I am happy to provide our annual report for 2015. This year was again filled with change, challenge and opportunity. We continued our focus on advancing the National Blueprint for Excellence in Child Welfare through our policy and practice work. The National Blueprint challenges us to advance a collaborative approach to addressing the needs of children, youth, and families and to leverage the knowledge and resources gained from families, communities, and other systems that can contribute to better outcomes for children and families. In this regard, we continued our work on kinship and launched new work on father engagement and faith-based partnerships with child welfare agencies. Through our focus on substance use and its impact on children and families in the child welfare system, we are encouraging collaboration with the behavioral health community.

This was also a year where we expanded our position in the global community through an extraordinary visit to Cuba and an exciting new partnership that will make our kinship curriculum and training available in countries around the world.

I am especially pleased to say that we have continued to carry out our policy and practice work in collaboration with others. We are deeply indebted to our numerous partners whose expertise, resources, and connections we were able to leverage to achieve our work this year.

On behalf of CWLA’s employees and board, I am proud to submit this report that provides only the highlight of our work in 2015.

Christine James-Brown
President and CEO
**Mission, Vision and Focus**

**Our Mission**
CWLA leads and engages its network of public and private agencies and partners to advance policies, best practices, and collaborative strategies that result in better outcomes for children, youth, and families that are vulnerable.

**The Vision**
Our vision is that every child will grow up in a safe, loving, and stable family.

**The Focus**
Our focus is children and youth who may have experienced abuse, neglect, family disruption, or a range of other factors that jeopardize their safety, permanence, or well-being. CWLA also focuses on the families, caregivers, and the communities that care for and support these children.

**What Makes CWLA Unique?**
CWLA is a coalition of over 400 public and private organizations and individuals. CWLA’s national programs and expertise reflect the scope of our member agencies’ services by spanning a range of community services designed to strengthen and support parents, families, and children. These services include: adoption, adolescent pregnancy prevention and teen parenting, child day care, child protection, children affected by incarceration, family foster care, group residential care, housing and homelessness, kinship care, juvenile justice, mental health, positive youth development, substance abuse prevention and treatment, and community-based services. CWLA actively involves young people and family members and engages them as active participants in our efforts to support and improve the field of child welfare.

**Historical Commitment to Excellence in Child Welfare Practice**
Since our founding in 1920, CWLA has fulfilled a commitment to children and families, starting with advocacy for laws protecting children in the workplace, encouraging childhood immunizations, and supporting families with homemaker services and child care. Over the last 60 plus years, a clear need for practice improvement led CWLA to focus on strengthening practice within the nation’s child welfare systems. To that end we established, promoted and maintained, Standards of Excellence that have served as a foundation for best practices and the definition of quality in child welfare practice. It is increasingly clear, however, that evidenced-based practice needs to be more evenly applied and that the child welfare system alone cannot solve the problems of children and families. It must work within the community context and with the understanding that what happens to vulnerable children is very interconnected with how the nation treats children and families as a whole.

**Focus for the Future**
With the recent introduction of our National Blueprint for Excellence in Child Welfare, CWLA returns to its original broad, holistic approach. It
starts with the vision for all children recognizing that we must look at how to improve outcomes for vulnerable children within that context. Continuing CWLA’s role as the credible and neutral advocate for practice excellence, the National Blueprint is premised on promoting collaboration among all stakeholders. By continuing to serve as a thought leader and expert in practice excellence, CWLA will facilitate a national conversation around the importance and value of collaboration and coordination of effort in protecting the nation’s children. To that end, CWLA will provide printed publications, and other communication mechanisms, resources, training, and consulting services to a broader membership base, empowering all stakeholders with knowledge of and access to evidence-based best practices.

**Select Key Activities in 2014-2015**

1. Broadly promoted the *National Blueprint for Excellence in Child Welfare* by identifying and showcasing agency programs and services that are aligned with the Blueprint, conducting sessions at CWLA and other conferences to build support for the Blueprint, and revamping the format for our consultation reports and training curriculum to reflect the Blueprint. We are currently developing implementation tools and guidelines for agencies that want to align their programs and services with the Blueprint.

2. Worked in partnership with the Administration for Children and Families—Region 3, Stoneleigh Foundation, Bryn Mawr College—Graduate School of Social Work and Social Research, and the American Bar Association, Center on Children and the Law to sponsor the National Call to Action, a national, regional and local partnership designed to increase responsible father engagement across multiple systems of care including: behavioral health, education, child welfare, legal and juvenile justice systems. In addition, produced a special extended session on Fatherhood at the CWLA National Conference that featured a discussion of the *National Blueprint* and its relevance to the fatherhood movement and innovative initiatives that link fatherhood initiatives and child welfare.

3. Established a committee to provide guidance and support to encourage child welfare organizations to leverage the capacity of the faith-based community to support child well-being. Secured a master’s level student intern from the Princeton Theological Seminary to help support this effort.

4. Developed a partnership with Northwest Media Inc. to expand the availability of our nationally known *PRIDE Model of Practice* curriculum and training that are designed to provide additional knowledge and resources for foster parents through its FosterParentCollege.com.

5. Formed an international partnership with Hopes and Homes for Children based in the United Kingdom to expand the availability of our recently developed curriculum and training for kinship caregivers. The training was tested at an international conference and the program will be piloted in Hungary and Romania.

6. Continued to develop and release special editions of our award winning, peer reviewed *Child Welfare* journals focused on child welfare and housing/family stability, research to practice, substance use and its impact on child welfare (two issues), Kinship Navigator, Family Connections, child fatality, and current kinship research and practice issues.
Working to update the CWLA website to ensure that it reflects the organization's new strategic direction, increases in value to members, media, researchers and others, facilitates sales of CWLA products and services that promote the National Blueprint.

Offered a series of webinars and related issue papers on important topics such as the rights of children related to organ transplants, should medical marijuana be used with children and adolescents, and key issues in kinship care. Partnered with the National Child Traumatic Stress Network to develop and offer a series of webinars pertaining to the impact of trauma on child welfare.

Planned and presented a National Conference in 2015 and currently working in partnership with Children and Family Futures to organize a 2016 National Conference on the issue of how substance use impacts child welfare.

Developed and advanced a legislative agenda and related policy position papers aligned with the National Blueprint and held an Advocacy Conference in 2014, an Advocacy Day at the National Conference in 2015 and planning an Advocacy Conference for 2016.

Finalized or in process of finalizing publications on sex trafficking, LGBTQ adoption, trauma, and two children's books.

Visit www.cwla.org to view our current IRS Form 990.
# Our Membership

| **Alaska** | Alaska Department of Health and Social Services  
Child Welfare Academy, University of Alaska-Anchorage |
| **Alabama** | Alabama Department of Human Resources  
Children's Aid Society  
Christian Services for Children in Alabama  
Gateway |
| **Arkansas** | Arkansas Advocates for Children and Families  
Arkansas Department of Human Services  
University of Arkansas at Little Rock |
| **Arizona** | Arizona Partnership for Children  
Casa de los Ninos  
Casey Family Programs – Arizona Office  
Christian Family Care Agency  
Devereux Arizona  
Johnson, Dana  
Klaehn, Robert L.  
Nicholes, Ericka  
Tennant, Megan |
| **Bermuda** | Bermuda Department of Child and Family Services |
| **California** | A Home Within  
Access  
Ark Homes Foster Family Agency  
California Alliance of Child & Family Services |
| **Colorado** | Casey Family Programs – Indian Child Welfare Program  
Colorado Association of Family & Children's Agencies  
Colorado Office of the Child's Representative  
Denver Department of Human Services  
Devereux Cleo Wallace  
Eagle County Children, Family & Adult Services  
Jefferson Hills  
Tennyson Center for Children at Colorado Christian Home  
Third Way Center, Inc.  
Brasher, Sheri Szeles  
Hodge, Lee |
| **Connecticut** | Community Residences, Inc.  
Connecticut Association of Foster and Adoptive Parents, Inc.  
Connecticut Association of Nonprofits, Inc.  
Connecticut Department of Children and Families  
Connecticut Junior Republic  
The Connection, Inc. |
| **District of Columbia** | American Institutes for Research  
Anthem Inc.  
District of Columbia Child and Family Services Agency  
Episcopal Center for Children  
Family Matters of Greater Washington  
Human Rights Campaign Foundation  
National Children's Alliance  
SOS Children's Villages – USA  
Voice for Adoption  
O'Grady, Kathyne |
| **Delaware** | Delaware Department of Services for Children, Youth and Their Families  
Gillette, Bruce  
Stancell, Melanie R. |
| **Florida** | 4Kids of South Florida, Inc.  
Center for Family and Child Enrichment, Inc.  
CHARLEE of Dade County, Inc.  
ChildNet, Inc.  
Children's Campaign, Inc.  
Children's Services Council of Broward County  
Children's Services Council of Palm Beach County  
Devereux Florida  
Families First of Palm Beach County  
Family Support Services of North Florida, Inc.  
Florida Coalition for Children  
Florida Department of Children and Families |
Florida Network of Youth and Family Services
Heartland for Children
Juvenile Welfare Board of Pinellas County
Miami Bridge Youth & Family Services, Inc.
Miami-Dade Community Action and Human Services Department
Neighbor To Family, Inc.
Our Kids of Miami-Dade/Monroe, Inc.
Partnership for Strong Families
Pasco Kids First
The Ounce of Prevention Fund of Florida
Blanco, Isabel
Laitman, James
Marinaro, NJ
Shifman, Howard
Tatterson, Bryan R.
Watford, Charles Russell

Georgia
CHRIS Kids
FaithBridge Foster Care
Georgia Department of Human Services, Family & Children Services
Multi-Agency Alliance for Children, Inc.
Together Georgia
Whitley, Deborah

Hawaii
Consuelo Foundation
Family Programs Hawaii

Iowa
Children and Families of Iowa Coalition for Family and Children's Services in Iowa

Idaho
Casey Family Programs — Idaho Office
PATH Idaho

Illinois
Ada S. McKinley Community Services
Chicago Child Care Society
Child Care Association of Illinois
ChildServ
Firman Community Services
Healthcare Consortium of Illinois
Hoyleton Youth and Family Services
Illinois Department of Children and Family Services
Jane Addams College of Social Work, University of Illinois-Chicago
Kemmerer Village
Maryville Academy
Palmmini, Ami
Sharp, Jackie

Indiana
Choices
Coordinated Care Solutions
Indiana Association of Resources and Child Advocacy
Indiana Department of Child Services
The Villages of Indiana Foundation
The Villages of Indiana, Inc.

Louisiana
Jewish Children's Regional Service
Kingsley House
Louisiana Association of Children and Family Agencies
Louisiana Department of Children and Family Services
Raintree Children and Family Services
Tulane University School of Social Work Youth Empowerment Project
Hammack, Bill
Hood-Mucker, Lisa

Massachusetts
Berkshire Children and Families, Inc.
Boston University School of Social Work
Center for Human Development, Inc.
Children's League of Massachusetts
Devereux
Massachusetts Fall River Deaconess Home School
Home for Little Wanderers
Italian Home for Children, Inc.
Lower Roxbury Coalition
Massachusetts Adoption Resource Exchange, Inc.
Massachusetts Association of 766 Approved Private Schools (MAAPS)
Massachusetts Council of Human Service Providers, Inc.
Massachusetts Department of Children & Families
New England Association of Child Welfare Commissioners and Directors
Robert F. Kennedy Children's Action Corps, Inc.

Maryland
Adoption Exchange Association, Inc.
Allegany County Department of Social Services
Anne Arundel County Department of Social Services
Baltimore City Department of Social Services
Baltimore County Department of Social Services
Calvert County Department of Social Services
Caroline County Department of Social Services
Carroll County Department of Social Services
Cecil County Department of Social Services
Charles County Department of Social Services
Dorchester County Department of Social Services
Family & Children's Services of Central Maryland
Frederick County Department of Social Services
Garrett County Department of Social Services
Harford County Department of Social Services
Howard County Department of Social Services
International Social Service — United States of America Branch, Inc.
Kent County Department of Social Services
Lutheran Immigration & Refugee Service
Maryland Association of Resources for Families & Youth
Maryland Department of Human Resources
Montgomery County Department of Social Services
New Pathways, Inc.
Prince George’s County Department of Social Services
Queen Anne’s County Department of Social Services
Somerset County Department of Social Services
St. Mary’s County Department of Social Services
Talbot County Department of Social Services
The Children’s Home, Inc.
The Martin Pollak Project, Inc
The national Center for Children & Families
Washington County Department of Social Services
Wicomico County Department of Social Services
Worcester County Department of Social Services

MINNESOTA
Hennepin County Human Services and Public Health Department
Minnesota Council of Child Caring Agencies
PATH Minnesota
Pfohl, Mary

MISSOURI
Community Response
Family Resource Center
Lutheran Family & Children’s Services of Missouri
Missouri Coalition of Children’s Agencies
Missouri Department of Social Services, Children’s Division
Parents as Teachers National Center
Harvey, Kristin

MISSISSIPPI
Mississippi Children’s Home Services

MONTANA
New Day Ranch, Inc.
Summit Preparatory School

NORTH CAROLINA
Another Choice for Black Children, Inc.
Catawba County Department of Social Services
Eliada Homes, Inc.
FRIENDS National Resource Center for CBCAP
Lutheran Services Carolinas
Masonic Home for Children at Oxford, Inc.
SAS Institute Inc.
Second Family Foundation
Attack, Linda
Bradley, Charles
Eagan, Peggy A.

NORTH DAKOTA
Children & Family Services
Training Center
Home On The Range

NATIONAL FOSTER PARENT ASSOCIATION
North Dakota Department of Human Services
PATH
Pfohl, Mary

NEBRASKA
Center for Holistic Development, Inc.
OMNI Behavioral Health
Project Harmony
Newell, David
Wymore, Diana

NEW HAMPSHIRE
Child and Family Services of New Hampshire
New Hampshire Partners in Service
Holstein, Barbara

NEW JERSEY
AIDS Resource Foundation for Children, Inc.
Anchor House, Inc.

NEW MEXICO
All Faiths Childhaven, Inc.
La Familia – Namaste
New Mexico Children, Youth and Families Department, Protective Services Division
Faller, Kathleen

NEW YORK
Berkshire Farm Center & Services for Youth
Catholic Guardian Society & Home Bureau
Citizens’ Committee for Children of New York, Inc.
Coalition for Hispanic Family Services
Council of Family and Child Caring Agencies
Good Shepherd Services
Hope for Youth, Inc.
Jewish Child Care Association of New York
Lower East Side Family Union
Martin de Porres Group Homes
MercyFirst

Choice Services International, Inc.
Community Access Unlimited
Community Treatment Solutions
Foster Family-based Treatment Association
Harvest of Hope Family Services Network, Inc.
New Jersey Alliance for Children, Youth and Families, Inc.
New Jersey Department of Children and Families
The Children’s Home Society of New Jersey
UIH Family Partners
Cannaveno, Charles

NEVADA
Nevada Department of Health & Human Services, Division of Child & Family Services

NEVADA
All Faiths Childhaven, Inc.
La Familia – Namaste
New Mexico Children, Youth and Families Department, Protective Services Division
Faller, Kathleen

NEW HAMPSHIRE
Child and Family Services of New Hampshire
New Hampshire Partners in Service
Holstein, Barbara

NEW JERSEY
AIDS Resource Foundation for Children, Inc.
Anchor House, Inc.

Choice Services International, Inc.
Community Access Unlimited
Community Treatment Solutions
Foster Family-based Treatment Association
Harvest of Hope Family Services Network, Inc.
New Jersey Alliance for Children, Youth and Families, Inc.
New Jersey Department of Children and Families
The Children’s Home Society of New Jersey
UIH Family Partners
Cannaveno, Charles

NEVADA
Nevada Department of Health & Human Services, Division of Child & Family Services

NEVADA
All Faiths Childhaven, Inc.
La Familia – Namaste
New Mexico Children, Youth and Families Department, Protective Services Division
Faller, Kathleen

NEW HAMPSHIRE
Child and Family Services of New Hampshire
New Hampshire Partners in Service
Holstein, Barbara

NEW JERSEY
AIDS Resource Foundation for Children, Inc.
Anchor House, Inc.
New Directions Youth & Family Services, Inc.
New York State Coalition for Children's Mental Health Services
Professional Development Program
Rockefeller College, University at Albany
SCO Family of Services
Seamen's Society for Children and Families
Spence-Chapin
The Children's Aid Society
The Children's Village
The Donaldson Adoption Institute
The New York Foundling
The Salvation Army, Syracuse Area Services
Westchester County Department of Social Services
Ayers, Frances Cohen-Filipic, Katherine DuMont, Kimberly Horan, Sarah Burns Jones, Irene M. McConnaughy, Susan Riley, Julie Waite, Douglas Wallace, Gerard

OHIO
Catholic Charities Corporation
Cleveland Christian Home, Inc.
Franklin County Children Services
Licking County Department of Job and Family Services
Lorain County Children Services
Montgomery County Children Services
Muskingum County Children Services
Ohio Association of Child Caring Agencies, Inc.
Public Children Services Association of Ohio

Richland County Children Services
Trumbull County Children Services
Drummond, Susan M.
Harman, Emily Voltolini, Krista J.

OKLAHOMA
Oklahoma Department of Human Services, Child Welfare Services
The University of Oklahoma
OUTREACH National Resource Center for Youth Services

OREGON
Boys & Girls Aid
Jasper Mountain
National Indian Child Welfare Association

PENNSYLVANIA
Devereux
Family Design Resources, Inc.
JusticeWorks YouthCare, Inc.
PathWays PA
Pennsylvania Child Welfare Resource Center, University of Pittsburgh
Pennsylvania Council of Children, Youth and Family Services
Pennsylvania Department of Human Services, Office of Children, Youth & Families
Philadelphia Department of Human Services
Stoneleigh Foundation
The Field Center for Children's Policy, Practice & Research, University of Pennsylvania
Wyoming County Human Services, Children & Youth Service, Inc.

Bitler, Beth Kulick, Anita
Puerto Rico
Proyecto Nacer, Inc.

Rhode Island
Children's Friend and Service
Foster Forward
Rhode Island Council of Resource Providers for Children, Youth and Families (RICORP)

South Carolina
Center for Social Welfare Research & Assessment
Pendleton Place
Harling, Randy
Littleton, Rhonda

South Dakota
South Dakota Department of Social Services, Division of Child Protective Services

Tennessee
Chambliss Center for Children
Tennessee Department of Children's Services
The Florence Crittenton Agency, Inc.
Youth Villages

Texas
Boy Scouts of America
Casey Family Programs — Austin Field Office
Casey Family Programs — San Antonio Field Office
Cenpatico
Covenant House Texas
Devereux Texas Treatment Network
Harris County Protective Services for Children and Adults
Juliette Fowler Homes, Inc.
Lena Pope
Rainbow of Love Adoption Agency, Inc.
Texas Alliance of Child and Family Services
Texas Department of Family and Protective Services
Biera Miracle, Anais Isela
Deckinga, Audrey
DeMontrond, Marilyn G.
Harris, Ashley
Levine, Joel A.
Mauk, Joyce Elizabeth
Rodriguez, Annette
Williams, Dawnita
Willis, Jeanette McCrea

Utah
Children's Service Society
Utah Department of Human Services, Division of Child & Family Services
Utah Foster Care Foundation

Vermont
Vermont Department for Children and Families
Youth Catalytics
Richards, Annie

Washington
Casey Family Programs
Casey Family Programs — Seattle Field Office
Casey Family Programs — Yakima Field Office
National Court Appointed Special Advocate (CASA) Association
Miller, Sara Charlene
Packard, William Benjamin

Wisconsin
Chileda Institute, Inc.
Wisconsin Association of Family and Children's Agencies
Wisconsin Department of Children and Families

West Virginia
West Virginia Department of Health & Human Resources, Bureau for Children & Families
Harper-Dorton, Karen

Wyoming
Wyoming Department of Family Services
Wyoming Youth Services Association
Howell, William J.
Petersen, William

Vermont
Child Savers
Child Welfare Information Gateway
Fairfax County Department of Family Services
Foster Care Alumni of America
Foster Care to Success
Friends Association for Children
Richmond Department of Social Services
Virginia Beach Department of Human Services
Virginia Department of Social Services
Irvine, Kimberly
Jemmott, Edry
Molloy, Barbara
Waid, Meagan Marie
Whiting Blome, Wendy

Vermont
Chileda Institute, Inc.
Wisconsin Association of Family and Children's Agencies
Wisconsin Department of Children and Families

West Virginia
West Virginia Department of Health & Human Resources, Bureau for Children & Families
Harper-Dorton, Karen

Wyoming
Wyoming Department of Family Services
Wyoming Youth Services Association
Howell, William J.
Petersen, William

Vermont
Child Savers
Child Welfare Information Gateway
Fairfax County Department of Family Services
Foster Care Alumni of America
Foster Care to Success
Friends Association for Children
Richmond Department of Social Services
Virginia Beach Department of Human Services
Virginia Department of Social Services
Irvine, Kimberly
Jemmott, Edry
Molloy, Barbara
Waid, Meagan Marie
Whiting Blome, Wendy

Vermont
Chileda Institute, Inc.
Wisconsin Association of Family and Children's Agencies
Wisconsin Department of Children and Families

West Virginia
West Virginia Department of Health & Human Resources, Bureau for Children & Families
Harper-Dorton, Karen

Wyoming
Wyoming Department of Family Services
Wyoming Youth Services Association
Howell, William J.
Petersen, William

Vermont
Child Savers
Child Welfare Information Gateway
Fairfax County Department of Family Services
Foster Care Alumni of America
Foster Care to Success
Friends Association for Children
Richmond Department of Social Services
Virginia Beach Department of Human Services
Virginia Department of Social Services
Irvine, Kimberly
Jemmott, Edry
Molloy, Barbara
Waid, Meagan Marie
Whiting Blome, Wendy
Our Leadership

Blake, Allison
Commissioner, New Jersey
Department of Children and Families
Trenton, NJ

Cole, Adam CPA
Managing Partner, Greater New York
Health Care and Non-Profit Practices
New York, NY

Costa, Joseph M.
CWLA Board Vice Chair and Chair,
Resource Development Committee
CEO, Hillsides, Pasadena, CA

Day, Kimberly
Deputy Director
National Children’s Alliance
Washington, DC

DeMontrond, Marilyn
Immediate Past Chair, Harris County
Protective Services
Houston, TX

Ford, Krisztina
President and CEO, All Faiths
Albuquerque, NM

Hammons, Marva
Executive Vice President
of Child and Family Services,
Casey Family Programs
Seattle, WA

Kelley, Edward
President and CEO
Robert F. Kennedy Children’s
Action Corps
Boston, MA

Kelly, Victoria Psy.D.,
MSW, MHA
Director, DFS, Delaware Department
of Services for Children, Youth
and Families
Millsboro, DE

Landry, Todd
CWLA Board Chair
Executive Director, Lena Pope
Fort Worth, TX

Liederman, Keith PhD
CWLA Chair
Membership Committee
President and CEO,
Kingsley House
New Orleans, LA

Liederman, Larry
CWLA Board Treasurer
and Chair, Finance Committee
Controller, Live Ramp, Inc.
Tampa, FL

McGencey, Stephanie PhD, MPH
CWLA Board Secretary
Senior Network Manager,
Council on Foundations
College Park, MD

Morales, Alex LCSW
President and CEO, Children’s Bureau
Los Angeles, CA

O’Donnell II, C.T. PhD
O’Donnell’s Strategy & Results
Bethlehem, PA

Sweeney-Springwater, Julie
CWLA Chair
Governance Committee
CEO, New England Association
of Child Welfare Commissioners
and Directors
Boston, MA

Tua-Lopez, Anayra
Executive Director, Proyecto Nacer, Inc.
Bayamon, Puerto Rico

White, Carnitra
Director, Anne Arundel County
Department of Social Services
Annapolis, MD

Our Staff Team

Christine James-Brown
President
and Chief Executive Officer

Tim Briceland-Betts
Senior Policy Consultant

Julie Brite
Member Services Manager

Ray Bierria
Chief Financial Officer

Julie Collins
Director of Standards
for Practice Excellence

Karen Dunn
Marketing Director

William Dupee
Office and Facilities Associate

Margie Fowler
Executive Assistant

Zuline Gray Wilkinson
Faith-Based Specialist

Benjamin Henry
Accountant

Charlene Ingram
Senior Fellow

Eileen Mayers Pasztor
Curriculum Developer
and Trainer

Donna Petras
Director, Models of Practice
and Training Development

Cassaudria Rainey
Vice President
Member Services

Marlene Saulsbury
Art Director, Publications

John Sciamanna
Senior Policy Consultant