

THE ARIZONA PROJECT

ARIZONA COMMUNITY DEVELOPMENT FOR ABUSE AND NEGLECT

NCJRS

by:

Bonnie E. Palmer
Project Director

AUG 3 1975

In January of 1975 Arizona's Department of Economic Security received funding from HEW's Office of Child Development for a Resource, Training and Technical Assistance Project directed at the identification, prevention and treatment of Child Abuse and Neglect throughout the State of Arizona.

Under the authority of Public Law 92-247, Arizona's Demonstration Resource Project was one of the first made possible by the Mondale Bill. Financially established in January, ACDAN became programmatically and structurally positioned in July of 75.

The project itself functions in close alliance with its grantee: Arizona's Department of Economic Security. Placed within the Social Service Bureau of the Department, the Project maintains close communication statewide with Protective Service personnel while reserving independence of operation through its administrative structure.

Staff consists of a Project Director, Project Psychologist, seven District Coordinators and two clerical workers. Coordinators are dispersed throughout the State's six planning districts, and are housed in District DES installations with the availability of ATS lines and some clerical support to facilitate activities. The state office is located in Phoenix. All staff is directly responsible to the Project Director.

35505

Objectives for operations fall into four basic categories which have been generally accepted as standard for resource projects across the country:

- 1) Increase public and professional awareness of the child abuse problem;
- 2) Develop a systematic process of documenting existing resources and needs in the prevention, detection, and treatment of child abuse and neglect;
- 3) Strengthen existing resources and encourage new ones through massive training and technical assistance efforts, and
- 4) Work toward the coordination of all public and private agencies in the field.

Operating on a district and state basis, the Project has thus far:

- 1) Hired and trained key project staff on Child Abuse and Neglect;
- 2) Established district fiscal agents and formalized project administrative procedures;
- 3) Developed advisory committees, professional affiliates, and study groups;
- 4) Established project visibility through speaking engagements, training and technical assistance efforts and news media articles and interviews;
- 5) Conducted training sessions for specific professions as well as speakers' bureaus, military installations, Indian reservations, volunteer organizations, and state personnel;
- 6) Assessed and documented child abuse and neglect needs and resources in the State of Arizona;

- 7) Begun to develop a comprehensive training and technical assistance plan to meet the needs assessed; and
- 8) Begun to establish linkages through the state among agencies, support systems and individuals concerned and involved with abused and neglected children and their families.

Perhaps the most captivating feature of the Arizona Project is its overriding philosophy and belief in the Community Development Process. For those of us who have been involved in grass roots and local initiative efforts, the concept of community development is no stranger. Defined, and as it is practiced in the Arizona Project, it represents:

'a process of social action in which people organize for planning and action; define common and individual needs and problems; ... execute those plans with maximum reliance upon community resources; and supplement those resources when necessary with services and materials from governmental and non-governmental agencies outside the community.'¹

Certainly citing the above definition and avowing adoption of an overriding philosophy for project operation does not say all that is critical about the implementation of such a philosophy in everyday project structure and function. One is forced also to take into account a variety of operational assumptions which will either make or break a community development effort of whatever scope or focus.

¹ International Cooperation Administration, Community Development Review, No. 3, (December 1956), P.1

Let's examine, for a moment then, some of the more salient "givens" of community development and then proceed to a discussion of how those "givens" have been operationalized in the Arizona Child Abuse and Neglect Project.

- # 1) There exists, in a community development effort, a basic belief and trust in people and their capabilities for self-direction.
- # 2) There exists, on the part of those encouraging the effort, a basic commitment of "beginning where the people are" and a willingness to commence efforts with whatever "sparks" are available - in spite of numbers or group mix customarily valued.
- # 3) There exists, to the extent humanly controllable, no preconceived plan for the imposition of projects, expertise, and/or progress on effort-participant function in advance of needs evolving out of the group at its own pace.
- # 4) There exists the recognition of a need for a facilitator or encourager of local initiative, hired or voluntary, free of professional and institutional constraints to function in accord with and support of group-paced activities.
- # 5) Process facilitators must be generalists, in spite of professional training; must be perceived as open, caring individuals; and must be considered acceptable and believable by the community served.
- # 6) Facilitators must accept and encourage low publicity and group-dependency profiles of themselves in order to build strength within the group and the process.
- # 7) There exists, in community development, a de-emphasis on tangible products of effort while accountability of process is required as a measure of group development.

- # 8) In multi-group efforts, there is an underlying acceptance of and protection for no uniformity in group approach or levels of concern.
- # 9) There is a recognition of several process needs: a) to work with a core group - a nucleus - expecting to train and retrain committee members as they flow in and out of the process; b) to accept the formation of many spin-off, satellite interest groups as part of the whole; and c) to recognize developmental change as slow with process taking approximately three years to institute fully.
- # 10) And lastly, there is a consistent focus throughout the effort on people development as it relates to the issue as opposed to program development for specific achievement.

What does all of the above mean for the Arizona Project in general and working in the child abuse field specifically?

- # 1) Project Objectives (cited earlier) are global, non-specific - allowing for a broad range of activities not limited in execution or tracking to local group efforts, but rather to the project as a whole, allowing for community-paced involvement and differing levels of initiative.
- # 2) Administrative Structure allowed by the Grantee (Department of Economic Security) makes possible the hiring of staff outside the State system, operating on their own budgets, reimbursed through separate fiscal agents, answerable to the Project Director only and free to respond to local needs as appropriate without the often-faced institutional constraints.
- # 3) Project Operations are decentralized for maximum outreach and responsiveness to all of Arizona's communities through a) the placement of coordinators in each of the State's six planning districts;

- b) the allowance of separate objective work plans for each district for each program year; and c) the emphasis on central office activities to facilitate, insulate, coordinate, and support needs evolving from the bottom up (i.e., local communities) as opposed to the top down approach so often experienced.
- # 4) Project Focus during Program Year # 1 has stressed assessment of needs and resources related to child abuse and neglect statewide. Thus, there has been a sincere effort on the part of staff to first know what exists to deal with the problem prior to assessing physical and personal needs of communities and initiating work groups.

What can we count as some of the benefits to structurally creating potential for community development?

- # 1) Structural freedom-to-hire has allowed the securing of staff of varied educational backgrounds but fitting and appropriate for and identified with the districts they represent - in personality, characteristics, as well as capabilities.
- # 2) The initial six District Advisory Committees have quadrupled in numbers, now decentralized to the point of sponsoring town committees, issue groups, and professional affiliate groups - depending on their level of awareness and readiness to deal with Child Abuse and Neglect.
- # 3) Training and technical assistance snowball consistently. More than 75 speaking engagements are met a month - More than 10,000 Arizonans have been trained in various aspects of child abuse and neglect. Trained speakers' bureaus handle many of the speaking engagements. Various agencies' staff members have been trained statewide as trainers in Child Abuse and Neglect.

4) Special communities and population groups with cultural dictates have accepted the ACDAN Project's resource capabilities and utilized staff members in the development of individualized training programs in Child abuse and neglect which will preserve the cultural values of the group.

Nothing about the Arizona Project is plastic. Nothing about it is flash. It's a very simplistic approach to the encouragement of local involvement in a problem that affects us all: the protection and preservation of our country's greatest resource -Children!

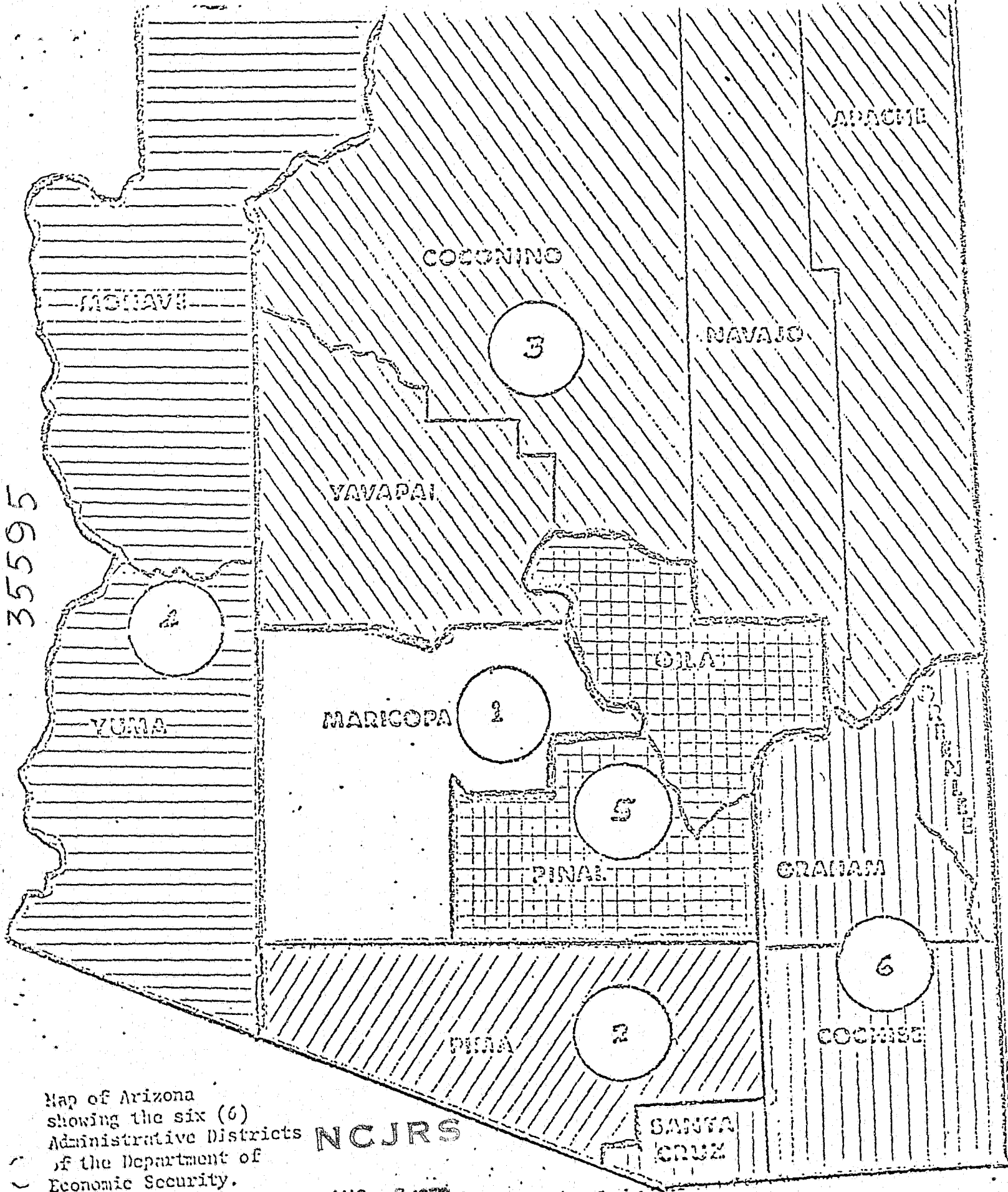
If in the three years of operation we can demonstrate that a Resource Center for Child Abuse and Neglect can be most effective if it is decentralized, personalized and custom designed to fit the needs of the communities and people it is intended to reach; if we can encourage and train local people and agencies alike to take active roles in decision-making that impinges on their well being; if we can leave behind with people in every community significant skills in problem-solving and self-direction, we feel ACDAN will have made a significant contribution to the well-being of all of Arizona's children and families for years to come.

Thomas Jefferson is credited with originating the following statement, but I would like to offer it to you as a closing thought: representative of the community development commitment permeating the Arizona Project we have discussed today:

"I know of no safe depository of the ultimate powers of the society but the people themselves, and if we think them not enlightened enough to exercise their control with a wholesome discretion, the the remedy is to not² take it from them, but to inform them in their discretion."

² "Consumer Participation in Health Care: How It's Working", Human Services Institute for Children and Families, Inc., Arlington, VA, 1975.

35595



Map of Arizona
showing the six (6)
Administrative Districts
of the Department of
Economic Security.

NCJRS

AUG 3 1976

A

NS

ARIZONA COMMUNITY DEVELOPMENT FOR ABUSE & NEGLECT

PROGRAM YEAR I - 1975/76

Project Team Members

State Project Director: (Mrs.) Bonnie E. Palmer
2202 West McDowell Rd. - Room 103
Phoenix, Arizona 85009

DES Site Code: 942 C
Telephone: 271-3769
271-3760

Project Psychologist: Dr. F. G. Bolton, Jr.
2202 West McDowell Rd. - Room 103
Phoenix, Arizona 85009

DES Site Code: 942 C
Telephone: 271-3769
271-3760

Project Coordinators:

District I: (Mrs.) Audrey Browne
Department of Economic Security
3003 North 35th Avenue
Phoenix, Arizona 85019

DES Site Code 148 C
Telephone: 269-1401
ext. 250

District II: Mr. Howard Roush
Department of Economic Security
2221 East Broadway
Tucson, Arizona 85719

DES Site Code: 201 C
Telephone: 792-8824
882-5652

District III: Mr. Tom Black
Department of Economic Security
220 North Leroux Street
Flagstaff, Arizona 86001

DES Site Code: 300 A
Telephone: 779-0392

District IV: North:
(Mrs.) Toni Robinson - DES -
229 Beale Street - Box 989
Kingman, Arizona 86401

DES Site Code: 412 C
Telephone: 753-6146

South:

(Mrs.) Karen E. Link - DES -
350 West 16th Street
Yuma, Arizona 85364

DES Site Code: 400 A
Telephone: 782-4343

District V: Mr. Curtis Hightower - DES -
31155 North Arizona Blvd.
Coolidge, Arizona 85228

DES Site Code: 513
Telephone: 723-5351

District VI: Mr. Clyde Eller - DES -
44 Fry Blvd., Box 938
Sierra Vista, Arizona 85635

DES Site Code: 641 C
Telephone: 458-4000

Bonnie E. Palmer
Project Director

THE ARIZONA PROJECT
Arizona Community Development
for Abuse and Neglect
(ACDAN)

Tel.: (602) 271-3760
271-3769

2202 West McDowell Road, Room 103, Phoenix, Ariz. 85009

Arizona lives in cultural and demographic diversity. Needs must be revealed by the local eye. Solutions have to be designed in a local fashion. Human growth in perspective must be accepted as developmental-evolutionary - slow.

Arizona's Project is based on the philosophy that the states most valuable resource is it's people. Given the opportunity and encouragement, we believe people can re-establish their sense of community and personal concept of belonging (wherever they are located) through "local-focus" efforts and will commit themselves to a "good of all" approach to Child Abuse and Neglect. Thus the name: Arizona Community Development for Abuse and Neglect.

The Project itself functions in close alliance with Arizona's Department of Economic Security: The Grantee. Placed within the Social Service Bureau of the Department. The Project maintains close communication with statewide service personnel while reserving independence of operation through administrative structure.

Staff consists of a Project Director, Project Psychologist, seven District Coordinators (5 full-time, 2 half-time), and two clerical workers. The Director and six Coordinators have separate fiscal agents. Remaining staff are DES personnel, responsible to the Director.

There are six planning districts in the State of Arizona. Coordinators are housed in DES District installations with the availability of ATS lines and some clerical support to facilitate activities. The State office was recently moved by the Grantee to it's own office suite, separate from the DES Capital complex.

The Project, funded in January 1975, operates on a \$240,000 annual budget. All Coordinators function under the advice of county as well as District Committees. District Committee representatives comprise a Project Committee to aid the Project Director.

Objectives for Program Year I include public and professional awareness. Resource Identification and need assessing, training and technical assistance as well as advocacy.

All Coordinators have been trained intensively as trainers in Child Abuse and Neglect as well as community assessment and organizational techniques. While Coordinator approach varies by district necessity, public/professional awareness occupies a fair percentage of all staff time. More than 75 speaking engagements per month average out throughout the state. In addition, a formal and informal training workshops have been held in every district from the Nogales School Systems to Families In Crisis in Tucson; from the 4-C Legislative Workshop in Phoenix to a Speaker's Bureau training in Flagstaff; from Public Forums in Yuma to DES Staff training throughout.

Resource Manuals will be compiled for each District as well as statewide, and needs assessed will be prioritized in the establishment of a Work Plan for Year II.

ARIZONA COMMUNITY DEVELOPMENT FOR ABUSE AND NEGLECT

Progress Summary

Program Year # 1

Because the Department of Economic Security has a commitment to the welfare of all of Arizona's children, Arizona's resource demonstration project seeks, statewide, to

- 1) Increase public and professional awareness of the child abuse problem;
- 2) Develop a systematic process of documenting existing resources and needs in the prevention, detection, and treatment of child abuse and neglect;
- 3) Strengthen existing resources and develop new ones; and
- 4) Work toward the coordination of all public and private agencies in the field.

Operating on a district and state basis the project has thus far:

- 1) Hired and trained key project staff on Child Abuse and Neglect;
- 2) Established district fiscal agents and formalized project administrative procedures;
- 3) Developed advisory committees, professional affiliates, and study groups;
- 4) Established project visibility through speaking engagements, training and technical assistance efforts and news media articles and interviews;
- 5) Conducted training sessions for specific professions as well as speakers' bureaus, military installations, Indian reservations, volunteer organizations, and state personnel;
- 6) Assessed and documented child abuse and neglect needs and resources;
- 7) Begun to develop a comprehensive training and technical assistance plan to meet the needs assessed;
- 8) Begun to establish linkages throughout the state among agencies, support systems and individuals concerned and involved with abused and neglected children and their families.

SUMMARY OF PROPOSED ACDAN OBJECTIVES, GOALS AND ACTIVITIES
FOR PROGRAM YEAR II, 1976-77

In an on-going effort to fulfill its commitment to the welfare of all of Arizona's children, the Arizona Community Development for Abuse and Neglect Project will attempt, in its second program year and with approximately a \$ 250,000 expenditure, to;

1. Continue to increase public and professional awareness of the child maltreatment problem.
2. Provide adequate and accurate statistical information for all public, private and legislative organizations.
3. Aid the state government sector of the State of Arizona in its research, training and planning needs.
4. Identify a firm list of resources existent in the State of Arizona to deal with the child maltreatment problem.
5. Work toward the coordination and increased training of these state resources.
6. Conduct an accurate needs assessment from which to determine gaps in service systems and priorities for development.
7. Develop training and awareness packages to aid unique communities in answering their concerns when no ACDAN person can be present.

Some of the operational tasks will be

- A. Increased utilization of speakers bureaus; at June 30, 1977, 1/2 of all public awareness will be in their hands.
- B. A 15% increase in utilization of community advisory committee members as professional trainers.
- C. The production of four quarterly statistical reports.
- D. The establishment of community study groups at the local and state levels; whose study will reflect the unique needs of their community.
- E. The provisions of two yearly reports to the State Legislature of Arizona.
- F. The establishment of a Statewide Resource file.
- G. The identification of on-going needs in service delivery.
- H. The provision of special training packages for a large number of unique professional groups throughout the state.
- I. The recommendation of a cost effective package of commercially available materials will be made to a variety of public information sources along with the provision of a "user's guide" to accompany these recommended materials.

ARIZONA COMMUNITY DEVELOPMENT FOR ABUSE AND NEGLECT

WORK PLAN

PROGRAM YEAR # II

Basic operating objectives for Arizona's Resource Project during Program Year II will remain essentially the same as noted for Program Year I with minor activity expansions and focus change.

Efforts generated by project activity contributing to each objective area are as follows:

Objective # 1: Public and professional awareness activities to increase the awareness of the existence, nature and severity of Arizona's child abuse problems.

Activities:

- 1.1 Public/professional training sessions and technical assistance efforts, including one-time speaking engagements;
- 1.2 Continuous statistical updating for incorporation in training activities and information referral;
- 1.3 Development of articles and interviews for mass media impact;
- 1.4 Utilization of speaker's bureaus and expansion of same throughout the state for greater response capability;
- 1.5 Information maintenance of constituency developed in fiscal year 75 (i.e., newsletters, monographs);
- 1.6 Development of state and local resource centers for child abuse and neglect information;

- 1.7 Continued encouragement of advisory committee development and maintenance at the local level, district and state, as well as professional affiliate and ad hoc study groups;
- 1.8 Continued advocacy for the protection of the state's greatest resource: children - by serving as a resource for information research, comparative studies on child care systems and legislative proposals in an attempt to stimulate thought and action regarding children's rights, parents' needs and family support systems lacking in the State of Arizona.

Objective # 2: Documentation of Needs and Resources to aid in Training and Technical Assistance strategy planning for increased prevention, detection and treatment of child abuse and neglect.

Activities:

- 2.1 Formalization and maintenance of resource inventories - local and state - for information referral capacity;
- 2.2 Prioritization of needs assessed in FY 75 in keeping with each district's stage of project activity and responsiveness capabilities to those needs and the institution of a plan for periodic tracking of accomplishments with provision for continuous updating and flexibility to change priorities of objective focus.
- 2.3 Continue familiarization and analysis of communities throughout Arizona in the framework of the social compass and in an attempt to assess during Program Year II Family Needs taking into account

- a) Statewide gaps in support/service to families,
- b) Local gaps in support/service to families, particularly as they relate to parenting and potential CA/N situations.

Objective # 3: Resource Capacity Expansion - to strengthen existing and develop new resources to meet identified needs.

Activities:

- 3.1 Develop a comprehensive training and technical assistance plan for project activities throughout the state responding to local needs and providing adequate coverage for
 - a) All Arizona communities feasible and possible (reaching out to such structures as Law Enforcement, Education, Public Service, Religion, Medicine, Economic Local Government and Human Service Systems);
 - b) All professions potentially and actually involved in CA/N;
 - c) The truly public sector making provisions for language, economic and cultural disparities in communication efforts;
 - d) State personnel, specifically Social Service and Child Protective Service workers;
 - e) Advisory Committee members, local, district and state.
- 3.2 Increase technical assistance to constituents in direct or peripheral service to children and families in the hope of encouraging and facilitating the development and/or realistic operation of family support systems in communities throughout

Arizona potentially by

- a) Resource capacity expansion efforts statewide;
- b) Encouraging the development of comprehensive emergency systems in the urban areas;
- c) Encouraging and facilitating the development of mini-resource delivery systems capabilities for the rural areas utilizing
 - i) Libraries (public schools, community colleges, towns Bookmobiles and clinic);
 - ii) Public Health Services;
 - iii) Specific public/professional groups, organized statewide;
 - iv) Councils of Government;
 - v) Agricultural extension services;

Objective # 4: Coordination/Linkage efforts with agencies, organizations and individuals who are or may be providing training, education, and direct service in the area of CA/N in the hope of minimizing effort duplication and maximizing resource utilization.

Activities:

- 4.1 Encourage the coordination of effort and development of linkages between and among any persons, groups, and/or agencies dealing with child abuse or neglect, specifically by increasing their
 - a) Awareness of child abuse and neglect in Arizona;
 - b) Awareness of agencies involved: their function, goals, capabilities and limitations to serve children and families;

- c) Encouraging agreements on points of
 - i) Duplication of service;
 - ii) Adequacies/inadequacies of service;
 - iii) When and when not to cooperate for the good of all;
 - iv) When and how ACDAN can be supported in the coordination/linkage process.

- 4.2 Encourage the development of local family support systems through coordination and linkage efforts, technical assistance and the offering of training incentives to such structures as
- a) Public School systems;
 - b) Community College systems;
 - c) Councils of Government;
 - d) Preschool/daycare systems;
 - e) Libraries (varied housing)
- to improve and/or expand their outreach/service capabilities and thus assist considerably in the early identification, prevention and treatment of Child Abuse and Neglect.

END

7-11-53-116-51