



Communities  
In Schools

Twin Cities

# IMAGINE 2024

Strategic Plan 2021-2024



### MISSION

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

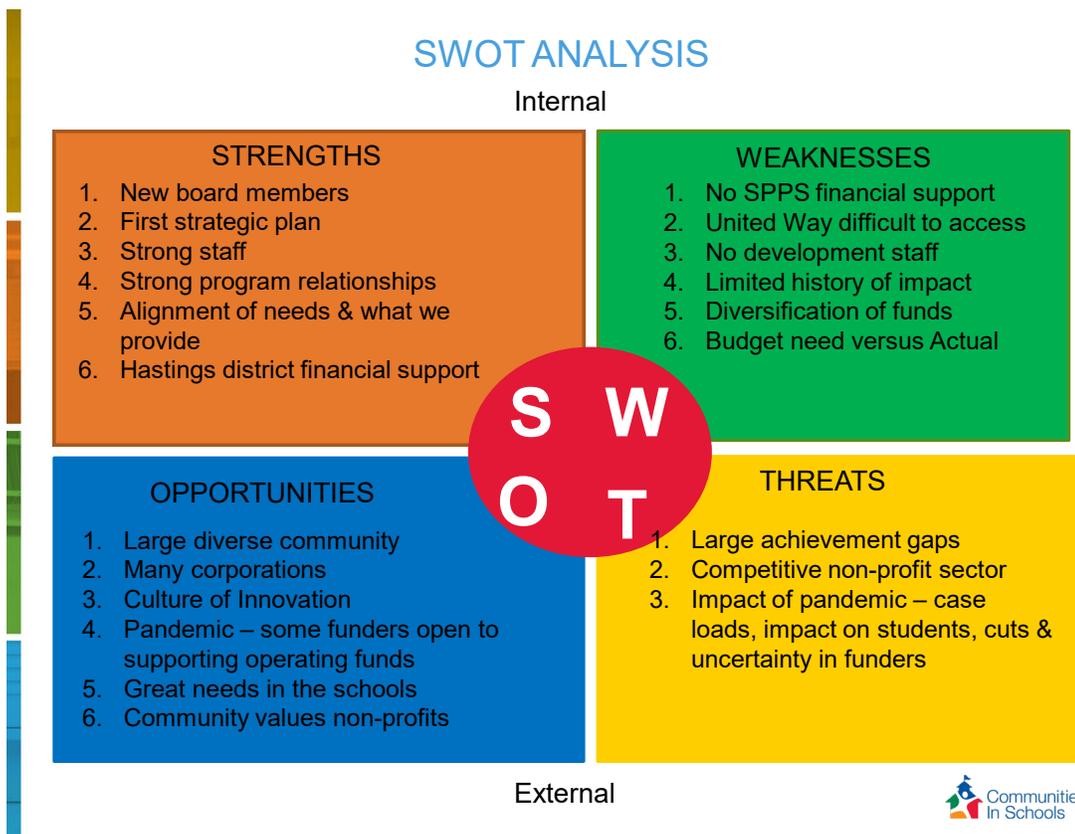
### VISION

Communities In Schools of the Twin Cities fuels personal potential, so every student can take charge of their story and define their success for life.

### BELIEF STATEMENT

Communities In Schools believes that transformative relationships are key to unlocking a student's potential. We will succeed by including in our strategies, ingraining in our culture, and reflecting in our behaviors, principles and practices of diversity, equity, and inclusion. As a result, we break down immediate and systemic barriers to create and sustain equitable outcomes.

### SWOT ANALYSIS



# STRATEGIC DRIVERS

**Imagine 2024** is the first 3-year strategic plan for CIS of the Twin Cities, which was founded in 2018. During its first year of operations, the affiliate has focused on establishing relationships and launching services in four schools from the St. Paul and Hastings school districts. It is now ready to strategically plot opportunities to sustain, deepen and grow its operations. The timing of the plan comes at a time where the affiliate, along with the rest of the nation, is navigating the impact of a continuing pandemic, a continuing need to address the social justice issues that are affecting our educational systems, and an uncertain economic environment.

It is our ambition to achieve organizational sustainability that allows for the continuation of existing quality services, while positioning the affiliate to grow its footprint in the Twin Cities so that more students can access integrated student supports (ISS).

Guiding the **Imagine 2024 Strategic Plan** are these foundational drivers:

1. **Impact** – it is our belief that our proven, evidence-based Integrated Student Supports (ISS) model is fundamental to transforming students' academic outcomes and experiences. The current national climate has reinforced our belief that relationships and addressing students' Socio-Emotional Learning (SEL) are critical to student achievement. Additionally, the affiliate is slated to undergo its first accreditation process with CIS National. The accreditation process reviews best non-profit management practices and delivery of the CIS model with fidelity and quality.
2. **Sustainability** – diversifying and building a resource development strategy that meets budget projections and creates cash reserves. Sustainability efforts need to expand to simply meeting annual budget to securing budgets that advances the strategic priorities of the organization. Building an internal infrastructure of trained champions, equipped to open doors and solicit financial support is needed.
3. **Storytelling** - is the process of sharing accounts that depict our work, impact, mission and/or vision. Our students' stories are our most powerful tool for communicating the importance of the work we do. We are able to market our programs and brand our model through the effective use of storytelling.
4. **Relationships** – strong and broad-based relationships are essential to actualize the affiliate's mission, goals, and strategies. Partnerships with districts, schools, and funding partners need to continue to grow and deepen. We need to actively identify and cultivate strategic relationships to broaden brand recognition and garner community support. These relationships drive board and donor recruitment and retention.

# IMPACT



Sustain, Deepen and Grow our positive impact for students and families.

## Strategies

1. Sustain our impact by demonstrating continued student success.
2. Deepen our impact by developing enhanced program opportunities.
3. Grow our impact by expanding to at least two more schools by 2024.
4. Promote a culture that reflects our values around Diversity, Equity, and Inclusion.

## Definition of Success

Students are re-engaged and receiving promising practices for creating equitable conditions for learning and achievement. More schools and school districts are benefiting from the provision of integrated student support services in their schools.

## Success Metrics

1. Increase number of students case-managed from 163 to 300 by 2024.
2. Increase number of students receiving tier one supports from 3500 to 5000 by 2024.
3. Increase number of districts served from two to three by 2024.
4. Aggregate three-year average of greater than 80% of students meeting identified attendance, behavioral and academic goals.

# SUSTAINABILITY



Secure greater and reliable funding sources to sustain and grow CISTC footprint.

## Strategies

1. Mobilize CIS champions to identify, cultivate, and retain funding partners.
2. Create and implement an annual resource development strategy with defined targets and metrics.
3. Train board members in the art of fundraising and making the ask.
4. Diversify funding by planning and executing annual fundraising events.

## Definition of Success

CIS of the Twin Cities meets annual budget projections and creates at least a one-month cash reserve. Funding sources are diversified to include public and private revenue sources from school district, corporations, foundations, events, and individual giving.

## Success Metrics

1. 100% board giving.
2. Annual budgets are met and exceeded by \$20,000 towards a cash reserve.
3. Partner school districts contribute at least 30% of individual program costs.
4. Three fundraising events are held and net revenue targets are met.

# STORYTELLING



Deepen and grow brand recognition to contribute to a stronger community of support for students and families.

## Strategies

1. Identify key messages with corresponding platforms for delivery.
2. Develop, train and refine storytelling capacity of board and staff.
3. Engage students, parents, school staff and partners in sharing the CIS story and impact.

## Definition of Success

CIS of the Twin Cities is known throughout the Twin Cities as a leader in providing Integrated Student Supports. Board and staff clearly articulate the mission, vision and beliefs of CIS throughout the community.

## Success Metrics

1. 100% of board are trained on telling the CIS story.
2. Website and other social media are updated and maintained, and analytics show an increase of 25% traffic compared to prior year.
3. Board and staff engage in increasing CIS visibility by increasing media interviews, increased cultivation meetings, and increased co-branding opportunities with key partners.
4. Collateral materials to support outreach efforts are revised and/or created.

# RELATIONSHIPS



Strengthen existing relationships and create new connections with districts, funders, volunteers and alumni.

## Strategies

1. Cultivate strong relationships with school districts. Deepen existing St. Paul and Hastings relationships and build relationships with two more districts.
2. Establish an alumni program that allows participants to stay engaged with CIS beyond graduation.
3. Develop meaningful volunteer opportunities to connect the public to our program.
4. Strengthen our partnerships through communication and evaluation.

## Definition of Success

CIS of the Twin Cities is recognized as a viable solution for addressing school needs, especially in terms of re-engagement and social emotional learning. Districts and partners are confident in our ability to achieve results. Alumni and the greater community are engaged in our program.

## Success Metrics

1. At least 10 alumni are actively engaged with the program, including regular communication and opportunities to share their CIS story.
2. At least 25 volunteers are utilized to improve program performance and connection to the community.
3. At least 18 partnerships are maximized for student benefit and mutual success.



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