



**Board Meeting Agenda
January 28, 2021 | 8:30am
Zoom Conference Call**

Discussion/Item	Goal/Result	Leaders
I. Welcome	<ul style="list-style-type: none"> Take attendance 	CHAIR
II. Consent Agenda	<ul style="list-style-type: none"> ITEMS FOR A VOTE, SHOULD BE REVIEWED IN ADVANCE: <ul style="list-style-type: none"> Board Minutes: Oct. 22, 2020, pgs. 2-6 Board Application: Lori Colvin, SW Gas, pgs. 7-8 Board Application: Mara McNeill, Toyota Financial, pgs. 9-10 	CHAIR
III. Mission Moment	<ul style="list-style-type: none"> Superhero Spotlight Video 	AFFILIATES
IV. CEO & Affiliate Reports	<ul style="list-style-type: none"> CEO Update, ppt presentation Affiliate TQS Reports & Advisory Council Updates, pgs. 11-13 	CEO/ ADVISORY CHAIRS
V. Committee Reports	<ul style="list-style-type: none"> <u>Finance & Audit</u> <ul style="list-style-type: none"> Presentation of Audited Financials: Frazier & Deeter (attached separately) Current Financial Snapshot, 14 Statement of Financial Position, 15-17 <u>Executive</u> <ul style="list-style-type: none"> AOP Tracker, 18 <u>DEI Task Force</u> <ul style="list-style-type: none"> Current update of activities, verbal <u>Governance</u> <ul style="list-style-type: none"> New members added, others reviewed, recruitment continues, verbal update <u>Government Relations</u> <ul style="list-style-type: none"> Update of activities, verbal update <u>Marketing & PR</u> <ul style="list-style-type: none"> Update of activities, pg. 19 <u>Resource Development & Special Events Task Force</u> <ul style="list-style-type: none"> TFT Recap & Upcoming Events, pg. 20 Grants Pipeline, pg. 22 	CMTE CHAIR/ STAFF
VI. New Business	<ul style="list-style-type: none"> 1:1 Meetings with the CEO – through Spring 	CHAIR/CEO/ MEMBERS
VII. Appendix Materials	<ul style="list-style-type: none"> Annual Operations Plan, pgs. 24-55 Strategic Plan, pgs. 56-65 	ALL
VIII. Next Meeting	<ul style="list-style-type: none"> April 22, 2021 – Zoom 	ALL

-Adjournment-

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

CIS OF NEVADA
EXECUTIVE BOARD MEETING
Zoom Call
October 22, 2020, 8:30AM

Board Members Present:

Raymond Specht
Tiffany Tyler -Garner
Lisa Turner
Tom Edington
Jerrie Merritt
Christopher Hume
Melissa Schultz
Elizabeth Blau
Jim Nelson
Ed Cecchi
Ramiro Lopez
Krystal Allan
Punam Mathur
Nileen Knoke
Jen Hutter
Mary Lynn Palenik
Jennifer Oswald
Phyllis Gurgevich

Board Members Absent:

Joyce Woodhouse
Alyssa Anderson
Becky Petring

Staff Present:

Tami Hance-Lehr
Alexis Benavidez
Kelly Pearsall
Cheri Ward
Laura Meyer
Sarah Goicoechea
Norma Intriago
Teri Saldana
Alex Bybee
Diane Presser

1) Welcome and Call to Order

A quorum was present. Ray Specht welcomed the new board members, Ramiro Lopez, Krystal Allen, and Lisa Turner. He also acknowledged Tami Hance-Lehr's 3-year Anniversary with CIS and all the work she had done in the past 3 years. Punam Mathur acknowledged Tami Hance Lehr's birthday. Ms. Hance-Lehr opened her gift from the Board.

2) Consent Agenda

Ms. Mathur motioned to approve the July 23, 2020 minutes. Tom Edington seconded the motion. **The minutes were approved.**

Alexis Benavidez reviewed the Annual Operations Plan to explain the process to the new Board Members. She advised that it must be reviewed quarterly per TQS requirements and would be on the agenda each meeting in the appendix. After the annual vote, a one page summary would also be in the Board packet for review.

Mr. Edington motioned to approve the Annual Operations Plan. Jerrie Merritt seconded. The AOP was approved.

3) Mission Moment

Diane Presser presented the back-to-school video and explained the concept behind it. Mr. Specht thanked the team for working so hard on it.

4) CEO & Affiliate Reports

Ms. Hance-Lehr advised that in July; the Board discussed pivoting the CIS model to support kids however they were learning in a new environment. The goal was to stabilize the 72 schools over four school districts. CIS had been partnering with community partners to support kids and families and have adapted across Nevada. Every site coordinator was knocking on doors, making phone calls and making sure kids felt supported. Student Support Clinics had also opened in SNV. Virtual case management was occurring and there had been an increase in the distribution of food bags. CIS also continued to advocate for students and site coordinators with a new focus on Marketing and a DEI lens. She also reported CIS took a strong role in the Connecting for Kids Initiative. As of October 21st, there were 932 kids that were missing on the roll call in SNV. The center had taken 35,628 calls, connected 18,453 kids to devices and referred 6,592 kids to get devices at their schools.

Lastly, Ms. Hance Lehr reported 2020 was the year for reaccreditation for TQS. The August 1st deadline was successfully met to turn in all documentation. Mr. Specht gave his compliments to the team on working through the audit.

SNV Update

Jim Nelson reported the SNV affiliate kept all 53 school sites during the pandemic. The Case Management goal was down from what it would normally be due to Covid-19. Cheri Ward explained that case management did not start as soon as normal. Site Coordinators had been figuring out how to move to a virtual learning model. Support clinics were making sure families were receiving the resources they needed. Ms. Ward extended compliments to Alex Bybee for getting the Student Support Clinics up and running. The main services provided were eye care, dental care, food and books. Mr. Nelson thanked Ms. Ward and Margaret Nitzel for their hard work. Mr. Nelson hoped to change the Advisory Council to be more than a round table to talk about things but to engage with more business partners as well. He also wanted to engage the council to offer monthly incentives to the staff to show appreciation for their hard work. The Advisory Council now communicated on Microsoft Teams.

NENV Update

Sarah Goicoechea welcomed Lisa Turner as the new Advisory Council Chair. NENV had nine schools and 10 Site Coordinators. Case management was also lower as school started 100% virtually; goals had been adjusted accordingly. The Site Coordinators had adapted to do their best to assist the students in the area. The tele-counseling program was up and running as a much-needed resource for the area. Emma Taylor joined the team as the part-time Hunger Coordinator to assist Leslie Goicoechea. The Magic School Supply drive brought in monetary support which would go to school supply resources. One hundred and forty backpacks were

distributed to kids full of school supplies. Ms. Goicoechea announced the affiliate would be expanding into a school in Winnemucca, the Site Coordinator position was posted the day prior. Ms. Hance-Lehr stated we have not been in Humboldt County even a year, yet they were planning to add CIS into another school next year.

WNV Affiliate Update

Ms. Hance-Lehr provided the Western Nevada update as Becky Petring had a conflicting meeting and Auburn Harrison was on medical leave. WNV was in 10 sites and had 11 Site Coordinators. Tesla agreed to fully fund Sparks High School for the 2020-2021 school year. Palmer ES would be added and would increase WNV's school number to 12. The School Supply drive was virtual this year and was very successful.

Jennifer Hutter mentioned the Wellness Center she was working on in South Reno as a resource. Ms. Hance-Lehr stated she would follow up with her. Ms. Mathur explained Ms. Hutter's assistance in the area for kids in need. Washoe County was receiving laptops, but they had issues with tagging the items to get them out. Ms. Hutter's team was able to assist to get it done. Ms. Hutter mentioned CIS was featured in the latest newsletter.

5) DEI taskforce

Nileen Knoke advised she was able to secure Corrine Clement for the Board DEI Training. She reported the Board would need to schedule two 90-minute Board Training sessions. A Doodle Poll would be sent out to determine the best dates. The training would be informational and interactive. After those sessions, 30 minute follow up check ins would be scheduled at future Board meetings.

Governance

Ms. Mathur welcomed Lisa Turner, Ramiro Lopez, and Krystal Allen to the Board. She reported recruitment efforts were still ongoing. Currently the Board had 21 members.

Government Relations

Alex Bybee reported on behalf of the committee. The team had created the CISpeaks program to amplify advocacy, diversity, equity, and inclusion for the Site Coordinators. Site Coordinators had been nominated to participate. CIS submitted a recommendation to include advocacy for wrap around services, and it was adopted unanimously. Though this did not guarantee funding, it demonstrated wrap around services as a priority. Possible January dates were being discussed for the Annual Education Summit. It would be a virtual gathering with the theme of: Poverty, Race, Education, and the Economy. Mr. Specht thanked Mr. Bybee for his continued support and dedication to ensure all the legislators were familiar with CIS. Ms. Mathur asked about the CCSD RFP. Mr. Bybee advised that he felt confident and asked for feedback from Laura Meyer. Ms. Meyer advised her confidence in the RFP as well.

Marketing & PR

Christopher Hume reported on behalf of the committee and made mention of the importance of demonstrating how work as CIS pivoted during the pandemic. Diane Presser and Mr. Bybee

secured the photographers, and we were successful prepping those assets for the Superhero campaign. That theme had rolled into the TFT Giving Campaign as well for continuity. The TFT video launch would occur later that evening. Mr. Hume complimented both Mr. Bybee and Ms. Presser on their work on the film. The committee expressed gratitude to Krystal Allen and Channel 3 for airing the Superhero Spotlights each Thursday.

Ms. Presser updated marketing statistics, stating there were over 400 news mentions in the quarter. To update collateral pieces, a Spanish translator was engaged. Mr. Hume asked the new Board Members to join the Marketing Committee. Ms. Allen and Mr. Lopez agreed to join.

Resource Development & Special Events Task Force

Ed Cecchi reported on the launch of a modified Today for Tomorrow kick off. As the Marketing Committee reported, CIS would highlight Site Coordinators as our Superheroes. Ms. Hance-Lehr would give a state of the organization address later that evening. Mr. Cecchi encouraged all to join on the live program and to invite others as well. Mr. Nelson inquired as to what we made last year; Mr. Cecchi advised we grossed 600k last year. The goal this year was lower to adjust with the current times. The \$250k goal was what was approved in the budget, a stretch goal was also in place. Tiffany Tyler Garner asked if we would have opportunities to pledge online. Norma Intriago advised the kickoff video could be shared with others with the ability to pledge on the CIS website.

Ms. Meyer announced that she applied for the ESSER grant and we received a little over a million dollars which was key to assist with staying in our schools. It was a two-year grant. The National Office was conducting research on rural communities and NENV received a planning grant under this initiative. NENV also received the implementation grant which helped to continue the work in Winnemucca.

Finance & Audit

Tom Edington reviewed the Financial Statements from July through current. He echoed that the ESSER grant would help CIS stay in all the schools currently served. Though it was early in the fiscal year, he reported CIS was doing well especially considering the impacts of the pandemic. Kelly Pearsall stated she filled out the application for the PPE loan forgiveness. Mr. Specht stated when the budget was made, we were in unknown times and applauded Ms. Hance-Lehr and Ms. Pearsall for managing the budget with exceptionality.

6) Next Meeting

The next meeting will be on January 28, 2021 via Zoom.

10) Adjournment

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

Sincerely,
Teri Saldana, State Administrative Assistant

Date: 11/4/20

Attest Raymond Specht, Chair

ACTION TAKEN IN THIS MEETING:

- 1) The minutes of July 23, 2020 were approved.
- 2) The 2020-2021 Annual Operations Plan was approved.

ACTION NEEDED FROM THE MEETING:

- 1) Members were encouraged to tune in to the virtual TFT and share with their networks later that evening.
- 2) A doodle poll would be sent to establish two DEI trainings.



Board of Directors
Application Form

Name:

Home Address:

Phone:

Email:

Employer Name:

Employer Address:

Phone:

Email:

Please rate your experience with the following:

Very Experienced

Some Experience

Little/None

Strategic Planning:

Fundraising:

Board Development:

Program Planning & Evaluation:

Human Resources:

Financial Management:

PR/Advertising:

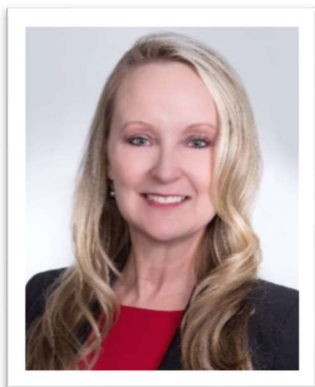
Governmental Affairs:

Information Technology:

Please describe your knowledge of or involvement with CIS:



LORI L. COLVIN
Vice President/Controller/Chief Accounting Officer



Lori Colvin is Vice President/Controller and Chief Accounting Officer of Southwest Gas Holdings, Inc. and Southwest Gas Corporation.

She began her career with Southwest in 1999, and over time, held management roles in various functions, including financial reporting, Sarbanes-Oxley (“SOX”) compliance, property accounting, regulatory accounting, gas contract audit, accounting systems, and payroll. Highlights of her career include the implementation of Southwest’s first-year SOX compliance and participation as a member of the American Institute of Certified Public Accountants (“AICPA”) Power & Utilities Task Force on Revenue Recognition.

Prior to joining Southwest, she worked for Nevada Power Company (predecessor to NV Energy) and Deloitte & Touche. Lori holds a Bachelor of Science degree in Business Administration with a major in Accounting from the University of Nevada, Las Vegas, and is a Certified Public Accountant. She is a member of the AICPA and the Accounting Leadership Council of the American Gas Association (“AGA”), as well as former Chair of the AGA Accounting Principles Committee.

In her current role, Lori is focused on providing complete and accurate financial information to investors, regulatory bodies, and management. She oversees teams totaling more than 50 individuals, through which she prioritizes accounting policies, practices, and procedures that are in compliance with standards, rules, and mandates issued by regulatory agencies, including the Financial Accounting Standards Board, Securities and Exchange Commission, and Internal Revenue Service.



CIS Board of
Directors
Application Form

Name: Mara McNeill
 Home Address: 1808 Kingsbridge Ln, Keller TX 76262
 Phone: 817-542-8662 Email: Mara.McNeill@toyota.com
 Employer Name: Toyota Financial Savings Bank
 Employer Address: 2485 Village View Dr, #200 Henderson, NV 89074
 Phone: Email:

Please rate your experience with the following:

	Very Experienced	Some Experience	Little/None
Strategic Planning:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Board Development:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Program Planning & Evaluation:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Human Resources:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Financial Management:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PR/Advertising:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Governmental Affairs:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Technology:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Please describe your knowledge of or involvement with CIS:

TFSB long partnership with CIS in NV since 2004.
 The bank supports CIS through time, executive board members and financial commitments as part of its CRA efforts and overall priorities.
 Meetings with Ray Specht and Mark Taggart.



Mara McNeill
President and Chief Executive Officer,
Toyota Financial Savings Bank

Mara McNeill is president and chief executive officer of Toyota Financial Savings Bank (TFSB), responsible for all TFSB's operations which provide a range of essential banking services to Toyota, Lexus, and private label dealers and consumers. Her leadership focuses on building high performance teams, development of strong governance practices, and a focus on growth through the delivery of positive consumer experiences.

Prior to her current position, McNeill served as TFS vice president, general counsel and secretary, overseeing the company's legal and enterprise compliance departments.

McNeill joined Toyota from JPMorgan Chase Bank, where she served as general counsel for Chase Auto Finance, which included a portfolio of retail auto loans and leases, as well as dealer commercial financing. She also served as member of the executive management committee advising on strategy, risk, governance, and operations.

From 2009 to 2011, McNeill was senior counsel for the Automotive Investment Financing Program for the Department of the Treasury, where she was responsible for the department's \$80 billion financing of General Motors, Chrysler, Ally Financial, and Chrysler Financial during the recession. She worked as part of a team of elite advisors to structure transactions to sustain the U.S. Auto industry and to optimize the return of government funds.

Earlier in her career, McNeill served as an officer in the United States Air Force. During her assignment at the Pentagon, she was an analyst responsible for developing modernization and budget plans.

McNeill received her Juris Doctor degree from the Georgetown University Law Center in Washington, D.C., a Master's degree in Public Policy from the Harvard Kennedy School of Government in Cambridge, Massachusetts, and a Bachelor of Science degree in Operations Research from the United States Air Force Academy.

Mara and her husband have a son and daughter. Mara also serves on the Board of Directors at On The Road Lending, a nonprofit serving the financial education and auto financing needs for credit challenged individuals.

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 1/8/20

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
53	65	82	\$752,727.44	3,150	2,592	6,723

SNV Highlights

- CCSD created a “Lifeline” pilot starting with 11 schools, increasing to 12 in December and now expanding to a total of 68 schools. The concern was that students rely upon schools for comfort, love, safety and hope and that has been largely unmet during the distance learning. This has resulted in a mental health crises for youngsters that were needing their “lifeline”. CCSD partnered with Panorama for SEL Well-Being Surveys administered to all students resulting in students receiving a visual checkin by a member of the school Multidisciplinary Leadership Team (MLT). CIS is in 8 of the initial 12 schools and we are in 24 of the 68 with our site coordinators members of these MLT teams. They have been meeting with the students and families at the school sites, through home visits or online through Go Guardian.
- This year because of all the COVID-19 challenges, CIS National has given model flexibility and relaxed some of the standards for CIS Affiliates. The goal is to continue to meet the needs of the schools and students in the best way we can during these unprecedented times. The SNV normal caseload goals for each site coordinator was 65 students and this year it is 50 students. Our site coordinators are involved in the most important needs at each school including making attendance phone calls, well-check phone calls, home visits, attendance incentives, student engagement, Lifeline support, technology support, creating google classrooms of students to keep in regular contact and providing basic needs and resources for students and families.
- SNV received an end of year surprise of \$40,000 from the Raiders players and Foundation partnership “All In For You Crew.” Also, one of the Raider players, participating in a holiday giveback program, provided a holiday surprise of an Amazon \$800 “shopping spree” to 5 single parent/guardian families nominated by CIS Site Coordinators. It was exciting and appreciated by the families who were notified during a Zoom event with the Raiders and CIS staff.

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
Racelle Bogdon
Iolanda Gillins
Ashley Dewey
Arlene Heitt

TQS Update through January 4, 2021

# 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
9	12 F/T	14	\$43,507	420	192	455

Highlights

- Elko County School District is currently operating in the hybrid model for all school ages. High school's students officially went back to school on January 4, 2021 for the first time since March 2020. Elementary, Middle School and High School each have their own hybrid model that was identified as the best model under current restrictions.
- CISNENV has officially grown! Our MOU with Humboldt County School District is signed and we have our newest Site Coordinator Alexandra Schirrick supporting French Ford Middle School. Her first day was December 7, 2020. This moves our total number of schools to three schools in our new school district all in just over a year's time. We are loving our new school district, schools and especially our team of Site Coordinators in Winnemucca.
- Thanksgiving for Kids – CISNENV coordinated in partnership with the generous women of Thanksgiving for the Kids to coordinate ___ families receiving Thanksgiving meals for the 2020 holiday. We enlisted the assistance of our Advisory Council members to support delivery of gift cards to our local schools. This year we had to pivot, in normal circumstances food is donated and volunteers but together the boxes of food. This year to eliminate large groups of people and any cross contamination we purchased gift cards from multiple local grocery stores. This year the support of this program from our community was above and beyond any year due to the monetary donations, we were able to support our local stores.
- Shabonya Dutton State Farm just wrapped up their 10th Annual Coats for Kids Drive for Communities In Schools. Shabonya Dutton, the State Farm Team, and the City of Elko Fire Department have been hard at work promoting this coat drive and doing to make sure that each child has a warm coat this winter season. Because of our AMAZING community, we are able to report that 905 coats and 225 other winter items were collected. It is because of your continued support that we are able to continue to connect our students to the gift of warmth.

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 January 6th, 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
12	14	86	\$65,795.80	62	1,286	887

WNV Highlights

Basic Need and Impact Increase: As of December 15th, last year at this time, we had given out \$62,931.34 worth of basic needs. An amazing number and something to be very proud of. This school year to date we have already surpassed that number and given out **\$70,052.87** worth of basic needs. Not only are we giving more but we are reaching far more people this year as well. Last year at this time, we had provided basic needs services to 4,247 students and parents. This year we have already provided basic needs to **5,795 students and parents!**

Getting Settled at Virginia Palmer and Sparks High: Our staff at both of our new addition schools are doing great and we have received feedback from both school principals that they their work so far has been phenomenal.

Assistance League Winter Donation: The Assistance League replaced what would have traditionally been “Operation School Bell Shopping Day” with supporting CIS schools this year and has donated in total \$11,000 worth of brand new school uniforms, shoes, winter clothing and masks specific to each WNV CIS elementary and middle school.

Communities In Schools Nevada
Statement of Activities
For the Five Months Ended November 30, 2020 and 2019

Year To Date (November)				Original	Adjusted
(Favorable / Unfavorable)				Budget Year	Budget Year
Actual	Budget	2019		End	End
	\$Variance	\$Variance			
			Revenue		
\$ 1,802,329	\$ 626,918 (a)	\$ 891,051	Contributions	3,849,045	4,475,963
1,477,859	\$ 32,757	1,466,475	Public Grants	1,460,358	1,493,117
198,251	\$ (52,649)	(488,599)	Fundraising	378,400	325,751
759,837	\$ (320,842) (b)	(31,725)	Contracted Service Fees	2,773,940	2,153,098
12,850	\$ 12,850	(19,209)	Investment Income	-	-
176,008	\$ 176,008 (c)	176,008	In-Kind Contributions		426,008
4,427,133	475,042	1,993,999	Total Revenue	8,461,743	8,873,937
			Expenses		
170,904	(98,398)	40,009	Program Expenses	473,412	375,014
69,886	(27,946)	50,536	Direct Program Operations	224,532	196,586
2,433,679	(290,973) (d)	57,093	Staff & Human Resources	7,208,762	6,917,789
71,631	(34,537)	(74,041)	Administration	196,184	161,647
29,755	(55,301)	(36,082)	Fundraising	106,249	50,948
28,703	(16,266)	(10,679)	Awareness & Advocacy	95,653	79,387
57,922	(8,573)	(42,402)	Facilities	156,104	147,531
176,008	176,008 (c)	176,008	In-Kind Expenses		426,008
3,038,488	(355,986)	160,440	Total Expenses	8,460,895	8,354,909
\$ 41,938	\$ 831,028	\$ 1,833,559	Change in Net Assets	\$ 847	\$ 519,028

Executive Summary

- (a) Private Funding contributions exceeded budget by approximately \$891k due receiving the third Wynn Family Foundation contribution that was forecasted for year end.
- (b) Contracted service fees were approximately \$320k below budget. \$300k of this variance is the result of sponsorships provided to schools who lost funding for the 20-21 school year due to COVID-19 related economic downturn and budget restrictions. \$20k of the variance is related to a delay in billing due to not receiving purchase orders from schools.
- (c) In-Kind Contributions exceeded budget by \$176k due to not including in-kind estimation in the budget process previously. In-kind contributions were captured in the previous year but not monitored departmentally. 2020-2021 will be the base year for estimating and forecasting these donations going forward.

Communities In Schools Nevada
Statement of Financial Position
At November 30, 2020 and November 30, 2019

	<u>Nov 2020</u>	<u>Nov 2019</u>	<u>\$Var</u>	<u>%Var</u>
Assets				
<i>Current Assets</i>				
Unrestricted cash	\$ 4,624,104	\$ 2,670,424	\$ 1,953,679	73% A
Restricted Cash	\$ 1,145,312	\$ 1,311,800	(166,488)	-13% B
Accounts Receivable	\$ 519,238	\$ 590,166	(70,927)	-12%
Prepaid Expenses	\$ 16,902	\$ 13,149	3,754	29%
Total Current Assets	<u>6,305,556</u>	<u>4,585,539</u>	<u>1,720,017</u>	<u>38%</u>
 <i>Fixed Assets, net</i>	 \$ 31,687	 \$ 34,916	 (3,229)	 -9%
 Total Assets	 <u>\$ 6,337,243</u>	 <u>\$ 4,620,455</u>	 <u>\$ 1,716,788</u>	 <u>37%</u>
Liabilities and Net Assets				
<i>Liabilities</i>				
Accounts Payable	\$ 23,618	\$ 42,154	\$ (18,536)	-44%
Credit Card Payable	14,169	20,625	(6,456)	-31%
Other Current Liabilities	108,740	75,334	33,406	44%
Total Liabilities	<u>146,527</u>	<u>138,113</u>	<u>8,414</u>	<u>6%</u>
<i>Net Assets</i>				
Unrestricted Net Assets	5,045,405	3,170,542	1,874,863	59% A
Temporarily Restricted Net Assets	1,145,312	1,311,800	(166,488)	-13% B
Total net assets	<u>6,190,716</u>	<u>4,482,342</u>	<u>1,708,374</u>	<u>38%</u>
 Total Liabilities and Net Assets	 <u>\$ 6,337,243</u>	 <u>\$ 4,620,455</u>	 <u>\$ 1,716,788</u>	 <u>37%</u>

Tickmark Explanation:

- A** Unrestricted cash exceeds the previous year by approximately \$1.95 million as a result of receiving SBA loan funds for COVID emergency relief and the release of restrictions for the Engelstad grant funding programs for the 2020-2021 school year.
- B** Restricted cash is lower than the previous year by approximately \$166k as a result of releasing grant restrictions at the beginning of the school year instead of incrementally throughout the year.

Communities In Schools Nevada

Statement of Activities

For the Five Months Ended November 30, 2020 and 2019

	<u>Nov 2020</u>	<u>Nov 2019</u>	<u>\$ Var</u>	<u>% Var</u>
Revenue				
Private Funding	\$ 1,802,329	\$ 911,279	\$ 891,051	98% A
Public Funding	1,477,859	11,384	1,466,475	100% B
Fundraising Events	198,251	686,851	(488,599)	-71% C
Contracted Service Fees	759,837	791,562	(31,725)	100%
Investment Income	12,850	32,059	(19,209)	-60%
In-Kind Contributions	176,008	-	176,008	100% D
Total Revenue	<u>4,427,133</u>	<u>2,433,134</u>	<u>1,993,999</u>	<u>82%</u>
Expenses				
Program Expenses	170,904	130,896	40,009	31%
Direct Program Operations	69,886	19,349	50,536	261%
Staff & Human Resources	2,433,679	2,376,586	57,093	2%
Administration	71,631	145,673	(74,041)	-51%
Fundraising	29,755	65,837	(36,082)	100%
Awareness & Advocacy	28,703	39,382	(10,679)	-27%
Facilities	57,922	100,324	(42,402)	-42%
In-Kind Expenses	176,008	-	176,008	100% D
Total Expenses	<u>3,038,488</u>	<u>2,878,047</u>	<u>160,440</u>	<u>6%</u>
Change in Net Assets	<u>\$ 1,388,646</u>	<u>\$ (444,913)</u>	<u>\$ 1,833,559</u>	<u>-412%</u>

Tickmark Explanation:

- A** Contribution revenue exceeded the previous year by approximately \$891k as a result of receiving grant revenue from Elaine P. Wynn Family Foundation in installments instead of in one lump sum at the end of the year.
- B** Public funding exceeded the previous year by approximately \$1.466 million as a result of the payroll protection program loan being forgiven by the SBA as of November 2020 in the amount of \$1.26 million. Additionally, the remaining \$200k in TANF funds granted in 19-20 were expended in the new school year.

**Communities In Schools Nevada
Statement of Activities
Budget to Actual
For the Five Months Ended November 30, 2020**

	<u>Actual</u>	<u>Budget</u>	<u>\$ Variance</u>	<u>% Variance</u>
Revenue				
Private Funding	\$ 1,802,329	\$ 1,175,411	\$ 626,918	53% A
Public Funding	1,477,859	1,445,102	32,757	2%
Fundraising Events	198,251	250,900	(52,649)	100%
Contracted Service Fees	759,837	1,080,679	(320,842)	0% B
Investment Income	12,850	-	12,850	100%
In-Kind Contributions	176,008	-	176,008	100% C
Total Revenue	<u>4,427,133</u>	<u>3,952,092</u>	<u>475,042</u>	<u>12%</u>
Expenses				
Program Expenses	170,904	269,302	(98,398)	-37%
Direct Program Operations	69,886	97,832	(27,946)	-29%
Staff & Human Resources	2,433,679	2,724,652	(290,973)	-11% D
Administration	71,631	106,168	(34,537)	-33%
Fundraising	29,755	85,056	(55,301)	-65%
Awareness & Advocacy	28,703	44,969	(16,266)	-36%
Facilities	57,922	66,495	(8,573)	-13%
In-Kind Expenses	176,008	0	176,008	100% C
Total Expenses	<u>3,038,488</u>	<u>3,394,474</u>	<u>(355,986)</u>	<u>-10%</u>
Change in Net Assets	<u>\$ 1,388,646</u>	<u>\$ 557,618</u>	<u>\$ 831,028</u>	<u>149%</u>

Tickmark Explanation:

- A** Private Funding contributions exceeded budget by approximately \$627k due receiving the third Wynn Family Foundation contribution that was forecasted for year end.
- B** Contracted service fees were approximately \$320k below budget. \$300k of this variance is the result of sponsorships provided to schools who lost funding for the 20-21 school year due to COVID-19 related economic downturn and budget restrictions. \$20k of the variance is related to a delay in billing due to not receiving purchase orders from schools.
- C** In-Kind Contributions exceeded budget by \$176k due to not including in-kind estimation in the budget process previously. In-kind contributions were captured in the previous year but not monitored departmentally. 2020-2021 will be the base year for estimating and forecasting these donations going forward.
- D** Staff Related expenses were approximately \$290k below budget as a result of staff turnover and delays in hiring replacement staff.

ANNUAL OPERATIONS ACTIVITIES
QUARTER 3

HUMAN RESOURCES DEPARTMENT		
Create and conduct a min. of 3 new virtual trainings for affiliates	Green	February
Share Staff Satisfaction Survey Results (State Office outstanding due to timing. Set for Jan.)	Yellow	January
FINANCE DEPARTMENT		
Present annual audit to Board	Green	January
Review funding formula & cost model to begin 2021-2022 budgeting	Green	January
STRATEGIC PARTNERSHIPS		
Review holding annual Education Summit in partnership with Bank of America	Yellow	Q3
Secure funding to establish CISpeaks Program to train SC's on advocacy and communication	Green	Q3
Monitor legislation through EDU, healthcare & housing partners - testify/support as needed	Green	Q3
Engage GR Committee through the 2021 legislative session	Green	Q3
RESOURCE DEVELOPMENT		
Provide collateral & outreach support to SNV for Dining 4 Diplomats or similar effort	Green	March
Plan, develop, launch monthly giving campaign - hold for new RD Director	Yellow	Q2
Plan Cappy Hour with WNV affiliate	Green	January
Work with Marketing to update all sponsor logos on the website	Green	February
MARKETING		
Update all collateral with DEI focus - digital and print	Green	Q3
Optimize key pages on the website and update timely articles for each affiliate	Green	Q3
Continue Superhero Thursdays with News 3 & explore similar partnership for WNV	Green	Q3
GRANTS, PROGRAM SUPPORT & DATA		
Host bi-annual data convening with CIS leadership - state and affiliates	Green	Q3
Identify program best practices, one per ABC goal for replication	Green	Q3
Work with team to disaggregate data and evaluate for patterns in program delivery/outcomes	Green	Q3
GOVERNANCE		
January Board Meeting & Committee meetings as necessary	Green	January
Hold CEO/Board Member 1:1s	Green	Q3
Upload Board materials to portal on website	Green	January
Meet about possibility of Leadership Circle Events/Engagement	Green	February
Hold CEO/Board Member 1:1s	Green	Q3
Upload Board materials to portal on website	Green	January
Continue Board Member Recruitment	Green	January
OPERATIONS		
Complete CIS of Nevada Reaccreditation	Green	January
Review possibility of new Commercial Broker	Green	January
Renew commercial insurance policies	Green	February
Share risk management policy statement with leadership	Green	Q3
Work with Marketing to create Crisis Communication Policies for Board and Staff	Green	Q3
AFFILIATES		
Review contracts with school district partners	Green	Q3
Review school contracts to prepare budget process for 2021-22	Green	Q3
Develop Humboldt County Advisory Council	Green	Q3
Establish Data Sharing Agreement for SNV with CCSD	Green	Q3

HIGHLIGHTS

- 1,002 news stories included or featured CIS of Nevada, from October through December, with a total ad value of \$7,480,536. 30% average email open rate, 160 new followers for CIS social media pages, and 3,541 total users who have visited the CIS website from October through December.
- KSNV News 3 Las Vegas CIS Superhero Thursdays Series featuring five CIS site coordinators
- Las Vegas Review-Journal 100 Acts of Kindness List (roundup of charitable COVID-19 efforts)



Southern Nevada

- Review-Journal: [100 Acts of Kindness](#) (roundup of COVID-19 efforts, see #63)
- Las Vegas Sun: [How to lend a helping hand to hard-hit Vegas charities](#)
- Review-Journal: [Volunteers seek out students missing from distance learning](#)
- Zip Code Magazine: [Meet the Neighbor with Jackie from Canyon Springs](#)
- Review-Journal: [Connecting Kids Nevada Op-Ed](#)

**LAS VEGAS
REVIEW-JOURNAL**

All Nevada students can now access internet from home, group says



Western Nevada

- Reno/Sparks Association of Realtors: [Interview with Director Salina Villegas](#)
- Reno Gazette: [Connecting Kids Nevada Op-Ed](#)

Northeastern Nevada

- 2020 Readers' Choice Award Elko Daily: [Bronze Award for Social Service](#)
- Elko Daily: [Partnership brings mental health services to students](#)
- Elko Daily: [Connecting Kids Nevada Op-Ed](#)

KSNV NEWS 3 SUPERHERO THURSDAYS



Link to Stories (Video)

- [Cornell from J E Manch](#)
- [Chelsea from Jay W. Jeffers](#)
- [Agustin from Myrtle Tate](#)
- [Cheryl from O'Callaghan](#)
- [Jackie from Canyon Springs](#)

Resource Development Update

Upcoming Opportunities for Board Engagement

- Introductions for Mentor Match Up 2021's Virtual Career Series: April-May 2021
- Joint Cappy Hour & A Night at the Races Support: \$300.00

TFT Results



Upcoming Events

- **NENV: A Night at the Races 2021**
 - **Date:** April 23, 2021
 - **Fundraising Goal:** \$15,000.00
 - Notes
 - Preparing to shift to a completely virtual format for 2021
 - Corporate Sponsorships opportunities start at \$250.00
- **SNV: Mentor Match Up 2021**
 - **Dates:** April 15-16, 22-23, 29-30, May 6-7
 - Notes
 - Virtual for 2021
 - Virtual Speaker Series to all 3 CIS Academy Classes (juniors and seniors)
 - Career Fields of Interest
- **WNV: Cappy Hour**
 - **Date:** April 29th or May 6th
 - **Fundraising Goal:** \$35,000.00
 - Notes
 - Tentatively preparing to be an in-person event with the ability to pivot to virtual
 - Cappy Hour 2021 will graciously be hosted at the Grand Sierra Resort
 - Cappy Hours first Committee Chair, Erin Wootan
 - Corporate Sponsorship Opportunities start at \$500.00



Pending Opportunities (\$25,000+)					
	Funder	Request Amount	Anticipated Award Date	Purpose	Budgeted Y/N
1	Raider's Foundation	\$50,000	Mar-21	SNV ISS Program Support	N
2	Del Webb Foundation	\$75,000	Apr-21	Academy Support	N

Awarded Past 90 Days (\$25,000+)					
	Funder	Award Amount	Date Awarded	Purpose	Budgeted Y/N
1	Barrick/NV Gold Mines	\$320,000	12/31/20	SNV/NENV ISS Programming	Y
2	William N. Pennington	\$140,000	12/31/20	NENV ISS Programming	Y
3	All Grants >\$25,000	\$35,000	Multiple	ISS Support, tech upgrades	N

Upcoming Opportunities				
	Funder	Request Amount	Notes	Budgeted Y/N
1	Expansion of the Reaching Rural Communities Program	up to \$110,000	Costco is interested in continuing funding for Reaching Rural Communities. This could provide CIS of Nevada with up to \$110,000 in unbudgeted funds to support our expansion into Winnemucca.	N

Top Three Highlights				
<ul style="list-style-type: none"> - CCSD RFP has been submitted. Approval is pending. - Rural Nevada Support - NV Gold Mines provided an additional \$20,000 to support our Winnemucca expansion. William N. Pennington provided \$25,000 to support our Winnemucca expansion and the Reaching Rural Communities grant will be renewed with funds supporting our work in Winnemucca. - \$495,000 in grants received over the last quarter. 				

APPENDIX



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: October 22, 2020

Annual Goal: Human Resources

Retain & recruit quality staff by monitoring and maintaining the current turnover rate, and work towards a reduction of 3% 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 3% 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

Corresponding Activities	Timeline	Responsible Parties	Progress Status
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.	Quarter 4	Lead: Director of Human Resources Support: HR Coordinator	
Train leadership on career development plan template	Quarter 4	Lead: Director of Human Resources Support: HR Coordinator	
Ensure leadership is using career development plan to develop staff throughout the year.	Quarter 1, 2021	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	2 SNV complete 1 WNV complete
Create training calendar for all affiliates	Quarter 1	Lead: Human Resources Director, Affiliate Eds Support: HR Coordinator	Training calendar complete
Distribute employee newsletter	Monthly	Lead: HR Coordinator, Support: HR Director, Marketing Manager, and Affiliate ED's	

Conduct ADP training	As needed per affiliate request	Lead: HR Coordinator Support: HR Director and Affiliate ED's	
Create and conduct a minimum of three new virtual or in person trainings for affiliates	1 per Quarter complete by Q4	Lead: Human Resources Coordinator Support: Human Resources Director, Affiliate Leadership	1 st Quarter: will be conducted Nov. 30 th 2 nd Quarter: will be conducted in December 3 rd Quarter:
Ensure HR files are compliant for EOY HR Audit	Ongoing	Lead: Human Resources Coordinator Support: Administrative Assistant	
Conduct EOY HR File Audit	Quarter 4	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	State needs completion - January
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	complete
Assist in developing an internal DEI staff committee.	Quarter 4	Lead: Director of Grants, Human Resources Director Support: CEO, Affiliate ED's	

Aid with creation of Equity Statement for Organization	Quarter 4	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	State sunshine committee launched vision boards and holiday gifts. Exercise competition coming in March.
Creation of Sunshine State Office Committee and Employee Engagement Initiatives	Quarter 1	Lead: State Admin, HR Coordinator, Human Resources Director Support: Grant Manager, and Affiliate Leadership	Complete, activities are ongoing

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

Corresponding Activities	Timeline	Responsible Parties	Progress Status
Ensure financial results meet or exceed budgeted expectations.	Ongoing. Final comparison June 30, 2021.	Lead: Finance Director Support: 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"> • 53 schools in SNV • 10 in WNV • 9 in NENV 	Quarterly	Lead: Finance Director Support: EDs, all State Directors	NetSuite meetings occurring for all affiliates Refresher meetings ongoing
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	Monthly	Lead: Finance Director Primary Support: Resource Development Director, Director of Grants	

end. Through timely reporting and reviewing milestone goals with 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		Secondary Support: CEO, Affiliate EDs, Director of Operations	
In Kind Donation tracking and measurement to allow for setting budget targets for 21-22 budget	Monthly	Lead: Finance Director Support: Staff Accountant, Affiliate Representation	Tracking in DP and also NetSuite
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	Lead: Finance Director Support: Staff Accountant	Audit to be presented: January 28, 2021
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	Lead: Finance Director Support: CEO, Affiliate EDs, Director of Strategic Partnerships, Director of Grants	
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	Lead: Finance Director Support: Affiliate EDs, Affiliate Representatives, Resource Development Director, Director of Grants, Development & Events Manager	

Grant tracking to align with Grant team and Affiliate budgets	Ongoing	Leads: Grant Team, Finance Director	
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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.

Corresponding Activities	Timeline	Responsible Parties	Progress Status
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	Stakeholder communications in process for School Board victors
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	Stakeholder communications in process for School Board victors
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	Stakeholder communications in process for School Board victors

Regular communication with strategic partners through ongoing meetings, emails and newsletter updates, site visits, website content; Partners include: <ul style="list-style-type: none"> • High-level donors • BOD • Political, legislative • Community partners 	Ongoing	LEAD: Director of Strategic Partnerships SUPPORT: Marketing Manager	TFT communications sent out to donors. Partnership with Channel 3 amplifying efforts.
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 and Marketing Manager	
Identify areas of funding & partnership with NV Department of Education, DHHS, DETR, etc.	Ongoing	LEAD: Director of Strategic Partnerships SUPPORT: Director of Grants	Trauma recovery grant identified ESSR funding secured
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	Included CISpeaks in National funding opportunity Reviewing current funding opportunities
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	Standing quarterly meetings occurring Next meeting: Q3
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Annual Goal: Resource Development			
<p>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.</p>			
Measures of Success			
<ul style="list-style-type: none"> • 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. 			
Corresponding Activities	Timeline	Responsible Parties	Progress Status
Provide SNV affiliate support to meet budget Community Special Event (D4D or other) goal of \$25,000.	April 28, 2021	LEAD: Resource Development Director, SNV Affiliate ED 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 SUPPORT: Marketing Manager	On hold for new RD Director to implement
Maintain current corporate, foundation and individual gifts to ensure \$1.4 million for FY 2020-21	Ongoing	LEAD: Resource Development Director SUPPORT: Development & Events Manager	
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 SUPPORT: Development & Events Manager	Medical Alliance for Washoe County Anthem collaboration Walker Furniture
Adapt Today for Tomorrow yielding a goal of \$250K gross / \$200K net	November 30, 2020	LEAD: Resource Development Director SUPPORT: Development & Event Manager, Marketing Manager	In progress Currently around 170k in pledges Update: around \$273k
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, Administrative Development Coordinator	In progress with committee meetings
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	April 23, 2021	LEAD: NENV Executive Director SUPPORT: Resource Development Director, Development & Event Manager, Program & Volunteer 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, Development & Event Manager	
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, Development & Events Manager	
Work with Marketing to update all sponsor logos on the website	February 2021	LEAD: Resource Development Director SUPPORT: Marketing Manager	

Annual Goal: Marketing

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.

Measures of Success

- Increased KPIs on marketing channels
- Increased percentage of translated marketing
- Organized marketing assets
- Refreshed website pages and collateral
- Increased collaboration with affiliate leadership and staff

Corresponding Activities	Timeline	Responsible Parties	Progress Status
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	Lead: Marketing Manager Support: Director of Strategic Partnerships	Key messaging document updated to reflect DEI focus
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	LEAD: Marketing Manager Support: Director of Strategic Partnerships	
COLLATERAL - Digital/Print Brochure + CTA Card: Work with a creative agency to develop a new statewide brochure (digital and print), including a call-to-action card with internal and external stakeholders that speaks to current times and relevant for one plus years.	Quarter 3 & Quarter 4	LEADS: Marketing Manager, Director of Strategic Partnerships SUPPORT: Resource Development Director	Outline created for a new brochure and shared with agency Request from staff sent out in Dec.

WEBSITE - Optimize Key Pages: Optimize and improve key landing pages with more user-centered content, including the donation page.	Quarter 3	Marketing Manger Support: Director of Strategic Partnerships and Resource Development Director	News article update fix being pursued
EMAIL - Plan, Calendar & Segmentation: Optimize and improve email with more user-centered content, including the donation page.	Ongoing	LEAD: Marketing Manager Support: Director of Strategic Partnerships and Resource Development Director	Open rate increased
Implement more data-driven communications to shift our narrative to focus on the evidence-based results of our program.	Ongoing	LEAD: Marketing Manager SUPPORT: Director of Strategic Partnerships	
P.R. & EARNED MEDIA - Manage & Grow: Work with P.R. agency to secure new statewide earned media placements, one new partnership, and to apply for two leadership awards.	Quarter 3	LEAD: Marketing Manager Support: Director of Strategic Partnerships and the Warren Group	News 3 Superhero Thursdays continued into 2021; similar partnership in WNV in progress
STAFF TRAINING - Content, PR, Ambassador: Present or hold discussions 1-2 times per year with affiliate leadership and staff regarding capturing content, CISpeaks program, and CIS ambassador awareness.	Biannually	LEAD: Marketing Manager Support: Director of Strategic Partnerships and Affiliate EDs	Dept speaking at Feb SNV all staff
CONTENT MANAGEMENT - Photos & Stories: Maintain SharePoint folders with photos, quotes, and success stories sent to marketing and update other state team departments.	Ongoing	LEAD: Marketing Manager SUPPORT: State Administrative Assistant and Affiliate EDs	
AFFILIATE - Statewide Support Audit: Provide marketing support for each affiliate's unique needs and ensure each affiliate feels equally supported.	Ongoing	Marketing Manager	Mental health brochure for NENV Assistance in WNV newsletter
Create annual holiday card	Quarter 2 annually	Marketing Manager for design Donor & Event Manager for	For 2020: Digital video blast created

		distribution list and plan	
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Annual Goal: Grants, Programs and Data

Create and maintain a data driven culture with a DEI lens to support fundraising and program development, program improvement and increased outcomes for students across the state. Help to Maintain organization’s \$8.48M annual operating budget with a focus on \$4.662 million in private and public grant funding. Increase in private grant revenues by 17% from previous year in coordination with finance and strategic management teams by June 30, 2021.

Measures of Success

- Hold bi-annual statewide data convenings to review progress towards goals, discuss barriers to success and innovative practices, evaluate disaggregated outcomes and inform messaging and funding strategies.
- Capacity building for management staff around data entry and use.
- Increase outcomes for student subgroups in line with our DEI priority of creating equity for all students.
- Full mobilization of board, state level and affiliate level DEI programs.
- Increased special initiatives funding opportunities

Corresponding Activities	Timeline	Responsible Parties	Progress Status
<u>Data Technical Assistance -</u> Train and provide technical assistance to affiliate staff on CISDM 2.0	Ongoing	LEAD: Grant Manager SUPPORT: Affiliate Data Managers, Director of Grants and Program Support	
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	Ongoing	LEAD: Grant Manager SUPPORT: Affiliate Data Managers, Director of Grants and Program Support	

outcomes, impact reporting, training for Site Coordinators			
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	SOAR has been completed; affiliate EOYs complete
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	Impact reporting beginning

		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 3 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	complete
Develop Netsuite workflow and transition grants pipeline to Netsuite.	Quarter 1	LEAD: Director of Grants SUPPORT: Grants Manager	complete
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	Contract completed
Board DEI Trainings delivered	Quarter 2	LEAD: Director of Grants SUPPORT: CEO, Board Committee Chair	Goal: November 6, 2020 and December 4, 2020
Continuum Assessment Conducted for Board and Staff	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 4	LEAD: Director of Grants and Program Support SUPPORT: Director of HR, CEO	
<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	
Evaluation and Program Standardization – Identify program best practices. One best practice per ABC goal per school level. (in-school and remote)	Quarter 3	LEAD: Grants Manager SUPPORT: Director of Grants and Program	

		Support, Program Consultant	
Develop playbook for integrated student supports (In-school and remote)	Quarter 4	LEAD: Grants Manager SUPPORT: Director of Grants and Program Support, Program Consultant	
Develop Scope of Work for Program Consultant	Quarter 1	LEAD: Grants Manager	complete
Oversee Program Consultant to meet the unique needs in each affiliate	Ongoing	LEAD: Director of Grants and Program Support	
<u>Data Disaggregation, visualization, reporting.</u> Develop standard data metrics for reporting.	On-Going Quarter 4	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	complete
Explore data visualization and reporting tools to support data disaggregation and organizational use of data.	Quarter 4	LEAD: Director of Grants SUPPORT: Grants Manager	
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, Data Managers	

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			
<ul style="list-style-type: none"> • 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. 			
Corresponding Activities	Timeline	Responsible Parties	Progress Status
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,	CEO & Director of Operations	

	Marketing, DEI Task Force, Events Task Force		
Ensure Board Members are encouraged to meet the goal of 75% attendance of Board meetings by clearly communicating upcoming meetings and expectations	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 & CEO	
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	1:1s scheduled for January
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	Quarter 3	LEAD: CEO, Director of Operations LOGISTICS: Donor & Events Manager	
Send quarterly email blast to Leadership Circle	Quarterly	LEAD: CEO SUPPORT: Marketing Manager	
Supply the template so Board Members can execute annual board member work plans	September 2020	Director of Operations; CEO to follow up	Work plans distributed

Refine & update Board Member Orientation Program	Quarterly	Director of Operations	Update completed: Dec. 2020
Research possibility of annual Board Retreat	Quarter 4	CEO, Director of Operations	
Cross train on Board packet process	Quarter 1	State Administrative Coordinator	Complete
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, CEO Policy creation: Director of Strategic Partnerships and Marketing Manager, CEO	
Recruit four diverse candidates to join the Board of Directors	Quarter 4	CEO Support: Director of Operations	2/4 Governance Committee to convene in Jan.

Annual Goal: Operations

CIS of Nevada will maintain compliant operations & 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.

Measures of Success

- Become fully accredited
- Attend National TQS briefings when scheduled
- Ensure successful operations and communications of the State Office & Affiliate Offices where applicable.

Corresponding Activities	Timeline	Responsible Parties	Status
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	Deadline 12/18/20 for January reaccreditation
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 3	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	LEAD: Director of Operations, State Administrative Assistant	

Draft Annual Operations Plan	July 2020	Director of Operations	complete
Annual Operations Plan finalized	October 2020	Director of Operations	complete
Create risk management policy statement	Quarter 2 Quarter 3 – share with CEO	Director of Operations	complete
Attend National Risk Management Virtual Conference	October 2020	Director of Operations	complete
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 SUPPORT: Director of Finance	
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	None due to COVID for Fall Semester
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 including bids	Director of Operations Support: State Administrative Assistant	

	Pricing – Spring 2021 (to add to budget) Implementation- Summer – Fall 2021		
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	Current project: Annual Report and support for collateral
Work with Marketing to introduce Crisis Communication Policies for Board and Staff	Quarter 3	LEADS: Director of Operations, CEO Support: Marketing Manager and The Warren Group	
Cross train on website maintenance	Quarter 2	State Administrative Assistant SUPPORT: Marketing Manager	complete

Annual Goal: NENV Affiliate

During the 2020-2021 School Year, the Northeastern Affiliate will operate a financially sustainable and TQS-compliant operation in 10 schools, in partnership with Elko County School District and Humboldt County as evidenced by fully staffing all schools and maintaining a zero-budget deficit by June 30, 2021.

Measures of Success

- Ensure sustainable affiliate operate as evidenced by a zero deficit during the 2020-2021 Fiscal Year
- Maintain 10 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

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, Program & Volunteer Manager 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 Q3 – meetings with the school district are held Q3 – information	LEAD: NENV ED SUPPORT: Director of Strategic Partnerships, CEO	

	incorporated in the budget		
Regularly held Advisory Council meetings	Quarterly	Affiliate EDs	First one: July 2020 Second: October 2020 Third: Dec 2020
Increase Advisory Council participation through special projects and involvement in State Board Committees.	Quarterly	NENV ED	New AC Chair secured District employee food delivery
Identify and onboard Advisory Council Chair	Quarter 2	NENV ED	Complete
Develop monthly Advisory Council Newsletter	Quarterly	NENV ED	Complete: Development created, first launched September 2020
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	MOU signed 2020-21 school identified : Sonoma ES
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	LEAD: NENV ED SUPPORT: Program Director	

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.

Corresponding Activities	Timeline	Responsible Parties	Status
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	RFP completed Under CCSD review
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	Induction ceremony held Oct. 7

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	Created a Teams Site for the Council September 2, 2020 November 4, 2020
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 12 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 12 WCSD schools.
- Ensure continuity of care by adapting our model to support full-time in school, part-time or remote learning students at our 12 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.

Corresponding Activities	Timeline	Responsible Parties	Status
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	complete
Hold conversations WCSD about actual CIS costs & future growth patterns and opportunities within WCSD.	Q1 – review current status of contracts Q3 – meetings with the school district are held Q3 – information incorporated in the budget	LEAD: WNV ED SUPPORT: Director of Strategic Partnerships, CEO, Director of Finance	Expansion to Palmer ES Q2
Maintain strong relationships with key personnel at Washoe County School District, as evidenced by one or more identified district champions	Ongoing	LEAD: WNV ED Support: Director of Strategic Partnerships, CEO	

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 Support: Director of Strategic Partnerships, Director of Grants and Program Support, Director of Finance	Partial funding received. SC's have been briefed on program plan. Meetings are ongoing
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, Development & Event Manager	Committee communication has begun. Nov. 30 th identified as kick-off committee mtg. Next mtg: 12/16
Regularly held Advisory Council meetings	Quarterly	LEAD: WNV ED SUPPORT: Administrative Development Coordinator, Director of Operations (temporarily)	First held: 10/1/20 Second: 12/3/20
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	Ongoing	LEAD: WNV ED, Administrative Development Coordinator	Two solidified: UNR Resource Fair and Food Bank of Northern Nevada – drive

resources or assist other nonprofit organizations.		Support: Director of Strategic Partnerships	through Trick or Treat
Identify and support a fund development strategy for continued expansion in Washoe County School District to continue adding additional Title 1 schools on waitlist and with greatest need as well as to support additional match funding through School Social Work Initiative schools. Identify new Title 1 schools opening 2020-21 to create communication plan	Ongoing Q3: Conversations with principals for next year	LEAD: WNV ED	
Ensure a higher graduation rate among case managed students than the WCSD average through ongoing robust benchmarking, continual adaptations, supervision, coaching, reporting, formal adoption of performance management processes and participation in quarterly data management conferences.	Ongoing	LEAD: WNV ED, WNV PD SUPPORT: Data Manager	
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 SUPPORT: Director of Finance, Staff Accountant	
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.

School District Data:		2017-18 Nevada Report Card	
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
CIS of Nevada Schools:		2018-19 School Year	
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"> 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: <ul style="list-style-type: none"> • \$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 	<p>Affiliate EDs; CEO; Resource Development Director; Director of Grants; Resource Development Task Force; Government Relations Committee</p>

Strategies

- Maintain a strong Resource Development Committee inclusive of affiliate representation with at least one representative from Southern, Northeastern and Western Nevada.
- Support goals outlined in the annual Resource Development Plan.
- Increase Today For Tomorrow revenue by 15% each year (net).
- Increase Chow Down revenue by 20% each year (net).
- Double Fill the Bus revenue (net cash) by 2022.
- Increase Cappy Hour revenue by 30% each year (net).
- Increase A Nite at the Races revenue by 20% each year (net).
- Identify additional event opportunities in each affiliate at minimum 1 per year in each.
- Establish two or more new donor focused site visits in Elko and Reno with support from the State Office.
- Move 20 prospects off the Target List to face to face meetings or introductions per year.
- Identify and create two new statewide funding sources for major gifts by June 30, 2019.
- Leverage one or more additional sources of governmental funding by 2022.
- 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.
- Create and implement a donor engagement plan by July 2019.
- Create impactful volunteer opportunities for donors and Board to be engaged in the work starting 2019-2020 school year.
- Create and implement proposals for individual donors based on specific donor profile by 2020.
- Create and implement two Impact Dinners given by two different Board Members for donors and site coordinators/students per year.
- Establish and empower the Young Professionals Board in SNV in 2019-2020. Review for other affiliates by 2021.
- Increase investment and relationships with school district partners by deepening financial commitments (i.e. establishing Academy classes in Reno by 2022.)
- Add a Director of Strategic Partnerships and Donor & Events Manager to the State Team to support increased goals and initiatives.
- Create a strategic plan for strengthening school district partnerships by end of fiscal 2020.

*To accommodate additional State Staff support.

Goal 2: Communications & Marketing	Owners
<ul style="list-style-type: none"> a. Solidify a minimum of (1) new major statewide corporate partnership by 2022. b. Create major, statewide marketing and 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. 	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"> 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. 	<p>Board of Directors; CEO; Chief of Staff; Advisory Councils</p>
<p>Strategies</p> <ul style="list-style-type: none"> • 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). • Appoint and maintain representation from each affiliate to the Board by 2020. • 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. • Review possibility of holding one Board and/or committee meeting per year in another affiliate to be determined by 2021. • Utilize Affiliate Advisory Councils to broaden recruitment efforts for the Board pipeline beginning in 2019. • Establish list of opportunities and accounting process to better capture give/get compliance and tracking by 2020. • Develop ways the Board of Directors and Advisory Councils can cross-collaborate for CIS. • Each Board Member to attend or donate to three fundraising events annually. • Each Board Member to donate to one online campaign annually. • Engage with the Leadership Council to create an annual high profile event to be held in fall 2019 and then annually. • Board members to attend applicable events as a CIS ambassadors at minimum 3 times per year combined. 	

Projected 3-Year Budget:

	18-19 Approved Budget	2019 - 20 Budget	2020 - 21 Budget	2021 - 22 Budget
Revenue				
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
Total Revenue	\$6,975,008	\$8,285,179	\$9,165,950	\$10,169,457
Expenses				
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
Total Expenses	\$6,952,387	\$8,285,179	\$9,165,950	\$10,169,457
Change in Net Assets	\$22,621	\$ -	\$ -	\$ -
<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%