

Coconino Coalition for Children & Youth:
Evaluating Coalition Purpose and Effectiveness for Child Well-Being

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Abstract

The Coconino Coalition for Children & Youth (CCC&Y) is a unique organization that relies on the partnerships of numerous stakeholders in Coconino County who are dedicated to the well-being of children. This is a comprehensive assessment of the full organization.

The information contained within this report gives an overview of the full program. It demonstrates that the purpose and methods of CCC&Y are grounded in research. It further demonstrates that the major activities of CCC&Y are having documentable results. For example, the investment of the “Kevin Campbell” event increased community knowledge on average from 68% to 87% understanding across several child welfare indicators.

The report will lay out all information currently known about the impact of CCC&Y, and it will make recommendations for assessing the long-term goal: child well-being in Coconino County.

Step 1: Engage stakeholders

The stakeholders of the Coconino Coalition for Children & Youth (CCC&Y) include; board members, CCC&Y members, staff, volunteers, partners, funders and the children, youth and families who live within Coconino County.

The mission of CCC&Y is of the utmost importance to all stakeholders. Contained within that mission is the purpose and the reason for involvement of most of our key stakeholders. Additional concerns include; having positive and impactful outcomes, wise and purposeful use of resources, and being able to have a wide and engaging reach.

Step 2: Focus

Agency Profile

The Coconino Coalition for Children and Youth exists to provide leadership in developing community-wide strategies that enhance the well-being of children and youth in Coconino County.

The agency is a small, grass-roots style organization that has been in existence since 1972. There is a full-time executive director, part-time (approximately 20 hours) outreach coordinator and a former intern who works approximately one hour a week. The rest of the organization is a network of board members, coalition members, volunteers and community members.

The specific committees of CCC&Y include:

Action and Outreach (voter awareness/education, legislative review and policy discussion). It is important for voters and policy makers to be engaged and informed about the status of our Cities, County, the State of Arizona and the Nation for best practice for children and youth. For example, as of Jan. 2018 The Arizona Center for Economic Progress noted, based on multiple sources, that “Arizona schools are still receiving \$1.1 billion less in funding than a decade ago” (In Search of a State Budget). Given the recent “Red for Ed” movement that just concluded in Arizona, the information sharing that happens through this committee is crucial for creating knowledge-based decision making.

Child Abuse Prevention (community strategies for awareness of adverse childhood experiences and protective factors development in Flagstaff and Williams). The ACE (adverse childhood experience) study is a well-documented, long-term study that clearly demonstrated the effects of childhood trauma on later health outcomes such as heart disease, cancer, substance abuse and early death. A 2011-2012 study showed that Arizona children have a significantly higher incidence of adverse experiences compared to the national average (Arizona Adverse Childhood Experiences Consortium). It is important that strategies, training and community work both prevent these experiences, as well as, respond effectively to childhood trauma.

Coalition Fosters Connections (preventing the negative effects of foster care and promotion of collective impact, trauma response and strong communities at the community level). When foster children eventually age out of the system, they are at increased risk for drug addiction, financial difficulties and criminal involvement (Hall, 2010). This committee has additional resources to broaden out the child abuse prevention work mentioned above to go further into trauma informed responses, collective community impact and overall work on a wide continuum of prevention strategy. As outlined above, childhood trauma has large effects on society, those experienced by foster children are even more extensive.

“Arizona places more children with a substantiated case of maltreatment in foster care than many other states across the country, and with an increase in the number of substantiated reports, there is an increasing demand on the foster care system (Community, First Things First, p. 150).”

Additionally, CCC&Y maintains strong interests in education issues, the crucial importance of early childhood, trauma informed care and community collaboration. For example, it is well documented that 90% of human brain development happens by the age of five (Community, First Things First, p. 4). This fact makes it crucial for parents, caregivers, community and leaders to understand that the framework for life-long success in children starts before a child even enters K-12 education.

Funding Sources:

CCC&Y has two DCS contracts for regional child abuse prevention councils with the State of Arizona, a prevention contract with Health Choice Integrative Care, and joint partnership support (financial and in-kind) from Coconino County, City of Flagstaff and Flagstaff Unified School District. Annual membership fees and donations go directly to supporting the organization.

The Coalition has a comparatively small budget that is used wisely when looking at the small staff bolstered by a large volunteer base. The in-kind partnerships above allow the overhead costs to be kept minimal in order to maximize programming.

An example of the fiduciary discipline of CCC&Y, can best be described by noting the start of the HCIC prevention contract. This influx of funds meant a large increase to the overall work and budget of CCC&Y. The agency's 1.5 staff completely absorbed this extension without the addition of staff. This proved to be beneficial when a funding source was lost this past year.

The tagline for the agency, which sums up the goals and intent of the organization, is “Connect. Inspire. Engage. Act”. Bringing together all interested parties, inspiring them to action through education and awareness in order to gain their engagement and ultimately hoping to influence their actions is why CCC&Y exists.

Societal Problem

As outlined above, it is well known in the research that childhood experiences (especially in early childhood) but into young adulthood are crucial for the healthy and appropriate development of our citizens. Exposure to violence, abuse, drugs, poor educational experiences, poverty, inferior physical health supports and the lack of consistent and caring relationships/ caregivers in our children is a strong determinant for future societal concerns in adulthood. These concerns include, but are not limited to: increased physical and mental health problems, justice system involvement, under and non-employment, homelessness, and continuation of cycles of violence.

Strategies to promote the strong development of our children and youth are not only an investment in a specific child but an investment in a healthy society. The costs savings of prevention have been demonstrated to be well-worth the investment. In their 2018 report the Arizona Center for Economic Progress noted that Arizona is spending, on average, \$32,985 annually per prison inmate (In Search of a State Budget).

Program Theory

By bringing together divergent people, organizations, community leaders and businesses for the well-being of children, all levels of the county can be impacted to improve the outcome for

children and youth. This model can best be described as a collective impact model that focuses on impacting areas within the community that will have the most impact for all children.

By focusing on early childhood, effective trauma response and extensive work in prevention, including childhood abuse prevention, the coalition works to strengthen, at the community level, improved strategy for positive outcomes.

The coalition becomes the mechanism to disseminate awareness, education, support and the connection between entities. It serves to ensure from the individual-level to the leaders impacting policy (and all levels in between) that the community action and response is both in the best interest of the community and is utilizing best practice procedures to gain the largest and best outcomes.

One example of work by CCC&Y, is to bring together the agencies that are doing crucial work responding to childhood trauma, provide a network of support, training and advocacy of best practice. Through this, CCC&Y hopes to retain staff, agencies and knowledge in the social services in our community.

Why is retention important?

As a part of their work Strokin-Goltzman, Kollar and Trinkle cite Flower, McDonald and Sumski's 2005 study that showed children were 60% less likely to receive permanency if they had more than one worker. They note that Shapiro found in 1976 youth were more likely to be discharged by experienced staff, and Gansle and Ellett found in 2002 that when there is high turnover, experienced workers are rare. They additionally discussed the 1990 work of George to

note that foster children have significant increases of discharge from foster care within two years if there is an “investment in workforce standards--including stability and experience of caseworkers, low caseloads, and high frequencies of contact with youths...”(Strokin-Goltzman, Kollar & Trinkle, 2010).

Why does CCC&Y’s approach make a difference?



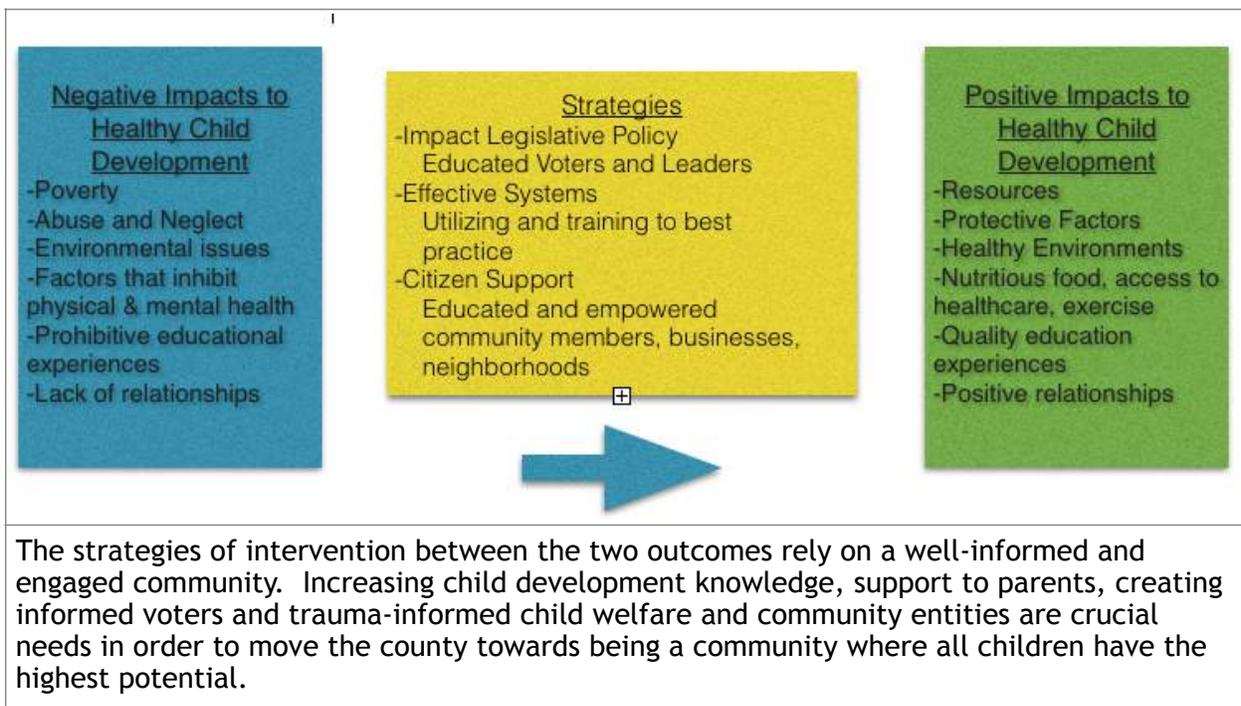
Through network, CCC&Y hopes to impact the training and resources available to programs in the County. In a study by Strokin-Goltzman, a Design Team (DT) model was utilized, made of employees, to determine problems that cause turnover. DT trained facilitators helped the teams arrive at solutions. For burnout, role clarity, professional resources and training, agency commitment, job satisfaction and intention to leave there was a significant improvement for the study group over the control group in terms of retention (2010).

In another study, researchers were able to demonstrate a link between the work culture impacting the climate which leads to staff attitudes where “positive attitudes significantly predicted lower turnover at one year” (Aarons & Sawitzky, 2006, p. 297). Through the use of multiple surveys and data analysis the authors tested 322 employees of public-sector mental-health programs to reach these results. This is important as they were able to demonstrate that both culture and climate can impact staff attitudes. While culture may be more difficult to make large adjustments to initially, it can be adjusted, but also improving climate can assist with

improving staff attitudes (Aarons & Sawitzky, 2006). Through its partnerships and committees, CCC&Y is actively supporting a culture of positive and uplifting support within the County.

In Kim and Stoner’s study they showed a link between job stress and turnover in social workers. They studied 346 social workers through the use of questionnaires and scales. Based on their findings, they made the following recommendation, “Given the stressful situations experienced in most social work positions, the major implication of this research is that jobs should be redesigned so that levels of job autonomy and social support are increased in an effort to prevent burnout and retain workers (Dollard et al., 2000; Johnson & Hall, 1988)” (2008, p. 21). CCC&Y brought in a self-care trainer for the 2018 Child Abuse Conference in order to help get this information into the hands of professionals.

Conceptual framework.



Program description.

<p>Program description chart</p>	
<p>Program description written</p>	<ul style="list-style-type: none"> -The mission guides all work of CCC&Y. -Oversight is provided by the Board of Directors and the Executive Committee of the Board. -The purpose of the various committees and activities of CCC&Y are outlined at the third level of the graph. They range from Prevention to Funding. -The next level shows the committee work as well as the overall events and strategy potential within CCC&Y to meet the purposes. -The work of the committees and staff lead to actual activities such as newsletters, conferences and community events. -The events will lead to measured outcomes. -The people of the County make up the Coalition bringing us full circle-top-down and bottom-up from the mission.

Program Outcomes. What are the immediate, intermediate, and long-term outcomes that can be achieved to solve this problem?

	Immediate (during or after the program)	Intermediate (later on)	Long-term Also known as Impacts (ultimately)
What changes in attitudes, knowledge, behaviors, or conditions do you expect to see?	The immediate goal of the coalition was to be able to define, discuss and describe the purpose of CCC&Y while ensuring the different components of CCC&Y are in-line with this vision.	The intermediate goals of the coalition is to be able to increase awareness, knoweldge and engagement of the community with CCC&Y and CCC&Y initiatives. In other words, to increase the reach of CCC&Y in order to improve the education and awareness of the community, as well as, demonstrating effectiveness with CCC&Y events. It also becomes the hub for information sharing among partners and with the rest of Arizona.	The long range goals of CCC&Y will be to show improved outcomes of children in Coconino County.

Evaluation questions.

1. Was the program implemented as designed?
2. Is the structure and purpose of CCC&Y clear, is it in-line with the mission and is it describable for new people?
3. Is the community’s knowledge about and engagement with CCC&Y increasing?
4. How can long-term improvements for children & youth be measured for the county? What data is available and can be used to measure child-wellbeing?

Logic model.

Inputs	Activities	Outputs	Outcomes
Action and Outreach Committee	Information sharing, letters to editor, analyzing and tracking policy. Pro and anti policies as needed.	Informed Voters in relation to the well-being of children & youth in Coconino County	Policy that benefits the well-being of children & youth in the county.
Child Abuse Prevention	Trainings, conference, Child Abuse Prevention Month Campaigns	Knowledable and active communities in relation to the response to and prevention of childhood trauma	Preventing child abuse and improving the community response to the healing of childhood trauma.
Coalition Fosters Connection	40 Developmental Assets promotion and education. Trauma informed Care. Guest speakers and training. Special Events. Collective impact support to partners.	Improved trauma response and understanding in the community. Strengthened communities. Improved foster care outcomes.	Impacting the outcomes from childhood trauma and foster care to improve education and job rates and limit homelessness, substance abuse and incarceration.

Step 3: Writing Objectives

In order to meet the mission, CCC&Y must be able to reach a large audience to raise awareness, provide training and promote best practice. The numbers of engagement and activity must show this growth. Additionally, the events of CCC&Y must be appreciated by the attendees both in terms of willing to attend, but also, in terms of knowledge gained that can impact future action towards the well-being of children and youth.

Process Objectives	What objectives must your program achieve to successfully implement the program?
#1	In a few, easily spoken sentences be able to describe the mission, purpose and strategy of CCC&Y to community members and to be clear why this is needed for the community.
#2	Show measured increase of community involvement in CCC&Y.

Outcome evaluation objectives.

Outcome Objectives	What objectives must your program meet to ensure that program outcomes are achieved?
#1	Collect outcome measures for CCC&Y events.
#2	Determine and measure data related to child-wellbeing in order to be able to determine long-range success.

Indicators.

Process & Outcome Objectives (from above)	Corresponding Indicator (Measure)
#1	Develop an “elevator speech” and ascertain if it is being used well through survey.
#2	Measure member numbers and Facebook page likes
#3	Complete pre and post tests, as well as, surveys for events
#4	Review other agency needs assessments for baseline and progress data

Step 4: Methodology (design).

This is a report based on work that has been done the past 1.5 years in order to streamline, name and assess the Coconino Coalition for Children & Youth. Most of the outcome measures have been created and are assessed in this current report. The long-term goals are being developed as a part of this report. Additionally, this evaluation explains the full coalition

and can be used to develop the talking points and “elevator speech.” No new or additional resources will be required at this time.

Step 5: Data Collection

In October of 2017, CCC&Y with the support of numerous partners from the Coalition Fosters Connection committee brought Kevin Campbell to Flagstaff and Page Arizona. The plan was to utilize his international expertise in child welfare, foster care, permanency, trauma and family finding to impact the wider community and all supporting agencies.

The event was planned and promoted for nearly a year due to the high-cost investment of the project. He completed three, full- day trainings. Each day of training was meant to be the same, however, it allowed for people to have a choice of two days in Flagstaff or a third choice day in Page, AZ to reach the Northern parts of the county.

(Figure 3)

	I am knowledgeable about the Child Welfare System	I have a strong understanding of the unique challenges faced by youth in the Child Welfare System	I have a strong understanding of the multiple effects of trauma	I am knowledgeable about strategies to prevent poor outcomes related to trauma.	I understand family finding and its importance
Pre-Test					
17-Oct	3.41071428571429	3.66071428571429	3.97321428571429	3.26785714285714	3.4375
18-Oct	2.85	2.75	3.15	2.75	3
19-Oct	3.75	3.9625	4.0625	3.5	3.4125
	3.33690476190476	3.4577380952381	3.72857142857143	3.17261904761905	3.28333333333333
Post-Test					
17-Oct	4.31	4.51	4.57	4.32	4.57
18-Oct	3.72727272727273	4.09090909090909	4.27272727272727	4	4.36363636363636
19-Oct	4.35135135135135	4.64864864864865	4.58108108108108	4.2972972972973	4.58108108108108
	4.12954135954136	4.41651924651925	4.47460278460278	4.20576576576577	4.50490581490581
Pre-Test percentage of average understanding	67%	69%	75%	63%	66%
Post- Test percentage of average understanding	83%	88%	89%	84%	90%

There was a great turnout representing, foster care agencies, behavioral health agencies, juvenile court (including the Judges), and numerous other agencies and community members. As figure 3 demonstrates, knowledge-level related to key issues of child welfare and trauma showed remarkable improvement across all three days of training. Participants completed the survey with the five questions listed in the morning before the training began, and then again, at the end of the day after the training had ended.

On March 29, 2018, CCC&Y held its annual Child Abuse Prevention (CAP) Conference. Sponsorship support was provided by Unisource Energy Services, The NARBHA Institute, Little America of Flagstaff, APS, The Exchange Club of Flagstaff, Northern Arizona Healthcare, and the Arizona Council of Human Service Providers.

The theme of this year's conference was Honoring Legacy, Empowering Future. The vision of the conference was to begin discussing issues related to historical trauma in addition to generational trauma with a goal of moving the wider community from judgement to compassion when individuals are having trauma responses.

In addition to impacting the community, quality professional development was provided to improve the response to children and families by various agencies, educational systems and partners within this community. Billy Mills, Olympic gold-medalist, multiple award winner/honoree and non-profit founder provided the Keynote Address. As both a National hero and a Lakota Native, he was able to discuss the empowerment of the individual through goal attainment, but also, have an honest discussion about the roots of historical trauma in this country.

An historian and ethnic studies professor from NAU provided further historical context, then a plenary session on self-care, a lunch panel of community experts was then followed by child abuse and response breakout sessions in the afternoon. Figure 4 shows the overall appreciation of the event, as well as, the highlighted sessions.

(Figure 4)

<h2>2018 CAP Conference</h2> <p>Response on a 1 (Strongly Disagree) to 5 (Strongly Agree) scale. There were a total of 106 surveys returned. Occasional questions were left blank.</p>			<p>Multiple Blanks on this question- Question placed between two sections appears to have been missed by some respondents</p>
<p>What I learned in this activity will enhance my ability to better serve my clients/ patients.</p>	<p>Billy Mills The speaker demonstrated a thorough knowledge of the subject matter.</p>	<p>Self-Care Session The speaker demonstrated a thorough knowledge of the subject matter.</p>	<p>Would you recommend this annual conference to a friend or colleague?</p>
<p>4.48913043478261</p>	<p>4.88349514563107</p>	<p>4.40384615384615</p>	<p>66 Yes, 1 No</p>

Step 5: Analyze and Interpret

Future data needs of CCC&Y include being able to measure the long-term changes of child and youth well-being in Coconino County. It is recommended that several of the community data assessments be utilized for this purpose. The first assessment would be the First Things First (FTF) Needs and Assets Report.

For example, the FTF report shows that based on AZMerit scores 50% of Coconino County School students were minimally proficient in English and 15% were partially proficient leaving a mere 35% proficient or highly proficient (Community, First Things First, p. 82).

Additionally, the report notes that there were 423 reports of child abuse received from April to September 2016 in Coconino County (p. 154) and 988 domestic violence hotline calls were made in the county for the fiscal year 2015. Concerning poverty in Coconino County, 25% of families with children 0-17 are living in poverty while 33% of families with children age 0-4 are living in poverty (p.49).

A special note about the analysis and data collection for this report: The author of this report is the Executive Director of CCC&Y. Therefore, while much effort has gone into assuring a quality review of data, there is the potential for a conflict of interest in the assessment and reporting of the data. However, every effort has been taken to mitigate this risk, to be impartial and to present a clear picture of the scope of CCC&Y.

Step 6: Reporting, Dissemination, and Utilization Plan

This evaluation report will be available at CCC&Y's annual board meeting on May 21, 2018. Additional copies will be available to funders and members upon request. A link to the report will be posted on our website and the link will be shared as a story in our weekly newsletter.

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