



Board Meeting Agenda
April 22, 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: ○ Board Minutes: Jan 24, 2021, pgs 2-7 ○ Board Application: Yindra Dixon, Blackbox Consulting, pg. 8-11 ○ Board Application: Johanna Blake, Bank of America, handout ○ Board Terms 2021-2022, pg. 12 ○ Slate of Officers, pg. 13 ○ Revised Board Commitment Letter, pgs. 14-16 ○ Bylaw Revisions, separate document <ul style="list-style-type: none"> ○ 5.3 – Terms to align with fiscal year (June – July) ○ 7.2 - Single year terms ○ 7.3.3 – Staff as signatories ○ Signature page – clerical updates 	CHAIR
III. Mission Moment	<ul style="list-style-type: none"> • New National CIS Video 	ALL
IV. DEI Task Force Report	<ul style="list-style-type: none"> • DEI Survey Results presented by Corrine Clement 	ALL
V. CEO & Affiliate Reports	<ul style="list-style-type: none"> • CEO Update, ppt presentation & Annual Report 2019-20 • Affiliate TQS Reports & Advisory Council Updates, pgs. 17-19 	CEO/ ADVISORY CHAIRS
VI. Committee Reports	<ul style="list-style-type: none"> • <u>Executive</u> <ul style="list-style-type: none"> ○ AOP Tracker, pg. 20 ○ Strategic Plan, verbal update • <u>Resource Development & Special Events Task Force</u> <ul style="list-style-type: none"> ○ Upcoming Events Report & TFT Update, pg. 21 ○ Grants Pipeline, pg. 22 • <u>Finance & Audit</u> <ul style="list-style-type: none"> ○ 2021-2022 Budget, pg. 23 ○ Quarterly Financials, pgs. 24-27 • <u>Marketing & PR</u> <ul style="list-style-type: none"> ○ Update of activities, pg. 28 • <u>Government Relations</u> <ul style="list-style-type: none"> ○ Update of activities, pg. 29 • <u>Governance</u> <ul style="list-style-type: none"> ○ Please review Committee Roster for accuracy and/or any needed changes for 2021-2022, pg. 30 	CMTE CHAIR/ STAFF
VII. New Business	<ul style="list-style-type: none"> • 2021-2022 Board Meeting Calendar, pg. 31 	CHAIR/CEO/ MEMBERS
VIII. Appendix Materials	<ul style="list-style-type: none"> • Annual Operations Plan, pgs. 33-67 • Strategic Plan, pgs. 68-77 	ALL
IX. Next Meeting	<ul style="list-style-type: none"> • July 29, 2021, 8:30am 	ALL

-Adjournment-

**CIS OF NEVADA
EXECUTIVE BOARD OF DIRECTORS MEETING**

January 28, 2021
8:30am via Zoom

Members Present:

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

Members Absent:

Krystal Allan
Joyce Woodhouse

Guests Present:

Jodi Prevost
Kristen Oliver

Staff Present:

Tami Hance-Lehr
Alexis Benavidez
Cheri Ward
Sarah Goicoechea
Salina Villegas
Laura Meyer
Kelly Pearsall
Alex Bybee
Diane Presser
Hannah Arnold
Teri Saldana

1) Welcome and Call to Order

A quorum was present.

2) Consent Agenda

a. Approval of October 22, 2020 Minutes

The committee reviewed the minutes. Jerrie Merritt motioned to approve; Melissa Schultz seconded; the minutes were approved.

b. Governance Committee: Board Application for Lori Colvin and Mara McNeill

The candidates were briefly discussed. Tom Edington motioned to approve; Jerrie Merritt seconded. Lori Colvin and Mara McNeill were approved to be on the board.

Punam Mathur stated the vote brought the board to 21 and now there were six additional seats open. The organization would be recruiting specifically with cultural diversity, diversity of industry sector (gaming, hospitality, etc.), geographic diversity and commitment to mission. Ms. Mathur requested referrals be sent to her or Tami Hance-Lehr.

3) Mission Moment

Alex Bybee shared the Superhero Spotlight video of Site Coordinator Cornell Williams from J.E. Manch Elementary School that aired on Channel 3.

4) CEO Update

Ms. Hance-Lehr shared a memorial tribute of Alyssa Anderson. She reported Ms. Anderson was the founder of the Fill the Bus event which just celebrated its 10th year.

Ms. Hance-Lehr was working with Ed Cecchi to come up with a way to honor Ms. Anderson. Ms. Hance Lehr reported any ideas should be sent to her or Mr. Cecchi.

Ms. Hance-Lehr shared the CIS of Nevada 2019-2020 Statewide Report Card. Overall the numbers were strong. Ninety-eight percent were promoted to the next grade, 90% graduated or received their GED, 98% of Academy students graduated, and the overall Nevada graduation rate was 82.6%.

Raymond Specht suggested creating a trend analysis to show the change in numbers year over year.

Ms. Hance-Lehr stated the organization was in the middle of a three-year Strategic Plan. CIS had to pivot and narrow the focus during the pandemic. The organization had been using the ASAP acronym: Adapting, Stabilizing, Advocating and Partnering. Site Coordinators had been delivering supplies and technology, making sure the kids had what they need for school and life. The Student Support Clinics were also initiated, working with certain municipalities across the Las Vegas Valley. The Lifeline program had started as well to focus on mental health. There were plans to have a Lifeline program in each school by April. In SNV, all 53 schools had been maintained. In WNV, Virginia Palmer ES and Sparks HS were added. In NENV, one school in Winnemucca was added.

The upcoming legislative session would determine how schools could fund CIS.

Connecting Care for Kids had connected 100% of kids who were distance learning with technology and internet. Ms. Hance-Lehr thanked Punam Mathur and Mr. Specht to allow CIS to play a role in this effort.

Ms. Hance Lehr reported the TQS questions had been submitted. An announcement on reaccreditation should be available in February.

She reported two key positions remained open: the Resource Development Director for the State Office and the Executive Director in WNV.

Lastly, she reported Site Coordinators and Program Directors in all three affiliates had been getting their Covid-19 vaccines.

SNV

Jim Nelson thanked everyone for all their hard work.

Cheri Ward shared that TQS required working with 50% of the case managed students. The SNV affiliate was working with all the students; to do whatever was needed at the time.

Ms. Ward reported the affiliate received \$40k from the Raiders Foundation, along with a shopping spree for five single parent families.

As the Superhero Thursdays were aired, social media would be utilized to cut and paste the videos and send out to spread awareness of what CIS does. This could potentially be turned into a fundraising effort.

SNV also hoped to increase the size and diversity of the advisory council. A new member was added, Megan Bailey from Capability Health Services. Any council recommendations could be sent to Mr. Nelson or Ms. Ward.

NENV

Lisa Turner explained the council was working on a sub-committee to conduct a virtual fundraiser. The next meeting would be 2/3/2021. The affiliate added French Ford Middle School in December. She also reported that Thanksgiving for Kids was coordinated by the staff and was welcomed with great community support and participation. Lastly, she reported the affiliate received over 900 coats from the coat drive and 150 shoes from a shoe drive.

WNV

Becky Petring shared that the affiliate was excited to have two new schools for a total of 12 schools and 14 Site Coordinators. TQS numbers had increased from 4,247 students to 5,795 students and parents. The Assistance League had pivoted on how to assist CIS, they donated over \$11,000 worth of school items. The affiliate was working on the Cappy Hour Event and decided to move it from February to the end of April. It was tentatively scheduled to be in the Grand Sierra Resort pool area.

Salina Villegas reported that Western Nevada had added a total of four schools in 2020. She was very proud of the staff's efforts Ms. Villegas acknowledged the donation from the Assistance League as well. Lastly, she reported the Elementary Schools had been full time in person since the beginning of the school year, while the MS/HS had been hybrid.

Mr. Specht asked if anyone had heard from the school districts on how CIS had adapted during Covid-19. Ms. Ward said that the schools had been thankful for CIS, as the team had been there to help do whatever was needed from translating, handing out technology, being a part of Lifeline, etc.

Sarah Goicoechea advised that Site Coordinators had been jumping in wherever they were needed. In Winnemucca, the affiliate was building a great relationship which was growing. Ms. Goicoechea reflected that the Site Coordinators were creative and innovative.

Ms. Mathur thanked Ms. Goicoechea, Ms. Villegas, and Ms. Ward. She stated people and relationships change lives and that CIS had demonstrated that, especially during this pandemic.

Elizabeth Blau voiced concern about the teen suicide rate. She thanked Ms. Hance Lehr and Ms. Mathur for their work. She reported that Delivering with Dignity had been continuing to deliver meals and a pamphlet for Hope for Nevada was also included.

5) Committee Report

a. Finance and Audit

Kristen Oliver and Jodi Prevost from Frazier and Deeter reviewed the organization's audited financials for 2019. Ms. Prevost reported a clean audit report. The balance sheet was then reviewed. She reported staff was easy to work with and the organization's reports were in good order. Kristen Oliver presented the required corporate communications letter to the board.

Tom Edington thanked Frazier and Deeter for the seamless transition and acknowledged Kelly Pearsall. Mr. Edington reviewed the financial statements for the quarter and shared the organization was in a good financial position.

b. Executive

Alexis Benavidez reviewed the Annual Operations activities for the quarter with most being on track and two activities being delayed.

c. DEI Task Force

Nileen Knoke shared that the board had another 90-minute session scheduled for February 26, 2021 from 1-2:30pm. Ramiro Lopez had joined the committee. Laura Meyer would be the lead staff member to support the internal DEI which would be reflected in a title change. The staff was on track to complete DEI training by March.

Laura Meyer stated that she was excited to have DEI as one of her priorities. She reported the organization was doing internal work which would align with the Board's work. Lastly, she stated, once the additional training and assessment was complete, the committee would have a good idea of a strategic plan to implement.

She also reported there would be a DEI meeting/training on 2/3/2021 from the National Office for Board Members. Information would be sent out after the meeting.

d. Government Relations

Phyllis Gurgevich provided an overview and mentioned a round table with Senator Cortez Masto was held. Alex Bybee acknowledged Mr. Specht for supporting the relationship with Senator Cortez Masto. A recap was sent to the Board with a highlight reel. He reported the committee was monitoring the last relief package that was released in December and staff was meeting with Congresswoman Susie Lee's team quarterly.

e. Marketing and PR

Diane Presser shared a few highlights from the quarter: October to December was the KSNV Superhero broadcasts, Southern Nevada was featured in the 100 Acts of Kindness from the LVRJ, and CIS was mentioned in 112 news stories.

Mr. Bybee acknowledged Krystal Allan's hard work on the Superhero Broadcasts. The broadcasts would discuss the needs of the whole child. Naqvi Attorneys at Law was sponsoring the series. The committee was looking at similar opportunities in Western Nevada. The committee would be meeting next month to discuss the Marketing and PR plan. There was a possibility that CIS could partner with KNPR for their spring fundraiser. The buy-in was \$50k and CIS would need to secure

a philanthropic partner by March. The organization would focus on graduation rates to take the place of Dining for Diplomas.

Christopher Hume stated that the News 3 partnership was a huge success. By the end of the year, CIS would have 15 hours of footage. This opportunity was invaluable to tell stories of CIS students. Ramiro Lopez stated he was working on something for the Spanish audience.

f. Resource Development & Special Events Task Force

Mr. Cecchi walked everyone through the TFT Campaign. The goal was \$250k and it was exceeded with \$343,985.00 total. He thanked everyone who had been involved. He stated it was a tremendous success for the times. He hoped to have a semi-normal event next year. Ms. Hance-Lehr thanked Mr. Cecchi for his continued passion and hard work. Ms. Mathur elaborated on the theme of Superheroes of TFT, as it helped exemplify what the organization was all about. Ms. Villegas and Ms. Ward shared that Site Coordinators were extremely excited and felt very appreciated.

Hannah Arnold shared that the other Affiliates were adapting parts of the TFT Superhero theme for other purposes.

Cappy Hour was coming up and she reviewed the sponsorship opportunities with the Board. SNV Mentor Match up would be virtual this year but would still occur in the Spring.

Grants

Ms. Meyer stated that Grants were on track for the quarter. The organization received \$85k for Reaching Rural Communities which was unbudgeted. Also, the CCSD RFP was submitted.

6) New Business

Meetings with the CEO had been scheduled thru the Spring. Ms. Hance-Lehr thanked those that she had met with already and thanked those who had scheduled their meetings. She encouraged all to schedule a one on one with her if it had not yet been done.

7) Next Meeting

The next meeting would occur on April 22, 2021 at 8:30am via Zoom.

8) Adjournment

There being no further business to come before the Board, the meeting was adjourned at 10:40am.

Respectfully,

Teri Saldana, State Administrative Assistant

2/5/2021

Attest Raymond Specht, Chair

ACTION TAKEN DURING THIS MEETING:

- 1) The minutes of October 22, 2020 were approved.
- 2) Board Application for Lori Colvin and Mara McNeill were approved.

ACTION NEEDED FROM THIS MEETING

- 1) Referrals for Board Members should be sent to Punam Mathur and Tami Hance-Lehr.

IN PROCESS

- 2) Any ideas for honoring Alyssa Anderson should be sent to Tami Hance-Lehr and Ed Cecchi.

IN PROCESS

- 3) Third Board member DEI training would take place on February 26, 2021.

COMPLETE

- 4) Please schedule your 1:1 with Tami.

COMPLETE

Yindra Dixon

1.702.286.0788 | yindra@blackboxnv.com | 508 Cabrera Ct. Las Vegas, NV 89138

EMPLOYMENT

Principal

Blackbox Consulting Group
June 2009 — Present | Las Vegas

- Serve as Chair for Nevada Alliance a democratic donor table that directs funding to organizations to support the election of Democrats in Nevada
- Managed campaigns for candidates for elected office, issues, advocacy and fund-raising for organizations and individuals
- Assessed, recommended and provided training on organizational leadership, best practices, dismantling racism, change management and other topics as needed to all levels of organizational staff
- Developed marketing strategy and communications plans for clients
- Advised clients on policy recommendations and provided data, advocacy and implementation support for laws passed at the federal, state and local level
- Established and maintained effective working relationships with various influencers and collaborative partners to leverage resources across organizations and projects.
- Collected and analyzed data to guide decision making for process improvements, changes in organization structure, development of new programs, employment and other needs as necessary
- Established MPower 360 a Nevada non-profit c4 organization whose primary purpose is to engage, educate and mobilize black voters in Nevada. Serve as interim Executive Director.
- Provided project management for various clients and organizations including: Nevada AFL CIO, NIREC, GreenNV Project, Las Vegas Freedom Schools, Rainbow Dreams Academy

Communications Consultant

Community Foundation of Western Massachusetts
November 2017 — May 2018 | Springfield

- Advised executive team on messaging for various programs and announcements to ensure consistent brand image
- Developed and managed marketing strategy for Valley Gives Day 2018 to optimize awareness and participation resulting in a 46% increase in total funds raised over 2017
- Supervised marketing vendors and consultants for Valley Gives Day 2018 to ensure on-time delivery of marketing plan elements
- Developed regional communications roll-out with Barr Foundation for large, multi-year grant program
- Interviewed candidates for Marketing Director position
- Reviewed and assessed current communications for all departments

Public Affairs Specialist

USDA Animal Plant Health Inspection Service (APHIS)

October 2015 — June 2017 | Washington

- Analyzed program needs and goals, forecasted upcoming program priorities and problems, and developed national, in depth, communications strategies that encompass all public affairs outreach activities designed to disseminate program information for all fruit and vegetable programs to intended audiences.
- Developed and executed an international citrus outreach campaigns including the development of concepts for new print, television, radio and social media outreach materials based on communications plans developed and managed all incoming and outgoing media.
- Provided media training of high level Agency officials and program staff for handling media interviews and on-camera appearances.
- Wrote grants, reports and funding proposals to support the effective execution of targeted specialty crop communications.
- Analyzed both program and public information needs and advises and recommends specific information activities designed to resolve problems and meet program goals.
- Served as a Public Information Officer on an Agency Incident Management Team in McAllen and Laredo, TX and Key West, FL.

Director of Academic Outreach

College of Southern Nevada

October 2010 — December 2011 | Las Vegas

Developed partnerships with community organizations to ensure equitable and innovative delivery of education programs

Executive Director

Urban Chamber of Commerce (urbanchamber.org)

January 2008 — December 2008 | Las Vegas

Directed strategy and operations for the Urban Chamber of Commerce supervising staff, directing grant writing, process improvement and establishing a multi-million dollar capital campaign for new facility

EDUCATION

University of Melbourne

Study Abroad | January — June 2000 | Melbourne, Australia

Completed my graduate studies in international business in the study abroad program.

New York University

Finance | May 2000 | New York, New York

M.B.A. in Finance and International Business

Carnegie Mellon University

Materials Science and Engineering | May 1996 | Pittsburgh, Pennsylvania

B.S. in Engineering with minor in International Business

AWARDS

2019 Honoree, 100 Women of Color

2011 Citizen of the Year Award , Omega Psi Phi Fraternity Inc.

2010 Friend of Working Families, Nevada AFL-CIO

COMMUNITY ORGANIZATIONS

Board Chair, *Nevada Alliance*

Board Member, *Planned Parenthood of Nevada*

Pillar Lead, Civic Participation and Social Justice Pillar, *West Las Vegas Promise Neighborhood*

Board of Directors, Advisory Council, *Bay Path University*

Board of Trustees, Philanthropic Service Committee, *Community Foundation of Western Massachusetts*

Board of Trustees, Investment Committee, *Women's Fund of Massachusetts*

Advisory Board, Adaptive Music Program, *Community Music School of Springfield*

Volunteer, *Links to Libraries*

Member, *Massachusetts Women of Color Coalition (MAWOCC) Western Region*



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:

CIS of Nevada Board of Directors Terms

DIRECTOR	Orientation Date	# of Cmtes	TERM 1	TERM 2	SINGLE YEAR RENEWAL 1	SINGLE YEAR RENEWAL 2	SINGLE YEAR RENEWAL 3	LEADERSHIP CIRCLE
Ray Specht		8	9/22/2017 - June 2020	July 2020 - June 2023				
Punam Mathur		5	9/23/2016 - June 2019	July 2019 – June 2022				
Tom Edington		3	5/28/2015 - 5/31/2018	July 2018 – June 2021	July 2021-June 2022			
Alyssa Anderson		1	11/17/2017 - June 2020	July 2020 - June 2021	term ended 12/2020			
Edward Cecchi		2	11/21/2013 - 11/21/2016	11/21/2016 - May 2019	July 2019 - June 2020	July 2020 - June 2021	July 2021-June 2022	
Elizabeth Blau		1	July 2019 - June 2022					
Phyllis Gurgevich		3	July 2018 – June 2021	July 2021-June 2024				
Christopher Hume		2	July 2018 – June 2021	July 2021-June 2024				
Nileen Knoke		3	July 2018 – June 2021	July 2021-June 2024				
Jerrie Merritt		1	2/24/2017 - June 2020	July 2020 - June 2023				
Jennifer Oswald		1	5/28/2015 - 5/28/2018	5/28/2018 - June 2021	July 2021 - June 2022			
Mary Lynn Palenik		2	July 2018 – June 2020	resigned 11/16/20				
Becky Petring		1	July 2019 - June 2022					
Melissa Schultz		1	July 2019 - June 2022					
Tiffany Tyler-Garner		1	July 2019 - June 2022					
Joyce Woodhouse		1	July 2019 - June 2022					
Jen Hutter	2/28/2020	1	July 2020 - June 2023					
Jim Nelson	5/15/2020	1	July 2020 - June 2023					
Krystal Allan	2/10/2021	1	July 2020 - June 2023					
Ramrio Lopez	12/11/2020	1	July 2020 - June 2023					
Lisa Turner	12/11/2020	1	July 2020 - June 2023					
Mara McNeill	2/10/2021	1	July 2021 - June 2024					
Lori Colvin	2/10/2021	1	July 2021 - June 2024					
(OPEN)								
(OPEN)								

CIS OF NEVADA PROPOSED SLATE OF OFFICERS 2021-2022

Ray Specht – Chair

Specht Leadership Consulting

405 Proud Eagle Ln

Las Vegas, NV 89144

702-375-2223 (c)

ray.specht@spechtleadership.com

Punam Mathur – Vice Chair

Elaine P Wynn & Family Foundation

3800 Howard Hughes Pkwy, Ste. 960

Las Vegas, NV 89169

702-454-9966

punam@ewfamilyfoundation.org

Tom Edington - Treasurer

Western Pacific Insurance

301 N. Pecos, Ste. D

Henderson, NV 89074

702-932-3105

tom@wpinsure.com

Joyce Woodhouse - Secretary

Education Advocate

246 Garfield Drive

Henderson, NV 89074

702-498-8302

jwoodhouse642@yahoo.com



MY COMMITMENT TO COMMUNITIES IN SCHOOLS OF NEVADA

(Modified from BoardWalk Consulting)

As a member of the board of directors of Communities In Schools of Nevada, I am fully committed and dedicated to the mission of Communities In Schools of Nevada:

To surround students with a community of support, empowering them to stay in school and achieve in life.

I pledge to help carry out this mission, consistent with the functions of a board member, as stated in the bylaws.

The Role of the Board

As a board member, I have both the opportunity and the obligation to help establish strategic direction, set broad policy, steward the assets, and hire and evaluate the CEO/executive director, all in support of the organization's stated mission. I commit to fulfilling these obligations with my time, talent, treasure and relationships.

The Role of Management

I understand that the CEO/executive director is responsible, under the board's direction, for developing the long-range plan for board approval, devising short- and medium-term objectives in pursuit of that plan, and then managing the organization's resources to meet those objectives.

Preparation

I will work diligently to understand the mission, purpose, goals and programs of the organization, and I will prepare for all board and committee meetings by reviewing all related documents and materials in advance.

Fiscal and Program Oversight

Together with my fellow board members, I am responsible for the fiscal oversight of the organization. Regardless of whether I am a member of the finance or audit committee, I will know what our budget is and take an active part in reviewing and approving the budget and monitoring our performance against that budget. If I do not understand an element of the fiscal health, I will reach out to the appropriate board members, committees or staff for clarification.

Active Participation in Board Meetings

I will attend regularly scheduled board meetings, be available for consultation by phone and e-mail, and serve on at least one committee of the board where I can apply my special skills and perspective. I will come prepared to discuss the issues and business at hand, and I will help prepare for and participate in the annual board-staff retreat, typically scheduled on an annual basis. If I miss without proper notice three consecutive board meetings or one committee meeting, or am otherwise unable to fulfill my obligations as a board member, I will offer my resignation or request a leave of absence.

Active Participation in Major Events

I will attend Communities In Schools of Nevada's major public events and fund-raisers and will actively encourage support and attendance by my friends and colleagues as well.

Public Representation

As a board member, I know that I am a de facto ambassador for the organization, and I will strive to represent the organization in the best possible ways. I will never offer myself as an official spokesperson for the organization without proper authority from the board or CEO/executive director.

Financial Support

Overall fund-raising efforts. I expect to be actively involved throughout the year in some aspect of Communities In Schools of Nevada's fund-raising efforts. More particularly, I will help identify and cultivate potential supporters, and I agree to make a limited number of calls on potential supporters.

Annual campaigns. I will make, what is for me, a substantial financial donation to Communities In Schools of Nevada each year to signify that the organization is a personal philanthropic priority. Additionally, at a minimum, I will make an annual commitment to give/get at least \$10,000. I will also work with the board chair, CEO/executive director or development director to come up with a giving plan that is reasonable for my personal situation, and I will leverage the organization's staff to help me secure sources for this level of funding.

Capital campaigns. As plans for capital or endowment fund raising are developed and approved by the board, I understand that board members are typically expected to make leadership gifts to demonstrate the board's collective commitment to achieving these goals. Although I am not making a specific capital pledge at this point, I will participate to the extent possible in any capital campaign.

Planned gifts. I understand that each trustee is encouraged to make provision for Communities In Schools of Nevada in his or her estate plan, and I agree to do so for at least as long as I am a member of the organization's board.

Staff Support

I recognize the significant obligations of the staff in carrying out the organization's work, and I will do my best not to interfere with the staff's operating responsibilities.

Confidentiality and Bylaws

I understand that the board must speak with one voice, and therefore I agree not to divulge board-level discussions to others unless the board has adopted a different policy for a specific instance or issue. I have read and understand the organization's bylaws, and I agree to operate in conformity with them.

Communities In Schools of Nevada's Commitment to Me

As part of the organization's execution of its mission, CIS makes the following commitment to its board members:

- We will provide you the opportunity for meaningful and rewarding service to our mission and our community;
- We will provide you in a timely way with the information you need to be an effective board

member;

- We will be diligent in making the best possible use of the assets you make available to us, whether those be assets of time, wisdom, experience, relationships or money;
- We will schedule meetings in advance, and we will start and end meetings on time, unless a majority of those present at the time elect otherwise;
- We will make every effort to keep our meetings brief, relevant, interesting and productive;
- We will respond to the best of our ability to your questions and concerns;
- We will encourage your feedback and criticism; and
- We will do our utmost to be an organization of which all stakeholders can be proud.

Our Agreement

By signing this document, we acknowledge that board service implies a three-way commitment: from board members individually, board members collectively and the organization as a whole. Even though this commitment letter is non-binding in a legal sense, we understand that the organization will rely on the collective commitments of its board members in formulating its plans and executing its strategy. Furthermore, we request that the commitments in this letter be made part of our annual governance evaluation.

Signed: _____ Date: _____
Board Member

Signed:  _____ Date: _____
Raymond Specht, *Board Chair*

Signed:  _____ Date: _____
Tami Hance-Lehr, CEO/State Director

Advisory Council

Jim Nelson
Chair

Beverly Givens
Jameson Bauman
Leo Maschioni
Meghan Bailey
Paula Zier
Ramona Esparza
Ronalynd Napier
Stephanie Kirby

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

**TQS Update through
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	110	\$854,023.62	3,150	2,750	13,440

Executive Director
Cheri Ward

SNV Highlights

- Karen Macias, our Site Coordinator at Lois Craig Elementary School helped host Nevada Reading Week by distributing books and other goodies to over 200 families. Parents were able to collect several books to take home and read with their children. Part of the event invited students to dress up as their favorite Dr Seuss character. The event was successful despite the rain scare. The best part was watching students get excited to see their teacher as well as Ms. Karen even for a few minutes. The parents were extremely appreciative of the awesome book library!
- On February 16th, Whitney Cole, our Site Coordinator at Bailey Middle School, hosted a “Dare to Dream” Virtual Assembly for the entire school population via virtual platform. The assembly covered topics like anti-bullying, drugs, low self-esteem, social media and making good choices and positive friendships. Two of the students won prizes for their answers on questions regarding what they learned.
- As the effects of virtual learning became increasingly detrimental to several schools across the country, including increased suicide rates, Rancho Site Coordinators Gabby Tisdol and Carmen Martinez, along with the counseling department began to take action. They introduced Social Emotional Learning workshops which included icebreakers and teaching a new coping skill strategy and then concluded with meditation. Gabby and Carmen provided students the opportunity to win a gift card for their participation. The social work team also displayed social emotional learning videos, prior to the workshop. It got off to a slow start but in the month of February the site coordinators saw a success in student engagement and participation, as the school administration and CIS worked as a team to promote the workshop. Many students are attending on a weekly basis and their feedback on the various activities include that they've enjoyed it and they are looking forward to the following week's activity.

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

**NENV
Advisory
Council**

Lisa Turner
Chair

Vicky Blair
Bobbi Shanks
Emma Smith
Lauren Landa
Racchelle Bogdon
Iolanda Gillins
Arlene Heitt
Nicole Lewis

TQS Update through March 30th, 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
10	12 F/T	23	\$83,343	420	412	1,461

Highlights

Reaching Rural Communities Grant– February 2021 we were awarded \$80,000 to continue our work in Humboldt County. Our fast growth and steady partnership with Humboldt County School District has allowed us to receive this additional award and continue our forward trajectory.

Humboldt County – Community Services Resource Room. When we had the opportunity to grow into Humboldt County in 2019, it was always the goal to duplicate in this community what we have already built in Elko County. As a rural community our model is most effective in a way that we can provide of our efficient and necessary Integrated Student Support Model but also in a way that all students would have access to the basic needs that can support success in school. We have received \$10,000 from Pennington to start a Community Services Resource Room in Winnemucca. This means all students in Humboldt County will have access to school supplies, clothing, hygiene items, and winter clothing.

Grant Applications – Northeastern Nevada has submitted two large scale grants for program operations.

- Fund for a Healthy Nevada Grant - CIS of Northeastern Nevada applied in Partnership with FISH (Friends In Service Helping) our local food bank. This application status is pending.
- Full Service Community Schools – Humboldt County School District submitted this grant to include 1 CIS Site Coordinator for growth into new a school for the upcoming school year. This application status is pending.

ALL IN FOR KIDS Direct Give Campaign – NENV Annual Fundraiser will be held April 1st thru April 30th and will be take place of our annual A Nite at the Races Fundraiser.

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 February 28th, 2021

# 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	289	\$152,458	536	3,289	2,811

WNV Highlights

Hiring of our Executive Director: Our CISNV team members are thrilled to have made their selection for the ED position as Nicole Willis Grimes will be joining our team as Executive Director on June 7th! Nicole’s experience and passion for the work of CIS and the local community will be such an incredible asset to our organization and we are excited for all that she will bring to our team!

Ongoing Community Donation Support: The continuing outpouring of local support for student basic needs been incredible. The Assistance league of Reno has made their third donation in basic needs totaling now to over \$15,000.00 in brand new clothing, hygiene and shoes for our middle and elementary schools within the last 6 months. The Elks lodge of Reno also supported in providing 400 spring break support bags to GDES students, these bags were made with love and brought such comfort to our students and families as they geared up for break. Our partners at Urban Roots have not only continued to deliver freshly harvested produce to selected CIS school sites every single week but have also provided over \$15,000.00 in gardening kits for students of all ages at our sites. We love our community of support!

Cappy Hour Up to Date: We are excited to be holding our 5th Annual Cappy Hour Fundraiser at the Grand Sierra Resort and Casino on April 29, 2021 from 5:00pm to 8:00pm. Following all COVID-19 safety protocols, including mandatory masks, social distancing, and capacity limits as determined by current limits at the time of the event, this gala will be a hybrid event including in-person guests as well as guests participating in activities virtually from the comfort of their own home. Currently, we are sitting at 60% to goal for the event, and we have secured Items for approximately 20 to 25 packages.

**ANNUAL OPERATIONS ACTIVITIES
QUARTER 4**

HUMAN RESOURCES DEPARTMENT		
Benefits package comparison and renewal		May/June
Hiring: RD Director; WNV Executive Director		April
Performance review process: annual reviews		June
Create & train leadership on career development plan templates		Q4
Conduct EOY file audit		Q4
Conduct Staff Satisfaction Survey		May
FINANCE DEPARTMENT		
2021-2022 Budget		Q4
Continue to fine tune cost model		Q4
STRATEGIC PARTNERSHIPS		
Monitor Communities Serving Schools Act		Q4
Monitor legislation through EDU, healthcare & housing partners - testify/support as needed		Q4
Engage GR Committee through the 2021 legislative session		Q4
RESOURCE DEVELOPMENT		
Provide collateral & outreach support to SNV in raising funds for graduation		Q4
Cappy Hour in partnership with WNV Affiliate		April
Support NENV on virtual giving campaign		April
MARKETING		
Update all collateral with DEI focus - digital and print		Q4
Optimize key pages on the website and update timely articles for each affiliate		Q4
Continue Superhero Thursdays with News 3 & explore similar partnership for WNV		Q4
GRANTS, PROGRAM SUPPORT & DATA		
Develop data trainings to include supervision, utilization, and reporting		Q4
Hold bi-annual data convenings with leadership for continuous improvement		Q4
Develop & implement statewide data monitoring procedure		Q4
Identify & apply for new funding sources that support student subgroups (i.e. immigrant youth)		Q4
Develop playbook for integrated student supports		Q4
GOVERNANCE		
April Board Meeting & Committee meetings as necessary		April
Roll out Crisis Communications Plan to the Board		July 2021
Upload Board materials to portal on website		April
Continue Board Member Recruitment		April
OPERATIONS		
Create workspace solutions for State & SNV		Q4
Review possibility of new Commercial Broker		Q1 21-22
Annual inventory log		June
AFFILIATES		
Review contracts with school district partners		Q4
Review school contracts to ensure budget numbers		Q4
Establish Data Sharing Agreement for SNV with CCSD		Q4

Resource Development Update

Upcoming Opportunities for Board Engagement

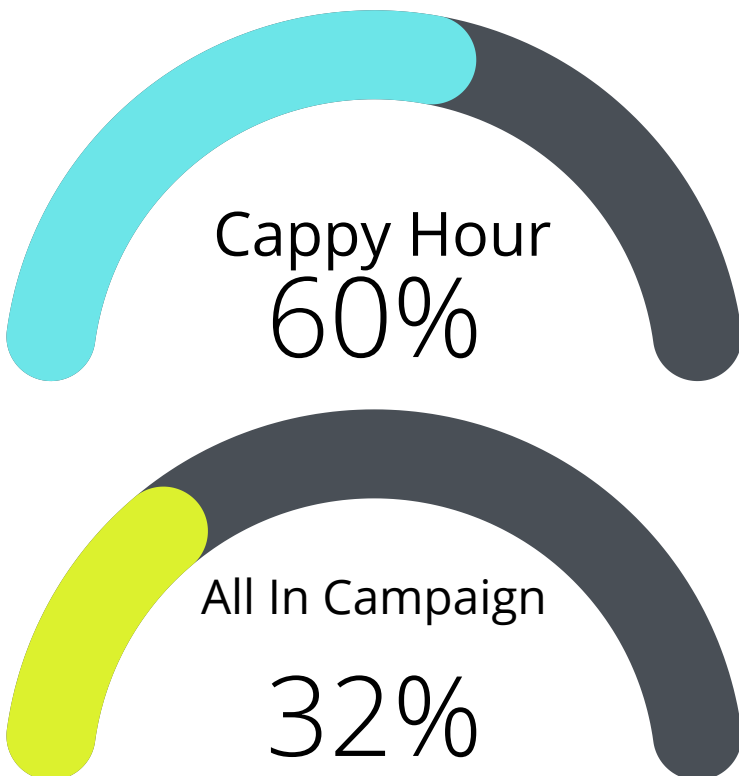
- Joint Cappy Hour & A Night at the Races Support- Final Push to Goal
- Fill the Bus Sponsorship Introductions for Western Nevada and Southern Nevada
- Ready, Set, Career Prep - VOLUNTEER OPPORTUNITY

Event and RD Highlights

- Leadership Circle Roundtable
 - Showcased not only Statewide Representation but also the full spectrum of CIS



Event Goals to Date



Upcoming Events & Initiatives

- Southern Nevada
 - POWER WITHIN
 - May 5, 2021 at Red Rock Resort and Casino
 - Ready. Set. Career Prep
 - June 2021
 - Upcoming: Fill the Bus
- Western Nevada
 - CAPPY HOUR
 - April 29, 2021
 - Grand Sierra Resort
 - Upcoming: Fill the Bus
- Northeastern Nevada
 - ALL IN FOR KIDS CAMPAIGN
 - April 2021
- State: TFT 2021 Update

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	Mutual of America - Community Impact Grant	\$100,000	Jun-21	Statewide	N
3	United Way of Southern Nevada	\$115,000	May-21	Program Development	N
4	DHHS	\$153,000	Jun-21	Hunger Prevention NENV	Y
5	American Honda	\$75,000	Jun-21	ISS	N
6	Windsong	\$800,000	May-21	Program Support SNV	Partial
7	MGM Foundation	\$60,000	Jun-21	Program Support SNV	Partial

Awarded Past 90 Days (\$25,000+)					
	Funder	Award Amount	Date Awarded	Purpose	Budgeted Y/N
1	Reaching Rural Communities Extension	\$80,000	2/23/21	Elko/Winnemucca	N

Upcoming Opportunities					
	Funder	Request Amount	Notes	Budgeted Y/N	
1	Full Service Community Schools Grants with HCSD and WCSD	N/A	School grants for the 2021-2022 school year. Federal funds to support comprehensive community schools with CIS of Nevada playing the role of the Community School Coordinator.	N/A	

Top Three Highlights					
<ul style="list-style-type: none"> - \$1.3 million in grants submitted last quarter - Renewal of Reaching Rural Communities - Partnership Opportunity with Full Service Community Schools. 					

**Communities In Schools Nevada
2021-2022 Budget Proposal**

	<u>2021-2022</u>		<u>2020-2021</u>		<u>% Variance</u>
			<u>Comparison</u>		
Revenue					
Private Funding	\$ 5,427,424	a	\$ 3,849,045		41%
Public Funding	679,464		1,446,940		-53%
Fundraising Events	626,500		378,400		100%
Contracted Service Fees	2,997,223		2,773,940		0%
Investment Income	-		-		
In-Kind Contributions	-		-		
Total Revenue	<u>9,730,611</u>		<u>8,448,325</u>		<u>15%</u>
Expenses					
Program Expenses	528,421	b	473,412		12%
Direct Program Operations	275,385	b	224,532		23%
Staff & Human Resources	8,304,047	b	7,208,762		15%
Administration	346,781	c	196,184		77%
Fundraising	173,225		106,249		63%
Awareness & Advocacy	177,800	d	95,653		86%
Facilities	180,298	e	156,104		15%
In-Kind Expenses					
Total Expenses	<u>9,985,957</u>		<u>8,460,895</u>		<u>18%</u>
Change in Net Assets	<u>\$ (255,345)</u>		<u>\$ (12,571)</u>		<u>1,931%</u>

Tickmark Explanations:

- a Revenue increase form 20-21 fiscal year based on an extremely conservative estimate for the previous year. With the hiring of a new Resource Development Director and a new Executive Director in Western Nevada the increase in contributions is anticipated to be achievable.

- b Program, Operating and Staff expense increase are related to cost model changes and adherence. To maintain compliance with grants received and to stay competitive for new grant dollars we must expend the amounts allocated by the cost model to programs. Since program staff have not received raises or promotions in the last three years the salary levels are at least 5% below the amount indicated. Additionally since we were hindered in our ability to facilitate programs in person this year our program and operating costs were well below that intended and estimated by the cost model. Those funds must be spent to maintain compliance with grants.

The increased expenses also include the addition of nine schools, six in Southern Nevada, one in Western Nevada and two in Northeastern Nevada. Additionally, Academy program expenses have been more appropriately estimated to include graduation costs, testing fees and application fees, all of which have increased significancy in the past three years.

- c Administration expenses are increased for the inclusion of DEI programming costs and additional training stemming from succession planning efforts.

- d Awareness and advocacy efforts this year are focused on increasing our viability to be included as a line item in the state budget as well as keeping us forefront for new grant dollars offered in relation to ESSER funding distributed by district. With so many unknowns related to the funding formula for schools it is of primary importance for us to increase visibility and creditability with school officials, legislators and policy makers.

- e The current lease for the State and Southern Nevada operations office is terminating in October. The teams have outgrown this space and moving will allow for team growth with additional conference space, as well as relocating to a more centrally located area. The move estimate includes a modest increase in rent and moving costs.

Communities In Schools Nevada
Statement of Activities
For the Eight Months Ended February 28, 2021 and February 29, 2020

Year To Date (February)				Original	Adjusted
(Favorable / Unfavorable)				Budget Year	Budget Year
Actual	Budget	2020		End	End
	\$Variance	\$Variance			
			Revenue		
\$ 3,000,434	\$ 1,233,082 (a)	\$ 1,607,768	Contributions	3,849,045	4,707,127
1,621,917	170,277 (b)	1,603,380	Public Grants	1,460,358	1,790,636
384,755	71,355	(462,119)	Fundraising	378,400	449,755
1,834,072	(126,815) (c)	(6,241)	Contracted Service Fees	2,773,940	2,587,125
16,347	16,347	(23,774)	Investment Income	-	-
305,218	305,218 (d)	305,218	In-Kind Contributions		556,383
7,162,743	1,669,464	3,024,231	Total Revenue	8,461,743	10,091,027
			Expenses		
289,150	(81,932)	104,298	Program Expenses	473,412	391,480
110,913	(45,988)	83,829	Direct Program Operations	224,532	178,544
4,070,370	(542,921) (e)	147,030	Staff & Human Resources	7,208,762	6,665,841
112,428	(33,649)	(79,158)	Administration	196,184	177,535
32,862	(56,794)	(61,594)	Fundraising	106,249	49,455
41,808	(24,962)	(13,960)	Awareness & Advocacy	95,653	96,691
90,575	(12,986)	(68,188)	Facilities	156,104	143,118
305,218	305,218 (d)	305,218	In-Kind Expenses		556,383
5,053,325	(494,013)	417,476	Total Expenses	8,460,895	8,259,048
\$ 2,109,418	\$ 2,163,477	\$ 2,606,755	Change in Net Assets	\$ 847	\$ 1,831,979

Executive Summary

- (a) Private Funding contributions exceeded budget by approximately \$1.23 million due receiving the third Wynn Family Foundation contribution that was forecasted for year end.
- (b) Public Funding contributions exceeded budget by \$170k as a result of the ESSER Grant that was not anticipated and is billed monthly.
- (c) Contracted service fees were approximately \$126k below budget as a 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.
- (d) In-Kind Contributions exceeded budget by \$305k 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.
- (e) Staff Related expenses were approximately \$543k below budget as a result of staff turnover and delays in hiring replacement staff.

Communities In Schools Nevada
 Supplemental Schedule
 Accounts Receivable Balance Detail
 At February 28, 2021

	<u>AR Balance</u> <u>as of 2/28/21</u>		<u>Mar 2021</u> <u>Collections</u>		<u>Net</u>
CCSD	\$ 679,540				\$ 679,540
ECSD	\$ 2,778	\$	-		\$ 2,778
HCSO	\$ -	\$	-		\$ -
WCSD	\$ 85,163	\$	-		\$ 85,163
 ESSER	 \$ 39,495	 \$	 -		 \$ 39,495
 Other					
DHHS - Catholic Charities	\$ 6,966	\$	(3,421)		\$ 3,545
Walker Furniture	\$ 100	\$	-		\$ 100
United Way	\$ 7,500				\$ 7,500
Microsoft (Cappy Hour)	\$ 1,500				\$ 1,500
COVID-19 Task Force	\$ 7,842	\$	-		\$ 7,842
Other Total	\$ 23,908	\$	(3,421)		\$ 20,487
 AR Balance	 \$ 830,884	 \$	 (3,421)		 \$ 827,463

Communities In Schools Nevada
Statement of Financial Position
At February 28, 2021 and February 29, 2020

	<u>Feb 2021</u>	<u>Feb 2020</u>	<u>\$Var</u>	<u>%Var</u>
Assets				
<i>Current Assets</i>				
Unrestricted cash	\$ 4,834,206	\$ 2,623,745	\$ 2,210,461	84% A
Restricted Cash	\$ 1,421,012	\$ 749,600	671,412	90% B
Accounts Receivable	\$ 830,874	\$ 1,128,364	(297,490)	-26% C
Prepaid Expenses	\$ 9,458	\$ 6,286	3,172	50%
Total Current Assets	<u>7,095,549</u>	<u>4,507,996</u>	<u>2,587,554</u>	<u>57%</u>
 <i>Fixed Assets, net</i>	 \$ 29,619	 \$ 34,880	 (5,261)	 -15%
 Total Assets	 <u>\$ 7,125,168</u>	 <u>\$ 4,542,876</u>	 <u>\$ 2,582,292</u>	 <u>57%</u>
Liabilities and Net Assets				
<i>Liabilities</i>				
Accounts Payable	\$ 86,608	\$ 13,896	\$ 72,712	523%
Credit Card Payable	18,331	23,228	(4,896)	-21%
Other Current Liabilities	108,740	75,834	32,906	43%
Total Liabilities	<u>213,678</u>	<u>112,958</u>	<u>100,721</u>	<u>89%</u>
<i>Net Assets</i>				
Unrestricted Net Assets	5,490,477	3,680,318	1,810,159	49% A
Temporarily Restricted Net Assets	1,421,012	749,600	671,412	90% B
Total net assets	<u>6,911,489</u>	<u>4,429,918</u>	<u>2,481,571</u>	<u>56%</u>
 Total Liabilities and Net Assets	 <u>\$ 7,125,168</u>	 <u>\$ 4,542,876</u>	 <u>\$ 2,582,292</u>	 <u>57%</u>

Tickmark Explanation:

- A** Unrestricted cash exceeds the previous year by approximately \$2.2 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 higher than the previous year by approximately \$671k as a result of receiving grant funds for the current school year from William Pennington Foundation and Elain P Wynn Family Foundation with restrictions for the remainder of the school year.
- C** Accounts Receivable is lower than the previous year by approximately \$297k as a result of receiving school purchase orders earlier in the year than the previous year and not a retraction in the event Today for Tomorrow which had a \$80k invoiced in the previous year.

Communities In Schools Nevada
Statement of Activities
For the Eight Months Ended February 28, 2021 and February 29, 2020

	<u>Feb 2021</u>	<u>Feb 2020</u>	<u>\$ Var</u>	<u>% Var</u>
Revenue				
Private Funding	\$ 3,000,434	\$ 1,392,666	\$ 1,607,768	115% A
Public Funding	1,621,917	18,538	1,603,380	100% B
Fundraising Events	384,755	846,875	(462,119)	-55% C
Contracted Service Fees	1,834,072	1,840,313	(6,241)	100%
Investment Income	16,347	40,121	(23,774)	-59%
In-Kind Contributions	305,218	-	305,218	100% D
Total Revenue	<u>7,162,743</u>	<u>4,138,512</u>	<u>3,024,231</u>	<u>73%</u>
Expenses				
Program Expenses	289,150	184,852	104,298	56%
Direct Program Operations	110,913	27,084	83,829	310%
Staff & Human Resources	4,070,370	3,923,340	147,030	4% E
Administration	112,428	191,585	(79,158)	-41%
Fundraising	32,862	94,456	(61,594)	100%
Awareness & Advocacy	41,808	55,768	(13,960)	-25%
Facilities	90,575	158,763	(68,188)	-43%
In-Kind Expenses	305,218	-	305,218	100% D
Total Expenses	<u>5,053,325</u>	<u>4,635,849</u>	<u>417,476</u>	<u>9%</u>
Change in Net Assets	<u>\$ 2,109,418</u>	<u>\$ (497,337)</u>	<u>\$ 2,606,755</u>	<u>-524%</u>

Tickmark Explanation:

- A** Contribution revenue exceeded the previous year by approximately \$1.6 million 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 \$1.6 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, \$200k in TANF funds were expended along with \$140k in ESSER federal grant funds.
- C** Fundraising event revenue was approximately \$462k lower than the previous year as a result of changes made to the Today for Tomorrow gala format due to COVID-19 restrictions. Additionally, Cappy Hour and A Nite at the Races, which occurred earlier in the year in 2020, were delayed until April 2021.
- D** In-Kind Contributions exceeded previous year by \$305k due to recording In-kind contributions monthly this year versus in one lump sum at year end in the previous year.
- E** Staff & Human Resources expenses exceeded the previous year by \$147k as a result of additional staff added for the increase in schools serviced.

MARKETING & P.R. UPDATE

HIGHLIGHTS

- There were 79 news stories that included or featured CIS of Nevada. The website had 4,361 sessions. Each month there was an average of 61 new social media page likes/followers.
- There were four total KSNV News 3 CIS Superhero Thursdays segments featuring CIS Site Coordinators, CIS case-managed students, and CIS community partners.
- Nevada Business Magazine published an education story featuring an interview with Tami.



Clark County Stories

- KSNV News 3 Superhero Thursdays Series: 1
 - Site Coordinator Jhoana's Story
 - Mental Health Partner F.A.C.T. Highlight
 - Site Coordinator Amilet's Story
 - Academic Partner CCSD FACES Highlight

Washoe County & Clark County Shared Stories

- Reno Gazette Journal: Student Voices with Senator Cortez Masto
- Reno News 4: 6,000 Dental Kits Distributed
- Alice 96.5: Hero in Heels CIS Site Coordinator Alexis Adams 2



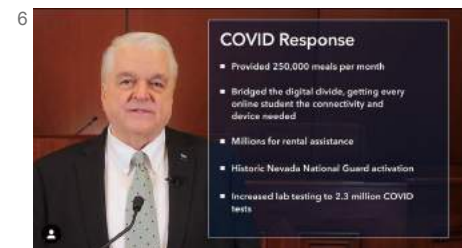
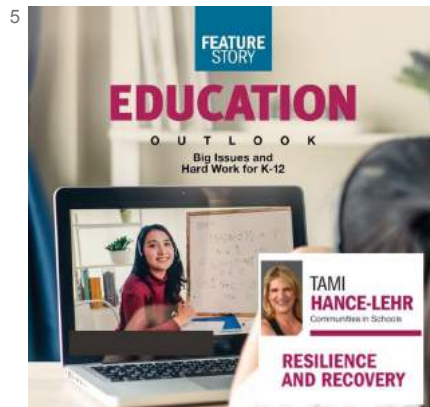
Northeastern Nevada Stories

- Everything Elko Magazine: History of CIS of Northeastern Nevada 3
- Elko Daily: Elko Federal Credit Union donation
- Elko Daily: Sarah's Quarterly Column



Statewide

- LVRJ: All Nevada students can now access Internet from home 4
- Nevada Business Magazine: Education Issue with Tami
- LVRJ: Connecting Kids Op-ed by Elaine Wynn and Jim Murren
- Governor Sisolak State of Address: Connecting Kids Initiative





Nevada

**Government Relations Committee
Report to the Board of Directors**

April 2021

2021 Legislative Session — Bills that CIS of Nevada has Supported

[AB 445](#) — AN ACT relating to financial administration; transferring the Office of Grant Procurement, Coordination and Management in the Department of Administration to the Office of the Governor; renaming the Office as the Office of Federal Assistance; requiring the Governor to appoint a Director of the Office; requiring the Director to develop a State Plan for Maximizing Federal Assistance; revising the duties of the Office relating to the procurement, coordination and management of federal assistance; creating the Nevada Grant Matching Program to provide funds to certain public agencies, tribal governments and nonprofit organizations as matching funds for federal grants; requiring that certain money from the Abandoned Property Trust Account be transferred to a trust fund established as part of the Program; revising the membership and duties of the Nevada Advisory Council on Federal Assistance; and providing other matters properly relating thereto.

[SB 173](#) — AN ACT relating to education; authorizing the board of trustees of a school district and the State Public Charter School Authority to submit to the Superintendent of Public Instruction plans to address loss of learning that occurred as a result of the COVID-19 pandemic; requiring the submission to certain entities of certain reports relating to such plans to address loss of learning; and providing other matters properly relating thereto.

[AB 191](#) — AN ACT relating to Medicaid; requiring the State Plan for Medicaid to include coverage for the services of a community health worker under certain circumstances; and providing other matters properly relating thereto.

Communities In Schools of Nevada continues to monitor discussions related to the implementation of the student-centered per pupil funding formula; the government relations committee meets monthly to monitor and adjust strategy on bills as appropriate.

CISpeaks Site Coordinator Media & Advocacy Training

The CIS Superhero Thursdays initiative has been a primary focus for the public awareness department and has served as a meaningful pipeline of stories, issues, and compelling site coordinator and student profiles. When appropriate, the department will call upon those site coordinators to share perspectives with policymakers on issues relevant to the CIS mission.

To be Reintroduced this Congress by Rep. Susie Lee w/ \$1B for Integrated Student Supports — *Communities Serving Schools Act*

Provides \$1 billion in grants to local education agencies to invest in wrap-around services that assist with the health, well-being, and stability of students outside of the classroom.

Hosted Leadership Circle event where the CSSA was a primary focus and featured statewide diverse perspectives of CIS stakeholders facilitated by State Superintendent of Public Instruction Jhone Ebert.

Continued Support Around Stakeholder Relations with the Clark County School District

Six out of seven trustees have been briefed on our data and results from the previous school year. All meetings were successful and led to further awareness about the scope and depth of CIS mission and impact.

Nonprofit & Philanthropy Day at the Legislature: March 29

Communities In Schools of Nevada serves on the Public Policy Committee for the United Way of Southern Nevada. CIS' engagement in the Connecting Kids mission was featured prominently during *Nonprofit & Philanthropy Day at the Legislature*. A video highlighting those efforts is linked [here](#) starting at 1:25 and ending at 4:43. Other initiatives featured include Delivering with Dignity and the United Way Emergency Assistance & Community Needs Fund.

ICYMI: Op-ed published in the *Reno Gazette Journal* by Tami-Hance Lehr and Senator Cortez-Masto: '[Student voices remind us that education requires a holistic approach](#)'



Nevada

Committee Rosters 2021-2022

Executive Committee/Network Operations

Chair: Ray Specht
Staff Lead: Alexis Benavidez
CEO: Tami Hance Lehr
Vice Chair: Punam Mathur
Treasurer: Tom Edington
Secretary: Joyce Woodhouse
Christopher Hume
Ed Cecchi
Phyllis Gurgevich
Reno Delegate: Becky Petring
Nileen Knoke

Finance & Audit Committee

Chair: Tom Edington
CEO: Tami Hance Lehr
Staff Lead: Kelly Pearsall
Ex-officio: Ray Specht
Jerrie Merritt
Ann Simmons Nicholson*
Lori Colvin

Government Relations Committee

Chair: Phyllis Gurgevich
CEO: Tami Hance Lehr
Staff Lead: Alex Bybee
Punam Mathur
Erin McMullen*
Ray Specht
Tiffany Tyler-Garner
Joyce Woodhouse

Governance Committee

Chair: Punam Mathur
CEO: Tami Hance Lehr
Staff Lead: Alexis Benavidez
Ex-officio: Ray Specht
Jennifer Oswald
Tom Edington
Lisa Turner
Mara McNeill

*Not a member of the Board of Directors

Resource Development Task Force

Chair: TBD
Staff Lead: TBD
CEO: Tami Hance Lehr
Ex-officio: Ray Specht
Punam Mathur
Melissa Schultz
Jennifer Hutter
Brad Burns*
Paula Zier*

Marketing & PR Task Force

Chair: Christopher Hume
Staff Lead: Diane Presser
Staff Support: Alex Bybee
CEO: Tami Hance Lehr
Ex-officio: Ray Specht
Becky Petring
Nileen Knoke
Phyllis Gurgevich
Brad Burns*
Amy Rossetti*
Krystal Allan
Ramiro Lopez

Special Events Task Force

Chair: Ed Cecchi
Staff Lead: Hannah Arnold
CEO: Tami Hance Lehr
Ex-officio: Ray Specht
Elizabeth Blau

DEI Change Team

Chair: Nileen Knoke
Staff Lead: Laura Meyer
CEO: Tami Hance Lehr
Ex-officio: Ray Specht
Punam Mathur
Ramiro Lopez
Edward Cecchi
Jennifer Courrier*

NENV Advisory Council

Lisa Turner, Chair

SNV Advisory Council

Jim Nelson, Chair

WNV Advisory Council

Becky Petring, Chair



Nevada

8350 W Sahara Ave, Ste. 110
Las Vegas, NV 89117

PH: 702.550.3799
www.cisnevada.org

STANDING COMMITTEE/BOARD SCHEDULE 2021-2022

Other committees meet as needed, determined by the Chair.

Finance & Audit Committee Meetings

LOCATION: Zoom or TBD

- Thursday, July 15, 8-9am
- Thursday, October 7, 8-9am
- Thursday, January 13, 8-9am
- Thursday, April 14, 8-9am

Executive Committee Meetings

LOCATION: Zoom or TBD

- Thursday, July 15, 9-10am
- Thursday, October 7, 9-10am
- Thursday, January 13, 9-10am
- Thursday, April 14, 9-10am

Board of Directors Meetings

LOCATION: Zoom or TBD

- Thursday, July 29, 8:30-10:30am
- Thursday, October 21, 8:30-10:30am
- Thursday, January 27, 8:30-10:30am
- Thursday, April 28, 8:30-10:30am

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: January 28, 2021
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	Complete for all staff
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 Ongoing trainings occurring DEI trainings completed for SNV & WNV
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	Complete: Audit was presented: January 28, 2021.
Complete other regulatory filings as needed	Ongoing	Lead: Finance Director Support: Staff Accountant	1099s - completed 990 for 2019 - completed 5500 – 403b regulatory reporting to start June 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	Preliminary meetings in Feb. – will be reviewed during budget mtgs (for the internal cost model). Funding formula info still unpublished

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	

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 Meetings completed with 5/7 CCSD trustees Similar trustee mtgs for WNV & NENV will be scheduled

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 Ongoing press and contact with Humboldt CSD ED column in Elko Daily Press Renewed
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 Contact with GR & HR in Reno in relation to vaccines for SCs CEO to meet with supt on 2/19
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	Joining the Impact NV's Blue Ribbon Commission for social equity. Engaging with NV rural health network
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	Complete: Moving to Q1 for 2021-2022

<p>Identify areas of funding & partnership with NV Department of Education, DHHS, DETR, etc.</p>	<p>Ongoing</p>	<p>LEAD: Director of Strategic Partnerships</p> <p>SUPPORT: Director of Grants</p>	<p>Trauma recovery grant identified</p> <p>ESSR funding secured</p> <p>Potential funding through community health worker network</p> <p>Later in Feb – mtg with Supt Ebert for ESSR 2</p>
<p>Establish CISpeaks Program to train a reliable cohort of site coordinators on advocacy and communications</p>	<p>Quarter 3</p>	<p>LEAD: Director of Strategic Partnerships</p> <p>SUPPORT: Director of Grants & Program Support, Marketing Manager</p>	<p>Included CISpeaks in National funding opportunity</p> <p>Reviewing current funding opportunities, secured funding not yet established</p>
<p>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</p>	<p>Quarter 3</p>	<p>LEAD: Director of Strategic Partnerships</p> <p>SUPPORT: Marketing Manager</p>	<p>Planning April event for CIS day at the legislature</p> <p>Testified on 2 measures already</p>
<p>Engage the Government Relations Committee of the Board of Directors throughout the 2021 legislative session</p>	<p>Quarter 3</p>	<p>LEAD: Director of Strategic Partnerships</p>	<p>Mtg monthly</p>
<p>Monitor the Communities Serving Schools Act introduced by Rep. Lee and provide advocacy when and where appropriate</p>	<p>Ongoing</p>	<p>LEAD: Director of Strategic Partnerships</p>	<p>Standing quarterly meetings occurring</p> <p>Next meeting: Q3</p> <p>Engaging Leadership Circle for roundtable event with Congresswoman Lee</p>

Annual briefing with trustees of school districts once eoy data is compiled.	Q4 (21-22)	LEAD: Director of Strategic Partnerships	Include for 21-22 AOP
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Annual Goal: Resource Development			
Work to maintain organization's \$8.4M annual operating budget with a focus on \$1.02 million in individual, corporate and event fundraising. Maintain private donation braided funding of private, corporate and grant donations through June 30, 2021.			
Measures of Success			
<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 goal of \$25,000 for graduation expenses	April 28, 2021	LEAD: Resource Development Director, SNV Affiliate ED SUPPORT: Development & Event Manager	
Direct and support KNPR campaign for benefit of SNV.	March - May 2021	LEAD: CEO, Donor & Events Manager, Director of Strategic Partnerships	Move to Q1 or Q2 2021-22

		SUPPORT: Marketing 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	Smaller community events occurring in both affiliates
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	Complete: Move to 2021-2022 for new RD Director
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	Complete: \$344k gross
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	

<p>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</p>	<p>April 2021</p>	<p>LEAD: Donor & Events Manager, Administrative Development Coordinator</p> <p>SUPPORT: Resource Development Director, Development & Event Manager, Administrative Development Coordinator</p>	<p>In progress with committee meetings</p> <p>Current: 42% to goal with pledge funds committed</p>
<p>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 - virtual</p>	<p>April 23, 2021</p>	<p>LEAD: NENV Executive Director, Program Outreach Manager</p> <p>SUPPORT: Resource Development Director, Development & Event Manager, Program & Volunteer Manager</p>	<p>Planning in progress</p> <p>In lieu of ANATR, a fundraising campaign will occur running in the spring - to launch 4/1</p>
<p>Identify and leverage (1) or more additional funding resources to support affiliate-specific community needs per affiliate</p>	<p>Ongoing</p>	<p>LEAD: Affiliate EDs, Advisory Councils</p> <p>SUPPORT: Resource Development Director, Development and Events Manager</p>	
<p>Maintain a strong Resource Development Committee inclusive of affiliate leadership – and identify a Board committee chair to develop and maintain the group</p>	<p>Ongoing</p>	<p>LEAD: Resource Development Director</p> <p>SUPPORT: Grants Director, Development & Event Manager</p>	
<p>Create & implement Major Gift program and donor cultivation process including proposals for individual donors based on specific donor profile – 25 new donor proposals</p>	<p>May 2021</p>	<p>LEAD: Resource Development Director</p> <p>SUPPORT: Grants Director, Development & Events Manager</p>	<p>Complete: Move to Q1 2021-2022</p>

Work with Marketing to update all sponsor logos on the website	February 2021	LEAD: Resource Development Director SUPPORT: Marketing Manager	Updated logos have been provided to Marketing in alignment with the new annual report
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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			
<ul style="list-style-type: none"> • 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	Partnered with the Warren Group for social media support

<p>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.</p>	<p>Quarter 3 & Quarter 4</p>	<p>LEADS: Marketing Manager, Director of Strategic Partnerships</p> <p>SUPPORT: Resource Development Director</p>	<p>Outline created for a new brochure and shared with agency</p> <p>Request from staff sent out in Dec.</p> <p>Concept design ready wk of 1/18</p> <p>Draft revisions underway</p> <p>Finalized mid-April</p>
<p>WEBSITE - Optimize Key Pages: Optimize and improve key landing pages with more user-centered content, including the donation page.</p>	<p>Quarter 3</p>	<p>Marketing Manger</p> <p>Support: Director of Strategic Partnerships and Resource Development Director</p>	<p>News article update fixed</p> <p>Affiliate landing pages in progress - bugs getting fixed wk of 3/15</p> <p>Noble Studios submission sent for website redesign</p>
<p>EMAIL - Plan, Calendar & Segmentation: Optimize and improve email with more user-centered content, including the donation page.</p>	<p>Ongoing</p>	<p>LEAD: Marketing Manager</p> <p>Support: Director of Strategic Partnerships and Resource Development Director</p>	<p>Open rate increased</p>
<p>Implement more data-driven communications to shift our narrative to focus on the evidence-based results of our program.</p>	<p>Ongoing</p>	<p>LEAD: Marketing Manager</p> <p>SUPPORT: Director of Strategic Partnerships</p>	
<p>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.</p>	<p>Quarter 3</p>	<p>LEAD: Marketing Manager</p> <p>Support: Director of Strategic Partnerships and the Warren Group</p>	<p>News 3 Superhero Thursdays continued into 2021; similar partnership in WNV in progress</p> <p>Telemundo partnership under discussion</p>

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 distribution list and plan	For 2020: Digital video blast created
Compile/design Annual Report	Quarter 3	Marketing Manager for inputting and design	Submissions sent in, design underway First draft: second wk of March 15 Final draft: end of March Print: First week of April Final ready for April 22 BOD mtg

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
<p><u>Data Technical Assistance -</u></p> <p>Train and provide technical assistance to affiliate staff on CISDM 2.0</p>	Ongoing	<p>LEAD: Grant Manager</p> <p>SUPPORT: Affiliate Data Managers, Director of Grants and Program Support</p>	
<p>Conduct weekly data meetings with representatives from each affiliate and the State Office Meeting focus includes: CISDM TA, 2020-21 guidance on hybrid and remote learning outcomes, special initiative reporting and outcomes, impact reporting, training for Site Coordinators</p>	Ongoing	<p>LEAD: Grant Manager</p> <p>SUPPORT: Affiliate Data Managers, Director of Grants and Program Support</p>	
<p>Develop data trainings and increase program manager/Site Coordinator capacity for data supervision, utilization and reporting.</p>	Quarter 4	<p>LEAD: Grant Manager</p> <p>SUPPORT: Affiliate Data Managers, Director of Grants and Program Support</p>	
<p><u>Grants/Data Management</u></p> <p>Facilitate monthly grants meetings with individual affiliates to review grant pipeline (Upcoming,</p>	On-going	<p>LEAD: Director of Grants</p> <p>SUPPORT: Grants Manager, Director of</p>	

received, in process and declined applications), grant spend down, grant requirements and outcomes, reporting requirements and overall grant forecast for the affiliate		Finance and applicable affiliate staff	
Facilitate Special Initiative Grants/Programs Meetings to review grant requirements, assessments, program progress and reporting.	On-Going	LEAD: Director of Grants SUPPORT: Grants Manager, Director of Finance and applicable affiliate staff	
Meet reporting requirements for National CIS within the deadline	Ongoing Affiliate EOY – October SOAR - November	LEAD: Director of Grants SUPPORT: Grants Manager, Director of Finance and applicable affiliate staff	Complete
Complete timely quarterly, mid-year and/or year-end reporting to funders, donors and outside stakeholders as appropriate	On-Going	LEAD: Director of Grants SUPPORT: Grants Manager, Director of Finance and applicable affiliate staff	Impact reporting beginning
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 4 & ongoing	LEAD: Director of Grants and Program Support SUPPORT: Grants Manager	

Develop Netsuite workflow and transition grants pipeline to Netsuite.	Quarter 1	LEAD: Director of Grants SUPPORT: Grants Manager	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	Two trainings completed; third training completed
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	Trainings: Nov.6, 2020 Dec. 4, 2020 Feb. 25, 2021

Continuum Assessment Conducted for Board and Staff	Quarter 3-4	LEAD: Director of Grants SUPPORT: CEO, Board Committee Chair	Work to be completed in March, presented at April BOD meeting Staff assessment also under review
<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	Program Director to work with contractor to get 18 month DEI strategy developed with a plan for implementation. Ongoing affiliate trainings with Dr. Peay.
<u>Grants - Fundraising</u> ID and apply for two new funding sources >\$25K for each affiliate.	Quarter 4	LEAD: Grants Manager	
Pilot mini-grant program	Quarter 4	LEAD: Grants Manager	
<u>Evaluation and Program Standardization –</u> Identify program best practices. One best practice per ABC goal per school level. (in-school and remote)	Quarter 3	LEAD: Grants Manager SUPPORT: Director of Grants and Program Support, Program Consultant	Draft created and under review
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	Move to 21-22 due to capacity and inconsistencies with the data due to the pandemic.
Identify community data stakeholders to round out our data sources and promote data/accountability and transparency.	Quarter 4	LEAD: Director of Grants SUPPORT: Grants Manager, Director of Strategic Partnerships	

Annual Goal: Governance

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

Measures of Success

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

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, Marketing, DEI Task Force, Events Task Force	CEO & Director of Operations	
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 complete
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, Director of Strategic Partnerships	April 1, 2021 Roundtable event complete
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	To possibly be held in Jan 2022
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	Draft plan created by The Warren Group Presented to BOD in July 2021
Recruit four diverse candidates to join the Board of Directors	Quarter 4	CEO Support: Director of Operations	2/4 DE members added

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			
<ul style="list-style-type: none"> • 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,	Successful reaccreditation granted February 2021

		Human Resources Director, Affiliate EDs	
Hold staff check ins on the Strategic Plan	Quarterly	Director of Strategic Partnerships	
Draft Affiliate Operating Agreements between State and Affiliate offices	2022	Lead: CEO SUPPORT: Director of Operations	
Maintain efficiency of business technology applications including hardware, software	Ongoing	Director of Operations Support: State Administrative Assistant	
Research and get bids on new commercial broker	Quarter 3	Director of Operations	Complete: Move to Q1 2021-2022
Renew Umbrella Policies	February 2021	Director of Operations Support: Director of Finance	Bids underway
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	SOS List of Officers updated Feb. 2021 City of Elko renewed March 2021
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	complete
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 & Spring Semesters
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 Pricing – Spring 2021 (to add to budget) Implementation- Summer – Fall 2021	Director of Operations Support: State Administrative Assistant	Survey reviewed. NDE mtg on 2/25 for potential space Options being reviewed
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 due 1/22 Draft due end of March
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	Draft created by 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 operation 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 incorporated in the budget	LEAD: NENV ED SUPPORT: Director of Strategic Partnerships, CEO	

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 Included in a grant for one possible additional school
Identify Funding sources to allow for expansion.	Ongoing	LEAD: NENV ED, CEO SUPPORT: Resource Development Director	See above for Humboldt
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	Ongoing	LEAD: NENV ED SUPPORT: Program Director	

quarterly data management conferences.			
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Annual Goal: SNV			
<p>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.</p>			
Measures of Success			
<ul style="list-style-type: none"> • 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 On consent agenda for 3/25 mtg
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	Ongoing for SCs
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	Ongoing
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	Reminder emails being sent to SCs
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 One new member added

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	
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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	LEAD: WNV ED SUPPORT: Director of Strategic Partnerships, CEO, Director of Finance	Expansion to Palmer ES Q2 District conversations ongoing

	Q3 – information incorporated in the budget		
Maintain strong relationships with key personnel at 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, CEO	
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 - branding packet received. Collaboration scheduled throughout remainder of the year.
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	complete
Plan and execute a Cappy Hour (or other relevant) fundraiser in Spring 2021, resulting in a minimum revenue of \$30,000.	Spring 2021 April 29, 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 4 th mtg: 2/18 Venue secured - GSR walkthrough on 2/17

			Event date secured Donations starting to roll in 42% to goal
Regularly held Advisory Council meetings	Quarterly	LEAD: WNV ED SUPPORT: Administrative Development Coordinator	First held: 10/1/20 Second: 12/3/20 Third: 2/4/21 Fourth: 4/8/21
Establish new formal partnerships with three or more entities that support and impact students and families.	Ongoing	WNV ED, WNV PD	
Participate in three or more local community events to represent CIS of Western Nevada and share information about our work, hand out resources or assist other nonprofit organizations.	Ongoing	LEAD: WNV ED, Administrative Development Coordinator Support: Director of Strategic Partnerships	Two solidified: UNR Resource Fair and Food Bank of Northern Nevada – drive 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 and/or Washoe County Grants Departments	LEAD: WNV ED	CEO travelling to the affiliate mid Feb.

<p>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.</p>	<p>Ongoing</p>	<p>LEAD: WNV ED, WNV PD</p> <p>SUPPORT: Data Manager</p>	
<p>Professionalize our CIS of Western Nevada affiliate by streamlining processes for case management data, finances, in-kind donations, inventory, donor management and volunteers.</p>	<p>On or before June 2021</p>	<p>WNV ED, Data & Program Support Manager, Administrative Development Coordinator</p> <p>SUPPORT: Director of Finance, Staff Accountant</p>	
<p>Begin building a CIS of Western Nevada alumni program in order to better follow CIS graduates to track success and introduce new opportunities.</p>	<p>On or before June 2021</p>	<p>WNV ED & Team</p>	



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
<ul style="list-style-type: none"> • 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. <p>*To accommodate additional State Staff support.</p>

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%