

**Board Meeting Agenda  
October 22, 2020 | 8:30am  
Zoom Conference Call**

Discussion/Item	Goal/Result	Leaders
<b>I. Welcome</b>	<ul style="list-style-type: none"> <li>Take attendance</li> <li>Welcome remarks: New members: Lisa Turner, Ramiro Lopez, Krystal Allan &amp; CEO Anniversary</li> </ul>	CHAIR
<b>II. Consent Agenda</b>	<ul style="list-style-type: none"> <li><b>ITEMS FOR A VOTE, SHOULD BE REVIEWED IN ADVANCE:</b> <ul style="list-style-type: none"> <li>Board Minutes: July 23, 2020, pgs. 2-7</li> <li>Annual Operations Plan 2020-21, 8-11</li> </ul> </li> </ul>	CHAIR
<b>III. Mission Moment</b>	<ul style="list-style-type: none"> <li>Back to School Video</li> </ul>	AFFILIATES
<b>IV. CEO &amp; Affiliate Reports</b>	<ul style="list-style-type: none"> <li>CEO Update, verbal</li> <li>Affiliate TQS Reports &amp; Advisory Council Updates, pgs. 12-13</li> </ul>	CEO/ ADVISORY CHAIRS
<b>V. Committee Reports</b>	<ul style="list-style-type: none"> <li><u>Executive</u> <ul style="list-style-type: none"> <li>DEI Task Force: DEI Work Introduction 14-15</li> </ul> </li> <li><u>Governance</u> <ul style="list-style-type: none"> <li>21 current members out of 27</li> <li>DEI commitment</li> </ul> </li> <li><u>Government Relations</u> <ul style="list-style-type: none"> <li>Update of activities, pg. 11</li> </ul> </li> <li><u>Marketing &amp; PR</u> <ul style="list-style-type: none"> <li>Update of activities, pg. 12</li> </ul> </li> <li><u>Resource Development &amp; Special Events Task Force</u> <ul style="list-style-type: none"> <li>TFT Campaign, pg. 13</li> <li>Grants Pipeline, pg. 14</li> </ul> </li> <li><u>Finance &amp; Audit</u> <ul style="list-style-type: none"> <li>Current Financial Snapshot, pg. 15</li> <li>Statement of Financial Position, pg. 16</li> </ul> </li> </ul>	CMTE CHAIR/ STAFF
<b>VI. New Business</b>	<ul style="list-style-type: none"> <li>1:1 Meetings with the CEO – December</li> </ul>	CHAIR/CEO/ MEMBERS
<b>VII. Appendix Materials</b>	<ul style="list-style-type: none"> <li>Strategic Plan, pgs. 48-57</li> </ul>	ALL
<b>VIII. Next Meeting</b>	<ul style="list-style-type: none"> <li>January 28 , 2021 – Zoom</li> </ul>	ALL

**-Adjournment-**

**CIS OF NEVADA**  
**EXECUTIVE BOARD MEETING**  
Zoom Call  
July 23, 2020, 8:30AM

**Board Members Present:**

Raymond Specht  
Jerrie Merritt  
Tom Edington  
Tiffany Tyler-Garner  
Ed Cecchi  
Punam Mathur  
Christopher Hume  
Nileen Knoke  
Becky Petring  
Jennifer Hutter  
Mary Lynn Palenik  
Jim Nelson  
Phyllis Gurgevich

**Board Members Absent:**

Alyssa Anderson  
Elizabeth Blau  
Jennifer Oswald  
Melissa Schultz  
Joyce Woodhouse

**Staff Present:**

Tami Hance-Lehr  
Alexis Benavidez  
Cheri Ward  
Norma Intriago  
Auburn Harrison  
Diane Presser  
Sarah Goicoechea  
Laura Meyer  
Kelly Pearsall-Ramsey

**1) Welcome and Call to Order**

A quorum was present.

**2) Board Member Recognition – Blaine Tripp**

Ray Specht thanked Blaine Tripp for his service to the board. Mr. Tripp was a significant contributor and supporter of CIS for five years and chaired the Resource Development Committee. He would transition to the Leadership Circle.

Mr. Specht also noted that Tracy DiFillippo would step down from the board to focus on her health. **She would also be offered a spot on the Leadership Circle.**

**3) Consent Agenda**

The items of the Consent Agenda were reviewed. First, the Board minutes from May 28, 2020 were reviewed. **Punam Mathur motioned to approve, Jerrie Merritt seconded the motion. The minutes were approved.** The 2020 Policies & Procedures were then reviewed. Ms. Mathur motioned to approve. Ed Cecchi seconded the motion. **The Policies & Procedures were approved.** Lastly, the Volunteer Handbook was reviewed. Ms. Merritt motioned to approve. Tom Edington seconded the motion. **The Volunteer Handbook was approved.**

**4) Mission Moment – NENV Story**

Sarah Goicoechea shared a success story from the NENV affiliate and Spring Creek HS.

## 5) CEO Update and Affiliate Reports

Tami Hance-Lehr shared an op-ed she composed, featured in the Nevada Independent. She then presented the work of the quarter by introducing the ASAP acronym for the upcoming year: Adapt, Stabilize, Advocate, Partner. She also reviewed the special legislative session including the cut of SB178 funds that schools use to pay for CIS.

She then reported on back to school procedures for the fall semester. SNV would open virtually. Students would start on August 24. CIS Site Coordinators were back at work after one month off. For schools who lose their SB178 funding but want to have CIS, they would be offered a grant program run by CIS. In WNV, a hybrid program was approved by the school board. Site Coordinators would return to work on July 29. In NENV, the plans had not yet been announced. Site Coordinators would return to work on August 3.

Ms. Hance-Lehr presented that the TQS reaccreditation cycle was underway by National CIS. She would keep the Board apprised as the process continued forward.

**Ms. Hance-Lehr would also reach out to the Directors to begin setting up Board/CEO one on one meetings.**

Also, DEI trainings would be introduced for the Board and Staff this year. She presented data about CIS case managed students and graduation rates, demonstrating that the kids we serve graduate at higher rates thanks to the CIS model.

Ms. Goicoechea presented the update for Northeastern Nevada with a TQS update ending quarter 3, exceeding the TQS goals. Ms. Goicoechea also presented highlights on behalf of the affiliate.

Jim Nelson then presented on behalf of the SNV affiliate. He thanked Cheri Ward and Margaret Nitzel for getting him up to speed as a new Advisory Council Chair. He presented the TQS data for the end of quarter 3. Mr. Nelson then shared highlights of the affiliate. Mr. Nelson reported that he worked with Southern Highlands Golf Club on a Fill the Bus campaign. CIS had been featured in the Club's newsletter each day to encourage the school supply collection. The Southern Highlands Charitable Foundation would also be donating funds for FTB.

Becky Petring gave the update from the WNV affiliate. She reported on the TQS goals from the period of school closure through the end of the year for the affiliate. She also gave an update on the highlights for the quarter.

## 6) Committee Reports

### a. Executive Committee

Mr. Specht reported on behalf of the Executive Committee that the Board and Staff would begin DEI work. Nileen Knoke detailed the work plan for the board for this important work. For the Board and Staff to experience the same training was identified as highly beneficial. Funding for the DEI contractor had to be cut from the budget heading into the new fiscal year, but Mr. Cecchi and other Board

Members expressed a willingness to raise funds to support the effort. Mr. Specht announced the Elaine P. Wynn and Family Foundation committed to donating \$5,000 to fund the work. Mr. Specht committed to donating \$500 and asked other Board Members to step up as well. Christopher Hume, Mr. Nelson, Ms. Mathur, Ms. Merritt, Mr. Cecchi, Phyllis Gurgevich, Jen Hutter, Ms. Knoke and Ms. Hance-Lehr also pledged \$500. Mr. Specht thanked the Board for stepping up and to extend gratitude to Ms. Elaine Wynn on behalf of CIS and the State.

#### **b. Government Relations**

Ms. Gurgevich gave an update on behalf of the Government Relations Committee. Mr. Alex Bybee reported on CIS work during the special session. CIS had testified twice thus far. Staff would also be presenting to the interim education committee about the work of CIS and the difference the CIS model makes for kids. This interim work would also help educate committee members to engage in advocacy during the regular session with the goal of state funding being acquired. Mr. Bybee and the EDs have also engaged with the Superintendents in each affiliate to educate and communicate CIS efforts during the pandemic and beyond.

#### **c. Marketing**

Mr. Hume presented an update on behalf of the Marketing Committee. Diane Presser gave an update on the number of PR impressions for the quarter and press coverage during the quarter in each affiliate. Mr. Hume announced the launch of a fall campaign, in conjunction with Back to School. It would be primarily launched on social media and CIS website.

#### **d. Resource Development**

Norma Intriago gave an update on behalf of the Resource Development committee. Mr. Cecchi reported on Today for Tomorrow. One idea for the event was “parties in a box” would be created to send to donor’s homes to participate in the event. The Special Events Task Force was able to do a walk thru at The Cosmopolitan of Las Vegas. Another concept would be to utilize the Boulevard Pool. Participants would get a room with a balcony with a view of the pool to participate safely in the event. Room service and cocktails/drinks would be sent up to the rooms, depending on the price point of each room sold. DBD was onboard with helping on the décor front. Two dates were still being floated in October. Ms. Intriago then presented on the status of Fill the Bus. Virtual purchasing could occur and would be the focus for WNV. In SNV a drive-thru event would be held on July 31 for people to drop off donated items. All safety protocols would be in place for the event.

#### **e. Grants**

Ms. Laura Meyer updated the Board on the Grants Pipeline. She reported the organization would ask for approximately \$2.5 million over 2 years from the ESSR funding. The team would be making a presentation for the Reaching Rural Communities grant and should know soon if the effort was successful.

#### **f. Finance and Audit**

Mr. Edington reported on behalf of the Finance & Audit committee. He noted a new report where red items were unfavorable and black items were favorable. There would also be an adjusted year end

forecast column. Mr. Edington reviewed a positive cash position for the organization. CIS would be heading into the new fiscal year with a lot of unknowns but currently the financial position was good.

**g. Governance**

The Governance Committee was continuing to recruit new candidates. **If directors had any recommendations, they should send names to Ms. Hance-Lehr and Ms. Mathur.**

**7) Next Meeting**

The next meeting would be October 22, 2020 at 8:30AM.

**8) Adjournment**

There being no further business to come before the Board, the meeting adjourned at 10:31am.

Sincerely,  
Alexis Benavidez, Director of Operations  
Attest, Raymond Specht, Chair

8/13/20

ACTION TAKEN:

- 1) The minutes of May 28, 2020 were approved.
- 2) The Policies & Procedures were approved.
- 3) The Volunteer Handbook was approved.

ACTION NEEDED:

- 1) Tracy DiFillippo would be offered a spot on the Leadership Circle.  
COMPLETE
- 2) Tami Hance-Lehr would reach out to set up one on one meetings with the Directors.  
IN PROGRESS – NOVEMBER 2020
- 3) Recommendations for potential new Directors should be forwarded to Punam Mathur and Tami Hance-Lehr.  
IN PROGRESS

**Advisory Council**

Jim Nelson  
*Chair*

Beverly Givens  
Jameson Bauman  
Leo Maschioni  
Paula Zier  
Ramona Esparza  
Ronalynd Napier  
Shannon Lamaster  
Stephanie Kirby

**Executive Director**  
*Cheri Ward*

**Communities In Schools of Southern Nevada  
Advisory Council Chair Report to CEO/BOD**

**TQS Update through 10/1/20**

**Highlights**

# of CIS Sites	# of Site Coordinators	# of Tier I Unique Student Supports	Total \$ Value of Tier I and Basic Needs Supports	Tier II/III Case Management TQS Goal	Tier II/III Cases in CISDM	# of Individual Student Check-Ins
<b>53</b>	<b>65</b>	<b>24</b>	<b>\$544,238.49</b>	<b>3,150</b>	<b>193</b>	<b>152</b>

**SNV Highlights**

- The great news is that SNV will be 53 schools again for the 2020-21 school year! We did lose two schools but at the same time added two schools. The two new schools are Ollie Detwiler ES and Raul Elizondo ES. We had been at Detwiler previously and the counselor has been lobbying to get us back and the counselor at Elizondo worked with us at Reed so was instrumental in the principal budgeting for CIS. We are looking forward to getting started at these schools.
- Site Coordinators spent the two weeks before school started and the first few weeks of school making phone calls to assist with a variety of needs: registration, technology surveys, technology distribution, connectivity assistance, attendance, Wellness Committees and other initiatives at their schools. Many are now involved in conducting weekly Home Visits/Wellness Checks to find out why students aren't logging on to their classes or helping them with behavior issues that have been disruptive in the online learning. The SEL training we provided in the summer "Back to School Summit" is being put to good use.
- The School Support Clinic was created to bring needed services to students that are normally provided on the school campuses. These clinics are specifically for families serviced by CIS of Southern Nevada and by appointment. The first clinic held at the Howard Leiburn Senior Center on Sept. 16<sup>th</sup> and 17<sup>th</sup> was for students and families from Giffith Elementary School. Our partners at the clinic were Eye Care 4 Kids, Future Smiles, Spread the Word Nevada, Three Square, City of Las Vegas, Las Vegas Fire & Rescue and others. A big thank you to Councilman Brian Knudsen and Alex Bybee for helping get this idea off the ground. We now have clinics planned for Oct. 7<sup>th</sup> and 8<sup>th</sup> for students and families from Red Rock Elementary School and Oct. 22<sup>nd</sup> and 23<sup>rd</sup> for students and families from JT McWilliams Elementary School.

Communities In Schools of Northeastern Nevada  
Executive Director Report to CEO/BOD

**NENV Advisory  
Council**

Lisa Turner,  
*Chair*

Vicky Blair  
Bobbi Shanks  
Melissa Schultz  
Lauren Landa  
Raechelle Bogdon  
Iolanda Gillins  
Amber Fox  
Arlene Heitt

**TQS Update through October 5, 2020**

# of School Sites	# of Site Coordinators	# of Tier I Unique Student Supports	Total \$ Value of Tier I and Basic Needs Supports	Tier II/III Case Management TQS Goal	Tier II/III Cases in CISDM	# of Individual Student Check-Ins
<b>9</b>	<b>10 F/T</b>	<b>4</b>	<b>\$7,752</b>	<b>385</b>	<b>45</b>	<b>25</b>

Highlights

- CISNENV has increased capacity in our Tele-counseling program partnership with UNLV. ECSD has funded a Graduate Assistant position dedicated to ECSD students, this position has been filled and counseling has started in Elko County.
  - CISNENV welcomes Emma Taylor to our team. Emma will coordinate our Hunger Program, we are so happy to Welcome her to the CIS team as she brings new knowledge and energy to the CISNENV team.
  - Magic School Supply Drive- \$1,817.91 In- Kind Donations  
\*Other Community School Supply Drives- \$2,511.00  
\*monetary Support- \$2,200.
- \*Total Distributed- CIS distributed 140 backpacks full of school supplies and an additional 328 individual supplies.

**Advisory Council**

Becky Petring  
*Chair*

Kitty Bergin  
Victor Carella  
Wendy Gregory  
Bill Kolton  
Kristen McNeill  
Cristina Oronoz  
Gerardina Rodriguez  
Jodi Stephens  
Megan Waugh  
Tom Warley  
Katie Weir  
Jenny Yeager  
Annie Zucker

**Communities In Schools of Western Nevada  
Advisory Council Chair Report to CEO/BOD**

**TQS Update Through October 5<sup>th</sup>, 2020**

# of CIS Sites	# of Site Coordinators	# of Tier I Unique Student Supports	Total \$ Value of Tier I and Basic Needs Supports	Tier II/III Case Management TQS Goal	Tier II/III Cases in CISDM	# of Individual Student Check-Ins
10 (+2 opening soon)	11	19	\$8,394.86	495	465	341

**WNV Highlights**

- Huge thank you to TESLA, we will officially be on-campus to open up our new site, Sparks High School on October 14th. We have hired our Site Coordinators for that school and are excited to get to work there!
- Exciting news! Virginia Palmer ES will be our next CIS addition for WCSD which allows us to complete a feeder pattern into Desert Skies & Hug High School. This will take us to 12 schools total!
- Our Fill the Bus supply drive has gone virtual. Sponsored by KTVN Channel 2, ITS Logistics and Microsoft, the event will focus on not only collecting traditional school supplies, but also materials for Distance Learning and social emotional learning tools.

	2020	2019
Donations	\$15,290	\$1,602
In-Kind supplies	\$7,762	\$18,558
In-Kind services	\$10,300	\$0
<b>Total</b>	<b>\$33,352</b>	<b>\$20,160</b>

Top Five Donors: KTVN Channel 2 News, ITS Logistics, Microsoft, Click Bond, Inc, Renown Health

**GRETA A. PEAY, Ed.D.**

**Chief Executive Officer, Infinity: Diversity Matters, LLC**



Greta Peay joined the Clark County School District (CCSD) in 1987, following eight awesome years of service within the Charlotte-Mecklenburg School System, Charlotte, North Carolina. She has dedicated thirty-nine years of service to the education profession. Her career is best described as a change agent and an advocate for social justice, and equitable opportunities. Greta Peay is locally and nationally known for her professional development skills to educate others about best practices in the areas of literacy, language acquisition, differentiated instruction, and cultural competency. She retired from the Clark County School District as the Chief, Instructional Services Officer, where she was responsible for divisions such as:

- Assessment, Accountability, Research and School Improvement;
- Adult Education and Alternative Education;
- Athletics and Fine Arts;
- CCSD Charter Schools;
- College and Career Readiness;
- Curriculum and Professional Development;
- English Language Learner Programs;
- Equity and Diversity Education;
- Grants Department, Inclusive of Title I and Title II Federal Grants;
- Indian Education Opportunities Program;
- Magnet Schools; and
- Student Services Division, Special Education.

Throughout her career, Greta Peay has served as an elementary and a middle school teacher; a Title 1 Language Arts Learning Strategist, an English Language Learner Specialist, a Literacy Specialist, a Regional Professional Development Literacy Trainer for Southern Nevada Regional Professional Development Program, a special education middle school teacher, an elementary level school site principal, a CCSD Northeast Region Coordinator, a Director of Support Staff and Teacher Recruitment, Director of Equity and Diversity and an Adjunct Professor, University of Nevada, Las Vegas.

Greta Peay attended a Historic Black University in Durham, North Carolina; North Carolina Central University. Her ultimate dream is to attend law school to earn a Juris Doctor Degree. She is licensed in two states; North Carolina and Nevada. She completed 80-hours of curriculum earning a diploma from the Intercultural Research Development Academy. Currently, she is the Chief Executive Officer and Founder of her own consulting business; Infinity: Diversity Matters, LLC.

**HONORS and AWARDS:**

**The Marquis Who's Who Publications Board, 2020-2021**

Excellence in Education: Dr. Stella Parson, 2018  
Parent Citywide Impactful Women TrailBlazer in Education, 2018  
District Level Administrator of the Year- National Association of School Boards, 2016  
Public Education Executive Leadership Academy, 2015  
Educator of the Year - Black Caucus, 2013  
Clark County School District Chief of Police Outstanding Leader Award, 2011  
Clark County School District Hall of Fame, 2000  
Minority Affairs Excellence in Education Award, 1989  
Who's Who Among Educators, 1980  
Delta Sigma Theta, Inc. A Public Service Sorority, 1975

Government Relations Committee  
Report to the Board of Directors

October 2020

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*2021 Legislative Session*

- The Government Relations Committee enjoyed a robust conversation about what role is most appropriate for Communities In Schools of Nevada to have in the next legislative session.
- On areas of direct impact, CIS may contemplate a position in support or opposed to a bill. On areas of indirect, yet still important impact, CIS will center the stories of site coordinators and the students we serve in the neutral position.

*CISpeaks Site Coordinator Media & Advocacy Training*

- The Department of Strategic Partnerships, Marketing & PR will partner with the Department of Grants and Program Support to identify potential grant opportunities to fund an initiative called CISpeaks, focused on advocacy, diversity, equity and inclusion.
- The objective is to have a bureau of trained site coordinators who have a stated interest in growing their media and advocacy skills to testify to public entities and increase awareness about the stories of those we serve.

*Action Taken by the Legislative Committee on Education on Wraparound Services Funding*

- The Legislative Committee on Education unanimously approved a motion to adopt a recommendation submitted by Communities In Schools of Nevada. The motion was made by Assemblywoman Tolles and seconded by Senator Mo Denis.
- The recommendation will be adopted in the LCE's final bulletin and is in support of appropriations or the reinstatement of funding for wraparound services for children and families once funding is available.
- While this does not guarantee funding, it does set the stage for continued advocacy to point to a policy committee declaring that this is a priority of importance.

*Legislation Introduced by Rep. Susie Lee w/ \$1B Potential for Integrated Student Supports — the Communities Serving Schools Act*

- Provides \$1 billion in grants to local education agencies to invest in wrap-around services that assist with the health, well-being, and stability of students outside of the classroom.
- Hosted virtual roundtable in partnership with Communities In Schools National and Rep. Susie Lee's office, who introduced the bill. More than 200 participants.
- CEO/State Director Tami Hance-Lehr served on panel alongside alumna Jazzmine Adair and CIS of Southern Nevada Site Coordinator Carmen Martinez.

*Continued Support Around the RFP and Contract Renewal with the Clark County School District*

- A plan to ensure all Members of the CCSD Board of Trustees are adequately briefed before voting on our contract renewal is being developed with key staff and members of the CIS Board of Directors.

*Important Dates*

- January 7, 2021 (tentative). *Poverty, Race, Education & the Economy* hosted by Communities In Schools of Nevada & United Way of Southern Nevada, sponsored by Bank of America.
- March 29, 2021. *Nonprofit & Philanthropy Day at the Legislature.*

# MARKETING & P.R. UPDATE

## HIGHLIGHTS

- There were 407 news stories from July through September with a total ad value of \$4,723,281 and total P.R. value of \$14,169,843.
- We have set up communications with CIS National regarding Diversity, Equity, and Inclusion.
- We have secured a Spanish translations partner to help with ongoing digital and print marketing materials (ex: social media flyers and online student questionnaires).



### Southern Nevada

- KLAS 8 News Now: Connecting Kids: [98% of CCSD students reached, confirmed to have internet access](#)
- Las Vegas Sun: [Communities in Schools goes to great lengths to assist at-risk CCSD students](#)
- Las Vegas Review-Journal: Fill the Bus (see image on right)

### Western Nevada

- KTVN Channel 2 (Reno): [Fill the Bus](#)

### Northeastern Nevada

- Elko Daily Free Press: [What it means to be Nevada Strong](#)



## DIVERSITY, EQUITY, AND INCLUSION

We are looking at our messaging through a D.E.I. lens. Here are the initial insights:

- When talking about CIS alumni, avoid the lens that frames CIS as “rescuing” the students. Instead, talk about who they are today and their current successful self. CIS alumni shared that they are more than just what they overcame and would like to be seen as they are today (i.e introduce them as John Doe, professional title versus only alumni). Acknowledge that they are doing the work and tell a well-rounded story showing how CIS is one of many community collaborators.
- Make sure that students understand any potential “re-traumatizing” by sharing their stories. Use their voice and help with the positive of reclaiming their own story.
- Come from an asset-based frame versus a deficit base. Ex: A grandma always by their side.

## TFT 2020 Fall Campaign

TFT Board participation:

- 1) Video Premier attendance – October 22, 2020 Zoom event
- 2) Monetary Support - Individual gift or TFT corporate renewal support
- 3) Share Campaign on Social Media or forward appeal to personal / professional networks

### **FUNDRAISING GOAL: \$250,000**

TFT Anticipated Revenue 2020-2021 Budget. Expenses not to exceed \$26,000 ensuring a 10% margin or better.

### TFT Donor Targets:

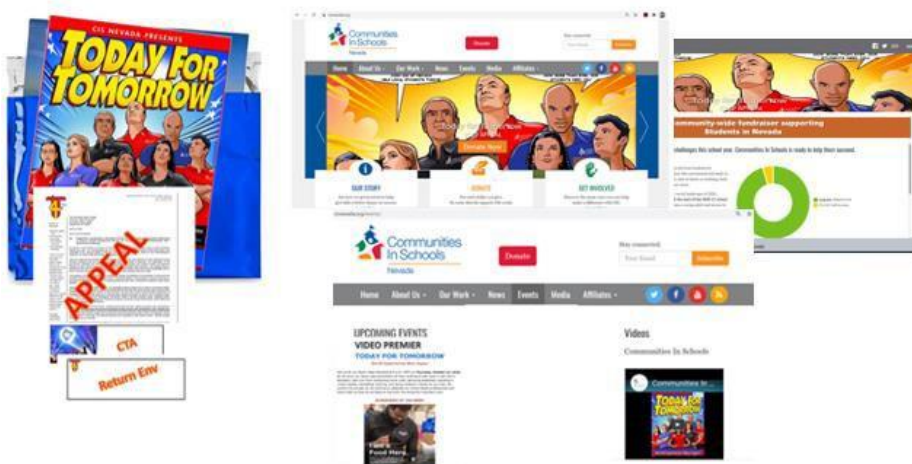
- Primary Target: \$10K+
  - **TFT Major Donors** - These MG TFT donors will be critical to meet goal. 15 donors, fall in this key giving category, totaling \$405,000 in asks
- Secondary Target: < \$10k-\$1k
  - **TFT Mid-Tier Donors** – These mid-level donors represent \$139,000 in asks from about 43 donors
- Universal Target: < \$1k
  - **All other donors** – These donors will help off-set any shortfalls from MG & Mid-Tier donor asks

Top Givers: TFT Campaign Gift Range Chart

Donor Type	Gift Range	# of Gifts Required	Cummulative Totals	Cummulative %
MG	50,000	5	250,000	63%
MG	25,000	3	325,000	81%
MG	15,000	2	355,000	89%
MG	10,000	5	405,000	101%
Mid-Tier	8,000	1	413,000	103%
Mid-Tier	6,000	5	443,000	111%
Mid-Tier	5,000	5	468,000	117%
Mid-Tier	4,000	12	516,000	129%
Mid-Tier	3,000	4	528,000	132%
Mid-Tier	1,000	16	544,000	136%
<b>Total</b>		<b>58</b>	<b>544K</b>	

### **CAMPAIGN TIMELINE: October 22 through November 30, 2020**

#### Campaign Components: Print and Digital



- **TFT Mailer:** Print - Direct Mail Package
- **TFT Email Appeal:** Digital – Campaign announcement & Video Premier invitation
- **Video Premier:** October 22, 2020 Digital Zoom Event (campaign kick-off)
- **Weekly Email Series / Site Coordinator Feature:** KSNV/Ch 3 Media Sponsorship “Communities In Schools Superhero Thursday” (on whatever day of the week is selected)
- **Final Push** – Solicitation and request for support, Campaign ends November 30th

<b>Pending Opportunities (\$25,000+)</b>					
	<b>Funder</b>	<b>Request Amount</b>	<b>Anticipated Award Date</b>	<b>Purpose</b>	<b>Budgeted Y/N</b>
1	Barrick/NV Gold Mines	\$320,000	November	ISS and Community Services Program Support	Partial
2	UWNNS	\$35,000	November	WNV ISS Support	N
<b>Awarded Past 120 Days (\$25,000+)</b>					
	<b>Funder</b>	<b>Award Amount</b>	<b>Date Awarded</b>	<b>Purpose</b>	<b>Budgeted Y/N</b>
1	USAA	\$100,000	7/31/20	Statewide ISS Programming	Y
2	Reaching Rural Communities Implementation Grant	\$60,000	7/31/20	NENV ISS Programming	Partial
3	NV Energy	\$35,000	8/17/20	Statewide ISS Programming	Y
4	ESSER	\$1,054,000	8/17/20	ISS Programming	N
<b>Upcoming Grants and Opportunities - Next 90 Days</b>					
	<b>Funder</b>	<b>Request Amount</b>	<b>Notes</b>	<b>Budgeted Y/N</b>	
1	Clark County School District Vendor RFP	N/A	Our renewal for our Clark County School District contract is due at the end of October.	N/A	
2	William N. Pennington	\$150,000	Support for WNV and NENV ISS Programming.	Y	
<b>Top Three Highlights</b>					
<ul style="list-style-type: none"> <li>• \$355,000 in pending grants.</li> <li>• Awarded \$1,250,000 in grants over the last quarter.</li> <li>• Large upcoming opportunities include Pennington and the Clark County RFP.</li> </ul>					

**Communities In Schools Nevada**  
**Statement of Activities**  
**For the Two Months Ended August 31, 2020 and 2019**

<b>Year To Date (August)</b>					
(Favorable / Unfavorable)					
<u>Actual</u>	<u>Budget \$Variance</u>	<u>2019 \$Variance</u>		<u>Budget Year End</u>	
			<b>Revenue</b>		
\$ 616,634	\$ 498,386 (a)	\$ 229,753	Contributions	3,849,045	
27,025	\$ (67,936)	24,667	Public Grants	1,460,358	
90,913	\$ 81,763	47,437	Fundraising	378,400	
11,895	\$ (188,576) (b)	(22,700)	Contracted Service Fees	2,773,940	
9,546	\$ 9,546	(4,281)	Investment Income	-	
<b>756,013</b>	<b>333,183</b>	<b>274,877</b>	<b>Total Revenue</b>	<b>8,461,743</b>	
			<b>Expenses</b>		
1,012	(34,198)	(46,546)	Program Expenses	473,412	
26,503	(7,466)	19,888	Direct Program Operations	224,532	
634,955	(124,776) (c)	(1,976)	Staff & Human Resources	7,208,762	
20,614	(17,500)	(22,858)	Administration	196,184	
5,306	(1,039)	(10,222)	Fundraising	106,249	
14,012	5,303	408	Awareness & Advocacy	95,653	
24,922	(2,746)	(13,894)	Facilities	156,104	
<b>727,324</b>	<b>(182,420)</b>	<b>(75,200)</b>	<b>Total Expenses</b>	<b>8,460,895</b>	
<b>\$ 28,689</b>	<b>\$ 515,603</b>	<b>\$ 350,077</b>	<b>Change in Net Assets</b>	<b>\$ 847</b>	

**Executive Summary**

- (a) Contributions exceeded budget by approximately \$498k due to not receiving the Wynn Family Foundation contribution forecasted for May 2020. Additionally, we received grant revenue earlier than forecasted from CIS National.
- (b) Contracted fee revenue was lower than budgeted by approximately \$188k due to a delay in receiving purchase orders from CCSD for schools with confirmed budgets for current year programming.
- (c) Salaries and related expense were lower than budget by \$125k as a result to staff transition and delayed hiring.

**Communities In Schools Nevada**  
**Statement of Financial Position**  
**At August 31, 2020 and August 31, 2019**

	<u>Aug 2020</u>	<u>Aug 2019</u>	<u>\$Var</u>	<u>%Var</u>
<b>Assets</b>				
<i>Current Assets</i>				
Unrestricted cash	\$ 4,021,200	\$ 2,762,438	\$ 1,258,762	46%
Restricted Cash	\$ 2,114,668	1,874,000	240,668	13%
Accounts Receivable	\$ 24,970	78,955	(53,985)	-68%
Prepaid Expenses	\$ 24,364	25,268	(904)	-4%
<i>Total Current Assets</i>	<u>6,185,202</u>	<u>4,740,661</u>	<u>1,444,541</u>	<u>30%</u>
<i>Fixed Assets, net</i>	<u>\$ 29,741</u>	<u>50,269</u>	<u>(20,528)</u>	<u>-41%</u>
<b>Total Assets</b>	<b><u><u>\$ 6,214,943</u></u></b>	<b><u><u>\$ 4,790,930</u></u></b>	<b><u><u>\$ 1,424,012</u></u></b>	<b><u><u>30%</u></u></b>
<b>Liabilities and Net Assets</b>				
<i>Liabilities</i>				
Accounts Payable	\$ 1,521	\$ 54,510	\$ (52,988)	-97%
Credit Card Payable	5,145	19,625	(14,480)	-74%
Other Current Liabilities	1,386,492	73,451	1,313,041	1788%
<i>Total Liabilities</i>	<u>1,393,159</u>	<u>147,585</u>	<u>1,245,573</u>	<u>844%</u>
<i>Net Assets</i>				
Unrestricted Net Assets	2,707,117	2,769,345	(62,228)	-2%
Temporarily Restricted Net Assets	2,114,668	1,874,000	240,668	13%
<i>Total net assets</i>	<u>4,821,784</u>	<u>4,643,345</u>	<u>178,440</u>	<u>4%</u>
<b>Total Liabilities and Net Assets</b>	<b><u><u>\$ 6,214,943</u></u></b>	<b><u><u>\$ 4,790,930</u></u></b>	<b><u><u>\$ 1,424,013</u></u></b>	<b><u><u>30%</u></u></b>



# MASTER Annual Operations Plan Year: 2020-21

## Communities In Schools of Nevada

### Document Key:

On track

Delayed

Cancelled

Successfully completed

### **Mission:**

The mission of Communities In Schools of Nevada is to surround students with a community of support, empowering them to stay in school and achieve in life.

### **The AOP**

The annual operations plan (AOP) takes the goals and vision of our 2019 – 2022 strategic plan and formulates a plan for the upcoming year. Instead of broad, organizational goals, the annual operations plan “operationalizes” the strategic plan and acts as an actionable road map for CIS of Nevada - including the staff, board, Executive Directors, and stakeholders. This plan determines what needs to be completed this year, by whom, on what timeline, and how progress will be evaluated. Together we are changing lives and making a difference. Together we can accomplish anything.

Approved by the Board of Directors:

**Annual Goal: Human Resources**

**Retain & recruit quality staff by monitoring and maintaining the current turnover rate, and work towards a reduction of 5% through professional development, benefit enhancements, and providing a rewarding work environment to all current and future staff by June 30, 2021.**

**Measures of Success**

- Maintain a minimum rate of 88% of positive feedback on the Staff Satisfaction Survey and to not fall below the 85% minimum rate from the previous year.
- Monitor and maintain current turnover rate of 27.37% (6.30.20) working towards a 5% reduction and for turnover rate to not exceed a 5% increase from previous year (2019/2020).
- Increase opportunities for professional development and training by providing at least three trainings per affiliate and adjust if there is a specific need.

Date of review:

<b>Corresponding Activities</b>	<b>Timeline</b>	<b>Responsible Parties</b>	<b>Progress Status</b>
Monitor turnover rate and look for trends to address accordingly.	Ongoing	Lead: Human Resources Director Support: HR Coordinator	
Monitor the on-going hiring process; ensure behavioral-based interviewing techniques are being used throughout the hiring process to ensure we are hiring the "right" candidate and include a Commitment to Diversity Equity and Inclusion for every hiring decision.	Ongoing	Lead: Human Resources Director, HR Coordinator Support: CEO, Affiliate EDs	
Review and Update Employee Handbook annually and update accordingly (submit to board if significant changes and submit every 3 years)	March 2022	Lead: Human Resources Director, HR Coordinator Support: CEO, State Leadership and Affiliate ED's	
Board approval	May 2022		
Staff to review policies/procedures annually and update accordingly- (submit to board if significant changes every 3 years)	June 17, 2023	Lead: Human Resources Director, HR Coordinator Support: CEO, State Leadership and Affiliate ED's	

Board approval	July 2023		
Maintain competitive compensation strategies and benefits package by doing market and broker comparison and enhancing where needed.	Do benefit comparison annually, in May/June 2021 and review compensation during annual budget process.	Lead: Human Resources Director, Insurance Broker, Finance Director Support: CEO, Affiliate ED's, Director of Operations, Human Resources Coordinator	
Work with Key Leaders during the performance review process and throughout the year to determine professional development available for staff	Ongoing and at the beginning stage of annual review process	Lead: Human Resources Director, Affiliate Eds Support: CEO, HR Coordinator	
Create a career development plan template to be utilized by leadership to help establish career path planning.	December 2020	Lead: Director of Human Resources Support: HR Coordinator	
Train leadership on career development plan template	January/February 2021	Lead: Director of Human Resources Support: HR Coordinator	
Ensure leadership is using career development plan to develop staff throughout the year.	During Mid-year check-in for annual review and throughout the year	Lead: Human Resources Directors, Affiliate EDs, CEO, State and Affiliate Management Support: HR Coordinator	
Provide at least three virtual or in-person employee trainings to each affiliate	Training will be set per training calendar	Lead: Human Resources Director, Affiliate Eds Support: HR Coordinator	
Create training calendar for all affiliates	Quarter 1	Lead: Human Resources Director, Affiliate Eds Support: HR Coordinator	

Distribute employee newsletter	Monthly	Lead: HR Coordinator, Support: HR Director, Marketing Manager, and Affiliate ED's	
Conduct Annual ADP training	Quarter 1 and throughout the year	Lead: HR Coordinator Support: HR Director and Affiliate ED's	
Create and conduct a minimum of three new virtual or in person Employee Relations Trainings for affiliates	1 per Quarter Complete by Q4	Lead: Human Resources Coordinator Support: Human Resources Director Affiliate Leadership	
Ensure HR files are compliant for EOY HR Audit	Ongoing	Lead: Human Resources Coordinator Support: Administrative Assistant	
Conduct EOY HR File Audit	Q4	Lead: Human Resources Director Support: Human Resources Coordinator	
Conduct Staff Satisfaction Survey and incorporate specific DEI questions	Create in April Send in May	Lead: Human Resources Director	
Staff Satisfaction results shared	Quarter 4	Lead: Human Resources Director, CEO, Affiliate ED's	
Staff Satisfaction Survey action items	Quarter 1	Lead: Human Resources Director, CEO, Affiliate ED's	
Provide Diversity, Equity and Inclusion training for all Affiliates and State office.	Quarter 2	Lead: Human Resources Director, CEO, Grants Director Support: HR Coordinator, Affiliate ED's, Dr. Greta Peay	
Assist in developing an internal DEI staff committee.	Q3	Lead: Director of Grants, Human Resources Director Support: CEO, Affiliate ED's	

Aid with creation of Equity Statement for Organization	Q3	Lead: Director of Grants, Human Resources Director Support: CEO, Affiliate ED's	
Oversee New Hire Orientation	Ongoing	Lead: HR Coordinator, Human Resources Director Support: CEO, Affiliate ED's, State Leadership	
Oversee the Years of Service Awards Program	Ongoing	Lead: HR Coordinator Support: Human Resources Director Affiliate Eds	
Work with all Affiliates to create a "Climate of Enthusiasm" towards employee recognition.	Ongoing	Lead: Human Resources Director, HR Coordinator Support: CEO, State Leadership, Affiliate ED's, State Admin, Director of Operations	
Creation of Sunshine State Office Committee and Employee Engagement Initiatives	Q1	Lead: State Admin, HR Coordinator, Human Resources Director Support: Grant Manager, and Affiliate Leadership	

**Annual Goal: Finance**

**Maintain and improve financial strength and stability through annual budgeting, monthly financial statement review and monitoring of market conditions as evidenced by a clean audit and budget variance of <10% by June 30, 2021.**

**Measures of Success**

- A budget variance of <10% at year end.
- Operating reserve fund balance of 6 months of operational expenses.
- Maintain investments type and amount as outlined by the investment policy statement

Date of review:

<b>Corresponding Activities</b>	<b>Timeline</b>	<b>Responsible Parties</b>	<b>Progress Status</b>
Ensure financial results meet or exceed budgeted expectations.	Ongoing. Final comparison June 30, 2021.	Finance Director; Staff Accountant	
Provide funding visibility and review with RD and ED's to build understanding and unified responsibility for financial stability and budget adherence. Through communication and measurement, Finance will assist the directors to meet their budget goals, including sustaining the number of schools operating in and reaching the income targets set. <ul style="list-style-type: none"> <li>• 53 schools in SNV</li> <li>• 10 in WNV</li> <li>• 9 in NENV</li> </ul>	Quarterly	Finance Director, EDs, RD Director, Grants Director	
Ensure financial results meet or exceed budgeted expectations. Finance will work with Grants and Resource Development team to reach income targets outlined in budget by year end. Through timely reporting and reviewing milestone goals with	Monthly	Finance Director, Staff Accountant, CEO, Affiliate EDs, Resource Development Director, Director of Grants, HR Director,	

the applicable directors to ensure we are on target. Updates of budget per department and train directors to utilize their budgets for making decisions to meet goals		Director of Operations	
In Kind Donation tracking and measurement to allow for setting budget targets for 21-22 budget	Monthly	Finance Director, Staff Accountant	
Conduct Annual Audit and communicate results and findings to the Board of Directors. Ensure Budget Approval from BOD	September 3, 2020  January 2021 Board Meeting	Finance Director, Staff Accountant	
Produce accurate, timely reports as needed by maintaining internal controls and streamlined data entry. Additionally, ensure processes and procedures for financials systems is clearly communicated and utilized.	Ongoing	Staff Accountant	
Review funding formula and cost model comparing current budget for schools to proposed 2021-2022 funding formula – discovery and adaptation of model as deemed necessary	Quarter 3 & 4 – with final approval by EDs by May 2021	Finance Director, CEO, Affiliate EDs, Director of Strategic Partnerships	
Work in conjunction with Fundraising and Grant Teams, in state and affiliate offices to ensure budgeted income targets are met. Through monthly meetings, event analysis, forecast analysis and support in coordinating efforts across the state.	Monthly	Finance Director	
Grant tracking to align with Grant team and Affiliate budgets	Ongoing	Grant Team, Finance Director	

**Annual Goal: Strategic Partnerships**

**Bolster stakeholder relations statewide — and in regional affiliates — through effective strategy, communications and public affairs, partnerships, and initiatives by June 30, 2021.**

**Measures of Success**

- Increase the number of subscribers to email communications, produce content, and drive engagement with key stakeholders statewide.
- Established presence in the 2021 legislative session, amplifying the voices of our site coordinators and students through storytelling in the neutral position at key bill hearings
- Continued strategic collaboration with partners during the 2020-2021 program year.

Date of review:

<b>Corresponding Activities</b>	<b>Timeline</b>	<b>Responsible Parties</b>	<b>Progress Status</b>
Maintain strong relationships with key personnel at the Clark County School District as evidenced by one or more identified district champions and an established district liaison.	Ongoing	LEAD: SNV ED  SUPPORT: Director of Strategic Partnerships	
Maintain strong relationships with key personnel at the Elko & Humboldt County School Districts as evidenced by one or more identified district champions and an established district liaison.	Ongoing	LEAD: NENV ED  SUPPORT: Director of Strategic Partnerships	
Maintain strong relationships with key personnel at the Washoe County School District as evidenced by one or more identified district champions and an established district liaison.	Ongoing	LEAD: WNV ED  SUPPORT: Director of Strategic Partnerships	
Regular communication with strategic partners through ongoing meetings, emails and newsletter updates, site visits, website content; Partners include: <ul style="list-style-type: none"> <li>• High-level donors</li> <li>• BOD</li> <li>• Political, legislative</li> <li>• Community partners</li> </ul>	Ongoing	LEAD: Director of Strategic Partnerships  SUPPORT: Marketing Manager	
Establish and/or maintain formal partnerships with three (3) or more entities that support and positively affect students and families.	Quarter 4	LEAD: Director of Strategic Partnerships  SUPPORT: Affiliate EDs	

Host a virtual annual education summit in partnership with United Way of Southern Nevada and Bank of America	Quarter 3	LEAD: Director of Strategic Partnerships  SUPPORT: Development & Event Manager	
Identify areas of funding & partnership with NV Department of Education, DHHS, DETR, etc.	Ongoing	LEAD: Director of Strategic Partnerships  SUPPORT: Director of Grants	
Establish CISpeaks Program to train a reliable cohort of site coordinators on advocacy and communications	Quarter 3	LEAD: Director of Strategic Partnerships  SUPPORT: Director of Grants & Program Support, Marketing Manager	
Monitor legislation through education, healthcare and housing partners to amplify the voices of our site coordinators and students through storytelling to determine if we should support or testify in a neutral position at key bill hearings	Quarter 3	LEAD: Director of Strategic Partnerships  SUPPORT: Marketing Manager	
Engage the Government Relations Committee of the Board of Directors throughout the 2021 legislative session	Quarter 3	LEAD: Director of Strategic Partnerships	
Monitor the Communities Serving Schools Act introduced by Rep. Lee and provide advocacy when and where appropriate	Ongoing	LEAD: Director of Strategic Partnerships	

**Annual Goal: Resource Development**

**Work to maintain organization’s \$8.4M annual operating budget with a focus on \$1.02 million in individual, corporate and event fundraising. Maintain private donation braided funding of private, corporate and grant donations through June 30, 2021.**

**Measures of Success**

- Sustain revenue to meet statewide budget targets in order to support programming and operations.
- Create and implement a sustainer monthly giving program.
- Coordinate with affiliate Executive Directors to meet budget income targets for individual and corporate donations.

Date of review:

<b>Corresponding Activities</b>	<b>Timeline</b>	<b>Responsible Parties</b>	<b>Progress Status</b>
Provide SNV affiliate support to meet budget Community Special Event (D4D or other) goal of \$25,000.	April 28, 2021	LEAD: Resource Development Director, Affiliate EDs  SUPPORT: Development & Event Manager	
Provide collateral and outreach support as directed by SNV for D4D or similar event	March 2021	LEAD: Resource Development Director, Marketing Manager  SUPPORT: Development & Event Manager, SNV ED	
Seek opportunities to grow a program community event (such as D4D) in Reno and Elko	Ongoing	LEAD: Resource Development Director, Affiliate EDs	
Develop Board giving plan to yield \$10,000 per member	June 30, 2021	LEAD: CEO  SUPPORTS: Resource Development Director, Director of Operations	
Plan, develop and launch monthly giving campaign	Quarter 2	LEAD: Resource Development Director	

Maintain current corporate, foundation and individual gifts to ensure \$1.4 million for FY 2020-21	Ongoing	LEAD: Resource Development Director	
Cultivate new relationships/funding opportunities with affiliate leadership to maintain overall giving by for the 2020-2021FY	Ongoing	LEAD: Resource Development Director, Affiliate Executive Directors	
Adapt Today for Tomorrow yielding a goal of \$250K gross / \$200K net	Dec 2020	LEAD: Resource Development Director  SUPPORT: Development & Event Manager, Marketing Manager	
Conduct a review of all events or major organizational activities to determine ROI and ensure the maximum yield.	Each debrief meeting	LEAD: Finance Director  SUPPORT: Development & Event Manager, Affiliate EDs	
Work with the WNV Affiliate to maintain the Cappy Hour revenue of \$30k and adapt the event model as needed to ensure safety and maximum yield	April 2021	LEAD: WNV Executive Director  SUPPORT: Resource Development Director, Development & Event Manager	
Work with the NENV Affiliate to maintain A Nite at the Races revenue of \$18,800 and adapt the event model as needed to ensure safety and maximum yield	January 2021	LEAD: NENV Executive Director  SUPPORT: Resource Development Director, Development & Event Manager	
Identify and leverage (1) or more additional funding resources to support affiliate-specific community needs per affiliate	Ongoing	LEAD: Affiliate EDs, Advisory Councils  SUPPORT: Resource Development Director, Development and Events Manager	

Maintain a strong Resource Development Committee inclusive of affiliate leadership – and identify a Board committee chair to develop and maintain the group	Ongoing	LEAD: Resource Development Director  SUPPORT: Grants Director	
Create & implement Major Gift program and donor cultivation process including proposals for individual donors based on specific donor profile – 25 new donor proposals	May 2021	LEAD: Resource Development Director  SUPPORT: Grants Director	

<b>Annual Goal: Marketing</b>			
<b>Execute a statewide multi-channel marketing plan with D.E.I. lens resulting in a refresh of website pages and collateral by June 30, 2021.</b>			
<b>Measures of Success</b>			
<ul style="list-style-type: none"> <li>• Increased KPIs on marketing channels</li> <li>• Increased percentage of translated marketing</li> <li>• Organized marketing assets</li> <li>• Refreshed website pages and collateral</li> <li>• Increased collaboration with affiliate leadership and staff</li> </ul>			
Date of review:			
<b>Corresponding Activities</b>	<b>Timeline</b>	<b>Responsible Parties</b>	<b>Progress Status</b>
D.E.I. - Vocabulary & Translations: Improve all messaging on the website, email and social media through a D.E.I. lens, including Spanish translations.	Ongoing	Marketing Manager	
REPORTING - Quarterly Insights: Provide quarterly reports and bulleted insights on the website, social media, email, and P.R.	Quarterly	Marketing Manager	
SOCIAL MEDIA - Implement Plan & Calendar: Implement a consistent, well-rounded, and engaging strategic plan and calendar (Ex: 1-2 statewide campaigns/year, 1 themed days/week, and 1-2 partnerships/month while leveraging CIS National content).	Ongoing	Marketing Manager	





Conduct weekly data meetings with representatives from each affiliate and the State Office Meeting focus includes: CISDM TA, 2020-21 guidance on hybrid and remote learning outcomes, special initiative reporting and outcomes, impact reporting, training for Site Coordinators	Ongoing	LEAD: Grant Manager  SUPPORT: Affiliate Data Managers, Director of Grants and Program Support	
Develop data trainings and increase program manager/Site Coordinator capacity for data supervision, utilization and reporting.	Quarter 4	LEAD: Grant Manager  SUPPORT: Affiliate Data Managers, Director of Grants and Program Support	
<u>Grants/Data Management</u>  Facilitate monthly grants meetings with individual affiliates to review grant pipeline(Upcoming, received, in process and declined applications), grant spend down, grant requirements and outcomes, reporting requirements and overall grant forecast for the affiliate	On-going	LEAD: Director of Grants  SUPPORT: Grants Manager, Director of Finance and applicable affiliate staff	
Facilitate Special Initiative Grants/Programs Meetings to review grant requirements, assessments, program progress and reporting.	On-Going	LEAD: Director of Grants  SUPPORT: Grants Manager, Director of Finance and applicable affiliate staff	
Meet reporting requirements for National CIS within the deadline	Ongoing Affiliate EOY – October SOAR - November	LEAD: Director of Grants  SUPPORT: Grants Manager, Director of Finance and applicable affiliate staff	

Complete timely quarterly, mid-year and/or year-end reporting to funders, donors and outside stakeholders as appropriate	On-Going	LEAD: Director of Grants  SUPPORT: Grants Manager, Director of Finance and applicable affiliate staff	
Host bi-annual data convenings with CIS leadership (EDs, Director of Strategic Partnerships, CEO, Director of Finance) for the purpose of regular data review for continuous improvement.	Quarter 2  Quarter 4	LEAD: Director of Grants	
Develop and implement statewide data monitoring procedure that aligns with data P&P and TQS requirements	Quarter 2	LEAD: Director of Grants and Program Support  SUPPORT: Grants Manager	
Develop Netsuite workflow and transition grants pipeline to Netsuite.	Quarter 1	LEAD: Director of Grants  SUPPORT: Grants Manager	
Regularly inform board of large (\$25K+) grant updates and engage in proposal/relationship support when applicable.	Quarterly – Board Meetings  Quarterly – RD Committee meetings	LEAD – Director of Grants	
Identify/Apply for new funding sources that support specific student subgroups and/or initiatives (Like reaching rural communities, supporting immigrant youth etc)	Quarter 4	LEAD – Director of Grants, Grants Manager	

<u>BOD DEI</u>  Support Board DEI Initiative by serving as the staff lead for the BOD DEI Committee.	On-Going	LEAD: Director of Grants  SUPPORT: CEO, Board Committee Chair	
Contract with DEI consultant solidified.	On-Going	LEAD: Director of Grants  SUPPORT: CEO, Board Committee Chair	
DEI Trainings delivered	Quarter 2	LEAD: Director of Grants  SUPPORT: CEO, Board Committee Chair	
Continuum Assessment Conducted	Quarter 4	LEAD: Director of Grants  SUPPORT: CEO, Board Committee Chair	
<u>Internal DEI</u>  Organize Internal DEI team to support DEI work across the state.	On-going  Quarter 2	LEAD: Director of Grants and Program Support  SUPPORT: Director of HR	
<u>Grants - Fundraising</u>  ID and apply for two new funding sources >\$25K for each affiliate.	Quarter 4	LEAD: Grants Manager	
Pilot mini-grant program	Quarter 4	LEAD: Grants Manager	
<u>Evaluation and Program Standardization –</u>  Identify program best practices. One best practice per ABC goal per school level. (in-school and remote)	Quarter 2	LEAD: Grants Manager  SUPPORT: Director of Grants and Program Support	

Develop playbook for integrated student supports (In-school and remote)	Quarter 4	LEAD: Grants Manager  SUPPORT: Director of Grants and Program Support	
Develop Scope of Work for Program Director contractor	Quarter 1	LEAD: Grants Manager	
Oversee Program Director contractor to meet the unique needs in each affiliate	Ongoing	LEAD: Grants Manager	
<u>Data Disaggregation, visualization, reporting.</u>  Develop standard data metrics for reporting.	On-Going  Quarter 1	LEAD: Director of Grants  SUPPORT: Grants Manager, Director of Strategic Partnerships.	
Update Grants and Program Metrics and Outcomes	Quarter 2	LEAD: Director of Grants  SUPPORT: Grants Manager, Director of Strategic Partnerships.	
Explore data visualization and reporting tools to support data disaggregation and organizational use of data.	Quarter 2	LEAD: Director of Grants  SUPPORT: Grants Manager, Director of Strategic Partnerships.	
Work with data admins and Grants Manager to disaggregate data and evaluate for patterns in program delivery and outcomes.	Quarter 3	LEAD: Director of Grants  SUPPORT: Grants Manager, Director of	

		Strategic Partnerships.	
Identify community data stakeholders to round out our data sources and promote data/accountability and transparency.	Quarter 4	LEAD: Director of Grants  SUPPORT: Grants Manager, Director of Strategic Partnerships	

**Annual Goal: Governance**

**Support successful governance by creating and executing individual Board engagement plan, meeting \$10,000 give/get, referring 2 or more contacts to site visits or alternative (safe) interactions per school year, completing CIS University during onboarding and meeting the 75% attendance requirement for Board and committee meetings by June 30, 2021.**

**Measures of Success**

- Ensure source of funding through annual give/get, raising \$200,000 approximately from Board Members
- Obtain 75% attendance of all Board meetings – 4 per year
- Maintain optimal number of Board Members (not more than 27)
- Ensure all Board Members are assigned to at least one committee
- Ensure all Board Members attend at least one site visit/year if applicable during COVID
- Support an increase in ethnic & regional diversity by at least 4 members this year.

Date of review:

<b>Corresponding Activities</b>	<b>Timeline</b>	<b>Responsible Parties</b>	<b>Progress Status</b>
Encourage committees to meet on a regular basis and support BOD so that the structure is efficient to maximize participation. Staff leads to communicate attendance at each meeting to State Administrative Assistant.	Quarterly at minimum for: Executive, Resource Development, Finance & Audit, Governance, Marketing	Director of Operations	
Ensure Board Members are encouraged to meet the goal of 75% attendance of Board meetings by clearly communicating upcoming meetings and expectation	July 2020 October 2020 January 2021 April 2021	LEAD: Director of Operations  SUPPORT: CEO	

Communicate statewide how Board Members can attain the give/get	Quarterly, presented in the Board packet	LEAD: Resource Development	
Attain Board Member engagement and retention through collaborative meetings, 1:1s, 100 % completion of Board Commitment templates, and events	Quarterly Board Meetings  1:1s offered each Fall and Spring  Events as planned	LEAD: CEO	
Encourage Board Member give/get yielding \$10,000/member by communicating expectation with Board Members & helping outline give/get opportunities specific to each member	Ongoing	Lead: CEO Support: Resource Development & DOO	
Upload all Board documents to the portal on the CIS website	July 2020 October 2020 January 2021 April 2021	LEAD: Director of Operations  SUPPORT: Marketing Manager	
Meet about Leadership Circle virtual events	TBD	LEAD: CEO, Director of Operations  LOGISTICS: Donor & Events Manager	
Send quarterly email blast to Leadership Circle	Quarterly	CEO	
Supply the template so Board Members can execute annual board member work plans	September 2020	Director of Operations CEO to follow up	
Refine & update Board Member Orientation Program	Quarterly	Director of Operations	
Research possibility of annual Board Retreat	Quarter 4	CEO, Director of Operations	

Cross train on Board packet process	Quarter 1	State Administrative Coordinator	
Provide Board Meeting support by taking Board minutes & getting Board Chair approval	Quarterly	State Administrative Coordinator Support: Director of Operations	
Roll out Crisis Communications policy and training to the Board	Quarter 4	Training support: Director of Operations Policy creation: Director of Strategic Partnerships and Marketing Manager	
Recruit four diverse candidates to join the Board of Directors	Quarter 4	CEO Support: Director of Operations	

<b>Annual Goal: Operations</b>			
<b>CIS of Nevada will maintain compliant operations &amp; documentation in alignment with TQS standards and nonprofit best practices including delivering equitable service to Affiliates as evidenced by a successful reaccreditation by February 2021.</b>			
<b>Measures of Success</b>			
<ul style="list-style-type: none"> <li>• Become fully accredited</li> <li>• Attend National TQS briefings when scheduled</li> <li>• Ensure successful operations and communications of the State Office &amp; Affiliate Offices where applicable.</li> </ul>			
Date of review:			
<b>Corresponding Activities</b>	<b>Timeline</b>	<b>Responsible Parties</b>	<b>Status</b>
Attend regularly held National convenings on TQS updates	Ongoing when offered	LEAD: Director of Operations  SUPPORT: Director of Grants, Human Resources Director, Affiliate EDs	

Work with each department lead to ensure all categories of TQS are being addressed	Ongoing	LEAD: Director of Operations  SUPPORT: Director of Grants, Human Resources Director, Affiliate EDs	
Hold staff check ins on the Strategic Plan	Quarterly	Director of Strategic Partnerships	
Draft Affiliate Operating Agreements between State and Affiliate offices	2022	Lead: CEO  SUPPORT: Director of Operations	
Maintain efficiency of business technology applications including hardware, software	Ongoing	Director of Operations  Support: State Administrative Assistant	
Research and get bids on new commercial broker	Quarter 2	Director of Operations	
Renew Umbrella Policies	February 2021	Director of Operations  Support: Director of Finance	
Renew business licenses and certifications as needed	City of LV, SOS, SAM, City of Henderson, City of NLV, City of Sparks, City of Elko, City of Winnemucca	Director of Operations  Support: State Administrative Assistant	
Draft Annual Operations Plan	July 2020	Director of Operations	
Annual Operations Plan finalized	October 2020	Director of Operations	
Create risk management policy statement	Quarter 2	Director of Operations	

Attend National Risk Management Virtual Conference	October 2020	Director of Operations	
Hold risk management staff discussion	Quarter 3	Director of Operations	
Review and store State contracts both current and archived on OneDrive	Ongoing	Director of Operations	
Oversee State Office internship program for UNLV for admin/management support	Each semester as applicable	Director of Operations to make formal application  HR Department to run background checks, confirm volunteer handbook and confidentiality paperwork	
Support "Climate of Enthusiasm" employee recognition program	Ongoing	Lead: HR Department  Support: Director of Operations & State Administrative Assistant	
Develop a plan for workspace solutions for SNV & State – virtual, new offices, storage, etc.	Planning – December 2020/January 2021 Pricing – Spring 2021 (to add to budget) Implementation-Summer – Fall 2021	Director of Operations  Support: State Administrative Assistant	
Maintain IT vendor relationship and workflow	Ongoing	State Administrative Assistant	

Create and maintain inventory log of all technology (of any value) and other fixed assets valued over \$2,500 by obtaining logs from each affiliate & updating for the State Office in conjunction with the Finance Department	Ongoing with final snapshot due by June 30, 2021	State Administrative Assistant	
Help departments create timelines and project management benchmarks	Ongoing	State Administrative Assistant  Support: Director of Operations	
Work with Marketing to introduce Crisis Communication Policies for Board and Staff	Quarter 3	Director of Operations  Support: Marketing Manager and FFW	
Cross train on website maintenance	Quarter 2	State Administrative Assistant	

### Annual Goal: NENV Affiliate

**During the 2020-2021 School Year, the Northeastern Affiliate will operate a financially sustainable and TQS-compliant operation in nine schools, in partnership with Elko County School District and Humboldt County as evidenced by fully staffing all schools and maintaining a zero-budget by June 30, 2021.**

### Measures of Success

- Ensure sustainable affiliate operate as evidenced by a zero deficit during the 2020-2021 Fiscal Year
- Maintain 9 comprehensive sites as defined by National TQS standards
- Maintain current partnerships, develop new partnerships as needed for increased service delivery and participate in one or more coalitions to ensure robust service delivery.
- Identify and develop community partnerships within the Winnemucca Community. (Humboldt County.)
- Develop Advisory Council in Humboldt County.

- 85% or greater graduation rate (meet or exceed ECSD average as reported on the accountability report) and 93% or greater promotion rate

Date of review:

Corresponding Activities	Timeline	Responsible Parties	Progress Status
Negotiate and maintain contract with Elko County School District and Humboldt County	Quarter 3	LEAD: NENV ED SUPPORT: CEO	
Identify and steward new donors resulting in additional funding of \$14,972	Ongoing	LEAD: NENV ED SUPPORT: Resource Development Director, Director of Grants, NENV ED	
Identify Fundraising Opportunities for Humboldt County	Ongoing	LEAD: NENV ED SUPPORT: Resource Development Director, Director of Grants, NENV ED	
Hold conversations with Elko School District about actual CIS costs & future billing	Q1 – review current status of contracts Q2 – meetings with the school district are held Q3 – information incorporated in the budget	LEAD: NENV ED SUPPORT: Director of Strategic Partnerships, CEO	
Regularly held Advisory Council meetings	Quarterly	Affiliate EDs	

Increase Advisory Council participation through special projects and involvement in State Board Committees.	Quarterly	NENV ED	
Identify and onboard Advisory Council Chair	Quarter 2	NENV ED	
Develop monthly Advisory Council Newsletter	Quarterly	NENV ED	
Develop Advisory Council in Humboldt County	Quarter 3	NENV ED	
Identify expansion in Humboldt County over the next two years. One school per year.	Ongoing	LEAD: NENV ED Support: CEO	
Identify Funding sources to allow for expansion.	Ongoing	LEAD: NENV ED, CEO  SUPPORT: Resource Development Director	
Ensure an 85% Graduation Rate and a 93% promotion rate through ongoing robust benchmarking, supervision, coaching, reporting, formal adoption of performance management processes and participation in quarterly data management conferences.	Ongoing	NENV ED	

**Annual Goal: SNV**

**During the 2020-2021 School Year, the Southern Affiliate will operate a financially sustainable and TQS-compliant operation in 52 schools, in partnership with Clark County School District as evidenced by fully staffing all schools and maintaining a zero budget by June 30, 2021.**

**Measures of Success**

- Ensure sustainable affiliate operations as evidenced by a zero deficit during the 2020-2021 fiscal year.
- Ensure delivering the CIS Model by adapting to distance learning for all Tiers of support 75% of case-managed students' progress or reach their goal by end of 2021 school year.
- Maintain and strengthen our current community partnerships and add an additional 2-3 partners to include a formal written agreement and continued programming opportunities.
- Attain 85% or greater graduation rate and 95% or greater promotion rate.

Date of review:

<b>Corresponding Activities</b>	<b>Timeline</b>	<b>Responsible Parties</b>	<b>Status</b>
Negotiate a new agreement to include a new Data Sharing Agreement with Clark County School District	RFP process Fall 2020; Spring 2021 vote	LEAD: SNV ED  SUPPORT: Director of Strategic Partnerships, Director of Grants and Program Support, Director of Finance, CEO	
Build and/or Maintain strong relationships with the 3 Region Superintendents and other key personnel at the Clark County School District	Ongoing	LEAD: SNV ED  SUPPORT: SNV Associate ED, Director of Strategic Partnerships, CEO	
Plan and coordinate 2-3 Professional Development opportunities for CIS Alumni and host the annual induction ceremony in June 2021.	Ongoing	CIS Academy Director, SNV ED, SNV Associate ED	

Meet with community partners and re-evaluate the partnership when signing new agreement. Add additional 2-3 partners in areas of need.	Ongoing	SNV ED, SNV Associate ED	
Provide opportunities for professional development for SNV Site Coordinators	Quarterly All Staff Meetings	LEAD: SND Associate ED	
Provide opportunities for professional development for SNV Program Directors, including attending 2021 Student Supports Institute	Ongoing	LEAD: SNV ED, SNV Associate ED, SUPPORT: Human Resource Director	
Work with RD committee, R&D Director, Grants Director and Advisory Council to identify and steward new donors, resulting in funding of \$35,000 for Fill the Bus, \$25,000 for Dining for Diplomas,	Ongoing	LEAD: SNV ED SUPPORT: Resource Development Director, Grants Director, SNV Associate ED, SNV Advisory Council	
Improve and increase In-Kind reporting	Ongoing	SNV ED and SNV Associate ED Supports: Program Directors	
Hold regular Advisory Council meetings and add two additional members from the business community.	Quarterly	SNV ED, SNV Associate ED, Advisory Council Chair and Advisory Council members	
Ensure 75% goal progression, and 85% graduation rate and a 95% promotion rate for case managed students through ongoing robust benchmarking, supervision, coaching, data reporting, and implementation of performance management processes	Ongoing	LEAD: SNV ED, SUPPORTS: SNV Associate ED, Data Manager, Program Directors	

**Annual Goal: WNV**

**During the 2020-21 School Year, the Western Affiliate will operate a financially sustainable and TQS-compliant operation in 11 schools, in partnership with Washoe County School District as evidenced by fully staffing all schools and maintaining a zero budget by June 30, 2021.**

**Measures of Success**

- Maintain our funding to ensure sustainable affiliate operations evidenced by a zero deficit during the 2020-21 school year and continued programming in eleven WCSD schools.
- Ensure continuity of care by adapting our model to support full-time in school, part-time or remote learning students at our eleven school sites.
- Add a minimum of three new community and/or provider partnerships to include a formal written agreement and continued programming opportunities.
- Stabilize and professionalize our affiliate's programming, data and finance procedures by strengthening internal support systems for managers and site coordinators, resulting in more robust records and fewer finance errors.
- Ensure a higher graduation rate among case managed students than the WCSD average.

Date of review:

<b>Corresponding Activities</b>	<b>Timeline</b>	<b>Responsible Parties</b>	<b>Status</b>
Negotiate and maintain contract with Washoe County School District for 20-21 school year.	On or before September 30, 2020	LEAD: WNV ED  SUPPORT: Director of Strategic Partnerships, CEO	
Hold conversations WCSD about actual CIS costs & future growth patterns and opportunities within WCSD.	Q1 – review current status of contracts Q2 – meetings with the school district are held Q3 – information incorporated in the budget	LEAD: WNV ED  SUPPORT: Director of Strategic Partnerships, CEO	
Maintain strong relationships with key personnel at Washoe County School District, as evidenced by one or more identified district champions	Ongoing	WNV ED	

and an established district liaison.			
In partnership with Tesla, begin to build a pilot CIS program at Hug and Sparks High Schools in order to introduce students and recent graduates to the Manufacturing Development program at the Gigafactory, as well as other post-high school opportunities.	Ongoing	WNV ED, WNV PD	
Identify and steward new individual and corporate donors, resulting in additional funding of \$10,000.	Ongoing	LEAD: WNV ED, Administrative Development Coordinator  SUPPORT: Resource Development Director, Director of Grants	
Plan and execute a Cappy Hour (or other relevant) fundraiser in Spring 2021, resulting in a minimum revenue of \$50,000.	Spring 2021	LEAD: WNV, Resource Development Director, Administrative Development Coordinator.	
Regularly held Advisory Council meetings	Quarterly	WNV ED	
Establish new formal partnerships with three or more entities that support and impact students and families.	Ongoing	WNV ED, WNV PD	
Participate in three or more local community events to represent CIS of Western Nevada and share information about our work, hand out resources or assist other nonprofit organizations.	Ongoing	WNV ED, Administrative Development Coordinator	
Identify and support a fund development strategy for continued expansion in Washoe County School District to continue adding additional	Ongoing	LEAD: WNV ED	

Title 1 schools on waitlist and with greatest need as well as to support additional match funding through School Social Work Initiative schools.			
Ensure a higher graduation rate among case managed students than the WCSD average through ongoing robust benchmarking, supervision, coaching, reporting, formal adoption of performance management processes and participation in quarterly data management conferences.	Ongoing	LEAD: WNV ED, WNV PD	
Professionalize our CIS of Western Nevada affiliate by streamlining processes for case management data, finances, in-kind donations, inventory, donor management and volunteers.	On or before June 2021	WNV ED, Data & Program Support Manager, Administrative Development Coordinator	
Begin building a CIS of Western Nevada alumni program in order to better follow CIS graduates to track success and introduce new opportunities.	On or before June 2021	WNV ED & Team	



# Statewide Strategic Plan

## July 1, 2019- June 30, 2022

Approved by the Board of Directors: May 17, 2019

### Our Mission:

The mission of Communities In Schools of Nevada is to surround students with a community of support, empowering them to stay in school and achieve in life.

### The Need:

In Nevada, approximately one in five children under the age of 18 live in poverty, nearly 100,000 students. Without community support, they are more at risk for missing school, dropping out and failing to earn a high school diploma. By helping our most vulnerable students stay in school and succeed in life, we are building stronger, healthier and more economically stable communities where every person is capable of reaching his or her greatest potential.

<b>School District Data:</b>		<b>2017-18 Nevada Report Card</b>	
CCSD	320,000 students	360 schools (279 are Title I)	68.9% FRL
WCSD	64,240 students	113 schools (41 are Title I)	47% FRL
ECSD	9,600 students	29 schools	39.4% FRL
<b>CIS of Nevada Schools:</b>		<b>2018-19 School Year</b>	
SNV	CCSD	48 schools	34 ES, 7 MS & 7 HS
WNV	WCSD	8 schools	4 ES, 2 MS & 2 HS
NENV	ECSD	7 schools	4 ES, 2 MS & 1 HS

## CEO / State Director Forward

In Nevada, Communities In Schools continues to be a leader in the arena of providing hope to our most vulnerable students living in poverty. By doing whatever it takes to keep kids in school, eliminate barriers, and never give up. We give students a plan; a blueprint that shows them how to achieve their goals and dreams that might have once seemed out of their reach.

The CIS formula is simple: dedicate full-time employees to our schools to identify the needs of students and help them overcome barriers they face every day. These one-on-one relationships between the students and a caring adult -- our site coordinators -- continue to be the difference.

As we look to the future, CIS of Nevada continues to strengthen its internal operations and procedures to provide a stable and efficient platform to support the aggressive, future growth of our operations. Highlights from the attached plan are as follows:

- Create a strategic position and plan in the State Office, focusing on School Districts, Nevada Department of Education and legislative partnerships, strengthening the opportunities for government funding at all levels -- local, state and federal.
- Expand our work in Resource and Grant Development to diversify and grow our donor base.
- Invest in a statewide marketing campaign, Graduation to Back to School to grow the CIS brand across the state.
- Diversify and engage the board of directors, creating a larger footprint across the state.

Our focus continues to be our kids and delivering hope for a brighter future. This plan expands our operational structure, allowing us to reach more kids, eliminating more barriers, and increasing the graduation rate for the students we serve. Your commitment matters. Thank you for linking arms and being a partner in this work. Together we continue to make a difference.

## **SWOT Analysis:**

In December of 2018, the CIS of Nevada leadership and board members met to discuss to review the strategic plan of the organization. The following strengths, weaknesses, opportunities and threats were identified:

### **Strengths (Internal)**

- National Brand Recognition, Evidence Based & Proven Model
- TQS Accredited
- Committed & Dedicated State Board of Directors
- Strong, State & Affiliate Leadership Team
- Partners with Dozens of Organizations across the State
- Good % of Admin to Program Cost
- Funding is more Diversified
- Improved Internal Systems

### **Weakness (Internal)**

- Diversification & Geographic Representation of the State Board
- State Board does not meet individual give/get
- Lack of enforcement of term limits- creates lack of new network opportunities
- Board Training; TQS & overall onboarding
- Articulate data better/more often – by audience (school district vs. donors)
- Increase awareness: donors who want to give \$ and donors who give time/skills
- PR Strategic Planning & Statewide Reach
- Track Alumni for Success
- Local context overshadowed by statewide presence
- Heavy Caseloads for Site Coordinators
- State Team Capacity; hasn't kept up with the increased schools, addition of affiliate

## Opportunities (External)

- Board engagement in each affiliate / rotate meetings for better visibility
- Migrate board community/feedback from tactical to strategic
- Board to leverage their personal and professional network to CIS Staff
- Develop a Board Ambassador Program
- Partnerships with National Corporations
- New focus on school safety & CIS caring adult model
- Invite Board members to speak at CIS Events
- Ability to hire & retain qualified staff
- Further diversify revenue with state, federal, Nevada corporations & Individual philanthropy
- Diversify State Board of Directors
- Donor Growth through non-traditional Channels
- Relationship with new district hires & CCSD Board
- Relationship with Media
- Participate in more chamber events & advocacy groups across the state

## Threats (External)

- State Education Funding / Legislative Decisions
- CCSD MOU / District Contracts
- Competition from similar Non-Profits
- Diluting the Message of CIS- Mission creep
- Maintain Key Staff to competitive offers (Site Coordinators)
- Negative Press
- Unsustainable Growth
- TFT creative vision and uniqueness; other organizations producing similar events
- CIS overshadowed by Community Partners
- Divisiveness in Country / Lack of empathy for cause by the public
- Investment in Education
- New Leadership at District Levels
- Donor Burn Out
- Cost Model
- Downturn in the Economy

**Strategic Vision:**

Increase the CIS of Nevada footprint across the state to support more underserved youth, promoting them to the next grade, and ensuring they graduate. Create a \$4 million Youth Capital Campaign to grow into 32 additional schools over the next three (3) school years:

**WNV Increase from 8 to 20 schools**

2019-2020: 3 new schools  
2020-2021: 4 new schools  
2021-2022: 5 new schools

**NENV Increase from 7 to 9 schools**

2019-2020: stabilization year  
2020-2021: 1 new school  
2021-2022: 1 new school

**SNV Increase from 48 to 66 schools**

2019-2020: 4 new schools  
2020-2021: 6 new schools  
2021-2022: 8 new schools

School growth projections are based on a continuity in current funding plus the following additional funding per year:

- \$297,000 in additional operational costs in 2019-2020
- \$531,000 in additional operational costs in 2020-2021
- \$771,000 in additional operational costs in 2021-2022

## Long Term Goals:

### 1) Grant & Resource Development

- a. Develop one new funding stream in non-traditional sources such as new state and federal funding by the end of 2021.
- b. Increase & diversify investment of current funding (grants, foundations, corporate, individual) by 10% by 2022.
- c. Increase revenue statewide to support the Youth Capital Campaign:
  - \$297,000 in additional operational costs in 2019-2020
  - \$531,000 in additional operational costs in 2020-2021
  - \$771,000 in additional operational costs in 2021-2022

### 2) Communications & Marketing

- a. Solidify a minimum of (1) new major statewide corporate partnership by 2022.
- b. Create major, statewide marketing & NPR donation campaign showcasing graduation/back to school by 2022.
- c. Increase social media/online giving by 10% by 2022.
- d. Create marketing plan for all government affairs efforts by November 2020.

### 3) Board Recruitment & Engagement

- a. Increase diversity on the Board to address demographic deficiencies in ethnicity noted in the annual demographic evaluation survey by increasing composition from 5% to at least 12% by 2022.
- b. Confirm statewide participation and representation by 75% of Board members meeting or surpassing attendance goals, give/get and engagement each year.
- c. Gain board commitment in resource development and fundraising with a 50% increase in engagement by May 2020.

Goal 1: Grant & Resource Development	Owners
<ul style="list-style-type: none"> <li>a. Develop one new funding stream in non-traditional sources such as new state and federal funding by the end of 2021.</li> <li>b. Increase &amp; diversify investment of current funding (grants, foundations, corporate, individual) by 10% by 2022.</li> <li>c. Increase revenue statewide to support the Youth Capital Campaign:               <ul style="list-style-type: none"> <li>• \$297,000 in additional operational costs in 2019-2020</li> <li>• \$531,000 in additional operational costs in 2020-2021</li> <li>• \$771,000 in additional operational costs in 2021-2022</li> </ul> </li> </ul>	Affiliate EDs; CEO; Resource Development Director; Director of Grants; Resource Development Task Force; Government Relations Committee

Strategies
<ul style="list-style-type: none"> <li>• Maintain a strong Resource Development Committee inclusive of affiliate representation with at least one representative from Southern, Northeastern and Western Nevada.</li> <li>• Support goals outlined in the annual Resource Development Plan.</li> <li>• Increase Today For Tomorrow revenue by 15% each year (net).</li> <li>• Increase Chow Down revenue by 20% each year (net).</li> <li>• Double Fill the Bus revenue (net cash) by 2022.</li> <li>• Increase Cappy Hour revenue by 30% each year (net).</li> <li>• Increase A Nite at the Races revenue by 20% each year (net).</li> <li>• Identify additional event opportunities in each affiliate at minimum 1 per year in each.</li> <li>• Establish two or more new donor focused site visits in Elko and Reno with support from the State Office.</li> <li>• Move 20 prospects off the Target List to face to face meetings or introductions per year.</li> <li>• Identify and create two new statewide funding sources for major gifts by June 30, 2019.</li> <li>• Leverage one or more additional sources of governmental funding by 2022.</li> <li>• In alignment with the three-year projected budget, increase private donations by 18%* in 2019-2020, 11% in 2020-2021 and 11% in 2021-2022 through a combination of grants and private donors.</li> <li>• Create and implement a donor engagement plan by July 2019.</li> <li>• Create impactful volunteer opportunities for donors and Board to be engaged in the work starting 2019-2020 school year.</li> <li>• Create and implement proposals for individual donors based on specific donor profile by 2020.</li> <li>• Create and implement two Impact Dinners given by two different Board Members for donors and site coordinators/students per year.</li> <li>• Establish and empower the Young Professionals Board in SNV in 2019-2020. Review for other affiliates by 2021.</li> <li>• Increase investment and relationships with school district partners by deepening financial commitments (i.e. establishing Academy classes in Reno by 2022.)</li> <li>• Add a Director of Strategic Partnerships and Donor &amp; Events Manager to the State Team to support increased goals and initiatives.</li> <li>• Create a strategic plan for strengthening school district partnerships by end of fiscal 2020.</li> </ul> <p>*To accommodate additional State Staff support.</p>

Goal 2: Communications & Marketing	Owners
<ul style="list-style-type: none"> <li>a. Solidify a minimum of (1) new major statewide corporate partnership by 2022.</li> <li>b. Create major, statewide marketing and NPR donation campaign showcasing graduation/back to school by 2022.</li> <li>c. Increase social media/online giving by 10% by 2022.</li> <li>d. Create marketing plan for all government affairs efforts by November 2020.</li> </ul>	Marketing Manager; Marketing Committee; Resource Development Director; CEO; Director of Strategic Partnerships/GA Consultant

### Strategies

- Maintain a strong Marketing Committee inclusive of affiliate representation with at least one representative from Southern, Northeastern and Western Nevada.
- Engage Board, donors and volunteers to be CIS ambassadors at appropriate events five times per year beginning 2019.
- Donate marketing opportunities such as radio, print and tv ads to support the statewide marketing campaign.
- Research & engage with businesses to create one statewide marketing campaign/opportunity by January 2020.
  - Create list of targeted corporate partners and action plan based on research by June 2020.
  - Actively engage possible corporate partners by December 2020.
- Support and expand graduation/back to school campaign by raising \$80,000 by May 2020.
- Based on analytics, increase awareness by 10% each year.
- Develop and share monthly social media calendar to increase activity, i.e. success story Tuesday, in alignment with the PR monthly calendar from PR Contractor.
- Utilize community partnerships for further awareness and collaboration on social media platforms at minimum twelve times per year.
- Secure and market matching funds for each online giving campaign, at minimum 2 per year.
- Research possibility of CIS specific online campaign by 2020.
- Develop coordinating micro page to support the statewide marketing campaign by April 2020.
- Support government affairs efforts by creating district specific collateral for each legislator who engages with CIS for support, composing pertinent white papers (one per year) and engaging elected officials via social media channels around CIS during legislative sessions (up to five times per session in 2021.)

Goal 3: Board Recruitment & Engagement	Owners
<ul style="list-style-type: none"> <li>a. Increase diversity on the Board to address demographic deficiencies in ethnicity noted in the annual demographic evaluation survey by increasing composition from 5% to at least 12% by 2022.</li> <li>b. Confirm statewide participation and representation by 75% of Board members meeting or surpassing attendance goals, give/get and engagement each year.</li> <li>c. Gain board commitment in resource development and fundraising with a 50% increase in engagement by May 2020.</li> </ul>	Board of Directors; CEO; Chief of Staff; Advisory Councils

Strategies
<ul style="list-style-type: none"> <li>• Increase representation through recruitment in areas of age and ethnic diversity by adding at minimum one new Board Member per year by 2022 in accordance with the Bylaws (not to exceed 25 members).</li> <li>• Appoint and maintain representation from each affiliate to the Board by 2020.</li> <li>• Support successful governance by creating and executing individual Board engagement plan, meeting \$10,000 give/get, referring 2 or more contacts to site visits per school year, completing CIS University and meeting the 75% attendance requirement for Board and committee meetings.</li> <li>• Review possibility of holding one Board and/or committee meeting per year in another affiliate to be determined by 2021.</li> <li>• Utilize Affiliate Advisory Councils to broaden recruitment efforts for the Board pipeline beginning in 2019.</li> <li>• Establish list of opportunities and accounting process to better capture give/get compliance and tracking by 2020.</li> <li>• Develop ways the Board of Directors and Advisory Councils can cross-collaborate for CIS.</li> <li>• Each Board Member to attend or donate to three fundraising events annually.</li> <li>• Each Board Member to donate to one online campaign annually.</li> <li>• Engage with the Leadership Council to create an annual high profile event to be held in fall 2019 and then annually.</li> <li>• Board members to attend applicable events as a CIS ambassadors at minimum 3 times per year combined.</li> </ul>

## Projected 3-Year Budget:

	<b>18-19 Approved Budget</b>	<b>2019 - 20 Budget</b>	<b>2020 - 21 Budget</b>	<b>2021 - 22 Budget</b>
<b>Revenue</b>				
Private funding	\$3,433,031	\$4,059,738	\$4,491,316	\$4,983,034
Public funding	\$2,904,032	\$3,479,775	\$3,849,699	\$4,271,172
Special events	\$637,945	\$745,666	\$824,936	\$915,251
<b>Total Revenue</b>	<b>\$6,975,008</b>	<b>\$8,285,179</b>	<b>\$9,165,950</b>	<b>\$10,169,457</b>
<b>Expenses</b>				
Payroll related expenses	\$5,827,488	\$6,877,314	\$7,649,967	\$8,532,157
Direct services and supplies	\$403,272	\$451,036	\$506,553	\$570,250
Contracted services	\$195,058	\$318,059	\$333,546	\$350,353
Rent and utilities	\$176,760	\$196,806	\$209,471	\$223,528
Travel	\$111,545	\$156,238	\$167,564	\$180,238
Fundraising	\$105,250	\$109,492	\$112,782	\$116,171
Insurance	\$54,250	\$62,582	\$65,627	\$68,821
Printing and publication	\$44,700	\$75,387	\$79,940	\$84,968
Other expenses	\$34,064	\$38,265	\$40,501	\$42,971
<b>Total Expenses</b>	<b>\$6,952,387</b>	<b>\$8,285,179</b>	<b>\$9,165,950</b>	<b>\$10,169,457</b>
<b>Change in Net Assets</b>	<b>\$22,621</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<i>% Private funding</i>	49%	49%	45%	45%
<i>% Public funding</i>	42%	42%	46%	46%
<i>% Special events</i>	9%	9%	9%	9%
<i>% Change in expenses YOY</i>		28%	14%	12%