

CHILD WELFARE LEAGUE OF AMERICA



*Making Children
a National Priority*

2006 ANNUAL REPORT





Mission

We are the Child Welfare League of America. Our highest mission is to ensure the safety and well-being of children and families. We advocate for the advancement of public policy, we set and promote the standards for best practice, and we deliver superior membership services.

Vision

Our vision is that every child will grow up in a safe, loving, and stable family. CWLA will lead the nation in building public will to realize this vision.

Values

We are committed to excellence in all we undertake, with an emphasis on providing services that are highly valued and that enhance the capacity and promote the success of those we serve.

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(Staff and board list as of December 1,
2007.)

When President Theodore Roosevelt's administration established the Child Welfare League of America in 1920, 65 agencies made up the charter membership. The initial budget was \$20,000, and the staff consisted of two professional workers and one secretary. Today, CWLA's family includes more than 700 agencies, 85 staff, and a budget of more than \$10 million.

CWLA's greatest strength lies in the membership it has built over 86 years. These members are a mix of public and private agencies, large and small. They provide a range of services, including kinship care and family foster care, adoption, residential group care, child day care, family support and preservation, mental health care, and programs for pregnant and parenting adolescents. Their concerns encompass cultural competence, housing and homelessness, community building, juvenile justice, and the effects of alcohol and other drug abuse on children and families. Together, they help more than 3 million abused, neglected, and vulnerable children and their families every year.

As the nation's preeminent national child welfare membership organization, CWLA not only links its member agencies with one another, but also provides them with new resources for proven programs, better coordination of services, more efficient program management, and more effective service delivery.

As it has throughout its history, CWLA and its members collaborated in 2006, from one corner of the country to the next, as a family to help the nation's families. CWLA staff continued to leverage and build on their expertise to serve member agencies and children and families. From the Washington, DC, area headquarters office, program services staff built national partnerships and initiatives, raised the profile of children and families on quality research and publications. Simultaneously, membership services staff, positioned in every region of the country, worked one-on-one with members, providing on the ground services and linking agencies with their counterparts and the vital resources and services offered by CWLA's national headquarters.

On the following pages, this report provides a snapshot of the positive outcomes from CWLA's collaborative work as a nationwide network of agencies to make children a national priority.



PROGRAM SERVICES

Located within the nation's capitol, CWLA's headquarters office employs program services staff who are experts in a wide range of child welfare programs. By tracking current research and practice and staying connected to member agencies, they provide leadership in identifying critical issues related to child welfare services. They co-lead national advisory committees, partner with national organizations, participate in national task forces, and disseminate standards of best practices to support organizational excellence and effective service delivery systems.

2006 Core Program Service Areas

- child and family protection
- foster care
- adoption
- residential group care
- kinship care

2006 Supporting and Related Program Services

- mental health
- sexual orientation/lesbian, gay, bisexual, transgender, and questioning (LGBTQ) youth
 - housing and homelessness
 - parenting
 - youth services and positive youth development
 - juvenile justice

2006 Highlights

- Through funding from the New York Life Foundation, a CWLA workgroup of former foster youth and mentoring professionals developed curricula and training materials for the Fostering Healthy Connections Through Peer Mentoring program. Father Maloney's Boys' Haven in Kentucky successfully piloted the program.
- An online survey conducted by CWLA's adoption division revealed valuable information about post-adoption services provided by private agency members, including the fact that 94% of respondents provided postadoption services, with support groups, crisis intervention, and individual therapy listed as the most common types of services.
- CWLA continued to develop and pilot the Keeping Families Together and Safe project with support from

the Freddie Mac Foundation and the Daniels Fund. The project promotes cross-systems training and collaboration for child protective service workers and housing providers.



- CWLA joined the five-year initiative, *Strengthening At Risk and Homeless Young Mothers and Children*, launched by the Hilton Foundation. CWLA will provide training and technical assistance to the project sites.
- CWLA and Lambda Legal Services published *Out of the Margins: A Report on Regional Listening Forums Highlighting the Experiences of Lesbian, Gay, Bisexual, Transgender, and Questioning Youth in Care*, to help the child welfare system better serve LGBTQ youth. The two organizations also released *Getting Down to Basics: Tools for Working with LGBTQ Youth in Care*, a toolkit for child welfare professionals.
- CWLA program staff in the mental health division published a monograph, *Collaboration Between System of Care Communities and the Child Welfare System: Creative Ideas for How to Make it Work*.
- Juvenile Justice division staff continued active engagement in site-selection, site-based work plans, and support of the MacArthur Foundation initiative, *Models for Change: Systems Reform in Juvenile Justice*.

- CWLA continued to advance best practices to strengthen parents' abilities to raise their children well at sites in Newark, New Jersey; Minneapolis, Minnesota; and Jacksonville, Florida, under the Creating Parenting-Rich Communities initiative, funded by the Prudential Foundation.

CONSULTATION, RESEARCH, AND TRAINING

CWLA staff and consultants provide professional development, program and systems improvement, systems integration and coordination, workforce development, and assistance with public-private partnerships. In addition to this work, CWLA operates a number of research and data units:

- the National Data Analysis System (NDAS), a comprehensive collection of child welfare and related data,
- the Research and Evaluation department, producing original and secondary research studies in a variety of child welfare areas,
- the Research to Practice (R2P) initiative, providing annotated bibliographies, literature reviews, program evaluation analysis, research tools, and presentations to agencies and the public, and
- the National Resource Center for Child Welfare Data and Technology (NRC-CWDT), a Children's Bureau-funded resource center providing technical assistance to states, courts, and tribes.

2006 Highlights

- CWLA, in collaboration with Norfolk State University, provided consultation in the development and implementation of a Child Welfare Professional Development Academy for the Norfolk Department of Human Services in Virginia.
- CWLA conducted a review of child welfare policy and practice and made recommendations for services improvement for the Kern County Department of Human Services in California. CWLA consultants are working with a DHS advisory group on a strategic plan to address the recommendations.
- CWLA, in collaboration with Wisconsin State University, conducted a comprehensive review of workforce issues and worker turnover in the public child welfare agency and private agency providers in one of the state's largest urban counties.
- CWLA developed a module on evidence-based practice for inclusion in a curriculum for child welfare supervisors with the Pennsylvania Office of Children, Youth, and Family Services.

- NDAS partnered with the Children and Family Research Center at the University of Illinois/Urbana-Champaign to conduct a 50-state survey to learn more about postadoption services, definitions of key adoption terms, and reporting of adoption outcomes in the Adoption and Foster Care Analysis and Reporting System (AFCARS).
- CWLA's National Working Group to Improve Child Welfare Data published the Placement Change Definitions Implementation Guide to help states report placement changes to AFCARS.
- NRC-CWDT developed the 2006 State Data Profile Toolkit to help child welfare workers understand and work with the new composite measure for Round Two of the Child and Family Services Review (CFSR).

(Above examples given with agencies' permission.)

ADVOCACY

CWLA's advocacy efforts include educating elected officials, agency staff, media, and communities about its vision for the well-being of children, youth, and families, as well as developing a federal legislative agenda that will help achieve that vision. CWLA's Government Affairs division employs a team of policy analysts who prepare policy briefs, make office visits and phone calls and send letters to Capitol Hill; collaborate with other national organizations and coalitions; conduct advisory committee meetings and member conference calls; give speeches; issue press releases and interact with the media; and publish the weekly *Childrens Monitor* e-newsletter.

2006 Highlights

- CWLA successfully led the opposition to the Administration's proposed cut to the Social Services Block Grant that was eventually rejected by Congress.
- CWLA sponsored congressional briefings on the following topics: child welfare 101, home visiting legislation, kinship care, victims of violence, juvenile justice, and the nexus between health care and the child welfare system.
- CWLA submitted or presented testimony to the House Ways and Means Committee, the House Committee on Education and the Workforce, the Senate Finance Committee on Promoting Safe and Stable Families, the Senate Finance Committee on the Impact of

Methamphetamines, and the Senate Indian Affairs Committee on Methamphetamines.

- The Government Affairs division published *Ten Years of Leaving Children Behind*, documenting the erosion of federal funding due to outdated eligibility requirements for children in foster care or special needs adoption; and a joint report with the American Bar Association titled, *Child Welfare Consent Decrees: An Analysis 1995 to 2005*, highlighting the legal decrees in effect nationwide for child welfare systems.
- Staff escorted hundreds of CWLA members to Capitol Hill on Hill Day during the 2006 National Conference.
- Staff conducted forums for CWLA members in eight states to discuss federal actions important to state and local child welfare systems.
- CWLA launched online legislative alerts to update members and others about federal legislation affecting children.

PUBLICATIONS

CWLA employs a team of editors, writers, and designers who publish and produce numerous resources to strengthen child welfare programs and services by creating awareness and understanding, building knowledge and skills, and generating support for CWLA's mission. These include CWLA's website, professional books and standards, the *Child Welfare Journal*, *Childrens Voice* magazine, and several e-newsletters.



2006 Highlights

- CWLA Press released the following book titles:
 - *2005 Salary Study*
 - *Everything is Normal Until Proven Otherwise*
 - *CWLA Best Practice Guidelines: Children Missing From Care*
 - *The Role of Emergency Care as a Child Welfare Service*
 - *The Post Adoption Experience: Adoptive Families Service Needs and Service Outcomes*
- *Out of the Margins: A Report on Regional Listening Forums Highlighting the Experiences of Lesbian, Gay, Bisexual, Transgender, and Questioning Youth in Care*

- CWLA's Child & Family Press released *Dear Big, Mean Ugly Monster*.
- CWLA published two special issues of *Child Welfare: LGBTQ Youth in Child Welfare* (March/April 2006), and *Parenting Education and Support* (September/October 2006).

MAKING CHILDREN A NATIONAL PRIORITY

MEMBERSHIP SERVICES

Membership Services staff are experts in child and family services and dedicated to customer service. They respond to member needs for training and networking opportunities, act as liaisons with member agencies, convene regional committees, activities, and events, recruit and retain members, provide training and facilitated discussion opportunities, and strengthen the connection between CWLA and its members.

In 2006, CWLA's Regional Membership Services convened opportunities for learning and networking around a number of issues: executive leadership, public/private partnership, organizational management, public policy, and women in leadership. Two regional training conferences on best practice in child welfare were also held.

The Membership Services staff work from six regional offices to provide local access to member agencies:

- New England Region, Quincy, Massachusetts
- Mid-Atlantic Region, Bronx, New York
- Southern Region, Charlotte, North Carolina
- Midwest Region, Chicago, Illinois
- Mountain/Plains Region, Denver, Colorado
- Western Region, Los Angeles, California

REGIONAL MEMBER AGENCY HIGHLIGHTS

AIDS Resource Foundation for Children, Newark, New Jersey

It's been almost 20 years since the AIDS Resource Foundation for Children (ARFC) became a member of CWLA, and "to this day we benefit from the League," says Terry Zealand, who is the Cofounder and Executive Director of ARFC with his wife Faye.

ARFC is one of the few organizations that focus solely on helping children and families coping with HIV/AIDS. Since its founding in 1985, the organization has been on a mission to educate people about the disease and to be sure that HIV/AIDS is not forgotten. Today, ARFC's services and facilities are multifaceted and scattered across the Newark metro area where an

estimated 12,000 children have HIV/AIDS or are affected by AIDS. These services include substance abuse and mental health counseling, transportation services, and summer camp.

In the late 1980s, when the truth and realities of the AIDS epidemic were just beginning to emerge, CWLA invited ARFC to come to Washington and speak before Ronald Reagan's Commission on AIDS about the disease's effect on children and families. "It was a great opportunity for us to talk about our program and also to champion the cause of pediatric AIDS to the President's Commission," Zealand recalls. "That was my first contact with the League."

Since then, the Zealands have attended and given presentations at CWLA's national and regional conferences, served on a CWLA committee formed around the issue of children with HIV/AIDS, helped develop a guidebook for families coping with AIDS published by CWLA Press, and worked directly with CWLA's government affairs staff to bring legislative action on kinship care and stand-by guardianship issues to New Jersey. In 2006, CWLA provided training on supervision and family-centered services for ARFC's staff and a CWLA consultant helped improve their personnel policy manual.

"The League has been a wealth of information for us," Zealand says. "Being members has helped us get to Wash-

ington and lobby for [CWLA's] Legislative Agenda and get some visibility with our congressmen and senators in Washington. We've also been exposed to other professionals who are dealing with the same issues."

Zealand adds, "Joining CWLA has provided a terrific national forum for issues that we are dealing with out here at the state level and we have been able to share

our issues with other states that are dealing with the same problems."

Connecticut Department of Children and Families
Handling child fatalities or critical incidents involving children in care is one of the most difficult and complex



situations for child welfare staff, and such incidents can happen at any time and to the most experienced teams.

In 2006, the Connecticut Department Children and Families entered its second year of working with CWLA to develop a Special Review Model that emphasizes learning and improvement of case practice when reviewing critical incidents like serious injuries or child fatalities that occur within child welfare cases.

“We have been successful, with the help of CWLA, to create a context for learning in large part because of recognition of the pain that’s associated with the process, as well as the learning potential,” says Michael Schultz, Director of Research and Development for DCF.

CWLA’s Special Review Model facilitates an objective review of each case that is also respectful of staff, sensitive to workers’ needs for comfort and support, and cognizant of workers’ trauma. An independent CWLA-DCF Special Review team reviews circumstances of a fatality or critical incident; assesses case practice and analyzes findings; and provides recommendations to improve systems, DCF policy, and organizational competence that is consistent with DCF’s mission, values, and best practices.

“CWLA’s involvement adds credibility to the review,” Schultz says. “What CWLA offers is a unique and independent perspective and, at the same time, they are able to put it side-by-side with other experiences they’ve had in other states. I think that’s invaluable.”

Special Review findings and recommendations have led to improvement in many areas within Connecticut’s DCF, including more systematic and collaborative use of mental health resources, more attention to staff secondary trauma, expanded supervisory training, and development of worker support teams. CWLA and DCF are collaborating on the Special Review project through at least 2010.

Kansas Public and Private Child Welfare Agencies

As a founding member agency, the Kansas Children’s Service League has had a long relationship with CWLA. The agency remains a member today, along with six other private child welfare agencies in the state, as well as the Kansas Department of Social and Rehabilitation Services.

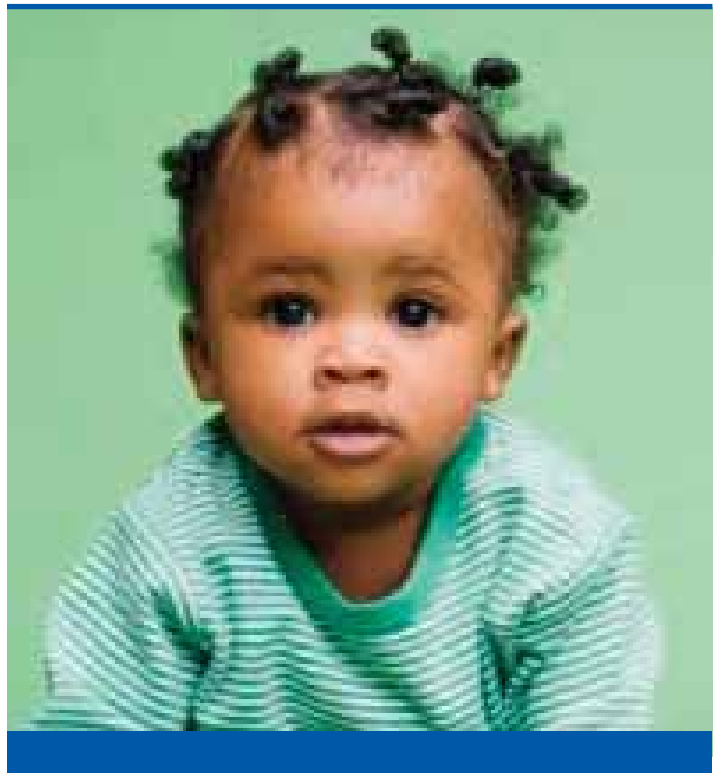
In recent years, the state’s decision to enter into performance-based contracts with private child welfare agencies statewide has resulted in great adjustment for child and family services. CWLA, as an organization uniquely positioned to serve both public and private interests, has provided consultation and training to ensure a smooth transition to the new privatized system.

The statistics show what Kansas has accomplished:

- Ten years ago, more than 65% of children were placed in residential facilities and group homes in Kansas.

Today, more than 90% of children in care are in family-like settings.

- In 1996, 290 children were adopted. In 2005, Kansas finalized 623 adoptions.



“It is clear that the country, at one time, was looking at the privatization experiment in Kansas with skepticism,” says Brian Brant, CWLA’s Regional Services Manager for the Mountain and Western regions. “In the last 10 years, Kansas has become a leader in developing a system of care built around performance-based, outcomes-driven child welfare contracts.”

To recognize just how far Kansas has come in raising the bar on service delivery for children and families, CWLA presented the Brighter Futures Award to the state of Kansas in January 2006, bringing positive public attention to their efforts. CWLA staff organized an awards ceremony and press conference in Topeka, and Governor Kathleen Sebelius and members of the Kansas legislature accepted the award on behalf of the state’s child welfare providers.

“The award was a fitting tribute to those individuals, organizations, service providers, and policymakers who have been diligent in their efforts to build a better system,” Brant acknowledges. “Too often we fail to recognize or celebrate the work of our communities and service providers—the people who work 24 hours a day, 7 days a week to provide care for troubled youth and their families.”

Kingsley House, New Orleans, Louisiana

Kingsley House has been serving the children and families of New Orleans since 1896. They've seen many dramatic changes in their community over the years, but none as far reaching as the aftermath of Hurricane Katrina in 2005.

Four of Kingsley House's seven buildings sustained severe internal damage. Wind and rain from Katrina blew in third-floor dormer windows, and water seeped down to the second and first levels of the buildings.

Floors buckled and mold spread. Everything had to be gutted. In all, Kingsley House sustained more than \$1.5 million in damage due to the storm.

"People who were seeing it for the first time, myself included...we were just crying," recalls Executive Director and CWLA Board Member Keith Liederman.

Shortly after Katrina swept across Louisiana and Mississippi, CWLA began working to

establish contact with member agencies and others affected by the storm. Part of this effort included facilitating discussions and opportunities for members to share information and resources with one another.

CWLA also established the Katrina Kids Fund, made possible through donations to CWLA, a financial contribution from the Freddie Mac Foundation, and the proceeds from the uBid for Hurricane Relief live celebrity and online auction in October 2005. Child welfare agencies adversely affected by Hurricanes Katrina and Rita in Louisiana, Mississippi, and Texas received grants from \$14,000 to \$150,000 through the fund.

Using an \$80,000 gift from CWLA, Kingsley House embarked on deferred maintenance projects in 2006 throughout the 63,000 square feet of space it maintains in downtown New Orleans. These projects included exterior painting, replacing and sealing parapets, replacing doors and inadequate security devices, repairing air conditioning, inspecting water drainage, ensuring the campus architectural elements met historic



district requirements, and hiring a project manager to guide the deferred maintenance work.

"There are so few funders who recognize that, even with good insurance coverage and some FEMA assistance, there is additional work that neither of those entities will cover that must be done to mitigate future storm-related damages," Liederman says. "CWLA's foresightedness is helping us to do exactly that. CWLA's support has brought us the flexibility we need to manage the process well."

Professional Association for Childhood Education Alternative Payment Program, San Francisco, California

Since the welfare reforms that took place in the 1990s, the Professional Association for Childhood Education Alternative Payment Program (PACEAPP) has seen its operations grow and expand, ballooning from a \$3 million budget to a \$34 million budget.

PACEAPP, funded by the California Department of Education, Child Development Division, is a childcare subsidy program serving low-income families and their childcare providers in 25 counties in Northern and Central California. Through PACEAPP, parents can select a childcare provider of their choice that best meets the education and development needs of their children.

For help managing their growth, PACEAPP turned to CWLA's expert staff and consultants. Strategic planning, supervisory training, and cultural competency workshops are just some of the services CWLA provided PACEAPP in 2006 and the years prior.

"The League has been a fantastic resource to us, and the results have been very good," says PACEAPP President Giuliana Halasz. "Our board is very much involved and are in tune with the strategic planning and their objectives."

As a result, services to children and families have continued smoothly during PACEAPP's tremendous growth. "We have provided a continuation of services without any disruptions while at the same time acquiring the skills that were needed," Halasz remarks. "CWLA has also connected us with resources and other programs in the sense of being able to network and really brainstorm around whatever problems we might have."

Uhlich Children's Advantage Network, Chicago, Illinois

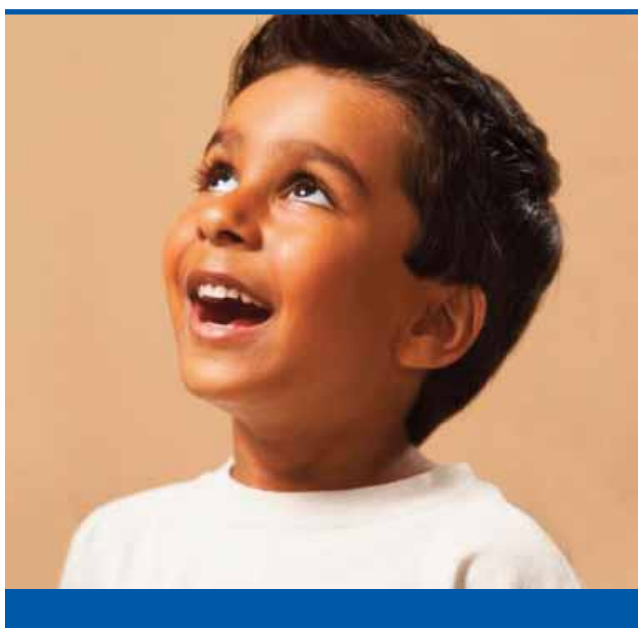
Uhlich Children's Advantage Network, or UCAN, can trace its roots to the 19th Century when they opened their doors to children orphaned by the Civil War. The agency has since evolved into a full-range provider of community-based programs serving nearly 5,000 children with a history of abuse and neglect in the Chicagoland area.

Each year, one of UCAN's most prominent advocacy efforts is the UCAN Teen Report Card. A representative sampling of 1,000 teens, ages 12 to 19, grade adults on their performance on a number of issues. CWLA serves as a partner for the effort, publicizing the Report Card on a national level through press conferences and articles in CWLA's publications. CWLA has also conducted frequency analyses regarding grade distribution for every year of the survey since 1999. In 2006, CWLA put UCAN in touch with partners in California and Maryland so that UCAN could conduct focus groups on a regional basis as part of the Teen Report Card.

"Our young people have wonderful ideas about what they think is important to their futures and this tool has helped open that dialogue," says Jodi Doane, UCAN's Vice President of Government and Community Relations. "The partnership, the buy-in, and the coverage from the League have made it a national conversation."

As a CWLA member, UCAN staff have also served on CWLA's regional and national committees. Doane says CWLA's national Public Policy Committee has been a helpful resource for her, particularly during a year when unlicensed kinship caregivers lost reimbursement funding under a new Department of Health and Human Services rule. "That was a huge blow to Illinois and [as a member of the Public Policy Committee], I was able to see what the impact was going to be in other states and join with them in determining if we were going to put forth a policy response or a media response."

Doane adds, "From a member point of view, it's nice to be engaged in what CWLA is doing and to have some input. It is also incredibly important to be a part of what is going on in the region and to be able to learn from what other people have done."



FY 2006

Statement of Activities

Support and Revenue

Grants	\$ 4,180,694
Membership Dues	\$ 3,359,056
Consultation and Training	\$ 1,639,933
Publication Sales	\$ 1,087,244
Conferences	\$ 677,823
Contributions	\$ 1,358,819
Advertising	\$ 46,866
Investment Income	\$ 400,490
Total Support and Revenue	\$12,751,000

Expenses

Program Services (including education, membership, consultation, grants, research)	\$11,564,336
Management and General	\$ 2,167,130
Fundraising	\$ 402,622
Total Expenses	\$14,134,088
Change in Net Assets (including pension gain of \$8,387)	(\$1,374,701)
Net Assets — Beginning of Year	\$ 3,401,588
Net Assets End of Year	\$ 2,026,887

Federal Grants and Contracts

The Adoption Exchange Association
 Center for Children and Family Futures
 Chapel Hill Training and Outreach Project
 Department of Health and Human Services,
 Administration for Children, Youth and Families,
 Children's Bureau
 University of New York City, Hunter College School
 of Social Work

Foundation and Grant Related Support

American Express Foundation
 American Legion Child Welfare Fund
 Andrus Family Fund
 The Annie E. Casey Foundation
 Arie and Ida Crown Memorial
 The Boston Foundation
 CARF International
 Casey Family Programs
 Consuelo Zobel Alger Foundation

The Cuneo Foundation
 The Daniels Fund
 Everett Philanthropic Fund
 Freddie Mac Foundation
 Fidelity Charitable Gift Fund
 Holy Family Human Needs
 J.P. Morgan Chase Foundation
 Jalen Rose Foundation
 Jesse Ball duPont Fund
 Jim Casey Youth Opportunities Initiative
 The John D. and Catherine T. MacArthur Foundation
 Marguerite Casey Foundation
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 Mattlin Foundation
 New York Life Foundation
 The Prudential Foundation
 Richard Ray Loucks and Ruth M. Loucks Fund
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 Segal Family Foundation II
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 Surdna Foundation, Inc.
 The Tides Foundation
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