

# The Children's Bureau

## Training & Technical Assistance Network

### 2013 Directory



U.S. Department of Health and Human Services  
Administration for Children and Families  
Administration on Children, Youth and Families  
Children's Bureau



THIS PAGE INTENTIONALLY LEFT BLANK

## Table of Contents

Introduction .....	1
--------------------	---

### **National Resource Centers funded by the Children's Bureau:**

National Child Welfare Resource Center for Organizational Improvement (NRCOI) .....	2
National Resource Center for Child Protective Services (NRCCPS).....	2
National Resource Center on Legal and Judicial Issues (NRCLJI).....	3
National Resource Center for In-Home Services (NRC In-Home).....	3
National Resource Center for Permanency and Family Connections (NRCPFC).....	4
National Resource Center for Child Welfare Data and Technology (NRC-CWDT) .....	4
National Resource Center for Adoption (NRCA) .....	5
National Resource Center for Youth Development (NRCYD).....	5
National Resource Center for Tribes (NRC4Tribes).....	6
National Resource Center for Diligent Recruitment at AdoptUSKids (NRCDR).....	6
AdoptUSKids .....	7

### **The following provide information and T&TA and are funded by the Children's Bureau:**

Child Welfare Information Gateway .....	7
National Data Archive on Child Abuse and Neglect (NDACAN).....	8
National Child Welfare Workforce Institute (NCWWI) .....	8
Training and Technical Assistance Coordination Center (TTACC) .....	9

### **Quality Improvement Centers funded by the Children's Bureau:**

National Quality Improvement Center on Differential Response in Child Protective Services (QIC-DR) ..	9
National Quality Improvement Center on Early Childhood (QIC-EC).....	10
National Quality Improvement Center on the Representation of Children in the Child Welfare System (QIC-ChildRep) .....	10

**The following were established to support statutorily mandated programs and provide services to grantees and are funded by the Children's Bureau:**

National Abandoned Infants Assistance (AIA) Resource Center..... 11  
National Resource Center for Community-Based Child Abuse Prevention (FRIENDS) ..... 11

**Five Regional Implementation Centers funded by the Children's Bureau:**

Atlantic Coast Child Welfare Implementation Center (ACCWIC)..... 12  
Midwest Child Welfare Implementation Center (MCWIC)..... 12  
Mountains and Plains Child Welfare Implementation Center (MPCWIC) ..... 13  
Northeast and Caribbean Child Welfare Implementation Center (NCIC)..... 13  
Western and Pacific Child Welfare Implementation Center (WPIC)..... 14

**Co-sponsored by the Children's Bureau and the Substance Abuse and Mental Health Services Administration:**

National Center on Substance Abuse and Child Welfare (NCSACW) ..... 14

**Sponsored through the Intra-Agency Agreement between the Administration for Children and Families and the Center for Mental Health Services:**

National Technical Assistance Center for Children's Mental Health (TA Center)..... 15  
Technical Assistance Partnership for Child and Family Mental Health (TA Partnership) ..... 15

# The Children's Bureau Training & Technical Assistance Network

---

## Introduction

This booklet summarizes information on the Children's Bureau Training and Technical Assistance (T&TA) Network, within the Administration for Children and Families (ACF), U.S. Department of Health and Human Services. This directory offers information on the specific focus of each of the 28 T&TA Network members.

The mission of the T&TA Network is to provide a seamless array of services that build the capacity of States, Tribes, Territories, and Courts to achieve sustainable, systemic changes that will result in improved outcomes for children, youth, and families. To do so, the Network members provide training, technical assistance, research, information and referral, and consultation on the full array of Federal requirements administered by the Children's Bureau.

T&TA Network members also assist State, local, Tribal, and other publicly administered or publicly supported child welfare agencies and family and juvenile courts to achieve conformity with the outcomes and systemic factors defined in the monitoring reviews conducted by the Children's Bureau.

The T&TA Network provides both on-site and off-site T&TA. On-site assistance might cover several weeks or months and comprise multiple visits; off-site assistance might consist, for example, of conducting a policy review or responding to a request for materials in a specific practice area. The Network has an open-door policy for making T&TA requests. Requesters may do any of the following to seek assistance:

- Contact the Training and Technical Assistance Coordination Center (TTACC), which coordinates the Network's T&TA requests (see the contact information on page 9)
- Talk directly with one of the T&TA Network members
- Contact an ACF Regional Office (for a list of ACF Regional Offices and the States they serve, visit the ACF Web site: <http://www.acf.hhs.gov/programs/oro>)
- Complete the On-Site T&TA Standard Request Initiation Form, which appears on the TTACC Information Portal at <https://www.ttaccportal.org>

This directory is also available on the Children's Bureau Web site: <http://www.acf.hhs.gov/programs/cb/tta/index.htm>.

**National Child Welfare Resource Center for  
Organizational Improvement (NRCOI)**

<http://www.nrcoi.org>

The NRCOI strengthens and supports State and Tribal agencies committed to the welfare of children, youth, and families through T&TA, research, and evaluation. Its aim is to improve management and operations, bolster organizational capacity, promote service integration, and develop supervisory and management systems that result in improved outcomes for children and families.

**GOAL**

Help child welfare agencies refine their management and operations, expand organizational capacity, and foster effective and consistent practice, all with the explicit purpose of improving outcomes for children, youth, and families

**HOW WE HELP**

- Provide coaching on the leadership of systemic change initiatives
- Develop continuous quality improvement (CQI) systems
- Engage leadership and stakeholders in creating and using integrated strategic plans
- Involve stakeholders in collaborative systemic change strategies and ongoing agency initiatives
- Assess and improve training systems
- Implement workforce improvement strategies
- Host four national peer networks
- Present an annual Webinar series, and produce the *Child Welfare Matters* newsletter, research, and other publications

**FOR MORE INFORMATION**

**Address:** Muskie School of Public Service University  
of Southern Maine

P.O. Box 9300, 34 Bedford Street

Portland, ME 04104

**Phone:** 800.HELP.KID (435.7543) or 207.780.5878

**E-mail:** [helpkids@usm.maine.edu](mailto:helpkids@usm.maine.edu)

**Contact:** Peter Watson, Director

**National Resource Center for Child Protective  
Services (NRCCPS)**

<http://www.nrccps.org>

The NRCCPS provides expert consultation, technical assistance, and training in all areas of child protective services, including intake, safety assessment, case planning, ongoing safety management, removal and reunification decisionmaking, ongoing services, and case closure. The NRCCPS helps to build the capacity of State, local, Tribal, and other publicly administered or supported child welfare agencies to achieve safety, permanency, and well-being for children and families.

**GOAL**

Assist jurisdictions with system and practice issues that help improve the prevention, reporting, assessment, and treatment of child abuse and neglect

**HOW WE HELP**

- Plan and implement systemic changes built upon implementation science principles
- Provide technical assistance and consultation on-site and off-site
- Develop and deliver resource materials, guidelines, practice models, decisionmaking tools, and protocols to increase capacity to ensure staff and supervisory competence
- Identify and disseminate evidence-based practices
- Provide expertise for practice and decisionmaking when child maltreatment is accompanied by substance abuse, domestic violence, and mental health issues
- Provide expertise on requirements of the Child Abuse Prevention and Treatment Act, Adoption and Safe Families Act, and Indian Child Welfare Act
- Support peer-to-peer networking for State liaison officers, Children's Justice Act grantees, and Citizen Review Panels

**FOR MORE INFORMATION**

**Address:** 925 #4 Sixth Street NW

Albuquerque, NM 87102

**Phone:** 505.301.3105

**E-mail:** [tcostello@earthlink.net](mailto:tcostello@earthlink.net)

**Contact:** Theresa Costello, Director

# The Children's Bureau Training & Technical Assistance Network

## National Resource Center on Legal and Judicial Issues (NRCLJI)

[http://www.americanbar.org/groups/child\\_law/projects\\_initiatives/rcjji.html](http://www.americanbar.org/groups/child_law/projects_initiatives/rcjji.html)

The NRCLJI provides expertise to courts, attorneys, Court Improvement Projects, and State and Tribal agencies on legal and judicial aspects of child welfare. Areas of focus include permanency decisionmaking; adherence to the Adoption and Safe Families Act, the Fostering Connections to Success and Increasing Adoptions Act, and other Federal laws; the court's role in the Child and Family Services Reviews (CFSRs) and child welfare reform; high-quality legal representation for all parties; performance measurement for courts; data exchange between child welfare agencies and courts; judicial leadership; education needs of children in foster care; training evaluation; legal ethics; concurrent planning; involvement and empowerment of youth in the court process; and safety decisionmaking for judges and attorneys.

### GOAL

Achieve safety, permanence, and well-being for abused and neglected children through improved laws and judicial decisionmaking

### HOW WE HELP

- Assist with agency-court collaborations
- Identify legal barriers to best practice and recommend strategies to overcome barriers
- Promote legal system stakeholder involvement
- Help develop specific legal and judicial strategies to address issues identified in a State's CFSR and technical assistance package
- Provide tailored training and technical help as determined by a State's Program Improvement Plan and Court Improvement Project strategic plan on a variety of topic areas

### FOR MORE INFORMATION

**Address:** 740 15th Street, NW  
Washington, DC 20005

**Phone:** 202.662.1746

**E-mail:** [Shante.bullock@americanbar.org](mailto:Shante.bullock@americanbar.org)  
[Jennifer.renne@americanbar.org](mailto:Jennifer.renne@americanbar.org)  
[Scott.trowbridge@americanbar.org](mailto:Scott.trowbridge@americanbar.org)

**Contact:** Jennifer Renne, Director  
Scott Trowbridge, Program Specialist  
Julianna Ormsby, National Council of Juvenile and Family Court Judges  
Gene Flango, National Center for State Courts

## National Resource Center for In-Home Services (NRC In-Home)

<http://nrcinhome.socialwork.uiowa.edu>

NRC In-Home works with States, Tribes, and Territories to increase their capacity to provide effective alternatives to out-of-home care.

### GOAL

Provide T&TA to build the capacity of State, local, and Tribal systems to provide services that will ensure the safety and well-being of children and youth in their homes while preserving, supporting, and stabilizing families

### HOW WE HELP

- Provide technical assistance to States and Tribes to improve systems of in-home services to support and stabilize families while keeping children safe, well, and at home
- Disseminate information on best practices for in-home services delivery through our Web site, Webinars, print products, and tailored responses to information requests
- Support State and Tribal Promoting Safe and Stable Families program administrators through an annual conference and peer-to-peer events
- Develop and disseminate resources on in-home services

### FOR MORE INFORMATION

**Address:** University of Iowa School of Social Work  
100 MTP4, Room 162  
Iowa City, IA 52242-5000

**Phone:** 319.335.4932

**E-mail:** [lisa-daunno@uiowa.edu](mailto:lisa-daunno@uiowa.edu)

**Contact:** Lisa D'Aunno, Project Director

### National Resource Center for Permanency and Family Connections (NRC-PFC)

<http://www.nrcpfc.org>

The NRC-PFC customizes an array of services for each request to support States, Territories, and Tribes in sustainable, systemic change efforts producing greater safety, permanency, and well-being for children, youth, and families.

The NRC-PFC offers on-site technical assistance and in-depth information services in collaboration with family partners to assist in the implementation of new strategies, expand knowledge, increase competencies, and expand commitment to family-centered practice by child welfare professionals at all levels. The NRC-PFC is also focused on technical assistance regarding the provisions of the Fostering Connections to Success and Increasing Adoptions Act (Fostering Connections).

#### GOAL

Build capacity in child welfare systems to enhance child and family outcomes pertinent to permanency achievement, placement stability, and a wide range of other foster care and well-being issues

#### HOW WE HELP

- Support practice to engage youth and families at all levels of the system
- Build partnerships with courts, legal personnel, and community partners
- Promote visiting between workers and family members and among families
- Support Fostering Connections implementation and grantees
- Promote effective concurrent planning
- Support competent practice with all families, including lesbian, gay, bisexual, and transgender families
- Involve fathers and paternal resources

#### FOR MORE INFORMATION

**Address:** Silberman School of Social Work at Hunter College  
2180 Third Avenue, Suite 702  
New York, NY 10035

**Phone:** 212.396.7562

**E-mail:** [gmallon@hunter.cuny.edu](mailto:gmallon@hunter.cuny.edu)

**Contact:** Gerald P. Mallon, DSW  
Julia Lanthrop, Professor of Child Welfare and NRC-PFC Executive Director

### National Resource Center for Child Welfare Data and Technology (NRC-CWDT)

<http://www.nrcpwdt.org>

The NRC-CWDT provides a range of technical assistance on data and information systems issues to improve the quality of collected data, build the capacity to use the information for decisionmaking in daily practice, and develop or improve case management and data collection systems.

NRC-CWDT technical assistance focuses on information systems, technology, and the use of data. The NRC-CWDT works to improve the quality of data reported to the Federal Government in the Adoption and Foster Care Analysis and Reporting System (AFCARS), the National Child Abuse and Neglect Data System (NCANDS), and the National Youth in Transition Database (NYTD). Technical assistance also is provided for the Child and Family Services Review (CFSR) data profile and other Federal legislative requirements, policies, and initiatives.

#### GOAL

Assist State and Tribal child welfare agencies and courts in improving outcomes for children and families in the child welfare system through the use of data and information technology

#### HOW WE HELP

- Assist with building the capacity to analyze and use data throughout the organization
- Provide tailored assistance with AFCARS, NCANDS, and the NYTD
- Provide information and technical assistance on court/agency data exchanges
- Assist in improving data quality
- Coordinate peer consultations among States, Tribes, and/or courts that have similar issues
- Support States in the CFSR process

#### FOR MORE INFORMATION

**Address:** 1726 M Street, NW, Suite 500  
Washington, DC 20036

**Phone:** 202.590.8771

**E-mail:** [nrcpwdt@cwla.org](mailto:nrcpwdt@cwla.org)  
[dmilner@cwla.org](mailto:dmilner@cwla.org)

**Contact:** Debbie Milner, Director



# The Children's Bureau Training & Technical Assistance Network

---

## National Resource Center for Adoption (NRCA)

<http://www.nrcadoption.org>

The NRCA assists States, Tribes, Territories, courts, and agencies in building their capacity to ensure permanency for abused and neglected children through adoption, adoption support, and preservation services. The Center specializes in providing technical assistance, with a focus on program planning, policy development, and practice through consultation, information/research, and resource materials.

### GOAL

Assist States, Tribes, Territories, courts, and other agencies in building and sustaining their capacity through systemic change that results in the successful adoption of waiting, abused, and neglected children and youth from the child welfare system and ensures their safety, permanence, and well-being

### HOW WE HELP

- Provide targeted technical assistance through the use of regionally based consultants and regionally held Academies for State Adoption Managers (ASAM)
- Serve as the facilitator to the National Association of State Adoption Programs (NASAP)
- Help build culturally competent systems
- Provide guidance on the Multi-Ethnic Placement Act/Interethnic Adoption Provision (MEPA/IEP) and Title VI of the Civil Rights Act
- Promote workforce development through the Minority Adoption Leadership Institute (MALDI), NASAP, and ASAM
- Provide technical assistance regarding Federal Title IV-E adoption assistance agreements
- Promote the development and sustaining of trauma- and evidence-informed adoption support and preservation services

### FOR MORE INFORMATION

**Address:** 16250 Northland Drive, Suite 120  
Southfield, MI 48075

**Phone:** 248.443.0306

**Email:** [awilliams@spaulding.org](mailto:awilliams@spaulding.org)  
[jlevesq7@maine.rr.com](mailto:jlevesq7@maine.rr.com)

**Contact:** Addie Williams, President/CEO  
John Levesque, Associate Center Director

## National Resource Center for Youth Development (NRCYD)

<http://www.nrcyd.ou.edu>

The NRCYD helps States, Tribes, and Territories incorporate youth into all areas of programs and services, implement services that address legislative requirements, and prepare for Child and Family Services Review (CFSR) and Program Improvement Plan development and implementation.

The NRCYD bases its technical assistance and training around four core principles: youth development, collaboration, cultural competence, and permanent connections.

### GOAL

Increase the capacity and resources of States and Tribes to provide high-quality services to youth in out-of-home placements, former foster youth, and other youth in at-risk situations

### HOW WE HELP

- Implement the Foster Care Independence Act of 1999, including the National Youth in Transition Database, the older youth provisions of the Fostering Connections to Success and Increasing Adoptions Act, and other relevant State and Federal legislation
- Develop and maintain a culturally competent workforce that understands the developmental and service needs of diverse youth ages 14 to 26
- Provide strengths-based and youth-driven transition planning services
- Engage youth in all aspects of program planning, delivery, and evaluation
- Self-assess and evaluate youth services and programs
- Develop and maintain collaborations focused on helping youth transition to adulthood and strengthen permanent connections

### FOR MORE INFORMATION

**Address:** 4502 East 41st Street, Building 4W  
Tulsa, OK 74135-2512

**Phone:** 918.660.3700

**E-mail:** [cfinck@ou.edu](mailto:cfinck@ou.edu)

**Contact:** Clay L. Finck, Program Director

**National Resource Center for Tribes (NRC4Tribes)**

<http://www.nrc4tribes.org>

The NRC4Tribes engages Tribes to increase their access to and use of the T&TA Network, brokers T&TA, assists in the provision of T&TA as needed, facilitates peer-to-peer consultation between Tribes regarding child welfare issues, and increases cultural competence and sensitivity to Tribal voices in the T&TA Network and in State child welfare systems.

The NRC4Tribes addresses child welfare needs identified by Tribes, supports efforts for improved Tribal child welfare practice, and works with Tribal child welfare staff to achieve greater safety, permanency, and well-being for children and families. The NRC4Tribes also promotes the delivery of culturally appropriate services to American Indian and Alaska Native children, youth, and families.

**GOAL**

Enhance the capacities of Tribal agencies, courts, and organizations to support successful child welfare programs and provide effective child welfare services

**HOW WE HELP**

- Broker T&TA for Tribes through the T&TA Network
- Arrange activities to engage Tribes
- Provide direct T&TA to Tribes
- Support peer-to-peer mentoring and networking among Tribal agencies
- Support family-centered and community-based practices
- Develop and disseminate toolkits, resource manuals, and other products
- Offer training Webinars, conference calls, and other opportunities for information dissemination
- Facilitate Tribal/State problem solving
- Produce a Web site featuring user-friendly navigation and additional resources ([www.NRC4Tribes.org](http://www.NRC4Tribes.org))

**FOR MORE INFORMATION**

**Address:** 8235 Santa Monica Boulevard, Suite 211  
West Hollywood, CA 90046

**Phone:** 323.650.5467

**E-mail:** [Kathy@NRC4Tribes.org](mailto:Kathy@NRC4Tribes.org)  
[Joe@NRC4Tribes.org](mailto:Joe@NRC4Tribes.org)

**Contact:** Kathy Deserly, Associate Director  
Joe Walker, Tribal Child Welfare Specialist

**National Resource Center  
for Diligent Recruitment at AdoptUSKids (NRCDR)**

<http://www.adoptuskids.org/nrc-recruitment>

NRCDR at AdoptUSKids provides T&TA to States, Tribes, Territories, and Courts (STTCs) to increase their capacity to recruit and retain foster, adoptive, and kinship families.

**GOALS**

Assist STTCs in building capacity to recruit and retain foster, adoptive, and kinship families and in creating sustainable, systemic changes that support effective diligent recruitment and retention efforts

**HOW WE HELP**

- Supporting STTCs in their efforts to develop a sufficient, diverse pool of prospective families that reflect the diverse characteristics of children who need foster and adoptive homes
- Supporting STTCs in the development and implementation of comprehensive diligent recruitment plans
- Increasing the effective use of cross-jurisdictional resources to facilitate timely permanence options for children who are waiting to be adopted
- Ensuring that recruitment, response processes, and retention are driven by promising practices and achieve desired outcomes for families and children

**FOR MORE INFORMATION**

**Address:** 605 Global Way, Suite 100  
Linthicum, MD 21090

**Phone:** 303.726.0198

**Email:** [jillmay@adoptex.org](mailto:jillmay@adoptex.org)

**Contact:** Jill May, Director

# The Children's Bureau Training & Technical Assistance Network

## AdoptUSKids

<http://www.adoptuskids.org>

AdoptUSKids' core T&TA services are provided by the National Resource Center for Diligent Recruitment (NRCDR) at AdoptUSKids (described on the previous page).

### GOAL

To operate a multi-faceted national project designed to assist States and Tribes in the recruitment and retention of foster and adoptive parents for children in public foster care

### HOW WE HELP

- Assist in building the capacity of State and Tribal child welfare systems through the provision of T&TA, information, and consultation related to the diligent recruitment and retention of foster and adoptive families
- Operate the National Adoption Internet Photolisting site ([www.adoptuskids.org](http://www.adoptuskids.org))
- Support the National Adoption Recruitment Campaign by planning, carrying out, and assisting States and Tribes in carrying out fulfillment activities in response to a national multimedia adoptive parent recruitment campaign
- Operate the National Adoption and Foster Care Information Exchange System, which provides information to prospective and current foster and adoptive families, facilitates their engagement in appropriate services in their local areas, and assists States and Tribes in the recruitment of prospective foster parents and adoptive parents for children in public foster care
- Develop and disseminate information, strategies, and effective or evidence-based models for the implementation of adoptive and foster family support activities for States and Tribes

### FOR MORE INFORMATION

**Address:** 605 Global Way, Suite 100  
Linthicum, MD 21090

**Phone:** 888.200.4005 or 410.933.636.7030

**E-mail:** [info@adoptuskids.org](mailto:info@adoptuskids.org)

**Contact:** Kathy Ledesma, National Project Director

## Child Welfare Information Gateway

<http://www.childwelfare.gov>

Child Welfare Information Gateway provides information services to child welfare professionals and the public as the clearinghouse for the Children's Bureau, compiling, synthesizing, and disseminating resources to promote the safety, permanency, and well-being of children and families. Child welfare and related professionals can rely on Information Gateway for quick access to publications, Web sites, and online databases covering a range of topics, including child welfare, child abuse and neglect, foster care, adoption, and the content areas for which the T&TA Network members provide technical assistance.

### GOAL

Promote the safety, permanency, and well-being of children and families by providing child welfare, adoption, and related professionals—as well as the general public—with timely, essential information

### HOW WE HELP

- Connect users to information and resources on a range of topics that include:
  - Family-centered practice
  - Preventing and responding to child abuse and neglect
  - Supporting and preserving families
  - Achieving and maintaining permanency
  - Adoption
  - Management and supervision
  - Systemwide issues, including assessment, service array, and the courts
- Supply Web-based information on all aspects of child welfare for professionals
- Offer print and electronic publications, including Spanish-language resources for working with families
- Publish *Children's Bureau Express*
- Maintain a comprehensive library of child welfare documents and other media
- Provide online access to subscription services
- Host the National Foster Care & Adoption Directory, State Guides and Manuals search, and State Statutes databases

### FOR MORE INFORMATION

**Address:** Children's Bureau/ACYF  
1250 Maryland Avenue SW, Eighth Floor  
Washington, DC 20024

**Phone:** 800.394.3366

**E-mail:** [info@childwelfare.gov](mailto:info@childwelfare.gov)

**Contact:** Pamela Day, Co-Director  
Mike Torpy, Co-Director

**National Data Archive on Child Abuse and Neglect  
(NDACAN)**

<http://www.ndacan.cornell.edu>

NDACAN, a project of the Bronfenbrenner Center for Translational Research, resides within the College of Human Ecology at Cornell University. The Archive serves as a repository for high-quality datasets relevant to the study and prevention of child maltreatment. Examples include the National Child Abuse and Neglect Data System (NCANDS), Adoption and Foster Care Analysis and Reporting System (AFCARS), National Survey of Child and Adolescent Well-Being (NSCAW), and Longitudinal Studies of Child Abuse and Neglect (LONGSCAN).

NDACAN conducts an annual Summer Research Institute to provide support in secondary data analysis to child maltreatment researchers. Participants are given hands-on experience in completing their research projects, with support and instruction from NDACAN staff and other experts. Applicants are selected on a competitive basis from disciplines such as psychology, social work, and medicine. NDACAN moderates an online Child Maltreatment Research discussion group, to which researchers from all areas of child abuse and neglect contribute, and maintains a Web-based database of publications and measures based on Archive data.

**GOAL**

Support the research of child maltreatment scholars and promote secondary data analysis as a tool to advance scientific understanding

**HOW WE HELP**

- Acquire and process child maltreatment data for dissemination
- Provide technical assistance to data users
- Respond to special data requests
- Moderate a listserv to facilitate information exchange and networking among researchers in child abuse and neglect

**FOR MORE INFORMATION**

**Address:** Bronfenbrenner Center for Translational  
Research  
Beebe Hall  
Cornell University  
Ithaca, NY 14853

**Phone:** 607.255.7799

**E-mail:** [ndacan@cornell.edu](mailto:ndacan@cornell.edu)

**Contact:** John J. Eckenrode, Director  
Elliott G. Smith, Associate Director

**National Child Welfare Workforce Institute  
(NCWWI)**

<http://www.ncwwi.org>

The NCWWI conducts a range of activities to support leadership development, skill-building, and professional growth. These include development and delivery of child welfare leadership training curricula to middle managers and supervisors; engagement of national peer networks of child welfare trainees, students, and leaders; strategic assessment and dissemination of effective and promising leadership and workforce practices; facilitation of B.S.W. and M.S.W. traineeship programs in partnership with 12 universities; and an extensive project evaluation. The NCWWI advances Federal priorities while supporting training systems and workforce initiatives at State and national levels.

**GOAL**

Build the capacity of the Nation's child welfare workforce, and improve outcomes for children, youth, and families through activities that support the development of skilled child welfare leaders

**HOW WE HELP**

- Convene the NCWWI Advisory Committee
- Identify best practices in workforce development, leadership, and cultural responsiveness, and develop training curricula
- Provide national leadership training and coaching for middle managers and distance-learning opportunities for supervisors
- Facilitate M.S.W. and B.S.W. traineeships in child welfare in partnership with 12 universities
- Implement peer networks around workforce and leadership issues
- Serve as a resource on workforce issues
- Disseminate evidence-based, effective, and promising workforce practices

**FOR MORE INFORMATION**

**Address:** School of Social Work University at Albany,  
SUNY  
114 Richardson Hall  
135 Western Avenue  
Albany, NY 12222

**Phone:** 410.706.3740

**E-mail:** [ndickinson@ssw.umaryland.edu](mailto:ndickinson@ssw.umaryland.edu)

**Contact:** Nancy Dickinson, Project Director

# The Children's Bureau Training & Technical Assistance Network

## Training and Technical Assistance Coordination Center (TTACC)

<https://www.ttaccportal.org>

TTACC responds to T&TA requests for States, Tribes, Territories, and courts when multiple providers are involved; facilitates conversations to gain a better understanding of the identified needs; coordinates T&TA Network responses to the needs; improves assessment of the readiness and capacity of the requesting jurisdiction to engage in the work; and facilitates discussions intended to support integration and collaboration. In addition, TTACC ensures that assistance is provided in response to findings from Federal reviews, previous T&TA recommendations, and other major initiatives that may be occurring. This coordination encourages those requesting T&TA and those providing it to access and use appropriate and coordinated T&TA approaches that will promote and sustain systemic change.

### GOAL

Provide a single point of coordination for intensive, individualized, on-site T&TA services provided through the T&TA Network

### HOW WE HELP

- Coordinate T&TA by receiving and tracking T&TA requests, facilitating assessment and planning calls, developing T&TA workplans, and monitoring the progress of assistance delivered by Network members
- Develop and manage an online Information Portal containing State, Tribal, and Network provider profiles; T&TA activities for each jurisdiction receiving services; a calendar of general T&TA Network events and Children's Bureau events that might affect the delivery of T&TA; and a repository of T&TA information and resources
- Plan and facilitate T&TA Network meetings
- Create, carry out, and evaluate the Network's marketing and communications strategies
- Produce reports pertaining to T&TA delivered by Network members

### FOR MORE INFORMATION

**Address:** TTACC  
JBS International, Inc.  
5515 Security Lane, Suite 800  
North Bethesda, MD 20852-5007

**Phone:** 240.645.0872

**Email:** [ttacc@jbsinternational.com](mailto:ttacc@jbsinternational.com)

**Contact:** Melody Roe, Project Director

## National Quality Improvement Center on Differential Response in Child Protective Services (QIC-DR)

<http://www.differentialresponseqic.org>

The QIC-DR supports knowledge development on the effectiveness of differential response (DR) in child welfare. After identifying knowledge gaps and research priorities, the QIC-DR now supports three research and demonstration sites that have implemented and are evaluating differential response in Colorado, Illinois, and Ohio. The QIC-DR also supports dissertation research. Finally, the QIC-DR develops and disseminates information through various publications and Webinars, providing the latest data to practitioners, policymakers, administrators, and researchers.

### GOAL

Generate knowledge on differential response in child protective services (CPS) systems by supporting rigorous research in three research and demonstration sites implementing and evaluating this system reform

### HOW WE HELP

- Develop knowledge about improving outcomes for children and families in the child welfare system by implementing a DR-organized CPS system
- Promote collaborative problem-solving among the research and demonstration sites as well as doctoral students receiving dissertation support
- Design and support the implementation of DR research and evaluation in the three sites and through a cross-site evaluation that analyzes implementation, outcomes, and costs
- Establish a national network to share information on promising practices and lessons learned

### FOR MORE INFORMATION

**Address:** The Kempe Center for the Prevention and Treatment of Child Abuse and Neglect,  
University of Colorado School of Medicine,  
Department of Pediatrics  
The Gary Pavilion at Children's Hospital  
Colorado, Anschutz Medical Campus  
13123 East 16th Avenue, B390  
Aurora, CO 80045

**Phone:** 303.864.5211

**E-mail:** [lisa.merkel-holguin@childrenscolorado.org](mailto:lisa.merkel-holguin@childrenscolorado.org)

**Contact:** Lisa Merkel-Holguin, Principal Investigator

### National Quality Improvement Center on Early Childhood (QIC-EC)

<http://www.qic-ec.org>

The QIC-EC supports collaborative research and demonstration projects across child abuse prevention; child welfare; early childhood; and other health, education, and social service systems. QIC-EC projects focus on implementing and rigorously evaluating strategies that contribute to the prevention of child abuse and neglect and to the promotion of increased family strengths and optimal development among children (ages 0–5) and families that are at greatest risk for child maltreatment.

#### GOAL

Promote the development, dissemination, and integration of new knowledge about how collaborative interventions increase protective factors and decrease risk factors to achieve optimal child development, increased family strengths, and decreased likelihood of child maltreatment within families of young children at high risk for child maltreatment

#### HOW WE HELP

- Develop evidence-based and evidence-informed maltreatment prevention strategies aimed at increasing protective factors and decreasing risk factors
- Evaluate the impact of evidence-based and evidence-informed maltreatment prevention strategies on optimal child development, increased family strengths, and reduced likelihood of child abuse and neglect
- Establish a national network for sharing information on promising practices
- Support dissertation research on the prevention of child abuse and neglect and the promotion of child and family well-being

#### FOR MORE INFORMATION

**Address:** Center for the Study of Social Policy  
1575 Eye Street, NW, Suite 500  
Washington, DC 20005

**Phone:** 202.371.1565

**E-mail:** [charlyn.harperbrowne@cssp.org](mailto:charlyn.harperbrowne@cssp.org)

**Contact:** Charlyn Harper Browne, Project Director

### National Quality Improvement Center on the Representation of Children in the Child Welfare System (QIC-ChildRep)

<http://www.ImproveChildRep.org>

The QIC-ChildRep's role is to gather, develop, and communicate knowledge on child representation; promote consensus on the role of the child's legal representative; and provide one of the first empirically based analyses of how legal representation for the child might best be delivered. Its hypothesis is that improved child representation will benefit case management and access to services for children and ultimately improve child safety, permanency, and well-being.

#### GOAL

Gather, develop, and communicate knowledge on child representation that presents the strengths and weaknesses of varying methods of representing children, promotes consensus on the role of the child's legal representative, and provides an empirically based analysis of how legal representation for the child might best be delivered

#### HOW WE HELP

- Compiled a national assessment of the state of representation of children in the child welfare system as of 2010
- Identified a best-practice representation model that seems the most promising in delivering good results for children and achieving overall systemic goals of safety, permanency, and child well-being
- Developed the first-ever random assignment experimental design research project on the legal representation of children, now being implemented in Georgia and Washington State
- Promote certification of lawyers as specialists in child welfare law
- Engage in knowledge development and dissemination
- Compile on the QIC-ChildRep Web site, in a consistent, searchable format, the State laws in all U.S. jurisdictions regarding child representation in child welfare cases; also make available in searchable format on the Web site all academic literature on lawyer representation of children and all empirical studies

#### FOR MORE INFORMATION

**Address:** University of Michigan Law School  
701 South State Street  
Ann Arbor, MI 48109-1215

**Phone:** 734.764.4000

**E-mail:** [QIC-ChildRep@umich.edu](mailto:QIC-ChildRep@umich.edu)

**Contact:** Donald N. Duquette, Clinical Professor of Law, Project Director

# The Children's Bureau Training & Technical Assistance Network

---

## National Abandoned Infants Assistance (AIA) Resource Center

<http://aia.berkeley.edu>

AIA service programs nationwide receive discretionary grant funding from the Children's Bureau to prevent the abandonment and out-of-home placement of infants and young children from families affected by HIV/AIDS and/or substance abuse, and to monitor their safety, permanency, and well-being. The Resource Center provides training, information, consultation, and resources to AIA service providers and other public and community-based agencies that assist these children and their families.

### GOAL

Enhance the quality of social and health services delivered to children at risk of entering care, specifically those children at risk of abandonment due to the presence of drugs and/or HIV/AIDS in the family

### HOW WE HELP

- Provide training to professionals via conferences, skills-building seminars, Webcasts, Webinars, and online tutorials
- Conduct individualized information and referral searches in response to requests
- Produce and disseminate research-to-practice briefs, factsheets, issue briefs, monographs, and reports
- Maintain an interactive Web site with information, resources, and archived training
- Examine emerging practice and policy issues by conducting research, including focus and technical expert groups
- Provide dedicated training and education services to AIA projects
- Assist Federal grantees in disseminating their expertise, findings, and lessons learned
- Collaborate with the University of Missouri, Institute on Human Development, to produce and disseminate annual cross-site evaluation reports from AIA projects

### FOR MORE INFORMATION

**Address:** University of California, Berkeley  
1950 Addison Street, Suite 104  
Berkeley, CA 94720-7402

**Phone:** 510.643.8390

**E-mail:** [aiarc@berkeley.edu](mailto:aiarc@berkeley.edu)

**Contact:** Jeanne Pietrzak, Director

## National Resource Center for Community-Based Child Abuse Prevention (FRIENDS)

<http://www.friendsnrc.org>  
<http://www.supportingebhv.org>

FRIENDS (Family Resource, Information, Education, and Network Development Services) provides training, technical assistance, and information to Federal grantee agencies implementing the grants for Community-Based Child Abuse and Neglect Prevention (CBCAP), under the CAPTA Reauthorization Act of 2010. FRIENDS helps CBCAP State Lead Agencies build capacity in the full array of CBCAP program requirements, including outcome accountability, parent leadership, evidence-based and evidence-informed programs and practices, logic models, collaboration, and systems change.

### GOAL

Build the capacity of State CBCAP Lead Agencies and communities to prevent child abuse and neglect and to strengthen and support child and family well-being

### HOW WE HELP

- Foster an understanding, appreciation, and knowledge of diverse populations to prevent child abuse and neglect
- Facilitate efforts in planning and developing a network of community-based programs and activities designed to promote family well-being and prevent child abuse and neglect
- Develop and disseminate resources to support evidence-informed and evidence-based programming, continuous quality improvement, and evaluation activities
- Promote parent leadership, especially for parents of children with disabilities, racial and ethnic minorities, and other underrepresented groups
- Build capacity to maximize funding for financing, planning, and operating child abuse prevention and family-strengthening programs
- Support States in their systems reform and improvement efforts

### FOR MORE INFORMATION

**Address:** 800 Eastowne Drive, Suite 105  
Chapel Hill, NC 27514

**Phone:** 919.490.5577, x. 222

**E-mail:** [FRIENDS@friendsnrc.org](mailto:FRIENDS@friendsnrc.org)

**Contact:** Linda Baker, Director

### Atlantic Coast Child Welfare Implementation Center (ACCWIC)

<http://www.accwic.org>

The five regional Implementation Centers expand the T&TA Network's ability to provide indepth and long-term consultation and support to States and Tribes. In addition to working with the T&TA Network, each center has formal partnerships with States and Tribes in its Regions to execute programs that use strategies to achieve sustainable, systemic change for greater safety, permanency, and well-being for families.

#### SERVING

Region 3 (States: Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, and West Virginia); Region 4 (States: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee; Tribes: Catawba, Cherokee, Choctaw, Miccosukee, Poarch Band of Creek Indians, and Seminole)

#### HOW WE HELP

- Provide intensive, coordinated, and individualized technical assistance to States and Tribes in Regions 3 and 4 through implementation projects that facilitate systemic change
- Host regional forums such as Navigating Change in Child Welfare, which include presentations about the T&TA Network, systems change, promising child welfare reforms and practices, and how to apply for implementation projects
- Establish and support the ACCWIC Learning Community, a peer-to-peer information exchange on effective implementation and sustainable systems change

#### FOR MORE INFORMATION

**Address:** University of Maryland, Baltimore  
School of Social Work  
525 West Redwood Street  
Baltimore, MD 21201

**Phone:** 410.706.6347

**E-mail:** [info@accwic.org](mailto:info@accwic.org)

**Contact:** Diane DePanfilis, Principal Investigator  
Cathy Fisher, LCSW-C, Project Director

### Midwest Child Welfare Implementation Center (MCWIC)

<http://www.mcwic.org>

The five regional Implementation Centers expand the T&TA Network's ability to provide indepth and long-term consultation and support to States and Tribes. In addition to working with the T&TA Network, each center has formal partnerships with States and Tribes in its Regions to execute programs that use strategies to achieve sustainable, systemic change for greater safety, permanency, and well-being for families.

#### SERVING

Region 5 (States: Ohio, Indiana, Michigan, Wisconsin, Illinois, and Minnesota; Tribes: see full list of 25 Tribes at <http://www.mcwic.org/who-we-serve>); Region 7 (States: Nebraska, Iowa, Missouri, and Kansas; Tribes: Omaha Tribe, Ponca Tribe of Nebraska, Santee Sioux Nation, Winnebago Tribe of Nebraska, and Prairie Band Potawatomi Nation)

#### HOW WE HELP

- Support implementation projects, including the Centralized Intake Unit for Indiana for the Department of Child Services, Partnering With Parents for System Change for the Iowa Department of Human Services, and Best Outcomes for Indian Children for the Wisconsin Department of Children and Families
- Improve the quality and performance of child welfare services based on needs identified by the child welfare agency
- Provide expertise and resources needed to enhance agency capacity to implement and sustain systemic change
- Facilitate communication and peer-to-peer networking across State and Tribal systems
- Build and disseminate knowledge about effective implementation in child welfare

#### FOR MORE INFORMATION

**Address:** Midwest Child Welfare Implementation Center  
206 South 13th Street, Suite 1000  
Lincoln, NE 68588-0227

**Phone:** 888.523.8055

**E-mail:** [mells@ccfl.unl.edu](mailto:mells@ccfl.unl.edu)

**Contact:** Mark Ells, Project Director  
Michelle Graef, Associate Project Director



# The Children's Bureau Training & Technical Assistance Network

## Mountains and Plains Child Welfare Implementation Center (MPCWIC)

<http://www.mpcwic.org>

The five regional Implementation Centers expand the T&TA Network's ability to provide indepth and long-term consultation and support to States and Tribes. In addition to working with the T&TA Network, each center has formal partnerships with States and Tribes in its Regions to execute programs that use strategies to achieve sustainable, systemic change for greater safety, permanency, and well-being for families.

### SERVING

Region 6 (States: Arkansas, Louisiana, New Mexico, Oklahoma, and Texas; see full listing of Tribes at <http://www.mpcwic.org/region-6-full-listing>); Region 8 (States: Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming; see full listing of Tribes at <http://www.mpcwic.org/region-8-full-listing>)

### HOW WE HELP

- Support implementation projects in States, Tribes, and Tribal agencies, such as Colorado, New Mexico, Arkansas, Osage Nation, Three Affiliated Tribes, Turtle Mountain Band of Chippewa, Shawnee Native American Child Protection Team, Chickasaw Nation Department of Family Advocacy, and the Southern Ute Nation Department of Social Services
- Provide implementation expertise through intensive, long-term technical assistance
- Execute projects intended to achieve sustainable, systemic practice change
- Implement strategies that result in greater safety, permanency, and well-being for children, youth, and families
- Facilitate peer-to-peer learning and networking across State and Tribal child welfare agencies
- Disseminate implementation practice information through teleconferences and Webinars

### FOR MORE INFORMATION

**Address:** University of Texas at Arlington School of Social Work  
211 South Cooper Street  
Arlington, TX 76019  
**Phone:** 817.272.9190  
**E-mail:** [msscannapieco@uta.edu](mailto:msscannapieco@uta.edu)  
**Contact:** Dr. Maria Scannapieco, Director  
Donna Cleveland, Administrative Assistant  
Susan Ferrari, Project Coordinator

## Northeast and Caribbean Child Welfare Implementation Center (NCIC)

<http://ncic.muskie.usm.maine.edu>

The five regional Implementation Centers expand the T&TA Network's ability to provide indepth and long-term consultation and support to States and Tribes. In addition to working with the T&TA Network, each center has formal partnerships with States and Tribes in its Regions to execute programs that use strategies to achieve sustainable, systemic change for greater safety, permanency, and well-being for families.

### SERVING

Region 1 (States: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont; Tribes: Houlton Band of Maliseet Indians, Narragansett Indian Tribe, Passamaquoddy Tribe at Pleasant Point, Penobscot Nation, and Wampanoag Tribe of Gay Head [Aquinnah]); Region 2 (New Jersey, New York, Puerto Rico, and the U.S. Virgin Islands)

### HOW WE HELP

- Hold regional forums and gatherings for agency and Tribal leaders, managers, and social service directors from each State, Territory, and Tribe receiving title IV-B funding
- Provide formal and informal peer networking opportunities to share implementation-related experience, support, and problem-solving
- Support intensive implementation projects offering resources, technical assistance, and long-term support
- Provide T&TA to States, Territories, and Tribes to enhance their implementation activities, knowledge, and capacity

### FOR MORE INFORMATION

**Address:** Muskie School of Public Service University  
of Southern Maine  
P.O. Box 9300, 34 Bedford Street  
Portland, ME 04104-9300  
**Phone:** 207.228.8064  
**E-mail:** [mfrederick@usm.maine.edu](mailto:mfrederick@usm.maine.edu)  
**Contact:** Chris Beerits, Director  
Kris Sahonchik, Principal Investigator  
Melissa Frederick, Project Assistant

### Western and Pacific Child Welfare Implementation Center (WPIC)

<http://www.wpicenter.org>

The five regional Implementation Centers expand the T&TA Network's ability to provide indepth and long-term consultation and support to States and Tribes. In addition to working with the T&TA Network, each center has formal partnerships with States and Tribes in its Regions to execute programs that use strategies to achieve sustainable, systemic change for greater safety, permanency, and well-being for families.

#### SERVING

Region 9 (Arizona, California, Hawaii, Nevada, American Samoa, Commonwealth of the Northern Mariana Islands, Federated States of Micronesia, Guam, Marshall Islands, and Republic of Palau); Region 10 (Alaska, Idaho, Oregon, and Washington)

#### HOW WE HELP

- Support efforts to implement systems change in implementation projects with the Central Council of Tlingit and Haida Indian Tribes of Alaska, Los Angeles County, and the Navajo Nation
- Facilitate peer networking via Webinars and conference calls, a semiannual newsletter, and training opportunities
- Develop and disseminate resources and best practices on the process of implementing systems change
- Promote organizational readiness for change
- Improve cross-system collaboration and promote shared accountability for child welfare outcomes
- Engage families and youth in achieving systems change
- Foster cultural and linguistic competence

#### FOR MORE INFORMATION

**Address:** American Institutes for Research  
1000 Thomas Jefferson Street, NW  
Washington, DC 20007

**Phone:** 202.403.5879

**E-mail:** [mwalters@air.org](mailto:mwalters@air.org)  
[khelfgott@air.org](mailto:khelfgott@air.org)

**Contact:** Marketa Gautreau Walters, Project Director  
Kim Helfgott, Associate Director

### National Center on Substance Abuse and Child Welfare (NCSACW)

<http://www.ncsacw.samhsa.gov>

NCSACW provides information, expert consultation, and T&TA to child welfare, dependency court, and substance abuse treatment professionals. NCSACW develops cross-system partnerships and practice changes to alleviate the consequences of substance use disorders among families in the child welfare system.

#### GOAL

NCSACW works to improve safety, permanency, well-being, and recovery outcomes for children, parents, and families affected by trauma, substance use, and co-occurring disorders in the child welfare and family judicial systems

#### HOW WE HELP

- Use a Collaborative Practice Model to provide professionals with practices, policies, and procedures that lead to improved outcomes
- Provide a continuum of T&TA to professional audiences in many venues, including:
  - Supplying resources such as publications, journal articles, research, and statistics
  - Advising on screening and assessment for family engagement, retention, and recovery
  - Presenting at conferences
  - Assisting States with their Child and Family Services Review responses
  - Facilitating practice and policy workgroups
  - Providing information on data analysis and cross-system data links
- Provide indepth technical assistance to a limited number of sites selected through a solicitation process to facilitate policy and practice changes, strengthen partnerships, sustain successful collaborative projects and innovations, and achieve measurable outcomes
- Offer free online and Web-based training resources, including a series of accredited online tutorials, support to adapt and implement the Child Welfare Training Toolkit in jurisdictions, and Web-based presentations on current issues; maintain an extensive library of resources on the NCSACW Web site

#### FOR MORE INFORMATION

**Address:** 4940 Irvine Boulevard, Suite 202  
Irvine, CA 92620

**Phone:** 714.505.3525

**E-mail:** [ncsacw@cffutures.org](mailto:ncsacw@cffutures.org)

**Contact:** Nancy K. Young, Director  
Cathleen Otero, Deputy Director

# The Children's Bureau Training & Technical Assistance Network

---

## National Technical Assistance Center for Children's Mental Health (TA Center)

<http://gucchdtacenter.georgetown.edu>

The TA Center provides assistance to States, Tribes, Territories, and communities to build systems of care that enhance access to quality care and improve outcomes for children, youth, and families with, or at risk of, emotional disorders. The center provides information, technical assistance, and training on systems of care and to cross-system audiences.

### GOAL

Promote service delivery that is community based; comprehensive, coordinated, and collaborative across systems; in partnership with families and youth; culturally and linguistically competent; strengths based; and individualized to meet the mental health needs of children, youth, and families, including those at risk or involved in the child welfare system

### HOW WE HELP

- Offer training institutes, leadership development, policy academies, and conference call series that infuse child welfare perspectives into the center's work
- Identify and disseminate approaches for improving mental health outcomes for children, youth, and families in the child welfare system
- Supply individualized technical assistance for States, including consultation, facilitation, presentations, and workshops
- Serve as a mental health system of care resource for the Federal T&TA Network
- Assist child welfare agencies in helping families and youth understand their rights and responsibilities and in advocating for themselves
- Promote child welfare engagement in the center's activities and programs
- Promote trauma-informed practices

### FOR MORE INFORMATION

**Address:** 3300 Whitehaven Street, NW, Suite 3300  
Washington, DC 20057

**Phone:** 202.687.8855

**E-mail:** [dc392@georgetown.edu](mailto:dc392@georgetown.edu)

**Contact:** Jim Wotring, Director

## Technical Assistance Partnership for Child and Family Mental Health (TA Partnership)

<http://www.tapartnership.org>

The TA Partnership provides technical assistance to system of care (SOC) jurisdictions funded by the Comprehensive Community Mental Health Services for Children and Their Families program. The TA Partnership helps jurisdictions transform the ways human service systems coordinate service delivery to children and families by promoting SOC principles and values: community based, family driven, youth guided, and culturally competent.

### GOAL

Help jurisdictions build systems of care to meet the social-emotional and behavioral needs of children, youth, and families, including those in the child welfare system

### HOW WE HELP

- Facilitate collaborative partnerships within and among multiple systems in SOC jurisdictions to address the needs of children and families in child welfare systems
- Promote SOC principles and values within child welfare systems
- Implement technical assistance strategies that promote family-professional partnerships
- Promote trauma-informed care and other evidence-based practices
- Offer technical assistance through resource specialists, technical assistance coordinators, peer networking, conferences and meetings, Webinars, and communities of practice
- Produce and disseminate information and resources through a newsletter, a Web site, and multiple listservs

### FOR MORE INFORMATION

**Address:** American Institutes for Research  
1000 Thomas Jefferson Street, NW  
Washington, DC 20007

**Phone:** 925.322.3455

**E-mail:** [rweisgal@air.org](mailto:rweisgal@air.org)

**Contact:** Rich Weisgal, Child Welfare Specialist  
Regenia Hicks, Director

THIS PAGE INTENTIONALLY LEFT BLANK



# The Children's Bureau

1250 Maryland Avenue, SW, Eight Floor, Washington, DC 20024  
202.205.8618 [www.acf.hhs.gov/programs/cb](http://www.acf.hhs.gov/programs/cb)