase the River Road property. Desirable as the property is, acquiring it presented too many hurdles.

2. SERVICE DELIVERY

A. Effectiveness (goal attainment) of Services

Challenges: The Haven's service effectiveness is approximately 20% higher than the average service effectiveness quoted by SAMHSA in its 2009 publication, using a sample of greater than 13,000 organizations and greater than one million individuals.

Our effectiveness is counted in two ways: a) the number of clients served and b) how well our therapeutic services affect each of the clients. I have addressed the issue of numbers above (see 1c).

Improvement Needs

- a. Our therapeutic outcomes at The Haven and at Casa de Palmas are very good but of course there is always room for improvement.

Action Plans to Address Improvement Needs

- a. Karen Smith, Director of Operations, is constantly monitoring new modalities to find empirically sound, evidence based modalities which may be useful to our population. An example of this is 'Somatic Experiencing'; we anticipate introducing this as soon as we have staff appropriately trained.
- b. We will continue to demonstrate the quality of our program to the network providers.

Actions Taken to Address Improvement Needs

- a. We have contracted with a Psychodrama teacher (we pay her for work at Casa de Palmas and she volunteers at The Haven).
- b. We have contracted with an Arts Expression teacher.

B. Efficiency of Services (i.e. resources used to attain the desired outcomes.)

Challenges: Our constant challenge is to keep costs down, keep income up, and yet, while keeping costs down, provide necessary and improved services (e.g. facility maintenance has to be paid out of income received for and from clients, integrative therapies - such as psychodrama - need to be introduced to ensure currency of treatment modalities, and ever increasing compliance and contractual requirements have to be complied with).

The Haven: We have had an extra challenge this year in that the networks took clients from The Haven, thus reducing the number of bed days for which we could invoice, leaving us with effectively too many staff for the number of clients we had. However, I was reluctant to dismiss staff as we had every anticipation that we would increase our census again.

Casa de Palmas: The challenge is not dissimilar to that of The Haven: how to keep costs down, offer expected services, and keep staff levels up, even in the face of few clients.

My balancing act is as follows: to increase costs so that we can improve our program but thus perhaps turn individual clients or agencies away due to the increased prices we charge to cover the costs, or keep costs – and service quality - down thus increasing the bank balance, understanding that decreasing the costs may mean more clients and thus a demand for more staff to manage the increased clients. I am aware that we charge more for our program at The Haven than some other similar agencies – but I am also aware that we are not losing money as we are able to cover our costs.

Improvement Needs

- a. A smoothed income flow
- b. A better understanding of the flow of clients into Casa de Palmas and thus greater knowledge of our likely income and expenses. (this will be achieved the longer we are open and come to understand the client fluctuations)

Action Plans to Address Improvement Needs

- a. More frequent assessment of income against expenses, with appropriate actions as necessary.

Actions Taken to Address Improvement Needs

- a. Meetings have been held with staff to ensure that they understand that we have to be extremely cost conscious especially during these uncertain financial times.
- b. No pay increases were given this last year.

C. Access to Services

Challenges: The major challenge for Haven clients is that of being able to stay at The Haven if they so desire after they have turned Title XIX. In theory the system is one of client choice: in practice, however, this is not the case – when a client becomes the responsibility of, say, La Frontera, the clients is generally removed from The Haven. and can no longer receive our services.

The major challenge for Casa de Palmas clients is that of being able to afford the charges (despite the fact that we are a lot less costly than other rehabilitation facilities).

Improvement Needs

- a. Clients to have the ability to stay with The Haven should they choose.

Action Plans to Address Improvement Needs

- a. The Haven: Work with CPSA and with the networks to persuade them of the quality of our services thus encouraging them to allow clients to remain with us. I do, however, know that this is more a financial issue than one of service quality. However, we will try all avenues.
- b. Encourage the networks to remember that the Regional Behavioral Health system is driven by client choice.
- c. For Casa de Palmas, we will continue to stress the value for money that we offer.

Actions Taken to Address Improvement Needs

- a. For The Haven clients: we have alerted CPSA to the removal of clients from The Haven despite clients expressing their preference to stay.
- b. For Casa de Palmas clients we continue to vary prices according to ability and need. Really, we consider most arrangements in order to retain clientele and thus a presence in the Recovery community. Longevity will add credibility and viability.

D. Satisfaction:

Challenges:

The Haven: Staff not satisfied with The Haven do not generally stay in our employment. Thus, overall, our staff are satisfied. Testament to that statement can be found in the longevity of most of our staff and in the results of the staff survey included with this report. By and large the answers are on the positive end of the spectrum. I am particularly pleased by the responses regarding openness of access to senior staff and leadership.

Casa de Palmas: As with any new agency, there will be turnover until the services and the clientele get settled and processes become more known and understood. Given the newness of Casa de Palmas, we experienced significant turnover and dissatisfaction this year. We trust this is all behind us now.

Clients at either The Haven or at Casa de Palmas can - and do - express any lack of satisfaction they may feel by voting with their feet: they can just leave. This does indeed happen and their exit interviews are reviewed.

Improvement Needs

- a. Greater understanding of why Casa de Palmas staff turnover is as high as it is.
- b. Per the survey, reduction of 'distance' between counseling staff and house managers.
- c. Per the survey, greater evenness of job distribution between day and night house management staff.
- d. Greater understanding of the differences between The Haven and Casa de Palmas vis a vis client services and costs
- e. Greater understanding of similarities between The Haven and Casa de Palmas (e.g accounting for expenses)

Action Plans to address Improvement Needs

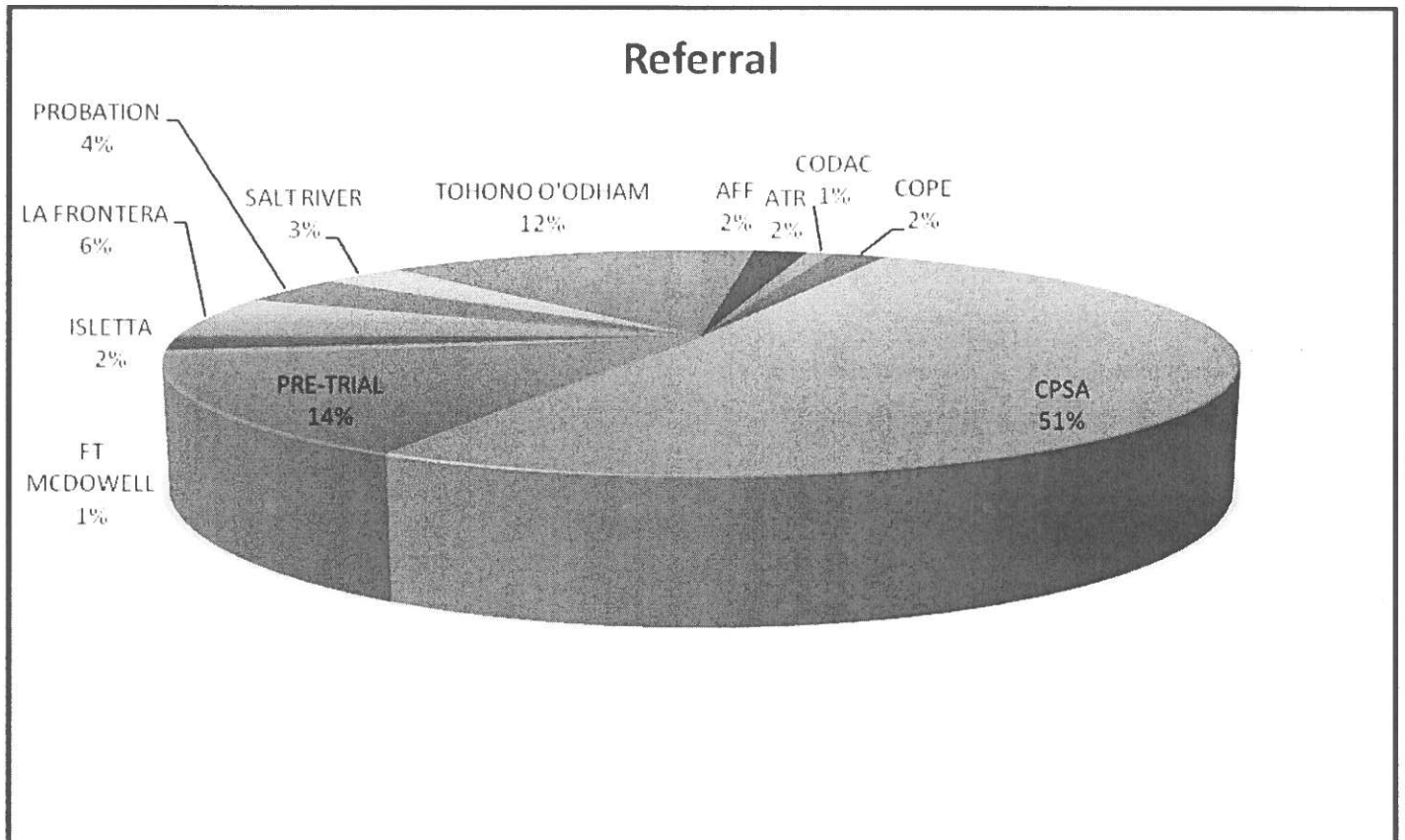
- a. The Director of Operations will be asked to assess reasons for Casa de Palmas staff departures. Once we understand reasons, we can address them.
- b. The Residence Manager and the Director of Operations will assess the day/night duties and the relationship between house managers and counselors.

Actions Taken to Improve Performance.

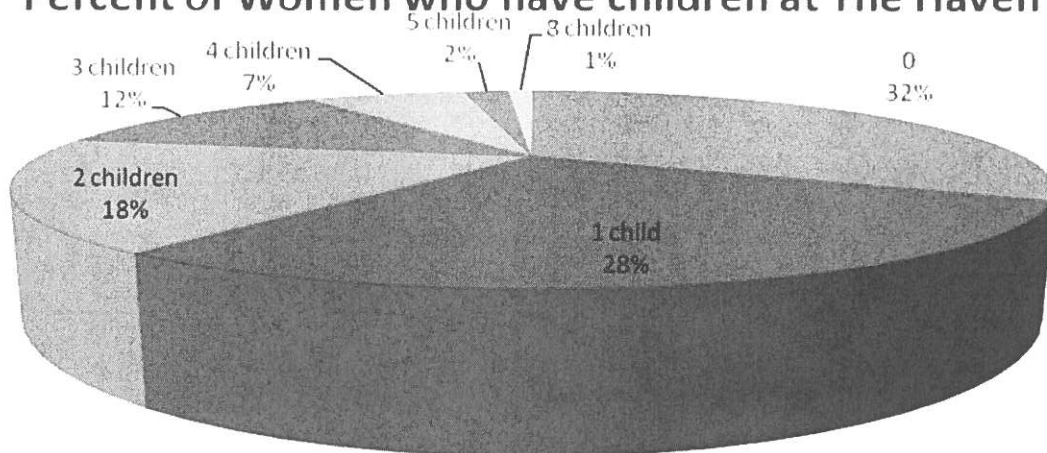
- a. Senior staff of TheHaven and Casa de Palmas have constant meetings to assess and redress issues at Casa de Palmas and to redress perceived problems between The Haven and Casa de Palmas. (mostly these center around finances and accounting)
- b. A staff survey response referenced training – the staff member – and all staff members – have been reminded of CPSA's constant free training on a variety of behavioral health topics.

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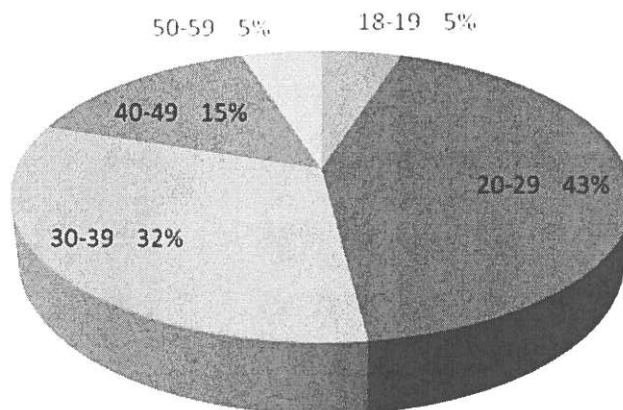
**Statistical Annual Report
July 1, 2008 to June 30, 2009**



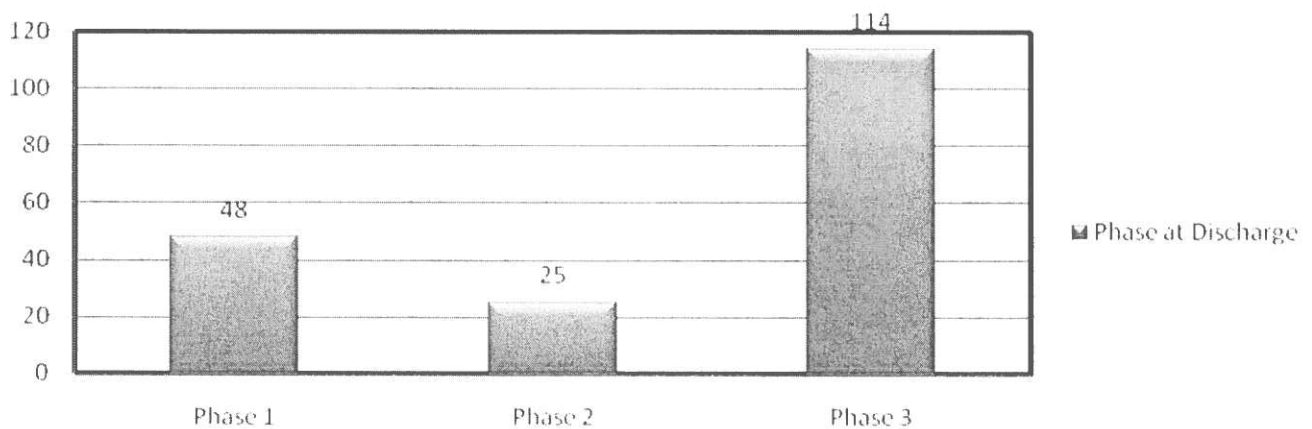
Percent of Women who have children at The Haven



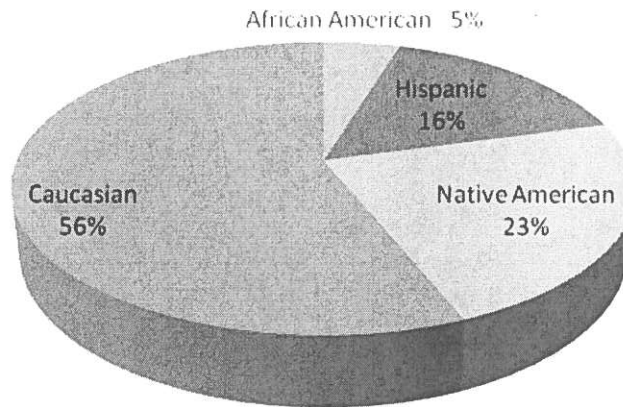
Age of Residents



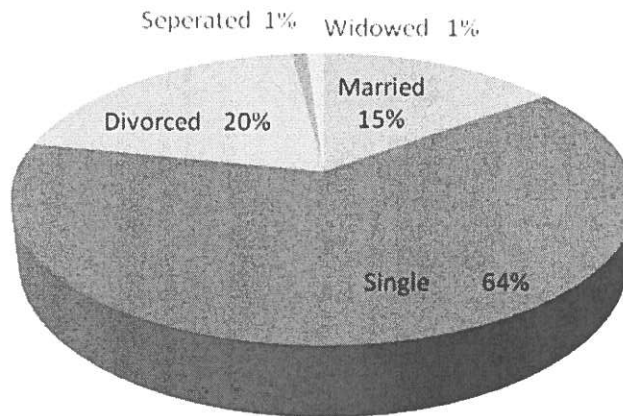
Phase at Discharge



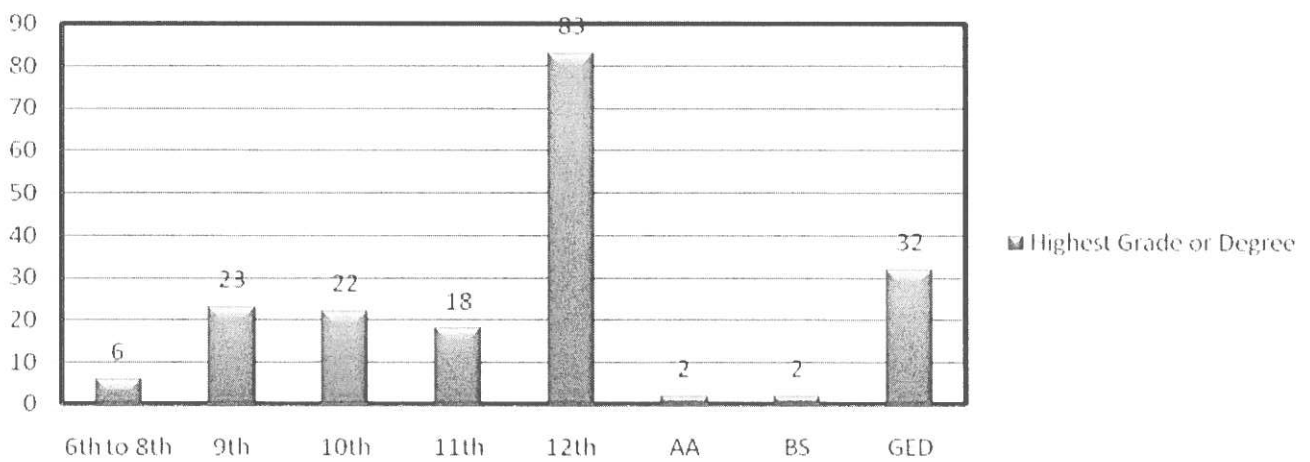
Ethnicity



Marital Status

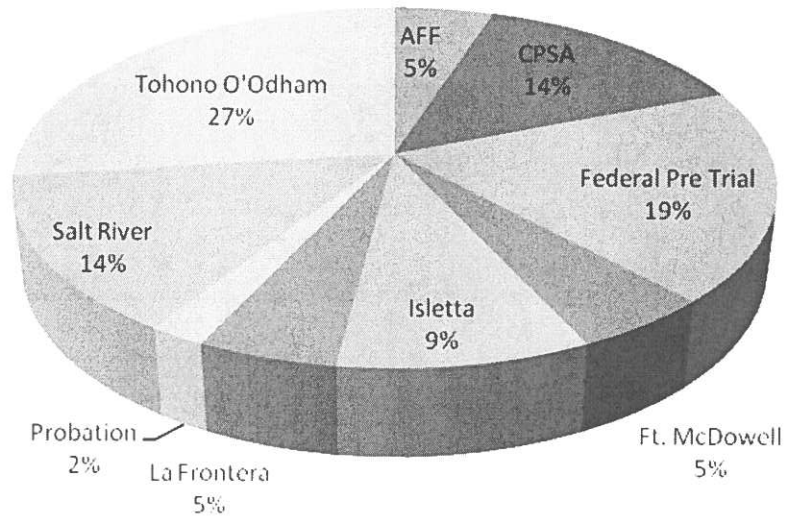


Highest Grade or Degree

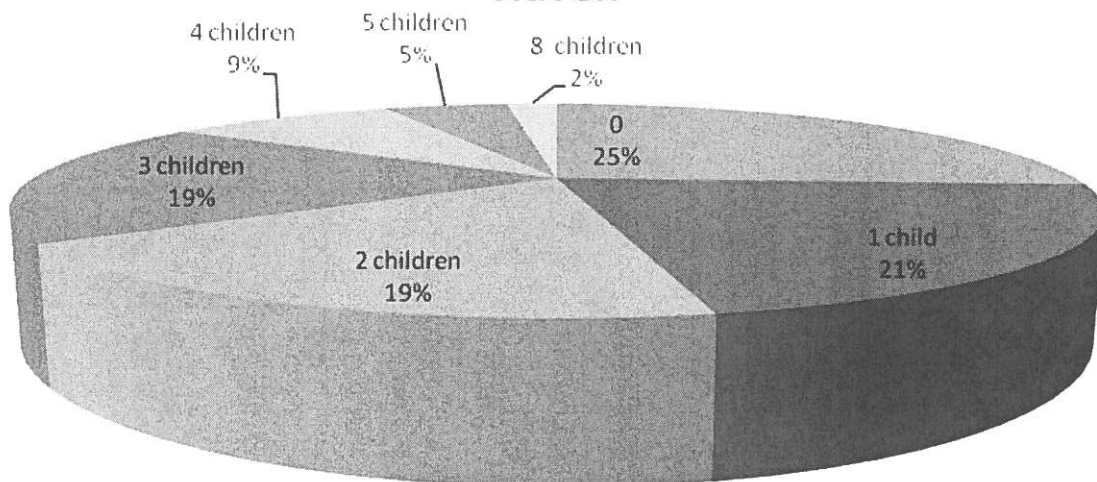


**Native American Statistics for
July 1, 2008 to June 30, 2009**

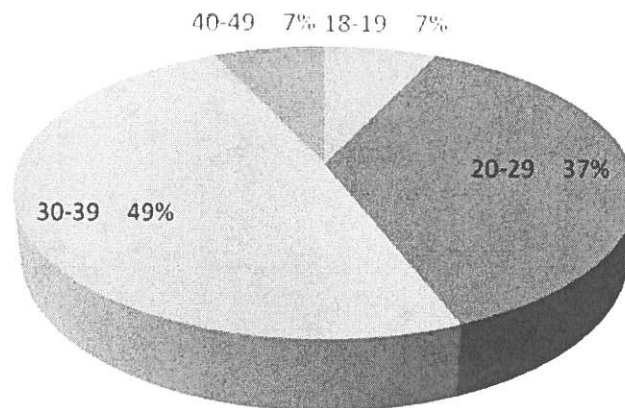
Native American Referral



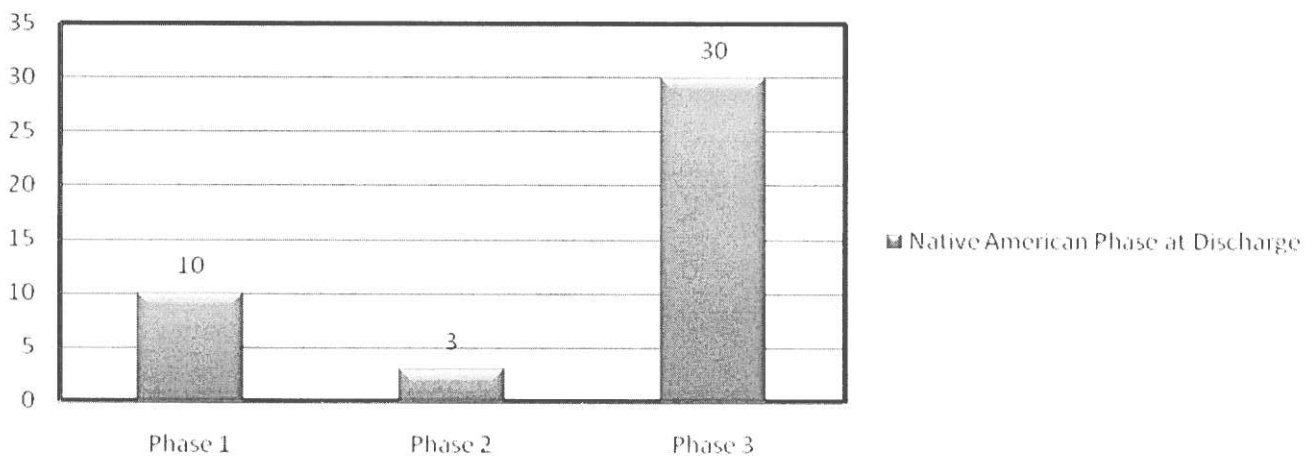
**Percent of Native Women who have children at The
Haven**



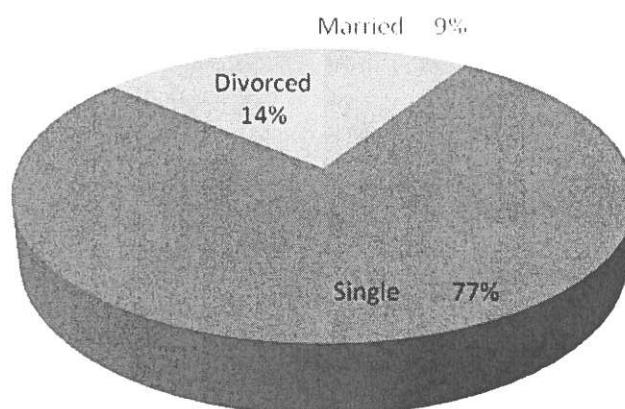
Age of Native Women



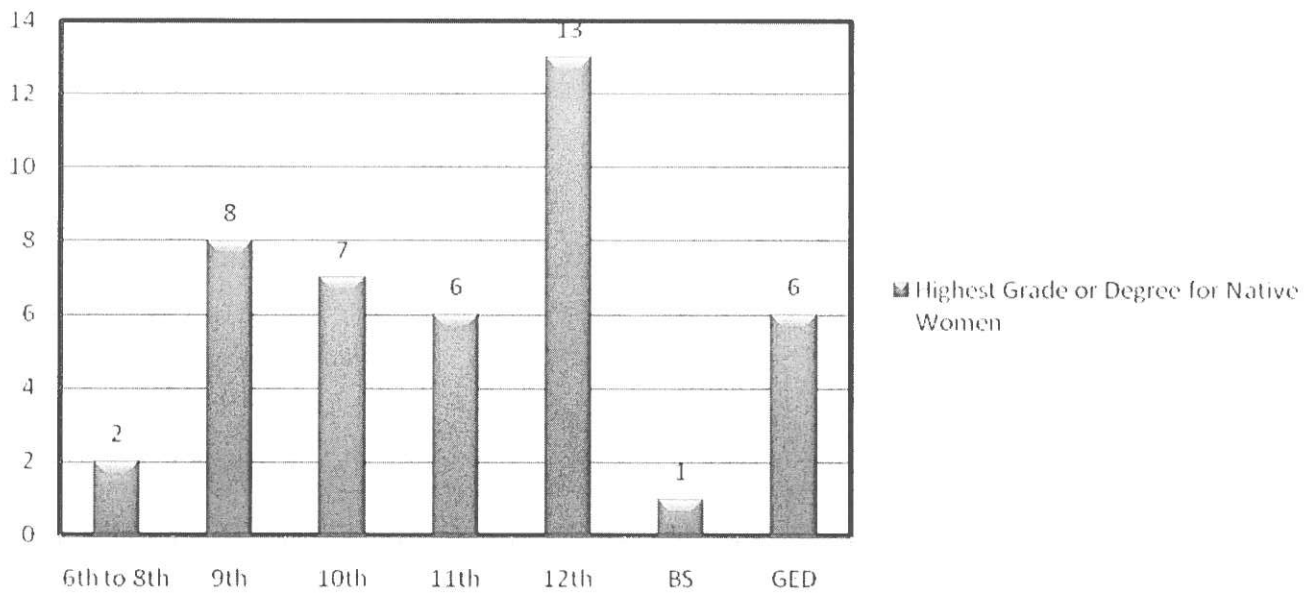
Native American Phase at Discharge



Native American Marital Status



Highest Grade or Degree for Native Women





Staff Satisfaction Survey
May 2009
14 Surveys Collected

Benefits	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	No Basis to Judge
1. The Haven offers better benefits than other companies		2 14%	3 21%	3 21%	2 14%	4 28%
2. I know the value of my benefits		2 14%	1 7%	8 56%	3 21%	
3. The benefits statement I received was clear and easy to understand		1 7%	2 14%	9 64%	2 14%	

- I do not go through The Haven for benefits and I don't know the value of my benefits if I were to go through The Haven. Even so, I'm part time so this doesn't apply at any rate, my disagreement is only that benefits do not apply to me and I'm not aware of them as a result.*

Commitment	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	No Basis to Judge
1. I would recommend working at The Haven to my friends				9 64%	5 35%	
2. I would recommend The Haven as a great place to work				8 56%	6 42%	
3. Employees are held accountable for their work		3 21%	1 7%	6 42%	4 28%	
<ul style="list-style-type: none"> <i>Better Insurance</i> <i>I think a list of duties should be provided evenly among shifts so that the work load is even among all 3 shifts. Currently, I do not believe the overnight shift does enough, unless that is the intention. Perhaps more duties could be assigned to us to help out the other 2 shifts</i> 						

Communication	No Basis to Judge	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
1. Employees at The Haven regularly share and exchange ideas		7 50%	6 42%		1 7%	
2. I can speak freely to my supervisor on a variety of topics		14 100%				
3. Co-workers share information and new ideas throughout The Haven		6 42%	6 42%	1 7%	1 7%	
4. My Supervisor works to improve communications in all directions	1 7%	8 56%	4 28%	1 7%		

- Communication has always been difficult at The Haven because of the nature of the work we do. I think
- There is still too much distance between clinical staff and house managers
- Better Communication
- #3 could use some work
- I think encouragement should be implemented. Although The Haven openly accepts all ideas, there is no encouragement or motivation for employees to develop new ways or methods to perform work more effectively or more efficiently. By encouraging employees to express their ideas, we can make The Haven more efficient and effective.

Client Service	No Basis to Judge	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
1. I receive the support I need to provide excellent client service		10 70%	2 14%	1 7%		1 7%
2. We strive for clients to obtain a positive and memorable experience		11 77%	3 21%			
3. The training I receive reinforces client focus	1 7%	9 64%	3 21%	1 7%		
4. Clients are treated with courtesy and respect		7 50%	7 50%			

- #2 : We should spend more time with clients. I feel like the staff should spend more time with clients, either individually or in small groups
- I think the main point is that staff and clients do not have a lot personal interaction, or so I've seen. I have not fully experienced a day shift so I can't say that my perspective is accurate.

Decision Making	No Basis to Judge	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
1. I am involved in important decisions that affect me		8 56%	4 28%	1 7%	1 7%	
2. My Supervisor considers the opinions of others before making important decisions		8 56%	4 28%	2 14%		
3. Multiple levels of employees share in the decision making process	1 7%	4 28%	5 35%	4 28%		

- *I don't feel I'm involved in important decisions*
- *Keep employees informed about decisions involving them.*

Employee Development	No Basis to Judge	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
1. The Haven uses a systematic process for identifying employee development needs and implementing solutions	2 14%	1 7%	7 50%	3 21%		1 7%
2. I am continuously learning and trying to improve myself		7 50%	7 50%			
3. Supervisors support professional development of employees		6 42%	7 50%		1 7%	

- *I would like to know how I can make myself more aware of aspects of the Behavioral Health field.*

Job Content and Design	No Basis to Judge	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
1. I know what is expected of me in my job		11 77%	3 21%			
2. My Supervisor adjusts my responsibilities to meet the needs of the organization more effectively	1 7%	8 56%	3 21%	2 14%		
3. My job description accurately reflects what I do on a daily basis	1 7%	6 42%	4 28%	3 21%		

- *I don't think I have a job description. I also would like a copy of it when it becomes available*
- *I would like to see my workload increase to help other shifts and to increase the efficiency of the organization.*

Leadership	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	No Basis to Judge
1. I feel confident in The Haven's leadership				4 28%	10 70%	
2. The Leadership is focused on process improvement				7 50%	7 50%	
3. The Leadership helps maximize business results			1 7%	5 35%	7 50%	1 7%
4. The Leadership is willing to change to meet new objectives			1 7%	7 50%	6 42%	

- *I think The Haven's leadership in all areas are doing great.*

Pay	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	No Basis to Judge
1. The pay offered by The Haven is very competitive		1 7%		5 35%	4 28%	4 28%
2. I am satisfied with the level of pay I receive		2 14%	3 21%	5 35%	4 28%	
3. My pay matches my job performance		3 21%	4 28%	4 28%	3 21%	

- *I realize this is a non-profit and also that our pay is equal to or a little above other non-profits. I just believe that people who work for non-profits are always underpaid. This is not The Haven's fault.*
- *I feel I should do more for the pay I receive.*

Performance	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	No Basis to Judge
1. The Haven encourages employees to work to the best of their abilities				6 42%	7 50%	1 7%
2. I get a sense of personal accomplishment from			1 7%	4 28%	9 64%	

my work						
3. My Department is able to meet its deadlines			1 7%	5 35%	8 56%	
4. Non-performing employees are held accountable		1 7%	4 28%	5 35%	3 21%	1 7%

Performance Appraisal/Management	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	No Basis to Judge
1. I receive regular performance reviews			3 21%	6 42%	4 28%	1 7%
2. I understand how I am evaluated			2 14%	5 35%	7 50%	1 7%
3. My Supervisor gives me constructive feedback			1 7%	4 28%	7 50%	1 7%
4. The Performance Appraisal system is effective in promoting quality work			3 21%	4 28%	4 28%	3 21%

- *I've haven't been evaluated yet so I can't answer this.*

Safety	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	No Basis to Judge
1. I know what to do in an emergency situation				9 64%	5 35%	
2. Managers pay attention to workplace safety				9 64%	4 28%	1 7%
3. Work stops immediately if a safety issue arises			1 7%	7 50%	5 35%	1 7%

- *No experience*
- *We all get on board to solve any issues that are needed at the time.*

Teamwork	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	No Basis to Judge
1. The Haven promotes teamwork			1 7%	7 50%	6 42%	
2. I feel I am part of the team			2 14%	6 42%	6 42%	
3. Other team members will help me if I need help			1	5	8	

			7%	35%	56%	
4. Information is freely shared among all team members		1 7%		6 42%	7 50%	

- I'm new but I'm beginning to feel more a part of the team. My schedule prohibits me from attending many team meetings so I often don't get important info.

Training	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	No Basis to Judge
1. The Haven invests in employees through training and development				8 56%	6 42%	
2. The training I receive is relevant to my job			1 7%	7 50%	6 42%	
3. Employees are provided with a variety of training opportunities		1 7%		7 50%	6 42%	
4. Training opportunities are available to everyone				7 50%	7 50%	

- I would like to know about more opportunities as they would help me to be more informed about the BH field.*

The Haven, Inc

Financial Statements - Annual Synthesis for Executive Director's Annual Report to Board

	(Audited) Jun 30, 08	Incr(Decr) 12 Months	(Unaudited) Jun 30, 09
1) Balance Sheet aka Stmt of Financial Position			
(a "SNAPSHOT in Time")			
ASSETS (What The Haven "Owns & Is Owed")			
Current Assets			
Checking & Savings			
Cash & Equivalents			
Adelaide, CdP, M_L_ & V_W_			
Total Checking & Savings	\$122,293	\$200,127	\$322,420
Accounts Receivable	\$207,605	(\$26,951)	\$180,654
Investments			
Invest-Merrill Lynch			\$120,646
Fair Market Value (Adjust)			(\$28,699)
Total Investments (@ FMV)	\$299,445	(\$207,498)	\$91,947
Undeposited Funds (+ to Ckng/Svgs for C_F_)	\$0	\$0	\$0
Fixed Assets			
Property & Equip			
Total Prop & Equip, incl CdP's \$725k (@ Cost)	\$2,172,499	(\$3,560)	\$2,168,939
Total Accum Depreciation (Est Value Decrease)	(\$541,211)	(\$2,305)	(\$543,516)
TOTAL ASSETS (Net of Accum Deprec)	\$1,599,120	\$635,400	\$2,234,520
LIABILITIES & EQUITY aka NET ASSETS			
Liabilities (What The Haven "Owes")			
Current Liabilities			
Accounts Payable			
Total Accounts Payable	\$47,781	(\$4,669)	\$43,112
Accrued Comp Payable & Other Accrued Exp	\$109,632	(\$49,368)	\$60,264
Long-Term Liabilities			
Chase - Adelaide Loan (to buy) CdP (Prop)	\$0	\$708,491	\$708,491
TOTAL LIABILITIES	\$157,413	\$643,187	\$800,600
Equity aka Net Assets (Wh_T_H_ "Owns & Is Owed - Wh_T_H_ Owes")			
Total Equity aka Net Assets (=Books not Mkt Value)	\$1,441,707	(\$19,054)	\$1,422,653
TOTAL LIAB & EQUITY aka N_A_ (= TOTAL ASSETS)	\$1,599,120	\$635,400	\$2,234,520

2) Profit & Loss aka Statement of Activities
(a "MOVIE over Time")

3 Columns: Palmas + Adelaide = Total

Ordinary Income & Expenses

Income

Revenue

Government Contracts

Local Providers/Contractors (incl CdeP)

Tribal

Other Grants

Contributions

Client Fees for Room & Board (CdeP)

Investment Income (Loss)

M_L_-Unrealized Gains/Losses (Mkt +/-)

Total Income

Casa de Palmas

Adelaide Campus

CofGS / Cost of Services Provided (DirCosts)

Gross Profit (Income less CofGS / CofSP)

Casa de Palmas

Adelaide Campus

G&A & Fundraising Expenses (Indirect Costs)

Net Income (Loss) aka Change in Net Assets*

Casa de Palmas

Adelaide Campus

Depreciation

Casa de Palmas

Adelaide Campus

Net Income (Loss), before/excluding Depreciation

Casa de Palmas

Adelaide Campus

(Audited)		(Unaudited)
FYE	Incr(Decr)	FYE
Jun 30, 08	12 Months	Jun 30, 09

\$1,834,555	\$121,698	\$1,956,253
\$0	\$248,402	\$248,402
\$1,834,555	(\$126,704)	\$1,707,851
\$1,753,296	\$79,418	\$1,832,714
\$81,259	\$42,280	\$123,539
\$0	(\$197,999)	(\$197,999)
\$81,259	\$240,279	\$321,538
\$210,706	(\$98,311)	\$112,395
(\$129,447)	\$110,394	(\$19,053)
\$0	(\$209,720)	(\$209,720)
(\$129,447)	\$320,114	\$190,667
\$53,707	(\$16,038)	\$37,669
\$0	\$11,400	\$11,400
\$53,707	(\$27,438)	\$26,269
(\$75,740)	\$94,356	\$18,616
\$0	(\$198,320)	(\$198,320)
(\$75,740)	\$292,676	\$216,936

3) Statement of Cash Flows
(Also a "MOVIE over Time")

OPERATING ACTIVITIES

	(Audited) FYE Jun 30, 08	Incr(Decr) 12 Months	(Unaudited) FYE Jun 30, 09
Net Income (Loss) aka Change in Net Assets*	(\$129,447)	\$110,394	(\$19,053)
Adj to reconcile Net Income to Cash from Ops			
Depreciation	\$53,707	(\$16,038)	\$37,669
Accounts Receivable - Decrease (Increase)	(\$100,451)	\$127,400	\$26,949
Investments - Decrease (Increase)	\$100,000	\$107,498	\$207,498
All Other Accounts, Net - Decrease (Increase)	(\$37,221)	(\$13,765)	(\$50,986)
Net Cash Increase (Decrease) for Period	(\$113,412)	\$315,489	\$202,077
Cash at beginning of Period	\$235,705	(\$113,412)	\$122,293
Cash at end of Period	\$122,293	\$202,077	\$324,370

Net Income (Loss) aka Change in Net Assets*

*** Excludes Depreciation Expense, except @ FYE**

Respectfully Submitted

Margaret Higgins, PhD
 Executive Director.

October 16 2009