



Communities
In Schools®

Greater Central Texas



2020-2025 STRATEGIC PLAN

**Working Together to
Raise the Bar &
Bridge Gaps**



Executive Summary

Communities In Schools (CIS) is a dropout prevention program funded in part by the Texas Legislature and administered by the Texas Education Agency (TEA). CIS partners with educators, students, and parents to identify students who are at-risk of dropping out of school and determine their unique needs and reasons for disengagement. Once these needs are identified, CIS customizes supports for students and families uniquely tailored to their needs and provides individual case management and school-wide services to support both individual students and the school as a whole. CIS engages the community as a vital part of the process and strives to connect students to needed community resources. This comprehensive model includes: effective program administration; trained professional staff on each campus; community resource coordination; holistic, case management for students and families with significant needs; and school-wide activities aligned to campus goals.

Utilizing the CIS Case Management Model, we will continue to help our students stay in school, improving graduation rates, attendance, and behavior. We will foster social, emotional and academic development through relationships with caring adults and others.

Our ultimate desire is for all students to achieve in life, which we measure in part by postsecondary enrollment, stay-in-school and graduation rates. Steps during these next five years will measure and monitor this ultimate success, and help make necessary adjustments to the way we work based on what we learn.

We remain committed to do more—and better—by all our students. It is therefore imperative we:

- **Sustain:** enhance operational efficiency and effectiveness and secure greater and more reliable funding to ensure the sustainability of the entire CIS of Greater Central Texas organization;
- **Deepen:** develop our understanding of what works to drive positive outcomes for our students and our program; and
- **Grow:** meet our moral obligation to serve more students and expand the knowledge that Integrated Student Supports are an essential component of public education.

This document details the goals and corresponding objectives necessary to deliver on these three strategic pillars.

How Will We Know We Have Been Successful?

Nine interrelated strategies, each with targets, metrics, and a timeline of activities, will guide our work. Through this five-year plan, we will improve organizational operations, hone our craft, and directly serve more students. In five years, we will be closer to a future in which every child in Central Texas will have a community of support inside and outside the classroom.

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

OUR VISION: It is the vision of CIS that every child in Central Texas will have a community of support inside and outside the classroom. In providing and facilitating a community of support, CIS promotes students staying in school and graduating, thereby improving their opportunities for success in life. A successful and contributing younger generation will translate into productive and thriving communities in the future.

OUR VALUES: CIS is grounded in a set of Core Values that define our work, inform our decision-making and serve as a touchstone for our culture:



In turn, the development of this plan has been guided by certain foundational beliefs:

1. We believe that every child in America deserves a seamless system of support so they can stay in school and graduate with the knowledge, skills, values and dispositions they need to achieve in life.
2. We believe that poverty, racism and bigotry are barriers to student success and that we play a role in ensuring equity and inclusion are achieved in school.
3. We believe that a caring adult relationship in the life of every child is the key to ultimate empowerment and success.
4. We believe that the CIS network—the combined power of national, state, and local teams – Is the flagship dropout prevention organization in America, operating inside schools with our proven model of Integrated Student Supports.
5. We believe that through partnerships, training, public policy, and a focus on evidence based program quality, we can assist in the growth of many other providers delivering Integrated Student Supports in a manner that ensures positive outcomes for young people.

Sustain

Deepen

Grow

Goal 1: Enhance Operations

Increase program efficiency and effectiveness

Improve organizational efficiency and effectiveness through:

1. Restructuring and alignment
2. Employee professional development and employee health and well-being
3. Leadership strategies that engage, encourage excellent performance, and teamwork

Goal 2: Financial Sustainability

Secure greater and more reliable funding sources

4. Increase pursuit of grant funding from private and public sources
5. Identify and network with community leaders and businesses to generate financial resources

Goal 3: Develop the Role of the Board

Strengthen and Improve Board Effectiveness

6. Define and reinforce the role of board members
7. Board members will work to improve the future and financial health of the organization

GOAL 4: Expand Reach

Serve more students/families with the CIS Model

8. Cultivate relationships with existing school districts
9. Cultivate relationships with potential school districts

GOAL 1: Enhance Operations

Objective: Increase program efficiency and effectiveness

Problem	1:65 PC to Site Coordinator ratio does not allow for adequate training and support for individual Site Coordinators and campuses
Strategy	Improve organizational efficiency and effectiveness through restructuring and alignment
Activities	<ul style="list-style-type: none">♦ 3 Program Coordinators will oversee campuses at the elementary, middle, and high school levels. One Data Quality Specialist will be assigned to each of the PC's to form 3 teams♦ The PC-Data Quality teams will work to provide a more hands on approach and support to meet the needs of individual Site Coordinators♦ Training/coaching will be tailored to the needs of individuals and the program♦ Exemplary staff will mentor new Site Coordinators♦ Individual board members will choose a CIS campus to locate and provide resource supports for students and families
Desired Outcome	Site Coordinators are fully prepared to do their jobs and will become more efficient and effective in providing support and delivering services to students, families, and campuses
Measures	An increase in organizational efficiency and effectiveness as measured quarterly by responses from data sources over the next 5 years
Data Source	Observation, Conversations/Meetings, Surveys, Certificates of Completion, Campus monitoring visits
Timeline	Quarterly review; By August 2025
Lead	Program Coordinators

GOAL 1: Enhance Operations

Objective: Increase program efficiency and effectiveness

Problem	<ul style="list-style-type: none">• 30% of Site Coordinator's lack of confidence and knowledge of the program presents barriers to their ability to fully implement the CIS program on campus• Site Coordinators do not feel equipped/fully prepared to identify and address the mental health needs of students• Stress and anxiety affects employee's performance levels
Strategy	Improve employee efficiency and effectiveness through employee professional development and employee health and well-being
Activities	<ul style="list-style-type: none">♦ CIS will make employee professional development a priority (both inside and outside of CIS)♦ Site Coordinators will enroll in Site Coordinator Boot Camp♦ Program Coordinators will provide regular/monthly training to all campus staff to address areas of need♦ PC's will provide regular performance appraisals♦ Incorporate a robust mental health training focus that aligns to the needs of students and schools♦ Incorporate employee mental health as a part of monthly training (guest speakers)♦ Encourage employees to care for their physical and mental well-being♦ Make wellness checks on employees through phone calls and visits♦ Establish an employee driven health and wellness team
Desired Outcome	Site Coordinators will build confidence, improve efficiency, improve performance, explore opportunities for learning, improve health and well-being
Measures	Decrease in the number of Site Coordinators who lack confidence in implementing the CIS program on campus by 10% annually
Data Source	Observation, Conversations/Meetings, Surveys, Certificates of Completion, Campus visits
Timeline	Quarterly analysis; By August 2025
Lead	Program Coordinators

GOAL 1: Enhance Operations

Objective: Increase program efficiency and effectiveness

Problem	Low morale leads to lack of motivation and low performance
Strategy	Improve employee efficiency and effectiveness through leadership strategies that engage, encourage excellent performance and teamwork
Activities	<p>Leadership will:</p> <ul style="list-style-type: none">◆ Be consistent with clear expectations and meaningful communication◆ Encourage personal and professional growth◆ Work to improve employee's understanding of the mission and vision◆ Include employee considerations, feedback, and input when setting program goals◆ Empower employees to do their jobs well - equipping them with resources and supports◆ Build a routine of recognition and praise◆ Adhere to the same guidelines set for employees and take responsibility for both team successes and failures◆ Constantly reassure employees of support and that their work matters◆ Provide adequate training◆ Give direct feedback about performance◆ Be open to new ideas—embrace change and innovation◆ Facilitate employee support groups
Desired Outcome	Employees will feel a sense of community and cohesion that motivates everyone to perform at the highest level
Measures	An increase in the number of employees who show improvement in morale, performance, and teamwork
Data Source	Observation, Conversations/meetings, Surveys, Employee Feedback, Campus monitoring visits, employee morale checks
Timeline	Quarterly analysis; By August 2025
Lead	Program Coordinators

GOAL 2: Financial Sustainability

Objective: Secure greater and more reliable funding sources

Problem	<ul style="list-style-type: none">Financial instability is the realityRestrictions on funding creates barriers to strengthening our program
Strategy	Increase pursuit of grant funding from private and public sources
Activities	<ul style="list-style-type: none">Research funders' eligibility criteria to identify potential grant opportunitiesTarget appropriate program-specific applications and develop matching grant scopesSelect and submit manageable, appropriate, and mission-compatible grantsHire a dedicated grant writer if funding allowsUse digital platforms to market the program and create revenue streams
Desired Outcome	Increased revenue and cash reserves; greater sustainability
Measures	3% annual increase in public and private funding
Data Source	Bank statements, Profit and Loss statements, annual audit, treasurer's report
Timeline	2020-2025
Lead	Director of Finance

Problem	Local financial resources are in high demand
Strategy	Identify and network with community leaders and businesses to generate financial resources
Activities	<ul style="list-style-type: none">Develop and maintain partnerships by increasing program awareness with civic clubs/organizationsNetwork with individuals and the small business community to generate grass-roots financial supportUse digital platforms to market the program to increase awareness to businessesIncrease board-lead pursuit of funders/fundingIncrease board giving/donations to the programDevelop and maintain partnerships to assist with annual fundraiser
Desired Outcome	Increased revenue from individuals, community leaders, and businesses
Measures	3% annual increase in local and individual donations
Data Source	Bank statements, Profit and Loss statements, annual audit, treasurer's report
Timeline	2020—2025
Lead	Director of Finance

GOAL 3: Develop the Role of the Board

Objective: Strengthen and Improve Board Effectiveness

Problem	Low board meeting attendance and participation
Strategy	Define and reinforce the role of board members
Activities	Provide ongoing board training on roles and responsibilities
Desired Outcome	Board members will understand their duties and utilize effective good governance practices
Measures	Increase board meeting attendance by 50%; Increase board participation by 50%
Data Source	Bi-annual board self-assessment; board attendance
Timeline	2020-2025
Lead	Board Chair

Problem	<ul style="list-style-type: none"> Only a quarter of board members contribute financially or in-kind Low Board participation in fundraising for the organization
Strategy	Board members will work to improve the future and financial health of the organization
Activities	<ul style="list-style-type: none"> Each board member will personally make an annual financial contribution in accordance with their means Each board member will make leadership in fundraising a priority of board service through active cultivation and stewardship Each board member will act as an ambassador for CIS in his/her community by developing a personal articulation of the CIS mission/case for support, and regularly introducing donors, potential board members and others who can make significant contributions to the CIS mission
Desired Outcome	Each Board member will actively participate in improving the future and financial health of the organization
Measures	25% annual increase in board giving
Data Source	Bi-annual board self-assessment, board donations, board solicited donations
Timeline	2020-2025
Lead	Board Chair

GOAL 4: Expand Reach

Objective: Serve more students and families with the CIS Model

Problem	More students are in need of CIS services
Strategy	Cultivate relationships with existing school districts
Activities	<ul style="list-style-type: none">◆ CIS Administration meetings with ISD superintendent's office◆ CIS Administration campus visits◆ ISD representatives on the CIS board relay successful program data to ISD administration◆ Utilize local media to influence public opinion through highlighted successes and statistical data◆ Site Coordinators provide principals with regular program updates and Principal's Reports
Desired Outcome	Continued partnership with existing ISD's; serve more campuses in the district
Measures	Increase in the number of new campuses served by at least 1 annually
Data Source	Visits/meetings, ISD feedback, district contracts
Timeline	2020-2025
Lead	Executive Director

Problem	More students are in need of CIS services
Strategy	Cultivate relationships with potential school districts
Activities	<ul style="list-style-type: none">◆ Research area school districts for possible CIS services◆ Reach out to and visit area ISD's◆ Perfect CIS presentation to ISD's to promote and sell the CIS program
Desired Outcome	Partnerships and contracts with new ISD's
Measures	Increase the number of new districts served by 1 annually
Data Source	Meetings, ISD feedback, district contracts
Timeline	2020-2025
Lead	Executive Director