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The past year has seen many important developments, both for Communities In Schools and for public education more broadly. As you’ll learn throughout this report, it’s been a wonderful year for growth, fundraising and the internal metrics that define our success.

We’re proud to be part of a network that’s making such a profound difference in millions of young lives, but we recognize there are limits to what any one organization can do. That’s why we’re encouraged to see more and more leaders taking a holistic view of the community’s responsibility for ushering young people into adulthood.

For too long, schools have been seen as bearing full responsibility in this area. When students don’t learn—when they drop out, go on welfare, turn to crime or otherwise fail to become productive members of society—this is often seen as a symptom of our “failing schools.”

We certainly agree that schools must be held accountable for their results, but accountability doesn’t begin and end at the classroom door. Even the best teacher can only do so much for a child who arrives at school sick, hungry, abused or otherwise unavailable for learning.

For more than 30 years, Communities In Schools has been identifying those kids, finding the supports they need to stay in school, and giving them a real chance at breaking the cycle of poverty. We see ourselves as signatories to America’s social contract, helping to fulfill the promise of a brighter future for any young person who’s willing to work hard and stay out of trouble.
“When entire communities take ownership of the dropout crisis—when it becomes about our kids rather than those kids—that’s when we know the tide is turning.”

Of all the developments over the past year, we’re most encouraged to report that the Communities In Schools approach is gaining more and more traction. Elected officials, philanthropists, academics, school administrators, journalists—in every corner of society, we’re seeing a greater recognition of the need to address education and poverty at the same time, in the same place. When entire communities take ownership of the dropout crisis—when it becomes about our kids rather than those kids—that’s when we know the tide is turning.

What is driving this fundamental shift? People change their minds based on evidence, and Communities In Schools is providing that evidence every day, all across our network. When 1,700 site coordinators and 42,000 volunteers can leverage $191.3 million in community supports for 1.3 million at-risk kids, those are the numbers that get noticed. When 96 percent of our case-managed seniors graduate from high school despite all the obstacles and hopelessness in their environment, that’s the kind of success that changes hearts and minds.

Through the collective efforts of our network, Communities In Schools is driving a change that’s much bigger than we are. We believe that every child in America deserves an equal chance—even the ones we can’t reach directly. That’s why we’ll continue to grow from within while simultaneously seeking ways to share our model more broadly.

The future of public education is literally developing before our eyes. The general outlines are recognizable, but the details are still coming into focus. We’re excited to see what the future holds, and we’re grateful to you for taking the journey with us.
At Communities In Schools, we’re acutely aware of the trust our stakeholders have placed in us. Every day of the year, we strive to prove ourselves to donors, educators, parents and especially to the students we serve. We’re a national leader in quantitative evaluation, but it takes more than statistics to judge the health of an organization.

Consider:

OUR NETWORK

- **Expansion** – Network growth continued in the 2012–2013 school year as Communities In Schools of New Mexico opened its state office in Santa Fe. Our newest office was born when two local champions of public education, Bill and Georgia Carson, reached out to bring the Communities In Schools model to their existing nonprofit, Santa Fe for Students. With a firm foothold in Santa Fe public schools, state leaders are looking to expand in the coming months and years. In addition to New Mexico, Communities In Schools opened new affiliates in North Carolina and Virginia, where the organization is already deeply embedded.

- **Policy Partnership** – A combined $2.5 million in state grants over the next budget cycle proved the value of a Kansas pilot project designed to better integrate Communities In Schools’ policy efforts at the state and national levels. With nearly 15,000 new students receiving services as a result of the Kansas grants, the policy partnership initiative is slated for expansion in two additional states in 2014.

- **Total Quality System** – During fiscal year 2013, 26 additional affiliates earned their TQS accreditation, bringing the total to 104. The Total Quality System is a set of program, business and site operation standards designed to establish a consistent baseline for organizational and operational quality throughout the network. The results of a five-year independent research study conducted by ICF International and a review of best practices in nonprofit management were used to inform the development of the standards. Accreditation provides further assurance that affiliates are following effective business practices and are serving students through fidelity to the comprehensive integrated student supports model. By July 2015, every Communities In Schools affiliate will be TQS accredited.

“The most important thing that Communities In Schools provides the community is that it brings us together around our young people.”

-Bobby Hopewell, Mayor, Kalamazoo, Mich.
OUR PEOPLE

• **Summer Institute** – In August 2013, the Communities In Schools national office, in partnership with Communities In Schools of Texas, convened nearly 600 site coordinators, program directors and other site-level professionals in Dallas to engage in peer-to-peer conversations about a variety of topics including prevention and intervention services; evaluation of impact; partnership development and management; talent management; affiliate leadership; and technology use in the network. At the Summer Institute, site-level staff also received a preview of CIS University, a one-stop shop for all learning needs. In an effort to broaden learning initiatives, we created CIS University as a stand-alone department focused entirely on talent development for employees and volunteers. Developing a best-in-class training program and a pipeline of future leaders will help position Communities In Schools as a premier learning organization.

• **Certification** – In 2013, 399 site coordinators finished the rigorous, 12-month Site Coordinator Certification Program, while another 150 continued working toward their certification credential. The program gives site-level staff the knowledge and skills to work even more effectively, and recognizes their professionalism. To date, there are nearly 900 graduates of the program including site coordinators, program directors and other Communities In Schools staff.

• **Unsung Heroes Awards** – This year saw the naming of five Unsung Heroes, our annual recognition for site coordinators who display an unwavering commitment to the students they serve while demonstrating core values of relationship building, coordination, accountability, persistence and equality. Additionally, Communities In Schools expanded the awards in 2013 to recognize local affiliates and individual schools for their exemplary work in making a difference each day. Together with the five Unsung Heroes, recipients of the Communities of Excellence Award and Schools of Excellence Award were invited to a recognition ceremony in Charlotte, N.C.

2013 UNSUNG HEROES AWARD RECIPIENTS

LEAH LIVINGSTON
Communities In Schools of Lakewood, Washington

SHEILA MOTES
Communities In Schools of Greenville, South Carolina

RONNELL PAGE
Communities In Schools of Wilmington, Delaware

DALISHA PHILLIPS
Communities In Schools of Seattle, Washington

ELOISA VIGIL
Communities In Schools of the South Plains, Texas
“Communities In Schools combines the best of what we know works—a caring adult and the effective use of metrics and evidence-based strategies—to drive positive, measurable outcomes for the students they serve.”

-Beth Shiroishi, Vice President, Sustainability and Philanthropy, AT&T

OUR OUTREACH

• Media Notes – An article on Communities In Schools’ integrated student supports model was published in the summer 2013 issue of the Stanford Social Innovation Review. “Keeping Kids in School,” appeared in the publication’s “What Works” column. The award-winning magazine, published by the Stanford Center on Philanthropy and Civil Society at Stanford University, covers academic theory and practical ideas for achieving social change. Throughout the year, Communities In Schools President Dan Cardinali generated frequent buzz and intelligent debate with his Huffington Post blog offering commentary and fresh insights on social justice, education reform, the effects of poverty, the achievement gap and school partnerships.

• Spreading the Word – Communities In Schools released a video, “Making a Difference,” illustrating how we are changing the lives of at-risk kids by breaking down barriers that inhibit them from staying in school and achieving in life. Urging others to make a difference, we launched our Pledge to End the Dropout Crisis, a campaign that aims to educate more people about the dropout problem, while building a broader base of support for students and mobilizing pledge takers through calls to action as well as advocacy and volunteer opportunities. Soon after the Pledge was launched, we put the final touches on the pilot of Change the Picture, a major new branding campaign that will further our engagement efforts and is set to roll out nationally following an initial launch in three test markets.
• Advocacy – Reauthorization of the Elementary and Secondary Education Act (ESEA) continued to be our top federal legislative priority, and 2013 saw more progress on this front than any of the previous six years. The House passed a version of ESEA requiring “evidence-based” programs for school reform, while the Senate bill encourages—and in some cases requires—student support services in the nation’s lowest-performing schools. The Senate bill also funds competitive grants for schools and nonprofits to work together in providing a “continuum of supports,” including integrated student supports and site coordinators. We believe the language in both bills vindicates the Communities In Schools model and reinforces our role as a national leader in dropout prevention.

• Grassroots – In an effort to generate political pressure at the local level, Communities In Schools has made a concerted effort to energize a grassroots network that complements our state-level lobbying strategy. With a major online campaign and other recruiting efforts, we saw a 25 percent increase in grassroots support for 2013, as we close in on our goal of 4,000 activists.

OUR RESULTS

• Student Achievement – Nothing else matters if we are not fulfilling our mission of empowering students to stay in school and achieve in life. During the past school year, Communities In Schools provided support to 1.3 million students across 2,200 sites. Of the 134,000 case-managed students receiving our most intensive, targeted interventions, 99 percent remained in school; 97 percent in K-11 were promoted; and 96 percent of eligible seniors graduated.

• Rigorous Research – Knowing that good results must be backed by good data, in 2013 Communities In Schools launched one of the largest studies of dropout prevention ever fielded in the United States. The study, conducted by MDRC, a nonprofit education and social policy research organization, includes two complementary evaluations. First, more than 2,000 students in three states are participating in a randomized controlled trial—the gold standard in social science research—to assess the impact of our case management services on the attendance, behavior, course performance, promotion, dropout rates and graduation rates of individual students. At the same time, a cost study will examine resource allocation across our school sites to help establish the relationship between cost and outcomes.

• Organizational Excellence – Communities In Schools was recognized for sound business practices and financial transparency, earning a fourth consecutive 4-star rating from Charity Navigator as well as the Better Business Bureau’s Wise Giving Alliance National Charity Seal. We continue to be recommended by Philanthropedia, a nonprofit that helps donors give more strategically, and recognized by the Social Impact 100 Index as a top-performing, evidence-based nonprofit.

“A HEALTHY START”

“Communities In Schools makes a difference for our entire community.”

-Monica Koechlein, President, Stamm Koechlein Family Foundation
OPENING
THE DOOR
TO SUCCESS
In the business world, loyal customers are an indication that you’re doing something right. At Communities In Schools, we’re proud to have loyal partners who know our programs, see our results, and renew their support again and again. We take that as the ultimate compliment—and 2013 has been a very complimentary year, indeed:

- Five years after helping to establish and fund a $25 million endowment for Communities In Schools, Elaine Wynn contributed another $5 million for initiatives designed to take our proven model to scale. Her gift will allow significant investments in human capital through training and development; public engagement campaigns to increase awareness and knowledge of our successful model; and strategies for securing public and private resources to deliver high-quality support to every child in need in America. Mrs. Wynn has served as chair of Communities In Schools’ national board of directors since 2007.

- In 2013, AT&T contributed $5 million to support delivery of the Communities In Schools model to students across the nation. This support will help us accredit another 50 Communities In Schools affiliates, serving approximately 700,000 students; provide services to 25,000 students at risk of dropping out through Diplomas Now, a pioneering collaborative with City Year and Johns Hopkins University Talent Development; and connect more than 4,500 students in 30+ affiliates with AT&T employees through career exploration mentoring activities.

- The Edna McConnell Clark Foundation (EMCF) and the Social Innovation Fund, together with co-investors in the True North Fund, invested up to $4.5 million in additional funds in Communities In Schools to support network growth, extend a randomized controlled trial study of the Communities In Schools model for another year and help complete our $75 million growth capital campaign. EMCF and the The Wallace Foundation were also joined by the Charles and Lynn Schusterman Family Foundation, which committed $3 million over three years.

“...The difference in a person’s life is because of one special, caring adult. And ours have several with Communities In Schools.”

-Susan Miles, Principal, Jane Edwards Elementary, Charleston, S.C.
• The Robertson Foundation, another longtime Communities In Schools funder, once again showed its commitment with a two-year, $3 million grant in general support of our efforts to strengthen the network, engage in policy and communications efforts, and develop a path toward sustainable funding.

• Altria Group invests in leading nonprofit organizations that serve middle school kids and their families, helping these groups effectively support kids’ academic achievement and healthy development. It is this commitment that motivates Altria’s partnerships with Communities In Schools, both nationally and locally. Recent investments of $3.3 million from Altria’s Success 360° program have enabled Communities In Schools to expand its network in key regions and to reach more students.
During the 2012–2013 school year, Communities In Schools local affiliates delivered human, financial and community resources that helped young people stay in school and on track to brighter futures.

- **97%** of students were eligible for free or reduced-price lunch
- **80%** of students served were racial minorities
- **1.3 MILLION** students and their families were directly connected to essential resources
- **134,000** students received targeted case-management services
- **$170.63** was the annual cost per student served
- **42,000** community volunteers donated their time
- **$31 MILLION** worth of volunteer time was accrued
- **245,000** parents, families and guardians participated in their children’s education through opportunities provided by Communities In Schools
- **2,200** schools and community-based sites partnered with Communities In Schools
- **4,092** nonprofit and youth development professionals carried out the Communities In Schools mission
- **NEARLY 200** local affiliates operated in 26 states and the District of Columbia
Our case-managed students—those at greatest risk of dropping out—showed their will to succeed.

80% met their suspension reduction goals
86% met their behavior improvement goals
70% of graduates went on to some form of postsecondary education
75% met their attendance improvement goals

84% met their academic improvement goals
97% of students in K-11 were promoted to the next grade
99% of monitored students receiving targeted interventions remained in school at the end of the 2012–2013 school year
96% of eligible seniors graduated
Public agencies on the federal, state and local levels invested substantial resources in Communities In Schools’ evidence-based model of integrated student supports. Private sector donors and partners joined them with both cash contributions and in-kind donations of goods and services.

**TYPES OF FUNDING**
Dollar amounts for grants, cash donations, in-kind donations

**SOURCES OF FUNDING**
Dollar amounts for public sector, private sector
For a complete list of Communities In Schools affiliates, please visit www.communitiesinschools.org/about/where.
In 2013, the Communities In Schools national office generated $33.2 million in operating revenue and $23.5 million in operating expenses. Approximately 90 percent of Communities In Schools’ expenses went directly to program work supporting students, including our single largest expense of $9.8 million invested back in the Communities In Schools network through grant-making to state offices and local affiliates.
# Statement of Activities & Changes in Net Assets

**Year Ended September 30, 2013**

## SUPPORT & REVENUE

<table>
<thead>
<tr>
<th>Contributions</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundations*</td>
<td>$11,698,691</td>
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<tr>
<td>Corporations</td>
<td>12,821,494</td>
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<tr>
<td>Individuals/Family Foundations</td>
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<td>Grants–Governmental Agencies</td>
<td>5,673,486</td>
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<td>Other Revenue</td>
<td>73,743</td>
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<tr>
<td><strong>Total Support and Revenue</strong></td>
<td><strong>$33,269,066</strong></td>
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## EXPENSES

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<th>Program Services</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Advocacy</td>
<td>$854,928</td>
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<tr>
<td>Public Awareness and Communication</td>
<td>2,532,297</td>
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<tr>
<td>Network Operations</td>
<td>17,945,175</td>
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<tr>
<td><strong>Total Program Services</strong></td>
<td><strong>21,332,400</strong></td>
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<table>
<thead>
<tr>
<th>Supporting Services</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>General and Administrative</td>
<td>400,186</td>
</tr>
<tr>
<td>Fundraising</td>
<td>1,833,127</td>
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<td><strong>Total Supporting Services</strong></td>
<td><strong>2,233,313</strong></td>
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| **Total Expenses**                | **$23,565,713** |

<table>
<thead>
<tr>
<th>Change in Net Assets from Operations</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Income (Loss), net</td>
<td>3,866,763</td>
</tr>
<tr>
<td>Contributions to Endowment</td>
<td>5,177,944</td>
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<tr>
<td><strong>Change in Net Assets</strong></td>
<td><strong>18,748,060</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Beginning Net Assets</th>
<th>Amount</th>
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</thead>
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<tr>
<td></td>
<td>35,786,163</td>
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</table>

<table>
<thead>
<tr>
<th>Ending Net Assets</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>$54,534,223</strong></td>
</tr>
</tbody>
</table>

## Investment Income (Loss), net

| Amount | 3,866,763 |

## Contributions to Endowment

| Amount | 5,177,944 |

## Change in Net Assets from Operations

| Amount | 9,703,353 |

## Statement of Financial Position

**Year Ended September 30, 2013**

### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
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</tr>
<tr>
<td>Cash Held for Restricted Purposes</td>
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</tr>
<tr>
<td>Investments</td>
<td>31,028,901</td>
</tr>
<tr>
<td>Investments</td>
<td>31,028,901</td>
</tr>
<tr>
<td>Pledges Receivable, net</td>
<td>13,043,967</td>
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<tr>
<td>Government Grants Receivable</td>
<td>674,857</td>
</tr>
<tr>
<td>Other Assets</td>
<td>1,878,364</td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>1,001,138</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$56,148,386</strong></td>
</tr>
</tbody>
</table>

### LIABILITIES & NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable and Accrued Liabilities</td>
<td>$1,244,139</td>
</tr>
<tr>
<td>Deferred Rent</td>
<td>370,024</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>1,614,163</strong></td>
</tr>
<tr>
<td>Net Assets</td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>11,388,699</td>
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<tr>
<td>Temporarily Restricted</td>
<td>18,135,444</td>
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<tr>
<td>Permanently Restricted</td>
<td>25,010,080</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>54,534,223</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$56,148,386</strong></td>
</tr>
</tbody>
</table>

*Communities In Schools fiscal year 2013 began October 1, 2012 and ended September 30, 2013.

*Does not include family foundations.
Join us in giving young people the supports they need to stay in school. **Your tax deductible donation** will help create bright futures for the kids we serve.
NATIONAL BOARD OF DIRECTORS*

Elaine Wynn  
(Chairman)  
Director  
Wynn Resorts

William E. Milliken  
(Vice Chairman)  
Founder  
Communities In Schools

Christopher F. Allwin  
Vice President  
General Maritime Corporation

Robert H.B. Baldwin, Jr.  
Vice Chairman  
Heartland Payment Systems

James Cox Chambers  
Producer  
Field Hands Productions

Dan Domenech  
Executive Director  
American Association of School Administrators

John R. Ettinger  
CEO  
The Helmsley Trust

Hon. Daniel Glickman  
Executive Director  
The Aspen Institute  
Congressional Program  
Senior Fellow  
Bipartisan Policy Center

Rhoda Glickman  
Senior Vice President  
for Business Services  
Empire State Development Corporation

Michael Keithley  
Chief Information Officer  
Creative Artists Agency

Linda LeSourd Lader  
President  
Renaissance Institute

Jillian Manus  
Founder  
Manus Media & Literary Agency Inc.  
CEO and Co-Founder  
Broad Strategy, LLC

John Nixon  
Executive Director, ICAP®

Michael Parham  
Senior Vice President and General Counsel  
RealNetworks, Inc.

Jonathan G. Powers  
Deputy Supervisor  
Town of Pound Ridge, NY.

Manoj Saxena  
Managing Director  
The Entrepreneurs’ Fund

Leonard Stern  
Partner  
SS+K

Donna Weiss  
Sherrie Rollins Westin  
Executive Vice President  
Chief Marketing Officer  
Sesame Workshop

Ava Youngblood  
CEO  
Youngblood Executive Search

*Current as of publication date.
The National Leadership Council is a select group of prominent leaders who endorse the vision and goals of Communities In Schools; who make an annual donation to the national office; who are willing to help open doors to other sources of support; and who at times are asked to offer their guidance and counsel.
Thomas J. Hutchison, III  
Principal  
Hutchison Advisors, Inc.

Kevin Huvane  
Managing Partner  
Creative Artists Agency

Shavar D. Jeffries  
Associate Professor of Law  
Center for Social Justice, Seton Hall University School of Law

George H. Johnson  
Founder & President  
Johnson Properties

Alan K. Jones  
Managing Director, and Global Head  
Private Equity Group  
Morgan Stanley

Joyce Klein  
Ken Kragen  
President  
Kragen & Company

Robert J. Labriola  
Senior Vice President, Wealth Advisor  
Morgan Stanley

Daniella Landau  
Founding Partner  
Hannegan Landau Poersch Advocacy

Simone Levinson  
Vice Chairman  
Turnaround for Children, Inc.

Robert Light  
Managing Partner and Head of Music  
Creative Artists Agency

Eric Liu  
Co-Founder  
Guiding Lights Network

Richard Lovett  
President  
Creative Artists Agency

Kerman Maddox  
Managing Partner  
Dakota Communications

Peter A. Magowan  
Director  
Caterpillar, Inc.

Joseph P. McCarthy  
Senior Vice President and Chief Human Resources Officer  
United BioSource Corporation

Betsy McCormack  
Retired WTA Tennis Professional

Susan McCue  
President  
Message Global LLC

William J. McEnroe  
Managing Partner  
Fund Tax Services

The Honorable Rob McKenna  
Former Washington State Attorney General

Ron Meyer  
President and COO  
Universal Studios

Michael Milken  
Co-Founder  
Milken Family Foundation

Denny M. Miller  
President  
Denny Miller Associates

Jill Milliken  
Vice President of Risk and Assistance Services  
Chartis/AIG

Sean Milliken  
Head of Nonprofit Strategy  
eBay

Scott Ellis Mitchell  
Attorney  
Federal Aviation Administration

Michael Moe  
Advisor  
GSV Advisors

Phyllis Moldaw  
Jerry Moss  
Chairman  
ALMO Sounds, Inc.

Gwendolyn Adams Norton  
Trustee  
Spelman College

Jack L. Oliver, III  
Senior Policy Advisor  
Bryan Cave LLP, Barclay’s Capital

Michael Olshan  
Chairman, Managing Partner  
O-CAP Management L.P.

Pratish Patel  
Mark C. Percy  
Principal  
Next Generation Strategies, LLC

Richard Plepler  
Chief Executive Officer  
HBO

Joseph P. Portera  
Executive Vice President and Chief Operating Officer, Eastern and Canadian Divisions  
Chief Diversity Officer  
Costco Wholesale Corp.

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Executive Vice President and Chief Operating Officer, Eastern and Canadian Divisions  
Chief Diversity Officer  
Costco Wholesale Corp.

Rick Rieder  
Managing Director  
BlackRock

Alex T. Robertson  
Managing Partner  
Tiger Management, LLC

Julian Robertson  
Chairman  
Tiger Management, LLC

Richard Rogel  
President & CEO  
Tomay, Inc.

E. Robert Roskind  
Chairman  
Lexington Corporate Properties Trust

Christopher M. Schroeder  
John C. Shaw  
Managing Director and Co-Founder  
Resource Holdings Ltd.

Russell Simmons  
Chairman and CEO  
Rush Communications

Jim Sinegal  
President  
Troutman Investment Management

Bob Understein  
Business Development Manager  
RSM McGladrey, Inc.

Tom Vander Ark  
CEO  
Getting Smart

Happy Walters  
Co-Chief Operating Officer  
Relativity Media

William H. Walton, III  
Managing Member  
Rockpoint Group, LLC

Jason Weiss  
Owner  
Terrapin Palisades Ventures, LLC

Stephen A. Wynn  
Chairman and CEO  
Wynn Resorts

Jim Youngren  
Chairman, Board of Directors  
Long Live the Kings

*Current as of publication date.
### STATE OFFICES AND LOCAL AFFILIATES

<table>
<thead>
<tr>
<th>State*</th>
<th>Total Students Served</th>
<th>Number of Students Receiving Level 1 Services</th>
<th>Number of Students Receiving Level 2 Services</th>
<th>Number of Schools Served</th>
<th>Total Number of Local Affiliates</th>
<th>Accredited Affiliates</th>
<th>Developing and Operational Affiliates/Strategic Initiatives**</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALASKA</td>
<td>1,998</td>
<td>1,871</td>
<td>127</td>
<td>5</td>
<td>1</td>
<td>-</td>
<td>CIS of Juneau</td>
</tr>
</tbody>
</table>
| CALIFORNIA | 15,179           | 12,743                                        | 2,436                                         | 13                       | 3                              | CIS of Los Angeles  | CIS of the Peninsula  
  CIS of the Peninsula  
  CIS of the San Fernando Valley  
  and Greater Los Angeles |
| D.C.   | 1,712                 | 1,479                                         | 233                                           | 5                        | 1                              | CIS of the Nation’s Capital | -                                                              |
| CIS OF DELAWARE* | 3,808            | 3,185                                         | 623                                           | 11                       | 1                              | CIS of Wilmington   | -                                                              |
| CIS OF FLORIDA* | 48,173            | 42,288                                        | 5,885                                         | 77                       | 11                             | -                     | CIS of Albany/Dougherty County  
  CIS of Athens (Family Connection Partnership)  
  CIS of Burke County (Community Partnership)  
  CIS of Candler County  
  CIS of Catoosa County  
  CIS of Dodge County (Dodge Connection)  
  CS of Fitzgerald/Ben Hill County  
  CIS of Glynn County  
  CIS of Hart County  
  CIS of Laurens County  
  CIS of Marietta/Cobb County  
  CIS of Milledgeville/Baldwin County  
  CIS of Turner County  
  CIS of Walton County |
| CIS GEORGIA* | 122,277           | 112,576                                       | 9,701                                         | 198                      | 40                             | -                     | CIS of Athens (Family Connection Partnership)  
  CIS of Burke County (Community Partnership)  
  CIS of Candler County  
  CIS of Catoosa County  
  CIS of Dodge County (Dodge Connection)  
  CS of Fitzgerald/Ben Hill County  
  CIS of Glynn County  
  CIS of Hart County  
  CIS of Laurens County  
  CIS of Marietta/Cobb County  
  CIS of Milledgeville/Baldwin County  
  CIS of Turner County  
  CIS of Walton County |

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<table>
<thead>
<tr>
<th>State*</th>
<th>Total Students Served</th>
<th>Number of Students Receiving Level 1 Services</th>
<th>Number of Students Receiving Level 2 Services</th>
<th>Number of Schools Served</th>
<th>Total Number of Local Affiliates</th>
<th>Accredited Affiliates</th>
<th>Developing and Operational Affiliates/Strategic Initiatives**</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILLINOIS</td>
<td>77,281</td>
<td>76,584</td>
<td>697</td>
<td>207</td>
<td>2</td>
<td>-</td>
<td>CIS of Stephens County (Partners for Success, Inc.) &lt;br&gt; CIS of Sumter County &lt;br&gt; CIS of Troup County &lt;br&gt; CIS of Warren County (Family Connection) &lt;br&gt; CIS of Washington County &lt;br&gt; CIS of Wilkes County</td>
</tr>
<tr>
<td>INDIANA*</td>
<td>15,767</td>
<td>13,986</td>
<td>1,781</td>
<td>40</td>
<td>3</td>
<td>-</td>
<td>CIS of Clark County &lt;br&gt; CIS of Lake County &lt;br&gt; CIS of Wayne County</td>
</tr>
<tr>
<td>CIS OF IOWA*</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
<td>0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>CIS OF KANSAS*</td>
<td>27,493</td>
<td>24,916</td>
<td>2,577</td>
<td>37</td>
<td>5</td>
<td>-</td>
<td>CIS of Grant County &lt;br&gt; CIS of Ottawa &lt;br&gt; CIS of Wichita/Sedgwick County</td>
</tr>
<tr>
<td>LOUISIANA</td>
<td>4,871</td>
<td>3,448</td>
<td>1,423</td>
<td>14</td>
<td>1</td>
<td>-</td>
<td>CIS of Greater New Orleans &lt;br&gt; East Baton Rouge–Diplomas Now</td>
</tr>
<tr>
<td>MASSACHUSETTS</td>
<td>1,758</td>
<td>1,662</td>
<td>96</td>
<td>3</td>
<td>0</td>
<td>-</td>
<td>Boston–Diplomas Now</td>
</tr>
<tr>
<td>CIS OF MICHIGAN*</td>
<td>22,616</td>
<td>20,284</td>
<td>2,332</td>
<td>58</td>
<td>6</td>
<td>-</td>
<td>CIS of Kalamazoo &lt;br&gt; CIS of Lenawee County &lt;br&gt; CIS of Houghton &lt;br&gt; CIS of the Tecumseh Area</td>
</tr>
<tr>
<td>NEBRASKA</td>
<td>2,915</td>
<td>2,691</td>
<td>224</td>
<td>10</td>
<td>1</td>
<td>-</td>
<td>CIS of Omega</td>
</tr>
<tr>
<td>CIS OF NEVADA*</td>
<td>23,261</td>
<td>21,555</td>
<td>1,706</td>
<td>25</td>
<td>2</td>
<td>-</td>
<td>CIS of Northeastern Nevada &lt;br&gt; CIS of Southern Nevada</td>
</tr>
<tr>
<td>CIS OF NEW JERSEY*</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
<td>3</td>
<td>-</td>
<td>CIS of Cumberland County &lt;br&gt; CIS of Newark &lt;br&gt; CIS of Passaic</td>
</tr>
<tr>
<td>CIS OF NEW MEXICO*</td>
<td>906</td>
<td>906</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NEW YORK</td>
<td>1,195</td>
<td>968</td>
<td>229</td>
<td>3</td>
<td>0</td>
<td>-</td>
<td>New York City–Diplomas Now</td>
</tr>
<tr>
<td>CIS OF NORTH CAROLINA*</td>
<td>215,697</td>
<td>196,558</td>
<td>19,139</td>
<td>441</td>
<td>37</td>
<td>-</td>
<td>CIS of Brunswick County &lt;br&gt; CIS of Buncombe County (Children First) &lt;br&gt; CIS of Caldwell County &lt;br&gt; CIS of Cape Fear &lt;br&gt; CIS of Carteret County &lt;br&gt; CIS of Charlotte–Mecklenburg &lt;br&gt; CIS of Clay County &lt;br&gt; CIS of Cleveland County &lt;br&gt; CIS of Cumberland County &lt;br&gt; CIS of Durham &lt;br&gt; CIS of Gaston County &lt;br&gt; CIS of High Point &lt;br&gt; CIS of Lee County &lt;br&gt; CIS of Lexington/Davidson County &lt;br&gt; CIS of Lincoln County &lt;br&gt; CIS of Madison County</td>
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</tbody>
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<th>Developing and Operational Affiliates/Strategic Initiatives**</th>
</tr>
</thead>
</table>
| CIS OF NORTH CAROLINA* | 215,697 | 196,558 | 19,139 | 441 | 37 | CIS of Montgomery County  
CIS of Moore County  
CIS of Randolph County  
CIS of Robeson County  
CIS of Rocky Mount Region  
CIS of Rowan County  
CIS of Thomasville  
CIS of Wake County  
CIS of Wayne County  
CIS of Wilkes County |  |
| OHIO | 8,279 | 7,537 | 742 | 24 | 1 | CIS of Central Ohio  |
| CIS OF PENNSYLVANIA* | 19,241 | 15,299 | 3,942 | 78 | 6 | CIS of Philadelphia  
CIS of Pittsburgh-Allegheny County  
CIS of the Laurel Highlands  
CIS of the Lehigh Valley | CIS of Southwest Pennsylvania  
CIS of the Capital Region |
| CIS OF SOUTH CAROLINA* | 24,307 | 21,597 | 2,710 | 48 | 4 | CIS of Greenville County  
CIS of the Charleston Area  
CIS of the Midlands | CIS of Chester County |
| CIS OF TENNESSEE* | 663 | 536 | 127 | 3 | 0 | - | - |
| TEXAS EDUCATION AGENCY* | 595,744 | 527,151 | 68,593 | 733 | 27 | CIS of Baytown  
CIS of Cameron County  
CIS of Central Texas  
CIS of El Paso  
CIS of Galveston  
CIS of Greater Central Texas  
CIS of Houston  
CIS of Laredo  
CIS of North Texas  
CIS of San Antonio  
CIS of South Central Texas  
CIS of the Bay Area  
CIS of the Coastal Bend  
CIS of the Heart of Texas  
CIS of the South Plains | CIS of Brazoria County  
CIS of Dallas Region  
CIS of East Texas and Deep East Texas, Inc.  
CIS of Greater Tarrant County  
CIS of Hidalgo County  
CIS of Northeast Texas  
CIS of Southeast Harris County  
CIS of Southeast Texas  
CIS of the Big Country  
CIS of the Golden Crescent  
CIS of the Greater Wichita Falls Area  
CIS of the Permian Basin |
| CIS OF VIRGINIA* | 17,392 | 13,553 | 3,839 | 37 | 5 | CIS of Chesterfield  
CIS of Richmond | CIS of Hampton Roads  
CIS of Northern Virginia  
CIS of Southwest Virginia |
| CIS OF WASHINGTON* | 58,155 | 54,067 | 4,088 | 158 | 12 | CIS of Auburn  
CIS of Lakewood  
CIS of Peninsula  
CIS of Renton  
CIS of Seattle  
CIS of Spokane County  
CIS of Tacoma | CIS of Federal Way  
CIS of Kent  
CIS of Orting  
CIS of Puyallup  
CIS of Whatcom County |
| WEST VIRGINIA | 3,075 | 2,542 | 533 | 11 | 2 | - | CIS of Cabell County  
CIS of Greenbrier County |

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At Communities In Schools, our annual report is a little different than the number-crunching reports demanded by Wall Street. Instead of shareholders looking for a profit, we have stakeholders who are fully invested in our mission of helping young people succeed in school and in life. Thanks to those stakeholders, we have had a great year, but we still have a long way to go before resting on our laurels.

Back in the 1970s, when my friends and I began establishing our street academies in Harlem, we had a vision of something bigger. We saw that kids had lost their traditional safety net because their communities had been slowly pulled apart by bad policies and bad choices that accumulated over the years. The problems hadn’t developed overnight, and neither would the solutions, we realized. Instead of starting just another program, we had a long-term vision of breaking down silos and using schools as a hub for bringing people together.

Nearly four decades later, we still haven’t fully realized that goal. We’re getting closer, as you can see from the preceding pages, but there are millions of kids still beyond our reach, still without the safety net that a strong community can provide.

Do I find that discouraging? Not at all. When I first testified on Capitol Hill 40 years ago, at a time when riots were tearing our cities apart, a lawmaker asked me what needed to change. My reply: “I would change our constant hunger for change.” Whether it’s consumers or crusaders, too many Americans demand change every two, three or four years. But I’ve always believed that true, lasting change doesn’t happen in such a short timeframe. Five-year plans are absolutely necessary, but I’m more concerned with our 100-year vision, ensuring that we’re building something we can hand off to the next generation.

Communities In Schools is an organization built on relationships—with kids, communities, policymakers, board members, etc.—and these relationships take time to develop. Too often we view relationships as a kind of transaction, but those relationships never last. Instead, the most successful relationships are the ones built over time through effort, intention, goodwill, forgiveness and hope.

As I look over the accomplishments of the past year, I see a series of developing relationships that will set us up for even greater success in the future. With these relationships as our foundation, I believe the next 10 years could be our most exciting yet.

Because more and more Americans are waking up to the dangers of the expanding gap between rich and poor, I anticipate a growing demand for proven solutions—and Communities In Schools has been proving its model for decades.

So, how are we doing with that 100-year vision? Under the leadership of Dan Cardinali and our outstanding board, I believe we will continue to effectively move the needle on the dropout problem. We’re closer than we’ve ever been to reaching our twin goals of institutionalizing a site coordinator in every school and incentivizing people to work together rather than working in silos.

In other words, even though this has been an excellent year for Communities In Schools, I believe the biggest developments are yet to come.
LEVELING THE PLAYING FIELD

“Communities In Schools makes sure children who come to school with less don’t get less out of school. They’re an amazing partner.”

-Dr. Heath Morrison, Superintendent, Charlotte-Mecklenburg Schools, N.C.