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Executive Summary

The City of Tucson Mayor's Office and Arizona Serve, a project of Prescott College, will support 24 half time AmeriCorps State members who will help develop a Community Schools initiative in Tucson, AZ. The program will target eight high schools in low income neighborhoods within three school districts: Tucson Unified (TUSD), Sunnyside, and Flowing Wells. At the end of the project period, AmeriCorps State members will be responsible for connecting all graduating seniors with one of the five identified postgraduate opportunities, and increasing graduation rates at each school. As part of this initiative, AmeriCorps State and AmeriCorps VISTA members will leverage 3000 volunteers who will engage in providing a range of services to students and families including tutoring, mentorship, and access to local, state, and federal assistance programs.

Specifically, twenty-four half-time AmeriCorps State members per year will serve with partner organizations and schools to initiate services at each school site, and assist students and families in accessing services provided by partner agencies from August of 2015 to August of 2017. Fourteen AmeriCorps VISTA members will serve with partner organizations and schools to develop systems and resources to support a sustainable youth development community school program. AmeriCorps VISTA members will identify school and community needs, build program capacity by coordinating partner organizations within each school, work with AmeriCorps State members to build systems to help students and families navigate services, and work with key community partners to assist with communication, organization and expansion of services, from August 2015 to August 2017. Two NCCC teams will serve to scale up financial literacy coaching for students and FAFSA programming in schools from January 2016 to February 2016 and from January 2017 to February 2017. We have included Pima Council on Aging's Senior Corps (RSVP) team as partners to implement financial literacy coaching and FAFSA prep in school. The Our Family Services Senior Corps program is included as a partner to provide services to older community members, many of whom are caretakers of students, in appropriate schools. This program will focus on an identified Priority 1 project that works to ensure that every high school senior has access to career and/or educational opportunities upon high school graduation. The CNCS Investment of \$164,760 will be matched with \$ 287,074.00.

Rationale and Approach/Program Design

The extent and severity of the problem: The City of Tucson, AZ was determined the 8th poorest Metropolitan Statistical Area (MSA) in the U.S. in 2012 by the American Community Survey. Families facing poverty have difficulty creating the stable home life that students need to support the good

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academic achievement that has become a critical component for successful employment.

(<http://www.heritage.org/research/reports/2014/05/barriers-to-high-school-completion-create-barriers-to-economic-mobility>) Youth in Tucson who are affected by poverty face a tough combination of high unemployment rates, high poverty rates, and high dropout rates that make the goals of starting a career and earning a living wage difficult to obtain without significant support. Tucson MSA statistics show that youth between the ages of 18 and 24 are subject to poverty and unemployment rates higher than national averages: combined unemployment rates for 16 to 24 year olds for 2013 was 31.1% compared to 16.3% nationally. Poverty affects over 1/3 of school age youth: the percentage of households with children whose income in the past 12 months was below the poverty level was 33.5% compared to 22% nationally, and 43% of Tucson children lived in households with Supplemental Security Income (SSI), cash public assistance income, or Food Stamps/SNAP benefits compared to 32.1% nationally. (<http://factfinder.census.gov>, American Community Survey 5 year estimate for 2009-2013, <http://www.bls.gov/news.release/youth.nr0.htm>, <http://www.npc.umich.edu/poverty/>).

Target high schools for the Tucson Community Schools initiative include; Flowing Wells High School, and Sentinel Peak High School in the Flowing Wells District, Desert View High School and the S.T.A.R. Academic Center in the Sunnyside District, and Catalina, Santa Rita, Pueblo, and Palo Verde High Schools in the TUSD District. These high schools have an average graduation rate of 63% compared the national average of 81%. These schools have an average free and reduced lunch participation rate of 73%. (<http://www.azed.gov/research-evaluation/graduation-rates/>) "The initiative targets schools within high risk neighborhoods that have been identified by the City of Tucson Mayor's Commission on Poverty. School leadership is willing to assist in overseeing the project and is receptive to using the campus as a hub for services."

Tucson Mayor Jonathan Rothschild founded the City of Tucson Mayor's Commission on Poverty as means of convening community groups capable of identifying the areas of greatest poverty in the city, the causes of poverty, and potential solutions. The group is populated by representatives of government, business, education, and nonprofit service leaders in the community who have the capacity to initiate change. The 2014 study Poverty in Tucson, What do we know? How Can We Do Better? notes a lack of awareness among low-income families about available services, and a lack of programs that allow low-income families to bundle services as appreciable barriers to addressing poverty. The report lists the Community School model as a best practice means of meeting the identified needs of families facing poverty across the city.

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How AmeriCorps members will achieve a transformational change: AmeriCorps members will create transformational and measurable change by connecting 100% of graduating seniors with one of the five identified post-graduation opportunities, and increasing overall graduation rates in the targeted schools through services provided at each of the eight Community Schools. Members will focus on developing and expanding partnerships and services that lead to post-graduation opportunities for students. Community Schools have become a best practice means of connecting students and families with a diverse set of services proven to increase educational attainment and promote social mobility. Community Schools recognize that low-income students have a variety of barriers to overcome; they take a whole child approach to ensure students are healthy, safe, supported and academically challenged. All students and community members will have access to services. AmeriCorps members will primarily target juniors and seniors to ensure the greatest measurable impact on targeted outcomes during the two year period. The City of Tucson is working closely with the Southern Arizona Community Schools Alliance (SACSA) to develop this initiative. SACSA was established in 2010 as a collaboration between Tucson Unified, Sunnyside and Flowing Wells School Districts and nonprofit service partners looking for the means to expand service provisions to at-risk students and families. SACSA currently supports three Community Schools in Tucson, and is excited to include the eight additional schools proposed in this application. La Frontera, a large nonprofit behavioral health agency in Tucson, has dedicated a full time staff member as a School Services Supervisor in support of this initiative. Tucson Mayor Rothschild's Office, in partnership with Arizona Serve, will hire a full time Community Schools Program Manager to recruit, train and co-supervise AmeriCorps members. Flowing Wells had received a grant to hire a full time Community Schools Coordinator to assist with this initiative in their district. The staff listed above will work with the Mayor's staff, Arizona Serve and SACSA to monitor program performance, provide support to members, and ensure adherence to the model. No AmeriCorps State or AmeriCorps VISTA members will be used to replace staff positions. AmeriCorps State: AmeriCorps State members will help students and families access the direct services and programs they need to ensure that students graduate and have access to post graduation opportunities. Eight of the twenty-four half time AmeriCorps State members will serve at the school sites as navigators. They will ensure that students and families can access multiple services ranging from SNAP benefits and healthcare enrollment to after school tutoring programs and FAFSA assistance classes. These members will work closely with school steering committees, staff at partner organizations, and the AmeriCorps VISTA members to ensure that students receive the support they need to succeed. Sixteen of the half time AmeriCorps State members will be placed with service

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providers to assist in the delivery of services at the schools. Some will coordinate teams of volunteer mentors while others will deliver career readiness curriculum provided by the Pima County Career Center. See the partner list for additional services.

AmeriCorps VISTA: AmeriCorps VISTA members will focus on developing systems, communication processes, partnerships and resources to ensure the sustainability of the Community Schools. One AmeriCorps VISTA member will be assigned to each of the eight schools as a School Coordinator. These members will be responsible for working with the school steering committee to identify needs and engage community volunteers in scaling up school based services. These eight AmeriCorps VISTA members will work as a team to share successful systems and develop tools that enable students and families to identify and bundle needed services. AmeriCorps VISTA members will work with staff at the University of Arizona, Pima Community College, Prescott College , and other education providers to bring college readiness programs and recruitment events to the schools. Four AmeriCorps VISTA members will be placed with nonprofit and government service providers to help scale up services at the eight schools. These members will work with the sixteen AmeriCorps State members placed with service providers to ensure each site has adequate student development programming, employment services, and other social services. One AmeriCorps VISTA member will be placed in Mayor Rothschild's office to develop business and media partnerships to support this effort. Business partnerships will help bring in additional resources, and will help with identification of internships and employment opportunities for graduating seniors. The development of media partnerships will increase awareness of the program within the schools as access points for neighborhood services. This VISTA will also identify potential funders in an effort to increase sustainability. One AmeriCorps VISTA member will serve with school district offices to expand data sharing agreements and develop more extensive evaluation and identify means for continuous improvement of the program. This member will coordinate with the consulting firm LeCroy & Milligan to assist with program evaluation. The office of the Tucson Mayor will ensure that AmeriCorps VISTA members focus on capacity building activities and are not providing direct services.

NCCC: NCCC Members will be trained as "financial coaches" by staff with the United Way's Prosperity Center financial coaching program. This training, which takes less than a day, will allow NCCC members to offer targeted workshops in high schools to parents and students helping them to complete Free Application for Federal Student Aid (FAFSA) paperwork and participate in the AZ Earn to Learn program-- a program that prepares eligible students for college with financial education and matching funds. Students participating in the AZ Earn to Learn program who save \$500 in an

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individual development account (IDA) can expect an 8 to 1 match (\$4,000) from Arizona State University, the University of Arizona, or Northern Arizona. Other higher learning institutions offer 4 to 1 matches (\$2,000) and community partners offer 1 to 1 matches for graduating seniors who are interested in starting businesses or who need assistance establishing housing. Accurate, completed FAFSA paperwork is the single most significant source of financial aid information for post-secondary education, and is the basis for Pell Grants, Stafford Loans, work study programs, as well as other sources of funding that can make all the difference to low income students choosing whether or not to pursue a college education or certain trade school opportunities. Low-income families, many of whom are hesitant to reveal financial information to their children, are often prevented from filling out the FAFSA due to misunderstandings about confidentiality, literacy and language barriers, and the daunting amount of paperwork involved. Trained financial coaches can make this process accessible and easy, helping low-income students and families make informed decisions about pursuing and paying for higher education.

Community Partners: The partners for Tucson's Community School Initiative are trusted community service providers. As this initiative develops, additional partner agencies will be added to expand the scope of services in each community school. Each partner has agreed to dedicate staff and resources to support the services described below.

Tucson Unified School District, Sunnyside School District, and Flowing Wells School District: These districts identified eight target high schools that will become Community Schools that offer wrap-around services to students, families and other community members. They will provide in-kind services through staff time to assist in leading this effort and to supervise AmeriCorps members in their work on school grounds. They will provide use of school facilities and supplies to support the program.

La Frontera: La Frontera will offer behavioral health services to help improve each student's ability to stay in school, and stay on track to graduation by meeting individual student needs. La Frontera staff will conduct an assessment for each student and their family to determine which evidence based group may be appropriate for the student. La Frontera offers group support for anger management, social skills, separation/grief and loss, on site, and outside groups for substance abuse and life skills for young adults in their clinic and through their young adult program. They also provide one-on-one therapy, counseling and psychiatric services as needed through a school based system.

Arizona Serve at Prescott College: Arizona Serve manages the largest AmeriCorps VISTA grant in Arizona and is a leader in the Arizona national service community. They will hire a Community

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Schools Program Manager to help lead this effort, and provide support and systems to recruit, train and manage AmeriCorps members. Prescott College will also provide staff to assist students in applying for college and accessing financial aid.

Pima County Community Services: Pima County administers federal Workforce Investment Act funds and operates a consolidated local One-Stop system serving the entire County, including the City of Tucson. Pima County One-Stop Career Center offers a continuum of career development services for both youth and adults and conducts special outreach to special populations, including low-income youth with barriers to employment. They will provide a variety of school based career services and training through this initiative.

United Way of Tucson and Southern Arizona: The United Way is working to implement the Strive: Cradle to Career collective impact initiative. The Tucson Community Schools strategy will be integrated into the Strive model, which has been selected by Mayor Rothschild as the My Brother's Keeper initiative for Tucson. Community Schools were a key strategy of the original Strive initiative in Cincinnati, Ohio. Additionally, the United Way will provide training for volunteers to become financial coaches and assist students and families in filling out the FAFSA. They will also provide Volunteer Income Tax Assistance (VITA) programming in schools. They will be hosting an AmeriCorps VISTA member through Arizona Serve's AmeriCorps VISTA grant to help with these efforts.

Goodwill Industries of Southern Arizona: Goodwill manages five youth employment, training and mentorship programs in Tucson. They will provide limited school based career services and help connect students to more comprehensive services at their four Job Connection Centers in Tucson.

Community Foodbank of Southern Arizona: The Community Food Bank has extensive experience providing school-based programming. They will be hosting an AmeriCorps VISTA member through Arizona Serve's AmeriCorps VISTA grant to help expand the number of school based food pantries in the three target school districts. They will also help coordinate school based SNAP and Medicaid enrollment and support the development of school garden programs.

Big Brothers Big Sisters of Tucson: BBBS will be hosting two AmeriCorps VISTA members through Arizona Serve's existing AmeriCorps VISTA grant to help expand their school based mentorship programming, and to develop strategies to recruit more volunteer mentors. BBBS will provide mentorship programming for students.

Tucson Urban League: The Urban League offers a wide variety of programs targeting youth. They will provide work experience, basic education instruction, academic enrichment, and employment

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skills training during the summer months to program students. Students get an opportunity to earn credit toward school, gain exposure to the workforce and engage in career and educational planning.

Higher Ground Resource Center: Higher Ground will provide a wide variety of after school programs, behavioral health services, tutoring services, and summer programming targeting opportunity youth.

Our Family Services: Our Family provides services for homeless youth in Tucson, and will help connect McKinney-Vento youth with services. They also host a Senior Companions team that will be engaged for school based days of service and in supporting grandparents who are the primary guardians of high school students.

Arizona Conservation Corps (ACC): ACC, a chapter of Conservation Legacy, runs multiple AmeriCorps grants including a significant Opportunity Youth program. They will help connect students with service opportunities upon graduation.

Pima County Joint Technical Education District (JTED): Pima JTED runs a wide variety of vocational education programs and internship programs. They will host an AmeriCorps VISTA member through Arizona Serve's AmeriCorps VISTA grant to help expand their internship programming in coordination with the United Way.

Pima Prevention Partnership (PPP): PPP will provide a variety of prevention and early intervention programs for at-risk youth including youth mentoring, life skills training and job training. In addition, PPP will leverage their AmeriCorps State program to recruit students from the targeted schools.

Easter Seals Blake Foundation: Easter Seals will provide parenting education courses and teen pregnancy services.

University of Arizona Cooperative Extension: The Cooperative Extension will provide assistance in planning and developing school gardens and after school programming. They currently host an AmeriCorps State team and will provide systems and technical assistance to help manage AmeriCorps State members.

Teen Outreach Pregnancy Services: TOPS will provide comprehensive sex and sexual health education in schools through their TOPS TEN curriculum. Additionally, through their TOPS Scholars program, pregnant and parenting adolescents will be offered training in job readiness skills and help completing educational goals. TOPS Scholars is offered to adolescent clients enrolled in healthy pregnancy, childbirth, or parenting series. Finally, TOPS Dad is a fatherhood program that offers 24/7 support and a series of classes for any aged father parenting all ages of children from birth to teens.

Casa De Los Ninos: Casa de los Ninos offers shelter and counseling services for children who are victims of child abuse and neglect.

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Pima Council on Aging (PCOA): Pima Council on aging will leverage their Senior Corps - RSVP team to serve as financial coaches and assist students with FAFSA prep.

Catholic Community Services (CCS): CCS will assist with providing Volunteer Income Tax Assistance (VITA) programming at schools as well as a variety of social services.

LeCroy & Milligan: LeCroy & Milligan will assist with evaluating this initiative. They are a leader in evaluation services in this region and have experience evaluating national service programs.

Two Year Timeline and Plan to Achieve Outcomes:

Recruitment and On-Site Orientation (May 2015 - Dec 2015, May 2016 -- Oct 2016): Arizona Serve will facilitate the recruitment of AmeriCorps State and AmeriCorps VISTA members in coordination with site supervisors. An AmeriCorps VISTA Leader will be brought on in July of 2015 to assist with planning and orientations. Fourteen AmeriCorps VISTA members will start in August 2015 and the 12 AmeriCorps State MSY will start in half time positions between August 2015 and December 2015. Members will participate in a team orientation as well as a more specialized site orientation. The same number of AmeriCorps VISTA and AmeriCorps State members will start on the same timeline during the summer and fall of 2016.

Partner Development (May 2015 - Dec 2016): Working with program staff and Mayor Rothschild's office, members will engage nonprofits, government agencies, businesses, and faith based institutions in leveraging resources to expand the level of services at the eight identified community schools.

Community Engagement (May 2015 - Aug 2017): Members will implement community outreach and media campaigns to engage volunteers, and help educate the community about available programming and services. While strategies will change over the course of the project, community engagement will be a key focus throughout the entire project.

Community Needs Assessments (Aug 2015 - Dec 2015): To determine what programming and services should be offered at each location, members will conduct needs assessments of the communities surrounding each school.

Preparing School Sites (Aug 2015 - Dec 2015): Members will work with steering committees to support the scaling up of the schools to community resource centers. They will develop policies and systems to support school based programming and services through partner agencies.

School Based Services and Programming (Jan 2016 - Aug 2017): Schools will offer a wide spectrum of services to students, parents, and community members through a series of partnerships. See the partner list for a preview of some services that will be offered.

Summer Programming (Jun 2016 - Aug 2016, Jun 2017 - Aug 2017): Working with community

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partners, members will scale up youth programming in schools. Members will work with the community leadership to identify creative ways to utilize the campus while school is out of session. Program Evaluation (Jul 2015 -- Aug 2016): All members will be trained how to collect appropriate data. One AmeriCorps VISTA member will serve with district offices to expand data sharing and evaluation systems, and help coordinate with outside evaluator, LeCroy & Milligan, to assist with the evaluating the success of the community school programming.

Level of Evidence for Proposed Intervention:

Excerpts from the following studies provide strong evidence of success regarding operational Community School models. These evaluations are from well-designed and well-implemented experimental studies conducted on Community Schools by independent examiners. The studies show positive findings for one or more intended outcomes.

Studies cited: The Economic Impact of Communities in Schools:

<http://www.communitiesinschools.org/about/publications/publication/economic-impact-communities-schools>

Raising Graduation and College Going Rate: Community High School Case Studies:

http://www.communityschools.org/assets/1/AssetManager/HighSchools_CS.pdf

Preparing High School Students for Successful Transitions to Post Secondary Education and

Employment: http://betterhighschools.org/docs/PreparingHSStudentsforTransition_073108.pdf

Case Study: Sustaining our Community Schools:

http://www.communityschools.org/search.aspx?F_keywords=case%20study

The ECIS study notes: "The paralyzing effects of the dropout epidemic-- on individuals, families, society, and the economy as a whole--are well documented. Combating this problem has become the mission of many groups in the United States, and one such organization is Communities In Schools. For the last 35 years, CIS has become the national leader in school dropout prevention and intervention" and " CIS has made great strides in its mission to surround students with a community of support." With the following program outcomes: "CIS' evidence-based and rigorously tested model has been shown to help at-risk students stay in school and graduate. The results of a national evaluation of CIS, a comprehensive five-year study that culminated in 2011, demonstrated that its model of integrated student services is unique in having a positive effect on two fronts; reducing dropout rates and increasing graduation rates. Further, the evaluation showed CIS' intensive case managed services have produced the strongest reduction in dropout rates of any existing fully scaled dropout prevention program that has been evaluated, and that CIS' model is effective across states,

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school settings (urban, suburban, rural), grade levels, and student ethnicities."

National Association of Secondary School Principals notes "Robust partnerships, focused leadership, and the provision of critical programs and services, as seen at these schools, are leading to positive changes in students' behavior, academic achievement, and preparation for post-secondary success. For example, since graduating its first class in 2006, Community Links High School has maintained a 99 percent graduation rate, with an 85 percent college-going rate. George Washington Community High School has raised its attendance from 88 percent to 96.2 percent in just two years, and 100 percent of the school's 2009 graduates were accepted to college. Cincinnati Public Schools, which made a commitment in 2002 to make every school a Community Learning Center, has seen its district-wide graduation rate improve from 51 percent to 82 percent over the last 6 years."

The national High School Center study finds that "Stand-alone interventions, such as tutoring, may be insufficient for students with multidimensional needs. For these students, a comprehensive combination of rigorous coursework along with counseling, ongoing assessment, financial aid, and other supports may be necessary, especially to keep struggling students and students with disabilities on track for high school graduation and postsecondary success (Lerner & Brand, 2006; National Council on Disability, 2007; The Education Trust, 2005)."

The Children's Aid Society study notes: "The overarching goal of the CAS model of community schools is to promote children's learning and development in ways that prepare them for productive adulthood." With the following program outcomes: "The CAS model seeks to address outcomes in five areas--students, families, school, community and education policy. From the outset, CAS committed itself to evaluation by commissioning a collaborative team from Fordham University's Schools of Education and Social Services to assess the processes and outcomes of the community schools, focusing on the two initial CAS community schools-- PS 5 and IS 218 in Washington Heights. The first three years (1993-6) primarily addressed formative issues, while during the next three years (1996-9) the evaluation explored a variety of outcome questions, using a comparison design involving two other New York City public schools that were not community schools.

Organizational Capability

Mayor Rothschild and his staff have worked with national service teams on a variety of initiatives, and currently host two AmeriCorps VISTA members working with their office on anti-poverty initiatives.

The Community Schools Program Manager, Mayor Rothschild's Health and Human Services Advisor, and La Frontera's School Services Supervisor will work with Arizona Serve program staff and

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AmeriCorps VISTA Leaders to recruit, train, and supervise AmeriCorps State and AmeriCorps VISTA members. AmeriCorps VISTA members will be recruited both locally and from a national pool through both targeted and broad recruitment strategies. AmeriCorps State members will be recruited locally. Recruitment strategies include use of online postings through the MyAmeriCorps Portal, job and career fairs, and social media campaigns. A two-part interview process will be used to help ensure selection of the best candidate for each AmeriCorps State or AmeriCorps VISTA position. First round interviews ensure that applicants fully understand the roles and responsibilities of the posted AmeriCorps State and AmeriCorps VISTA positions and the level of commitment required. These interviews help gauge candidates interests and skills and ensure they are a good fit for the position. During the second interview, applicants are screened based on skills, experience, and desire to serve. Once program staff and site supervisors have reviewed a sufficient number of second round candidates, they make a final selection and extend an offer to the top candidate.

Each AmeriCorps State or AmeriCorps VISTA member will be jointly supervised by the Community Schools Program Manager and a trained site supervisor. The site supervisor will be an appropriate staff member of the school or nonprofit where the member serves. Additionally, AmeriCorps VISTA members will receive support, training, and resources from AmeriCorps VISTA Leaders. The Community Schools Program Manager will attend an AmeriCorps VISTA supervisor orientation hosted by the Corporation for National and Community Service to learn all necessary policies and procedures associated with supervising a national service program with AmeriCorps VISTA members. The Community Schools Program Manager and Arizona Serve staff will also receive an orientation and ongoing technical assistance from the Arizona Commission on Service and Volunteerism related to managing an AmeriCorps State program and members. The Community Schools Program Manager and the Director of Arizona Serve will facilitate a local Supervisor Orientation for all AmeriCorps VISTA and AmeriCorps State supervisors. During this orientation, site supervisors will learn more about the terms and conditions of AmeriCorps VISTA and AmeriCorps State service, specific ways they can support the members at their organization, and the VISTA Assignment Description (VAD), which outlines the project activities assigned to each AmeriCorps VISTA member. Moreover, supervisors will learn how to communicate with and receive support from Arizona Serve Director, Community Schools Program Manager, Tucson Health and Human Services Advisor, and School Services Supervisor, Arizona Serve program staff and AmeriCorps VISTA Leaders. NCCC members will serve as financial coaches to help educate students and parents on how to make college more affordable, and therefore more attainable, for low-income families. NCCC Members will

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be trained as "financial coaches" by staff with the United Way's Prosperity Center financial coaching program. After this training, NCCC members will be able to offer targeted workshops in high schools to parents and students helping them to complete Free Application for Federal Student Aid (FAFSA) paperwork and participate in the AZ Earn to Learn program. The AZ Earn to Learn program is designed to prepare eligible students for college with financial education and matching funds. The timing of the NCCC teams' interventions will be coordinated with NCCC regional staff to ensure that this spike fits well with the timeline of their service terms. NCCC teams will be housed locally at the University of Arizona's Florida Station in the Santa Rita Experimental Range. Arizona Serve will provide NCCC members with an on-site orientation covering training on Community Schools 101. On-site orientation will be provided to all AmeriCorps State and AmeriCorps VISTA members by the program staff listed in this application and AmeriCorps VISTA Leaders. Orientation will include: what to expect during their term of service, who to contact for support, policies and procedures, budgeting tools, and relocating resources to help navigate Tucson for members new to this community. On-site orientation will also include team building activities and information on how members of all AmeriCorps branches of national service will work together to support this initiative.

In addition, members will attend a capacity building training that highlights how to build capacity at their site and create a sustainability binder to document their developed systems. This training, along with the Community Schools 101 training and a variety of other skill-based trainings, count toward Prescott College's Civic Leadership and Training Certificate. AmeriCorps VISTA and AmeriCorps State members will also participate in a two-week long site orientation at the school, nonprofit or agency where they are placed.

AmeriCorps State and AmeriCorps VISTA members will be provided with t-shirts and pins branded according to their stream of national service. Members will be required to wear the provided AmeriCorps pins while working at all program related projects including volunteer efforts to help identify them as members. The appropriate AmeriCorps logo will be provided for all media outreach, printed, online and through social media to assure branding of all activities associated with the proposed program.

AmeriCorps State and AmeriCorps VISTA members will be provided all resources needed to perform their tasks including work space, consumable supplies, a computer, and a telephone provided as in-kind donations by AmeriCorps VISTA host sites (either schools, the mayor's office, or service providers). Mileage reimbursement will be provided by host sites for day-to-day work related travel, and by Arizona Serve for travel to and from national days of service and other special events. Arizona

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Serve has set aside \$5,000 to support possible emergency expenses for AmeriCorps VISTA members. To monitor progress, AmeriCorps State members will use an Excel-based tracking tool to document the number of unique students accessing services or participating in programs through the community school model, and the number of hours these students are participating in the services or programs. AmeriCorps VISTA members will use an Excel-based volunteer management tool to track contact information for recruited volunteers and the number of hours served by each volunteer. Data will also be collected on the number of students participating in one of these five options following high school graduation: further education, including at two- or four-year colleges, military service, national service in AmeriCorps, employment, a paid internship, a registered apprenticeship, or job training program. Surveys regarding post-graduation plans will be administered to high school students leading up to graduation, and 3 months after graduation to connect students without solid post-graduation opportunities with additional services. The Community Schools Program Manager will train national service members to collect relevant data, and will compile data from national service members to complete and submit all required programmatic reports. Additionally, the Community Schools Manager will work with appropriate City of Tucson staff to complete and submit all required financial reports.

AmeriCorps VISTA members will develop their projects with the active and consistent participation of the beneficiary community. Each AmeriCorps VISTA member serving at a school site will conduct a community needs and assets assessment that will solicit input from students, teachers, parents, and community members. AmeriCorps VISTA members placed at school sites will be supported by a school steering committee. The School Services Supervisor will support members in developing and evaluating these community needs and asset assessments. Each school steering committee will include student and parent representatives. AmeriCorps VISTA members serving with the Tucson Mayor's Office or local nonprofit partner agencies will meet with AmeriCorps VISTA members serving at school sites on a monthly basis to share and review statistics and information gathered by each agency regarding the assessment of needs within the low-income communities of Tucson, to share client stories.

AmeriCorps VISTA projects will be designed and implemented to be sustainable once AmeriCorps VISTA resources are gone. AmeriCorps VISTA members will be trained on sustainability best practices (including how to develop systems and procedures, train volunteers and staff, develop stakeholder buy-in, evaluate programs, and properly record and document projects.) Additionally, AmeriCorps VISTA members will be coached individually in sustainability practices monthly to ensure that their

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work continues on beyond their service terms. Each AmeriCorps VISTA member will create a Sustainability Binder to share with their site and relevant partners (including nonprofit service providers, agencies and parent groups at schools) to insure continued use of all developed systems. The AmeriCorps VISTA member working in Mayor Rothschild's office will assist with identifying potential donors and funders, writing grants and developing business partnerships to assist the program in sustaining activities after the end of this grant.

Housing information, including information about transportation, expected housing and utility costs, crime rates, areas where national service members have lived in the past, and resources for furnishing homes and finding safe housemates will be provided by Arizona Serve to national service members upon position acceptance. Sick days, vacation days, and attendance at Civic Leadership Training events will be tracked by the Community Schools Program manager through leave request forms recorded in member files as well as an excel-based program tracking tool.

Cost Effectiveness and Budget Adequacy

Cost Effectiveness and Budget Adequacy: Multiple studies have demonstrated that Community Schools have a high social return on investment. This program model taps into existing resources, programs and services to connect students and families with the support they need in a single convenient location. An evaluation conducted by Economic Modeling Specialists Inc. (EMSI) titled The Economic Impact of Communities in Schools finds that, "CIS' investment at the high school level results in a benefit-cost ratio of 11.6, which means for every one dollar of CIS investment, \$11.60 of economic benefit is created."

http://www.communitiesinschools.org/media/uploads/attachments/CIS_2.pdf

The Finance Project and the Children's Aid Society conducted a study titled Measuring Social Return on Investment for Community Schools. This study found that, "The SROI results for the Children's Aid community school sites (PS 5 and Salomé Ureña) were positive. In fact, The Children's Aid Society programs at PS 5 produce a 10.3 to 1.0 ratio; at Salomé Ureña, a 14.8 to 1.0 ratio. A ratio of 10.3 to 1.0 indicates that an investment of \$1 delivers \$10.30 in social value; a ratio of 14.8 to 1.0 indicates that an investment of \$1 delivers \$14.80 in social value."

<http://www.childrensaidsociety.org/files/CASE%20STUDY%20final.pdf>

The Southern Arizona Community Schools Alliance (SACSA) has established a resource development work-group. This group is seeking additional funds beyond the match listed in this proposal to assist with the expansion of services at the identified schools, and to help sustain this effort after the two year grant period. Key members of this fundraising team include State Senator David Bradley and

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Tucson Mayor Jonathan Rothschild.

Recognizing that no single stream of funds will sustain this effort, SACSA is exploring many paths to support the sustainability of this initiative. These include expanding partnerships with local foundations and businesses, pursuing other federal grants and grants from national foundations, longer term partnerships with local national service programs, fees for some services, and fundraising campaigns focused on Arizona's school tax credit programs.

The City of Tucson will be providing significant resources to support this initiative. The Mayor's Health and Human Services Advisor will be dedicating 10% of her time to managing this project, and the Mayor's communications team will be providing support as well. Mayor Rothschild is personally supporting fundraising and partner development for this initiative. The City of Tucson will provide administrative support for this project utilizing staff from a variety of departments.

The school districts will provide extensive in-kind support including use of facilities during extended school hours, and time of teachers, staff and administrators to assist with coordinating school based programming.

Evaluation Summary or Plan

Program staff will work with LeCroy and Milligan to support a local evaluation. Success of this project will be measured by the rate of students graduating high school and the rate of graduating students participating in one of the following opportunities: further education, including at two- or four-year colleges, military service, national service in AmeriCorps, employment, a paid internship, a registered apprenticeship, or job training program.

Yearly graduation rate data from the district offices for each participating school will be used to track graduation rate improvement. Better systems need to be developed to track the rate of students participating in the five post-graduation options. Schools already track the rate of students that attend college directly after their senior year, but better systems need to be developed to track the rate of students participating in military service, national service in AmeriCorps, employment, a paid internship, a registered apprenticeship, or job training program. Surveys regarding post-graduation plans will be administered to high school students leading up to graduation, and, when possible, 3 months after graduation to connect students without solid post-graduation opportunities with additional services. Mayor Rothschild's staff are working with district offices and school principals to improve data collection systems and establish baseline data for the rate students currently participate in post-graduation opportunities.

The AmeriCorps VISTA member specifically focused on evaluation will serve with the district offices to

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expand data sharing agreements and develop more extensive evaluation and continuous improvement processes. This member will coordinate with the consulting firm LeCroy & Milligan to assist with program evaluation for the entire initiative.

City of Tucson Mayor's Office will work with AmeriCorps State and AmeriCorps VISTA members and Arizona Serve staff to develop and implement outreach strategies utilizing traditional print, online, and television media to share success with the community. The communications team with the City of Tucson Mayor's Office will leverage strong relationships with the major media outlets in the area to educate the public. The AmeriCorps VISTA member placed at the Mayor's office will focus on community outreach to the greater Tucson community, and AmeriCorps VISTA members serving with specific schools or nonprofits will distribute outreach material to their unique networks.

Amendment Justification

N/A

Clarification Summary

AmeriCorps VISTA members in this grant will report on the following Capacity Building outputs and outcomes.

Outputs: G3-3.1. Number of community volunteers recruited by CNCS-supported organizations or National Service Participants.

G3-3.7. Hours of service contributed by community volunteers who were recruited by CNCS-supported organizations or national service participants.

Outcomes: G3-3.3. Number of organizations implementing three or more effective volunteer management practices as a result of capacity building services provided by CNCS-supported organizations or national service participants.

G3-3.11. Number of new systems and business processes (technology, performance management, training, etc.) or enhancements to existing systems and business processes put in place as a result of capacity building services.

AmeriCorps VISTA members will focus on the following anti-poverty outputs and outcomes.

Outputs: ED2. Number of students that completed participation in CNCS-supported K-12 education programs.

Outcomes: ED6. Number of students that improved their school attendance over the course of the CNCS-supported program's involvement with the student.

Continuation Changes