

“The Alliance is the ‘must-belong-to’ association in California...”

Joe Costa

CEO, Sunny Hills Services
San Anselmo

The California Alliance of Child and Family Services is the “must-belong-to” state association for chief executives of organizations serving the state’s most vulnerable populations. Here’s why:

- ◆ Alliance **advocacy** assures your voice is heard in Sacramento. Your voice is more powerful because it is joined with the voices of all Alliance member agencies.
- ◆ The Alliance provides you with timely, vital **information** you need to make critical decisions affecting your agency’s future.
- ◆ Alliance staff with specific policy area **expertise** and real world experience across multiple service sectors is as close as your phone or email.
- ◆ You gain access to the collected wisdom of over 120 other chief executives who are your **colleagues**, and you add your wisdom to the mix.

When your agency joins the Alliance:

advocacy

Your voice is heard in Sacramento. Alliance lobbyists, staff and consultants advocate with the Governor’s office; the Legislature; state departments of education, mental health, social services, alcohol and drug programs, and the division of juvenile justice; with county government associations; and with other child advocacy groups. Not just reactive, the Alliance works proactively to impact policy, budget and legislation. Our history of advocacy integrity, effectiveness and expertise has made the Alliance one of the most respected voices in Sacramento. Your voice becomes more powerful when it joins the voices of all Alliance member agencies.

information

You receive the critical information you need to make decisions for your agency and it is delivered quickly, clearly, and accurately. Weekly Monday Morning updates provide you with the best summation of state legislation, budget and policy available in California, all the while putting a smile on your face. Emails from Alliance policy experts make sure you get critical information – **often available only to Alliance agencies** – that you can use in real time. Alliance conferences bring the experts to you. Ask the tough questions, get the real answers.

expertise

You gain access to Alliance staff, with specific policy area expertise and real world experience. Need help with an EPSDT audit extrapolation? Challenged by licensing? Trying to understand the impact of the federal stimulus on local school districts? Staff responds quickly with data, insights and knowledge you can use today. Unlike other associations, moreover, Alliance staff expertise—and advocacy—spans multiple child and family serving systems including **child welfare, mental health, juvenile justice and education**.

colleagues

You join a select group of the most dedicated, entrepreneurial, supportive, principled nonprofit executives in California. They are available to you for encouragement, know-how, and collaboration, just as you are available to them. You have access to their collected **wisdom**, and they to yours.

These may be the most challenging times our field has ever faced. Alliance member agencies are mission-driven, they survive and thrive because of their single-minded dedication to the best interests of the vulnerable children, youth and families they serve. The Alliance exists to help you assure your agency achieves its mission.



THE ORGANIZATION ...

Member Agencies

Board of Directors

Business Committees

Executive
Membership
Nominating
Continuing Education
Research and Evaluation

Program Committees

Adoption
Education
Family Based Services
Foster Family Agency
Juvenile Justice
Mental Health Services
Residentially Based Services



TO BECOME A MEMBER...

Membership Criteria

Member agencies of the California Alliance of Child and Family Services:

- ▲ Are child and family serving organizations with programs and services in the areas of child welfare, juvenile justice, special education or children's mental health.
- ▲ Have, as a primary agency, a not-for-profit, public benefit corporation designated by the IRS as a 501(c)(3) organization.
- ▲ Meet Alliance or national accreditation standards.
- ▲ Participate on the Board or on business and program committees.
- ▲ Remain current in their dues responsibility.

New members are granted provisional status for 12 months after joining, an Accreditation review is completed, and the successful agency moves into general member status. General member agencies are expected to provide executive-level reviewers to participate in Accreditation reviews of other member agencies, once they have received reviewer training.

Accreditation

Members of the California Alliance are required to meet the **standards of excellence** called for in the Membership Manual of the California Alliance of Child and Family Services or by recognized national accrediting organizations including the Council on Accreditation, the Joint Accrediting Commission for Healthcare Organizations and the Commission for Accreditation of Residential Facilities.

California Alliance Accreditation is a total evaluation of an agency's operating systems. Every four years, the member agency is reviewed by a team that includes consultants, executives from other member agencies and specialized staff who are guided by standards in the areas of governing body, finances, personnel, safety, and the specific program(s).

The Alliance accreditation standards are **based on sound theory and practice**, and focus on the systems and procedures that are the essential elements of a healthy organization dedicated to the best interest of children and families. The Standards were developed by professionals with formal educational qualifications and direct field experience in the administration of programs for vulnerable children, youth and their families.



The Alliance does not believe that striving for quality and accountability makes member agencies perfect. Accreditation, however, does provide **a valuable management tool** for executives seeking to improve both mature agencies and develop younger agencies, as well as, elevate programs to the benefit of children and families.

The California Alliance is proud of the reputation for quality earned by our members over the years. Accreditation is an important part of building and enhancing member practice and reputation.

Application for Membership

1. Complete and submit the enclosed application and Dues Assessment.

- After you have completed the application and Dues Assessment, submit the documents with a \$150 non-refundable application fee to:

California Alliance of Child and Family Services

2201 K Street

Sacramento, California 95816

2. Membership Committee reviews application.

- Your completed application is reviewed by the Director of Membership and Accreditation.
- The Director of Membership and Accreditation Services contacts you to

TO BECOME A MEMBER...

discuss the Alliance, your agency, and schedule a site visit in appropriate.

3. Membership Committee member visits your site.

- The Membership Committee composed of CEOs and Executive Directors of Alliance member agencies will assign a Committee member conducts a visit with you at your agency.
- Your assigned Committee member gets to know you and your agency.
- You and your assigned Committee member review the Accreditation Standards so that you have a clear sense of what you will need to do to in order to comply with the Standards prior to the Accreditation review.
- If at the conclusion of the site visit, your assigned Committee member has concerns regarding your agency's current accreditation readiness, he or she may recommend that you reapply for membership at a later date.

5. Assigned Committee member completes Provisional Membership Report.

- Your Committee member completes a Provisional Membership Report describing your agency and its readiness, and recommends to the Membership Committee that your agency be accepted for Provisional Membership.



TO BECOME A MEMBER...

- ▲ The Membership Committee notifies you of the Alliance's acceptance of your agency as a Provisional Member.
- ▲ The Membership Committee may request further information from the agency prior to accepting the Provisional Member. The Membership Committee may not accept an agency as a Provisional Member.
- ▲ As a Provisional Member, your agency has nearly all the rights, privileges and obligations of a fully accredited Member. Until your agency is a fully accredited member, however, you may not vote in matters affecting the general membership, and you may not hold elected office on the Board of Directors or a business committee.
- ▲ Once you have been accepted as Provisional Member, your agency has one year to undergo an accreditation review and meet the necessary accreditation standards or to obtain accreditation by an approved national accrediting body (i.e., COA, JCAHO, or CARF).
- ▲ If your agency holds national accreditation, the agency may be accepted as a full member upon presentation of evidence of current, up-to-date accreditation.

Congratulations! Your agency is now a fully accredited member of the California Alliance of Child and Family Services.

6. Begin agency's dues payment.

- ▲ Once your agency has been accepted as Provisional Member, you will be responsible for dues payment.
- ▲ Dues are based upon your agency's annual expenditures in service and program areas covered by Alliance advocacy activities. A dues schedule is attached.
- ▲ Your agency is required to remain current on dues or Provisional Membership may be terminated.

7. Complete the accreditation process.

EXECUTIVE SUPPORT

Provided Executive Consultation to Member Agencies

- Provided direct consultation to executives, boards of directors and senior staff of over 30 Alliance member agencies. (2001-2008)

Provided Quarterly Foster Care Utilization Trends Analysis for FFAs and Group Homes

- Collected and analyzed county and statewide data, charted and published foster care utilization trends for FFAs and group homes for use by member agency executives in strategic planning. (2001-2008)

Published Weekly Monday Morning E-newsletters for Executives and Senior Staff

- Published weekly editions of *Monday Morning* providing the most thorough, accurate, entertaining takes on pertinent policy, legislation, budget, resource, and association news available anywhere for any price. (2003-2008)

When Members Called or Emailed, Staff Responded Quickly, Courteously and Thoroughly

Sponsored 2-3 Highly Successful Executive Conferences Each Year Focusing on Critical Issues in Child Welfare, Children's Mental Health, Juvenile Justice and Special Education (2000-2008)

- Topics have included: Strategies for Survival in a Hostile Fiscal Environment~Best Practices in Mental Health Treatment for Foster Children~Privacy, Confidentiality and Privilege: An Update on Sharing Children's Information with Other Agencies~Creating Unconditionally Caring Adoptive Families for Older Foster Youth~ Prepare to Meet the Press~High Impact

**Helping executives
make the right decisions;
helping member agencies
achieve their missions...**

Philanthropy~Through the Looking Glass: How the Public Sector Views the Private Sector, How the Counties View the State...and Vice Versa~Family-to-Family Model Initiatives in California~What Works with Juvenile Offenders: Characteristics of Effective Programs~HIPAA for Child Welfare~Financing Evidence-Based Children's Mental Health Programs~Multi-Dimensional Treatment Foster Care~Paying for What You Want to Get: Linking Finance and Outcomes in Child Welfare~Residentially-Based Services Reform: Transforming the Group Home System~Juvenile Justice Reform in California~Supporting Emancipating Foster Youth

The Alliance has been there for our organization. When we had a serious organizational crisis the Alliance walked me through everything I needed to do from HR to PR and all the R's in between. I don't know how I would have gotten through this crisis, as well as we did, without the support of the Alliance.

Jill Jacobs
Family Builders

- Speakers have included: James Whittaker, PhD, University of Washington School of Social Work~Jill Duerr-Berrick, PhD, Co-Director of the Center for Child and Family Policy, UC Berkeley~Edward Latessa, PhD, Division of Criminal Justice, University of Cincinnati; Bill Carter, LCSW, California Institute of Mental Health~Fred Wulczyn, Chapin Hall School of Social Work, University of Chicago~Jess McDonald, Co-Chair, Pew Charitable Trust's Fostering Results Project~Darrell Steinberg, President Pro Tem, California State Senate~John Burton, Founder, John Burton Foundation~John Lyons, PhD, Northwestern University~Robert Clyman, MD, Kempe Center for the Prevention of Child Abuse and Neglect~Ross Greene, PhD, Harvard University~John Briere, PhD, Director Psychological Trauma Program, USC

Offered Exclusive Executive Management Series Seminars at Each Conference

- Topics have included: Team Building with High Turnover Staff~Starting From Scratch: Developing a Continuous Quality Improvement Program~Executive Assessment & Compensation~Understanding the Legal Implications of Corporate Bylaws and Making Them Relevant to Agency Operations~Capacity Building for Fund Development~ Performance Outcomes Assessment a Simple: Step-by-Step Guide to Conducting Meaningful Program Evaluation~Hot Employment Law Issues Currently Facing Non-Profits: Is Your Agency Up To Speed~Building Strong, Supportive Boards of Directors~Values Based Management~Workers Compensation Insurance: Reduce Costs and Recover Overcharges~Managing Your Risk Exposure: Human Resources Best Practices~ The New IRS Form 990: What It Means For Your Nonprofit~Legal Management (2005-2009)

Sponsored Stimulating and Informative Annual Education Summits (2007-2008)

GRASSROOTS ADVOCACY

Founded and Co-sponsored Foster Care Month Capitol Kick-off Event

- Initiated and took key leadership role in organizing broad-based collaboration of foster care stakeholder organizations to conduct unprecedented event on the Capitol steps, involving a dozen legislators and key government officials in honoring teams of family members, children and public and private agency staff who worked in partnership to achieve permanency for youth in foster care. (2005)
- Co-sponsored subsequent annual events focusing on public-private partnerships achieving good outcomes for children and youth in foster care. (2005-2009)

Developed Grassroots Capacity for Coordinated Advocacy by Member Agencies

- Organized member organizations in key districts to engage state legislators in getting out to the agencies' sites, understanding the issues with which they struggle, and supporting the agencies and the corresponding Alliance legislative, budget and policy positions. (2005)
- Did study of member organization capacity to engage state legislators. (2006)
- Developed comprehensive plan to engage and facilitate member direct advocacy in support of the Alliance's 2007 public policy agenda, which resulted in nearly 70% of members participating. (2007)
- Facilitated and participated in district and Capitol office meetings with members to educate decision-makers, influence outcome of Alliance agenda items, and link legislators to member agencies, and them to the Alliance. (2007)
- Supported efforts of more than 70% of members to participate in Alliance advocacy opposing budget cuts and supporting key policy initiatives. (2008)

**Vigorous advocacy
in support of
vulnerable children and
families and the
accredited, private
nonprofit
organizations
that serve them...**

Developed and Implemented Successful Communications Plan (2007-2008)

- Developed key messages used to convey Alliance advocacy agenda throughout year.
- Using key messages, developed and provided members with tools to communicate in writing and verbally to key legislators on Alliance policy items.
- Had op-ed pieces or letters to editors published on PAARP, foster care rates and RBS reform.
- No critical article or op-ed went unanswered.

Facilitated Member Testimony at Key Legislative Committee Hearings (2006-2008)

- Secured member participation and focused member testimony at key legislative and budget hearings.

Declaration of Commitment to Permanency

- Supported and encouraged nearly 90 members of the Alliance in endorsement of California Permanency for Youth Project's Declaration of Commitment to Permanency. (2006)

PRACTICE IMPROVEMENT

Led and Facilitated Members' Implementation of Evidence-Based Practices

- **ART**
 - ✓ Facilitated CIMH-funded training of 10 member agencies and a total of 50 clinicians in Aggression Replacement Training (ART), including on-going supervision to ensure practice fidelity. (2005)
 - ✓ 10 agencies completed first Alliance/CIMH collaborative project to implement evidence-based practices in member organizations. More than half of agencies continued to work with CIMH to train trainers and additional staff in ART. (2006)
 - ✓ Collaborated with CIMH to form second ART development team. (2006)
 - ✓ Initiated Train the Trainer ART development team. (2007)
- **FFT**
 - ✓ Collaborated with CIMH to form Functional Family Therapy (FFT) development team. (2006)
- **MTFC and Incredible Years**
 - ✓ Facilitated member agency participation in Multidimensional Treatment Foster Care and Incredible Years CIMH research and training opportunities. (2007)
- **SPARCS**
 - ✓ Initiated Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS) learning collaborative with practice developer for 60 member agency clinicians. (2007)
- **TF-CBT**
 - ✓ Initiated planning for Trauma Focused Cognitive Behavioral Therapy (TF-CBT) Alliance/CIMH development team for 30 member agency clinicians. (2008)
- **Sustainability**
 - ✓ Successfully advocated with CIMH and developers for annual meetings with agencies that have implemented evidence-based practice to address implementation and sustainability issues. (2008)

Securing
better outcomes
for children
and competitive
advantage
for members
through
practice improvement...

Broadened EBP Focus to Practice Improvement to Increase Number of Children Served with Promising Practices and Decrease Cost

- Held first practice improvement conversation at Alliance winter conference to define effort and identify and prioritize projects of interest to member agencies. (2008)
- Developed active training and research collaboration with Dr. Bruce Chorpita, UCLA. (2008)
- Developed training partnership with Dr. Chorpita
 - ✓ Includes at least four training groups for a total of 100 Alliance member agencies
 - ✓ Will receive 5 days of training and 6 months of phone consultation on common elements of evidence-based practices, associated case planning techniques, and the use of dashboards to enhance supervision. (2008)
- Developed research partnership that provides interested member agencies in Los Angeles area first opportunity to be considered for participation in Dr. Chorpita's funded research projects. (2008)

ADOPTION AND PERMANENCE

Doubled the PAARP Rate to Increase Adoptions of Children from Foster Care

- Successfully sponsored 100% increase – from \$5000 to \$10,000 – in maximum that may be reimbursed under Private Adoption Agency Reimbursement Program. (2007)
- Designed provisional and actual reporting forms for PAARP claiming. (2008)
- Sponsored one-day training workshop for member agencies with accounting experts on PAARP claiming. (2008)

Doubled KSSP Funding to \$4 Million to Support Kin Caring for the Children of Other Family Members (2006)

Increased Access to Mental Health Services for Adopted Children

- Successfully advocated for DMH to change state policy to improve access to mental health services for youth, adopted outside of their county of original jurisdiction, by providing the state share of the Medi-Cal funds directly to the host county serving child. (2006)

**Leadership in creating
lifelong
connections
for children and youth
in foster care...**

Increased AAP and KinGAP Grant Levels; Prevented Subsequent Reductions

- Successfully advocated against proposals to reduce AAP grant levels. (2005-2006)
- Successfully advocated for a 5% increase in the AFDC-Foster Care “basic” rates resulting in increases in Kin-GAP and AAP payments. (2007)
- Defeated governor’s proposed 10% cuts to AAP and KinGAP rates. (2008)

Supported Funding of Pilot Projects to Aid Adoption of Older Foster Youth

- Obtained amendment that would encourage participating counties to create public-private partnerships with private adoption agencies to maximize success in improving permanency outcomes for older foster youth. (2006)

Supported Declaration of Commitment to Permanency for Foster Youth (2005)

Supported AB 1412 (Leno, D-SF) Promoting Lifelong Connections for Foster Youth (2005)

Facilitated Alliance Permanence Workgroups

- Facilitated year-long internal workgroup effort to re-examine the roles of FFAs and Adoption Agencies in achieving permanence for foster children and youth and methods of financing those services. (2005)
- Sponsored Adoptions Best Practices Subgroup to establish standards regarding time to adoptive placement and finalization, matching, full disclosures, appeals, preparing families, and supporting families. (2007)
- Formed Adoptions and Permanence Resources Subgroup to share resources and training information. (2007)
- Facilitated workgroups on adoption best practices and PAARP implementation. (2008)

FOSTER FAMILY-BASED CARE & TREATMENT

Created Vehicle for Expansion of Therapeutic Foster Care

- Facilitated internal workgroup to examine methods of financing Therapeutic Foster Care. (2007-2008)
 - Successfully sponsored SB 1380 (Steinberg) to expand and increase flexibility of Intensive Treatment Foster Care Program. (2008)

Special thanks...for your bulldog determination and scrutiny, amazing skill and finesse..., and for keeping us on track and moving forward!!! Impressive to say the least. This was a great accomplishment for, and a demonstration of the value and effectiveness of the Alliance.

Jim Roberts
Family Care Network

Defeated Proposed 5% FFA Rate Reduction (2008)

Improved Access to Mental Health Services for Children Placed Out-of-County

- Worked with Zellerbach Family Foundation-funded workgroup to improve access to mental health services for foster youth placed out of county. (2006)
- Finalized a set of recommendations that formed basis for state DMH proposed regulations and Alliance sponsored legislation. (2006)
- Successfully co-sponsored SB 785 (Steinberg), increasing access to mental health services for foster children living outside their counties of jurisdiction. (2007)
- Worked with state DMH and other stakeholders on implementation of SB 785. (2008)

Successfully Advocated for Reasonable Policies Governing Use of Psychotropic Medication with Foster Youth

- Participated in the Judicial Council's Psychotropic Medication for Foster Youth Workgroup and successfully advocated for improvements to the Rule of Court and procedures for court

review of requests for administration of psychotropic medication to foster children. (2003-2008)

- Successfully advocated in opposition to AB 1330 (Evans) that would have collected raw data without context on youth in foster care receiving psychotropic medication and forwarded it onto the legislature as the basis for policy decision-making. (2007)
- Participated in statewide stakeholder psychotropic medication workgroup and substantially improved proposed medication policies for foster children. (2007)
- Provided strong advocacy presence in state level groups addressing use of psychotropic medications by foster youth. (2008)

Expanding and enhancing foster family-based care and treatment options for children and youth

Participated in CCL “Prudent Parent” Regulations Review (2007-2008)

Successfully supported \$8.2 million expansion of Foster Youth Services Education Program to serve foster youth in all types of placements statewide (2006)

Supported Los Angeles County FFAs in Negotiations with DCFS (2005-2008)

Co-sponsored Community Care Licensing FFA Conferences in Northern and Southern California (2005-2008)

CHILDREN'S MENTAL HEALTH SERVICES

Defeated Governor's Proposed Cuts to SMA Assuring Adequate Funding for Children's MH Services (2008)

Successfully Advocated for Fair and Equitable Implementation of EPSDT Recoupment Audits

- Established rights of private providers to use the Disallowed Claim System (DCS) and ensured members were aware of and could access the DCS. (2005)
- Organized and carried out training workshop for member agencies on preparing for EPSDT recoupment audits. (2005)
- Assisted members in ensuring audit criteria and protocols are adhered to during audits and with audit appeals. (2005-2008)
- Successfully challenged audit methodology; collaborated in securing independent statistician review and report on the EPSDT audit sampling and extrapolation methodology; secured DMH agreement to provide substantive relief to providers audited prior to July 1, 2006 using faulty sampling and extrapolation methodology. (2006-2007)
- Successfully supported codification of the EPSDT program and equitable audit appeal procedures. (2008)

Assured Continued Full Funding and Continued MH Responsibility for AB 3632 Services (2005-2008)

Improved Access to Mental Health Services for Children Placed Out-of-County

- Worked with Zellerbach Family Foundation-funded workgroup to improve access to mental health services for foster and adopted youth placed outside county of jurisdiction. (2006)
- Finalized a set of recommendations that formed basis for state DMH proposed regulations and Alliance sponsored legislation. (2006)
- Successfully co-sponsored SB 785 (Steinberg), increasing access to mental health services for foster children living outside their counties of jurisdiction. (2007)
- Worked with state DMH and other stakeholders on implementation of SB 785. (2008)

Supported Access for Children and Youth to Therapeutic Behavioral Services

- Successfully worked with Special Master in *Emily Q.* lawsuit to clearly define role of private, non-profit sector in TBS implementation. (2005)
- Collaborated with plaintiff's attorneys in *Emily Q.* lawsuit to survey Alliance members and complete a declaration to the Court outlining the current status of access and availability of those services. (2006-2007)
- Facilitated meetings between member agencies providing TBS and *Emily Q.* Special Master concerning procedures and protocols both facilitating and obstructing access to TBS. (2008)
- Participating in DMH accountability workgroup to ensure proper implementation of court settlement. (2009)

**Assuring children receive
the right service
at the right time
in the right amount
to meet each child's
individual needs...**

Supported Plaintiff's Efforts in *Katie. A. Lawsuit to Assure Wraparound and TFC Availability*

- Filed declaration supporting inclusion of wraparound as Medi-Cal funded service for children and youth who otherwise would require residential placement. (2005)
- Facilitated several provider focus groups for Plaintiff's attorneys regarding Therapeutic Foster Care and Wraparound services to inform the attorneys prior to their implementation negotiations with the State. (2006)
- Filed second declaration in case, criticizing as inadequate DMH's letter implementing judge's order in case and recommending appointment of Special Master, elimination of 5% county share of cost for wraparound, and increasing county contract "slots" for wraparound.

Collaborated with National Organizations on Federal Medicaid Regulations

- Worked with state and national organizations to include children's issues in comments to the federal government on the proposed Medicaid rehabilitation option and targeted case management regulations. (2008)
- Contributed to a successful federal advocacy effort to enact a federal moratorium on proposed Medicaid regulatory changes including the rehab option and targeted case management regulations. (2008)

Proposition 63 – The Mental Health Services Act

- Successfully co-sponsored Proposition 63 and worked for its passage. (2004)
- Actively participated in, ensured member participation in, and provided extensive feedback on statewide implementation activities. (2005)
- With CCCMHA, received approval for a joint member to participate in the State's Education and Training Steering Committee. (2005)
- Proposed Alliance member to participate in the State's Performance Measurement Steering Committee; asked by DMH to nominate an Alliance Member to participate in the Information Technology Steering Committee; supported member agency executive's successful bid for appointment to MHSA Oversight and Accountability Commission (2005); successfully placed members on most DMH and MHSOAC committees charged with implementing MHSA. (2006-2008)
- Testified regularly at OAC meetings and commented on proposed county guidelines for MHSA components. (2005-2008)
- Included Alliance member agency as one of four agencies highlighted for statewide OAC/CMHDA/DMH MHSA "May is Mental Health Month" media campaign. (2006)
- Co-founded MHSA Partners Group to assure transparent implementation process with meaningful stakeholder participation throughout. (2008)

Clarified Roles of Private Provider Organizations in Children's System of Care

- Successfully collaborated with CIMH, CMHDA, and UACC to update the CSOC model to identify and clarify the role of the private, nonprofit provider in the state's system of care. (2005)

RESIDENTIALLY-BASED SERVICES

Increased Group Home Rates by 5% and Defeated Governor's Proposed 10% Cuts to Rates (2007-2008)

I want to thank all of the Alliance... for the outstanding job everyone has done in spearheading the legislative efforts to protect funding for our foster kids.

Lisa Robertson
Salvation Army-Door of Hope

Filed Suit Against CDSS on Inadequacy of Group Home Rates

- Filed suit against state of California for violation of the federal Child Welfare Act for not adequately covering the cost of care for children placed in group homes. (2006)
- Appealed District Court ruling that rates covering 80% of cost constitute substantial compliance with Child Welfare Act. (2008)

Sponsored Residentially-based Services Reform Effort

- Successfully engaged workgroup of statewide stakeholders in year-long effort to plan for reform of utilization and funding of group home services. (2005)
- Successfully sponsored AB 1453 (Soto) implementing Residentially-Based Services (RBS) by January 1, 2011. Allows four counties and private nonprofit group homes to implement alternative program designs and funding models to test RBS model. (2007)
- In collaboration with Casey Family Programs, administer annual contract for implementation of RBS reform, including training and technical assistance for demonstration projects. (2008)

Provided Group Home Rates Flexibility

- Successfully reduced number of points needed to sustain RCL rates in recognition of lack of rate increases in all but 4 years since 1991; extended RCL point reductions for each year since 2001.

Limited Use of County-Operated Group Homes

- Negotiated amendments to SB 679 (Simitian) limiting permission for counties to operate group homes to existing program in San Mateo County, not every county in state. (2006)
- Negotiated amendments to AB 1494 (DeSaulnier) limiting permission to operate group homes to single existing program in Contra Costa County, not blanket permission for county. (2007)

Limited Use of For-Profit Group Homes

- Negotiated amendments to AB 1462 (Adams) limiting use of funding for "for-profit" group homes to those serving children who are developmentally disabled and eligible for both AFDC-FC payments and for regional center services and are placed in facility that is approved vendor of a Regional Center.

Advocacy for residential services as an integral component of systems of care for children and youth, and for funding that covers the cost of care...

Protected Integrity of Community Treatment Facility Staffing and Funding

- Sponsored successful bill – AB 2776 (Yee) – to continue the staffing flexibility for Community Treatment Facilities. (2006)
- Defeated state DMH proposal to eliminate state share of funding for CTF supplemental rate.

Successfully Opposed Bills Restricting Group Home Locations

- Successfully advocated against AB 2184, SB 1034, SB 1051, SB 1502, and SB 1504 in 2005, and SB 708, SB 710, and SB 914 in 2006.

Improved Access to Mental Health Services for Children Placed Out-of-County

- Worked with Zellerbach Family Foundation-funded workgroup to improve access to mental health services for foster youth placed out of county. (2006)
- Finalized a set of recommendations that formed basis for state DMH proposed regulations and Alliance sponsored legislation. (2006)
- Successfully co-sponsored SB 785 (Steinberg), increasing access to mental health services for foster children living outside their counties of jurisdiction. (2007)
- Worked with state DMH and other stakeholders on implementation of SB 785. (2008)

Successfully Advocated for Reasonable Policies for Use of Psychotropic Medication with Foster Youth

- Participated in the Judicial Council’s Psychotropic Medication for Foster Youth Workgroup and successfully advocated for improvements to the Rule of Court and procedures for court review of requests for administration of psychotropic medication to foster children. (2003-2008)
- Successfully advocated in opposition to AB 1330 (Evans) that would have collected raw data without context on youth in foster care receiving psychotropic medication and forwarded it onto the legislature as the basis for policy decision-making. (2007)
- Participated in statewide stakeholder psychotropic medication workgroup and substantially improved proposed medication policies for foster children. (2007)
- Provided strong advocacy presence in state level groups addressing use of psychotropic medications by foster youth. (2008)

Supported Los Angeles County Group Homes in Negotiations with DCFS (2005-2008)

Participated in CCL “Prudent Parent” Regulations Review (2007-2008)

Co-Sponsored Community Care Licensing Group Home Conferences in Northern and Southern California (2005-2008)

Co-Sponsored Partnership Conferences in collaboration with the Northern California Placement Committee (2005-2008)

SPECIAL EDUCATION SERVICES

Upped Extraordinary Special Ed Cost Pool

- Successfully supported \$2 million increase in the special education extraordinary cost pool, for a total of \$3 million, to assist SELPAs with costs resulting from special education students educated in non-public schools who reside in licensed children's institutions. (2006)

Clarified Highly Qualified Teacher Requirements

- Compelled the California Department of Education to provide guidance on Annual Measurable Objectives for NPS providers to use in their reviews as part of meeting the highly qualified teacher requirements (2006)

Aided Development of NPS Review Protocol

- Participated in CDE's NPS On-site Review Tool Workgroup providing NPS perspective to ensure protocol accurately reflected current state laws and regulations. (2006)

Successfully Supported Bill Permitting NPSs to Use State-Adopted Curriculum

- Successfully supported AB 216 (Bass) that permits nonpublic schools and agencies to use state adopted curriculum for grades K-8 and curriculum of any contracting LEA for grades 9-12, consistent with pupil's IEP. Previously, AB 1858 required nonpublic schools to use only curriculum from the LEA in which the NPS was located. (2007)

Successfully Supported Bill Leading to Evidence Based Assessment for Students with Disabilities

- Successfully supported passage of AB 123 (Romero) authorizing development of an Evidence Based Assessment program to be used in lieu of CAHSEE for students with disabilities. (2007)

**Broadening
the range of
educational options
for pupils with
disabilities...**

Ensured Continuing High Standards for Non Public Schools

- Successfully negotiated amendments to AB 485 (Solorio) which will prohibit Site Administrator and controlling entities of an NPS that has had its certification revoked or terminated from applying for new certification for 2 years. Bill originally would have prohibited anyone associated with the decertified NPS from applying for NPS certification. (2007)

Extended Deadline to Meet HQT Requirements

- Provided information to CDE regarding Highly Qualified Teacher requirements that resulted in extension of June 30, 2007 deadline to meet No Child Left Behind mandates. (2007)

Participated in ISES Stakeholder Group

- By invitation of CDE, participated in Improving Special Education Services (ISES) working group which will make recommendations to CDE on major issues related to serving individuals with special needs.

Aided NPSs in Contract Negotiations

- Assisted member agencies in NPS contract negotiations by providing consultation and advocacy support on AB 1858 implementation. (2005-2008)

Education Summit

- Sponsored and convened first two annual California Alliance Education Summits. (2007-2008)

TRANSITION-AGE YOUTH HOUSING & SERVICES

Increased Funding for Transitional Housing for Foster Youth

- Partnered with the leaders of the THP-Plus Statewide Implementation Project, including the John Burton Foundation and the Corporation for Supportive Housing, to increase access to housing services for foster youth by successfully advocating for inclusion of additional funds and elimination of county share of costs for Transitional Housing Program-Plus. Total budget allocation for 2006-2007 for both THPP and THP-Plus is \$8.2 million, with an estimated \$5.25 million going to THP-Plus. (2006)
- Successfully advocated in support of \$35.7 million for THP-Plus to provide housing and supportive services to emancipated foster youth, an increase of \$30.9 million over the 2006-07 budget. (2007)

Sponsored Transition Age Youth (TAY) Housing and Supportive Services THP-Plus, Workgroup, Training and Workshop

- Formed TAY Housing and Supportive Services Subgroup. (2007)
- Created database of Alliance members that provide TAY Housing and their funding models. (2007)
- Organized one-day Training and Workshop on THP-Plus covering: steps to becoming THP-Plus provider; role of THP-Plus provider; key elements of THP-Plus implementation process, the three housing models, funding options, county notification and contract requirements. (2007)
- Facilitated series of workgroups on TAY housing best practices as first step toward creating accreditation standards. (2008)

**Advocating for the
development
and funding
of supportive housing
and services for TAY,
and defining
best practices for the
field...**

Participated in California Department of Social Services ILP Redesign Workgroup

- Participated in the California Department of Social Services ILP Redesign Workgroup.



DUES STRUCTURE...

Reason for Assessing Dues

The activities of the Alliance are funded by dues paid by member agencies.

Since advocacy is Job #1 for the Alliance, the bulk of dues paid by member agencies directly funds advocacy activities. Alliance advocacy is directed at helping member agencies accomplish their organizational missions.

Dues, additionally, support the accreditation function of the Alliance. All member agencies are required to be accredited and to provide executive and/or senior management level staff for annual service on Alliance accreditation review teams. Dues pay for staff, travel and administration costs associated with the accreditation process.

Goals of Dues Structure

The goals of the Alliance dues structure are to:

1. Generate sufficient revenue to fund Alliance activities.
2. Share the cost of Alliance activities equitably among member agencies.
3. Be affordable enough that dues are not cost-prohibitive for small

agencies, while not unduly shifting the burden to medium and large agencies.

Who Assesses Dues? Based On What?

Member agencies assess their own dues annually based upon all of the member agency's *expenditures* in program areas impacted by Alliance advocacy activities including: adoption, education, family-based services, foster family agencies, juvenile justice, mental health, and residentially based services. A member agency's programs and service areas that lie clearly and unequivocally outside the advocacy areas of the Alliance are not included in the dues assessment.

How Do I Assess My Agency's Dues?

Each member agency assesses its own dues based upon:

- ▲ Prior fiscal year total agency expenditures,
- ▲ For all program and service areas,
- ▲ Provided in California,
- ▲ That are represented by Alliance advocacy activities.

A member agency *may not* choose to identify only a portion of its programs or service areas for Alliance membership and



dues assessment. All of a member agency's services and programs impacted by Alliance activities must be included by the agency in its dues assessment. A member agency may not choose, for example, to have its residential program join the Alliance but exclude its FFA or nonpublic school from membership and dues assessment.

What Is An Agency?

The term "agency" refers to the identified member agency and all corporate and affiliated entities of the member agency, both nonprofit and proprietary. "Corporate and affiliated entities" include, but are not limited to:

1. Subsidiary corporations.
2. Joint ventures.
3. Parent corporations with overarching fiscal, administrative or programmatic control.
4. Affiliated entities with interlocking management or governance.

Program and Service Areas Assessed for Dues

Each member agency includes in its dues assessment expenditures related to the following programs or service areas:

1. **Adoption:** adoption of children with special needs, children from the public

DUES STRUCTURE...

systems, and associated pre and post adoption services.

2. **Education:** educational services including but not limited to NPS and NPA services, and Workability.
3. **Family-based services:** in-home and community based services including but not limited to family preservation services, Wraparound.
4. **Foster family agency.**
5. **Juvenile justice.**
6. **Mental health.**
7. **Residential care:** all group homes, CTFs, and residential programs for children and youth.
8. **Transitional services for foster youth:** services and support including but not limited to transitional housing, THPP, and STEPP.
9. **Emerging programs and services:** promising programs and services provided by member agencies, and identified and approved by the Board of Directors.

Dues assessment should correlate with an agency's membership and accreditation status. If an agency, for example, has a group home program, a foster family agency, a nonpublic school and provides a mental health day treatment program, that agency would pay dues on all four programs. The agency would also have membership on the Residential Care, FFA, Education and Mental Health Committees and should have all of the



those programs accredited either through the Alliance or one of the other accepted national accrediting bodies.

When Are Dues Assessed?

The Alliance annually sends a request for dues assessment to each member in October. Each member agency submits its dues assessment based upon its prior year expenditures to the Alliance no later than December.

How is Accuracy Assured?

The chief executive (executive director or CEO) and chief fiscal staff person of each member agency are required to sign an

DUES STRUCTURE...

affidavit attesting to the accuracy of the agency's dues assessment.

When Are Dues Paid?

Dues may be paid monthly. The Alliance invoices each member agency on the first day of the month. Payment is due within 30 days of when the invoice is received.

The dues schedule is attached on the following page.



Dues Schedule

	From	To	Dues
	-	85,000	400
1	85,001	255,000	600
	255,001	350,000	983
	350,001	435,000	1,268
2	435,001	605,000	1,477
	605,001	750,000	1,836
	750,001	815,000	2,082
3	815,001	945,000	2,323
	945,001	1,000,000	2,499
	1,000,001	1,375,000	2,909
4	1,375,001	2,125,000	4,270
	2,125,001	2,500,000	5,619
	2,500,001	3,125,000	6,750
5	3,125,001	4,375,000	7,988
	4,375,001	5,000,000	8,813
	5,000,001	6,125,000	9,679
6	6,125,001	8,750,000	10,487
	8,750,001	10,000,000	11,625
	10,000,001	13,250,000	12,825
7	13,250,001	16,750,000	14,013
	16,750,001	20,000,000	14,985
	20,000,001	23,250,000	15,138
8	23,250,001	26,750,000	17,000
	26,750,001	30,000,000	18,444



Dues Schedule Continued

	30,000,001	33,250,000	19,608
9	33,250,001	36,750,000	20,650
	36,750,001	40,000,000	21,490
	40,000,001	43,250,000	22,061
10	43,250,001	46,750,000	22,950
	46,750,001	50,000,000	24,188
	50,000,001	53,250,000	24,264
11	53,250,001	56,750,000	25,850
	56,750,001	60,000,000	27,436
	60,000,001	63,250,000	27,731
12	63,250,001	66,750,000	29,250
	66,750,001	70,000,000	30,769
	70,000,001	73,250,000	31,515
13	73,250,001	76,750,000	33,000
	76,750,001	80,000,000	34,485
	80,000,001	83,250,000	35,099
14	83,250,001	86,750,000	36,550
	86,750,001	90,000,000	38,001
	90,000,001	93,250,000	38,483
15	93,250,001	96,750,000	39,900
	96,750,001	100,000,000	41,318
	100,000,001	103,250,000	41,666
16	103,250,001	106,750,000	43,050
	106,750,001	110,000,000	44,434
	110,000,001	113,250,000	44,650
17	113,250,001	116,750,000	46,000
	116,750,001	120,000,000	47,350



Instructions for Completing Dues Assessment

1. Name of member agency:

- Enter the name of your agency.

2. Agency's most recently completed fiscal year:

- Enter the beginning and ending dates of the fiscal year your agency most recently completed. Enter the date your fiscal year started in the left hand box and the date your fiscal year ended in the right hand box.

3. Expenditures for Alliance-advocated programs and service areas during the most recently completed fiscal year:

- Enter (A) total *expenditures* for the fiscal year you entered in item #2 for all (B) *member agency* (C) *programs and service areas*, provided in California, *represented by Alliance advocacy activities*.

(A) Expenditures.

Include direct costs and allocations to all categories of expenditures including, but not limited to:

- Payroll, including benefits
- Contract services
- Program support
- Facility related costs
- Vehicle costs
- Child related costs
- Administration and other allocated overhead costs.

(B) Member agency.

Include, all entities related to the prospective member agency. The term "member agency" refers to the agency named as a prospective member of the California Alliance and to all corporate and affiliated entities of the prospective member agency, both nonprofit and for-profit. "Corporate and affiliated entities" include, but are not limited to:

- Subsidiary corporations.
- Parent corporations with overarching fiscal, administrative or programmatic control.
- Affiliated entities with interlocking management or governance.

All of a prospective member agency's services and programs impacted by Alliance activities must be included by the member agency in its dues assessment. A member agency may not choose to identify only a portion of its programs or service areas for Alliance membership and dues assessment.



DUES STRUCTURE...

A prospective member agency may not choose, for example, to have its residential program join the Alliance but exclude its FFA or nonpublic school from membership and dues assessment, even if they are parts of different corporations.

(C) Programs and service areas represented by Alliance activities.

Include the following programs and service areas when calculating expenditures:

- a. **Adoption:** all programs and service areas focused on adoption of children with special needs, adoption of children from the public systems, and associated pre and post adoption services.
- b. **Education:** all nonpublic schools and programs, and service areas focused on educational services related to children in residential care; including but not limited to NPS services and Workability.
- c. **Family-based services:** all programs and service areas focused on providing in-home and community based, child-focused, family-centered services; including but not limited to family preservation services and Wraparound.
- d. **Foster family agency:** all foster family agencies and related programs and services.
- e. **Juvenile justice:** all programs and services focused on youth in the juvenile justice system.
- f. **Mental health:** all mental health services for children and youth.
- g. **Residential care:** all group homes, CTFs, and residential programs for children and youth.
- h. **Transitional services for foster youth:** all services and support for youth transitioning out of the foster care system; including but not limited to transitional housing, THPP, and STEPP.
- i. **Emerging programs and services:** promising programs and services provided by member agencies, and identified and approved by the Board of Directors for advocacy and dues assessment.

A prospective member agency may exclude programs or service areas not impacted by Alliance activities; for example, programs for adults, day care programs, Skilled Nursing Facilities, programs outside of California.

4. Using the Dues Schedule to compute member agency's dues obligation:

The attached Dues Schedule has three columns: Annual Agency Expenditures, Annual Dues, and Tier.

- Step 1:** In the first (left hand) column, locate the range of annual agency expenditures that corresponds to your agency's computed expenditures from item 3. Located directly adjacent, in the middle column, you will find the level of annual dues that corresponds to your agency's expenditures.



DUES STRUCTURE...

- ▲ Enter the level of annual dues that corresponds to your agency's expenditures in the left hand box, "Annual Dues Assessment," under number 4 on the Dues Assessment form.

Step 2: In the third (right hand) column of the Dues Schedule, locate the Tier that corresponds to your agency's annual dues. (Tiers 1-7 contain three levels of annual agency expenditures and three corresponding levels of annual dues. Tiers 8-11 contain only one level each.)

- ▲ Circle the number of the Tier that corresponds to your agency's expenditures and dues from among the row of numbers labeled "Dues Tier," under number 4 on the Dues Assessment form.

Example: If your agency's expenditures total \$5,435,000, you would locate in the first column of the Dues Schedule, Annual Agency Expenditures, the range of \$5.1M-\$6.25M because that is the range into which your agency's expenditures fall. Immediately to the right in the middle column, you would find Annual Dues of \$9670. You would enter that amount in the box labeled "Annual Dues Assessment" on the Dues Assessment form. In the third column on the Dues Schedule, you would find the number "6" in the Tier column adjacent to the applicable Annual Agency Expenditures and Annual Dues columns. You would enter that number in the box labeled "Dues Tier" on the Dues Assessment form.

5. Assurance of accuracy:

- ▲ Please assure that both the Executive Director or CEO and the chief financial staff person, sign and date the Dues Assessment form in the designated boxes, and print their names in the boxes below their respective signatures.

The chief executive (executive director or CEO) and chief financial staff of each member agency are required to sign the affidavit at the bottom of the Dues Assessment form attesting to the accuracy of the agency's dues assessment.

Should the information subsequently be found to be inaccurate,

1. And if correction of the inaccuracy results in a *higher* dues assessment, the member agency is offered the opportunity to revise the assessment and remit the difference to the Alliance, or
2. If correction of the inaccuracy results in a *lower* dues assessment, the Alliance remits the difference to the member agency.
3. Should a member agency choose to *not* remit additional dues assessed on the basis of an assessment correction, that agency is referred to the Membership Committee to be considered for termination of membership.



Dues Assessment

1) Name of member agency:

2) Agency's most recently completed fiscal year:

Date fiscal year started:	<input type="text"/>	Date fiscal year ended:	<input type="text"/>
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3) Please enter the total of all expenditures for Alliance-advocated programs and service areas during the most recently completed fiscal year. (See **Instructions for Completing Dues Assessment** for detailed explanation)

Total expenditures: \$

4) Please use the attached **Dues Schedule** to compute your agency's dues obligation. Enter the annual dues assessment and circle the corresponding dues tier.

Annual dues assessment:	\$ <input type="text"/>	Dues tier:	1 2 3 4 5 6 7 8 9 10 11
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The foregoing is a true and accurate statement of my agency's expenditures for Alliance-advocated programs/service areas and assessment of my agency's dues obligation.

Dated signature of Executive Director/CEO:

Signature	Date

Dated signature of lead financial staff (e.g., CFO, controller, accountant, etc.):

Signature	Date

Name printed:

Name printed:



MEMBERSHIP APPLICATION...

Agency Information:

Agency Name:			
Street Address:			
City/State:		Zip:	
Year agency established:		Is primary program(s) part of corporation with 501(c)(3) status? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Executive Director/CEO Name:			
Telephone/ext.:		FAX:	
		Email:	

Programs Provided:

<input type="checkbox"/> Adoption Agency	# open cases:		
<input type="checkbox"/> Family-Based Services	# open cases:		
<input type="checkbox"/> Foster Family Agency	# certified families:		# children in placement today: <input type="text"/>
<input type="checkbox"/> Mental Health Services	# open cases:		
<input type="checkbox"/> Nonpublic School	# students enrolled:		
<input type="checkbox"/> Residential Care	Licensed capacity:		# children in placement today: <input type="text"/>
<input type="checkbox"/> Community Treatment Facility	Licensed capacity:		# children in placement today: <input type="text"/>
<input type="checkbox"/> Transition Age Youth Services			# clients currently served: <input type="text"/>
<input type="checkbox"/> Other:			

Agency Budget:

Please enter your last completed fiscal year total revenue.	\$
Please enter your last completed fiscal year total expenditures.	\$

Accreditation(s):

<input type="checkbox"/> None at this time	<input type="checkbox"/> COA	<input type="checkbox"/> NCASES	<input type="checkbox"/> Other (Specify):
<input type="checkbox"/> CARF	<input type="checkbox"/> JCAHO	<input type="checkbox"/> WASC	

Affidavit:

This agency accepts and agrees to abide by, comply with and adhere to all the provisions, conditions, and covenants of the Articles of Incorporation, the Bylaws, the rules and regulations of the Corporation as they are or may from time to time be adopted, changed, amended, and all rulings, orders, direction and decisions of the Board of Directors or any duly authorized committee.

This agency agrees to pay such dues, assessments, and other charges in the manner and amount as shall from time to time be fixed by the Board of Directors.

This agency agrees that neither the Corporation nor any officer or employee thereof, nor any member of the Board of Directors shall be liable, except for willful malfeasance, to the applicant or to any director, officer or employee thereof, or to any other person, for any action taken by such officer or member of the Board of Directors in his official capacity, or by any employee of the Corporation while acting within the scope of his employment or under instruction of any officer, board or committee of the Corporation, in connection with the administration or enforcement of any of the provisions of the Bylaws, any of the rules and regulations as they are or may from time to time be adopted, changed, or amended, or any ruling order, direction, decision of, or penalty imposed by the Board of Directors or any duly authorized committee.

This agency agrees to present reasonable information with respect to the application as the Board of Directors may require.

Executive Director/CEO signature

Date

Please submit the application and dues assessment, along with a **non-refundable \$150 application fee** to:

California Alliance of Child and Family Services
2201 K Street
Sacramento, CA 95816