

ANTHONY J. ALBERTA, P.H.D.

phone 602-369-0075

e-mail ajalberta@sonoranresearchgroup.com

www.sonoranresearchgroup.com

PROFESSIONAL OBJECTIVE

To continue to practice the development, implementation and evaluation of effective, consumer-oriented human service and healthcare programs.

EMPLOYMENT HISTORY

October 2002 – Current: **PRESIDENT AND LEAD INVESTIGATOR, SONORAN RESEARCH GROUP, LLC**

RESPONSIBILITIES: In collaboration with community-based organizations throughout Arizona, conduct evaluations of behavioral health programs and interventions. Our work emphasizes the development and testing of interventions targeting specific ethnic and racial communities, and gender-specific interventions. Current and past projects include:

- Healthy Living, October 2008 – 2013. \$400,000 process and outcome evaluation of substance abuse and mental health services delivered as part of a continuum of services designed to assist homeless young people 18 – 24 years of age, secure housing and employment in their communities. Funded by the Center for Substance Abuse Treatment through HomeBase Youth Services.
- Sembrando Salud (Sowing Wellness), October 2005 – 2008. \$240,000 process and outcome evaluation of the effectiveness of increased physical activity and social interaction as a means for preventing and treating depression and preventing dementia among persons 60 years of age and older in southeastern Arizona. Funded through the Center for Mental Health Services through the Chircahua Community Health Centers, Inc.
- Promoting Achievement Through Healthy and Safe Students, August 2003 – 2007. Co-investigator in a \$750,000 process and outcome evaluation of a comprehensive school-based prevention program in the Kyrene School District, Tempe, Arizona. Funded through the United States Department of Education through the Kyrene School District.
- En Novc, June 2003 – 2007. \$245,000 process and outcome evaluation of the implementation of a juvenile drug court enhancement project targeting American Indian youth living in the Salt River Pima – Maricopa Indian Community. Funded by the Center for Substance Abuse Treatment through the Salt River Pima – Maricopa Indian Community.
- Prevention in Southern Arizona, October 2002 – 2005. \$90,000 process and outcome evaluation of the implementation of culturally competent substance abuse and HIV prevention activities targeting Latino youth in southeastern Arizona. Funded by the Center for Substance Abuse Prevention through Southeastern Arizona Behavioral Health Services.

- Tiempo Del Oro, October 2002 – 2005. \$125,000 process and outcome evaluation of the development and implementation of culturally competent depression prevention services targeting elderly Latinos. Funded by the Center for Mental Health Services through Valle Del Sol, Inc.
- Madoke, October 2002 – 2005. \$180,000 process and outcome evaluation of residential substance abuse aftercare incorporating traditional American Indian healing practices. Funded by the Center for Substance Abuse Treatment through the American Indian Prevention Coalition.
- Youth Circle of Health, October 2001 – 2006. \$250,000 process and outcome evaluation of substance abuse treatment based on traditional American Indian healing practices. Sally Stevens, Ph.D., of the University of Arizona collaborates on this project through the provision of technical assistance. Funded by the Center for Substance Abuse Treatment through the American Indian Prevention Coalition.

Funding for all of these projects was awarded through competitive funding processes.

**May 2001 – January 2003: MANAGER, SPECIAL PROJECTS, VALUE OPTIONS/
MARICOPA COUNTY REGIONAL BEHAVIORAL HEALTH AUTHORITY**

RESPONSIBILITIES: Under the direction of the Service Integration Officer, plan and implement projects designed to address specific needs in the state funded behavioral health system of Maricopa County, Arizona. These projects included working with the organization's Housing Manager to develop a long-term strategic plan for housing for persons with serious mental illnesses, evaluating the impact of efforts to implement integrated primary and behavioral health care services, assisting organizations providing behavioral health services to securing funding from outside of the state system to enhance their service delivery capacity, and developing a plan for implementing a "housing first" approach to providing housing for persons with serious mental illnesses.

Working in collaboration with minority-controlled, community-based organizations and American Indian communities during this time I played a key role in securing over \$7 million in federal funding to enhance access to behavioral health services for members of minority communities in Maricopa County.

April 1994 – May 2001: PROJECT MANAGEMENT/EVALUATION CONSULTANT

RESPONSIBILITIES: Planning, implementing and evaluating human service/health care projects and programs serving diverse target populations. My activities on behalf of clients emphasized:

- 1) developing funding sources through grant writing and contracting;
- 2) developing policies and procedures necessary to operate new services;
- 3) developing data collection and service documentation systems and procedures;
- 4) securing required licenses or certifications,

- 5) planning and implementing staff recruitment and training activities, and;
- 6) conducting evaluations of funded activities.

During this time I led the development and implementation of a social model detoxification program in southwestern Arizona. Initiated as a pilot project, the success of the program led to changes in the state regulations governing licensure of detoxification programs to include the model. The program currently provides drug/alcohol detoxification and treatment services to over 100 persons per year.

January 1992 - April 1994: DIRECTOR OF PROGRAMS, BEHAVIORAL HEALTH SERVICES, INC. of YUMA AND LA PAZ COUNTIES

RESPONSIBILITIES: Strategic planning and program development for the non-profit corporation contracted with the Arizona Department of Health Services to oversee the provision of behavioral health services in southwestern Arizona. My responsibilities included assisting with the implementation of managed care principles in the behavioral health system, developing services to fill the gaps in the system, and evaluating specific service programs within the system.

My primary accomplishment during this period of my career occurred when I secured a \$1.5 million grant from the United States Department of Housing and Urban Development to develop and implement a supportive housing program for persons with serious mental illness. Program components included housing, transportation, psychiatric services, vocational rehabilitation and training, and assistance with the activities of daily living. The services we initiated during this time continue to support persons in the Yuma area.

June 1993 - August 1993: INSTRUCTOR, DEPARTMENT OF SOCIAL WORK, COLORADO STATE UNIVERSITY

RESPONSIBILITIES: Provide a class of forty junior- and senior-level social work and human development students with instruction in interviewing methods. My activities included the development of a curriculum appropriate for teaching interpersonal communication skills, individual assessment skills and techniques, and basic skills for assessing organizational operations. My employment was formally supervised in order to fulfill internship requirements associated with my doctoral studies.

January 1989 - January 1992: ADMINISTRATIVE DIRECTOR AND PARTNER, PREVENTION AND INTERVENTION ASSOCIATES, INC.

RESPONSIBILITIES: Proposal development, program evaluation and administrative oversight for a private, for-profit corporation. The corporation contracted with

educational institutions, the Arizona Department of Health Services and other governmental entities to provide grant writing, program development services, drug abuse prevention and treatment services, and staff training. My responsibilities included developing, administering and evaluating drug abuse prevention programs to serve children and youth in western Arizona. During this time we developed, implemented and evaluated programs in U.S. – Mexico border communities and in the school district serving the Colorado River Indian Tribes. I also participated on the Governor's Committee for Substance Abuse Prevention to develop policy recommendations for the state legislature.

August 1988 – January 1989: ASSISTANT DIRECTOR, CHILDREN'S VILLAGE, INC.

RESPONSIBILITIES: Supervision and training of twenty-five bachelor's and paraprofessional staff persons. As Assistant Director, I was responsible for the identification of potential funding sources and the development of funding proposals, as well as the development and implementation of program innovations.

December 1985 – July 1988: PROGRAM COORDINATOR, CATHOLIC COMMUNITY SERVICES/NORTHERN

RESPONSIBILITIES: Development of an emergency shelter and jobs program for homeless persons in a community of approximately 100,000 persons. During the course of implementing these services, I had primary responsibility for establishing a job development program, for expanding the existing volunteer recruitment and training activities, and for representing the agency at the Colorado Coalition for the Homeless, an umbrella organization coordinating the delivery of services to homeless persons throughout the state.

August 1985 - May 1986: IN-SERVICE TRAINING PARAPROFESSIONAL, ROADHOUSE CRISIS AND INFORMATION HOTLINE, COLORADO STATE UNIVERSITY

RESPONSIBILITIES: Development and conduct of in-service training events for a volunteer staff of thirty-five people, as well as supervision of telephone volunteers who provided crisis and information telephone calls.

Grants & Contracts

July 2007

\$420,000 contract to provide peer-based recovery support services for women who have methamphetamine abuse disorders and have been involved with the criminal justice system. The contract is with the Regional Behavioral Health Authority administering the State of Arizona's Medicaid-funded behavioral health service delivery network in Geographical Service Area 2.

October 2005

\$1.2 million for the implementation of depression treatment and prevention, and dementia prevention activities among persons aged 60 years and older in southeastern Arizona. The grant was awarded by the Center for Mental Health Services of the Substance Abuse and Mental Health Services Administration.

May 2005

\$600,000 contract for the provision of prevention services in a high-risk metropolitan Phoenix neighborhood. The project, conducted by TERROS Behavioral Health Services, is funded through ValueOptions, the Maricopa County Regional Behavioral Health Authority.

August 2003

\$2.5 million for the implementation of comprehensive, school based prevention activities in the Kyrene School District, a culturally and economically diverse school district in Tempe, Arizona. The project, funded through the United States Department of Education, addresses six discrete elements intended to enhance safety and reduce risk factors for district students and their families. My work focused on writing the evaluation component of the proposal in collaboration with representatives of the Kyrene School District.

June 2003

\$1.2 million for the implementation of culturally specific drug treatment services through a drug court operated by the Salt River Pima- Maricopa Indian Community in Maricopa County, Arizona, awarded through the United States Department of Health and Human Services, Substance Abuse and Mental Health Services Administration. I collaborated with the American Indian Prevention Coalition and representatives of the Salt River Pima- Maricopa Indian Community in the development of this proposal.

September 2002

\$150,000 for the planning and infrastructure development to promote the implementation of HIV prevention services among Latino youth in Maricopa County, Arizona. The Substance Abuse and Mental Health Services Administration of the United States Department of Health and Human Services awarded funding for this project. I had primary responsibility for writing this proposal on behalf of Concillio de Salud, Inc.

September 2002

\$1.2 million for the implementation of culturally specific HIV and substance abuse prevention activities in southeastern Arizona, awarded through the United States

Department of Health and Human Services, Substance Abuse and Mental Health Services Administration. I collaborated with representatives of Southeastern Arizona Behavioral Health Services in the development of this proposal.

September 2002

\$1 million for the development and testing of culturally specific depression prevention services for elderly Latinos, awarded through the United States Department of Health and Human Services, Substance Abuse and Mental Health Services Administration. I collaborated with representatives from Valle del Sol, a behavioral health organization located in Phoenix, Arizona, in the development of this proposal.

September 2002

\$1.5 million for the enhancement of residential substance abuse treatment services for American Indian youth, awarded through the United States Department of Health and Human Services, Substance Abuse and Mental Health Services Administration. I collaborated with the American Indian Prevention Coalition in the writing of the entire proposal.

September 2001

\$3.5 million for the provision of culturally respectful substance abuse treatment services to American Indian Youth, awarded through the United States Department of Health and Human Services, Substance Abuse and Mental Health Services Administration. My work on this project consisted of writing the evaluation component of the proposal in collaboration with the American Indian Prevention Coalition, an urban Indian organization in Phoenix, Arizona.

July 2000

\$75,000 from the Arizona Department of Economic Security to support services to homeless men in Yuma, Arizona.

July 2000

\$25,000 from the Arizona Department of Economic Security to provide services to homeless women with children in Yuma, Arizona.

June 1999

\$5,000 from the Yuma County United Way to support Serenity House, a transitional housing facility for adult males recovering from substance abuse in the Yuma, Arizona, area.

October 1998

\$18,000 from the State Housing Fund, Arizona Department of Commerce to support Serenity House, a transitional housing facility for adult males recovering from substance abuse in the Yuma, Arizona, area.

July 1998

\$250,000 from the Legislature of the State of Arizona to continue the detoxification program. Also in July 1998, program evaluators from the Arizona Department of Health Services, Division of Behavioral Health Services completed their independent evaluation of the program and recommended that the state remove the project's "pilot" status and make provision for incorporating social-model detoxification services into the state's behavioral health service licensing framework.

July 1998

\$8,000 from the Yuma County United Way to support Serenity House, a transitional housing facility for adult males recovering from substance abuse in the Yuma, Arizona, area.

May 1997

\$250,000 from the Legislature of the State of Arizona to continue support for the detoxification program. This award resulted from collaboration with local legislators to provide the state legislature with information regarding the program and its' positive affects in Yuma.

July 1996

\$50,000 contract from the Arizona Department of Education to support adult education activities. The proposal which led to the award was the highest-scoring in the state during this funding cycle.

May 1996

\$750,000 from state, county and city government to fund the development and implementation of drug and alcohol detoxification in Yuma, Arizona. The awards supporting the project include \$500,000 from the Arizona Department of Health Services; \$100,000 from Yuma County; \$80,000 from the City of Yuma; and \$70,000 from Behavioral Health Services of Yuma and La Paz Counties.

July 1995

\$38,000 for the provision of emergency shelter services to homeless persons in Yuma, Arizona. This renewable award continues to support the shelter services.

July 1993

\$1.5 million from the United States Department of Housing and Urban Development for the development of housing, vocational training and job placement, and psychiatric services for persons with serious mental illness living in Yuma, Arizona.

October 1990

\$250,000 from the United States Department of Education to support culturally competent, school-based substance abuse activities in a small school district adjacent to the U.S.-Mexico border in rural Arizona.

February 1990

\$50,000 from the United States Department of Housing and Urban Development to develop and provide culturally competent substance abuse prevention activities for Hispanic children and youth living in HUD-funded housing projects adjacent to the U.S.-Mexico border.

October 1989

\$50,000 from the Arizona Governor's Office of Substance Abuse for the development and evaluation of culturally competent after-school substance abuse prevention activities in a predominately Hispanic school district in rural southwestern Arizona.

February 1988

\$50,000 from the United States Department of Housing and Urban Development for the implementation of an interim homeless shelter during construction of a permanent facility.

March 1987

\$10,000 from the Colorado Department of Health, Alcohol and Drug Abuse Division to develop volunteer-based substance abuse prevention and referral activities among homeless persons in Ft. Collins, Colorado.

Educational Background

Graduate Studies

1994: Doctor of Philosophy, Social Policy and Administration, Graduate School of the Union Institute, Cincinnati, Ohio.

My academic work emphasized the study of policy and program implementation in diverse public and private arenas, organizational change, and public administration.

Committee

Anthony J. Alberta

(The policy of the Graduate School of the Union Institute requires the candidate to participate on the committee)

Mark Rosenman, Ph.D.

Graduate School of the Union Institute

Audrey Olsen Faulkner, Ph.D.

Graduate School of the Union Institute

Fred Ahearn, Jr., DSW

Dean, National Catholic School of Social Services

Reginald Wells, Ph.D.

Deputy Commissioner of Social Services, Washington, D.C.

Phillip Lewis, Ph.D.

Fellow Student

Scherry Levy, MPA, MSW, Ph.D.

Fellow Student

Areas of Study

The specific areas of study I pursued as I moved towards the development of my dissertation provided me with a theoretical platform from which to consider the practical aspects of policy and program implementation, as well as the skills required to evaluate the consequences of implementing the new policies and programs. Accordingly, I familiarized myself with literature from the following fields of study:

Formal Organizations

Political Economy

Program Evaluation

Philosophy of Science

Administrative Theory

Social Welfare Policy Analysis

Research Methodology

Social Welfare Planning

Internship

Instructor, Department of Social Work, Colorado State University

I fulfilled the internship requirement of doctoral studies at the Union Institute by teaching SW320, Interviewing Methods, in the Social Work Department of Colorado State University (CSU). SW320 was a 3-credit course offered during the eight week session at CSU, June 11 - August 8 1993. In order to teach the course, I took a leave of absence from my employment and moved to the CSU campus for the summer. During my internship, I worked full-time as a faculty member in the social work department.

My internship activities were supervised by Mr. Bruce Hall, MSW, Undergraduate Program Coordinator for the Social Work Department at CSU. 500 hours were devoted to course preparations and on-campus activities.

Union Institute Seminars

Entrance Colloquium

From May 2 through May 13 1991 I attended a Graduate School of the Union Institute Entry Colloquium, during which I matriculated to the Graduate School of the Union Institute. Drs. Joseph Meeker, Marlene Warner, and Martha Crunkleton facilitated the colloquium.

Suicide, Psycho-Therapy, the Arts and Society

This seminar, held from January 15 through January 19, 1992, in Escondido, California, was convened by Drs. M. Wilson Williams and Sherry Penn.

Research Methods

Convened by Dr. Michael Q. Patton at the University of Minnesota campus in Minneapolis, Minnesota, from August 21 through August 25 1992.

Power: A Central Dynamic in Human Affairs

Drs. Don Klein and Michael Broom convened this seminar in Escondido, California, from January 8 through January 12 1993.

Dissertation

"A General Theory of Public Policy Implementation"

Abstract

Scholars of public policy implementation have had little success in their attempts to develop a theory, or theories, of public policy implementation. As a result, most of the literature on implementation consists of post-implementation descriptions of the obstacles which prevented implementers from implementing a specific public policy.

This paper proposes a new theoretical foundation for the study of public policy implementation. The theory differs significantly from previous efforts in that it identifies policy development as the initial stage of implementation, avoids reification of policy statements or proposals, and recognizes the legitimacy of the interests and motivations of actors at every phase of policy development and implementation.

The theory, referred to as the Tribal Theory of Public Policy Implementation because of the communities of persons who participate in implementation, approaches implementation as a process in which social reality is transformed through changes in power structures and relationships. This emphasis on transformation, creation, and shared power replaces the more conventional preoccupation with hierarchy, control, and conceptions of implementation as an event.

The Tribal Theory of Implementation utilizes three critical variables - the policy, or proposed change, the environment in which implementation will occur, and the groups participating in the implementation process - to predict not only the probability of implementation successfully implementing a policy or program, but also the types of variation that will occur during implementation.

Undergraduate Studies

1986: Bachelor of Social Work, with generalist emphasis

Colorado State University, Fort Collins, Colorado

1986: Bachelor of Science in Economics, with concentration political economy

Colorado State University, Fort Collins, Colorado

During my undergraduate studies I became interested in the effects of economic institutions on human communities and individual well-being. Consequently, I decided to complete the requirements for both my Bachelor of Social Work and Bachelor of Arts in Economics.

PUBLICATIONS

June 1994 DISSERTATION - "A General Theory of Public Policy Implementation"

April 2004 - "Culturally Engaged Research – A Specific Application of an Emerging Methodology", with Bonny Beach, M.A., and John Whiteshirt. Proceedings of the Sixth International Conference on Social Science Methodology: Recent Developments and Applications in Social Research Methodology

September 2008 "A Practical Skills Model for Effectively Engaging Clients in Multicultural Settings", with Anita H. Wood, Ph.D.. Accepted for publication September 2008 by the editors of the journal *The Counseling Psychologist*.

Papers and Presentations

June 1986: PRESENTATION OF PAPER - "Successful Volunteer Programs: A Question of Meaning"

Presented at the 1986 conference on Rural Mental Health, Omaha, Nebraska.

October 1986: PRESENTATION OF PAPER - "Food and Shelter as Human Rights"

Presented at the annual conference of the Southwestern Sociological Association, Dallas, Texas.

March 1987: PRESENTATION OF PAPER - "Cooperative Enterprises as an Employment Strategy for Homeless Persons"

Presented at the annual meeting of the Colorado Coalition for the Homeless, Denver, Colorado.

May 1991: PRESENTATION OF PAPER - "Interpersonal Consequences of Capitalist Economics"

Presented to graduate students and faculty of the Graduate School of the Union Institute attending a colloquium in Tiburon, California.

August 1992: PRESENTATION - "Professional Writing, Fund Raising, and Grantwriting"

This was an eight-hour, lecture-based workshop presented to students in the Graduate School of the Union Institute.

August 1995: PRESENTATION - "Development, Maintenance, Decline: Managing Organizational Processes"

Presented at the August 1995 in Pine Valley, California, at a planning retreat of the Board of Directors of Crossroads Mission.

September 1996: PRESENTATION - "Bringing a Social Model of Detoxification Service Into Reality"

Presented at the Third Annual Arizona Conference on Homelessness, September 27 1996, Phoenix, Arizona.

August 1997: PRESENTATION OF PAPER - "A Rural/Social Model Detoxification/Chemical Dependency Rehabilitation Program: Description and Experience"

Presented at the 23 Annual Conference of the National Association for Rural Mental Health, August 8 - 10 1997, with co-presenters William S. Masland, MD, Mike Elg, and Carol Elg.

February 2002: PRESENTATION OF PAPER – “Integration of Primary Care and Behavioral Health Services: Strategies for Enlisting the Support of Primary Care Staff”

Paper presented at the Fifth Annual Meeting of the American Association of Behavioral and Social Scientists, February 11 – 13 2002.

February 2003: PRESENTATION OF PAPER – “Evaluation As A Fundraising Tool”

Presented at the annual conference of the National Association of Grant Writing Professionals.

March 2003: PRESENTATION OF PAPER – “Evaluation in Minority Communities”

Presented at the annual conference of the Arizona Evaluation Network with co-presenter Bonny Beach, M.A., of the American Indian Prevention Coalition.

June 2003: PRESENTATION OF PAPER – “Recognizing Knowledge: Incorporating Indigenous Practices in Behavioral Health Treatment”

Presented at the System of Care Community Meeting with co-presenter Bonny Beach, M.A., of the American Indian Prevention Coalition. The Center for Substance Abuse Treatment of the Substance Abuse and Mental Health Services Administration sponsored the meeting.

November 2003: PRESENTATION OF PAPER – “Outreach Workers as Data Collectors”

Presented at the 2003 Annual Meeting of the American Evaluation Association with co-presenters Arturo Escalante, Martha Lerma and Cathryn Lore, MSW. Funding for the project discussed in the presentation was provided by the Center for Substance Abuse Prevention, Substance Abuse and Mental Health Services Administration.

November 2003: PRESENTATION OF PAPER – “Developing Respectful Methods”

Presented at the 2003 Annual Meeting of the American Evaluation Association. Funding for the evaluation approach discussed in the presentation was provided by the Center for Substance Abuse Prevention, Center for Mental Health Services, and Center for Substance Abuse Treatment of the Substance Abuse and Mental Health Services Administration.

February 2004: PRESENTATION OF PAPER – “A Grassroots Approach to Behavioral Health Service Delivery in Multi-Cultural Communities”

Presented at the 2004 Annual Meeting of the American Association of Geriatric Psychiatry with co-presenter Elizabeth A. (Hobert) Stadick. Funding for the project discussed in the presentation was provided by the Center for Mental Health, Substance Abuse and Mental Health Services Administration.

August 2004: PRESENTATION OF PAPER – “Culturally Engaged Research – A Specific Application of an Emerging Methodology”

Paper presented at the RC33 Sixth International Conference on Social Science Methodology in Amsterdam, the Netherlands, August 17 – 20 2004.

November 2004: Expert Lecture – “Culturally Engaged Evaluation”

Conducted a lecture on the application of the culturally engaged evaluation model at the 2004 Annual Meeting of the American Evaluation Association.

PROGRAMMING LANGUAGES/SOFTWARE

Programming Languages

SPSS syntax, HTML, DHTML, JavaScript, Java

People Languages

English, Spanish

Graphics Software

Flash, PhotoShop

Business Software

Microsoft Project, Microsoft Excel, Microsoft Access, Microsoft Office, Microsoft Outlook, Microsoft Power Point, Windows 95, Windows 98, Windows 2000, Windows NT, Lotus Approach, Lotus WordPro, DBIV

AWARDS

1986: Member, Sigma Alpha Epsilon, Economics Honor Society

COMMUNITY SERVICE

January 1992 to August 1996

Member, Social Work Program Advisory Board, Sociology Department, Northern Arizona University

January 1994 to January 2000

Board of Directors Rancho Del Oro Homeowners Association.