

Arizona Positive Youth Development Initiative

Case Study Report 2003

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Background

In 1974, the Runaway and Homeless Youth Act (Runaway Act, 1974) was enacted to provide states and local communities with federal assistance for runaway and homeless youth. Section 315 of the act authorized the United States Department of Health and Human Services (DHHS) to award grants for demonstration projects designed to increase knowledge and services for these youth. In 1998, the Family and Youth Services Bureau (FYSB) within the Administration for Children and Families of the DHHS requested proposals for demonstration projects. These demonstration grants were awarded to states to establish and support effective youth development program strategies at state and local levels. The focus was expanded to include all youth as well as youth in at-risk situations such as those leaving foster care, and youth served by the child welfare and juvenile justice systems. The grants application allowed flexible guidelines about youth populations to be included in the demonstration projects.

Arizona and eight other states (Colorado, Connecticut, Iowa, Maryland, Massachusetts Nebraska, New York, and Oregon) were selected to receive youth development grants that were not to exceed \$120,000 per year for five years beginning in 1998. The Arizona Department of Economic Security (DES), in conjunction with community collaborators secured the grant for Arizona.

This group formed the Arizona Positive Youth Development Initiative (AzPYDI). Their vision was to promote a comprehensive and holistic youth development approach. In addition, they designed the initiative to facilitate a sustained change at the state and community levels to provide services and opportunities to Arizona's young people. Another goal of AzPYDI was to provide funding opportunities designed to strengthen connections between youth and communities, offer training and technical assistance to those involved in youth policy and services at the state and community levels, and facilitate information dissemination and exchange.



The AzPYDI initiative's objectives included the following:

■ **Establish a Youth Development Policy Task Force comprising youth and adult members**

The Task Force was created to provide policy and program oversight to the project, and develop a comprehensive plan for enhancing youth development opportunities. The original intent was to create a task force comprised of 25 members. Adult members were to include representatives of youth-related state agencies, community-based youth service agencies, and business and community leaders. Youth membership was to include representatives of the Young Adult Program's Youth Advisory Boards, youth councils such as the Phoenix Youth Commission, and one representative from each of the Youth Development Councils to be created through this initiative. A longer-term goal was to expand membership to 40-50 individuals.

■ **Establish local Youth Development Councils made up of 75 percent youth, and 25 percent adult members.**

The Councils were designed to be a vehicle for identifying the gaps and needs in current youth-serving systems, initiating youth development opportunities at the community level, and building coalitions to increase grassroots awareness and support for youth development programming. Mini-grants of \$10,000 were to be used to establish these councils.

■ **Conduct a survey of Arizona communities on youth development needs, strategies, and resources.**

A needs assessment was to be conducted. Results of the survey were to be used to assist the Youth Development Councils in their planning, and to provide the Task Force with data needed to develop youth policy.



■ **Assist Youth Development Councils in sponsoring regional Youth "Town Halls," or forums for young people to express their views.**

Town halls were designed to identify young people's needs and key issues as well as raising public awareness.

■ **Provide training on youth development.**

The initiative was designed to provide training to such groups as Youth Development Council members, Task Force members, community leaders, state agency staff, and youth service providers. The foundation of this training was to be the Child Welfare League of America's Youth Development Curriculum.

■ **Make recommendations on the development of a state-level organizational infrastructure to support the provision of youth development opportunities and services to young people.**

It was intended that the task force would be a vehicle for state agencies in the areas of juvenile justice, child welfare, health and education to work together and form the envisioned infrastructure.

■ **Develop a clearinghouse on youth development that will facilitate information exchange on youth development strategies and offer information on existing programs and activities that promote youth development.**

The initiative was intended to promote the creation of a clearinghouse on youth development. It was hoped that the clearinghouse would improve communication and coordination among communities, agencies, and youth and aid in the implementation of a statewide youth development initiative.

The Arizona Department of Economic Security (DES) was instrumental in framing the above objectives and obtaining the grant. As a result, DES served as the lead state agency for the initiative. Responsibility for the implementation of the initiative within DES was placed in the Administration for Children Youth and Families (ACYF).



During the last five years, the initiative coordinator within DES and task force members worked toward meeting the above stated goals. The initiative, however, is at the end of its funding cycle by September 30, 2003. One requirement of the grant was a case study of AzPYDI at the end of its funding cycle. In response to this, the Family and Youth Services Bureau within the US Department of Health Services' Administration for Children and Families issued a request for proposals to conduct the case study of AzPYDI. The case study's purpose was defined as follows:

“... to provide a more in-depth understanding of the demonstration experience in each of the individual states. The intent is to dig beneath the surface of the Part I descriptive data to gain insights into the dynamics, processes, circumstances, and/or developments that may have influenced (e.g. constrained and/or enhanced) the scope, activities and impacts documented in Part I.”¹
(FYSB 2003)

In the fall of 2002, LeCroy & Milligan Associates, Inc. was awarded the case study contract. A Demonstration Case Study Consultants' Conference in Washington DC was held on January 15, 2003. At this conference, evaluators were provided with a prescriptive outline, which encompassed six focus areas and four sub-themes per focus. These focus areas were to be used as the foundation for the case study.

This report summarizes the case study findings. The next section describes the methods used to gather the evidence on which the results were based. The results are then reported according to the prescribed case study outline. The final section ends with general observations and conclusions.

¹ Part I is the quantitative descriptive segment of the evaluation which is beyond the scope of this case study.



Method

Qualitative methods were employed to generate information about the dynamic processes and circumstances that facilitated and challenged implementation of AzPYDI. The three qualitative components employed for this project were:

1. A review of available AzPYDI historical records provided by the Arizona Department of Economic Security (DES);
2. Support documentation generated from national, state and local sources;
3. Interview data generated from in-depth interviews with task force and non-task force key informants.

Each of these is described below.

1. AzPYDI documentation

After five years of programming, the AzPYDI had generated a large volume of documentation. The coordinator created a CD ROM to facilitate the transfer of these documents to the evaluation team. Historical information used in the case study included the following:

- Minutes from task force meetings
- Lists of meeting participants
- Copies of the yearly grant applications including the requested budgets
- Copies of the AzPYDI newsletter which began during the third year of the grant
- Notes and output from the fourth year vision and objectives workshop
- Progress reports submitted to FYSB

The evaluation team also requested and received copies of:

- Mini-grant contract awards
- Mini-grant progress reports
- Accounting records

In addition, the coordinator facilitated access to the DES accounting and budgeting staff to obtain information needed to interpret the financial information provided by DES.



This information provided the evaluation team with a historical record of the composition and consistency of the task force membership. The financial information illustrated the amount and type of the states commitment to AzPYDI. This data also was used to describe the mini-grant recipients and their activities.

2. Supporting documentation

Many of the required focus areas and sub-themes indicated a need to assess the states' political environment and financial climate. Three analyses were conducted to generate information needed for these sub-themes. These included a historical legislative analysis, an analysis of state general fund allocations, and a comparative analysis of child well-being in Arizona as compared to other states. These three sources provided the information needed to assess the environmental context of AzPYDI.

Two legislative queries were used to generate a historical analysis of legislation regarding children, youth, and juveniles. Staff within the ACYF at the Department of Economic Security produced (via a contact in the Arizona State Senate) a listing of all bills from 1995 through 2001 that included the key word children, and became law. In addition, staff at LeCroy & Milligan Associates used an Internet-based legislative query that used the key terms juvenile, youth, and youth development. The combination of these queries provided us with sufficient information about Arizona's legislative history in reference to children, juveniles, youth, and youth development.

Another analysis included state budget information on general fund spending to determine the relative priority of youth, in comparison to other state spending issues. There was no comprehensive documentation that could be used to conduct this analysis. As a result, we generated state budget information from Internet sources. ACYF also provided us with a partial copy of the state of Arizona Appropriations Report for Fiscal Years ending June 30, 2002 and June 30, 2003 (Arizona Joint Legislative Budget Committee Staff. 2003). This data included budget information from departments that cover children, youth, youth development, and juveniles.

The third analysis compared the relative well being of children in Arizona compared to other states. Information was obtained from Internet sources as well as the statistics cited in the Kids Count Data Book for 1998 and 2003 (Annie E. Casey Foundation). This provided the foundation for conclusions about the state of child well-being within Arizona.



3. Key informant interviews

The most important source of information about the initiative was generated from interviews with 15 key informants. The AzPYDI individuals were selected from the membership lists. The others were referred to the team by individuals who had over 20 years experience in the field of youth development and prevention. The selection of these 15 people was to obtain perspectives of those involved in youth development that were part of AzPYDI and those who did not participate in AzPYDI. Eight individuals had experience working with AzPYDI. The other seven represented youth development practitioners who were not involved with AzPYDI. Although this was a convenience sample, the selected individuals represented a breadth of perception of youth development professionals across Arizona.

Four additional people were contacted for an interview but they did not contribute to the results. One of these requested to respond in writing and provided sparse information to only two of the interview questions. Another person had many scheduling conflicts that ultimately prevented conducting an interview. The third person was contacted numerous times, but they did not return requests for an interview. The fourth person refused to be interviewed because they felt it was a conflict of interest.

An interview protocol was generated which reflected the information requested by Family and Youth Services Bureau. The instrument was pilot tested and revised. The final version of the instrument is attached in Appendix A of this report.

Each of the 15 interviewees was contacted twice by the evaluator. The initial contact was to schedule an interview time most convenient for the interviewee. The second contact focused on the interview itself. Most interviews took less than one hour to complete.

One evaluator conducted all of the interviews by telephone. During the phone interview, the evaluator recorded the interviewees' comments in a word processing document. The notes written during the interview were reviewed immediately following the interviewer. Analysis of the interview and other documents was facilitated by input from the evaluation team.

The team members met on numerous occasions to review the information that should be included in each focus area and sub-theme as prescribed by Family and Youth Services Bureau. Thus, the team reviewed collected information and developed responses that reflected the collective insight and wisdom of all four team members.



Case Study Results

The case study results are organized according to the outline prescribed by Family and Youth Services Bureau. It consists of six main focus areas and four sub-themes per focus area. The focus areas and sub-themes are:

- Focus I: Pre-grant Context – the Baseline Prior to the Demonstration
 - Sub-theme 1: State Policy Context – Awareness of Positive Youth Development
 - Sub-theme 2: State Investment Levels and Priorities
 - Sub-theme 3: State Level Collaboration – Baseline Observations
 - Sub-theme 4: State/Local Relations – Infrastructure of Youth Policy Programs
- Focus II: Implementation Issues – Startup Dynamics: Strategies for Building the Project
 - Sub-theme 1: State Policy Context – Early Facilitating or Impeding Dynamics
 - Sub-theme 2: State Investment Levels – The Buy-in: Terms/Conditions of Early State Support
 - Sub-theme 3: State Level Collaboration – Early Strategies for Promoting Collaboration
 - Sub-theme 4: State/Local Relations – Roles of Potential Partners
- Focus III: Operational Lessons – “Steady-state” Observations on What This Work Requires
 - Sub-theme 1: State Policy Context – Important Allies
 - Sub-theme 2: State Investment Levels – Budget Realities and PYD Priority
 - Sub-theme 3: State Level Collaboration – What Works and What Doesn’t
 - Sub-theme 4: State/Local Relations – Challenges and Opportunities
- Focus IV: Ongoing Concerns, Recurrent Themes, and Perennial Problems
 - Sub-theme 1: State Policy Context – Maintaining/Sustaining the Priority
 - Sub-theme 2: State Investment Levels – Budget Realities and PYD Priority
 - Sub-theme 3: State Level Collaboration – Sustaining the Partnership
 - Sub-theme 4: State/Local Relations – Fashioning a New Partnership
- Focus V: Assessment of Impacts – Making the Difference for Young People
 - Sub-theme 1: State Policy Context – Promising Developments in the Shift to PYD
 - Sub-theme 2: State Investment Levels – Evidence of Budget Priority
 - Sub-theme 3: State Level Collaboration – Service Integration and Holistic Approaches
 - Sub-theme 4: State/Local Relations



- Focus VI. Prospects for the Future – Transforming the State’s Approach
 - Sub-theme 1: State Policy Context – Future Aspirations, Plans and Chances for Success
 - Sub-theme 2: State Investment Levels – Maintaining Youth as a Policy Priority
 - Sub-theme 3: State Level Collaboration – Prospects for Permanency
 - Sub-theme 4: State/Local Relations – Building a True Partnership

The focus area headings and sub-theme titles are used as headings for each section of the report. Thus, the following case study results are organized into 24 separate sections.

Focus I: Pre-grant Context – the Baseline Prior to the Demonstration

The overall intent of this focus area was to provide the reader with a reference point that contained a description of the state context of the days and months immediately preceding the grant award.

Sub-theme: 1 State Policy Context – Awareness of Positive Youth Development

The information in this sub-theme was developed to provide a description of the state’s readiness to support a focus on policies that would enhance development of AzPYDI. There were two levels of state policy context that illustrated the conditions that existed prior to, and during the Arizona initiative. These included legislative mandates prior to and during AzPYDI and the level of cooperation among state agencies that provided services to children and youth. Each is described below.

Legislative Mandates

As stated in the supporting documentation material of the Methods section, two queries of the Arizona State Legislature electronic databases were completed. The query conducted by DES used the key word “children.” The query conducted by LeCroy & Milligan Associates used the key words “juvenile,” “youth,” and “youth development.” These combined terms were then used to locate bills that became law for the 1st and 2nd regular sessions of the 42nd (95 – 96), 43rd (97 –98), 44th (99 – 00), and 45th (01 – 02) legislatures. The results of both the DES and LeCroy & Milligan Associates queries yielded 175 bills that were germane to children, youth development, youth and juveniles, and became law during this time frame.



The descriptive title for each bill was reviewed to determine categories into which each of the bills could be placed. Eight categories were discovered that included all 175 bills. These categories and their definitions were:

Criminal Justice. These bills included revisions to, or creation of new statutes that defined delinquent, incorrigible, or status offenses for which juveniles could be arrested. In addition, there were bills regarding the automatic transfer of juveniles to adult court as well as bills governing the Department of Juvenile Corrections.

Proactive and Youth Development. This category included legislative action that established programs for positive youth development, and/or enacted legislations to prevent antisocial behavior.

DES – CPS Administrative. These were bills that effected the operation of this agency and/or defined their responsibilities.

Guardianship/Fiduciary. These were changes in existing laws or creation of new laws that govern to responsibilities and/or fiduciary responsibilities of those who have been appointed as a guardian of a person equal to or less than 18 years old as well as those who are developmentally disabled.

Custody/Dependency/Severance. Any bill that included sections regarding custody and dependency matters that could result in severance were placed in this category.

Adoption. As indicated by this title all bills that governed any element of adoptions were included in this category.

Child Support. Any of the bills that referred to children who were the subject of child support were placed in this category.

Foster Care. The final category included all bills that referred to children who were involved in the foster care system.

The following table includes the number of bills proposed per category per legislative session for each year. This is followed by the total and percent of total for each category. Appendix D of this report contains another table that lists each bill's identification number per category per session. This is followed by Appendix E that



lists each bill and the descriptive title used to place it within one of the eight categories.

Table 1.

Leg. Session	Criminal Justice	Youth Dev.	DES - CPS Admin.	Guardian/ Fiduciary	Custody Depend. Severn.	Adoption	Child Support	Foster - Care	Totals
42 nd (1995) 1 st Reg.	13	2	6		1	3	2	1	28
42 nd (1996) 2 nd Reg.	18	5	8		3	1	2	1	38
43 rd (1997) 1 st Reg.	8	2	2	3	1	1			17
43 rd (1998) 2 nd Reg.	13	2	2		1		1		19
44 th (1999) 1 st Reg.	10	5	2	1	1	3	2	1	25
44 th (2000) 2 nd Reg.	11	1	7		3	2	1	3	28
45 th (2001) 1 st Reg.	7	4	2		1	3	1	2	21
Totals	80	21	29	4	11	13	9	8	175
%	45%	13%	16%	2%	6%	7%	5%	5%	100%

Based on the information presented in Table 1, it is clear that the preponderance of bills during the inception and tenure of the initiative were related to criminal justice (45%). The next most common categories were administrative bills relating to DES and CPS (16%), followed by Youth Development bills (13%). The 22 youth development related bills and their descriptive titles were:

- SB1219 - youth in crisis services
- SB1119 - DES health services for children
- SB1143 - program funding limitations and applications
- SB1323 - Constitutional Commemoration Committee
- SB1016 - health start program



SB1369 – creation of a committee on children and family services
HB2111 – child care facilities
HB2559 – youth employment neighborhood protection act
HB2277 – supplemental appropriations for family programs
SB1283 – AHCCCS - Omnibus
HB2010 – child abuse prevention fund
HB2256 – family builders pilot program
SB1065 – healthy families, literacy, and health start
HB2441 – child abuse special license plates from waste tire fund
SB1016 – health start program
SB1180 – homeless youth shelters
SB1311 – state funds to build a youth center for Navajo Nation
SB1407 – crib safety
HB2065 – health start
SB1136 – family builders, child protective services
HB2496 – child abuse prevention fund
SB1148 – AHCCCS behavioral health services

Perhaps most revealing is that, with the exception of juvenile justice, children and youth public policy appeared to be fragmented. Legislation defined as relevant to youth development represented two themes: child health and family programs. It appeared that only three bills could be considered as youth development legislation. These were HB2559 for youth employment, SB1180 shelters for homeless youth, and SB1311 to build a youth center for youth on the Navajo Nation. This led to the conclusion that there was no comprehensive youth development legislation prior to or during the AzPYDI. Therefore, public policy regarding youth development in Arizona can be described as limited.

Interagency Coordination – Key Informant Perceptions

Another component that revealed the level of the state’s readiness for the initiative was the relative degree of cooperation among state agencies responsible for youth services and development. An assessment of this was derived from the responses to a key informant question about the level of cooperation between state agencies that represent Juvenile Justice, Child Welfare, and Health and Education prior to and during the early stages of the initiative. Almost all of the respondents (14 out of 15) indicated their perception that there was little or no collaboration among these agencies. They added that these agencies would coordinate services for specific



issues or programs, although the level of this coordination and cooperation was “inconsistent at best.”

Prior to 1998, there was no central agency mandated by the state to coordinate youth development. It appeared that there was little emphasis on comprehensive youth development at the legislative level. The legislative agenda regarding youth appeared to be one of a reaction to juvenile delinquency and crime, as opposed to fostering positive youth development. In addition, the key informant led us to conclude that there appeared to be little, if any collaboration or cooperation at the administrative level of the major agencies responsible for youth and youth services.

Sub-theme 2: State Investment Levels and Priorities – Programmatic Direction and Funding

The intent of this sub-theme was to conduct an analysis of the state’s level of investment in children and youth.

Two levels of analysis were conducted to respond to this sub-theme. First, we attempted to conduct an analysis of the state budget prior to and during the initiative. Second, salient youth indicators for the state of Arizona were compared to other states. Both of these provided the foundation for conclusions about the priority of youth in the state of Arizona before and during the inception of the initiative.

A. Budget Analysis

The question that we attempted to answer was “What proportion of Arizona’s general fund was allocated to children and youth for fiscal years (FY) 1998 – 1999 through FY 2002 – 2003?” We felt that general fund appropriations rather than grant and federal funds were a more valid representation of the states priorities.

Documents utilized for this analysis included the Mid-Biennium Budget Update for fiscal years 2002 and 2003, and as provided by ACYF, segments of the state of Arizona Appropriations Report for fiscal years Ending June 30, 2002 and June 30, 2003. After analysis of these documents, we felt that there was insufficient information to provide a definitive answer to the above question. Consequently, we relied on ancillary information that provided a general perspective on the aggregate level of state appropriation as an indicator of the level of state priority prior to the grant.



B. Children and Youth Indicators

Another indicator of the priority of youth in relation to the states “baseline policy orientation” was discovered when youth indicators for the state of Arizona were compared to other states. Prior to and during the inception of the initiative, the Annie E. Casey Foundation statistics indicated that youth in Arizona were not a high priority when compared to other states. The following table includes the data that led to this conclusion.

Table 2.

Indicators of Child Well Being	1995 Arizona Ranking	2000 Arizona Ranking
Percent of children with low birth weights	19	18
Infant mortality rate	25	22
Child death rate	35	38
Rate of teen death by accident, homicide or suicide	48	37
Teen birth rate	45	48
Percent of teens who are high school drop outs	50	50
Percent of teens not attending school and not working	40	46
Percent of children in poverty	41	36
Single parent households	31	38
Overall ranking	45	45

Although budget information was not available, the above table of youth indicators suggests that the initiative was introduced into an environment that did not historically support youth and youth development particularly when compared to other states. The most recent data indicate that this has not changed during the tenure of AzPYDI. Because of this it was concluded that allocation of funding for youth was not as high a priority as other needs within the state of Arizona. Many of the key informants believed that the low funding priority for youth in Arizona has led to the state’s low ranking on indicators of youth well-being.



Sub-theme 3: State Level Collaboration – Baseline Observations

The objective of this sub-theme was to document collaborations that were in existence prior to or during the inception of AzPYDI. The emphasis was to provide the reader with information about the goals and directions of these efforts. One source of the information needed for this sub-theme was from responses to the following key informant interview question:

During 1998 or 1999, to the best of your recollection, were any collaborations in existence that were working to coordinate youth development or services on a state level? If so, what were they?

The majority of those interviewed (12) stated that there was no comprehensive statewide collaboration for youth development. Three respondents mentioned a total of five examples of statewide collaborations at the inception of the initiative. These are described below.

Healthy Families.

The Arizona implementation of a nationwide home-visiting initiative aims to prevent child abuse and neglect by enhancing parents' coping skills and their ability to interact in a developmentally appropriate way with their children. Twenty-three sites--consortiums of public and private social-service agencies, hospitals, and health plans across the state--screen newly delivered mothers and their infants through a rigorous two-stage assessment process that identifies risk factors associated with child abuse and neglect. Those considered vulnerable have the opportunity to receive semi structured weekly home visits from a trained family support specialist who offers comprehensive assistance with parenting, stress reduction, and assessments of a child's health and development needs. Families served are primarily low-income and typically remain in the program for one year, although they may choose to continue receiving services until their children turn age five. Annual pre- and posttest evaluations of all program participants examine a range of child development and parenting measures (National Center for Children in Poverty).



Arizona Sexual Assault Network (AzSAN). This collaboration was founded in 1998 and incorporated in 1999.

The Mission of AzSAN is to identify and address sexual violence issues through a collaborative statewide network. AzSAN envisions a society free from sexual violence and functions as a collective voice for reducing the threat and mitigating the effects of sexual assault in the state of Arizona. AzSAN coordinates and supports a multidisciplinary approach to public and professional education, advocacy, and service for sexual assault professionals and service providers (Arizona Sexual Assault Network).

Arizona Community Foundation (ACF). This organization, founded in 1978, elicits philanthropic funds and coordinates a variety of programs, which include youth development. Their stated mission:

...to build a legacy of community philanthropy by connecting donor interests with community needs.

... Today, our priorities are clustered around children, youth and families; public education reform; and community development. Within these areas, our goal is to support the needs of our nonprofit partners to improve their abilities to respond to the concerns of Arizona communities. Specifically, this can include training, technical assistance, program evaluation or capacity building (Arizona Community Foundation).

Arizona Prevention Resource Center. This organization provides technical assistance to collaborations that include youth development. This is a cooperative effort, which includes the Governor's Division of Substance Abuse Prevention, Arizona Department of Education, Arizona Department of Health Services, and Arizona State University. Their stated mission is:

to build the capacity of Arizonans to encourage and develop healthy and successful families and communities. The APRC is a statewide resource system, providing accessible technical assistance through training, information dissemination and program evaluation. By promoting collaboration, the APRC provides leadership in the planning and development of effective and results-oriented prevention initiatives (Arizona Prevention Resource Center).



Governor's Office. During the inception of the initiative, this office primarily coordinated the administration of the federal pass-through funds to the state of Arizona. This Office coordinates and administers federally funded opportunities for youth as opposed to initiating comprehensive youth development public policy within the state of Arizona. The new Governor has initiated a reorganization of her public policy offices with the apparent intent of effecting policy for and about youth in a positive manner. Some of the programs administered by this office included:

. . . partnership with the Corporation for National Service and the Points of Light Foundation, provides resources and support to national and community service efforts across the state of Arizona. The Governor's Division for Community and Youth Development staffs the Governor's Commission on Service and Volunteerism that administers the AmeriCorps programs and the community based Learn and Serve programs in Arizona. The Governor's Division for Community and Youth Development also serves as the host site for the Points of Light Foundation YES (Youth Engaged in Service) Ambassador. Through these initiatives and through local partnerships, the Governor's Division for Community and Youth Development seeks to increase opportunities for Arizona youth and adults to serve their state and communities (Governor's Office for Children, Youth, and Families).

It was surprising that two agencies that have historically coordinated statewide youth development were not mentioned by any of the key informants. There was neither discussion nor recognition of 4-H Youth Development or Big Brothers and Big Sisters. This indicated an emerging theme that was repeated throughout the case study. There were individuals and agencies that collaborated with one another regarding specific issues related to youth. However, there was no central agency or office that either assumed or was appointed the job of creating and fostering youth development public policy in the state of Arizona.

Sub-theme 4: State/Local Relations – Infrastructure of Youth Policy Program

The focus of this sub-theme was to provide information about how the state related to its local communities prior to the inception of AzPYDI. The central theme was to comment on whether the state had established an office or agency to coordinate youth services and policies.



As indicated above, there were some agencies that facilitated specific facets of youth development within the state. Although the Governor's Office coordinated federally funded youth development activities, that Office was not assigned the specific responsibility for all youth programs, services and coordination of youth policies affecting youth or youth services providers in local communities. Small groups of individuals and agencies in local communities did collaborate on behalf of the youth in their communities. For example, an informal collaboration of four individuals shared the goal of addressing the needs of runaway and homeless youth. This group worked together to prepare the grant proposal for the Youth Development State Collaboration Demonstration Project.

Focus II: Implementation Issues – Startup Dynamics: Strategies for Building the Project

The objective of this area was to provide information about overall implementation issues, i.e., how the initiative was started. In addition, information about the challenges and support that AzPYDI encountered during the inception of the program was included.

Sub-theme 1: State Policy Context – Early Facilitating or Impeding Dynamics

The specific information required for this sub-theme includes aspects of state policy program and/or organization that facilitated or hindered the operation of AzPYDI. As with most initiatives, there were variables that facilitated the implementation of the initiative as well as variables that inhibited implementation. Both are discussed below.

Facilitating Variables

The most salient variable that aided implementation of the initiative in Arizona was the dedication and dynamism of a group of youth development professionals. Prior to applying for the initiative, this informal group worked together to influence the state legislature to provide services to homeless youth. In addition, each of these individuals represented agencies that were working independently to provide services to runaway and homeless youth. The principles in this group represented not-for-profit agencies.

Concurrent with their efforts on this issue, the United States Department of Health and Human Services Administration for Children published the Request for Proposals for the Youth Development State Collaboration. The result was a synergistic merger that produced the Arizona Positive Youth Development Initiative.



Impeding Variables

Review of the collaboration attendance records during the inception of the initiative revealed that the rural counties were not consistently represented. One possible explanation for this hints at the second impediment – the interaction of the geography of Arizona and the lack of funds available for participant travel. Perhaps the most important element of a successful collaboration is establishing and sustaining relationships among collaboration members. The foundation of relationship is the opportunity for people to frequently engage in face-to-face interpersonal communication. This form of communication is vital in establishing and maintaining the relationships necessary to implement and sustain the youth development initiative in Arizona.

The combined effect of the geography of Arizona and limited travel funding became an impediment to establishing statewide relationships. As the map in Appendix C illustrates, the state is composed of two urban centers (Phoenix – Maricopa County, and Tucson – Pima County) that are separated by 125 miles. The remaining 13 counties are rural and separated from Phoenix by a range of 50 to 350 miles. This became an impediment because of the time it took the representatives from rural counties to participate in collaboration meetings. For example, it would take a representative from Tuba City, Chinle, Douglas, Yuma or Kingman 5 to 6 hours to drive one way to Phoenix. Because of the distance and the lack of travel funds, many rural representatives were required to pay for a hotel room for at least one or two nights, and then drive for 5 or 6 hours to return to their home. Thus, a collaboration meeting would require commitment of three days plus the cost of per diem and hotel. During its inception, the grant did not cover the cost incurred by collaboration members; therefore, their agencies were required to absorb this cost. Consequently, many rural counties, although invited and encouraged to take part in the collaboration, were not regular attendees at collaboration meetings.

This implies that the collaboration could have been better facilitated by allocating more travel funds for task force members. More money is not necessarily the only way to insure rural input into collaboration. For example, the initiative could have made use of the Internet to create a list serve discussion group. They also could have included more video conferencing or videophones. The AzPYDI staff did partner with the Arizona Promise's web site; however, this was not in operation until late 2002. In the future, this may become an important tool to include rural members of the collaboration.



The AzPYDI was administered through the Department of Economic Security's Division of Children, Youth and Families (DCYF). DES is a large state agency, which is divided in nine divisions. These divisions are:

- Division of Developmental Disabilities (DDD)
- Division of Aging and Community Services (DACs)
- Division of Benefits and Medical Eligibility (DBME)
- Division of Children, Youth and Families (DCYF)
- Division of Employment and Rehabilitative Services (DERS)
- Division of Business and Finance (DBF)
- Division of Child Support Enforcement (DCSE)
- Division of Technology Services (DTS)
- Division of Employee Services and Support (DESS)

While the grant was housed with the Division of Children Youth and Families, it was administered through the division's administrative Central Office. The grant was overseen by the division's Federal Program Manager. This structure is similar to other programs administered centrally through the DCYF, i.e., Healthy Families and Family Builders.

Perhaps in response to this structure, some of the key informants did not view the location of the grant (within the same divisions as the state's Child Protective Services) as the best. Some people perceived the role of Child Protective Services to be reactive to families in crisis, as opposed to facilitating positive youth development.

In addition, the perception of key informants was that AzPYDI was placed at a lower administrative level. They reported that placement of the program in this level of the organization made it difficult for the program coordinator to obtain access to decision makers in other state agencies. It was felt by interviewees that the program support would have been greater if the initiative had been placed at a higher level within DES. Therefore, the placement of the program may have presented impediments to the success of the initiative. It should be noted that the impediments present at the inception of the initiative did not change during the last five years according to those interviewed.



Sub-theme 2: State Investment Levels – The Buy-in: Terms/Conditions of Early State Support

Sub-theme 2 solicited information about the level of state spending on the initiative in relation to the amount of funds provided by Family and Youth Services Bureau. This and other information was to be used to assess the adequacy of funding for the initiative.

The Family and Youth Services Bureau was intended to provide 75% of the operating budget for the initiative, not to exceed a maximum of \$120,000 per year for five years. Arizona solicited and received \$120,000 and provided an in-kind match of \$91,953 that resulted in a total budget of \$211,953 for AzPYDI. The state of Arizona provided 44% of the total funds and Family and Youth Services Bureau provided 56%. This relationship of state funding to federal funding was consistent through the third year of the initiative. During the fourth year, the state increased its share of contribution to \$105,134 to accommodate a salary increase for the coordinator. For that year, the state's contribution was 46%. These ratios dramatically changed during the fifth year of funding. Because of a decrease in the state budget, DES provided only \$42,501, and Family and Youth Services Bureau contributed \$120,000. This resulted in a ratio of contribution to the program by the state of 26% and 74% contributed by Family and Youth Services Bureau .

In addition to salaries, AzPYDI allocated \$50,000 of their budget per year to award local communities in the form of mini-grants. The purpose of the mini-grants was to encourage the formation of local collaborations. It was reported by key informants, and supported by DES documentation, that these be "carried over" from the first to the second year, and from the fourth to the fifth year.

A difficulty arose in the distribution of the \$ 10,000 mini-grants. Although the grant availability was advertised, only a few local collaborations applied for these funds. It appeared that there was no comprehensive mechanism to inform local collaborations and communities about the availability of these grants.

Another issue reported to be an impediment to the distribution of funds revolved around the complexities and processes for state procurements and contracting. In order to protect the consumer and the state, strict adherence to the State Procurement Code was followed. This was sometimes viewed as a barrier due to the complexities and timeframes.



Sub-theme 3: State Level Collaboration – Early Strategies for Promoting Collaboration

Included in this sub-theme is a description of the agencies and individuals who were instrumental in the application and implementation of the initiative. Additionally, the role of youth in the development and implementation of AzPYDI is reviewed. Finally, the difference between those who joined the AzPYDI task force and those who did not become active members of the task force was examined.

There were four individuals who were responsible for the conception and implementation of the initiative. Three were directors of not-for-profit agencies that provided services to homeless and runaway youth. The fourth was a previous administrator for DCYF. Each individual was motivated by a shared concern over the lack of services for children who had run away from home and had no place to live. Although their focus was to provide services to youth, youth were not involved in the preparation of the grant. However, ongoing input from youth was accomplished by including youth representatives at the task force meetings.

As indicated previously, administration of the initiative was placed in the Division's Federal programs unit. Once the AzPYDI coordinator was hired, the coordinator recruited task force members from other youth development community and state agencies.

Responses from the key informant interviews were obtained from both members and non-members of the task force. There were two crucial differences between these two groups. First, the members were involved in services to youth who were homeless. Second, the participants in the task force were aware of the initiative, whereas four of the non-participating interviewees did not know about the initiative. Three of the non-participants knew about the initiative but felt that it was "not going to go anywhere." When probed about this attitude they expressed their doubts about the placement of the administration of the grant within the agency that also provides Child Protective Services. They felt that a statewide initiative needed to be administered through the Governor's Office. Their reasoning was that a successful statewide collaboration needed the political power of the governor or other state officials to encourage state and private agencies to participate.



Sub-theme 4: State/Local Relations – Roles of Potential Partners

One key element to be included in this sub-theme was the relationship between AzPYDI and Family and Youth Services Bureau's runaway and homeless youth grantees.

Perhaps one of the most significant aspects of the initial phase of the initiative was the dedication of the four individuals who wrote the original grant. This group worked with state legislators to draft, support, and finally pass SB1180. This bill created state funds to provide shelters for runaway and homeless youth. This was the first legislative mandate passed by Arizona to provide services to these youth. It was felt that this legislation and subsequent services enhanced the Family Youth Services Bureau's existing grantees' programs.

The only strategies available to the initial collaboration were networking with their colleagues and advertising AzPYDI at local meetings and conferences. As implied above, AzPYDI did not have sufficient political influence or funds (e.g., travel money) to encourage local agencies (both public and private) to attend and participate in the collaboration.

Focus III: Operational Lessons – “Steady-State” Observations on What This Work Requires

The intent of this focus area was to provide information about the initiative's operational experience. In particular, critical issues for sustaining a youth-development collaboration were identified.

Sub-theme 1: State Policy Context – Important Allies

The main focus of this theme was the level of collaboration and cooperation between four areas of youth services and development: juvenile justice, child welfare, child health, and education.

Four state agencies provide the majority of state services to youth in Arizona. They include the Administrative Office of the Courts and the Department of Juvenile Corrections, which represent juvenile justice; the Department of Economic Security; the Department of Education; and the Department of Health Services. The Arizona Health Care Cost Containment System (AHCCCS) also provides health care for eligible youth under age 21.



According to Taylor-Powell and Rossing, one the challenges to collaboration is obtaining and sustaining representation of breadth of community sectors. The four state agencies listed above comprise the most important community sectors in reference to youth in the state of Arizona. However, involvement from these sectors in the initiative was limited. For example, representatives from the Administrative Office of the Courts attended the first few meetings of the collaboration. Interviews with some of these representatives revealed their lack of interest in the collaboration, and by the third task force meeting, they ceased to attend. The Department of Education was solicited to participate; however, no representative from that department attended any task force meetings. An exception might be found in individual teachers and educators who sporadically attended task force meetings, although it is not clear that they were there to represent the Department of Education. Members of local behavioral health agencies occasionally represented the Department of Health Services.

One reason for the lack of consistent participation may have been the lack of administrative sanction and motivation from the other three major state agencies. Participation was the responsibility of individuals within these agencies who were not at the director or division director level. It appeared that individuals within these agencies were neither encouraged nor discouraged to attend meetings. Key informant interviews revealed that most directors were unaware of the AzPYDI. This led to the conclusion that collaboration progress or function did not proceed as planned because of the lack of participation and sanction from key administrators within these agencies.

The operational impediments were exacerbated by the prevailing political agenda regarding youth during the formation of the initiative. It will be remembered that the adult zeitgeist of youth in Arizona during 1998 and 1999 could be characterized as one of suspicion and distrust. Because of Columbine and other horrific school shootings and homicides committed by gangs, some youth were perceived by prosecutors and law enforcement officials as predators. Perhaps in response to this climate, the state legislative focus on juvenile justice resulted in intensified sanctions against youth, and transfer of youth to adult court. Review of the proceeding legislative history reveals that 46% youth-related laws were focused on criminal justice including sanctions against youth. For example, HB 1446 and Proposition 102 required youth who are 15 years old or older, and charged with a violent offense, to be automatically transferred to the adult court. In addition, SB 1258 provided



prosecutors with greater discretions to transfer youth to the adult court if they were “chronic offenders.”

Because of this, we concluded that the initiative was introduced during a period when the focus was on juvenile justice rather than positive youth development. Perhaps this period could be characterized as a period of reaction to youth, as opposed to proactive programs to develop youth with prevention programs. Many youth experts believe that tragedies such as Columbine cannot be solved without prevention programs that support positive youth development.

Sub-theme 2: State Investment Levels – Budget Realities and PYD Priority

This sub-theme focuses on the relationship between the initiative and state investment levels, but with a broader perspective of the states financial status.

The state’s fiscal outlook changed as a result of September 11, 2001. It must be understood that Arizona relies on property and sales tax. The sales tax is, in part, contingent on tourism and new housing starts. One artifact of September 11 was a dramatic decrease in tourism and thus, sales taxes, coupled with a dramatic decrease in new housing starts. The result in Arizona was an estimated \$1 billion deficit that needed to be accommodated by decreased general fund spending. The impact on youth has been almost catastrophic. For example, the treatment money for juvenile justice has been reduced by almost 10 %, the department of juvenile corrections had to end staffing of 1,000 beds, juvenile probation funds have been reduced by 5– 8 %, and KidsCare has reduced benefits that were provided to parents and families. One result is decreased health care to needy families.

Sub-theme 3: State Level Collaboration – What Works and What Doesn’t

The intent of this sub-theme was to provide Family and Youth Services Bureau with information about circumstances or influences that effected collaboration during the tenure of AzPYDI. Information about the impact that AzPYDI had on state and local collaborations is also addressed.

Influences That Aided or Impeded Effectiveness

Two questions in the key informant interview were germane to this sub-theme. Each is presented below with a synopsis of respondents’ comments.



What, in your opinion, are some of the conditions in Arizona that continue to facilitate statewide collaboration of youth development in Arizona? What role has AzPYDI had in this facilitation?

Most respondents indicated few conditions within the state that facilitated statewide collaboration for youth development. There were, however, some themes that emerged from the perception of the respondents. They stated that the most important element that facilitates local collaboration is the dedication of the people who are involved in youth development. A second critical element is that some of the collaborations have been mandated.

Respondents consistently mentioned that the courts have mandated statewide and local collaboration. For example, in late 2000, the United State District Court issued a settlement agreement between the plaintiffs, the parents of Jason K, a minor, and the defendants, who represented the Arizona Department of Health Services Division of Behavioral Health Services within the Arizona Health Care Cost Containment System. This settlement was the result of a class action suite to obtain improved behavioral health services to all persons under the age of 21 who are eligible for Title XIX behavioral health services in the state of Arizona, and have been identified as needing behavioral health services.

The agreement required the defendants to foster the development of a Title XIX behavioral health system that delivers services according to 12 guiding principles. These principles are:

1. Collaboration with the child and the family.
2. Functional outcomes to aid children to achieve success in school, live with their families, avoid delinquency, and become stable and productive adults.
3. Multi-agency and multi-system collaboration.
4. Accessibility to services needed by the child.
5. Best practices are to be used for each child, including adequately trained and supervised staff.
6. Most appropriate setting in that the child will be served in their home and in their community to the extent possible.
7. Timeliness. Children are to be served promptly.
8. Services are to be tailored to the individual child and family.
9. Stability means that multiple placements for child and family are to be minimized.



10. Services should respect and adapt to the child and families unique cultural heritage.
11. Independence. Services will include training for parents to meet the behavioral health needs of their child as well as support and training for children self-management.
12. Provide connection between the child family and natural supports. The supports include extended family members, friends, and community and religious organizations support.

This required collaboration between the following agencies: Department of Economic Security, Department of Juvenile Corrections, Administrative Office of the Courts, Department of Education, and the Regional Behavioral Health Authorities. The settlement agreement required that these agencies cooperate to deliver “wrap around” services to juveniles and their families (Arizona Department of Health Services-Jason K).

The second part of the interview question asked respondents to consider the role of AzPYDI in statewide collaboration efforts. When queried, however, most of those interviewed (11) did not comment on a contribution of AzPYDI. Even the four respondents who were aware of AzPYDI did not feel that AzPYDI had impacted state or local collaborations. Those familiar with the initiative did state, however, that AzPYDI has continued to provide a forum to discuss the topic of youth development in the state of Arizona.

Three themes emerged from key informants’ responses to the following questions:

What, in your opinion, are some of the conditions in Arizona that continue to challenge the effective development of statewide collaboration for youth development in Arizona? What role has AzPYDI had in this facilitation?

One theme was that the paucity of resources for youth development in Arizona intensifies competition among agencies. This competition results in reluctance to collaborate. Rural representatives felt that the rural counties were excluded from the state’s decision-making process. Thus, they are reluctant to collaborate with agencies that emanate from the major metropolitan areas (Phoenix and Tucson). The final challenge was the recurrent comment that the state agencies have adopted a “punishment model” which is coupled with a low priority for youth at the legislative



and state agency levels. One product of this model is an emphasis on juvenile justice at the expense of positive youth development.

Strengths Employed to Assure Effectiveness

The most prominent strength of the AzPYDI was, and continues to be, the dedication of the present coordinator. The AzPYDI encountered many obstacles cited in the above sections. Regardless of these obstacles, the present AzPYDI coordinator continues to work with collaboration members to sustain and revive the initiative in Arizona. In addition, she has been supported by a few dedicated task force members who have continued to participate and support AzPYDI.

Another strength is the existence and dedication of local collaborations. Some have been a part of AzPYDI and others have not. For example, the SouthEastern Arizona Behavioral Health Services, Inc. (SEABHS) has continued to work with their community to develop and promote youth development. This collaboration includes representatives from Santa Cruz, Cochise, Graham, and Greenlee Counties. Another example is in Yavapai County. The youth collaboration in this county has evolved over 20 years of dedication by a core group of individuals who represent all facets of youth development. This effort includes juvenile justice, schools, child welfare, and behavioral and physical health. Yavapai members have built relationships with one another to enable that county to develop a holistic response to the needs of youth in their community. The greatest strength of AzPYDI is the sustained relationship among people who are dedicated to meeting the needs of youth in their communities.

Sub-theme 4: State and Local Relations – Challenges and Opportunities

Sub-theme 4 required the evaluation team to provide information on the role that local persons or agencies had on influencing the policy or direction of the initiative in Arizona.

As stated in Focus II: sub-theme 3, four individuals were the original partners who were responsible for the conception and implementation of the initiative. The group was motivated by a shared concern over the lack of services for children who had runaway from home and had no place to live. They were successful in developing, promoting, and passing legislation that resulted in appropriations used to open and maintain shelters for runaway and homeless youth.



Three of these individuals were from Maricopa County and one was from Pima County. Because of these individuals, a “local collaboration” developed the initial focus of the initiative. Unfortunately, after this had been accomplished none of the original four members of the collaboration continued to participate in the task force after the second year of the initiative.

Focus IV: Ongoing Concerns, Recurrent Themes, and Perennial Problems

Focus IV was designed to elicit comment and analysis of those implementation and operational issues that have influenced AzPYDI throughout its existence.

Sub-theme 1: State Policy Context – Maintaining/ Sustaining the Priority

The intent of this sub-theme was to focus on the political environment and its impact on the initiative in Arizona.

During the inception of the initiative, youth and youth development met many challenges. There were school shootings coupled with gang-related homicides. The emphasis of the national juvenile justice agenda was on chronic violent juvenile offenders (OJJDP 1998) and school safety (NCJ 1998). This was the era where juveniles had been labeled as “super-predators” (OJJDP 2003). The national agenda and attitude toward youth was mirrored in Arizona. As the above legislative synopsis in Focus area I describes, the political agenda of the state legislature in reference to youth was on delinquent youth as opposed to positive youth development.

Sub-theme 2: State Investment Levels – Budgets Fiscal Constraints, Perennial Competition

This sub-theme directed the evaluation team to assess the state investment to maintain a level of state support that is commensurate for youth development.

The above analysis of child well-being indicators reported by the Annie E. Casey Foundation indicated that youth did not appear to be a budget priority for the state of Arizona. To provide additional perspective, key informants were asked for their perception of the states level of spending on youth since 1998 to the present. Ninety eight percent agreed that the spending levels have “gotten worse.” Clearly, spending for youth has not been a priority for the state of Arizona.



Sub-theme 3: State Level Collaboration – Sustaining the Partnership

This sub-theme also required the evaluation team to provide information about the operational aspects of AzPYDI. Examples of operational aspects included meeting participation and cross agency agreements.

The original program coordinator left during the fourth year of the initiative. Following this, the assistant program coordinator was promoted to the coordinator position. Changes in staff were accompanied with changes of collaboration members. For example, the four original collaboration members ceased to participate after the first 18 months of the initiative. Meeting attendance by other members was sporadic during the second and third year of the initiative. Further, it was reported that many of the collaboration meetings during this time frame were canceled. The new youth development coordinator hired a national consultant to revitalize the taskforce with new members and build a stronger structure. In addition, they structured workshops that resulted in mission and vision statements for the task force. It should be noted that the mission and vision statements were not developed for the task force until the fourth year of its existence.

Sub-theme 4: State/Local Relations – Fashioning a New Partnership

The intent of this sub-theme was to elicit a description of the experiences and perceptions about ways to facilitate collaboration in Arizona. Information for this theme was generated from responses to the following key informant interview question.

Given your previous answer, assume that you could make changes in Arizona to facilitate the integration of youth development. What would you do? (probe for reasons).

Although there were many responses to this question, three central themes emerged from the key informants.

The first was to increase the priority of youth at the state legislative level. The respondents felt that this should be accomplished by allocating more general fund dollars for youth. The creative key to this suggestion was that any funds that are allocated to state or private agencies should be contingent upon collaboration. Their reasoning was that this approach would foster a more collaborative and holistic approach to youth development.



One of the most consistent suggestions was creation of a central department of youth within the governor's office. This agency would include juvenile justice and corrections as well as child welfare, education, and behavioral health. They suggested that all agencies and programs that included youth should be within this one agency, similar to other states that have a separate agency for youth within their infrastructure. It was further suggested that process and outcomes of this agency should be continually evaluated by an outside evaluator. One respondent also suggested that after ten years in operation the governor's office, in conjunction with the legislature, should evaluate the effectiveness of the agency and decide whether or not it should be reorganized, continue operation, or be abolished.

The key informants suggested that youth be involved in policy decisions regardless of the creation of a department of youth. This would include allowing the youth to be "voting members" of any collaboration. In addition, it was suggested that the legislature develop a youth commission comprised of young people to advise the legislature on youth issues. Finally, it was suggested that youth councils be established in each county. It was noted that this model has been successful in some Arizona communities. For example, the Tempe and Phoenix youth commissions advise the mayor of these cities about youth issues and programs.

Focus V: Assessment of Impacts – Making the Difference for Young People

Focus area V was designed to gather information about the impact of the initiative to provide an answer to the question, "What difference has the demonstration made in the state's abilities to respond to the needs of youth?"

Sub-theme 1: State Policy Context – Promising Developments in the Shift to PYD.

To answer this question, respondents were asked about seven aspects of youth development. The following figure shows seven aspects of youth development and the percent of respondents who indicated progress (worse, the same, a little progress, and a lot of progress) for each aspect.



Figure 3. Perceived Progress of Youth Development

Aspects of Youth development	Things have gotten worse	Things are pretty much the same.	There was a little progress in this area.	There was a lot of progress in this area.
Public and agency awareness about the needs of youth.	33%	27 %	33%	7%
Reorganizations of state agencies to promote youth development.	33%	33%	20%	13%
New mandates for inter-agency collaboration and cooperation.	40%	7%	40%	13%
Enactment of youth policy or legislation.	60%	40%	0%	0%
Recognition by state agencies (both public and private) that youth need to be treated holistically.	27%	27%	46%	0%
Statewide level of spending on youth development.	93%	7%	0%	0%
Coordinated integration of services for youth across agency specialties.	47%	20%	27%	7%

Review of Figure 3 reveals there was progress in only two particular aspects of youth development: new mandates for inter-agency collaboration and cooperation, and recognition by state agencies that youth need to be treated holistically. The key informants agreed that the reason for the increase in collaboration was the Jason K settlement. This settlement mandates collaboration among the Department of Economic Security, Department of Juvenile Corrections, Administrative Office of the Courts, Department of Education, and the Regional Behavioral Health Authorities. The settlement agreement required that these agencies cooperate to deliver “wrap around” services to juveniles and their families. Given this, it was not surprising that 46% of the key informants felt that state agencies had made progress toward treating youth holistically.

It was unfortunate, however, to observe that the respondents felt that there was either no progress or that “things have gotten worse” for the remaining five aspects



of youth development. These included public and agency awareness, promotion of youth development, enactment of youth policy, levels of spending, and coordination of integration.

Sub-theme 2: State Investment Levels – Evidence of Budget Priority

The focus of sub-theme 2 was on the perceptions of changes in state investment and funding levels.

As stated above, interviewees indicated that youth issues should be a higher budget priority for the state of Arizona. To provide additional perspective, key informants were asked for their perception of the state's level of spending on youth since 1998 to the present. Ninety-eight percent agreed that the spending levels have "gotten worse."

Clearly, youth are not one of the highest priorities for the state of Arizona. No evidence was discovered to indicate that this has changed since the inception of the initiative. The only exception was the allocation of a limited amount of funds for homeless and runaway youth in 1999. It was reported by one key informant that this allocation would not continue in the 2003–2004 budget. As a result, the budget picture is consistent with the 93% of the key informants who felt that the funding for youth has "gotten worse" from 1998 through 2003.

Sub-theme 3: State Level Collaboration – Service Integration and Holistic Approaches

Another area of interest concerned changes in levels of service integration as a platform for holistic services and programs for youth.

As noted, one result of the Jason K settlement was a holistic approach to the treatment of youth who are within the juvenile justice system. This settlement was limited to "youth who are having difficulties." There was no similar settlement or initiative that integrated this approach for all youth in the state.

Sub-theme 4: State/Local Relations

The emphasis of this sub-theme was to provide information about how state and smaller units of government have changed their relationships to accommodate new ways to pursue the needs of youth in Arizona.



There are, however, local collaborations that attempted to provide a more holistic approach to youth. The local communities that received “mini-grants” from the initiative have implemented holistic approaches. These communities include:

- Arizona Children’s Association representing Apache, Navajo, and Mohave Counties. They used the funds to create a youth council and conducted a needs assessment survey.

- SouthEastern Arizona Behavioral Health Services. This local collaboration used initiative funds to develop and implement a youth council. In addition, the collaboration provided mentorship programs to the Juvenile Probation Department. They also developed and maintained the “New Turf” prevention program. In this program, youth provide prevention programs to other youth in their community.

- Coconino County. This county used the mini-grant funds to create a youth development council of youth and adults.

- Maricopa County. As with other counties, Maricopa used funds to create a youth development council. They also prepared a youth needs survey. Results from their survey indicated that one of the most significant hurdles to youth is transportation to events and services. This collaboration presented these findings to many local groups and meetings.

- Gila and Pinal Counties. This collaboration distributed a youth needs survey in their area. They established a youth council that included youth and adult representatives from the County Attorneys Office, The Central Arizona Association of Governments, and the Behavioral Health Agency of Central Arizona.

The initial collaboration that sought and obtained the initiative for Arizona advocated for Runaway and Homeless Youth Programs. Their intention was to provide services for this population of youth. As stated in the above focus areas, one result of this group was to secure state funding for runaway and homeless youth shelters.



The respondents indicated that the level of cooperation among these agencies has continued to range from “non existent to inconsistent at best.” There were examples of collaboration among one or two agencies. However, it was felt that comprehensive collaboration did not and does not exist. In addition, respondents indicated that there is cooperation among some individual agency caseworkers, probation officers, counselors, and teachers. It was reported that a similar level of cooperation does not exist at the administrator and director levels of these agencies. The exception is the mandated cooperation between DES, the Administrative Office of the Courts, and the Departments of Education and Behavioral Health Services, because of the Jason K settlement.

Focus VI: Prospects for the Future - Transforming the State’s Approach

The final focus area solicited information about the degree of sustainable impact that the initiative attained during the last five years.

Sub-theme 1: State Policy Context – Future Aspirations, Plans and Chances for Success

The emphasis of this sub-theme was on future policy and an assessment of the probability of success. Responses to the following questions included in the key informant interviews were used to respond to this sub-theme.

Integrated statewide youth development will take a lot of cooperation between state agencies as well as cooperation among providers of services such as _____ (insert respondent’s agency). How do you feel about the willingness of “all the players” to work with one another to provide integrated services for Arizona’s youth?

Which was followed by:

Overall, how would you describe the future of Youth Development in Arizona?

The respondents explained that there was some progress toward the state’s ability to respond to the needs of youth. However, they also stated that state collaboration would not take place in Arizona until state agencies are mandated to cooperate. Coupled with this, were the respondents’ feelings that this level of cooperation will only be implemented if there are changes in the state’s infrastructure in regards to youth. They reiterated their suggestion that the form of the structural change needed is the creation of a department of youth and youth services within the Governor’s



office. Some of the verbatim responses to this question provide a qualitative assessment of the future of youth development in Arizona. Respondents noted that the future of youth development in Arizona...

- “makes me want to cry.”
- “is always budget driven.”
- “is dismal without a change in focus and priority.”
- “I am cynical; at the individual level there is hope, at the administrative level there is no hope.”
- “a bit dismal.”

One final verbatim comment was the best summary of the responses to these two questions:

- “It (youth development) will continue to happen because of the dedication of individuals as opposed to any clear mandate from the state.”

Sub-theme 2: State Investment Levels – Maintaining Youth as a Policy Priority

As with other sections, this sub-theme provided the evaluator with an opportunity to comment on the commitment of the state to provide the funds necessary to maintain youth policy.

Youth have not been a high priority in the state of Arizona during the past five years. This was in part the reason for the key informants’ bleak vision of youth development in the future. There is, however, some reason for hope. As noted by many of the key informants, Arizona’s new Governor appears to support youth and youth programs by protecting the education budget from dramatic reductions. In addition, she has supported maintaining the KidsCare budget to provide health care for indigent children. She has indicated that she would veto a proposed legislative budget reduction for Healthy Families, a child abuse prevention program. Thus, the program could be saved.



Sub-theme 3: State Level Collaboration – Prospects for Permanency

This sub-theme assesses the probability that the initiative will continue after funding ceases.

There are three examples of “prospects for permanency” which have occurred during the tenure of the initiative. First, as a result of the Jason K settlement, four state agencies that work with youth have been mandated to collaborate and provide holistic services to youth receiving treatment services. Regardless of their histories, these agencies are building and maintaining state-level collaboration. Second, the AzPYDI has encouraged local agencies to establish and maintain collaborations. It is felt that one product of this process is that local collaborations will facilitate state collaboration. Third, it appears that the new governor embraces the concept of youth and youth development collaborations.

Sub-theme 4: State/Local Relations – Building a True Partnership

This final sub-theme was included to provide a report of the state’s vision for sustaining a collaborative effort that is aware and sensitive to local youth issues and needs.

As the above responses indicate, Youth Development in Arizona is mainly the result of local collaborations. One of the most salient outcomes of AzPYDI, the homeless shelter legislation, was the result of four dedicated individuals in one community that were aware of the needs of homeless youth. They coalesced to provide services for these youth. People who formed the SEABHS “New Turf Project” continue to promote youth development with councils and workshops in four Arizona Counties. The initiative provided mini-grants that did result in local communities gaining experience with youth councils, and helped promote a vision for how youth can be more involved in the decision making process. Youth development in Arizona has historically been the response of local communities to local youth issues. Initiatives such as the Youth Development State Collaboration Project have encouraged some decision makers in the state infrastructure to embrace the concept of collaboration for youth development. The essence and implementation of collaboration in Arizona, however, is a local, “naturally occurring” phenomenon. It appears that there are dedicated adults in every community who desire to meet the needs of youth in their communities. Regardless of national or state initiatives or neglect by the state or federal government, they will continue to be dedicated to meeting the needs of youth.



Summary and Conclusions

This case study was not designed to provide a definitive evaluation of AzPYDI. The information generated for this report was intended to provide insight into the implementation, accomplishments and challenges encountered by this effort. The following section summarizes the main points of the report. The section is organized into three areas: Historical Overview, Accomplishments, and Final Observations.

Historical Overview

The inception of the initiative in Arizona was the result of several individuals who were dedicated to providing services to runaway and homeless youth. The solicitation for the initiative was coupled with the Runaway and Homeless Youth Act. Therefore, there was a match between the vision of the four founders of AzPYDI and the intent of the funder. After award of the grant, AzPYDI assisted in passing legislation that provided shelters for runaway and homeless youth. Based on comments from the informant interviews, the coordinator of AzPYDI became a focal point to implement the runaway and homeless shelters approved by the state legislators. In 1999-2000, it was also reported that the coordinator attempted to implement the other aspects of youth development as prescribed by the grant.

Attendance at task force meetings started to decline during early 2001. One reason for the decline may have been the perception that AzPYDI had accomplished its tacit objective. That objective was implementation of the runaway and homeless shelters.

The AzPYDI task force was revitalized in July of 2002. The result was a statewide task force meeting that took place on July 15, 2002. Records indicate that over 65 people attended this all day meeting. The attendees identified strategic capacity building, community and youth development activities, and developed a direction for youth development in Arizona.

Subsequent to the July meeting, the subcommittees met during September, October and November of 2002. One committee developed core values, and a vision and mission statement for the larger task force of AzPYDI. Another output for the committee meetings was strategic plans for the following areas:

- Youth Advocacy, Legislation and Policy Network Committee
- Networking and Relationship Building Committee
- Communications Committee



- Capacity Building and Operations Committee
- Constituency, Growth and Development Committee

It appeared that by December 2002, with the assistance of the consultant, AzPYDI had refocused with a new vision and mission statement as well as strategic plans.

Accomplishments

The following is a list of the original objectives of AzPYDI as stated in the grant proposal. After each, there are brief observations about the relative accomplishment of each objective. These comments are not offered as a summary judgment of the outcomes of the AzPYDI, but are included to provide additional information on the conditions under which the initiative has operated.

■ Establish a Youth Development Policy Task Force comprising youth and adult members.

The AzPYDI appeared to meet this objective. A Task Force was established and continued to function from the inception of the initiative through the writing of this report. The participants on the task force changed from the first few meetings through the most recent meeting in February of 2003. Review of meeting records revealed that few of the original members continued to participate through 2003. There did not appear to be consistent representation of youth-related state agencies, community-based youth service agencies, and business and community leaders. Youth participation was consistent in that youth were present at each of the task force meetings. However, there were different youth at each of the meetings.

■ Establish local Youth Development Councils, made up of 75 percent youth and 25 percent adult members.

The staff of AzPYDI appeared to work diligently to achieve this objective. Documentation reports from recipients of the mini-grant revealed that representatives from each of 15 Arizona Counties were represented on a regional Youth Development Council. Review of the final reports of these councils revealed that they were extremely active through 2001. The councils appeared to be composed of 75%



youth and 25% adult members. This objective appeared to have been met to the extent that councils were created.

■ **Conduct a survey of Arizona communities on youth development needs, strategies, and resources.**

Each of the youth councils conducted a needs survey in their respective communities. Results of these surveys appeared to assist the Youth Development Councils in their planning. There was no documentation discovered, however, that coalesced the survey information from each of the councils into one document that would have helped the statewide Task Force develop youth policy.

■ **Assist Youth Development Councils in sponsoring regional Youth "Town Halls," or forums for young people to express their views.**

There was only limited evidence of the accomplishment of this objective. One regional town hall was conducted during the initiative. It was sponsored by the SouthEastern Arizona Behavioral Health Services. This event provided youth with the opportunity to identify young people's needs and key issues as well as to raise public awareness.

■ **Provide training on youth development.**

The staff of AzPYDI provided numerous training sessions for each of the youth council members. In addition, the staff coordinated the July 2002 session that provided Task Force members, community leaders, state agency staff, and youth service providers with training on strategic planning and collaboration building.

The staff made recommendations on the development of a state-level organizational infrastructure to support the provision of youth development opportunities and services to young people.

Advocating for and implementing the runaway and homeless youth shelter services was the most salient example of how AzPYDI accomplished this objective. The initiative could not bring together juvenile justice, child welfare, and health and education to form a



working infrastructure. However, this was more illustrative of the state's lack of coordination as opposed to any failure by AzPYDI.

■ **Develop a clearinghouse on youth development that will facilitate information exchange on youth development strategies and offer information on existing programs and activities that promote youth development.**

The initiative only partially accomplished this objective. They made several attempts to establish a web site to promote the creation of a clearinghouse on youth development. That web site was not in operation until late in 2002.

As can be seen from the above list, AzPYDI accomplished most of its objectives during the last five years. Some of the objectives could not be fully met because of the existing infrastructure of the state.

Final Observations

It was encouraging to discover that the initiative was as successful as it was despite the challenges encountered during its inception and tenure. These challenges included fiscal limitations and limited collaborative efforts between several agencies. Limited funds may foster intense competition among not-for-profit agencies that try to serve youth. This may be viewed by some as a disincentive for collaboration. Agencies operate under these conditions in survival mode and focus on the protection of their own services and programs rather than supporting collaborative efforts.

In addition to these formidable challenges, the initiative also had to contend with the prevailing attitude toward youth in the late 90's and early 2000 that perceived juveniles as "super predators" to be feared and controlled with severe adult penalties. Finally, September 11, 2001, occurred during the midpoint of the initiative. The resulting economic chaos continues to decimate spending for youth in Arizona.

Given these challenges, the encouraging aspect of AzPYDI is that it survived and accomplished as much as it did. The most important finding of the case study was the dedication of people in local communities. Regardless of obstacles, they continue to believe in the inherent goodness of youth. Bolstered by this, they work for and with youth and youth development each day regardless of initiatives or state support.



Endnotes

The following table includes the amount of state funds and federal funds per line item. Personnel costs include employment related expenses. Service expenses include mini-grants of \$10,000 to local collaborations as well as consultants. Operating expenses include equipment, travel for staff, supplies, and indirect costs (administrative overhead).

Table 3.

	Year 1		Year 2 ¹		Year 3		Year 4		Year 5 ²	
	State	Fed	State	Fed	State	Fed	State	Fed	State	Fed
Personnel	37,910	40,356	37,910	40,356	37,910	40,356	51,890	40,356		34,600
Service		69,644		69,644		69,644		50,000		69,263
Operate		7,000		7,000		7,000				
Travel		3,000		3,000		3,000		8,500		10,158
Supplies	3,000						3,000		5,282	5,299
Indirect	50,243		50,243		50,243		50,244		37,219	
Other								21,144		750
Total	91,953	120,000	91,953	120,000	91,953	120,000	105,134	120,000	42,501	120,070
Total -All	\$211,953		\$211,953		\$11,953		\$225,134		\$162,501	

1. During the transition between year one and two, the initiative requested that \$71,649 of the year-one federal assistance be carried over to the second year. The request was because of a delayed start of the initiative, which resulted in an inability to expend the \$50,000 worth of mini-grants along with technical assistance funds and some indirect costs.
2. An additional \$50,000 was added to year five as the result of a “carry over” from services. This amount was not expended during year 4. Also, the figures in this table were derived from the budget submittals per year. The total federal amount of \$120,070 appears to be an error for the 02 – 03 request. It was assumed that this \$70 error would have been adjusted by the funding source.



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Appendix A

Arizona Positive Youth Development Initiative (AzPYDI)

Key Informant Interview Questions

Hello _____ my name is _____ and I am with LeCroy & Milligan Associates in Tucson. We are conducting a study on youth development in Arizona.

{I obtained your name from a list of people who attended one or more of the task force meetings of the Arizona Positive Youth Development Initiative} Do you recall anything about this Initiative?

- OR -

{I was given your name by _____ who suggested that I talk to you because you are someone who is involved in the field of youth development in Arizona. Are you familiar with the Arizona Positive Youth Development Initiative?

Yes	No

This was a federal grant that was awarded to DES in 1998 - 1999. The mission statement of this group is "to develop a state collaboration that actively advocates for policy, legislation, infrastructure and resources to support a network of comprehensive and sustainable services, programs and opportunities for youth". Betsy Long was the original coordinator of the program and Regeanna Mwansa replaced Betsy about two years ago.

I have a few questions that will take about 20 minutes to answer. All answers are confidential and any comments used in our case study will not be associated with your name. We will include a list of people that we contacted in our report, however names and specific comments will not be linked. Please understand that there are no wrong answers. Rather we are interested in your candid perspective.



How long have you been involved in youth development? _____ In what areas have you been involved? For example, what types of programs do you or your agency offer for youth?

Now I'm going to ask you some questions about 1.) the recent history of youth development in Arizona, 2.) the present condition of youth development, and 3.) what you see as the future of youth development in Arizona.

History of Youth Development

I will begin with a few questions about the recent history of youth development in Arizona from 1998 or 1999.

- 1. During 1998 or 1999, to the best of your recollection, were there any collaborations in existence that were working to coordinate youth development or services on a **state level**? If so what were they?*
- 2. Thinking back to 1998 or 1999, can you think of any good examples of **local collaborations** that provided youth development services? If so please describe them.*
- 3. To the best of your knowledge what has happened to these efforts in the last five years or so? What impact do you feel the AzPYDI may have had on this local collaboration?*
- 4. For convenience, I have identified four state agencies that provide some form of youth development. These are County Juvenile Probation Departments and the Department of Juvenile Corrections, the Arizona Department of Health Services, DES, and the Arizona Department of Education. Thinking about the history of these four state agencies, what is your perception of their level of collaboration and cooperation with one another?*

Youth Development Present Conditions

Now I'm going to ask you some questions about the present condition of youth development in Arizona.



5. *Thinking about these four agencies, how would you describe their level of collaboration and cooperation today to provide holistic and integrated services to youth?*
6. *You may have mentioned some local collaboration in the above question about the history of youth development. In addition to that can you think of some good examples of **current** local and community collaborations that provide **integrated** services for youth? If so please describe where they are what they do (Probe for connection of these collaborations to AzPYDI).*
7. *In your opinion what makes these successful local and community collaborations?*
8. *What in your opinion are some of the conditions in Arizona that continue to **facilitate statewide collaboration** of youth development in Arizona? What role has AzPYDI had in this facilitation?*
9. *What in your opinion are some of the conditions in Arizona that continue to **challenge** the effective development of **statewide collaboration** for youth development in Arizona? What role has AzPYDI had in this facilitation?*
10. *I will read to you a list of some aspects of youth development. I am going to ask you to rate the degree of progress in each area since 1998 to present.*



Aspects of Youth development	<i>Things have gotten worse</i> -	<i>Things are pretty much the same.</i> 0	<i>There was a little progress in this area.</i> +	<i>There was a lot of progress in this area.</i> ++
Public and agency awareness about the needs of youth.	-	0	+	++
Reorganizations of state agencies to promote youth development.	-	0	+	++
New mandates for inter-agency collaboration and cooperation.	-	0	+	++
Enactment of youth policy or legislation.	-	0	+	++
Recognition by state agencies (both public and private) that youth need to be treated holistically.	-	0	+	++
Statewide level of spending on youth development.	-	0	+	++
Coordinated integration of services for youth across agency specialties.	-	0	+	++

11. *In what other areas of youth development has there been progress?*

12. *In what other areas of youth development has there been less progress?*

Future

This is the last section. I'm going to ask you to speculate about the future of youth development in Arizona.

13. *Integrated statewide youth development will take a lot of cooperation between state agencies as well as cooperation among providers of services such as _____ (insert respondent's agency). How do you feel about the willingness of "all the players" to work with one another to provide integrated services for Arizona's youth?*

14. *Overall how would you describe the future of Youth Development in Arizona?*



15. *Given your previous answer, assume that you could make changes in Arizona to facilitate the integration of youth development. What would you do? (probe for reasons)*

Is there anything you would like to add about the history, present day or future of Youth Development in Arizona?

Finally who are some other people that you feel that I should interview about the history, present conditions, and future of youth development in Arizona?



Appendix B

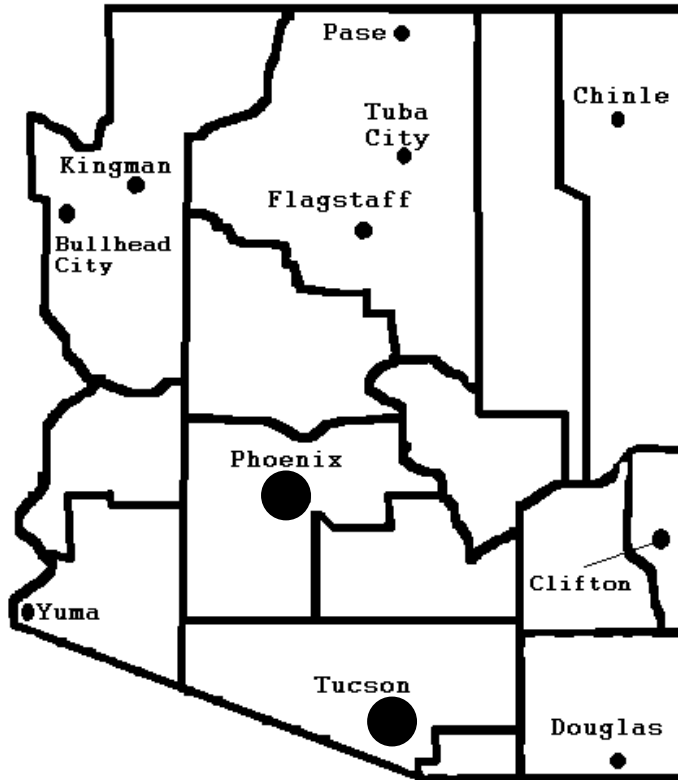
Children's Action Alliance Statistics On Arizona's Children (1999 Data)

- Less than 25 % of children ≤ 18 years old have health insurance.
- 26 % of children ≤ 2 years old are immunized.
- During 1998 the average dollars spent per child for education in Arizona was \$4,611 compared to a national average of \$6,098.
- 47 % of fourth graders in Arizona read below the basic level.
- The median income of families with children in Arizona was 45th lower than other states.
- In 1998, Child Protective Services received 32,639 child abuse and neglect cases. $< 15\%$ of these families received services.
- Arizona ranked 45th in the nation for child well-being.
- Arizona ranked 37th in child poverty.
- Arizona ranked 50th in children without health insurance.
- Arizona ranked 49th in high school dropouts.
- Arizona ranked 48th in children born to women ≤ 19 years of age.
- Arizona ranked 34th in teenage deaths.



Appendix C

Major cities in Arizona



Appendix D

	Juvenile Justice	Proactive Youth Dev.	DES – CPS Administrative	Guardianship/fiduciary	Custody/Dependency/Severance	Adoption	Child Support	Foster Care
42 – 1	HB2001, HB2004 HB2002, HB2423 HB2482, HB2161 SB1017, SB1149, SB1101, SB1158, SB1170, SB1353, SB1366	SB1219 SB1369	SB1359, HB2208 SB1119, SB1340 SB1341, SB1403		HB2088	HB2168 HB2475 SB1167	HB2048 SB1227	HB2506
42 – 2	HB2149, HB2196 HB2199, HB2399 HB2454, SB1050 SB1069, SB1102 SB1119, SB1137 SB1151, SB1164 SB1166, SB1259 SB1318, SB1337 SB1363, SB1304	HB2559 SB1323 HB2277 HB2559 SB1283	HB2111 HB2284 HB2343 HB2508 HB2131 HB2134 SB1395 SB1415		HB2063 HB2089 SB1382	HB2238	HB2168 HB2303	SB1388
43 – 1	SB1446, HB2047 HB2015, HB2016 HB2070, HB2102 HB2248, HB2408	HB2010 HB2256	HB2253 HB2258	HB2017 HB2023 HB2470	HB2255	HB2359		
43 – 2	HB2090, SB1258 SB1127, HB2053 HB2142, HB2189 HB2585, HB2613 SB1070, SB1141 SB1258, SB1278 SB1395	SB1065 SB1311	HB2167 SB1375		HB2645		HB2451	
44 – 1	HB2344, HB2252 HB2340, HB2344 HB2491, HB2666 HB2701, SB1049 SB1118, SB1279	HB2441 SB1016 SB1180 SB1407 HB2065	SB1229 SB1040	HB2417	SB1109	SB1056 SB1114 SB1116	SB1053 SB1055	HB2105



	Juvenile Justice	Proactive Youth Dev.	DES – CPS Administrative	Guardianship/fiduciary	Custody/Dependency/Severance	Adoption	Child Support	Foster Care
44 – 2	HB2103, HB2126 HB2352, HB2395 HB2428, HB2449 HB2555, SB1024 SB1074, SB1083 SB1407	SB1136	HB2263 HB2400 HB2401 SB1134 SB1135 HB2041 HB2263		HB2305 SB1160 SB1213	SB1274 HB2406	SB1286	SB1071 SB1281 SB1290
45 – 1	HB2001, HB2026 HB2065, HB2088 HB2282, HB2289 SB1105	HB2496 SB1148 SB1186 SB1321	HB2185 SB1080		HB2002	HB2276 SB1004 SB1140	SB1057	HB2555 SB1072



Appendix E

1995 - 42nd Legislature Regular Session 1

HB2001	name change; juvenile corrections
HB2002	education programs in detention centers
HB2004	committed youth board membership
HB2048	alimony; child support; handling fee (Chapter 213)
HB2088	perinatal substance abuse; advisory council (now: advisory council; perinatal substance abuse) (Chapter 215)
HB2161	boot camps
HB2168	interracial adoption of children (now: adoption; racial preferences; prohibitions) (Chapter 226)
HB2208	child welfare; department accountability; report (Chapter 126)
HB2423	youth crime control; jobs appropriation
HB2475	adoption assistance; eligibility (Chapter 286)
HB2482	curfews; drive by shootings
HB2506	foster care placement (Chapter 117)
SB1017	DUI; community service (Chapter 181)
SB1101	probation services; state aid; formula (Chapter 192)
SB1119	DES; children; health services (Chapter 49)
SB1143	program funding; limitations; applications (Chapter 196)
SB1149	victims' rights; juvenile offenses
SB1158	juvenile victims' rights; implementation fee (Chapter 101 RFE)
SB1167	interstate adoptions; insurance; AHCCCS (Chapter 123)
SB1170	court attendance: parent or guardian (now: workers compensation rates; retroactive deviation) (Chapter 87)
SB1219	youth in crisis services
SB1227	child support; assignment of rights (Chapter 206)
SB1340	CPS; records; access (Chapter 266)
SB1341	CPS; confidentiality; alias; access (Chapter 176 RFE)
SB1359	committee; children and family services
SB1353	child support enforcement (Chapter 270)
SB1369	committee; children; family services (Chapter 272)



SB1366 indigent defense; judges' salaries (now: constitutional commemoration committee; holiday) (Chapter 104)
SB1403 long-term care services; study committee (now: child care resources; referral system) (Chapter 177)

1996 - 42nd Legislature Regular Session 2

HB2063 domestic relations education; children's issues (Chapter 201)
HB2089 juvenile dependency representation; public defender (Chapter 83)
HB2111 child care facilities (Chapter 298 E)
HB2131 CPS: files (Chapter 261)
HB2134 child immunization reporting system (Chapter 228)
HB2149 county curfew authority (Chapter 36 E)
HB2168 child support; payments (Chapter 188)
HB2196 graffiti; license revocation (Chapter 361)
HB2199 sexual assault; similar crimes evidence (Chapter 331)
HB2238 adoption; certification; consent (Chapter 300)
HB2284 tobacco tax; health education (now: oversight committee; perinatal substance abuse) (Chapter 52)
HB2277 supplemental appropriations; family programs (Chapter 247)
HB2343 state funds; appropriation (Chapter 335)
HB2303 children; settlement payments (Chapter 56)
HB2399 fingerprinting; juveniles (Chapter 241)
HB2454 police protection (Chapter 343)
HB2508 AHCCCS; premium sharing (now: AHCCCS ; premium sharing demonstration program) (Chapter 368)
HB2559 neighborhood protection act; youth employment (Chapter 309 E)
SB1050 sexual exploitation of minors (Chapter 112)
SB1069 juveniles; hearing officers; truancy (Chapter 313)
SB1102 tattoo parlors; minors (Chapter 222)
SB1119 child witnesses (Chapter 23)
SB1137 county medical examine; autopsy; requirements (Chapter 96)
SB1151 dangerous crime against children; notice (Chapter 108)
SB1164 victims' rights implementation revolving fund (Chapter 172 E)
SB1166 victims' rights; revisions (Chapter 158)
SB1259 criminal statute of limitations (Chapter 176)
SB1283 AHCCCS; omnibus (now: omnibus; AHCCCS) (Chapter 288)



SB1318	CPS; employees; caseloads; standards
SB1323	Constitutional commemoration committee
SB1337	child support enforcement; paternity (Chapter 170)
SB1363	juvenile justice reform
SB1382	marital and domestic relations (Chapter 192)
SB1388	foster care review board; continuation (Chapter 65)
SB1395	CPS; files; confidentiality (Chapter 291)
SB1304	fetus abuse
SB1415	Child care centers; files; purging (now: children and family services committee) (Chapter 150)

1997 - 43rd Legislature Regular Session 1

HB2010	child abuse prevention fund; purpose (Chapter 168)
HB2015	victims' rights; notice (Chapter 126 E)
HB2016	sexual conduct with minors; sentencing (Chapter 179)
HB2017	permanent guardianships (Chapter 169)
HB2023	private fiduciary funding (Chapter 180)
HB2047	school safety committee
HB2070	corrections; release of INS detainees (now: material harmful to minors; sale) (Chapter 156)
HB2102	court fees; surcharges; consolidation (Chapter 79 RFE)
HB2248	custodial interference; criminal penalties (Chapter 270)
HB2253	child welfare; reporting requirements (Chapter 22)
HB2255	expedited severance (Chapter 222)
HB2256	family builders pilot program (Chapter 223)
HB2258	child protective services; hearing; appeals (Chapter 224)
HB2359	adoption; church programs (Chapter 225)
HB2408	criminal code omnibus (Chapter 136)
HB2470	nonbiological parents (Chapter 295 E)
SB1446	juvenile justice implement Prop. 102

1998 - 43rd Legislature Regular Session 2

HB2053	seat belt use (now: DUI omnibus; interlock devices; penalties) (Chapter 302)
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HB2090 school resource officers
 HB2142 domestic violence; protection (Chapter 294)
 HB2167 welfare administration; revisions (Chapter 118)
 HB2189 aggravated harassment; stalking (Chapter 37)
 HB2451 child support omnibus (Chapter 260)
 HB2585 fingerprinting (Chapter 270)
 HB2613 victims' rights; program; fund (Chapter 273)
 HB2645 temporary custody; preliminary protective hearing (Chapter 276)
 SB1065 healthy families; literacy; health start (Chapter 295 E)
 SB1070 appropriation; community food security grants (now: electronic; internet distribution; child pornography) (Chapter 147)
 SB1127 juvenile detention centers
 SB1141 sexual assault; life sentence (Chapter 281)
 SB1258 juvenile justice; substantive changes (Chapter 216)
 SB1278 criminal code omnibus (Chapter 289)
 SB1311 appreciation Navajo facilities; youth center
 SB1375 children; placement; delivery of services
 SB1395 juvenile offenders; notice to schools (Chapter 1151)

1999 - 44th Legislature Regular Session 1

HB2065 children; health start (Chapter 241)
 HB2105 foster care; children's rights (Chapter 198)
 HB2252 juvenile and educational records; disclosure (Chapter 245)
 HB2340 driving regulations; conforming legislation (Chapter 11 E)
 HB2344 diversion; drug courts (Chapter 22)
 HB2417 permanent guardianship; subsidy (Chapter 251)
 HB2441 waste tires (now: child abuse; special plates; fund) (Chapter 71)
 HB2491 fingerprinting requirements; adoption (Chapter 220)
 HB2666 tattoos; prohibitions (Chapter 323)
 HB2701 tobacco sales; minors (Chapter 345)
 SB1016 health start program (now: reinsurance) (Chapter 184)
 SB1040 CPS records; confidentiality (Chapter 186)
 SB1049 inmate correspondence; prohibition (Chapter 281)



SB1053 child support; exemption (Chapter 77)
 SB1055 children and family services; committee (Chapter 51)
 SB1056 adoption by aunts and uncles (now: free exercise of religion) (Chapter 332)
 SB1109 dependency; permanent guardianship; termination (Chapter 81)
 SB1114 adoption and foster care; committee (Chapter 82)
 SB1116 expedited adoption (Chapter 347)
 SB1118 child abuse registry; records (now: savings plan; college) (Chapter 98 E)
 SB1180 homeless youth intervention pilot program (now: assistance services programs; appropriation) (Chapter 328)
 SB1229 child welfare; reporting requirements (Chapter 37)
 SB1279 peace officer personal information; Internet (Chapter 261)
 SB1407 crib safety (Chapter 18)

2000 - 44th Legislature Regular Session 2

HB2041 genetic testing; confidentiality (now: genetic testing) (Chapter 149)
 HB2103 victims' rights; definition; vulnerable adults (Chapter 269)
 HB2126 domestic violence (Chapter 361)
 HB2263 parent action councils (Chapter 213)
 HB2305 child custody; modification; petitions (Chapter 215)
 HB2352 elections; youth in voting booth (Chapter 8)
 HB2395 methamphetamines; child, vulnerable adults; abuse (Chapter 50)
 HB2400 CPS; investigations; contested cases (now: local foster care review boards) (Chapter 285)
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