



Maricopa County Afterschool Action Agenda





Dear Community Leaders,

It is a pleasure to share with you our *Maricopa County Afterschool Action Agenda*. This action agenda provides a framework for ensuring all youth in Arizona are prepared to meet the challenges of the 21st Century as educated, productive and engaged citizens.

As community leaders who work with youth each and every day, we are very aware of both the tremendous potential of our young people, and the various obstacles to success that many of them face each day. Quality afterschool and youth development programming is a strategic tool for ensuring that youth stay in school, reach their highest personal potential and enter the workforce fully prepared to succeed.

Arizona youth need opportunities to participate in safe, high-quality programs during the hours they are not in school. This includes before- and after-school programs, athletics, summer camps, faith-based activities, parks and recreation programs and other extra-curricular activities.

According to a report by the U.S. Department of Education, students who spend even one to four hours a week in extracurricular activities were 60 percent less likely to drop out of school than their peers who did not participate. Despite the well-researched benefits of afterschool programs, such as higher graduation rates and standardized test scores, only 15 percent of students in kindergarten through 12th grade nationwide participate in such programs.

The *Maricopa County Afterschool Action Agenda* was developed based on input from community leaders representing the education, government, non-profit, and private sectors. The action agenda illustrates what is needed to create greater awareness about the importance of quality afterschool time programs; how to ensure that quality afterschool programs are accessible to every young person; how to increase the quality of

afterschool programs; and how to best coordinate the efforts of numerous individuals and organizations that have a vested interest in serving the next generation of Arizona's leaders.

It is intentional that we called this document an *Action Agenda*, instead of a report. Based on their relationships with key community partners currently serving youth, as well as their current work on youth development and afterschool issues, Valley of the Sun United Way (VSUW) and the Arizona Center for Afterschool Excellence (AzCASE) are uniquely positioned to lead this effort. It is imperative that as community leaders, we join with other leaders from business, education, the faith community, parents and young people themselves to implement the steps set forth in this action agenda.

We encourage everyone to read the action agenda, determine where you or your organization can make a difference and then call AzCASE or VSUW to get involved. Without a doubt, Arizona's youth are our most valuable resource. Please join us in helping provide them with the support they need to lead our state into the future better prepared for academic and economic growth.

Sincerely,



Kent Scribner, Ph.D.
Superintendent
Phoenix Union High School District



Amy Gibbons
Executive Director
Boys & Girls Clubs of Metropolitan Phoenix

Arizona's children are the predictors of Arizona's future

Healthy, educated, well adjusted and engaged children have the potential and prospect to grow up with the skills needed to meet 21st Century workforce needs, create new jobs, and be the catalyst to grow a vibrant and diverse economy. If we fail to give our children the skills, the passion, and the confidence to meet the challenges of the 21st Century, Arizona employers will not have the human capital required to make our state an economic powerhouse.

With more single-parent homes, more parents working, less involvement from extended family than in the past and decreasing neighborhood involvement and cohesion, our children have less support than ever before. While education financing and reform continue to be hotly debated, there is an increasing realization that formal education cannot be solely responsible for our children's overall growth and development. In reality Arizona children are only in school about six hours a day and 175 days a year.

This doesn't bode well for the future of Maricopa County where the population has grown larger, younger and less educated. Demographics show that in 2009:

- The county's population had grown 31 percent since 2000 to 4 million
- 8.3 percent of residents are under 5 years of age
- 27.3 percent of residents are under 18, and
- Only 11.2 percent of residents are over 65.

At the same time, while 82.5 percent of Maricopa County residents over age 25 are high school graduates or have attained a GED, only 25.9 percent of those residents have a bachelor's degree.

2010 KIDS COUNT, MARICOPA COUNTY

- 31.9 percent of children under 18 live in a single parent household
- 19.2 percent of children under 18 lived in poverty during the past 12 months (2008)
- 47 percent of children were approved for free or reduced price lunch (2007)
- 75 percent graduation rate in Maricopa County (2007)
- 3 percent of children grades 7 – 12 dropped out of school (2008)

QUALITY AFTERSCHOOL PROGRAMS MATTER

Quality afterschool programs represent a critical element – one too often overlooked – in a child's overall educational and personal development. Understanding and improving the effectiveness and impact of quality afterschool programs strengthens the link with existing in-school curricula by contributing to positive social, emotional, cognitive and civic skills development.¹

Nationally, there is a growing movement to create more quality youth development programs and experiences that add to and complement classroom learning - while providing safe, nurturing, experiential learning environments. Time and time again, research has proven afterschool programs to be an effective boost for student achievement - setting young people on the path to productive adulthood.

Participation in quality afterschool programs results in²:

- Increased academic achievement in reading and math
- Improved school attendance
- Higher levels of student engagement and motivation to learn
- Increased likelihood of high school graduation
- Higher self-esteem
- Enhanced social skills
- Reduced delinquency

In Arizona, despite many wonderful youth programs outside of school time, there is still a large, unmet need in terms of capacity, quality and coordination – needs which will only grow as the state’s population grows, and as more children reach school age.

According to *America After 3 P.M.*, a nationwide survey sponsored by the JC Penney Afterschool Fund, only 16 percent of Arizona children participate in organized afterschool programs. And yet, more than nine of every 10 Arizona adults agreed that there should be “some type of organized activity or place for children and teens to go after school every day that provides opportunities to learn.” Every day, 300,000 Arizona children and youth are unsupervised, taking care of themselves an average of 9 hours per week. Many simply do not have access to quality afterschool programming.

Additionally, the hours between 3 and 6 p.m. are peak hours for juvenile crime and victimization.

At the same time, resources for much-needed quality services and youth-development programs are shrinking from ongoing efforts to address budget shortfalls that result in cuts to education, social service programs and city-supported afterschool programs.

AFTERSCHOOL PROGRAM DEFINITION

Quality afterschool programs are actually “youth development” programs designed to provide a wide range of supervised activities intentionally developed to encourage learning and development outside the typical school day.

Despite being called afterschool programs, these programs operate not only after school but also before school, on weekends, and/or during summer and other school breaks. No matter their hours of operation, afterschool programs provide academic support, educational enrichment, cultural and social development activities, recreation, visual and performing arts, tutoring and homework services, leadership skills, career and college preparation and development of the whole child.

Partners rally to create change

The Arizona Center for Afterschool Excellence and Valley of the Sun United Way have a vision that Maricopa County can and will be a state leader in advocating for our children and youth. More importantly, we see Maricopa County as a leader in embracing quality afterschool programming as the strategic tool that is missing from ensuring that children stay in school, reach their highest personal potential and enter the workforce fully prepared to meet the challenges of the 21st Century as educated, productive and engaged citizens.

VSUW has been a key supporter of youth development programs since 1925. With a focus on ensuring all youth in Maricopa County are prepared for success in college, work and life, VSUW will work with new, and its many existing relationships with community partners and afterschool program providers to ensure that this work will have the greatest possible impact. AzCASE has a long history of working to ensure that all children have access to quality afterschool programming. AzCASE will move the goals outlined in this action agenda through community advocacy, afterschool network capacity building and professional development efforts, all of which are at the core of its mission.

AzCASE and VSUW brought together 40 community leaders to determine how Maricopa County can strengthen our disjointed afterschool network of providers and support services to better support Arizona's children and youth.

COMMUNITY GOAL:

Strengthen outcomes for youth through increased, efficient and intentional collaboration and an enhanced standard of quality

AFTERSCHOOL ACTION AGENDA GOAL:

Create effective model to share with Arizona counties and communities.

AFTERSCHOOL ACTION AGENDA

Community leaders, representing the afterschool, business, education, philanthropic and policymaking sectors, met over six months to:

- Take a critical look at the capacity, interconnectedness and quality of programs that currently serve our youth, and
- Develop a plan to improve all three through collaboration and coordination.

The Afterschool Action Agenda planning committee was divided into four subcommittees:

- **Awareness** – communication/marketing strategies that strengthen the Maricopa County “community culture” pertaining to the role of afterschool programs in youth development
- **Access** – strategies that ensure Maricopa County youth the availability and affordability of, AND engagement in, quality youth development programs
- **Coordination** – strategies to strengthen and unify relationships (or increase coordination) among afterschool providers, schools and community resources to maximize effectiveness, efficiency and youth outcomes
- **Quality** – strategies to create an afterschool system that ensures program quality with results driven measures

The committee analyzed available data and crafted goals, strategies and action items to systemically change the delivery of afterschool programming to better prepare Maricopa County youth for success in school, work and life.

To ensure systematic impact and sustainability, AzCASE and VSUW will work together to lead implementation of this action agenda. In addition, AzCASE and VSUW will engage various community partners in every applicable way.

Findings and Recommendations

AVAILABILITY OF AFTERSCHOOL PROGRAMMING

	National %	Arizona %
Afterschool program run by public school	47	40
YMCA afterschool program	40	38
Boys & Girls Club afterschool program	27	42
Afterschool program run by religious organization	23	14
Afterschool program run by city or town	15	21
Afterschool program run by private school	16	20
YWCA afterschool program	8	8
4-H afterschool program	6	6
Police Athletic League afterschool program	4	2
21st Century Community Learning Centers program	2	1
CampFire program	2	1
Other	12	12

* As reported by parents via mail-in survey. Parents selected all that applied in their community

AWARENESS

The Awareness committee concluded that successful systemic change in delivering afterschool programs required awareness within the community of both the need for, and value of, afterschool programs. Because afterschool programming started as crime prevention initiatives as more women entered the workforce, there is the residual belief that the underlying goal of these programs is still to provide safe and nurturing environments for youth. In reality, it is no longer

adequate for afterschool programs to merely ensure a child's safety. If children are to develop the 21st Century skills required for success in school, work and life, quality afterschool programs must be experiential learning environments that intentionally contribute to the development of those skills.

Four subcommittees agreed that greater public awareness and understanding was critical to achieving success within each focus area and that community-wide support is necessary to achieve systemic change.

PARENTS

- Need to fully understand the benefits of afterschool programming
- Need increased awareness of the diversity and availability of programs relevant to their individual child's needs

EDUCATORS

- Need to understand and embrace how quality afterschool programs can and should be used to collaborate with, and enhance, formal education

BUSINESS COMMUNITY

- Needs to be educated about how quality afterschool programs play a significant role in better preparing youth for the workforce

YOUTH

- Need to realize that there are a range of programming options available to them in fun and nurturing environments as alternatives to "having nothing to do and nowhere to go" or "making bad personal choices"

POLICYMAKERS

- Must realize that there is a significant return on investment in designating funds for quality afterschool programs rather than allocating public funds for academic remediation or law enforcement intervention later in a child's life

Findings and Recommendations Cont.

To address each of these needs, the Maricopa County Afterschool Action Agenda proposes the following goals and strategies to increase awareness of youth development programs in Maricopa County.

UNDERSTAND THE CURRENT USES, CHALLENGES AND SUCCESSES OF AFTERSCHOOL PROGRAMS TO INFORM ADVOCACY AND AWARENESS EFFORTS

Collect and analyze existing national and local research on afterschool programming. The Arizona Center for Afterschool Excellence will develop a web-based Maricopa County census of existing out-of-school time programs to determine the location and types of existing programming.

UNDERSTAND THE CURRENT LEVEL OF AWARENESS, KNOWLEDGE AND ATTITUDES REGARDING AFTERSCHOOL PROGRAMS TO INFORM AWARENESS EFFORTS

Conduct and analyze new research by convening focus groups with Maricopa County youth, parents, educators and business leaders.

CREATE AWARENESS OF, AND ENCOURAGE PARTICIPATION IN, YOUTH DEVELOPMENT PROGRAMS AMONG YOUTH, PARENTS, EDUCATORS, POLICYMAKERS AND BUSINESS LEADERS

Develop a comprehensive communication plan using advertising, public relations, social media and special events conveying the value of youth development programs to targeted audiences. Creative messaging will come out of the focus groups findings. The intent is to be memorable and effective in content and design, similar to the anti-smoking campaign conducted locally in the late 1990's.

To maximize the impact of the campaign while minimizing cost, the Action Agenda proposes building

partnerships and collaborations across the county to commit to embedding print ads and video spots on websites and Facebook pages, in newsletters and at special events.

CREATE A POLICY AND CONSUMER TOOL THAT RECORDS AND ANALYZES THE AVAILABILITY OF AFTERSCHOOL PROGRAMS IN THE COUNTY

The Arizona Center for Afterschool Excellence's online Afterschool Directory will be refined and enhanced to serve as both a policy analysis and consumer tool. Afterschool providers will populate the map with information and data on their programs and AzCASE will have the ability to analyze the data to further assess the location and type of programming currently available as well as identify existing gaps in service throughout the county.



HOW PARENTS AND CAREGIVERS CAN GET INVOLVED

- Become familiar with what programs exist in your local community
- Learn what to look for in a quality afterschool program, visit www.azafterschool.org
- Enroll your children, of all ages, in quality programs geared to their age group and interests
- Advocate for additional programs in your community if there is an unmet need
 - Enlist the help of other parents, local schools, policy makers and law enforcement representatives in this effort

WHAT SCHOOLS AND SCHOOL DISTRICTS CAN DO TO HELP

- Become knowledgeable - what afterschool and youth development programs exist in your school community?
- Develop collaborations with these programs, focusing on resource, referral and information sharing, experiential learning, academic, social/emotional and civic youth development and ultimately improved youth outcomes
- Engage youth development programs in planning and delivering student support services, on or offsite
- Advocate for additional programs in your community if there is an unmet need
 - Enlist the help of other parents, local schools, policy makers and law enforcement representatives in this effort

BUSINESSES ARE A CRITICAL PIECE

- Understand how youth development programs support workforce development
- Advocate for youth programs in the community that support 21st Century skills development
- Engage youth in internships, experiential learning and mentoring

HOW POLICY MAKERS AND COMMUNITY-BASED ORGANIZATIONS CAN STRENGTHEN THE WEB OF SUPPORT

- Understand- how afterschool and youth development programs support whole child

development and - positively impact the community at large

- Collaborate with youth programs to deliver support services either onsite or through resource and referrals
- Advocate for additional programs in your community if there is an unmet need
 - Enlist the help parents, schools, policy makers and community based organizations in this effort

HOW AFTERSCHOOL AND YOUTH DEVELOPMENT PROVIDERS CAN GET INVOLVED

- Collaborate with organizations in your community that serve/benefit youth
- Clearly articulate goals and outcomes of youth that result from program participation
- Advocate on the behalf of youth and afterschool and youth development programs
- Engage youth in planning programs to ensure relevancy and maximize participation
- Provide intentional, quality programming
- Get involved and stay engaged - with the afterschool network, visit www.azafterschool.org

WAYS FOR FUNDERS TO HELP ENSURE SUSTAINABILITY

- Work collaboratively with other funders to support the network of youth development programs and ensure access to quality programs for underserved youth
- Require all funded and affiliated programs to register annually with AzCASE's Afterschool Directory
- Collaborate with afterschool providers to identify and support quality improvement efforts
- Advocate for additional programs in your community if there is an unmet need,
 - Enlist the help of other parents, local schools and law enforcement representatives in this effort



ACCESS

For more than a decade, availability and financial support of Arizona youth development programs increased due in large part to crime prevention measures ensuring that youth were safe during unsupervised afterschool hours.³

This trend, supported previously by a fairly stable economy, has changed significantly in the past two years as local governments grappled with a tremendous economic decline. What has not changed, however, is the need to ensure that youth in our community are safe, successful and equipped with the 21st century skills needed for self-sufficiency. In fact, at a time when support services and resources are diminishing for children, youth and families, the need for youth development programs becomes exponentially more important as parents and caregivers work more hours to make ends meet and schools are forced to reduce staff and services critical for student success.

The Access subcommittee focused on four major strategies to ensure that youth and families have the opportunity to engage in intentional afterschool programs that support the developmental needs of youth:

- Funding sustainability
- Program availability for underserved youth
- Safe, reliable transportation
- Engaging youth in planning and development to ensure relevant programming

SECURE INCREASED AND SUSTAINABLE FUNDING FOR AFTERSCHOOL PROGRAMS

Develop a comprehensive funding plan that identifies a specific scope of need and fosters collaboration among partners and funders. Create a venue for

ongoing dialogue among stakeholders that respects the competitive nature of many grant processes, but focuses energy of the collaborators on common themes, scope of need and mutually agreed upon youth outcomes.

ENSURE RELEVANT PROGRAM AVAILABILITY FOR UNDERSERVED YOUTH

Recognizing the importance of intentional engagement and reaching underserved youth from diverse backgrounds, assess what programs are already available in relation to the demographics and needs demonstrated in each community (physical community as well as demographic groupings). This action will be a direct subset of the mapping strategy described in the Awareness component of the action agenda.

Once the need has been identified, community stakeholders will create, expand and/or increase effective utilization of youth development programs through parent, community and funder engagement.

PROVIDE SAFE, RELIABLE AND AFFORDABLE YOUTH ACCESS TO PROGRAMS

Transportation is a common barrier for youth and their families. Adequate transportation to and from afterschool programs must be considered as part of any plan to ensure access to quality programs for youth in each community. This is particularly important for low income and other underserved populations.

To that end, assess availability of transportation and coordinate public and private resources to provide transportation to afterschool programs. This includes identifying barriers to transportation sharing as well as opportunities with school buses, advocating for adequate public transportation routes and embedding drivers into program recruitment and engagement.



INVOLVE YOUTH IN PLANNING AND DEVELOPMENT OF AFTERSCHOOL PROGRAMS

It is critical to include the voice of youth when forming plans and/or programs that relate to and involve youth. They should be a part of any discussion on issues that impact them. If we want youth to understand the importance of engaging in afterschool programming, they must be involved in the conversation.

To this end, it is critical to coordinate with youth groups, committees and coalitions to identify barriers, solutions and motivations for youth involvement, and to develop standards for youth involvement in youth program development.

COORDINATION

Youth development, whether academic, physical, social, emotional, and/or civic, is heavily supported by five major sectors of the community; parents and caregivers, schools, government, community resources and afterschool programs. The Coordination subcommittee recognized that creating strong, intentional relationships between and among these sectors, with a focus on youth outcomes, is necessary to create a strong and seamless web of support for our community's youth that is currently missing.

CONNECT NETWORK OF AFTERSCHOOL PROVIDERS WITH SCHOOLS TO MAXIMIZE SYNCHRONICITY OF SCHOOLS AND AFTERSCHOOL PROGRAMS.

Develop intentional partnerships with school district administrators, principals and teachers to maximize the integration and utilization of afterschool programs. These partnerships will be multi-layered at both the leadership and local community level to ensure schools

systematically engage the youth development sector as a critical strategy to support the developmental needs of youth and ultimately enhance student success.

CONNECT NETWORK OF AFTERSCHOOL PROVIDERS WITH GOVERNMENT AGENCIES TO STREAMLINE YOUTH DEVELOPMENT SUPPORT SERVICES

Establish a diverse coalition of community stakeholders to champion, plan and advocate for afterschool programs. This coalition will create and/or strengthen intentional partnerships with and among state and local government agencies, groups and policymakers to ensure that any governmental agency plan focused on youth outcomes systematically include youth development programs as an integral component.

CULTIVATE PARENT/CAREGIVER ENGAGEMENT TO CHAMPION SERVICES THAT SUPPORT STUDENT ENGAGEMENT AND ADVOCACY EFFORTS TO IMPROVE COMMUNITIES

Parents and caregivers are, and always should be, a cornerstone to youth success. As such, the subcommittee recognizes the importance of engaging parents as advocates for the growth and utilization of afterschool programs. Involve and engage parent advocacy groups in afterschool advocacy and leadership training to increase understanding of the importance of these programs as well as the parents' training and capacity to advocate locally and statewide for available, affordable and accessible afterschool programs.



QUALITY

A growing emphasis is being placed on the quality of afterschool programs, similar to the pressure that early childcare programs face. Parents, educators and afterschool providers now increasingly realize the importance of afterschool programs as true enrichment activities. To ensure quality of programming, more emphasis is now placed on staff recruitment and training, adoption of state standards, and measurement of quality programming through the use of professionally developed and validated quality assessment tools. The overarching mission of the Quality subcommittee was to craft recommendations and strategies resulting in an afterschool system that ensures higher program quality through results-driven measures throughout Maricopa County.

AFTERSCHOOL PROVIDERS WILL ENSURE THE QUALITY OF PROGRAMS.

Increase providers' understanding of the specific elements of quality and why it matters. Building on that understanding, promote the benefits of using a quality assessment tool and secure buy-in and support for a specific tool.

Although there are multiple tools available, the subcommittee sought to identify an assessment tool with universal "environmental" measures rather than outcome measures. After careful review of the options, the subcommittee recommends a county-wide adoption of the Youth Program Quality Assessment (YPQA), developed by the David C. Weikart Center, as their preferred assessment tool.

The David P. Weikart Center for Youth Program Quality is a mission-driven joint venture of the Forum for Youth Investment and the High/Scope Educational Research

Foundation. The Center is charged with positioning point-of-service quality as a powerful public idea that drives the youth development field toward higher levels of understanding, expectation and action about the quality of developmental and learning experiences available to children and youth. Specifically, the Center leverages its research, training and technical assistance capacities to help afterschool agencies build quality, accountability and improvement systems that improve professional skill sets and change outcome trajectories for youth. It works across communities, sectors and disciplines to complement the Forum's broader efforts to ensure that all youth are ready for college, work and life.

The Youth Program Quality Assessment (YPQA) is a validated instrument designed to evaluate the quality of youth programs and identify staff training needs. It has been used in community organizations, schools, camps and other places where youth have fun, work and learn with adults.

The YPQA evaluates the quality of youth experiences as youth attend workshops and classes, complete group projects, and participate in meetings and regular program activities. For staff, the YPQA process is a great way to see what is really happening in their programs and to build professional competencies.

The YPQA specifically assesses a program's

- Safe environment
- Supportive environment
- Interaction
- Engagement
- Youth-centered policies and practices
- High expectations for youth and staff
- Access



Each domain contains items that focus on specific elements of best practice.

A pilot program, sponsored by the United Way of Tucson and Southern Arizona, and focused on 10 youth development programs in Pima County is currently underway. The Quality subcommittee proposes to build on the Pima County experience and replicate the pilot program within Maricopa County as a critical first step in implementing quality standards and assessment throughout the county. In addition, the Arizona Department of Education plans to conduct its own pilot of the YPQA in its federally funded afterschool programs – 21st Century Community Learning Centers.

CREATE A PROFESSIONAL DEVELOPMENT SYSTEM FOR AFTERSCHOOL PROVIDERS

In order to systematize training and professional development for afterschool program staff, create a professional development framework around the elements of quality as defined by the YPQA. The county-wide adoption of a framework will foster a standardization of quality and training that does not now exist. Afterschool providers will then be encouraged to share their implementation of best practices as members of afterschool or youth development provider networks where training tools and strategies are routinely shared. Because of the sheer geographic size of the county, multiple localized networks will be needed to facilitate participation in the networks by the largest amount of providers with the most ease.

Sources:

¹ Issues and Opportunities in Out-of-School Time Evaluation number 10 Harvard Family Research Project, February 2008.

² Vandell, D., E. Reisner and K. Pierce. 2007. *Outcomes Linked to High-Quality Afterschool Programs: Longitudinal Findings From the Study of Promising Afterschool Programs.*

³ Strengthening out-of-school time nonprofits: The Role of Foundations in Building Organizational Capacity; Heather B. Weiss, Priscilla M. D. Little; May 2008; A white paper commissioned by The Wallace Foundation.

21ST CENTURY SKILLS FOSTERED IN QUALITY AFTERSCHOOL PROGRAMS

- Critical thinking
- Communication
- Creativity
- Information, Communication and Technology Literacy
- Flexibility and Adaptability
- Initiative and Self direction
- Social and Cross Cultural Skills
- Productivity and Accountability
- Leadership and Responsibility
- Collaboration
- Innovation
- Media Literacy

Valley of the Sun United Way

Valley of the Sun United Way is the largest nonprofit funder of health and human services in Maricopa County. Since 1925, we have been building caring communities where individuals and families are successful, stable and secure. With 85 years of experience we truly understand the challenges facing vulnerable individuals and families in our community. We partner with the right people, organizations and businesses that bring the passion, expertise and resources needed to get things done.

With support from donors, volunteers and community experts, Valley of the Sun United Way professionals find innovative solutions to address short-term individual needs and create long-term community results. We develop and invest in programs throughout Maricopa County that demonstrate measureable results and will help us meet our goals of Ensuring Children and Youth Succeed, Ending Hunger and Homelessness and Increasing the Financial Stability of Individuals and Families.

Doug Parker, Chair
US Airways

Mary Alexander
DMB Associates, Inc

Johnny Basha
Bashas' Family of Stores

Michael Bender
Wal-Mart Stores, Inc.

Michael Bielecki,
Secretary
Lewis and Roca, LLP

John Bouma
Snell and Wilmer, LLP

Jim Campbell
Qwest

Pamela Conboy
Wells Fargo

Diane Constantino
PricewaterhouseCoopers, LLP

Doug Davis
Intel Corporation

Gonzalo de la Melena
Emerging Domestic
Markets Ventures, LLC

Margie Emmermann
Arizona-Mexico
Commission

Jeff England
Clear Channel Internet
Phoenix

Steve Evans
Community Volunteer

Victor Flores
Arizona Public Service
Company

Juanita "Nita" Francis
Community Volunteer

Phil Francis
PetSmart, Inc.

Susan Frank
Desert Schools Federal
Credit Union

Thomas Franz
Greater Phoenix Leadership

Eugene Garcia
Arizona State University

Rufus Glasper, Ph.D.
Maricopa Community
Colleges

Carlos Gonzalez
Bank of America

Pete Gorraiz
United Phoenix Fire
Fighters Association

Dave Hall
SRP

Derrick Hall
Arizona Diamondbacks

Kathy Hancock
Fennemore Craig, P.C.

Mernoy Harrison
Arizona State University,
Online and Extended
Campus

Jon Held
The Arizona Republic

Don Henninger
The Business Journal

Rick Kuhle
Vestar

Jeff Kunkel
Chase

Carl Landrum
Honeywell Aerospace

Hope Levin
U.S. Bank

Mike Miller
Scottsdale Insurance
Company

Reed Middlestaedt
PricewaterhouseCoopers, LLP

Steve Moak
First Check

Kevin Moran
Cox Communications
Arizona

Rick Naimark
City of Phoenix

Bettina Nava
FirstStrategic

Ed Oxford
Banner Health

William Pepicello
University of Phoenix

Kathleen Quirk
Freeport McMoRan Copper
& Gold, Inc.

Jane Reddin
Practical Art

Vince Roig
Helios Education
Foundation

Deanna Salazar
Blue Cross Blue Shield of
Arizona, Inc.

Kent Scribner
Phoenix Union High School
District

David Smith
Maricopa County

Donald Smith, Jr.
SCF of Arizona

Ed Smith
Avent

Tod Smith, Treasurer
Deloitte

Janice Todd
KNXV-TV Channel 15

Mike Tully
AAA

Eileen Ward
USAA

Steve Wheeler
Arizona Public Service
Company

Warren Whitney
Maricopa Integrated
Health Systems

Arizona Center for Afterschool Excellence

The Arizona Center for Afterschool Excellence (AzCASE) is the state's leading advocate and information resource for promoting high quality, afterschool programs as a critical component in the positive development of Arizona's youth. Our vision is for all Arizona's children and youth to be actively engaged in life and prepared for successful, young adulthood. Our goal is for afterschool and out-of-school programs to flourish in Arizona and share in common a fundamental commitment to the promotion of high-level personal and educational achievement and adherence to standards of performance and assessment of outcomes.

AzCASE is one of 38 statewide afterschool networks comprising the National Network of Statewide Afterschool Networks supported by the Charles Stewart Mott Foundation. As a member of the national network, AzCASE is linked to a diverse, nationwide network of professionals, resources and advocates including the Afterschool Alliance, the National Conference of State Legislatures, the National Governor's Association Center for Best Practices, and the National League of Cities Institute for Youth, Education and Families. AzCASE is funded by the Arizona Governor's Office for Children, Youth and Families; the C.S. Mott Foundation; the Arizona Department of Education and local, state and national grants.

As a 501-c-3 nonprofit organization, AzCASE is governed by a Board of Directors including:

Ruth Solomon, Board Chair

Community Activist

Lynne Borden

University of Arizona

Vicki Catlett-Newby

Paradise Valley Unified School District

Todd Cooley

Cooley Advertising

Deborah Dillon

City of Phoenix (Retired)

Pete Flocken

Kyrene School District

Chasidy Gray

Valley of the Sun YMCA

JoAnne Hilde

The Education Coalition: Arizona Learning First Alliance

Kathryn Hrabluk

Arizona Department of Education

Joseph Losada

Losada & Associates Accounting and Tax, LLC

Lauren Stratton

Boys & Girls Clubs of Greater Scottsdale

Carolyn Warner

Corporate/Education Consulting, Inc.

Maricopa County Afterschool Action Agenda Committee Members

Kent Scribner, Ph.D.
(Chair)

Phoenix Union High
School District

Amy Gibbons (Vice Chair)

Boys & Girls Clubs of
Metropolitan Phoenix

Cathleen Barton

Intel

Bob Berger

Nina Mason Pulliam
Charitable Trust

Lynne Borden, Ph.D.

University of Arizona

Teniqua Broughton

Free Arts of Arizona

Johnny Castro

Arizona Quest for Kids

Bill Christensen

Tolleson Elementary
School District

Todd Cooley

Cooley Advertising

Marilee Dal Pra

Virginia G. Piper
Charitable Trust

Gary P. Damore, Ed.D.

Southwestern College

Greg Dicharry

Magellan Health

Mark Engren

PLEA

Joan Evans

Peoria City Council,
Willow District

Chad Gestson, Ph.D.

Camelback High School

Frank Groenewold

Maricopa County Juvenile
Court Center

Patricia Hibbeler

Phoenix Indian Center

Dina Higgins

Mesa City Council,
District 5

Kathy Hrabluk, M. Ed.

Arizona Department
of Education

Philis Kortgard

Arizona PTA

Marilyn LaCount, M.Ed.

ASU Office of Youth
Preparation - Educational
Partnerships

Terri Leon

Friendly House

Jayson Matthews

Tempe Community Council

Regeanna Mwansa

Community Volunteer

Diane McCarthy

Western Maricopa
Education Center

Christy McClendon

ICAN: Positive Programs
for Chandler's Youth

Bridget McDonald

Boys & Girls Clubs of
Metropolitan Phoenix

Steve Murosky

Washington Elementary
School District

Tammy Paz-Combs

Governor's Office of
Children, Youth & Families

Judy Reno

College Depot, City
of Phoenix

Gloria Sanchez

Tempe Kidzone

Matt Sandoval

Valley of the Sun YMCA

Amanda Scott Thomas

Governor's Office of
Children, Youth & Families

Phil Stevenson

Arizona Criminal Justice
Commission

Kent Stevens

Quarles & Brady

Richard Toon, Ph.D.

Morrison Institute, ASU

Cindy Trejo

Arizona Department
of Education

Ann Wheat

City of Phoenix Parks and
Recreation Department

Staff

Michelle Gayles

Valley of the Sun
United Way

Melanie McClintock

Arizona Center for
Afterschool Excellence