

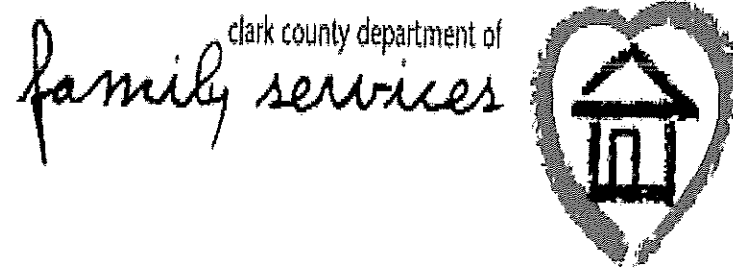


# **QUARTER 5**

## **PIP 5.1.6**

### **CLARK**

### **COUNTY**



**CLARK COUNTY CFSR  
PROGRAM PERFORMANCE IMPROVEMENT  
QUARTER 5 REPORT**

<b>Primary Strategy: 5</b> <b>Expand Service options and create flexibility for services to meet the needs of children and families.</b>			<b>Applicable CFSR Outcomes or Systemic Factors:</b> <b>Well-Being Outcome 1, 3</b> <b>Statewide Information System</b> <b>Service Accessibility</b> <b>Individualizing Services</b> <b>Coordination of CFSP Services with Other Federal Programs</b> <b>Diligent Recruitment of Foster and Adoptive Homes</b>	
<b>Goal: 1</b> <b>Enhance independent living services for children age 15 and older and strengthen foster parent skills and supports</b>			<b>Applicable CFSR Items: 17, 22, 23, 24, 36, 37,</b>	
<b>Action Steps and Benchmarks</b>	<b>Person Responsible</b>	<b>Evidence of Completion</b>	<b>QTR Due</b>	<b>QTR Completed</b>
<b>5.1.6</b> Assess and revise, in consultation with the NRC, if needed, the recruitment plans for foster and adoptive parents by jurisdiction	DCFS, WCDSS, CCDFS Directors/designee	Revised Plans by jurisdiction	Q5	Q5

#### Recruitment Plan

Clark County has created an annual recruitment plan for April 2012 through June 2013. The overview of the plan is Appendix E and the full plan is found as Appendix F.

#### Recruitment and Retention Grant

Currently Clark County is engaged in a five year ACF funded recruitment grant. Please see Appendix G to review a copy of the "Permanent Families and Lasting Connections Project" grant application. The grant was awarded in fall 2010. The most recent 6 month federal report is found as Appendix H.

The recruitment project has completed the revision of recruitment plans for data collection and analysis, as well as a draft protocol for the child-specific adoption recruitment activities. The assessment and revision of recruitment plans will begin in April 2012 and it is anticipated it will produce a draft deliverable at the start of Year 3.

The CFSR data points being assessed within the outcome impact of the recruitment grant are Safety 2, Permanency C2.1, C2.2, C2.3, C2.4, C2.5, C 3.1, C3.2, C3.3, C4.1, C4.2, and C4.3. The chart is located in Appendix I.



## Clark County Department of Family Services

### Recruitment Plan Overview

April 2012 – June 2013

#### Purpose

The purpose of the recruitment plan is to increase the number of foster parent resources in Clark County. At any given time there are approximately 3500 children involved with the Department of Family Services (DFS), with approximately 1500 of these children living in non-relative foster home placements. Moreover, DFS averages approximately 21 local non-relative foster home closures per month due to foster families finalizing an adoption, moving out of Clark County or deciding not to foster, just to name a few. Due to the monthly number of children coming into care and the number of foster home license closures there is an ongoing need to recruit new for foster homes and retain existing foster homes.

The Clark County DFS Recruitment Plan (attached) addresses the agencies need for ongoing general recruitment, child specific recruitment for children in need of an adoptive home, family finding and lasting connections, and ongoing retention efforts. This plan also addresses targeted recruitment in three specific areas of need: children with special health care needs, large sibling groups, and teens.

The Clark County DFS Recruitment Plan identifies eight recruitment priorities are as follow:

- General Recruitment
- Targeted Recruitment (Special Health Care Needs, Larger Sibling Groups, and Teens)
- Child Specific Recruitment
- Family Finding and Lasting Connections
- Retention
- Marketing
- Internal Communication
- Restructuring the Recruitment Unit

The recruitment plan not only looks outside the agency by focusing on effective marketing and the development of relationships with community partners, but it also looks internally to identify ways of improving the infrastructure of the recruitment unit and enhancing communication between units such as: permanency, adoptions, placement, and licensing.

### **Current Recruitment Program:**

This is an exciting time for the recruitment unit as the Department of Family Services was awarded a five year Diligent Recruitment Grant (DRG) by the Department of Health and Human Services Children's Bureau, to implement the DFS Permanent Families and Lasting Connections Project. The grant period is September 30, 2010-September 29, 2015 and its purpose is to increase the number of qualified foster and adoptive families available to meet the specific needs of children and youth in care (see appendix A).

The attached recruitment plan makes numerous references to the DRG as this grant provides the resources necessary to improve recruitment efforts across the agency. The grant is responsible for researching best practices for recruitment strategies and activities as well as developing policies, procedures, and protocols in coordination with the recruitment unit that will have a lasting effect on the unit, the agency, and the community.

In addition to housing the DRG, the recruitment unit continues to partner with The Dave Thomas Foundation Wendy's Wonderful Kids (WWK) grant for child-specific adoption recruitment. This grant was brought to the unit in 2005 to assist with recruitment of adoptive families and matching children with adoptive resources. This grant provides the unit with funding for two child specific adoption recruiters as well as ongoing training opportunities, and recruitment events for children and recruiters to participate in annually.

The current DFS Recruitment Unit has the following staff resources:

- One full time Recruitment Supervisor
- Three full time Senior Family Service Specialist Recruiters; one of whom is assigned exclusively to managing the DRG
- Two full time Family Service Specialist II Recruiters; one of whom is funded by the DGR
- One vacant position for a full time Family Service Specialist II Recruiter position; funded by the DRG
- One part time program assistant; funded by the DRG to work exclusively on grant related activities
- One vacant part time program assistant position; funded by the DRG to work exclusively on grant related activities
- One full time Wendy's Wonderful Kids Child Specific Recruiter
- One vacant full time Wendy's Wonderful Kids Child Specific Recruiter position
- One full time Office Specialist

As a result of the increase in staffing levels in unit over this past year (more than doubled from the previous year), the unit will be able to expand its presence in the community and within the agency. The additional staff and grant related resources will give the recruitment unit the ability to conduct the activities outlined in the recruitment plan and meet the stated goals.

### **Moving Forward**

With the creation and implementation of the Clark County Foster Care Recruitment Plan 2012-2013 community partner relationship building will be conducted. The recruitment unit will also continue to build upon current identified community partners such as The Adoption Exchange, the Foster Parent Association, and Fostering in Faith (United Methodist Church) just to name a few. Recruiters will document general and child-specific recruitment efforts, and outcome measurements will be conducted to determine the effectiveness of recruitment efforts in Clark County. The Recruitment Team will attempt to form a stronger relationship with the PS-MAPP and Licensing team as well as Permanency, Placement, Adoptions, and the Quality Assurance/Quality Improvement (QA/QI) team. Improving these relationships will assist Recruitment to meet, evaluate stated goals and better provide customer service to foster/adoptive parent resources.

The Recruitment Plan also calls for and drives the creation and implementation of a marketing plan to address all of recruitments priorities in order to get the units message out to targeted audiences in the most effective way possible. The Recruitment unit has already begun work on an "I Am ... Silent No More" campaign in order to encourage community involvement in the foster care system by having individuals speak out on their experiences with foster care and adoption (see appendix B).

The activities stated throughout the recruitment plan are contingent upon available funding, the hire dates of the staff currently being recruited for, agency needs, and best practice information provided and protocols developed by the various DRG workgroups.



Clark County Foster Care

**Clark County**  
**Department of Family Services**  
[clarkcountyfostercare.org](http://clarkcountyfostercare.org)

**Recruitment Plan**  
April 2012 – June 2013

## Recruitment and Retention Plan

### April 2012 – June 2013

Priority:	General Recruitment	Definition:	Recruitment aimed at increasing the number of licensed foster care homes for kids in care			
		Activities				
Goal	Steps	QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
To increase the overall number of homes for children in care by partnering with: • businesses • organizations • interfaith community	Participate in community events  Host recruitment events for the general public  Develop a written recruitment strategy and protocols for collaborating with local businesses, organizations, and the interfaith community  Identify potential community partners within these areas  Engage and enlist new and existing community partners in assisting with the recruitment of homes by: • Planning speaking engagements • Being visible in their offices/waiting areas • Refilling literature in offices/waiting areas regularly  Utilize DRG workgroup of internal and external stakeholders to look at best practices for general recruitment of foster homes, workgroup tasks will include: • Improving existing	Participate in community events such as: • City of Las Vegas Volunteer Fair • Grant a Gift for Autism Resource Fair at Town Square  Promote I Am Campaign with a free Community event at the Government Center that includes: • Courageous movie/family night in the park (Fathers Day focus) • Information Session • Carnival Games • Food • Hart Gallery Display • Vendor tables  Host regularly scheduled information sessions  Schedule and host Foster One Recruit One parties  Hold DRG workgroup meetings to work on grant related task items and too: • Finalize information	Participate in community events such as: • Take Back the Night-Galleria Mall • Back to School Fair-Boulevard Mall • PTA & School District • UNLV Involvement Fair • Back to School Fair-Meadows ~ • Canyon Ridge Church-Working with <i>Foster Connect Christian Ministry</i> • Children's Ident-A-Kid Safety Event • Walk Me Home, Foster Parent Association event • Child Safety Day  Host regularly scheduled information sessions  Schedule and host Foster One Recruit One parties  Develop a list of new and existing community partners such as: • Boys & Girls Clubs • YMCA • Community centers • Churches	Participate in community events such as: • Teacher's Health Trust • LDS Community Service Event • Word of Life Church • Step Up for Kids • LVVWD Employee Expo • United Methodist Churches - Fostering in Faith Recruitment Campaign • Fireside LDS Church-Presentation  Host an Adoption Day event in November with DFS adoption unit in honor of National Adoption Month  Host regularly scheduled information sessions  Schedule and host Foster One Recruit One parties  Create and implement a recruitment strategy for utilizing identified	Participate in community events such as: • Rotary Club-Presentation • King Week Family Resource Fair • Word of Life Christian Center – Working with <i>Foster Connect Christian Ministry</i> • Walking With Weekly-Commissioner Weekly's health and fitness fair  Host a free community event for the purpose of general recruitment.  Host regularly scheduled information sessions  Schedule and host Foster One Recruit One parties  Each recruiter will contact and develop a relationship with one new community partner per month while maintaining previously established relationships  Each recruiter will contact and develop a relationship with one new community partner per month while maintaining previously established relationships  Marketing: • DJs for PJs annual	Participate in community events such as: • City of Las Vegas Volunteer Fail • Grant a Gift for Autism Resource Fair at Town Square  Host a free community event for the purpose of general recruitment.  Host regularly scheduled information sessions  Schedule and host Foster One Recruit One parties  Each recruiter will contact and develop a relationship with one new community partner per month while maintaining previously established relationships  Conduct ongoing DRG workgroup meetings to work on grant related task items and to identify barriers and successes for future enhancements

## Recruitment and Retention Plan

### April 2012 – June 2013

Goal	Steps	Activities				
		QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
	<p>information session materials and overall presentation</p> <ul style="list-style-type: none"> <li>• Teaming up with experienced foster parents and former foster youth</li> <li>• Developing general recruitment materials for public distribution</li> <li>• Developing methods for evaluating general recruitment outcomes</li> <li>• Developing policy and procedure around the intake process including protocols around timeframes and methods for follow up with prospective applicants</li> </ul> <p>Advertise to the general public in media sources that are viewed by a large and diverse audience</p>	<p>session that is engaging, motivational, and informational</p> <ul style="list-style-type: none"> <li>• Develop Leaders Guide</li> <li>• Develop training for presenters</li> <li>• Develop Information Session Protocols</li> <li>• Incorporate technology enhancements</li> </ul> <p>Implement deliverables provided by DRG workgroup</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>• Create and air a PSA to market the I AM event at the Government Center</li> <li>• Develop promotional materials to encourage foster parents to host Foster One Recruit One parties</li> <li>• Improve materials that are distributed at information sessions to ensure they are clear, concise, and engaging</li> <li>• DJs for PJs annual pajama drive on the radio</li> </ul>	<ul style="list-style-type: none"> <li>• Small businesses</li> <li>• Leadership organizations</li> <li>• Wal-Mart</li> <li>• Sam's Club</li> <li>• Foster Parent Association</li> <li>• Sororities/fraternities</li> <li>• Social groups</li> <li>• School district</li> <li>• Infertility clinics</li> </ul> <p>Conduct DRG workgroup meetings to work on grant related task items including those that have been implemented but require adjustments</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>• Air ongoing PSA's in local movie theaters</li> </ul>	<p>community partners. Each recruiter will contact and develop a relationship with one new community partner per month</p> <p>Conduct ongoing DRG workgroup meetings to work on grant related task items</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>• Air ongoing PSA's in local movie theaters</li> </ul>	<p>Conduct ongoing DRG workgroup meetings to work on grant related task items</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>• Air ongoing PSA's in local movie theaters</li> </ul>	<p>pajama drive on the radio</p> <ul style="list-style-type: none"> <li>• Air ongoing PSA's in local movie theaters</li> </ul>

## Recruitment and Retention Plan

### April 2012 – June 2013

Goal	Steps	Activities				
		QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
		<ul style="list-style-type: none"> <li>Air ongoing PSA's in local movie theaters</li> </ul>				
To increase the overall number of homes for children in care by partnering with the Hispanic community	<p>Have interpreter equipment available at ALL Information sessions</p> <p>Develop a Spanish Information Session and corresponding materials</p> <p>Host Spanish information sessions semiannually and by group/organization request</p> <p>Work with QA/QI to identify:</p> <ul style="list-style-type: none"> <li>The need for Spanish speaking foster families based on the needs of kids in care and their families</li> <li>The zip codes with the highest population of Hispanics</li> </ul>	<p>Purchase interpreter equipment</p> <p>Meet with QA/QI to request a demographic report.</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>Place ads and articles in specialty/ethnic publications</li> <li>Place PSA's on ethnic TV outlets</li> </ul>	<p>Participate in community events in honor of Hispanic Heritage month.</p> <p>Host Spanish information sessions</p> <p>Register families for Spanish PS-MAPP classes</p>	<p>Request a demographic report from QA/QI</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>Place PSA's on Spanish TV outlets</li> <li>Place ads and articles in Spanish publications</li> </ul>	<p>Participate in Hispanic community events such as:</p> <ul style="list-style-type: none"> <li>Univision Family Fair</li> <li>Boricua Picnic</li> </ul> <p>Host Spanish information sessions</p> <p>Register families for Spanish PS-MAPP classes</p>	
To increase the overall number of homes for children in care by partnering with the GLBTQ community	<p>Ensure that recruitment materials are non-specific in relation to gender, orientation, etc.</p> <p>Identify potential community partners within the GLBTQ community such as:</p> <ul style="list-style-type: none"> <li>Community Centers</li> <li>Support Groups</li> <li>Churches</li> </ul> <p>Engage and enlist new and</p>	<p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>Review information provided to the public in the information session and through direct mail to ensure it is inclusive of this community</li> </ul>	<p>Develop a list of new and existing community partners within the GLBTQ community</p> <p>Create and implement a recruitment strategy for utilizing community partners</p>	A recruiter will contact, develop, and maintain relationships with the identified community partners	A recruiter will contact, develop, and maintain relationships with the identified community partners	A recruiter will contact, develop, and maintain relationships with the identified community partners

## Recruitment and Retention Plan

### April 2012 – June 2013

Goal	Steps	Activities				
		QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
	<p>existing partners in the GLBTQ community to assist with the recruitment of homes for children in care</p> <ul style="list-style-type: none"> <li>• Plan speaking engagements</li> <li>• Be visible in waiting areas</li> <li>• Refill literature in waiting areas regularly</li> </ul>					
<p>To increase the overall number of homes for children in care by developing a zip code focused recruitment strategy</p>	<p>Identify research driven best practice for zip code recruitment</p> <p>Specifically identify if research indicates that zip code recruitment should focus on:</p> <ul style="list-style-type: none"> <li>• Areas of town that typically yield the greatest number of foster parents?</li> <li>• Areas of town the typically yields a low number of foster parents?</li> <li>• Areas of town that typically yields the highest number of removals?</li> </ul> <p>Work with placement and permanency to understand their policies and practice related to placing children within removal zip codes</p>		<p>DRG coordinator will provide socioeconomic data by zip code to show the characteristics of foster parents in general and of foster parents for targeted recruitment groups (teens, large sibling groups, and special health care needs)</p>	<p>DRG manager will provide general recruitment workgroup with best practice zip code recruitment &amp; retention strategies</p> <p>DRG manager will also provide demographic information that:</p> <ul style="list-style-type: none"> <li>• Identifies zip codes with the highest removal rates</li> <li>• Identifies the demographics of current foster parents</li> <li>• Identifies zip codes with an inadequate number of foster families to meet the needs of children in those areas</li> </ul>	<p>Representatives from Placement and Permanency will be invited to participate in the DRG workgroup to review best practice information and to address barriers between units</p>	<p>Workgroup will work to address inter-department barriers and provide feedback for the 2013/2014 recruitment plan</p>

## Recruitment and Retention Plan

### April 2012 – June 2013

Priority:	Targeted Recruitment	Definition:	Recruitment aimed at increasing the number of licensed foster care homes for a specific group of kids in care.			
		Activities				
Goal	Steps	QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
To increase the number of homes for children with special health care needs: <ul style="list-style-type: none"><li>• Medical</li><li>• Behavioral/Emotional</li><li>• Educational</li></ul>	<p>Engage and enlist new and existing partners in assisting with the recruitment of homes for children with special health care needs</p> <ul style="list-style-type: none"><li>• Plan speaking engagements</li><li>• Be visible in their offices/waiting areas</li><li>• Refill literature in offices / waiting areas regularly</li><li>• Advertise in target specific media</li></ul> <p>Form a DRG workgroup of internal and external stakeholders to look at best practices for recruiting foster homes for children with special health care needs</p> <ul style="list-style-type: none"><li>• Develop a recruitment strategy that looks at:<ul style="list-style-type: none"><li>○ Developing an information session.</li><li>○ Teaming up with experienced foster parents</li><li>○ Ways to identify current foster parents who may be willing to work with children in this targeted group</li><li>○ Retention of specialized homes</li></ul></li></ul>	<p>Invite internal and external stakeholders to participate in DRG workgroup</p> <p>Begin DGR workgroup meetings</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"><li>• Quarterly add in Rnformation Magazine</li></ul>	<p>Develop a list of new and existing community partners who provide services to children with special health care needs to recruit from and with such as:</p> <ul style="list-style-type: none"><li>• Hospitals</li><li>• CC School District</li><li>• Psychiatric Offices</li><li>• Medical Offices</li><li>• UNLV/CSN</li></ul> <p>Conduct ongoing DRG workgroup meetings to develop targeted recruitment strategy</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"><li>• Quarterly add in Rnformation Magazine</li></ul>	<p>Create and implement recruitment strategy for utilizing community partner</p> <p>Each recruiter will contact and develop a relationship with one new community partners per month</p> <p>Conduct ongoing DRG workgroup meetings to develop protocols for targeted recruitment strategy</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"><li>• Quarterly add in Rnformation Magazine</li></ul>	<p>Each recruiter will contact and develop a relationship with one new community partners per month while maintaining previously established relationships</p> <p>Implement training on the protocols developed by the DRG workgroup</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"><li>• Quarterly add in Rnformation Magazine</li></ul>	<p>Each recruiter will contact and develop a relationship with one new community partners per month while maintaining previously established relationships</p> <p>Implement the recruitment strategy developed by the DRG workgroup</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"><li>• Quarterly add in Rnformation Magazine</li></ul>

## Recruitment and Retention Plan

### April 2012 – June 2013

Goal	Steps	Activities				
		QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
	<ul style="list-style-type: none"> <li>Develop recruitment materials for public distribution</li> <li>Develop a list of community stakeholders</li> <li>Develop an implementation plan</li> <li>Develop methods for evaluating targeted recruitment outcomes</li> </ul>					
To increase the number of homes for teenagers	<p>Engage and enlist new and existing community partners in assisting with the recruitment of homes for teenagers</p> <ul style="list-style-type: none"> <li>Plan speaking engagements</li> <li>Be visible in their offices/waiting areas</li> <li>Refill literature in offices/waiting areas regularly</li> <li>Advertise in target specific media</li> </ul> <p>Host teen focused match party</p> <p>Form a DRG workgroup of internal and external stakeholders to look at best practices for recruiting foster homes for teenagers</p> <ul style="list-style-type: none"> <li>Create a recruitment strategy that looks at:               <ul style="list-style-type: none"> <li>Developing an information session</li> <li>Involving teenagers in recruitment efforts</li> </ul> </li> </ul>	<p>Invite internal and external stakeholders to participate in DRG workgroup</p> <p>Begin DRG workgroup meetings</p>	<p>Develop a list of new and existing community partners who provide services to teenagers to recruit from and with such as:</p> <ul style="list-style-type: none"> <li>Boy &amp; Girl Scouts</li> <li>Sports Leagues</li> <li>Local Middle &amp; High Schools</li> <li>CSN/UNLV</li> <li>Fraternities/Sororities</li> <li>Community Centers</li> </ul> <p>Create and implement a recruitment strategy for utilizing community partners</p> <p>Each recruiter will contact and develop a relationship with one new community partner per month</p> <p>Conduct ongoing DRG workgroup meetings to develop targeted</p>	<p>Each recruiter will contact and develop a relationship with one new community partner per month while maintaining previously established relationships</p> <p>Host teen specific match party</p> <p>Conduct ongoing DRG workgroup meetings to develop protocols for targeted recruitment strategy</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>Teen specific Wednesday's Child</li> </ul>	<p>Each recruiter will contact and develop a relationship with one new community partner per month while maintaining previously established relationships</p> <p>Training on the protocols developed by the DRG workgroup</p>	<p>Each recruiter will contact and develop a relationship with one new community partner per month while maintaining previously established relationships</p> <p>Implement the recruitment strategy developed by the DRG workgroup</p>

## Recruitment and Retention Plan

April 2012 – June 2013

Goal	Steps	Activities				
		QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
	<ul style="list-style-type: none"> <li>○ Teaming up with experienced foster parents</li> <li>○ Ways to identify current foster parents who may be willing to work with children in this targeted group</li> <li>○ Retention of homes for teens</li> <li>• Develop recruitment materials for public distribution</li> <li>• Develop a list of community stakeholders</li> <li>• Develop an implementation plan</li> <li>• Develop methods for evaluating targeted recruitment outcomes</li> </ul>		recruitment strategy  <b>Marketing:</b> <ul style="list-style-type: none"> <li>• Create and distribute invitation for teen specific match party</li> </ul>			
To increase the number of homes for large sibling groups	Engage and enlist new and existing community partners in assisting with the recruitment of homes for large sibling groups <ul style="list-style-type: none"> <li>• Plan speaking engagements</li> <li>• Be visible in their offices/waiting areas</li> <li>• Refill literature in offices/waiting areas regularly</li> <li>• Advertise in target specific media</li> </ul> Host recruitment event for large sibling groups	Present recruitment information at the quarterly Child Focus volunteer orientation and training  Invite internal and external stakeholders to participate in DRG workgroup  Begin DRG workgroup meetings	Present at quarterly Child Focus volunteer orientation and training  Host large sibling group specific match party  Develop a list of new and existing community partners who provide services to large sibling groups to recruit from and with such as: <ul style="list-style-type: none"> <li>• Child Focus</li> <li>• Local Churches</li> <li>• Community Centers</li> </ul>	Present at quarterly Child Focus volunteer orientation and training  Create and implement a recruitment strategy for utilizing community partners  Each recruiter will contact and develop a relationship with one new community partner per month  Conduct ongoing DRG workgroup meetings to	Present at quarterly Child Focus volunteer orientation and training  Each recruiter will contact and develop a relationship with one new community partner per month while maintaining previously established relationships  Training on the protocols developed by the DRG workgroup	Present at quarterly Child Focus volunteer orientation and training  Each recruiter will contact and develop a relationship with one new community partner per month while maintaining previously established relationships  Implement the recruitment strategy developed by the DRG workgroup

## Recruitment and Retention Plan

April 2012 – June 2013

Goal	Steps	Activities				
		QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
	<p>Form a DRG workgroup of internal and external stakeholders to look at best practices for recruiting foster homes for large sibling groups</p> <ul style="list-style-type: none"> <li>• Create a recruitment strategy that looks at:               <ul style="list-style-type: none"> <li>○ Developing an information session</li> <li>○ Teaming up with experienced foster parents</li> <li>○ Ways to identify current foster parents who may be willing to work with children in this targeted group</li> <li>○ Retention of homes for large sibling groups</li> <li>○ Specialized license for large sibling groups</li> <li>○ Team foster parenting within neighborhoods</li> </ul> </li> <li>• Develop recruitment materials for public distribution</li> <li>• Develop a list of community stakeholders</li> <li>• Develop an implementation plan</li> <li>• Develop methods for evaluating targeted recruitment outcomes</li> </ul>		<p>Conduct ongoing DRG workgroup meetings to develop targeted recruitment strategy</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>• Large sibling group-specific Wednesday's Child</li> <li>• Create and distribute invitation for match party</li> </ul>	develop protocols for targeted recruitment strategy		

## Recruitment and Retention Plan

### April 2012 – June 2013

Priority:	Child Specific Recruitment	Definition:	The recruitment of an adoptive home for a child who is legally free or is at risk of becoming legally free for adoption.			
		Activities				
Goal	Steps	QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
To create permanency for children through adoption	<p>Maintain partnerships with Child Specific Adoption programs:</p> <ul style="list-style-type: none"><li>Adoption Exchange</li><li>Wendy's Wonderful Kids</li></ul> <p>Host match parties</p> <p>Work with Adoptions unit to plan and host Adoption Day activities</p> <p>Assist current licensed foster families in identifying a child to adopt</p> <p>DRG workgroup of internal and external stakeholders to provide:</p> <ul style="list-style-type: none"><li>Protocols for Child Specific recruitment</li><li>Re-design existing file folders</li><li>Review current assignment intake process</li><li>Develop family preparation protocols and activities</li><li>Develop child preparation protocols and activities</li><li>Create and implement a Child Specific database to track recruitment outcomes</li></ul> <p>Improve the HART</p>	<p>Participate in the Heart Gallery photo shoot</p> <p>Participate in the Heart Gallery unveiling</p> <p>List children on Adoption Exchange website</p> <p>Host a Match Party for all children assigned to recruitment</p> <p>Participate in a Child Specific database webinar conducted by Child Trends</p> <p>Implement training on the protocols developed by the DRG workgroup</p> <p>Develop and implement matching procedures and protocols for recruitment staff to assist with identifying families that can meet the needs of children being recruited for based on best practice information provided by the Children's Bureau</p>	<p>Participate in the Profile Party at the Double Tree in partnership with the Adoption Exchange</p> <p>Have children displayed in Heart gallery</p> <p>List children on Adoption Exchange website</p> <p>Host a match party for large sibling groups</p> <p>Enter all child specific recruitment activities in CSAR database</p> <p>Implement the protocols developed by the DRG workgroup</p> <p>Review the HART database to identify families in need of follow up and assign a recruiter review and evaluate their HART history</p> <p>Develop and implement protocols for timely responses to:</p> <ul style="list-style-type: none"><li>Child specific adoption inquiries</li></ul>	<p>Participate in community events such as:</p> <ul style="list-style-type: none"><li>Wendy's Wonderful Kids 3-Tour Golf Challenge</li><li>Adoption Exchange match party</li><li>Adoption Day</li></ul> <p>Have children displayed in Heart gallery</p> <p>List children on Adoption Exchange website</p> <p>Host a Match Party for teenagers</p> <p>Enter all child specific recruitment activities in CSAR database</p> <p>Evaluate the utilization of the protocols developed by the DRG workgroup and provide feedback</p> <p>Develop and maintain community resource list in order to provide families needed resources for pre and</p>	<p>Participate in the Profile Party at the Double Tree in partnership with the Adoption Exchange</p> <p>Have children displayed in Heart gallery</p> <p>List children on Adoption Exchange website</p> <p>Enter all child specific recruitment activities in CSAR database and review the data to guide ongoing recruitment efforts</p> <p>Maintain community resource list in order to provide resource families with appropriate referrals</p> <p>Adjust the protocols developed by the DRG workgroup as needed for optimum utilization</p> <p>Review the HART database to identify families in need of follow up and assign a recruiter review and evaluate their HART history</p>	<p>Participate in the Heart Gallery photo shoot</p> <p>Participate in the Heart Gallery unveiling</p> <p>List children on Adoption Exchange website</p> <p>Host a Match Party for all children assigned to recruitment</p> <p>Enter all child specific recruitment activities in CSAR database and review the data to guide ongoing recruitment efforts</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"><li>Participate in Wednesday's Child</li><li>Maintain DFS adoptions website</li><li>Participate in radio interviews for children who do not want to be on Wednesday's child</li></ul>

## Recruitment and Retention Plan

### April 2012 – June 2013

Goal	Steps	Activities				
		QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
	<p>(Homestretch Adoption Review Team) process by implementing:</p> <ul style="list-style-type: none"> <li>• Protocols for matching children and families that are brought to HART</li> <li>• Protocols for conducting a HART decision making meeting</li> <li>• Protocols for post HART activities (notification of the decision to all parties involved, conducting a child presentation meeting, etc)</li> </ul>	<p>Improve HART decision making model through the development of policies and procedures for team decision making based on a review of current practices nationwide</p> <p>Develop an adoptive resource database to identify the number of times a family has been taken to HART and not selected in order to identify and address barriers and to provide option</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>• Launch DFS adoptions website</li> <li>• Participate in Wednesday's Child</li> <li>• Participate in radio interviews for children who do not want to be on Wednesday's child</li> <li>• Develop an informational pamphlet to provide information on the adoption process</li> </ul>	<ul style="list-style-type: none"> <li>• Families involved in the HART process</li> </ul> <p>Develop and implement post HART procedures and protocols to assist with:</p> <ul style="list-style-type: none"> <li>• Conducting child presentation meetings</li> <li>• Child preparation</li> <li>• Family preparation</li> </ul> <p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>• Participate in Wednesday's Child</li> <li>• Maintain DFS adoptions website</li> <li>• Participate in radio interviews for children who do not want to be on Wednesday's child</li> </ul>	<p>post adoption services</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>• Participate in Wednesday's Child</li> <li>• Maintain DFS adoptions website</li> <li>• Participate in radio interviews for children who do not want to be on Wednesday's child</li> </ul>	<p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>• Participate in Wednesday's Child</li> <li>• Maintain DFS adoptions website</li> <li>• Participate in radio interviews for children who do not want to be on Wednesday's child</li> </ul>	

## Recruitment and Retention Plan

### April 2012 – June 2013

Priority:	Family Finding & Lasting Connections	Definition:	Recruitment aimed at reconnecting children with lost biological family members or with other significant relationships in order to make permanent and meaningful connections for them.			
		Activities				
Goal	Steps	QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
To find relatives and/or lasting connections for children in care	<p>Train staff on Family Finding and Lasting Connections</p> <p>Train staff on case file mining</p> <p>Implement a pilot program for Family Finding</p> <p>Form a DRG workgroup of internal and external stakeholders to look at best practices for family finding and lasting connections</p> <ul style="list-style-type: none"><li>• Develop recruitment materials for public distribution</li><li>• Develop protocols for conducting Family Finding and Lasting Connections activities</li><li>• Develop protocols for case file mining</li><li>• Develop an implementation plan</li><li>• Develop methods for evaluating family finding/lasting connections pilot outcomes</li><li>• Develop a plan for involving teenagers in Family Finding and Lasting Connection activities</li><li>• Develop an evaluation process to assess the effectiveness</li></ul>		<p>Recruitment staff will participate in an all day training provided by the Adoption Exchange on developing Lasting Connections for teens</p> <p>Begin a lasting connections/family finding pilot project for up to 15 youth identified through permanency roundtables</p>	<p>Continue lasting connections/family finding pilot project</p>	<p>Staff attends training on case file mining provided by the Casey Foundation</p> <p>Continue lasting connections/family finding pilot project and provide feedback to DRG workgroup</p> <p>Invite internal and external stakeholders to participate in DRG workgroup</p> <p>Begin DGR workgroup meetings</p>	<p>Develop case file mining protocols to include in Child Specific Recruitment</p> <p>Continue lasting connections/family finding pilot project and provide feed back to the DGR workgroup</p> <p>Conduct ongoing DRG workgroup meetings to work on grant related tasks</p>

## Recruitment and Retention Plan

### April 2012 – June 2013

Priority:	Retention	Definition:	To build and maintain positive long-term relationships with licensed foster parents in order to maintain their services for children in care.			
		Activities				
Goal	Steps	QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
Increase overall satisfaction of licensed foster parents	<p>Provide exceptional customer service in all areas of recruitment including but not limited to :</p> <ul style="list-style-type: none"><li>• Child Specific Recruitment</li><li>• Pre-Licensing</li><li>• HART</li><li>• Event coordination</li><li>• Working with community partners</li><li>• Maintaining relationships with adoptive resources</li></ul> <p>Maintain a presence at community events that are important to foster parents</p> <p>Provide a variety of options for foster parents to obtain recruitment information and to share it with their family and friends</p> <p>Use the media to celebrate successes use</p>	<p>Host Foster One Recruit One parties to helps families develop their support system</p> <p>Host a free community event that foster parents and their families can attend</p> <p>Host a Match Party for all children assigned to recruitment to attend with their foster families</p> <p>Assign potential foster parents to a specific recruiter who will guide them through the pre-licensing process and the HART process</p>	<p>Host Foster One Recruit One parties to helps families develop their support system</p> <p>Assign potential foster parents to a specific recruiter who will guide them through the pre-licensing process and the HART process</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"><li>• Provide pictures and stories of successful adoptions and foster care placements to the media</li></ul>	<p>Participate in community events such as:</p> <ul style="list-style-type: none"><li>• Foster Parent Association Walk Me Home Event</li><li>• Angel Tree Christmas Celebration hosted by CASA</li></ul> <p>Host Foster One Recruit One parties to helps families develop their support system</p> <p>Assign potential foster parents to a specific recruiter who will guide them through the pre-licensing process and the HART process</p>	<p>Participate in community events such as:</p> <ul style="list-style-type: none"><li>• The Open Your Heart Gala with the Foster Parent Association</li></ul> <p>Host Foster One Recruit One parties to helps families develop their support system</p> <p>Assign potential foster parents to a specific recruiter who will guide them through the pre-licensing process and the HART process</p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"><li>• Provide pictures and stories of successful adoptions and foster care placements to the media</li></ul>	<p>Host Foster One Recruit One parties to helps families develop their support system</p> <p>Host a free community event that foster parents and their families can attend</p> <p>Host a Match Party for all children assigned to recruitment to attend with their foster families</p> <p>Assign potential foster parents to a specific recruiter who will guide them through the pre-licensing process and the HART process</p>
Recruit closed foster homes for re-licensure	Identify and develop a list closed license foster homes that may be eligible for re-licensure		Review closed license reports and UNITY provider notes from the last 12-24 months to identify reasons for license closure	Develop and implement a placement utilization plan to contact, engage, and recruit from eligible homes	Recruiters will continue to contact eligible homes and utilize survey tool as advised in placement utilization plan	Recruiters will continue to contact eligible homes and utilize survey tool as advised in placement utilization plan

## Recruitment and Retention Plan

**April 2012 – June 2013**

Goal	Steps	Activities				
		QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
	Recruit from list of homes eligible for re-licensure		<p>such as:</p> <ul style="list-style-type: none"> <li>• Child Specific</li> <li>• Adoption</li> <li>• Moved</li> <li>• Dissatisfaction with DFS</li> </ul> <p>Develop a comprehensive list of home eligible for re-licensure</p> <p>Develop a survey to track reasons why households are or are not willing to re-license and obtain suggestions for improvement</p> <p>Develop an evaluation process to assess the effectiveness of this recruitment effort</p>	<p>Recruiters will begin to contact eligible homes and utilize survey tool as advised in placement utilization plan</p> <p>Evaluate the ongoing effectiveness of this recruitment effort</p> <p><b>Marketing:</b> Develop a focus group in order to understand why families close their foster care license and what need or would have needed to stay licensed.</p>	Evaluate the ongoing effectiveness of this recruitment effort	Evaluate the overall effectiveness of this recruitment effort and identify trends/themes for preventing future closures

## Recruitment and Retention Plan

### April 2012 – June 2013

Priority:	Marketing	Definition:	The effective use of public forms of communication such as radio, print, and television to convey the recruitment needs of the Department of Family Services			
		Activities				
Goal	Steps	QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
Development of a media plan that uses effective social marketing techniques to encourage interest in the foster care system	<p>Develop a written policy and procedure that will clearly outline the role recruitment is to play with the media</p> <ul style="list-style-type: none"><li>Identify the relationship recruitment is to play with the Public Information Office</li><li>Identify the types of media recruitment can access</li><li>Identify the messages recruitment shall represent</li><li>Identify the type of training recruitment shall receive in order to address the media</li><li>Identify free and ongoing media outlets that recruitment shall use to advertise information sessions, trainings, and other recruitment events</li><li>Portray DFS in appositve light</li></ul> <p>Develop an annual written plan that will identify how media will be used by the recruitment unit</p> <p>Develop an annual Campaign concurrent initiatives throughout the year</p> <p>Develop an evaluation process to assess the effectiveness in each area</p>	<p>Launch DFS Adoptions website</p> <p>Assist all ongoing DRG workgroups with addressing the marketing needs they have identified</p> <p>Promote and develop the I Am Campaign message throughout all recruitment activities</p> <p>Develop marketing tools needed to promote Foster One Recruit One parties throughout the year</p>	<p>Assist all ongoing DRG workgroups with addressing the marketing needs they have identified</p> <p>Promote and develop the I Am Campaign message throughout all recruitment activities</p> <p>Include marketing protocols to the general recruitment strategies so that identified community partners receive the appropriate recruitment materials</p> <p>Include marketing protocols in the recruitment strategy for identifying and utilizing community partners to assist with the recruitment of foster families teenagers</p>	<p>Assist all ongoing DRG workgroups with addressing the marketing needs they have identified</p> <p>Promote and develop the I Am Campaign message throughout all recruitment activities</p> <p>Include marketing protocols in the recruitment strategy for identifying and utilizing community partners to assist with the recruitment of foster families for children with special health care needs</p> <p>Include marketing protocols in the recruitment strategy for identifying and utilizing community partners to assist with the recruitment of foster families for large sibling groups</p>	<p>Assist all ongoing DRG workgroups with addressing the marketing needs they have identified</p> <p>Promote and develop the I Am Campaign message throughout all recruitment activities</p>	<p>Assist all ongoing DRG workgroups with addressing the marketing needs they have identified</p> <p>Promote and develop the I Am Campaign message throughout all recruitment activities</p>

## Recruitment and Retention Plan

### April 2012 – June 2013

Priority:	Internal Communication	Definition:	Communication between units within the Department of Family Services including but not limited to permanency, adoptions, placement, and licensing.			
		Activities				
Goal	Steps	QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
Ensure that recruitment is responsive to the needs of the children in the system	<p>Meet with Placement regularly</p> <ul style="list-style-type: none"><li>Identify the needs of children in care, and current trends</li><li>Ensure current placement needs are reflected in orientations, presentations and current advertising material</li><li>Identify strategies to meet the current needs and use the current needs to guide recruitment activities</li></ul> <p>Meet with Permanency regularly</p> <ul style="list-style-type: none"><li>Identify any barriers they are having with referring to and working with recruitment</li><li>Identify ways we can partner to avoid duplication of services</li></ul> <p>Meet with Licensing regularly</p> <ul style="list-style-type: none"><li>Identify any issues identified with the scheduling of PS- MAPP</li><li>Discuss any needs for off site trainings</li></ul> <p>Meet with Adoptions regularly</p> <ul style="list-style-type: none"><li>Identify what we can partner in adoption preparation for children and families</li></ul> <p>Work with QA/QI to develop a semi-annual/ annual demographics report of children in care and current foster parents</p>	<p>Quarterly meeting with Placement</p> <p>Quarterly meeting with Licensing</p> <p>Quarterly meeting with Permanency</p> <p>Quarterly meeting with Adoptions</p> <p>Meeting with QA/QI to discuss and develop needed Demographics reports</p>	<p>Quarterly meeting with Placement</p> <p>Quarterly meeting with Licensing</p> <p>Quarterly meeting with Permanency</p> <p>Quarterly meeting with Adoptions</p>	<p>Quarterly meeting with Placement</p> <p>Quarterly meeting with Licensing</p> <p>Quarterly meeting with Permanency</p> <p>Quarterly meeting with Adoptions</p> <p>Request Demographics report from QA/QI and adjust recruitment activities as needed (if semi-annual)</p>	<p>Quarterly meeting with Placement</p> <p>Quarterly meeting with Licensing</p> <p>Quarterly meeting with Permanency</p> <p>Quarterly meeting with Adoptions</p>	<p>Quarterly meeting with Placement</p> <p>Quarterly meeting with Licensing</p> <p>Quarterly meeting with Permanency</p> <p>Quarterly meeting with Adoptions</p> <p>Request demographics report from QA/QI and adjust recruitment activities as needed</p>

## Recruitment and Retention Plan

### April 2012 – June 2013

Priority:	Restructuring the Recruitment Unit	Definition:	The development, refining, and clarification of roles among the various positions within the recruitment unit to ensure that recruitment goals can be met.			
		Activities				
Goal	Steps	QTR 4 Apr-Jun 2012	QTR 1 Jul-Sep 2012	QTR 2 Oct-Dec 2012	QTR 3 Jan-Mar 2013	Qtr 4 Apr-Jun 2013
Ensure an efficient and effective recruitment program that avoids duplication of efforts and meets all recruitment goals and priorities	<p>Clarify expectations for recruitment staff that will outline job responsibilities and provide clarification of roles</p> <p>Develop a recruitment training plan to support new staff in their new role and to encourage professional development for existing staff</p> <p>Develop Recruitment policies, procedures, and protocols to guide and inform unit</p>	<p>Review archived policy, procedure, and protocol information on the P: drive to establish a baseline</p> <p>Review existing recruitment training plan to establish a baseline</p>	<p>Develop, and revise policies, procedures, and protocols as recruitment activities arise and grant findings are implemented</p> <p>Incorporate training activities and revise previously suggested trainings as needed according to grant findings and recruitment needs</p>	<p>Recruitment staff will write a list of their job duties/tasks and submit to unit supervisor for review</p> <p>Recruitment supervisor will compile a list of duties/tasks to compare with official job description</p> <p>Recruitment supervisor will develop a list of job duties/tasks and expectations for each position to clarify roles and responsibilities</p> <p>Develop, and revise policies, procedures, and protocols as recruitment activities arise and grant findings are implemented</p> <p>Incorporate training activities and revise previously suggested trainings as needed according to grant findings and recruitment needs</p>	<p>Supervisor will submit prepared job expectations for each position to management for approval</p> <p>Develop, and revise policies, procedures, and protocols as recruitment activities arise and grant findings are implemented</p> <p>Incorporate training activities and revise previously suggested trainings as needed according to grant findings and recruitment needs</p>	<p>Once approved, job expectations will be provided to staff for clarification</p> <p>Develop, and revise policies, procedures, and protocols as recruitment activities arise and grant findings are implemented</p> <p>Incorporate training activities and revise previously suggested trainings as needed according to grant findings and recruitment needs</p>

## Recruitment and Retention Plan April 2012 – June 2013

### Appendix 1

## Clark County Nevada - Permanent Families and Lasting Connections Project



Teenagers



Sibling Groups



Medically Fragile Children

- **Grant Awarded by:** The Administration of Children, Youth and Families, Children's Bureau
- **Project Period:** September 30, 2010 thru September 29, 2015
- **Purpose:** To increase the number of qualified foster and adoptive families available to meet the specific needs of children and youth in Clark County Department of Family Services care
- **Project Plans:** The Clark County Foster Care Unit will be hosting workgroups that include both internal and external partners and stakeholders to work on the development of a multi-faceted recruitment program that encompasses four primary focus areas delineated in the grant. The grant focuses on the four primary areas of: Family Finding and Lasting Connections; Targeted Recruitment; Child-Specific Adoption Recruitment; and Training, Support and Retention
  - **Family Finding and Lasting Connections:** A system of working with the Child and Family Team members and the children and youth themselves, to find permanency for all youth before they "age-out" of the system. Conduct intensive searches of both family and other important people in the child's life that can provide an all-important connection as they mature into adulthood
  - **Targeted Recruitment:** This has been broken down into three more specific categories to target the children in need here in Clark County: Large Sibling Groups of 3 or more; Children with Special Needs; and Teens. Each of these groups has unique characteristics and qualities that are not necessarily standard across the board. For these groups we need to "target" our recruitment of foster and adoptive families to meet their needs to ensure a good match and homes for all
  - **Child Specific Adoption Recruitment:** Each child being adopted is unique and special and we will have the opportunity to match these special characteristics and needs with a family that can best meet those needs and appreciate those special traits. Child Specific Adoption Recruitment will allow us to recruit for, locate, match and facilitate quality adoptions for the children in our care
  - **Training, Support and Retention of Foster Parents:** It's through training, support, recognition, quality service and other outreach that we are able to keep our highest-quality foster parents. By providing on-going advanced training to assist foster parents with challenging behaviors to providing a network of respite providers available to step-in when foster parents need a break, these are just a few of the ways we will be able to keep those foster parents who give so much and we truly don't want to lose

**Recruitment and Retention Plan  
April 2012 – June 2013**

**Appendix 2**

**I Am...Foster Care and Adoption Campaign**

About Foster Care in Clark County

On any given day, there are more than 3000 children in Clark County who cannot live safely at home, through no fault of their own.

Foster and adoptive parents play an important role in giving these children loving and safe home and helping them to reach their goals and improve their quality of life.

About the I AM...Foster Care and Adoption Campaign

I AM aims to raise the profile of foster care and adoption in Clark County.

The campaign's key project activities include a series of public events designed to produce and encourage the following:

**Awareness** - Highlight the achievements of those that have been adopted or touched by adoption and the foster care

**Advocacy** - Advocate for the children that are in the system as well as homeless youth and to provide an outlet for their voices to be heard

**Advancement** - Improve the options by increasing the number of foster and adoptive resources in Clark County

**Recruitment and Retention Plan****April 2012 – June 2013****Foster Care and Adoption Events (January, March, May, June)**

Event #1: KCEP 88.1 FM Radio Interview

**Date: January 21, 2012****Time: 10-11am****Topic: I Am...Campaign Announcement****Program: The one-hour show will be comprised of the following:**

- **Commissioner Weekly will open the radio show by encouraging the public to spend the next hour learning about the important role *they* play in supporting our most vulnerable population in the county – children in foster care who are seeking permanency with a loving family.**
- **County personal will announce the year-long theme for 2012 which is I AM:**
  - "I AM adopted."**
  - "I AM an adopted resource."**
  - "I AM a child advocate."**
- **The following VIPs will be calling in to share their I AM statements with the public: Judge Frank Sullivan, Judge Nancy Saitta, Virginia Valentine, Dashun Jackson, and Dave Courvoisier**
- **In addition to our VIP call-ins, we will have a few foster care children in-studio to talk about their desire to be adopted and what they are looking for in a family. We hope their personal testimonials will generate interest in them and children like them in the system.**
- **During the final segment of the show, we will encourage the public to attend our next information session, as well as participate in our upcoming events planned for March and April.**

## **Recruitment and Retention Plan**

**April 2012 – June 2013**

**Event #2: I AM Silent No More - Mixer and Panel Discussion**

**Date: March 3, 2012**

**Time: 2pm-6pm**

**Location: Culinary Academy of Las Vegas**

### **Guests:**

- **Prominent Nevadans who have been adopted or have become adoptive parents and child advocates:**
- **Clark County Commissioner Lawrence Weekly**
- **Supreme Court Chief Justice Nancy Saitta**
- **Judge Frank Sullivan**
- **Former County Manager Virginia Valentine**
- **KLAS-TV Anchor Dave Courvoisier**
- **Former foster child Deshun Jackson**
- **Children who are in foster care awaiting permanency with a loving family**
- **The public**
- **Print and broadcast media**
- **Andre Wade representing Washington D.C. Homeless youth**

### **Synopsis:**

- **The event is free and open to the public; however, seating is limited and the public must call reserve their spot.**
- **A panel comprised of people who have a special connection to foster care and adoption will share their personal stories, discuss ways the public can get engaged and answer questions from the audience (90 minutes).**
- **Recruitment staff will be on hand to distribute foster care booklets and to sign up folks for a special information session.**

## **Recruitment and Retention Plan**

**April 2012 – June 2013**

Event #3: Movie and Family Night with Commissioner Weekly

**Date: June 22, 2012 Time: 5 – 9 p.m. Location: C.C. Government Center Amphitheater**

### **Synopsis:**

- **A '*Courageous*' Movie Night Event - Adults and children alike are invited to participate in a foster care and adoption recruitment event that will focus on the important role that men play in the lives of children. One of the purposes of the event is to debunk the notion that single men cannot foster and adopt children.**
- **Various vendors such as Dave Thomas Foundation for Adoption, Casa, and the county's foster care and adoption recruitment unit will be on hand to speak to general public, as well as licensed foster parents about our children in need of permanency.**
- **The event will include food, games and musical entertainment prior to the commencement of the movie *Courageous*. The movie is about fatherhood. Four fathers who are all in law enforcement—who protect and serve together—go through a terrible tragedy. They begin looking at their role as fathers . . . and they begin challenging one another to fulfill God's intention for fathers.**

Event #4: Foster Care Awareness Month – Foster One Recruit One

**Date: May 2012**

### **Synopsis:**

- **May is National Foster Care Awareness Month – a time to celebrate those who have served in their community by fulfilling the nurturing and influential role of being a foster parent.**
- **We recognize that licensed foster parents are our best advertisement when it comes to recruiting potential foster and adoptive resources.**
- **Throughout the entire month of May, the foster care recruitment unit will implement its Foster One Recruit One program. We will encourage foster and adoptive parents to recruit their friends, family, co-workers and neighbors to attend a foster care information session. For every person or couple they successfully refer to an orientation, they will be gifted a family fun movie pack.**

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**Funding Opportunity: HHS-2010-ACF-ACYF-CO-0012**  
**Applicant: Clark County Family Services**  
**Diligent Recruitment of Families for Children in the Foster Care System**

**Project Summary/Abstract**

Clark County Department of Family Services Permanent Families and Lasting Connections Project will develop, implement and evaluate a multi-faceted diligent recruitment plan to increase the number of foster and adoptive homes there by increasing the number of adoptions and children reaching permanency. Best practices and input from foster and adoptive parents, youth in foster care, and adopted youth, unit staff, along with community members from the medical field and youth groups and will guide the development, implementation and evaluation of the recruitment plan. Special health care needs and older children and youth will be the initial focus of the plan for the development of family finding, child-specific and targeted recruitment strategies. Manuals and assessment tools will be adapted or developed to use with families and children in the target populations. The Project's evaluation will use items for the CFSR's and Program Improvement Plan to measure the outcomes of the developed strategies, in addition, to focus groups, surveys and data. During the final year of the Project the lessons learned, resource tools and framework for building relationships with different community partners will be incorporated into a manual of their own diligent recruitment plans.

**Objectives and Need for Assistance*****Background and Need for Assistance***

With more than 500,000 children in need of foster care, the call for qualified foster and foster adoptive homes in the U.S. is great. Even with the rise in the use of kinship families, two-thirds of children in foster care are placed in non-kinship families and in most states there is a chronic shortage of qualified resource families. This shortage of resources is further complicated by many certified foster families quitting within the first couple years of service, while those who continue to foster are often not willing to take the children who experience the longest delays in finding a permanent placement resource: Foster children with special needs, minorities, large sibling groups and older children in care.

The Multi-Ethnic Placement Act of 1994 and its subsequent amendments, calls for the diligent recruitment of foster and adoptive homes in order to create permanent homes for all children.

However, there has been inconsistent compliance with this requirement across the country. The 2010 to 2014 Nevada Child and Family Services Plan (CSFP) includes reducing the number of children in long-term foster care and improving relative searches, two of its priority areas.

Performance Goals/Objectives identified in the Permanency section include reunifying children with parents or having a permanent placement plan with relatives or another resource within 12 months of removal from their home. The strategies included in the CFSP for achieving

Permanency goals include improving the capacity of the child welfare system to meet the needs of older children and youths in foster care and reduce the utilization of long-term foster care as a permanency disposition; enhance and support the involvement of families, including relatives and kin, in caring for and making decisions about their children; Activities related to foster and adoptive home licensing, approval and recruitment included standards for foster family homes,

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adoptive homes and childcare agencies are established and maintained; licensing standards are applied equally to all foster and adoptive homes and institutions and recruitment and retention efforts for foster and adoptive homes and institutions and recruitment and retention efforts for foster and adoptive families representing the ethnic and racial diversity of children needing placement.

In the past 17 years, Nevada has been one of the fastest growing states in the nation with Nevada's population reaching well over 2 million inhabitants. This population growth has primarily occurred in two counties: Washoe and Clark. For the most part, growth in Nevada's rural counties has been minimal and it is the Las Vegas/Clark County area that has accounted for 79% of the growth the state has experienced, reaching 1,620,748 residents. Clark County comprises 71% of the state's population and has the highest child poverty rate at 14.1%, the most single parent families at 30.8%, and the highest teen birth rates (35.5% per 1,000 females). Approximately 23% of the state's substantiated reports of child abuse came from this region (Nevada's Five-Year Child and Family Services Statewide Plan, 2010).

The County faces many economic and social challenges from a dynamic population growth coupled with the recession in the last decade. Performance in a variety of social indicators such as high rates of adult and juvenile crime, substance abuse, suicide, teenage pregnancy and high-school dropout rates coinciding with a highly mobile and transitory population places Nevada and its counties near the bottom of the 50 states (Clark County Demographer, 2009). Both single parent and two-parent families come to Las Vegas looking for work often leaving their extended family behind. The hotel and casino industry is a major employer in the Valley. However, most service industry jobs require an employee to be on extra board or on-call status. This hiring method means it can take up to two-years to have a

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permanent full-time position with benefits. In tandem, Clark County went from being number one in jobs, population and housing growth in 2001, to the end of the decade where we are number one in home foreclosures and have a high unemployment rate of 14.5%. Long waits for public transit compound the problem creating a transient population with many people finding themselves moving from area to area to find a better location or be closer to work. County data shows that from the year 2007 through 2010, about 4,000 people moved either in or out of Clark County with over 2,000 moving from one location to another within the Las Vegas Valley. Having a significant sector of the population with little or no extended family combined with high mobility and transitory trends can pose problems for child welfare in finding kin care, making lasting family connections and finding permanent homes for children and youth.

***Environment of Proposed Project***

Of the more than 3,000 children in out of home care, the demographics reveal that fifty-five percent are White, 33% Black/African American, 9% Multi-Racial, 1% Asian American, 1% Native American, and less than 1% are Native Hawaiian. Twenty-five per cent are of Hispanic origin. Fifty-two percent are female, while 48% are male. While 22% of these children are in an unpaid/unlicensed relative placement, another 20% are now in licensed relative homes due to an earlier federal demonstration grant. Although Clark County Family Services made some gains in recruiting and licensing relative caregivers in the past five years, the need to find placement for the children remaining in care without an identified relative resource remains high. The agency continues to receive an average of 840 referrals to the Child Abuse Hotline per month with an average of 400 substantiated allegations per month (UNITY, 2010). Since 2008, Clark County Family Services places children within 24 hours of removal by a Child Protective Services Investigator. The Investigator attempts to identify possible relative

placements that are willing to have a background check and accept placement. If there are no relatives available at this time, the Receiving-Placement Team will search for an immediate foster family placement. The placement of children into a foster family home was part of the agency's best practice policy and procedure redesign to eliminate the use of temporary emergency congregate care and/or temporary emergency shelter homes. These foster family placements are given little information on the child's needs due placement occurring immediately after removal. These resource families are asked to be: 1) open to working with the birth parents towards reunification, 2) active members of the child & family team and 3) an advocate or possible resource for the child's permanency needs. Although the immediate placement of children in family foster care homes has greatly reduced the number of children in congregate care, it has not reduced the number of placements a child experiences while in out-of-home care. The critical challenge of finding, preparing and supporting foster and adoptive family resources for children and youth is still an unmet one in Clark County. While more children are entering at younger ages (46% of children currently in care are under age five), the numbers of older children in care are increasing, as children are staying longer and leaving care at an older age (UNITY, 2010). These children have experienced the traumatic effects of relationship disruptions and struggled with medical and behavioral difficulties. When placement is necessary, they require specialized care and support from a mix of capable foster and adoptive families as well as community health, mental health and educational programs. There is now a greater need in Clark County to find and support a pool of diverse foster and adoptive families able to meet the changing needs of children in care.

There are over 1,200 children in kinship care in Clark County. However, 600 of these are in unlicensed homes without strong placement stability, while only 5% of the remaining 600 children who live with licensed kin caregivers have an alternative plan for adoption.

Nevada Statute requires agencies which provide child welfare services to adopt a plan for the permanent placement of the child for review by the court with a review of the progress toward achievement of the permanency goal at a minimum of six month intervals. Statute also states that termination of parental rights for the purpose of adoption is in the best interest of a child who has been in out-of-home placement. Policy requires 14 months of any 20 consecutive months, a more stringent requirement than the federal 15 out of 22 months (Nevada CSFP SFY 2010-2014). NAC 432B.2625 requires the agency to identify and document the obstacles to placement of the child, specify the steps that will be taken to find an appropriate home for the child in a report to the court if a child has not been placed into an adoptive home within 90 days after the termination of parental rights. For years, there have been significant gaps in the child welfare practice in Clark County that presented major barriers in achieving these timelines including: high caseloads, lack of diligent search capabilities, little to no information about relatives at removal, and regular, chronic use of congregate care (Child Haven) where children remained 2 to 3 months or longer in “temporary emergency placement.” Starting in 2005, under the new agency director, Mr. Thomas Morton, the department undertook a major revision of policy and procedure starting with a Business Mapping Inventory (BPI) conducted by the Ann E. Casey Foundation. The BPI process was started with Hotline and Child Protective Services and progressed through Receiving-Placement Services, In-Home Services and Out of Home Permanency Services, Adoptions and included Licensing, Recruitment and Retention. This initiative was followed by a policy and procedure redesign process which took two years using

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an outside group, MTG Management Consultants (MTG), who implemented a comprehensive policy and procedure review and redesign. MTG brought in child welfare experts who formed policy workgroups for each division within the department that included department staff, supervisors and management. These child welfare experts facilitated and guided the policy workgroups in the development of best-practice policy and procedures. Once the policy redesign was completed in early 2008 the department's Quality Assurance division developed policy and procedure training for supervisors and then staff in each division. The final policy training took place in June 2010 for Adoptions. The new policies and procedures implementation process was slated according to the training schedule beginning with Hotline and CPS Investigations in the Fall of 2008 and ending with Adoptions in the Summer of 2010. Over 600 full and part-time staff, supervisors and mid-level managers were trained on their respective division/unit policy & procedures and a division cross-training began in 2009 to address policy touch points across programs. The policy and procedure redesign and phased implementation has steadily improved practice including 300 less removals in 2009 compared to 2008. This significant change in the removal rate can be attributed to two factors: 1) prior to 2008, the occurrence of police removals without the presence of child protection services was standard. After the policy redesign, Clark County allocated resources to the provision of 24-hour, seven days a week child protection services and entered into an agreement with law enforcement that child protection services would be called whenever children were present; and 2) again with the policy redesign there was an allocation of agency resources to start a unit dedicated to in-home services.

*Relationship of CFSR findings to proposed project*

During the CFSR in 2004, the item Adoption was given an overall rating of "Area Needing Improvement" based on the finding that in 67 percent of the applicable cases, reviewers

determined that the State had not made concerted efforts to achieve an adoption in a timely manner.

Approximately 400 adolescents in the Independent Living program will age-out without any cohesive family support. Limited resources have not allowed for an intensive family finding effort for these children and youth. As the ability to place with relatives becomes more challenging, it emphasizes the importance of intensive family finding efforts for children who need to remain in foster care. The development of a family-finding and recruitment strategy that utilizes search technology and effective family engagement and that works to reestablish the relative relationship is critical to obtaining permanency for children.

The initial Child and Family Service Review (CFSR), completed in 2004 by the Administration for Children and Families (ACF) found many deficiencies in the areas involving permanency for children, including in the area of adoptions. Several strategies were developed to increase the timeliness of achieving permanency for children, including: 1) beginning kinship searches at removal, 2) at the 48-hour child and family team in child protection intake, and 3) throughout permanency, rather than waiting until the permanency deadline has almost been reached. Other improvements such as assigning an adoption social worker as a liaison to each permanency unit to improve communication between the two and decrease the time between TPR's and pre-adoptive placements as well as the development of a Court Review Committee which reviews each case being prepared for court action to ensure appropriate resources and planning has taken place prior to filing the court petition were implemented this year as a result of policy and procedure redesign. The agency continues to look for ways to maximize existing financial resources available to families interested in adopting the children in their care and conducts ongoing permanency service delivery including concurrent planning, service such as

medical, dental, mental health, educational and visitation of family and other persons involved in the child's life as appropriate (Clark County Permanency Policy, 2009). The Clark County Program Improvement Plan is aligned with the State Program Improvement Plan.

A finding of the 2009 Child and Family Services On-Site Review (CFSR) for Clark County suggests a lack of formal supports and coordination of services for caregivers before, during and after licensing. In 2002, a survey of Clark County caregivers found that they do not feel prepared for the time, energy and resources required to care for children's emotional needs. Nor did they view the services of child welfare professionals or foster care classes as helpful in preparing for the caregiver role or understanding permanency options. Kin caregivers expressed the need for early assessment and coordinated services. The 2009 CFSR also revealed that child assessment and child preparation services along with a better understanding of the caregiver's protective capacity would better inform placement decisions and improve child-specific recruitment efforts. Data also indicated a troublesome number of placement moves for children and length of time taken to achieve a permanent home for children. DFS' general recruiting method is designed to cast a wide net and recruit a large volume of prospective foster parents. However, many families recruited in this manner are unwilling to care for the most-difficult-to-place groups such as adolescents with psychological or mental disabilities, sibling groups and children with mental, behavioral, and emotional challenges and children with medical, physical and other special needs (e.g. HIV positive children, babies addicted to drugs babies with shaken baby syndrome). By asking the question, "Can general recruitment practices meet the needs of the children in care?" the agency has found that foster families who continue to believe they can make a difference in a child's life by simply providing them with love and a home results in a continuous struggle to meet the needs of the children coming into the foster care system. While

general recruitment efforts may bring in a significant number of interested families, it results in a large number of homes unwilling or unable to accept many of the children in need of care. DFS finds itself spending a lot of time and resources licensing foster family homes who become frustrated when no children are placed in their home. Foster families who are without placements or who become frustrated and leave the foster care system within one or two years of service sends a message to the community that the foster care system has a sufficient number of foster families to care for children. In reality, there are not enough licensed homes willing to take the types of children in care resulting in an underutilization of available foster care placements.

The Adoption and Safe Families Act of 1997 (ASFA), by creating mandated time limits for instituting termination of parental rights actions and providing financial incentives for states to increase the number of children adopted, has had significant impact on adoption rates. Nationwide, there was an increase of 65% more adoptions in the year 2000 as compared to 1997 when ASFA was first passed. Clark County's AFCARS (2009) data shows a 3% increase in adoptions compared to the previous year. While this is a positive outcome, another consequence is that the children who are left in foster care are becoming harder to place. It is essential that DFS focuses on recruiting foster and adoptive families who are willing and able to take those children who remain in the system. Since these children are rarely infants or toddlers and almost always have special needs, reaching out to families who can respond is becoming a matter of focusing on child-specific recruitment and targeted recruitment efforts.

The overall goal of the Clark County Department of Family Services (CCDFS) *Permanent Families and Lasting Connections Project* is a permanent home and lasting family connections for every child. It is the Department's belief that every child belongs in a permanent

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home and be given an opportunity to make lasting family connections. To achieve that goal diligent recruitment efforts need to occur. These efforts need to be targeted based on age, race/ethnicity and special needs, and finding a home that meets the individual needs of each child and family connection that will support the child over time. The goal of the Permanent Families and Lasting Connections Recruitment Project is aligned with the federal Adoption Opportunities Grant goal of finding permanent families for children who would benefit from adoption, especially children with special needs, in addition to eliminating barriers to adoption. In addition, the approach described in the Approach section is aligned with the Nevada Child and Family Services Plan and will assist both Clark County and the State in meeting the CSFR goals.

The overall objective of the Project is to increase the number of qualified resource families (foster and/or adoptive homes) to meet the specific needs of children and youth in care. The network of resource families will be neighborhood based, culturally sensitive and located primarily in the communities where the children live. These families will be recruited with an understanding of the need for permanency and concurrent planning. This will be accomplished through the implementation of a multi-faceted diligent recruitment program using family finding, child-specific recruitment, targeted recruitment and training strategies that improve the education, preparation and support of resource families including kinship, foster, concurrent and adoptive families. The Project objectives are to:

- increase the number of foster/adoptive homes, including relative and fictive kin homes;
- increase the number of racial/ethnic homes, to increase the number of homes reflective of the racial/ethnic heritage of the children in foster care and decrease the existing disproportional placements in the out of home placement system
- increase the number of homes willing and able to care for children with special health care needs including medical, behavioral, emotional, and developmental
- increase the number of homes willing and able to care for large sibling groups (3 or more) with multiple young children and/or varying ages from toddler to teens

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- increase the number of older children and youth currently in care finding permanent homes through adoption or transfer of legal custody and to establish family connections for youth whenever possible
- review and revise practices and policies that creates barriers to adoption and adoptive and foster care licensure in order to create a system that supports prospective adoptive and foster parents and creates safe, permanent homes for children
- develop an agency structure that maximizes the available resources for recruitment and retention of foster and adoptive homes, and as a demonstration project,
- identify practices and strategies that work, share lessons learned and develop manuals/guides and tools that can be used in the recruitment and retention of adoptive and foster homes.

Year 1 Planning: An initial plan for the diligent recruitment of permanent families and lasting family connections for children and youth in foster care will be developed. The initial plan design of the *Permanent Families and Lasting Connections Project* will use a multi-faceted approach that incorporates proven best practices and is informed by studies in addition to input received from foster and adoptive parents, licensing, foster care and adoption staff and community stakeholders. The initial planning process will include the use of mail and phone surveys, focus groups and community meetings with foster and adoptive parents as well as youth in foster care, as well as CCDFS foster and adoption staff.

Year 2 -5 Project: Engage in a community planning process to review and revise the initial plan developed in Year 1. A finalized plan would be submitted to the federal Administration of Children and Families (ACF) within defined timelines. A Project Manager would be appointed to lead the five year Project including the implementation of the family finding, child-specific and targeted recruitment strategies, staff and caregiver training and the Project Coordinator would lead the community planning process in Year 1 and part of Year 2. Beginning in Year 2 and in the following years, full implementation of the project activities would occur. This would include a family finding project with the Recruitment Specialist working actively throughout the concurrent planning phase to gather information from a wide variety of sources from technology to mailings to in-person and phone interview. Training

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activities would increase staff, foster and adoptive family knowledge and skill in best-practice child-specific and targeted recruitment strategies. Child-specific and targeted recruitment activities would improve practice such as identifying children for whom reunification is not possible and therefore need to be adopted as a primary task in permanency planning; recruiting for youth 13 and older who are often seen as unadoptable because of their age and assigned to long-term foster care or to an independent living track. In addition, CCDFS will contract with an outside or third party evaluator to lead the evaluation of the whole, five year project. Components of the Project are outlined in Table 1.

**TABLE 1: CLARK COUNTY OBJECTIVES**

#	Phase 1- PLANNING OBJECTIVES Timeline: 6 to 12 months for Year 1	PHASE II- PROJECT OBJECTIVES Timeline: Successfully implement in Years 2 - 5
	Objective: Develop staff resources to develop and implement Diligent Recruitment Program	
1	Recruit, hire & train four (4) Family Services Specialists (Specialists) in Recruitment & Retention	Provide supervision and ongoing training to Family Services Specialist staff
	Objective: Identify possible family resources and establish family connections	
2	<p>Specialist will research &amp; develop best practice methods for intensive family finding strategies.</p> <p>Family Finding: To have the Specialists in Recruitment conduct intensive family finding strategies starting at the court order for recruitment that looks for viable relatives as possible resources and/or family connections.</p>	<p>Family Finding: To have the Specialists in Recruitment conduct intensive family finding strategies starting at the court order for recruitment that looks for viable relatives as possible resources and/or family connections. Youth exiting the foster care system will have a positive permanent adult connection that will support them through adulthood. For older youth, the permanent connection with family is an important component in a youth's decision to be adopted.</p> <p>Once family members have been identified, Specialist works to reestablish relationships and explore ways to find a permanent family placement for the child.</p> <ul style="list-style-type: none"> <li>• Utilize search technology to seek relatives</li> <li>• Practice effective family engagement</li> <li>• Work to reestablish relationships &amp; family connections</li> <li>• Explore ways to establish a permanent placement for children, especially older youth</li> </ul>
	Objective 3: Increase the number of families interested in foster care and/or child specific adoption	
3	<p>Specialists will research &amp; develop best practice methods to collect and use child specific characteristics that include the following elements:</p> <ul style="list-style-type: none"> <li>• age</li> <li>• gender</li> <li>• membership in a sibling group</li> <li>• special developmental, behavioral or medical needs</li> <li>• child's attitudes, likes &amp; dislikes, habits, and daily routines</li> </ul> <p>Strategies to be explored may include but are not limited to comprehensive Social Summaries, Life Books, Video Storytelling, Youth Involvement Initiatives</p> <p>Specialists will identify recruitment needs and obstacles to targeted recruitment asking the following questions and using a 3-step approach:</p> <ul style="list-style-type: none"> <li>➤ How does recruitment currently take place in the agency?</li> <li>➤ Are workers following through on recruitment strategies already in place?</li> <li>➤ Could the agency partner with community groups to start a new program for hard-to-adopt children?</li> </ul> <p>STEP 1: Describe the children in care.</p> <ul style="list-style-type: none"> <li>• Develop a profile of the children in care in</li> </ul>	<p>Child Specific Recruitment: To have the Specialists in Recruitment implement child-specific recruitment strategies that clearly describe the characteristics of individual waiting children and find an effective state-of-the-art method for sharing the information with prospective caregivers</p> <p>Case File Mining: To have the Specialist(s) in Recruitment conduct a case file mining at the 10<sup>th</sup> month of the life of the case whenever the prognosis for reunification is poor or at the court order for recruitment whichever comes first. This will ensure provide a fresh perspective on resource opportunities and child characteristics.</p> <p>Social Summary: A project using contract vendors to provide initial and/or updated Social Summaries especially during preparation for adoption</p> <p>STEP 3: Make a plan to fill the gap – Targeted Recruitment</p> <p>To have the Specialists in Recruitment implement targeted recruitment plan:</p> <ul style="list-style-type: none"> <li>• Targeted Recruitment for Teenagers</li> <li>• Targeted Recruitment for Sibling Groups</li> <li>• Targeted Recruitment for Children with Special Health Care Needs</li> <li>• Targeted Recruitment using Existing Foster Care Families</li> <li>• Increase recruitment efforts in neighborhoods from which most children in care come.</li> </ul>

	<p>your agency: How many are there in total?</p> <ul style="list-style-type: none"> <li>How many are in each category when broken down by age group, ethnicity, and special needs (sibling group, medical, educational, or emotional needs, etc.)?</li> </ul> <p>STEP 2: Describe the homes currently available.</p> <ul style="list-style-type: none"> <li>Develop a profile of the foster homes and beds: how many are there in total?</li> <li>How many are in each category when broken down by ages of children accepted in the home, ethnicity, and willingness to care for special needs?</li> </ul> <p>STEP 3: Make a plan to fill the gap.</p> <ul style="list-style-type: none"> <li>Identify and reach out to families who can care for the children most in need of homes. See Project Objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Utilization of Adoptive Parents as Adoption Navigators</li> <li>Improve public perception of foster care</li> </ul>
<b>Objective: Increase the number of qualified resource families through training and support</b>		
4	<p>Specialist will research and develop, in collaboration with DFS Training Team, a training series for staff and resource families. Specialist will research what types of support would be most beneficial for resource family retention.</p> <p>DFS will learn what current foster parents need to know to strengthen their ability to care for the children in their homes. To get this information, DFS will assess foster parent training needs through one or more of the following methods:</p> <ul style="list-style-type: none"> <li><i>Surveys</i>. Survey data can be used to establish baselines against which future comparisons can be made and to analyze trends across time.</li> <li><i>Interviews</i> represent an effective method for collecting in-depth information about a topic or issue. They can also be used after a survey to explore specific results in more detail and greater depth.</li> <li><i>Focus groups</i> may be used to collect qualitative data from group discussions.</li> </ul>	<p>Training design will provide education, preparation and support to foster and adoptive families on protective factors and special topics to improve caregiver capacity &amp; satisfaction</p> <ul style="list-style-type: none"> <li>➤ Shared Parenting: the relationship between public child welfare workers, resource families and birth families</li> <li>➤ Protective Factors: understanding the importance of protective factors to improve caregiver capacity in being willing and able to care for a child</li> <li>➤ Special Topics for Staff &amp; Caregivers: Caring for children with parents who have mental health, substance abuse, domestic violence issues</li> <li>➤ Caregiver Topics: Medical, Psychological, Behavioral, Educational Issues of Children in Care</li> <li>➤ Understanding Adoption: child &amp; adoptive resource assessment and preparation</li> </ul>
<b>Objective: Integrate the diligent recruitment program with other agency programs, including permanency case planning processes, to facilitate active concurrent planning activities</b>		
5	<p>Specialist will research and develop, in collaboration with Licensing, Placement, Permanency and Adoptions, best practice methods to integrate diligent recruitment efforts into other agency programs including selection and preparation of resource families, permanency case planning processes and to facilitate active concurrent planning activities.</p>	<p>Design specialized strategies for recruitment, retention, education, support and involvement of resource families.</p> <p>Target cases that have been identified through the <i>Concurrent Planning Guide</i> as likely to have a permanency goal of adoption and begin case preparation for adoption.</p> <p>Problem-solve with the permanency team on removing barriers to adoption for children with behavioral or emotional, developmental, and medical needs.</p> <p>Specialist will assist the permanency worker and assigned adoption social worker in concurrent planning. The Specialist provides whatever assistance is needed to obtain documentation for the <i>Social Summary</i></p>

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**APPROACH***Major milestones and target dates*

The timeline, including milestones, for the Clark County Permanent Families and Lasting Connections is presented in Table 2.

## Project Plan Overview

Clark County Department of Family Services (CCDFS) *Permanent Families and Lasting Connections Recruitment Project* will take a multi-faceted approach to the diligent recruitment of permanent families for children in the foster care system. The Project design and approach incorporates proven best practice and is informed by studies in addition to input received from our own foster and adoptive practices and is informed by studies in addition to input received from our own foster and adoptive parents, foster care and adoption staff and community members.

During the first 9 months of the Project, CCDFS will engage in a planning process to review and revise the initial plan developed as a part of this project proposal and a review of best practices. Two Recruitment Specialists and two program assistants will be hired and an outside or third party evaluator to lead the evaluation of the whole Project. Plans for recruitment of permanent families within the community for children in the target population will be developed and include an evaluation of the developed strategies. Approval for the finalized diligent recruitment plans will be sought from the Administration for Children and Families (ACF). Years 2 and will be the implementation of the approved plans and their evaluation. During the last quarter of Year 3, the Project will begin working with a variety of community partners to develop, implement and evaluate a recruitment plan to increase the number of foster and adoptive homes within that community. The framework and lessons learned from the

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development, implementation and evaluation of the recruitment plan with the two (2) of the groups older children and youth and children with special health care needs would be tested with the special needs and large sibling groups while adapting or revising it in order to customize it to each group. During Year 5 the tools and manuals developed during the course of the Project would be finalized, disseminated via publications and CCDFS would be available to provide technical assistance to other jurisdictions interested in learning more about the work of the Project and replicating it. Strategies for continuing the Project's activities will be developed throughout the five years of the Project and implemented during Year 5.

Year 1 planning activities. An inclusive community planning process, led by the Project Coordinator, will use stakeholders who impact the department or who are impacted by what the department does. They are both internal and external to the agency. Planning workgroups will consist of agency staff, supervisors, foster and adoptive caregivers, community service providers, citizen stakeholders and children in care. Members of an existing Kin Care Advisory Committee will serve as a subcommittee for advisory input on project design. This subcommittee includes representatives from the African American, Latino and faith communities.

Long-term, future-oriented assessment and goal setting with careful consideration of the agency's capabilities will guide the planning process. The planning phase will assess the service needs and service array for children and caregivers and identify specific steps for improving the family finding, child-specific recruitment, targeted recruitment and training strategies.

The family finding planning workgroup will review the existing diligent search procedure starting with removal and throughout out-of-home placement. Currently, two (2) office specialists in the Child Abuse Hotline use LexisNexis to search for and notify possible relatives. Comprehensive information is given to Child Protective Services Investigator and/or

Permanency Case Managers who attempt to contact and reestablish family connections before the 9-month permanency plan meeting. However, barriers to completing this time-intensive activity include the number of caseloads in Permanency (35-40 cases per worker) along with new assessment tasks that Permanency workers must complete on birth parents and out-of-home caregivers. Most often the search for possible relative resources or family connections occurs when the permanency goal officially changes to adoption and the permanency worker submits the recruitment packet. The **family finding planning workgroup** will be tasked with looking at current practice and finding ways to integrate intensive family finding activities during concurrent planning. The data collection will include a workflow sheet that outlines current practice, describes available resources and proposes new or improved strategies, interviews and/or focus-groups with staff from hotline, permanency, adoption and recruitment staff. Information on nationally recognized best-practice family finding and engagement models will also be collected, analyzed and reported.

The **child-specific recruitment planning workgroup** will include DFS Receiving-Placement, Permanency, Adoption, and Recruitment staff, Clinical Services, external agency foster care providers, foster care youth, child advocates and media partners. Workgroup members will review the existing collection methods of child characteristics including the placement request and disclosure and social summary practices starting with initial placement and any subsequent placement moves. The placement request and disclosure form captures basic child demographics but does not give a detailed description of the child's strengths and needs. The agency has long struggled with providing comprehensive social summaries that provide greater understanding of the child's bio-psychosocial background and current needs. The child-specific and targeted planning will research best practices in child welfare on child-specific

recruitment and targeted recruitment strategies. The workgroup will answer key questions outlined in Table 1 under Objective 3 such as “Could the agency partner with community groups to improve recruitment for hard-to-adopt children?” and “Are workers following through on strategies already in place?” Children, teens, alumni, parents (foster and birth) and kin

Another group, the **targeted recruitment planning workgroup**, will consist of staff from Recruitment, Adoptions, Independent Living, Permanency, Licensing and also include foster and adoptive caregivers, community groups including faith communities, medical services, businesses, schools, youth service providers (Boys & Girls Clubs), Parks and Leisure, and law enforcement. This workgroup will survey current foster care providers. The survey will ask respondents to provide information on protective factors, their parenting skills and special capabilities with high needs populations. The survey results will be used to create an inventory of the current resources, their characteristics and if they are “willing and able” to care for the children in need of care. The survey will be sent with a self-addressed stamped envelope following up with a phone call to those homes that do not respond by mail. Best practice recruitment models found in other jurisdictions will be reviewed and analyzed for a “goodness of fit” with the agency’s resources and capabilities. The targeted recruitment workgroup will be tasked with proposing a plan to fill the gap and the Project Manager and grant-funded Recruitment Specialist positions will develop and implement this component along with the family finding and child-specific recruitment components of the project in Year 2 – 5.

Finally, the **training plan workgroup** will be comprised of staff from Recruitment, Licensing, Adoptions, Training, and will include Foster Caregivers, medical, mental health and other community stakeholders. Input from these members will be compiled and compared with best practice training programs for caregivers in other areas. The training workgroup will be

responsible for presenting a training plan to better prepare and support staff and caregivers to meet the needs of children in care.

Developing knowledge and skills of staff. Child welfare staff, supervisors, foster and adoptive families, and community partners will participate in training to increase their knowledge and skills in child-specific and target recruitment strategies that are individualized, culturally/linguistically competent, and community-based services. During the planning phase, training providers will be explored. Some examples include the All Children—All Families curriculum from the Human Rights Campaign and information from the National Resource Center for Foster Care and Permanency on how to recruit resource families using messages that changes recruitment messaging to include working with families as part of the role of the resource family. For example, messages such as Utah's "*Strengthen a Family ....Become a Resource Family*" or Alaska's "*The Family is Alaska's Greatest Natural Resource—Protect it! Become a Resource Family!*" suggest from the very beginning of the recruitment process that resource families. Other training opportunities will be investigated locally such as experts on special health care needs, mental health, substance abuse. Foster and adoptive parents interested in training by "telling their story" working with the DFS Training Team to present a structured workshop on fostering and adoption issues will be developed. All of this will lead to the longer-term goal of establishing an internal cadre of trainers for capacity-building purposes. The training will help to build the baseline competence of staff, foster and adoptive families to prepare training leaders.

Year 1 timeline. Year 1 planning workgroups will compile data described above in the first six (6) months to nine (9) months of Year 1. Factors that could hinder project planning may include the formation, meeting coordination and facilitation of the workgroups. The new grant-

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funded positions would be used to develop and facilitate the workgroups and maintain a regular meeting schedule. Data will be compiled by the agency and submitted to Child Trends who will analyze the findings of surveys, interviews and focus groups to provide an evaluation that will guide the development and implementation of services in Year 2 – 5. This evaluation will be completed according to the federal timeline's found the funding announcement and the Family Services Recruitment Specialist and respective team members will develop the protocols and procedures for project implementation.

Year 2 project activities. In 2008, Clark County Family Services began the Diligent Search Project and was able to fund a multiple user subscription for LexisNexis. In 2005, the number of diligent searches at the time of removal totaled 278 for the year, at the end of 2008 with a one year trial of LexisNexis and two (2) staff positions dedicated to the project the number was 484. Ongoing diligent searches in Permanency units rose from 92 in 2005 to 494 in 2009. Policy redesign and infrastructure improvements such as the System of Care have helped the agency achieve a strength-based, family-focused foundation for program activities. The next step is to create new programming to recruit and support foster and adoptive caregivers who are willing and able to care for abused and neglected children. The *Permanent Families and Lasting Connections Project* will address client needs through an intensive focus on kinship caregiver recruitment and family connections. Intensive family finding efforts will consist of 1) diligent documentation of a search for relatives; 2) written, in-person and phone interviews with available family members for relative names and contact information, 3) contacting and engaging a possible relative resource and/or developing a family connection for the child or youth; 4) use of the Federal Parent Locator Services, and 5) Court support to obtain information from parents to locate relatives who may be a resource to the child.

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Taking a look at relative placements, we find that there are over half of the 1,200 children in kinship care are in unlicensed homes, most without strong placement stability. In 2008, 168 children were waiting for adoption and in 2009 there were 258 children legally free. Currently, there are approximately 400 adolescents in the Independent Living program who will age-out without any cohesive family support. An expansion of the program to conduct ongoing diligent search and family finding efforts would allow the agency to seek possible relative resources and/or connect with relatives and possibly form relationships that would grow and support the children and youth into young adulthood. Finally, an average of 200 children are placed in out-of-home care per month that would be best served by ongoing intensive and comprehensive family finding and engagement services. These services would better define alternative permanency options early and start the engagement process to allow for family connections. Some families whose children have been placed in out-of-home care can be identified as presenting an elevated risk of failing to achieve their case plan objectives.

Because children need permanent families in which to grow up, concurrent planning is conducted when such risk is identified. Concurrent planning is an approach in which the permanency case manager works with the family toward a primary permanency goal (usually reunification) while, at the same time, implementing an alternative permanency plan. For example, while efforts toward reunification continue, the child is placed in a foster home that is prepared for adoption. This approach speeds the achievement of permanency for children from families that are unable to rectify the problems leading to a child's removal in a timely way. Families are identified for concurrent planning using *Nevada's Guide for Concurrent Planning*. The guide must be used with all children in out-of-home placements following the family assessment. The guide identifies factors (i.e., an assessment of the family's strengths and an

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identification of risk factors) that suggest reunification will not be possible within a reasonable time and that, without an alternative plan, there is the likelihood of long-term foster care. It is important to recognize that the indicators identified in the guide are not absolute predictors of case outcomes but rather are risks that increase the likelihood that the child's stay in foster care will be extended. Once the need for concurrent planning is identified, an alternative permanency goal would be selected and implemented.

Implementing concurrent planning has been complex due to high caseloads, limited staff resources and new assessment tasks with intensive timelines. Effective concurrent planning requires extensive work with the parent(s), children, extended family members, and other Child and Family Team (CFT) members and a review of the case records to identify extended family that may become permanent caregivers.

The new Clark County Permanent Families and Lasting Connections Project proposes four (4) project activities that would integrate diligent recruitment with permanency planning to facilitate active concurrent planning:

- Activity 1: Family Finding
- Activity 2: Child Specific Recruitment
- Activity 3: Targeted Recruitment
- Activity 4: Training & Support

**Project Activity 1:** The first activity will be dedicated to diligent family finding activities to meet the need of the remaining children in out-of-home foster care without an identified permanent resource and/or family connection. The grant-funded Recruitment Specialists will identify children with a permanency goal of "another planned permanent planned living arrangement" or children with a termination of parental rights or parental relinquishment waiting for adoption and/or whose concurrent planning guide indicates a poor prognosis for reunification. Once the children are identified, the goal of finding new or expanded connections

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with relatives will be demonstrated by increasing by at least one (1) the relatives they are in contact with or increasing by one (1) a meaningful relationship with a relative. A “new or expanded” connection is defined as:

- A connection with a new family member the child has never had contact with before,
- A new relationship with a family member the child has had contact with before (for example, the child met an aunt years ago but never communicated with her and now she agrees to a call once a week); and
- An advanced relationship with a family member the child has had contact with before (for example, an aunt used to call and send cards, but now she agrees to visit once a week).

Family finding activities will include the Recruitment Specialist working with professionals and others who care about the child and are involved in the child’s team. The team will assist with determining the extent and timing of the youth’s initial and ongoing participation, the need for family connections, and the desired outcomes such as find and contact family members, establish visits and permanent family resources for the child. The Recruitment Specialist will coordinate and/or conduct activities as well as document the expectations, responsibilities and time frames for team members.

The Recruitment Specialist will mine the case file and explore all records including a LexisNexis search to discover as many resources as possible for the child.

**TABLE 2: FAMILY FINDING ACTIVITY- LEXIS NEXIS**

LexisNexis searches multiple databases both local and national to find any persons who may be possible relative connections including:	
<ul style="list-style-type: none"> <li>• Last known landlord</li> <li>• Department of employment security</li> <li>• Last known employer</li> <li>• Utility companies</li> </ul>	<ul style="list-style-type: none"> <li>• County records of the county tax assessor</li> <li>• Registrar of deeds</li> <li>• County court clerk</li> <li>• Internet Searches</li> </ul>
Review social service & public assistance records	Identification of the parent, relative or significant kin and last known addresses
Request information from the records of other states	Individual being sought is alleged to be residing in another state
Check post offices, city directories and telephone directories	Name and address listings
Check police records	any records of address
Check with in-state or out-of-state Driver's	any records of address

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License Agencies	
Check with the appropriate branch of the military service	any records of address
Check with the appropriate school	information concerning the parent's address or if individual being sought is a student

For an older youth who is not adopted by the current caregiver, the Recruitment Specialist will ask the youth to identify persons that have been supportive and with whom he/she has had meaningful relationships in the past, as well as now. The following are examples of questions that may be helpful:

Who took care of you when your parent(s) could not?  
 If you ran away, where did you go?  
 Where have you lived in the past?  
 Who was your favorite foster parent and why?  
 Who believes in you, stands by you, and is someone you can count on?  
 Where do you go for holidays or on weekends?

The information found will be reviewed and discussed by the team. Background checks will be done and safety considerations are discussed. The initial contact is arranged between the youth and family. Expectations and pre- and post visit behaviors are prepared for by foster caregiver and professionals.

The Recruitment Specialist will report on the initial and subsequent meetings and the team will discuss the ability of the family contact to commit to a long term relationship. With support of the team, the family can explore adoption, guardianship, kinship foster care, and other possibilities.

Each public child welfare agency in Nevada is responsible for the recruitment and training of foster and adoptive parents in its respective county. However, counties do contract with local private higher level of care providers for children with mental health and behavioral health care needs. While some argue that the state should maintain this public-private system, others debate that the state should use only private providers. Nevertheless, the number of

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children in need of placement in Clark County requires robust diligent recruitment efforts and the challenge is in finding resource families who are willing and able to meet the needs of these children.

**Project Activity 2:** The child-specific recruitment activities will develop an individualized plan for a particular child based on the child's background and needs. The Recruitment Specialist will mine the case file and engage the help of the child's team to gather information on the child's characteristics including medical, emotional, social, learning, temperament, behavior, attachment and other considerations. The child-specific information will be designed to provide potential foster and adoptive parents throughout the community information about the characteristics and needs of the available children. Characteristics of the waiting children should be clearly described including:

- age
- gender
- membership in a sibling group
- culture and ethnicity
- special developmental, behavioral or medical needs
- child's attitudes, habits, and daily routines

Child-specific recruitment has two goals. First, it stimulates prospective parents' interest in a child and results in adoption. Second, it builds public awareness about the need for parents and generates resources for other children in the system. It can be a highly effective strategy for recruitment of families for children with multiple special needs. Child-specific recruitment allows for a greater understanding of the culture, race, and other variables that make each child and prospective adoptive family unique. Best practice strategies will include child-specific recruitment based on demographics of the child and being clear about the child's needs. The Recruitment Specialist will work with a child's Permanency Case Manager and the Adoption Social Worker assigned to a unit to carefully select and prepare a child for child-specific

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recruitment. Together, with the child's team, the Recruitment Specialist will determine what publicity methods are best to highlight the unique qualities each child possesses taking into careful consideration whether the child is prepared to share details about themselves publicly. The Recruitment Specialist will work with Permanency Case Managers and Adoption Social Workers to carefully select and prepare children for child-specific recruitment efforts.

Twenty-five percent of the children in regular family foster care in Clark County have either special health care needs and/or have special needs such as developmental, emotional or behavioral. Using child-specific recruitment, the Recruitment Specialist will be able to find a family for a child with a disability or condition that requires special care. Cooperation from neighborhood service agencies can help the Recruitment Specialist locate an appropriate family. For medically needy children, support groups and associations related to the condition or disease can be an excellent resource.

Engagement of older children in adoption planning can be challenging because of the normal developmental tasks of adolescence. It is helpful if the permanency case manager's conversations with the youth about adoption issues are aligned with the adolescent's values. The Positive Youth Development Theory describes these values as assets and notes that they are central for older children in decision making. These assets are: genuine usefulness (having something to contribute), power (having control over his/her future), competence (being able to do something well), and belonging (being part of the community). Research has shown that successful youth engagement is founded on these assets. The Recruitment Specialist role will include: 1) assisting permanency case manager's who have difficulty supporting teen adoption, 2) working with older children to explain to the youth the need for permanent connections with

caring adults and the concept of adoption and 3) taking advantage of all opportunities to engage the youth in conversations about permanency.

Areas that will be explored with the youth include:

- Remembered and fantasized relationships.
- Hopes and dreams for his/her future.
- Fears, including the fear of rejection or attachment.
- Strengths and positive attributes that he/she contributes to his/her future.
- The youth's experience with the system and what he/she has come to expect from it.

The Recruitment Specialist will help the youth talk about his/her readiness for the future, including life skills, education, vocational training, and who the youth thinks could assist and support them in meeting their goals. Throughout this discussion of adoption, there must be a focus on the strengths of the youth that links education, career planning, and future goals with the benefits of a permanent family. These fact-based discussions will take into account the youth's developmental level and personal history to develop realistic prospects.

Previous history in the system and a youth's emotional connection to the birth family are some issues that can become barriers in the process of moving toward adoption with older children. The Recruitment Specialist and Permanency Case Manager, with the consultation of the Adoption Social Worker, should carefully engage the youth in discussing his/her particular barriers and solutions. Some examples of issues that the youth might raise and possible responses are:

- The youth does not want to move and lose relationships again; she does not want to be at "risk" again. Reassure the youth that adoption is a carefully planned decision and that movement is to a forever family.
- The youth fears that DFS will look but not find a family. Share with the child that families have been located for other children through the use of various media, recruitment events, and activities and that his/her participation in recruitment not only helps him/her, but also all children waiting to be adopted.

Each child-specific recruiting case requires individualized planning, which requires extensive resources. But these special children deserve to have every effort that results in a permanent family and positive development.

**Project Activity 3:** Targeted recruitment focuses on the children and teens in need of placement, many who present serious emotional needs, and come from families experiencing persistent poverty, racism, homelessness, unemployment, substance abuse, domestic violence, neglect and chronic mental illness. The reality of recruitment and retention today is the greater need to find and support a pool of diverse foster families able to meet the changing needs of children in care. Whether recruiting and supporting non-relative or relative resource families, foster care is first and foremost a transition resource that leads to a permanent family solution, whatever the outcome. Many child welfare agencies are finding it difficult to adapt to the changing foster care needs and most significantly are failing to change recruitment strategies to keep pace with these needs.

In 2002 the Children's Bureau, Administration for Children and Families (ACF), a division of the U.S. Department of Health and Human Services, entered into a partnership and Cooperative Agreement with the Adoption Exchange Association and its partners, The Collaboration to AdoptUSKids.

AdoptUSKids produced the *Answering the Call—Recruitment Work Plan Guide for Adoption and Foster Care Program Managers Toolkit* which describes the beliefs underlying a results-based definition of recruitment. The AdoptUSKids definition states:

Recruitment includes all outreach, educational, and supportive activities that an organization uses to interest and help an individual and/or family become a foster and/or adoptive parent.....The intended result of recruitment is the placement of a child with a prepared and committed foster and/or adoptive family (pg 3).

This is a multi-faceted approach to diligent recruitment including:

- Results-based recruitment is everybody's job
- Results-based recruitment is customer-driven
- Results-based recruitment portrays the children who need help and the role of the foster and adoptive parent optimistically and honestly
- Results-based recruitment works to rule people in, not out of the process
- Results-based recruitment works best when seasoned foster and adoptive parents are

- partners in the process
- Results-based recruitment is a community endeavor
- Results-based recruitment involves teamwork and a shared sense of urgency
- Results-based recruitment involves tracking and evaluation and it is always time-sensitive

In Clark County, there is evidence that general recruitment practices do not meet the needs of the children in care (NV CFSP, 2010), and there is a common belief that general recruitment will result in the licensing of an ever increasing number of homes unwilling or unable to accept many of the children in need of care. Many of the strategies proposed by the *AdoptUSKids Recruitment Work Plan Guide* are areas in need of improvement for both Clark County's Program Improvement Plan (2010) and the NV Child and Family Service Plan (2010). Clark County will develop diligent targeted recruitment strategies for finding and preparing foster and adoptive family resources that integrate into other programs. These strategies will include:

- Utilization of experienced foster and adoptive families in the recruitment process
- Recruitment Specialists dedicated to the development and implementation of best-practice recruitment
- Pre-service Training and Licensing that is a mutual selection and decision model based on shared parenting concepts
- Placement of children in newly licensed homes within reasonable timeframes and that are informed by and understanding of the child's needs and the foster and/or adoptive families capabilities
- Permanency Case Manager and Adoption Social Workers working collaboratively with the Recruitment Specialists in the concurrent planning process

The *AdoptUSKids Recruitment Work Plan Guide* emphasizes the importance of treating the prospective foster and/or adoptive resource well throughout the process and making sure they feel part of the team from the start. This perspective of the foster or adoptive family as a valued team member extends throughout the life of the case in substitute care, the permanency case worker and adoption social worker discusses and evaluates which potential adoptive home(s) can best meet this child's needs. This work is conducted in regularly scheduled supervisory team meetings and Child and

Family Teams. The CFT identifies the care giving skills that an adoptive resource should possess to meet the needs of the child.

In most cases, the best potential adoptive resource for a particular child is identified before the court confirms the permanency goal of adoption. These resources may include the current foster family home, relatives, a prior foster family home, or licensed foster family homes that have expressed an interest in adoption. Two (2) critical components for successful targeted recruitment are found in the presentation of the child's information to the prospective adoptive family and a comprehensive home study of the prospective adoptive family. These components bring the art and science of child welfare together offering an understanding of the child's characteristics including the child's strengths, needs, wishes and desires and the characteristics of the prospective adoptive family including skills, motivation and personal history. Here, not only is the child-specific recruitment data important but a comprehensive social summary and the availability of a Life Book can be instrumental in telling the child's story. While the bio-psychosocial assessment found in the home study process conveys protective capacity and the nature of the adoptive family home. Through the use of community-based contracts DFS will continuously seek information from the parent(s) and others involved in the child's life for the child's Social Summary and Life Book as well as conduct comprehensive home studies. The use of community-based contractors will reduce the barriers of availability and accessibility with evening and weekend service with English and Spanish-speaking interviewers.

**Project Activity 4:** Foster families must also work as a part of a team to support reunification, and plan as well for alternative permanency options should that become necessary. Experience has shown that relatives and non-relatives do continue to offer themselves as foster parents, but they need increased supports and training to help provide stable, permanent homes for children in Clark County. In an environment of shortened timeframes and the

implementation of concurrent planning approach to case planning, foster and adoptive families must be comfortable living in the “gray” of not knowing what the ultimate outcome for the child will be. This may be challenging for families or individuals who like to have things planned well in advance, and do not like to live in a world of ambiguity. In its training and technical assistance capacity, AdoptUsKids focuses on both the macro and micro issues of recruitment. Clark County will invest in a series of training that helps look at children and youth data, including age, race, ethnicity, locale, and other needs, to determine placement resource gaps. By comparing child and family data, Clark County can determine which communities and family characteristics need to be targeted to meet their diligent recruitment goals for all children and youth they serve.

By going a step further and using marketing techniques to ascertain lifestyle characteristics of targeted families, it is possible to tailor recruitment messages and methods to reach families in the communities where they live, work, and worship. Implementing recruitment in specific zip codes and neighborhoods and developing community, business, and faith-based partnerships may then help States enhance their diligent recruitment outcomes.

*Strategy for years 2 and—program management and ongoing evaluation phase*

Target population. The Project will initially focus on the following two (2) groups: Children with special health care needs, older children and youth and then expand to older children and youth and children with special needs.

Demographics. As the urban core holds over 96% of the County’s population, demographics provided under Objectives and Need for Assistance can be inferred to apply to the target population. The five geographical service areas have distinctive cultural characteristics. The areas of highest need and cultural diversity are the Central, North and East areas.

Plan for identifying service/support needs of target population. As indicated above, during Year 1, an assessment will identify the needs and service array for children in care and for

their care givers. A review of the research and best-practice methods, use of surveys, focus groups, and a review of existing databases will be used, including data from CFSR surveys and data reports. Needs and resources associated with diversity of the target population and cultural/linguistic competence of staff/service providers will be identified.

Child-specific recruitment and targeted recruitment has been embraced in many communities as a better way to bring children and families together. The Clark County Permanent Families and Lasting Connections Project proposes to increase the number of families willing and able to care for children in foster care and to provide adoptive resources. If the Project demonstrates improvement in permanency, it could be replicated and diminish the most

Systems of Care and the Community. The community lies in the Las Vegas Valley and rural Clark County and is subdivided into five geographic service areas—West, East, North, South, and Central. Each community is targeted to have a single Neighborhood Family Service Center (NFSC) for delivery of co-located child welfare, juvenile justice, children’s mental health, early childhood, developmental and other support services. The NFSC advisory and governance structure includes Neighborhood councils in each area (parents and community stakeholders); an interagency Management Team (parents and agency and site managers); Community Resource Teams (CRT) in each area (parents, agency and community service providers; and a Site Leader Team (five site leaders, their managers and parents).

Clark County aimed at infrastructure building over the past ten years to apply the System of Care (SOC) approach across all programs, including integrating SOC into policies, procedures, structures, and trainings. Here are some of the significant gains made over the last few years:

*Integration of state and county child welfare programs.* Nevada is the only state that divided the responsibilities of child welfare between the state and county. In this “bifurcated” system, the two urban counties were responsible for child protection and emergency shelter and the state was responsible for foster care and adoptions. This bifurcated system resulted in children having multiple moves to new case managers, foster homes and schools and delayed permanency planning. The 2001 Special Legislative Session authorized the transfer of state foster and adoption services to Nevada’s two largest counties--Washoe and Clark. Integration was delayed due to the State’s economic crisis. The 2003 Legislative Session approved the transfer of State staff to Clark County in three phases, beginning October 2003 and ending in October 2004.

*Infrastructure to support new state/county roles.* The State and counties jointly developed principles to guide their new roles and responsibilities, outline the major functions required to administer a “state-oversight, county-administered” child welfare system and defined state and county roles in fulfilling these functions. It should be noted that the Legislature not only approved the integration of child welfare services, it also approved resources to reduce child welfare caseloads and increase community-based wraparound services for children in child welfare who are severely emotionally disturbed (SED).

*Foundation laid by other initiatives.* Two SOC initiatives were implemented in Clark County: Neighborhood Care Centers (NCC) and the Agassi Foundation’s Fit for Kids. The Nevada

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Division of Child and Family Services and Clark County has fully implemented a broad array of community-based and family-focused services for children with serious emotional disturbance and their families. Progress has been achieved in the following areas: Individualized service planning; interagency coordination of services for children with serious emotional disturbance and their families; co-location of services for children, youth and families provided by DCFS; development of common values, mission, and management structure for the integrated, community-based sites; involvement of family representatives in NCC administration, management and family support; and wraparound services which were demonstrated to improve child functioning for children in the child welfare system. The Annie E. Casey Foundation and Clark County worked collaboratively from 2006 to 2007 to fund the Business Process Mapping Initiative that made organizational changes based on best-practice models. These “In the to be World” changes streamlined the organization and jumpstarted the policy redesign initiative. The County funded the policy redesign and brought in MTG Management Consultants for a two-year project. MTG formed workgroups consisting of agency staff and supervisors to build the policies and procedures for each agency function from the ground up.

As we know, growth is most dramatic among families with the least financial resources and the highest social service needs. Clark County Family Services is uniquely poised to address these needs within a climate primed to implement program improvements.

***Processes to support involvement of child and family case planning***

Child and Family Teams (CFT), including parents, youth, kin, will develop case plans for children in care. Neighborhood Family Service Center partners have agreed on values and implementation protocols for the CFT, and agency staff and Recruitment Specialists will receive training on the CFT during the first year of the grant.

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Involvement of partners and stakeholders: The CFT will include individuals who represent formal and informal support systems that the parent and child identify, informational sources and potential resources. Each child welfare case manager will assure that relevant stakeholders participate and the team is schedule to accommodate the family.

Lead case manager. In instances where multiple agencies are involved, the primary case manager is determined by the child's custody status. In the Clark County Permanent Families and Lasting Connections Project, this is the child welfare worker known as the Permanency Case Manager.

Issues of Confidentiality. Confidentiality for child welfare clients is governed by Nevada Revised Statutes (NRS) 432.290 and the Health Insurance Portability and Accountability Act (HIPAA). NRS and HIPAA provide for the release of confidential information. By using a face-to-face planning process, many confidentiality issues are diminished. NRS requires that all child welfare data used for audit and research purposes have client identifiers removed. During the planning year, the Project Director who has over 10 years programmatic outcome evaluation experience and the Evaluator will identify protocols for data collection within legal parameters.

***Plan for transfer of knowledge to other parts of the state***

Promising practices and lessons learned from the Project will be shared with child welfare agencies in Washoe County and Rural Nevada through the Statewide Child Welfare Integration Committee. They will also be integrated into the training provided to child welfare workers in the Nevada Training Partnership.

***Potential barriers and issues to implementing programs, and possible solutions***

The Court is a key stakeholder in the child welfare system is critical to the successful implementation. Regular meetings, ongoing communication regarding system needs and seeking the Court's input early on have proven to be effective strategies in gaining the Court's support.

Though child welfare services are being integrated at the local level, funding for therapeutic residential services remains with the State. Thus, strategies to shift (re-invest) funds to the front-end to reduce placements in higher levels of care remain a challenge. The State and Counties will consider future funding strategies in which the risks and benefits of placement decisions and placement savings are shared by the State and Counties.

***Plan for ensuring compliance with DHHS regulations and procedures***

Upon notification of funding, a full Institutional Review Board (IRB) application will be submitted with an Assurance Certification application to the appropriate ACF office.

Confidentiality and informed consent. In keeping with the guidelines established by the National Institutional Review Board (IRB), risks to subjects will be kept to a minimum. The caregivers will be given an informed consent, and a cover letter that describes the purpose of the evaluation; clarifies that participation is voluntary and informs caregivers of their right to withdraw from the study without adverse consequences; specifies that participants' responses will not be linked to them individually; and guarantees that responses will be reported aggregately with any self-identifying information held confidential. To minimize potential risks to participants, rules of confidentiality will be followed; instruments containing data from respondents will be kept in locked storage at DFS for at least three years after completion of the study; instruments will be coded utilizing a numerical tracking system and all names and other

identifying information removed; and only aggregate numbers and data themes will be summarized in a research report.

**TABLE 3: CLARK COUNTY PERMANENT FAMILIES AND LASTING CONNECTION PROJECT PLAN**

#	Tasks	Year - Planning Phase	Lead or Team	Tasks	Y2	Y3	Y4	Y5	Lead or Team
1	Recruit, hire training Family Service Specialists and Part-time Program Assistants	Qtr 1- hire & training complete Qtr 2-3 – collect data for tasks 2-6 Qtr 4 – analysis and draft proposal	PM PC	Implement family finding activities	1-4	1-4	1-4	1-4	RS PA Other Staff
2	Research & develop best practice methods for family finding activities	Qtr 2-3 conduct research, form workgroups, conduct focus groups Qtr 4 – analysis and draft proposal	PC RS WG	Implement child-specific recruitment strategies	1-4	1-4	1-4	1-4	RS PA Other Staff
3	Research & develop best practice methods to collect and use child specific recruitment strategies	Qtr 2-3 conduct research, form workgroups, conduct focus groups Qtr 4 – analysis and draft proposal	PC RS WG	Implement targeted recruitment strategies	4	1-4	1-4	1-4	RS PA Other Staff
4	Research & develop best practice methods for targeted recruitment strategies including exploring the possibility of external contract vendors for social summaries	Qtr 2-3 conduct research, form workgroups, send & compile surveys, conduct focus groups	PC RS WG	Implement training activities	1-4	1-4	1-4	1-4	RS PA Other Staff
5	Research & develop training for staff and foster/adoptive families to conduct diligent recruitment activities including exploring external contract vendors for home studies	Qtr 2-3 conduct research, form workgroups, conduct focus groups Qtr 4 – analysis and draft proposal	PC RS WG						
6	Research & request bid proposals from providers for evaluation, training, home studies, and social summaries	Qtr 1 research and/or request bid proposals from providers for external evaluation, contract vendors for home studies or social summaries Qtr 2- review and select providers Qtr 3-4 Conduct training for staff on targeted recruitment strategies	PC RS WG						
7	Integrate the diligent recruitment program with other agency programs	Qtr 1- hire & training complete Qtr 2-4 conduct home studies & social summaries	PC RS WG						

PM= Project Manager RS=Recruitment Specialist PA=Program Assistant Other staff=Permanency, Adoptions, Licensing  
PC= Project Coordinator

## **Evaluation Plan**

The logic model presented (see page 37) lays the groundwork for the evaluation plan that follows. The proposed external evaluator, Child Trends, has extensive experience evaluating a large-scale adoption recruitment program (the Wendy's Wonderful Kids program), and is currently conducting a rigorous national evaluation of family finding. Child Trends has worked collaboratively with Clark County for the past several years as part of the Wendy's Wonderful Kids evaluation. Below, our overall approach to evaluation and a detailed description of the evaluation of the proposed grant project are described.

Designing a plan to evaluate a multi-year programmatic effort, particularly a broad-based recruitment effort, is a complex undertaking. Evaluating this type of effort requires considerable knowledge of the context in which implementation will occur, the practices that will be implemented, and a capacity to communicate and collaborate with the diverse groups involved in this effort. Evaluators also need to incorporate the reality of child welfare work into their designs. Child welfare practice is often characterized by heavy workloads, insufficient training and education, limited management and supervisory support and high turnover. The public child welfare system usually works under tight budget constraints—a particular concern in these recessionary times—and has limited resources to support the implementation of any new practice.

Child Trends understands these pressures and takes them into consideration in both the substance and design of our work. In designing evaluations, Child Trends coordinates research efforts with existing work schedules by planning activities well in advance, building in time for gaining local support, and working to ensure that the burden of research on staff is minimized. To help ensure the long term commitment needed from agency staff, community stakeholders, and clients for a

multi-year evaluation, Child Trends will maintain open lines of communication with Clark County, and other stakeholders to design and carry out an evaluation plan.

Below we present the evaluation questions, the proposed design, program outputs and expected outcomes to be measured for the Clark County Permanent Families and Lasting Connections project (“the Project”).

### *Evaluation Questions*

Table 4 that follows outlines the key evaluation questions, outputs and outcomes, and proposed data sources for the Project. In addition, the table identifies project components—family finding; child specific recruitment; targeted recruitment; and education, preparation, and support training—developed and targeted to affect each outcome. As shown, the key evaluation questions are:

- How do the activities undertaken as part of the Permanent Families and Lasting Connections Project affect the safety of children and youth in out-of-home care in Clark County?
- How do the Project activities affect the permanency outcomes of children and youth in out-of-home care in Clark County?
- How do the Project activities affect the well-being of children and youth in out-of-home care in Clark County?
- How do the Project activities affect systemic factors within Clark County?
- How cost effective are the grant activities in comparison to traditional permanency efforts?

To address the evaluation questions, Child Trends, together with DFS, is proposing a comprehensive process study and outcome evaluation. For both, we will need to measure a number of program outputs and examine specific outcomes related to each question. While final selection of the neighborhood service centers in Clark County that will receive all or portions of the Project will not be made until the first year of the grant, we propose a flexible design for the evaluation centered on the four major programmatic components.

Table 4 EVALUATION PLAN

Research Question	Outputs	CFSR Outcome	Outcome Description	Data Source
How does the Permanent Families and Lasting Connections Project affect the safety of children and youth in out-of-home care in Clark County?	<ul style="list-style-type: none"><li>• # of re-allegations of abuse or neglect</li></ul>	Safety outcome 1: Children are first and foremost, protected from abuse and neglect.		<ul style="list-style-type: none"><li>• SACWIS data ("UNITY")</li></ul>
		Item 2	Repeat maltreatment	
How do the Project activities affect the permanency outcomes of children and youth in out-of-home care in Clark County?	<ul style="list-style-type: none"><li>• # kin identified per child</li><li>• # of kin contacts per child</li><li>• # of genograms constructed</li><li>• % of siblings placed together</li><li>• % of siblings having contact</li><li>• # of recruitment activities for specific children</li><li>• # of adoptive or guardianship families identified per child</li><li>• # of adoptive placements</li><li>• # of guardianship placements</li></ul>	Permanency Outcome 1: Children have permanency and stability in their living situations		<ul style="list-style-type: none"><li>• UNITY data</li><li>• Child Trends' database</li></ul>
		Item 5	Foster care re-entries	
		Item 8	Reunification, guardianship or permanent placement with relatives	
		Item 9	Adoptions	
		Item 10	Other planned permanent living arrangement	
		Permanency Outcome 2: Continuity of family relationships and connections is preserved for children		<ul style="list-style-type: none"><li>• UNITY data</li><li>• Child Trends' database</li></ul>
		Item 12	Placement with siblings	
		Item 13	Visiting with parents and siblings in foster care	
		Item 15	Kinship placement	
		How do the Project activities affect the well-being of children and youth in out-of-home care in Clark County?	<ul style="list-style-type: none"><li>• # of family meetings held</li><li>• # of relatives and other kin attending meetings</li><li>• # and types of plans developed during family meetings including needs and services of child and family members</li></ul>	Well-Being Outcome 1: Families have enhanced capacity to provide for children's needs
Item 17	Needs and services of child, parents and foster parents			
Item 18	Child and family involvement in case planning			

Research Question	Outputs	CFSR Outcome	Outcome Description	Data Source
How do the Project activities affect systemic factors within Clark County?	<ul style="list-style-type: none"> <li>• # of prospective foster and adoptive parents contacting DCFS</li> <li>• # of prospective foster and adoptive parents attending first training session</li> <li>• # of prospective foster and adoptive parents completing training</li> <li>• # of prospective foster parents receiving licensure</li> </ul>	Foster and Adoptive Parent Licensing, Recruitment and Retention		<ul style="list-style-type: none"> <li>• UNITY data</li> <li>• Interviews and focus groups with DCFS staff</li> </ul>
		Item 44	State has in place a process for ensuring the diligent recruitment of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the State for whom adoptive homes are needed	

### *Evaluation Design*

The overall design calls for an outcome evaluation and a process study of the Clark County Permanent Families and Lasting Connections project. We propose a comprehensive process/implementation study and a rigorous outcome evaluation to ensure that the impact of the Project is well-examined and documented so integration into practice and policies can be sustained over the course of the grant period and thereafter.

### *Outcome Evaluation*

During Year 1 of the Project, Child Trends will work closely with DFPS and members of each component Workgroup to solidify the most feasible and rigorous outcome evaluation design. As each of the Project's components—Family Finding, Child Specific Recruitment, Targeted Recruitment, and Education, Preparation, & Support Training—may have a unique intervention model and target recipients, each must be thoughtfully paired with the most appropriate and effective research method.

At this time, Child Trends proposes that the outcome evaluation comprise a random assignment design, the most scientifically rigorous method for measuring impacts, for two Project components—Family Finding and Child Specific Recruitment. As individual children will be referred to a Recruitment Specialist to receive family finding and child specific recruitment services, randomly assigning these children to either receive the intervention or to receive “services-as-usual” will allow for a strong measurement of the impact of these two interventions.

A pre/post-test design is proposed for the Targeted Recruitment and Education, Preparation & Support Training components. Both of these components involve enhanced DCFS efforts to understand and address the needs of current and prospective resource parents, and to increase the availability of high-quality caregivers who match and meet the needs of special populations of children in care. As these activities may stretch county-wide and do not lend themselves appropriately to a random assignment or comparison group design, outcome measurement can effectively take place via the collection of data before and after the Project’s interventions.

Child Trends is highly experienced in both proposed research methods. Specifically, Child Trends is currently conducting a multi-year random assignment design evaluation of family finding in twenty counties across the country. In addition, a random assignment design forms the basis of the Child Trends evaluation of the Wendy’s Wonderful Kids adoption recruitment program. In both evaluations, county child welfare administrators and managers recognized the importance of a rigorous evaluation design and also recognized that the programs were unable to serve all eligible children and assigning the cases randomly to treatment was an ethical way to apportion limited services. If, after preliminary discussions with DCFS (and

other community stakeholders if appropriate) a random assignment design appears feasible, subsequent discussions with local administrators and staff in each of the neighborhood service centers will occur. Child Trends' existing web-based family finding and Wendy's Wonderful Kids databases include a random assignment module by which users assign cases (either individual children or sibling groups). Identifying eligibility criteria and determining the numbers of children who meet these criteria, as well as ensuring local evaluation "buy-in" at all staffing levels is of utmost importance to the success of the design. Child Trends will work with DCFS during the planning year to determine whether to pursue this type of design.

Child Trends also has considerable experience implementing pre/post-test designs. Recently, as part of a federal discretionary grant project in central Florida, Child Trends researchers are implementing a pre/post-test design to examine the impact of caseworker training on workers' knowledge of family finding. In addition, Child Trends has conducted similarly designed evaluations of pregnancy prevention programs. This design type should prove an effective method for measuring the impact of enhanced training on the capacity and satisfaction of current and prospective foster and adoptive parents.

#### *Program Outcomes*

Child Trends will draw on two primary sources of data for the impact evaluation—(1) administrative data from Nevada's UNITY system will provide data on child safety and permanency; and (2) pre- and post-training surveys of foster and adoptive families soliciting information on changes in knowledge and attitudes regarding topics designed to improve their capacity and satisfaction as caregivers, and willingness and ability to care for specific populations of children in care.

**Administrative data.** Administrative data will provide information on the outcome measures described in Table 5 above, as well as other background and demographic variables on children in the study. These data will be compiled for all involved DCFS/DFS service centers in Clark County. All quantitative data, consisting of information entered into the case management system as well as SACWIS/child welfare administrative data, will be exported into SAS or STATA for data analysis purposes.

**Caregiver Surveys.** A survey of caregivers participating in the Education, Preparation & Support Training component of the Project will be administered to examine their knowledge and attitudes regarding such topics as shared parenting; protective factors; understanding adoption; caring for children whose parents have mental health, substance abuse, domestic violence issues; and medical, psychological, behavioral, and educational issues of children in care. A baseline and at least one follow-up survey will be conducted web-based survey software (e.g., survey monkey) to collect information on parents' understanding of and thoughts about these topics, as well as their willingness and ability to care for specific populations of children in need of homes, such as children with special healthcare needs, children from large sibling groups, and older children.

#### *Process/implementation Study*

Child Trends' approach to process/implementation research is based on extensive field experience. The data for the process/implementation study come from two sources- site visits and the web-based case management system. Site visits to Clark County will be conducted on an annual basis throughout the grant project period.

**Site Visits.** During Year 1, Child Trends staff will make quarterly one-day visits to the County to make preparations for the implementation of the evaluation. These preparations include

collecting information on the program details through focus groups and/or interviews with each Workgroup, as well as allowing program staff to ask questions about the research design, data collection and analysis plans.

Annually, a two-person evaluation team will conduct semi-structured interviews with program supervisors and administrators, and conduct focus groups with caseworkers, Recruitment Specialists, and caregiver trainers directly responsible for serving the children and parents targeted by the grant activities. Interviews and focus groups will cover topics including staff backgrounds, training and supervision, role in implementing the family finding, child specific recruitment, targeted recruitment, and education, preparation & support training activities, and barriers and facilitators to implementing the program components.

Digital recordings of the interviews and focus groups are transcribed and entered into a qualitative content analysis database. Qualitative data collected during on-site interviews and focus groups will be coded and researchers will extract common themes that emerge from the different sources. Researchers use a standard scheme to code the data to pull together disparate information on related topics for analysis, both within and across sites. Process study interview and focus group protocols have been piloted and refined during site visits conducted for Child Trends' current family finding evaluation. This analysis will focus on the challenges the program encountered, strategies to overcome those challenges, and the results of those efforts.

**Case management system.** Child Trends has developed an extensive web-based data collection system for our national Wendy's Wonderful Kids program (an adoption recruitment program) by which individual adoption recruiters enter program action each child served. Additionally, Child Trends has developed a web-based data collection system for our national Family Finding evaluation by which individual family finding specialist enter program activities on each child

served. Modifications and conjoining Child Trends' existing database systems will provide data necessary to measure program activities, both those focused on recruitment and retention of foster and adoptive parents and the implementation of family finding.

Data audits will need to be conducted on a periodic, ongoing basis, more frequently in the first six-month period of data collection. Child Trends researchers have extensive experience conducting these audits for both the Wendy's Wonderful Kids and Family Finding evaluations.

Data are extracted into SAS or STATA and specialized programs have been written to ensure the data entered are adhering to the original purposes of the data elements.

**Cost-benefit analysis.** In addition to the main research questions, the evaluation will explore how cost effective the grant activities are in achieving permanency for children and youth in out-of-home care. With program cost data, Child Trends will use the results of its study to create a simple model of costs, costs per child, and cost-savings. The cost-savings analysis will compare the length of stay in care differences between children in the treatment and control groups.

#### *Program Outputs*

The program outputs listed in Table 4 will be examined as part of the process/implementation study. The outputs can be categorized as those related to the implementation of (1) family finding; (2) child specific recruitment; (3) targeted recruitment; (4) education, preparation & support training.

#### Family Finding

Program outputs the evaluation will measured related to the implementation of family finding include the numbers of kin identified, the numbers of kin who are connected with the children, and the percent of children having contact with their birth siblings. The evaluation will also capture the number of genograms constructed through family finding services, the number of

family meetings held, the number of kin attending these meetings, and the number and types of plans developed during the meetings.

Child Trends has developed a web-based data collection system for its evaluation of family finding that captures the program outputs listed above. Specific design specifications might entail modifications to the system such as incorporating the program output data for the recruitment of foster and adoptive families component into the existing family finding database.

#### Child Specific Recruitment

Child specific recruitment program outputs the evaluation proposes to measure include the number and types of recruitment activities implemented per child, the number and type of adoptive or guardianship families identified per child, and the number of children placed in adoptive homes or guardianship homes.

In addition to the family finding web-based database, Child Trends also maintains a web-based system for the evaluation of the Wendy's Wonderful Kids program. The system allows individual adoption recruiters to enter data on each child served. Specific components of the web-based system may be particularly useful to the current proposed research and discussions early in the first year will focus on the degree to which the existing system, together with the family finding database, could be modified for use during the grant period.

#### Targeted Recruitment

Targeted recruitment program outputs include the numbers of prospective foster and adoptive parents contacting DCFS, the number of prospective parents who attend a first orientation training session, and the number of prospective parents who complete the training, and the number who receive foster parent licenses and become adoptive parents.

The targeted recruitment program outputs will be captured by currently maintained DFS databases. Child Trends researchers will work closely with DFS staff during the planning year to ensure that each output can be measured effectively with existing systems or whether modifications will be needed.

#### Education, Preparation & Support

Program outputs for this component will include the number and types of staff hired for the Project and the number and types of training provided to new and existing staff. In addition, the type of foster and adoptive parent training and education will be examined as part of the evaluation.

Child Trends will collect data on the above program outputs during their annual site visits to the County and through regular communication and project updates.

#### ***Data Security and Human Subjects Protection***

Prior to the start of data collection, the evaluation design protocol, caregiver survey instrument, process study on-site protocols, and web-based database will undergo a review by Child Trends' external institutional review board (IRB) to ensure that appropriate procedures are in place to protect respondents' identities and to secure the data, and that the study is conducted in an ethical manner that protects respondents' rights. All use of data will also be governed by confidentiality and informed consent rules of DCFS. All interview and focus group respondents will be informed: (1) about the purpose of the study; (2) that their participation is voluntary; (3) that they can choose to terminate the interview at any time; and (4) that when reporting the study findings, any identifying information will be removed and individual respondent answers will be combined with those of others. In addition, interviewer and research staff at Child Trends sign confidentiality pledges.

Additionally, electronic files containing sensitive or confidential information, such as prospective foster and adoptive parents' demographic or other potentially identifying information will be maintained in files that are read-, write-, and access-protected and that require additional passwords to open. In addition, hardcopies of sensitive or identifying material will be secured and stored in a locked file cabinet within a locked office. Such materials and other documents with identifying information will be stored and secured separately from interview notes, transcriptions, and tape recordings.

Child Trends will submit the request for IRB approval after the evaluation design is finalized in and after protocols are developed. If needed, IRB modifications can be made if additional data collection becomes necessary or significant revisions are made to the design, or data collection activities. Annual updates to IRB approval will also be needed throughout the grant project period.

#### ***Timeline and Final Products***

A proposed timeline is provided in Table 5. A kick-off the evaluation, two evaluation staff from Child Trends (the Project Director and Project Manager) will attend an initial meeting with DCFS staff in Nevada. Subsequent visits/meetings during the first year will be attended in person when warranted. Regular conference calls will occur in-between on-site meetings. A final version of the evaluation design and its implementation plan will be completed during the third quarter of the first year.

Outcome Evaluation. In Year 1, Child Trends, working together with DFS, will provide an outline of the individual UNITY data elements that will need to be extracted for analyses. During the first quarter of Year 2, Child Trends will develop a draft analysis plan detailing expected

analyses using UNITY analyses. Data extracts in Years 2-5 will provide the data needed for the final analyses. A final summary of results of the UNITY analyses will be compiled.

Periodic data extracts from the web-based database will occur in Years 2-5 to conduct audits of the data and ensure data accuracy and completeness. Baseline and follow-up caregiver knowledge and attitude surveys will be conducted in Year 2 and Year 4 of the grant project. Findings from the surveys will be compiled. Together with the site visit summary findings, a comprehensive process study findings report will be compiled.

Process study. During the first quarter of the second year, Child Trends will conduct their first process study site visit. A brief summary of the visit in which qualitative information is compiled will be submitted at the start of the second quarter (second year). This same pattern of process study site visits and submission of site visit summary will be repeated in Years 3 and 4 of the grant. During Year 5, Child Trends will again conduct a process site visit examining changes over the grant period. A final site visit summary will compile information from each of the earlier site visit summaries and will be submitted during the third quarter of the fifth year of the project.

Following completion of the process study findings report and the summary of UNITY analyses, a final evaluation report will be submitted in the 4<sup>th</sup> quarter of Year 5.

### **Child Trends Staff and Corporate Qualifications**

Child Trends staff has expertise relevant to the proposed evaluation. In particular, the proposed principal investigator, Karin Malm, has directed similar evaluations of child welfare programs. In addition, Ms. Malm has conducted studies on adoptive parent recruitment and retention examining prospective adoptive parents' views on the recruitment, training, and homestudy processes. Other proposed staff—Kerry DeVoght, Tiffany Allen, Sharon Vandivere, Raquel

Ellis—have extensive experience evaluating the Wendy’s Wonderful Kids program and family finding initiatives. In particular, Dr. Ellis is directing the family finding evaluation in two states and manages portions of the process study for the Wendy’s Wonderful Kids evaluation. Ms. DeVooght is the project manager of the Wendy’s Wonderful Kids evaluation, providing evaluation technical assistance and ongoing communication with over 120 grantee sites. Ms. Allen conducts data audits for both evaluations and is experienced in extracting the data from the web-based databases into SAS for analyses. Ms. Vandivere serves as a senior analyst on both evaluations and has had extensive experience analyzing state SACWIS datasets.

Founded in 1979, Child Trends is a nonprofit, nonpartisan, interdisciplinary research organization that studies children at every stage of development and across all major domains. We provide research, data, and analysis to program providers, educators, policy makers, foundations, and the media. Child Trends pursues its mission by: conducting basic research and evaluation studies on the factors that affect children’s development and well-being; educating the public, policy makers, and the media with respect to current trends in the circumstances of children's lives and the factors that affects child development and well-being; improving the measurement and collection of data on child development and well-being; fostering collaboration among social scientists and other professionals to advance multidisciplinary approaches to understanding child development and well-being; and providing data-driven, evidence-based information to inform the decisions of program providers, policy makers, and other leaders. Child Trends researchers have expertise in evaluation design and data collection, applied research, conceptual analyses and literature reviews, basic research, policy assessments and analysis, program assessments, and development and reporting of indicators including

performance measurements. Our researchers employ a variety of approaches to conducting research, including both qualitative and quantitative data analysis.

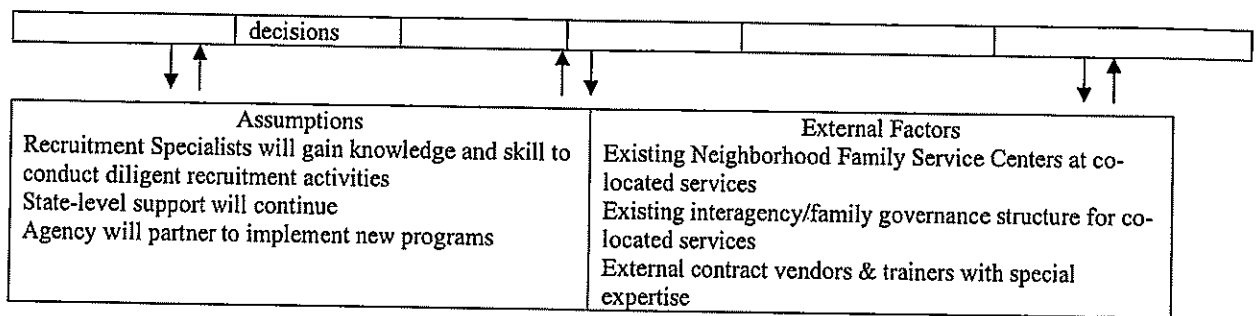
### ***Logic Model***

The Logic Model found in Table 4 outlines the primary work or activities within each domain and lists the short, moderate and long term outputs, outcomes to be achieved and indicators/measures.

The Project's activities and timeline are based on best practices and need. The need is to find permanent homes for the children in foster care needing permanency. The greatest needs are for older children and youth, children with special health care needs and large sibling groups. These groups are the most difficult to find families that are permanent

TABLE # 6 : LOGIC MODEL

Inputs →	Outputs		Outcomes-Impact		
	→ Activities Participation		Short Term Term	Medium Term	Long
<u>Staff</u> 4 Grant-funded Recruitment Specialists 2 Part-time Program Assistants Contract Vendors-as needed External Trainers Foster/Adoptive Parents as Recruiters  <u>Community</u> Families Relative, Non-relative Foster and Adoptive Families Kinship Connection Committee Community partners  <u>Resources</u> Diligent search program DFS Recruiters Permanency Case Managers Adoption Social Workers Placement Specialists Community partners External Trainers Neighborhood Family Service Centers Govt. Access TY station Govt. website Pro bono marketing	Recruit/Train Recruitment Specialists & Contract Vendors	Youth, birth parents, foster & adoptive families, County staff	Increase in staff resources through grant-funded positions	Increased utilization of foster and adoptive family in targeted recruitment efforts.	Identify possible family resources and establish family connections
	Family Finding Child-specific Recruitment Targeted Recruitment Concurrent planning in Child & Family Teams	DFS staff Grant-funded Recruitment Specialist Youth, foster & adoptive families, Community partners External trainers	Increased knowledge of child's and prospective foster and adoptive families characteristics	Increase in diligent recruitment activities (i.e. child-specific) during concurrent planning	Increase the number of families interested in foster care and/or child specific adoption
	Training & support services for staff, foster and adoptive parents on children with special health care needs and other special needs	External trainers DFS staff, foster and adoptive families, youth DFS administrators Local/state agency & administrators	Increased knowledge and skill in special health care needs and other special needs (i.e. mental health, developmental,	Increase use of child-specific recruitment strategies in child & family team decision-making	Increase the number of qualified resource families through training and support
	Inform agency staff, public about intensive family finding, child-specific and target recruitment, training		Increased foster and adoptive family satisfaction	Increased family finding efforts for youth long-term foster care with or without identified resource	Integrate the diligent recruitment program with other agency programs, including permanency case planning processes, to facilitate active concurrent planning activities
	Provide culturally, linguistically competent services			Increase protective capacity (willing & able) of foster & adoptive family resources through training & support	Services, local/state infrastructure congruent with best practice diligent recruitment practices
	Collect data across partner agencies; Make data-driven			Increase recruitment/retention of culturally/linguistically diverse staff	Increased family & culturally/linguistically diverse stakeholder involvement
					Diverse/bilingual professional and paraprofessional staff



## Project Sustainability Plan

Table 7 – Sustainability Plan

<i>Plan – Year 1</i>		
Component/Method	Action Steps	Timeline
Develop Case for Support	Talk to staff and community members about why this program is needed, who will benefit, why our organization is the best organization to undertake it.	Y1/Q1-3
Research and identify potential stakeholders	Identify and talk to informal community leaders who might have common vision/mission	
Communicate with stakeholders	Talk with staff, volunteers and community partners and stakeholders about outcomes (Year 2, 3, 4, 5) Review community needs and trends revise mission and vision as necessary Develop annual report to summarize progress and attract new supporters/partners With staff and financial unit discuss financial goals for sustainability	Y2/Q3 Y2-5
Initiate relationship with potential partners and stakeholders	Schedule community partner meetings (will be a part of the Project activities)	Y1, Q2
Create buy in	Output of meeting should be: <ul style="list-style-type: none"> <li>Expanded vision that includes community stakeholders/potential partners</li> <li>Identification of interested individuals and organizations to continue to advise the project</li> </ul>	Y1/Q3-4 Y2-5
Make the ASK	Determine best strategic partnerships and key community leaders to involve Determine appropriate level of collaborative commitment to ask for. Determine who should ask for partnership involvement. Jointly develop strong “case” for potential partner’s involvement. Be specific about level of commitment requested.	Y2/Q1-2 Y2/Q3-4
Follow-up	Formalize relationship with MOU’s, volunteer position description, formalize advisory committee roles	Y2/Q3
Be a good steward	Continue to cultivate current partners and new stakeholders through: <ul style="list-style-type: none"> <li>Offering opportunities for continued involvement in shaping the program through regular meetings and dialogue.</li> <li>Sharing the credit.</li> <li>Celebrating small successes.</li> <li>Making sure program is mutually beneficial to all partners.</li> </ul> <p>Celebrating small successes</p> <p>Making sure partners are updated, invited to be involved in new ways</p> <p>Review efforts and identify lessons learned for future</p>	Y2/Q2
Continue to cultivate prospects	Invite prospects to program, review accomplishments, suggest improvements. Ask them who else should be involved.  Match language and outcomes to prospect’s interests.  Send thank-you notes for meetings and contacts.	Y2

## **Organizational Capacity**

Staff and consultants. Andre Wade, M.S.W. Recruitment and Retention Supervisor in Family Services in Las Vegas, Nevada is the Project Manager funded by Clark County will oversee the day-to-day operations of the Project. Dianne Kramer, M.S.W., is a Management Analyst with Clark County Family Services and the Project Coordinator (40 hours/week in Year 1; 10 hours/week in Years 2-5). She has administered an evidence-based, award-winning parent education programs funded by grants that serves over 5,000 participants a year in Clark County.

Child Trends is under consideration as the Project's Lead Evaluator (15 hours/week).

A full-time Project Manager funded by Clark County will oversee the day-to-day operations of the Project. Two (2) part-time program assistants will administratively support the Project. Two (2) full-time Family Services Recruitment Specialists and two (2) Program Assistants will be assigned the major Project activities. Position descriptions are attached.

### ***Position Descriptions***

#### **Project Manager (40 hrs/wk based on need)**

- Oversees the day-to-day implementation of the project
- Facilitates the assessment of needs of and services for kin caregivers
- Tracks and develops reports for expenditures
- Assists in coordinating trainings for staff, kin caregivers and mentors
- Establishes and maintains relationships with key stakeholders
- Oversees the collection of data for the Project

#### **Recruitment Specialists (40 hrs/wk)**

- Conducts Family Finding Activities
- Conducts Child-specific Recruitment
- Conducts Targeted Recruitment
- Coordinates Training
- Maintains records on program
- Assists in the collection of data for demonstration Project

#### **Program Assistants (20 hrs/wk)**

- Assists the Recruitment Specialists in all project activities
- Types correspondence and reports
- Maintains records

- Contacts foster parents and adoptive parent kin caregivers to ensure resources and services have been provided
- Acts as liaison between Project and case workers as needed
- Collects and enters data into SPSS and other databases as needed
- Coordinates program resources and services including
- Assists in the evaluation project
- Utilizes search technology to seek relatives

See attachments – resumes and job descriptions

The Department of Family Services was created in July 2002 when it was separated from the juvenile justice agency to prepare for the integration of child welfare services in Clark County. DFS has over 600 full-time employees, with an average sixteen-year tenure for staff at all levels of the organization. It currently provides child welfare services including child protective services, foster care and adoptions with all related services and funding mechanisms. It is a primary partner in the NCC initiative, including co-location and governance of the Neighborhood Family Service Centers.

In 1991, the Division of Child and Family Services was created to bring child welfare, children's mental health and youth correctional services under one umbrella. DCFS is responsible for the implementation and administration of Title IV-E, Title IV-B, CAPTA, and Chaffee Foster Care Independence programs, Children's Mental Health Services (outpatient and residential services), and Youth Corrections and Parole Services. The Division is also responsible for administering statewide community-based Victims of Crime and Domestic Violence grants. DCFS has 950 employees statewide with an annual budget of over \$160 million.

The Department of Juvenile Justice has approximately 400 employees and provides services to juveniles under 18 years of age involved in delinquency. DJJS operates a 235-bed detention center, a 100-bed correctional center for male felony offenders, and a full range of

***Budget and Budget Justification***

Category	Federal Resources
Personnel	138,444.48
Fringe Benefits	28,999.92
Travel	13,200.00
Equipment	7,300.00
Supplies	3,000.00
Contractual	174,372.49
Construction	0.00
Other	6,320.00
Total Direct Charges	389,636.89
Total Indirect Charges	0.00
TOTALS	\$389,636.89

**Personnel****\$138,444.48**

Project Manager	\$ 45,065.00 salary funded by County	
Project Coordinator	\$ 45,000.00 salary funded by County	
Recruitment Specialist	(\$28.00 x 2080 hrs x 2 FTE)	\$ 117,644.48
Program Coordinator	(\$20.00 x 1040 hrs x 2 PTH)	20,800.00
		<hr/>
		\$ 138,444.48

**Fringe Benefits****\$28,999.92**

Insurance	(medical & dental)	16,800.00
OPEB	(post-retirement insurance)	9,200.00
Medicare	(1.45% of salary)	1,705.84
Retirement	(21% of salary)	117.64
Unemployment	(0.10% of salary)	1,176.44
Workmen's Comp	(2% of salary)	
		<hr/>
		\$ 28,999.92

**Travel****\$ 13,200.00**

The project director, agency staff and/or inter-agency partners, and the project evaluator will travel from Las Vegas, Nevada to Washington, D.C. for ACF sponsored workshops and meetings.

Airfare	(\$500/person x 5 people x 2 trips)	\$ 5,000.00
Hotel	(\$180/night x 3 nights x 5 people x 2 trips)	5,400.00
Transportation	(\$20/day x 4 days x 5 people x 2 trips)	800.00
Per Diem	(\$50/day x 4 days x 5 people x 2 trips)	2,000.00
		<hr/>
		\$13,200.00

community-based treatment and correctional services. It is a demonstration site for the Juvenile Sanctions Center of National Council of Juvenile and Family Court Judges.

### **Dissemination Plan**

CCDFS realizes that the Recruitment of Permanent Families and Lasting Connections will be a demonstration project and thus will be a project other jurisdictions will seek information from. To fulfill this responsibility CCDFS will set up a system to document its activities and results at the very beginning of the Project. The Project Manager will work with both the outside evaluator and the Project Coordinator to set up a process where all staff involved in the Project will document their work and the results. Regular meetings will be held to identify lesson learned, both positive and negative ones, and those will be documented as well. Foster and Adoptive Parents and foster and adoptive youth will be surveyed as part of the evaluation process and evaluation findings will be reviewed and documented on a regular basis so lessons learned can be incorporated into the Project.

The Project Manager and Evaluator will prepare an annual report that will be made available to other jurisdictions as well as the National Resource Centers, the North American Council on Adoptable Children, AdoptUs Kids and other relevant organizations. During the fifth and final year of the Project, a manual documenting the Project's activities, lessons learned and recommendations on how other jurisdictions can create effective diligent recruitment efforts will be produced and made available for distribution. CCDFS has participated in several pilot and demonstration projects and recognizes the importance of sharing information and lessons learned with others.

### **Third Party Agreements**

County policy requires a bid process that all procurement transactions will be conducted in a manner to provide open and free competition. Requests for Proposals or invitations for bids will be conducted in Year 1, Quarter 1.

<b>Equipment</b>	<b>\$7,300.00</b>
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The project will have an office at the Central Neighborhood Family Services Center as the point of contact for the project. Computers purchased through the grant will be tagged as grant property.

Computers	(\$15000/computer x 4 staff)	\$ 6,000.00
Printer	(\$1,300 x 1 network printers)	1,300.00
		<u>\$ 7,300.00</u>

<b>Supplies</b>	<b>\$3,000.00</b>
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General Office supplies including pens, pencils, paper, etc will be utilized by the Project staff.

Supplies	(\$250/month x 12 months)	\$ 3,000.00
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<b>Contractual</b>	<b>\$192,372.49</b>
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Consultant for evaluation	Year 1	93,372.49
Training- Targeted Recruitment	Year 1	24,000.00
Contract Vendors- Home Studies/Social Summaries (\$300 x 160 HS/SS)		48,000.00
Foster Parent Recruiter/Trainer	(\$150/3hrs session x 60 sessions)	9,000.00
Consultant Trainers- Special Needs Trainings (\$350/3hrs x 40 sessions)		18,000.00

<b>Other</b>	<b>6,320.00</b>
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Printing Costs

Pre-addressed Envelopes	(.66 x 2,000)	1,320.00
Match Party (food)		5,000.00

<b>Indirect Charges</b>	<b>Not Applicable</b>
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<b>Program Income</b>	<b>Not Applicable</b>
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<b>TOTAL</b>	<b>\$389,636.89</b>
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## REFERENCES

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Katz, Jeff *Listening to Parents: Overcoming Barriers to the Adoption of Children from Foster Care* March 2005. Evan B Donaldson Adoption Institute

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National Resource Center for Family Centered Practice and Permanency Planning: *Six Steps to Find a Family: A Practice Guide to Family Search and Engagement*

Permanency Planning Today *Finding, Preparing, and Supporting Foster and Adoptive Parent Resources* Hunter College School of Social Work of the City of University of New York (Fall/Winter 2000)

US Department of Health and Human Services. (2002a). *Adoptions of children with public child welfare agency involvement by state, fy 1995-fy 2000*. [Online]. <http://www.acf.dhhs.gov/programs/cb/dis/adoptchild.htm>

US Department of Health and Human Services Office of Inspector General (2002) *Recruiting Foster Parents*

**André C. Wade •**

4525 Dean Martin Dr. #1106 Las Vegas, NV 89103

323.896.9069 •

[andre.c.wade@gmail.com](mailto:andre.c.wade@gmail.com)

**Education**

Masters: Public Administration	University of Nevada Las Vegas	2007-2010
Bachelor of Arts: Psychology (English minor)	University of Nevada Las Vegas	1993-1998

**Work Experience**

**Acting Supervisor • Clark County Dept. of Family Services • Las Vegas, NV**

09/09 – Present

- Provide direct supervision to a team of five people: two general recruiters, two child-specific recruiters that work under the Dave Thomas Foundation grant and one office assistant.
- Train staff and work with them on professional development and administer disciplinary action when necessary
- Complete annual employee (merit evaluations) based upon performance factors and indicators set forth by human resources.
- Evaluate and analyze policies related to background checks for foster parents (Adam Walsh Act), recruitment requirements, and adoption (Adoption and Safe Families Act)
- Develop processes that are in alignment with agency policies to increase productivity and outcomes; and assist management in setting goals for Recruitment.
- Identify programmatic concerns and provide recommendations for improvement.
- Perform studies and evaluate recruitment plans
- Prepare monthly narrative and statistical reports for management.
- Manage a \$60,000 budget for recruitment needs and provide input regarding the budget.
- Assist in negotiating purchase of service agreements with private agencies for the purposes of adoption placement.
- Facilitate a multidisciplinary team that meets two times a month to select adoptive resources for children in need of permanent families.
- Develop media and marketing components for recruitment plans.
- Interview with media as it relates to foster parent recruitment.
- Represents DFS in community coalition meetings, presentations and events.

**Sr. Family Services Specialist • Clark County Dept. of Family Services • Las Vegas, NV**

01/07 –9/09

- Helped over 25 children find permanency by way of adoption by matching children with adoptive families and assisting the child and family team to transition children into their adoptive homes.
- Acted as a lead child specific Recruiter to Recruiters of the Dave Thomas Foundation Wendy's Wonderful Kids grant.
- Develop processes that are in alignment with agency policies to increase productivity and outcomes; and assist management in setting goals for Recruitment.

- Identify programmatic concerns and provide recommendations for improvement.
- Perform studies and evaluate recruitment plans
- Managed a caseload of up to 80 children.
- Created report template used to document and communicate recruitment efforts to case workers, management and family court.
- Wrote recruitment effort plans and reports.
- Developed the child specific adoption program by creating and implementing processes, researched best practices.
- Interviewed with media as it relates to foster parent recruitment.
- Represented agency in community coalition meetings, presentations and events.
- Participated in policy re-design projects that included business process mapping and participating in committees that wrote policies and procedures for foster parent licensing, adoptions and recruitment.
- Produced annual adoption events, planned general and targeted recruitment events on a monthly basis and conducted presentations and information sessions to those in the community who were interested in becoming foster and adoptive parent resources.
- Implemented the Human Rights Campaign All Children All Families initiative that consisted of benchmarks dealing with non-discrimination policies, training, recruitment efforts, media and marketing efforts, performance measurement and data collection.
- Provided trainings to staff on the recruitment process and efforts; conducted presentations to the community on the process to become a foster/adoptive parent.
- Wrote articles, brochures and informational handouts on the process and need to become a licensed foster and adoptive parent.

**Family Services Specialist II • Clark County Dept. of Family Services • Las Vegas, NV**  
07/05 –1/07

- Provided case management to up to 25 families (60 children) with substantiated cases of child abuse and/or neglect.
- Assessed the risk of harm to children, during monthly and bi-monthly home and school visits by using protective capacity measurements.
- On an ongoing basis I determined families' needs and eligibility for services such as domestic violence classes, drug and alcohol treatment, parenting classes, housing and education.
- Wrote court reports and prepared court orders on monthly.
- Presented updates to cases for judges and hearing masters.
- Testified at four hearings to determine the termination of parental rights of clients.
- Possessed knowledge of Title IV-E and Title IV-B of the Social Security Act.
- Possessed knowledge of Child Abuse Prevention and Treatment Act.

**Community Services Specialist • No. L.A. County Regional Center • Van Nuys, CA**  
04/05 –7/05

- Provided quarterly in-service training and consultations to community service providers who cared for children and adults with developmental disabilities. The trainings were on best practices, service delivery, state regulations; and agency standards and policies.
- Conducted monthly and quarterly facility visits to monitor staffing requirements, state regulation compliance for the type of living environment that was provided for clients, and the type of therapeutic activities provided.

- Created, implemented and monitored Corrective Action Plans for facilities that were out of compliance with state regulations and/or agency policies on an as needed basis.
- Conducted several investigations into malpractice of service providers by reviewing the providers' records and financial statements, conducting interviews of clients and reporting findings in a written document.

**Consumer Services Coordinator • No. L.A. County Regional Center • Van Nuys, CA**  
06/02 –4/05

- Provided case management to up to 65 school age children with developmental disabilities such as Autism, Mental Retardation and Cerebral Palsy.
- Coordinated services and the purchase of services under the guidelines of the Lanterman Act.
- Was responsible for the purchase and oversight of approximately \$500,000 worth of services.
- Conducted annual home and school visits to assess the child's ongoing need for services.
- Analyzed data about the child to recommend services.
- Advocated for the educational rights of children through the Individualized Education Plan development process.
- Participated in interdisciplinary team meetings that involved clinicians when determining eligibility for ongoing behavioral services such as Discrete Trial Training, Floor-time Therapy, Speech Therapy, Occupational Therapy, Physical Therapy and Social Skills Training.
- Wrote annual Individual Program Plan reports that included data about the need for services, how the services were to be implemented and delivered; justifications for services, and narratives about the child's life at home, physical health, education and socialization.
- Audited cases to ensure that they met Medi-cal requirements.

**Volunteer Experience/Professional Memberships**

- All Children All Families Advisory Council Member  
08/2008 - Present
- Human Rights Campaign Las Vegas Steering Committee – Diversity Co-Chair  
07/2008 – Present
- American Society of Public Administrators – Member  
2009 – Present

**Dianne Sivoli-Kramer**  
10700 Sunwind Ave.  
Las Vegas, NV 89135  
(702) 234-8006

**WORK HISTORY**

**Management Analyst, Clark County Department of Family Services**

**Dates Employed: 09/11/95 – present**

**Hours worked per week: 40**

2008 – present	Quality Assurance Services	Training, Policy & Procedure, Case Review
2005 – 2008	Caregiver Services	Placement, Recruitment & Training
1995 – 2005	Administration/Community Programs	Parenting Project

**Program Coordination**

- ♦Plans and organizes the administrative, operational and budgetary activities of assigned project and/or program
- ♦Participates in development of Policy & Procedure
- ♦Develops & implements Policy & Procedure training for agency staff and community stakeholders
- ♦Develops and coordinates as part of a team the current staff development and caregiver training
- ♦Responsible for the development of comprehensive training plan for implementation in 2011
- ♦Participates as an active member of a state-wide work team to contribute to the efficiency and effectiveness of training services
- ♦Coordinates agency vendors for provision of adoption home studies
- ♦Provides technical assistance on grant writing and administration of Wendy's Wonderful Kids grant
- ♦Actively represents the agency as a liaison to a variety of committees, coalitions and community groups
- ♦Proficient in identifying equipment, materials, systems and services to support program activities

**Program Development and Evaluation**

- ♦Actively researches and develops best practice programming to meet agency needs
- ♦Effectively assess program funding requirements and research funding sources
- ♦Develop, implement and manage the program evaluation system to include research of best practices and rating tools
- ♦Determines analytical techniques and data gathering processes, collects and analyzes data to determine program effectiveness

**Program Documentation**

- ♦Maintains accurate records and files related to assigned program
- ♦Keeps accurate training records
- ♦Prepares clear and concise technical, statistical and narrative reports for agency use

**Part-time Instructor, University of Nevada, Las Vegas**

**Dates Employed: 08/25/2004 – present**

**Hours worked per week: 4**

- ♦Teach undergraduate courses for Counselor Education Department in Prevention Studies

***Program Coordinator, Clark County Department of Family and Youth Services***

***Dates Employed: 04/15/93 – 09/11/95***

***Hours worked per week: 25-30 Grant-funded position***

- ♦Planned, directed and organized the administrative, operational and budgetary activities of the Parenting Project
- ♦Coordinated county-wide class sites ensuring service accessibility
- ♦Supervised work of parent education staff in a supportive and professional manner
- ♦Wrote and administrated grants for County-wide parent education services
- ♦Maintained accurate records and files related to program scheduling and class activities
- ♦Kept accurate payroll documentation and submits up-to-date information
- ♦Prepared clear and concise technical, statistical and narrative reports for funding sources and agency use
- ♦Provided written documentation and certificates of completion on Court-referred clients and other participant

**EDUCATION**

- 1998 Master of Social Work, University of Nevada, Las Vegas
- 1995 Bachelor of Arts-Social Work, University of Nevada, Las Vegas
- 1992 Bachelor of Arts-Sociology/Psychology, University of Nevada, Las Vegas


**COMPUTER SKILLS**

- Software applications- Micorsoft Word, Excel, Adobe Acrobat, Statistical Package for the Social Services (SPSS)
- Operating systems-Windows
- Proficient in use of all applications listed above.



## FEDERAL FINANCIAL REPORT

(Follow form instructions)

1. Federal Agency and Organizational Element to Which Report is Submitted  Department of Health and Human Services		2. Federal Grant or Other Identifying Number Assigned by Federal Agency (To report multiple grants, use FFR Attachment)  90C0105401		Page 1	of 1
3. Recipient Organization (Name and complete address including Zip code)  Clark County Department Family Services, 121 So Martin Luther King Blvd, Las Vegas, NV 89106					
4a. DUNS Number  039874867	4b. EIN  88-6000028	5. Recipient Account Number or Identifying Number (To report multiple grants, use FFR Attachment)  B0562g1		6. Report Type <input type="checkbox"/> Quarterly <input checked="" type="checkbox"/> Semi-Annual <input type="checkbox"/> Annual <input type="checkbox"/> Final	7. Basis of Accounting  <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual
8. Project/Grant Period From: (Month, Day, Year) 09/30/10		To: (Month, Day, Year) 09/30/2015		9. Reporting Period End Date (Month, Day, Year) 09/30/2011	
10. Transactions				Cumulative	
(Use lines a-c for single or multiple grant reporting)					
Federal Cash (To report multiple grants, also use FFR Attachment):					
a. Cash Receipts					
b. Cash Disbursements					
c. Cash on Hand (line a minus b)					
(Use lines d-o for single grant reporting)					
Federal Expenditures and Unobligated Balance:					
d. Total Federal funds authorized					
e. Federal share of expenditures					
f. Federal share of unliquidated obligations					
g. Total Federal share (sum of lines e and f)					
h. Unobligated balance of Federal funds (line d minus g)					
Recipient Share:					
i. Total recipient share required					
j. Recipient share of expenditures					
k. Remaining recipient share to be provided (line i minus j)					
Program Income:					
l. Total Federal program income earned					
m. Program income expended in accordance with the deduction alternative					
n. Program income expended in accordance with the addition alternative					
o. Unexpended program income (line l minus line m or line n)					
11. Indirect Expense	a. Type	b. Rate	c. Period From	Period To	d. Base
					e. Amount Charged
					f. Federal Share
g. Totals:					
12. Remarks: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation:					
13. Certification: By signing this report, I certify that it is true, complete, and accurate to the best of my knowledge. I am aware that any false, fictitious, or fraudulent information may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 16, Section 1001)					
a. Typed or Printed Name and Title of Authorized Certifying Official  Lisa Ruiz-Lee, Interim Director, Family Services				c. Telephone (Area code, number and extension) (702) 455-0814	
b. Signature of Authorized Certifying Official 				d. Email address lrl@clarkcountynv.gov	
				e. Date Report Submitted (Month, Day, Year)	
14. Agency use only:					

Standard Form 425  
OMB Approval Number: 0348-0061  
Expiration Date: 10/31/2011

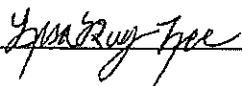
## Paperwork Burden Statement

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is 0348-0061. Public reporting burden for this collection of information is estimated to average 1.5 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0060), Washington, DC 20503.

ACF PERFORMANCE PROGRESS REPORT  
ACF-OGM SF-PPR Cover Page

Appendix H

Administration for Children and Families  
U.S. Department of Health and Human Services

		Page 1	of Pages 13
1. Federal Agency and Organization Element to Which Report Is Submitted Department of Health and Human Services	2. Federal Grant or Other Identifying Number Assigned by Federal Agency 90C0105401	3a. DUNS 039874867	3b. EIN 88-6000028
4. Recipient Organization (Name and complete address including zip code) Clark County Department of Family Services 121 S Martin Luther King Blvd Las Vegas NV 89106		5. Recipient Identifying Number or Account Number B0562g1	
6. Project/Grant Period Start Date: Sep 30, 2010 End Date: Sep 30, 2015		7. Reporting Period End Date September 30, 2011	
		8. Final Report? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
		9. Report Frequency <input type="checkbox"/> annual <input checked="" type="checkbox"/> semi-annual <input type="checkbox"/> quarterly <input type="checkbox"/> other If other, describe:	
10. Performance Narrative Leave this space blank and attach a performance narrative that responds to questions in Form ACF-OGM SF-PPR Attachment B			
11. Other Attachments (Attach other documents as needed or as instructed by the awarding Federal Agency)			
12. Certification: I certify to the best of my knowledge and belief that this report is correct and complete for performance of activities for the purposes set forth in the award documents.			
12a. Typed or Printed Name and Title of Authorized Certifying Official Lisa Ruiz Lee, Interim Director		12c. Telephone (area code-number-extension) (02) 455-0814	
12b. Signature of Authorized Certifying Official 		12d. Email Address lrl@clarkcountynv.gov	
		12e. Date Report Submitted 10/31/11	
13. Agency use only			

# PERMANENT FAMILIES AND LASTING CONNECTIONS PROJECT

Grant Number: 90-CO-1054

Year One

Six Month Report

September 30, 2010 - March 31, 2011

In pursuit of the accomplishment of the goals agreed upon in the cooperative agreement between the Children's Bureau and the Clark County Department of Family Services, the following activities were conducted during the final six months of Year 1:

## **Goal/Activity 1: Develop Project Team**

### **1.1 Execute partner contract with Child Trends**

### **1.2 Hire & train Recruitment Specialists**

-2 Full-time Grant Positions

### **1.3 Hire & train Program Assistants**

-1 Part-time Grant Positions

- 1 Vacant position due to resignation; recruitment initiated

DFS welcomed Dawn Sanchez in August as the new Recruitment Unit Supervisor. The supervisor position is not funded through the grant, but its role is an integral part of the overall attainment of the Project goals. The recruitment unit will be comprised of the County recruiters and Office Specialist, the Wendy's Wonderful Kids Recruiters, and the Diligent Recruitment Recruiters and Program Assistants. The Recruitment Supervisor will be responsible for supervisory oversight of both the county and grant-funded staff and will work closely with the Project Manager and Project Coordinator in the development, implementation and quality assurance monitoring of the Diligent Recruitment Project and its activities.

## **Goal/Activity 2: Form Workgroups**

### **2.1 Identify workgroup members for each area:**

Family Finding - Completed

Child-Specific Recruitment - Completed

Targeted Recruitment & Retention – In Progress

Training - Ongoing

## **Workgroup Formation**

Another accomplishment in the first six months of the grant was the development of the workgroup teams. The grant proposal identified the need to develop standards and guidelines for the recruitment, training and retention of foster and adoptive resources. The Year 1 planning process included the formation of five workgroups and respective sub-committees, one workgroup for each grant activity and one comprised of the project work-stream leads. Workgroup teams are asked to discuss resolution of the issues and/or tasks assigned to that workgroup. Workgroup meeting agendas are structured based on grant proposal objectives and it is the workgroup assignments, feedback and comments that produce the project deliverables. These deliverables are posted in draft form electronically in the shared Public Drive and/or SharePoint for stakeholder review and serve as the basis for workgroup discussion and action at workgroup meetings. The final drafts will be submitted to the Federal Program Officer at Children's Bureau for review and approval.

## **Goal/Activity 3. Conduct Workgroup Activities**

### **3.1 Family Finding Workgroup**

3.1.1 Develop a workflow sheet that outlines family finding practice, resources and service gaps.

3.1.2 Conduct surveys, interviews or focus groups with staff from hotline, permanency, adoption, licensing, recruitment

# PERMANENT FAMILIES AND LASTING CONNECTIONS PROJECT

Grant Number: 90-CO-1054

Year One

Six Month Report

September 30, 2010 - March 31, 2011

- 3.1.3 Conduct literature review on best-practice family-finding and engagement models
- 3.1.4 Submit data to Child Trends for analysis, applicable
- 3.1.5 Report on findings
- 3.1.6 Develop strategies to improve family finding activities across agency programs

The Family Finding workgroup was formed in April 2011 and formed a partnership with Permanency Services to identify service gaps and develop next steps. The Back Story: Initially, DFS had 3 full-time recruiter positions outlined in the proposal, but as the proposal progressed in its development other areas such as training and foster parents as recruiters rose in priority. Shortly after the Diligent Recruitment grant was awarded, the Casey Foundation offered funding for a consultant to assist in the development of a Permanency Round Table model at DFS. This initiative was completed in January 2010 and an opportunity to partner between Recruitment and Permanency presented itself. The Permanency Manager offered to allocate funding to support another full-time recruiter position that would assist in a case file mining pilot as part of their diligent recruitment activities.

The Family Finding workgroup used the information from the Georgia Permanency Round Table Report provided by the consultant and the findings from the Clark County pilot to draw up a case file mining process. Thirteen cases have been identified through the Permanency Round Table process for and a case file mining pilot will begin implementation. Recently, the Casey Foundation has offered to provide a training opportunity for DFS in 2012 on Case File Mining/Family Finding with Kevin Campbell. DFS looks forward to refining its efforts through best-practice strategies and to expand the pilot to ensure permanency through reunification, guardianship, adoption or another form of permanent commitment.

## 3.2 Child-specific Recruitment Workgroup

- 3.2.1 Review the current methods of data collection for child characteristics and their utilization
- 3.2.2 Conduct interviews with DFS subject matter experts to determine practice strengths and weaknesses
- 3.2.3 Conduct literature review on best-practice methods for the collection and utilization of child-specific characteristics for recruitment
- 3.2.4 Submit data to Child Trends for analysis, if applicable
- 3.2.5 Report on findings
- 3.2.6 Develop strategies to improve child-specific recruitment activities across agency programs

The *Child-Specific (CSAR) Workgroup* was formed January 12, 2011 and was comprised of the County recruiters, the Wendy's Wonderful Kids recruiters, the Acting Supervisor and the Project Manager. The Project Manager facilitated weekly 2-3 hour morning sessions through March that collected information on current recruitment activities and business practices.

Using the proposal objectives, the CSAR workgroup asked the following questions:

- How does child-specific recruitment currently take place in the agency?
- Are workers following through on recruitment strategies already in place?
- Could the agency partner with community groups to start a new program for hard-to-adopt children?

A variety of standard activities for child-specific recruitment were highlighted such as writing a child's profile and Heart Gallery photo shoots, but service areas in need of improvement were evident. For example, the agency engages in general recruitment, but does not have a coordinated targeted recruitment strategy for

# PERMANENT FAMILIES AND LASTING CONNECTIONS PROJECT

Grant Number: 90-CO-1054

Year One

Six Month Report

September 30, 2010 - March 31, 2011

children who are in need of an adoptive resource and have remained in long-term foster care. Other CSAR workgroup items revealed how the recruitment assignment terms of active, monitoring, inactive and closed were not universally defined and/or consistently applied. It seems that each recruiter interprets the terms differently and that a process does not exist for monitoring the status of the recruitment assignments or the documentation of outcomes. The Project Team has developed a glossary of terms based on evidence-based practice and has implemented a monthly status review of child-specific recruitment assignments. The supervisor will review each recruiter's assignments, discuss recruitment efforts and make suggestions, then update assignment status in the database, and close assignments in the database and in UNITY (NV SACWIS) as needed. Also in development are improvements to the intake and assignment process of the recruitment referrals to the unit. This process will include a quality assurance review by the Recruitment Supervisor of the submitted documents (e.g. social summary, child interview, etc). If the documents require updating, the Recruitment Supervisor will submit a request to the respective Permanency Supervisor. Once it is determined that the referral packet has been successfully completed, the Recruitment Supervisor will review the referral and make an assignment to a program (Permanent Families and Lasting Connections, Wendy's Wonderful Kids).

### 3.3 Recruitment & Retention Workgroups

3.3.1 Review existing data collected on protective capacity, parenting skills, and foster care provider capabilities

3.3.2 Review and/or collect data on target population of children in need of care: large sibling groups, special health care needs & teenagers. Develop a worksheet that compares caregiver capacity with needs of children in care to determine resource gaps

3.3.3 Conduct literature review on best-practice methods for collecting data on foster resources and meeting the needs of children in care

3.3.4 Submit data to Child Trends for analysis, if applicable

3.3.5 Report on findings

3.3.6 Develop strategies to improve targeted recruitment activities across agency programs

The *General Recruitment Workgroup* was formed August 3, 2011, and comprised of Recruiters, both Diligent Recruitment and Wendy's Wonderful Kid, along with representatives from Licensing and Adoptions. The department's Information Session presentation was reviewed and the workgroup determined that the emphasis was on the "how to" of becoming a foster home rather than on what it meant to "answer the call." The group went to work researching effective general recruitment strategies presented by AdoptUSKids and other sources and spent the next few weeks revamping the PowerPoint presentation, meeting 3 more times to review changes and gather input from additional stakeholders. The new recruitment effort is designed to increase general interest in foster parenting and adoption in Clark County and to increase awareness of the needs of the children served by the agency. Currently, the general recruitment is housed at the main government center, but DFS hopes to remodel an existing training room and make outfit it primarily for recruitment efforts.

### The *Targeted Recruitment (TR) Workgroups*

The Kinship Training Workgroup continued to meet on Wednesday afternoons through August, 2011. The agency had changed its non-relative pre-service training in 2008, switching from PRIDE to PS-MAPP after surveying foster parents and holding focus groups with staff. The kinship training was still using PRIDE and

# PERMANENT FAMILIES AND LASTING CONNECTIONS PROJECT

Grant Number: 90-CO-1054

Year One

Six Month Report

September 30, 2010 - March 31, 2011

the agency was interested in a best-practice educational support program called “Caring for Our Own” to better meet the kin caregiver needs. The workgroup members presented the new curriculum in a mock pilot to licensing workers, kinship liaisons and relative caregivers. The curriculum timelines were tracked, feedback from the audience was collected, and a de-briefing was held after each session that gathered input from the trainers themselves. The Kinship Training Workgroup reviewed feedback from the mock pilot and made recommended changes. A field pilot is being conducted with the Fall series and feedback is being gathered from participants and trainers alike. Any revisions will be completed early December and the document will be sent to the FPO for review and approval.

Targeted Recruitment Workgroups formation will begin in November for the identified populations (special health care needs, sibling groups, teenagers). Project staff and the Recruitment Supervisor have met with a community partner – Child Focus – to discuss sibling group recruitment.

## 3.4 Training Workgroup

- 3.4.1 Review existing data collected on training needs and conduct additional surveys as needed
- 3.4.2 Develop a worksheet that compares training needs with current training resources
- 3.4.3 Conduct literature review on best-practice training programs for agency staff and foster caregivers
- 3.4.4 Submit data to Child Trends for analysis, if applicable
- 3.4.5 Report on findings
- 3.4.6 Develop strategies to improve training activities across agency programs

The *Training Workgroup* has met and gathered feedback from the Initial Licensing Unit (PS-MAPP trainers/licensing representatives) on caregiver training needs. This information along with additional surveys of out of home permanency and caregivers will be collected in the coming months to help develop a framework for new staff and caregiver training opportunities.

*Customer Service Training Workgroup* was formed in September 2011. The initial workgroup meeting used guided facilitation to explore customer service in the department: As is and in the “to be world”. This information will be summarized and presented to the workgroup along with best-practice strategies from AdoptUSKids. The workgroup goals include the development of customer service guiding principles and the development of staff development training by program area on customer service.

## *Data Collection & Utilization Workgroup*

Data on child characteristics including age, gender, race, ethnicity, special health care needs (medical, behavioral), and membership in a sibling group. The next steps will include gathering information on child’s likes and dislikes, attitudes and traits. This data will be used to develop a profile of the children in care and used in the development of child-specific adoption recruitment and targeted recruitment strategies.

It was evident in the research conducted for the initial proposal that the field workers do not have access to current research and data. The Project’s goal is to find ways of bringing best practice and recent agency data findings back out into the profession. The Project will focus on the move towards evidence-based practice and how to effectively collect and use data to develop programming.

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## Milestone 4. Evaluation

- 4.1 Determine research questions & design evaluation plan
- 4.2 Observe workgroup meetings & conduct data collection with workgroup members
- 4.3 Analyze data collected from workgroups
- 4.4 Design and construct web-based case management system
- 4.5 Submit Institutional Review Board materials (IRB)
- 4.6 Secure written permission from DFS for administrative data collection

The Project analyzed existing survey results including a comprehensive foster parent survey on DFS services and a survey on the Information Session for General Recruitment. Another survey is planned to be given to DFS staff and community stakeholders to gather their perspective on agency recruitment strategies. The TR Work-stream Lead has conducted a review of existing recruitment strategies to provide a foundation for development of evidence-based practice. This review has revealed that DFS needs to more accurately depict the children characteristics and needs especially for special health care needs, large sibling groups and teenagers. It also informs on the importance of understanding foster parent capabilities as these parents may have to assist children who have experienced sexual abuse, serious child abuse and neglect, or been affected by their parents' substance abuse.

## Problems

**Policy Implementation:** The policy and procedure redesign took place from 2007-2009 and training of staff was completed by June 2010. The implementation of the new policies and procedures has been problematic and the child welfare programs have had to regroup approach the implementation in phases. Adoptions has not fully implemented activities that will coordinate with the Diligent Recruitment Project. The CSAR workgroup will work closely with the supervisory team in Adoptions to address these issues.

**Organizational Structure:** During the initial planning phase, the Project design and implementation has presented as its own systemic barrier. The initial design was to have the County recruiters as a control group and the newly hired recruiters implement the Diligent Recruitment interventions. This organizational structure creates internal barriers to sharing information, training, team development and project implementation. After numerous discussions with the Project evaluation team from Child Trends, and discussions with the unit staff and supervisor, it has been determined that a universal implementation of the intervention across staff would be more effective. The evaluation would track the type of service given to a child or resource family, its frequency and duration and do a comparative evaluation of the outcomes.

**Communication:** On August 19, the agency director resigned and Ms. Lisa Ruiz Lee, Assistant Director and Authorizing Agent/Principal Investigator for the Project has been selected as the Interim Director of the agency. Ms. Ruiz Lee has begun an intensive review of agency strengths and areas in need of improvement. Ms. Ruiz Lee and the Paula Hammack, Assistant Director of child welfare programs have conducted meetings with staff on what is working and what is not. A summary of staff input and concerns reveals that communication up, down and across the agency is a key factor to employee success and morale. DFS Administration will work to find solutions to bridge the divide between programs take a look a strategies to help bridge the gap between programs and to increase support and understanding. The Project will be a major part of the agencies work on opening and maintaining effective communication across the agency.

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## Activities planned for next reporting period

Year 2 -5 Project: Engage in a community planning process to review and revise the initial plan developed in Year 1. The five year Project including the family finding, child-specific and targeted recruitment strategies, staff and caregiver training would result from the planning in Year 1 and part of Year 2.

Beginning in Year 2 and in the following years, full implementation of the project activities would occur. This would include a family finding project with the Recruitment Specialist working actively throughout the concurrent planning phase to gather information from a wide variety of sources from technology to mailings to in-person and phone interview. Training activities would increase staff, foster and adoptive family knowledge and skill in best-practice child-specific and targeted recruitment strategies.

Child-specific and targeted recruitment activities would improve practice such as identifying children for whom reunification is not possible and therefore need to be adopted as a primary task in permanency planning; recruiting for youth 13 and older who are often seen as unadoptable because of their age and assigned to long-term foster care or to an independent living track. In addition, CCDFS will contract with an outside or third party evaluator to lead the evaluation of the whole, five year project. Components of the Project are outlined in Table 1.

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**TABLE 1: CLARK COUNTY OBJECTIVES**

#	Phase 1- PLANNING OBJECTIVES Timeline: 6 to 12 months for Year 1	PHASE II- PROJECT OBJECTIVES Timeline: Successfully implement in Years 2 - 5
<b>Objective: Develop staff resources to develop and implement Diligent Recruitment Program</b>		
1	Recruit, hire & train two (2) Family Services Specialists (Specialists) in Recruitment & Retention	Provide supervision and ongoing training to Family Services Specialist staff
<b>Objective: Identify possible family resources and establish family connections</b>		
2	<p>Specialist will research &amp; develop best practice methods for intensive family finding strategies.</p> <p>Family Finding: To have the Specialists in Recruitment conduct intensive family finding strategies starting at the court order for recruitment that looks for viable relatives as possible resources and/or family connections.</p>	<p>Family Finding: To have the Specialists in Recruitment conduct intensive family finding strategies starting at the court order for recruitment that looks for viable relatives as possible resources and/or family connections. Youth exiting the foster care system will have a positive permanent adult connection that will support them through adulthood. For older youth, the permanent connection with family is an important component in a youth's decision to be adopted.</p> <p>Once family members have been identified, Specialist works to reestablish relationships and explore ways to find a permanent family placement for the child.</p> <ul style="list-style-type: none"> <li>• Utilize search technology to seek relatives</li> <li>• Practice effective family engagement</li> <li>• Work to reestablish relationships &amp; family connections</li> <li>• Explore ways to establish a permanent placement for children, especially older youth</li> </ul>
<b>Objective: Increase the number of families interested in foster care and/or child specific adoption</b>		
3	<p>Specialists will research &amp; develop best practice methods to collect and use child specific characteristics that include the following elements:</p> <ul style="list-style-type: none"> <li>• age</li> <li>• gender</li> <li>• membership in a sibling group</li> <li>• special developmental, behavioral or medical needs</li> <li>• child's attitudes, likes &amp; dislikes, habits, and daily routines</li> </ul> <p>Strategies to be explored may include but are not limited to comprehensive Social Summaries, Life Books, Video Storytelling, Youth Involvement Initiatives</p>	<p>Child Specific Recruitment: To have the Specialists in Recruitment implement child-specific recruitment strategies that clearly describe the characteristics of individual waiting children and find an effective state-of-the-art method for sharing the information with prospective caregivers</p> <p>Case File Mining: To have the Specialist(s) in Recruitment conduct a case file mining at the 10<sup>th</sup> month of the life of the case whenever the prognosis for reunification is poor or at the court order for recruitment whichever comes first. This will ensure provide a fresh perspective on resource opportunities and child characteristics.</p> <p>Social Summary: A project using contract vendors to provide initial and/or updated Social Summaries especially during preparation for adoption</p>

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<p>Specialists will identify recruitment needs and obstacles to targeted recruitment asking the following questions and using a 3-step approach:</p> <ul style="list-style-type: none"> <li>➤ How does recruitment currently take place in the agency?</li> <li>➤ Are workers following through on recruitment strategies already in place?</li> <li>➤ Could the agency partner with community groups to start a new program for hard-to-adopt children?</li> </ul> <p>STEP 1: Describe the children in care.</p> <ul style="list-style-type: none"> <li>• Develop a profile of the children in care in your agency: How many are there in total?</li> <li>• How many are in each category when broken down by age group, ethnicity, and special needs (sibling group, medical, educational, or emotional needs, etc.)?</li> </ul> <p>STEP 2: Describe the homes currently available.</p> <ul style="list-style-type: none"> <li>• Develop a profile of the foster homes and beds: how many are there in total?</li> <li>• How many are in each category when broken down by ages of children accepted in the home, ethnicity, and willingness to care for special needs?</li> </ul> <p>STEP 3: Make a plan to fill the gap.</p> <ul style="list-style-type: none"> <li>• Identify and reach out to families who can care for the children most in need of homes. See Project Objectives.</li> </ul>	<p>STEP 3: Make a plan to fill the gap – Targeted Recruitment</p> <p>To have the Specialists in Recruitment implement targeted recruitment plan:</p> <ul style="list-style-type: none"> <li>• Targeted Recruitment for Teenagers</li> <li>• Targeted Recruitment for Sibling Groups</li> <li>• Targeted Recruitment for Children with Special Health Care Needs</li> <li>• Targeted Recruitment using Existing Foster Care Families</li> <li>• Increase recruitment efforts in neighborhoods from which most children in care come.</li> <li>• Utilization of Adoptive Parents as Adoption Navigators</li> <li>• Improve public perception of foster care</li> </ul>
<p><b>Objective: Increase the number of qualified resource families through training and support</b></p>	
<p>4 Specialist will research and develop, in collaboration with DFS Training Team, a training series for staff and resource families. Specialist will research what types of support would be most beneficial for resource family retention.</p> <p>DFS will learn what current foster parents need to know to strengthen their ability to care for the children in their homes. To get this information, DFS will assess foster parent training needs through one or more of the following methods:</p> <ul style="list-style-type: none"> <li>• <i>Surveys.</i> Survey data can be used to establish baselines against which future comparisons can be made and to</li> </ul>	<p>Training design will provide education, preparation and support to foster and adoptive families on protective factors and special topics to improve caregiver capacity &amp; satisfaction</p> <ul style="list-style-type: none"> <li>➤ Shared Parenting: the relationship between public child welfare workers, resource families and birth families</li> <li>➤ Protective Factors: understanding the importance of protective factors to improve caregiver capacity in being willing and able to care for a child</li> <li>➤ Special Topics for Staff &amp; Caregivers: Caring for children with parents who have mental health, substance abuse, domestic violence issues</li> <li>➤ Caregiver Topics: Medical, Psychological, Behavioral, Educational Issues of Children in Care</li> <li>➤ Understanding Adoption: child &amp; adoptive resource assessment and preparation</li> </ul>

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	<p>analyze trends across time.</p> <ul style="list-style-type: none"> <li>• <i>Interviews</i> represent an effective method for collecting in-depth information about a topic or issue. They can also be used after a survey to explore specific results in more detail and greater depth.</li> <li>• <i>Focus groups</i> may be used to collect qualitative data from group discussions.</li> </ul>	
<b>Objective: Integrate the diligent recruitment program with other agency programs, including permanency case planning processes, to facilitate active concurrent planning activities</b>		
5	<p>Specialist will research and develop, in collaboration with Licensing, Placement, Permanency and Adoptions, best practice methods to integrate diligent recruitment efforts into other agency programs including selection and preparation of resource families, permanency case planning processes and to facilitate active concurrent planning activities.</p>	<p>Design specialized strategies for recruitment, retention, education, support and involvement of resource families.</p> <p>Target cases that have been identified through the <i>Concurrent Planning Guide</i> as likely to have a permanency goal of adoption and begin case preparation for adoption.</p> <p>Problem-solve with the permanency team on removing barriers to adoption for children with behavioral or emotional, developmental, and medical needs.</p> <p>Specialist will assist the permanency worker and assigned adoption social worker in concurrent planning. The Specialist provides whatever assistance is needed to obtain documentation for the <i>Social Summary</i></p>

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## Clark County Diligent Recruitment Grant Evaluation Report

This project is a collaborative effort of the Clark County Department of Family Services (DFS) and Child Trends, with the latter serving as the external evaluator.

### *Evaluation Design*

Child Trends has worked closely with DFS and members of each component Workgroup to solidify the most feasible and rigorous outcome evaluation design. As each of the Project's components—Family Finding, Child Specific Recruitment, Targeted Recruitment, and Education, Preparation, & Support Training—may have a unique intervention model and target recipients, each must be thoughtfully paired with the most appropriate and effective research method.

The evaluation will include information surveys, interviews, focus groups, SACWIS and other DFS data systems, and the Child Trends case management system. Evaluation staff initiated work on the survey instruments by reviewing existing instruments.

Once all study protocols and procedures are finalized, they will undergo review by an established independent institutional review board. Independent Review Counseling, Inc. (IRC) serves as Child Trends institutional review board and provides its Federal Wide Assurance (FWA00005835) for government grants and contracts. IRC will review the consent, recruitment, and respondent selection process, interview script, focus group protocol, and data security and confidentiality process and procedures to ensure that they comply with ethical and research standards.

A pre/post-test design is proposed for the Targeted Recruitment and Education, Preparation & Support Training components. Both of these components involve enhanced DFS efforts to understand and address the needs of current and prospective resource parents, and to increase the availability of high-quality caregivers who match and meet the needs of special populations of children in care. As these activities may stretch county-wide and do not lend themselves appropriately to a random assignment or comparison group design, outcome measurement can effectively take place via the collection of data before and after the Project's interventions.

As a method of ensuring the evaluation captures all the necessary data elements, Child Trends staff compiled an "indicators" table cross-walking the research questions with the proposed indicators, data sources, and frequency of data collection. The table was shared with program staff.

Child Trends has developed an extensive web-based data collection system for the national Wendy's Wonderful Kids program (an adoption recruitment program) by which individual adoption recruiters enter program action each child served. Additionally, Child Trends has developed a web-based data collection system, the Child Trends National Family Finding Evaluation, by which individual family finding specialists enter program activities on each child served. Modifications and conjoining Child Trend's existing database systems will provide data necessary to measure program activities, both those focused on recruitment and retention of foster and adoptive parents and the implementation of family finding. The case management

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database has been submitted to the Federal Program Officer for review and approval. Recommendations were made by the FPO and JBA Associates and the database indicators were revised accordingly. The database indicators were submitted for IRB review in October.

Cost analysis methodology will be designed. A simple model of costs associated with the grant program, calculating the cost savings of achieving permanency through the grant program compared to traditional permanency services.

**2010 Diligent Recruitment Grantee Cluster**  
**Matrix of CFSR Safety Indicators and Permanency Composite Measures**

Items	TX	NM	MS	MI	CA	IL	NV
<b>Safety Outcome 1: Children are First and Foremost Protected from Abuse and Neglect</b>							
Of all children who were victims of substantiated or indicated abuse or neglect during the first 6 months of the reporting year, what percent were not victims of another substantiated or indicated maltreatment allegation within the 6-months following that maltreatment incident?							
Of all children in foster care during the reporting year, what percent were not victims of a substantiated or indicated maltreatment by a foster parent or facility staff member during the fiscal year?							X
<b>Permanency Composite 1: Timeliness and Permanency of Reunifications</b>							
<i>CI.1</i> - Of all children discharged from foster care to reunification in the target 12-month period, and who had been in foster care for 8 days or longer, what percent were reunified in less than 12 months from the time of the latest removal from home?				X			
<i>CI.2</i> - Of all children who were discharged from foster							

Items	TX	NM	MS	MI	CA	IL	NV
care to reunification in the 12-month target period, and who had been in foster care for 8 days or longer, what was the median length of stay in months from the date of the latest removal from home until the date of discharge to reunification?				X			
C1.3 - Of all children who entered foster care for the first time in the 6-month period just prior to the target 12-month period, and who remained in foster care for 8 days or longer, what percent were discharged from foster care to reunification in less than 12 months from the date of latest removal from home?				X			
C1.4 - Of all children who were discharged from foster care to reunification in the 12-month period prior to the target 12-month period, what percent re-entered foster care in less than 12 months from the date of discharge?				X			
<b>Permanency Composite 2: Timeliness of Adoptions</b>							
C2.1- Of all children who were discharged from foster care to a finalized adoption during the 12-month target period, what percent were discharged in less than 24 months from the date of the latest removal from home?			X	X			X
C2.2 - Of all children who were discharged from foster							X

Items	TX	NM	MS	MI	CA	IL	NV
care to a finalized adoption during the 12-month target period, what was the median length of stay in foster care in months from the date of latest removal from home to the date of discharge to adoption?			X	X			
C2.3 - Of all children in foster care on the first day of the 12-month target period who were in foster care for 17 continuous months or longer, what percent were discharged from foster care to a finalized adoption by the last day of the 12 month target period?				X			X
C2.4- Of all children in foster care on the first day of the 12-month target period who were in foster care for 17 continuous months or longer, and who were not legally free for adoption prior to that day, what percent became legally free for adoption during the first 6-months of the 12-month target period?				X			X
C2.5- Of all children who became legally free for adoption during the 12 months prior to the target 12-month period, what percent were discharged from foster care to a finalized adoption in less than 12 months from the date of becoming legally free?				X			X

Items	TX	NM	MS	MI	CA	IL	NV
<b>Permanency Composite 3: Achieving Permanency for Children in Foster Care</b>							
C3.1- Of all children who were in foster care for 24 months or longer on the first day of the 12- month target period, what percent were discharged to a permanent home by the last day of the 12-month period and prior to their 18th birthday?				X			X
C3.2- Of all children who were discharged from foster care during the 12-month target period, and who were legally free for adoption (i.e., there is a parental rights termination date for both parents) at the time of discharge, what percent were discharged to a permanent home prior to their 18th birthday?			X	X			X
C3.3- Of all children who either (1) were, prior to age 18, discharged from foster care during the 12-month target period with a discharge reason of emancipation, or (2) reached their 18th birthday while in foster care but had not yet been discharged from foster care, what percent were in foster care for 3 years or longer?				X			X
<b>Permanency Composite 4: Placement Stability</b>							
C4.1- Of all children who were served in foster care during the 12-month target period, and who were in			X	X			X

Items	TX	NM	MS	MI	CA	IL	NV
foster care for at least 8 days but less than 12 months, what percent had two or fewer placement settings?							
C4.2- Of all children who were served in foster care during the 12-month target period, and who were in foster care for at least 12 months but less than 24 months, what percent had two or fewer placement settings?			X	X			X
C4.3- Of all children who were served in foster care during the 12-month target period, and who were in foster care for at least 24 months, what percent had two or fewer placement settings?			X	X			X



# QUARTER 5

## PIP 5.1.6

### WASHOE

### COUNTY

**Report #4**  
**WASHOE COUNTY DEPARTMENT OF SOCIAL SERVICES**  
**SPECIAL NEEDS ADOPTION AND FOSTER CARE RECRUITMENT PLAN**

**INTRODUCTION:**

This plan will cover FY 2011-2012 including efforts on behalf of Washoe County, Nevada. The plan will be reviewed every quarter with appropriate changes to the plan being made as necessary to meet the ongoing needs of the foster and adoptive children in Washoe County.

**I. Demographic and Statistical Background**

**A. Demographic Estimates for 2011 Washoe County**

Source: EDAWN (Economic Development Authority of Western Nevada) Report

**Race/Ethnic Origin**

Year	Est Population	White		Black		Indian/Alaskan		Asian		Hawaiian/Pacific Islander		Hispanic		Some Other Race	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%
2007	406,079	277,585	68.4	8,228	2.0	6,238	1.5	19,526	4.8	1,732	0.4	84,275	20.8	80	0.0
2006	396,428	271,646	68.5	8,728	2.2	6,751	1.7	19,465	4.9	487	0.1	80,572	20.3	1,381	0.3
2005	384,462	265,345	69.0	7,980	2.1	5,948	1.5	18,648	4.9	1,859	0.5	77,110	20.1	42	0.01
2004	375,344	261,681	69.7	7,786	2.1	5,925	1.6	19,097	5.1	1,988	0.5	73,188	19.5	177	0.04

Source: U.S. Census Bureau, American Community Survey, balance of population is two or more races.

**B. Race and Ethnicity of New Foster Parents for Washoe County from calendar year 2010 and through April 30, 2011 (data mirrors data requested by DCFS)**

New Foster Parents	1-1-2010 to 12-31-2010	%	1-1-2011 to 4-30-11	%
Caucasian	182	88%	49	89%
African American	20	10%	5	9%
Hispanic (ethnicity, all identified Caucasian as race)	25	12%	8	14%
Asian	1	.02%	0	0%
American Indian/ Alaskan Native	2	.09%	0	0%
Native Hawaiian/Pacific Islander	2	.09%	1	2%

**C. Children In Care and Their Needs**

<b>ETHNICITY OF NEW CHILDREN TO AGENCY (paid &amp; unpaid) July 1, 2010 through May 31, 2011</b>			<b>%</b>
AFAM	African American	34	6.2%
AMAL	American Indian/Alaskan Native	7	1.3%
ASIA	Asian	2	0.4%
CAUC	Caucasian	371	68.1%
CHAB	Child abandoned and no person available to identify race	0	0.0%
MIXD	Mixed	32	5.9%
NHPI	Native Hawaiian or other Pacific Islander	6	1.1%
HISPANIC (ethnicity, all identified Caucasian as race)		93	17.1%

<b>AGES OF CHILDREN NEW TO AGENCY (paid and unpaid) July 1, 2010 through May 31, 2011</b>			<b>%</b>
Under 2 years of age		136	30.1%
2-5 years of age		88	19.5%
5-12 years of age		148	32.7%
12-18 years of age		80	17.7%

**II. Accomplishments and Goals**

**A. Accomplishments for Fiscal Year 2010-2011**

- The "Have a Heart" campaign continues to be used as the foundation for our recruitment efforts. It has successfully been used as an aspect of targeted recruitment around homes in specific school zones.
- The child specific adoption recruitment program has successfully transitioned from a short term program within the R&T unit to a permanent aspect of the unit's duties. This recruitment program shows great strength and it appears children are being placed in a quicker time frame than in past time frames.
- The OCOC faith based recruitment program is now fully operational with two pastors serving as leads, Pastor Dan Dix and Pastor Maurice Washington. Pastor Dix is Spanish speaking and can successfully outreach to both English and Spanish speaking faith communities. Pastor Washington has strong ties to churches that are primarily African American and has taken on the role of seeking successful recruitment of specific hard to place children for adoption.
- School Zone targeted recruitment for foster homes with an emphasis of keeping children in their home school has been launched this fiscal year and is ongoing. In collaboration with OCOC two community based recruitment events have taken place in schools where there is a high need for foster homes.
- A successful training collaboration has been established with CASA in which the Join Together Northern Nevada program trains for foster care and CASA with training costs split between the two organizations.

- Initial efforts have been started within the unit to research the concept and approach of Extreme Recruitment, a method of recruitment in which efforts are made to locate family connections for children and youth who tend to be in long-term foster care in an effort to secure permanency or at least additional support.
- Have established relationship with Washoe County Library system in which awareness efforts for the department are able to be displayed within the library system (Have a Heart display, Family Reunification Day display).

B. Goals for Fiscal Year 2011/2012

1. Continued efforts to develop placements for children with specific needs to include:
  - As requested by District Attorney staff and supported by WCDSS administration efforts will be made to explore and develop targeted recruitment with Native American families for the purposes of foster care and adoption. Emphasis must be placed on registered tribal members for this effort due to the expectation of tribes. This increased potential for tribes to consider supporting children from their tribes being given permanency through adoption.
  - Strengthen the PPP match process in order to consistently ensure that families being considered for flexible placement have an opportunity to speak with the child's worker and foster parent, if appropriate, to ensure exchange of information and to allow worker's to have informed input regarding their perception of potential match.
  - Continue work with our OCOC arm to substantially impact the issue of foster home availability in school zones to ensure children's ability to remain in their school of origin.
  - Increase efforts to address a child's culture as part of their foster home placement to assist both them and the foster family in providing a placement that addresses this important issue for foster children.
  - Identified recruitment staff member is poised and ready to address the concept of Extreme Recruitment/Family Finders programming to increase placement resource development for foster children in long-term foster care/APPLA.
2. Develop Advanced Foster Parent Trainings to include:
  - Consistent, sustainable advanced training for foster/adoptive parents on the subject of the developmental stages of adoption. Goal: increase knowledge and skill sets of families who have adopted from foster care in order to increase the resilience of the adoption and decrease the chance of disruption of the adoptive placement.
  - Continue providing cultural awareness training 3x yearly using Dr. LeBeuf-Dupree. Goal: increase cultural awareness knowledge and skills of foster parents in order to ensure greater participation and in engagement with parents.
  - While continuing to integrate flexible family training into pre-service training ongoing and development of advanced training on the subject. Goal: To assist foster parents who wish to serve children and families in this way so they will be effective and not sabotage case plans of reunification.
  - Trainings specific to being relative foster caregivers.

- Develop ability of licensed foster care provider to access information regarding advanced training schedule on Foster Care pages within county website.

### **III. Specific Recruitment Strategies to Reach All Parts of the Community**

#### **A. Information and Marketing Materials**

1. The Agency provides program brochures for foster parent/special needs adoptive parents, application process booklets, educational literature and tapes for loan (ongoing)
2. Inquiry packets have been developed in both English and Spanish (ongoing)
3. The Agency maintains a program display booth, magnets, notepads, rubber bracelets, reusable grocery bags, and bookmarks bags for distribution to the public during recruitment events and displays. Newly purchased items have both the Have a Heart logo and One Church One Child logo to increase ability to disperse materials into a variety of locations.
4. Department has purchased several billboard spaces for ongoing recruitment. Plan targeted recruitment with focus on keeping children in their school of origin using smaller, community based billboards.
5. Complete new brochure for reproduction by county printer.
6. Two free-standing displays located in churches moved around churches to increase access to community members.
7. Joint department and One Church One Child recruitment events in schools where foster homes are needed to recruit homes which can maintain children in their school of origin.

#### **B. Media**

1. Channel 8 KOLO:
  - Feature of foster children needing adoption on "Have a Heart" feature, also on Channel 8 website.
  - Commercial airtime.
2. Washoe County Cable Channel
  - Production of Open Arms show which features foster children in need of foster homes.
3. La Voz Newspaper:
  - Continue to relationship with paid advertisement promoting the need for foster and adoptive homes to include:
  - Placement of article and photograph of each Spanish language foster parent graduating class to honor them in their community.
4. Radio:
  - PSAs on English and Spanish Language stations – ongoing
  - Explore offer by Universal Spanish Language station to have Foster Care Recruiter who speak Spanish host a radio show weekly with the focus on parenting.
  - Radio interviews on local stations (ongoing)

5. Reno Gazette Journal:
  - Continue to develop relationship with faith and religion reporter and lifestyle reporter to outreach on our One Church One Child program and other issues that could serve to promote the needs of foster children in our community.
6. ADOPT US KIDS Campaign
  - National Campaign began in fiscal year 2003/2004 promoting the need for foster and adoptive families throughout the country with a national toll free number and resource recruitment team through the Adoption Exchange in Colorado to facilitate initial contact. Spanish campaign launched Spring 2005.
  - ADOPT US KIDS website for photograph and biography listings of waiting children.
  - All child listings from Washoe County placed on ADOPT US KIDS are translated into Spanish to allow Spanish-speaking individuals to learn about the children.
7. ONE CHURCH ONE CHILD
  - Grant awarded again 2011/2012 fiscal year to continue program efforts.
  - On July 1, 2011 there continue are 30 churches partnering with One Church One Child to recruit foster and adoptive homes for children and find homes for specific children in Washoe County community.
  - Collaboration on the OCOC program continues with the National Network of Adoption Advocacy Programs and the Adoption Network of Northern Nevada, a non-profit group supporting adoptive families and adoptive recruitment/support.
  - Ongoing development of program by board of local faith leaders with collaboration of Washoe County Social Services and Catholic Community Services of Northern Nevada. These board members will serve as an official advisory board on the recruitment of foster and adoptive homes in the faith community and when the One Church One Child program is able to function as a free standing program these same board members may serve as a governing board..
  - Repeat Celebrationfest or similar to bring churches together and reach larger faith based population.
  - Maintain contracts with current pastors that lead OCOC program.
8. Other Media help:
  - Washoe County Public Information Office available to write and/or distribute PSAs of activities and events related to foster care and special needs adoption.
9. Internet
  - Washoe County website for social services will developed during this fiscal year to include photo listing of waiting children in Washoe County and contact information/orientation schedule for foster parent training.
  - State of Nevada website
  - Local Internet providers – banner ads (explore feasibility)
  - Vegasvalley.com for specific child adoption

- Place notice of orientations and trainings on both the Washoe County intranet and internet
- Explore options of using tools such as Face Book to recruit differently than we have historically.

### **C. Foster Parents as Part of the Recruitment/Training Team**

We will maximize the effectiveness of foster parents as recruiters as it is well known that they are our best source of new referrals. The agency will collaborate with the Sierra Association of Foster Families and individual foster parents.

1. Foster Parents as part of the yearly Recruitment Planning Committee to share and evaluate recruitment and retention ideas.
2. Foster Parents will continue to be provided with business cards to hand out to people inquiring about foster care. There is a place on the back of the card for their name and phone number if they choose to do so. Incentive program being considered to provide a drawing for those foster parents that refer interested applicants to foster care/adoption orientation meetings.
3. Foster Parents distributing brochures in plastic holders to doctors offices and other businesses they frequent (ongoing)
4. Five foster parent trainers have been hired to train at all pre-service training and will be able to develop on-going advanced training in their area of knowledge and expertise.
5. Continue to work with foster families on minority populations to better access and improve recruitment and support of foster parent in these minority populations.
6. Develop database to assist department and foster parents in communicating in a more cost effective and efficient manner.

### **D. Business Connection**

1. To continue to cultivate relationships with businesses that wish to support the needs of foster children and foster families in our community.
2. Explore working with businesses:
  - To become a part of their community service
  - To have information included in paychecks, company newsletters
  - To be able to speak directly with employees in groups about becoming foster parents at employee events, lunch hours
  - To post information in common employee areas
  - To include advertising for foster/adoptive parents along with their own advertising
3. State, County, City Employees
  - Work with personnel departments to include flyers in checks and/or other employee mailings.
  - Attend benefit fair for Washoe County employees

- Have on-going articles in County Line on-line paper to promote foster care and adoption issues and announce orientation meetings
- Feature orientations on Washoe County calendar that is posted on both the Intranet and Internet websites

#### **E. Agency Collaboration**

1. Sierra Association of Foster Families
2. WCCSD connect with PTA/PTO and teacher associations
3. National Network of Adoption Advocacy Programs and the Adoption Alliance of Northern Nevada to jointly support the development of the OCOC program in Washoe County
4. Establish collaborations with other agencies as appropriate and necessary throughout the year.
5. Collaboration with CASA and JOIN to provide advanced foster parent training.

#### **F. Events and Public Speaking**

1. Twice Monthly Have a Heart Workshop Meetings in Washoe County
2. Overhead show of Waiting Children for specific child adoption recruitment
3. Consider the effectiveness of continuing participation in Nevada Home and Garden Show.
4. Adoption and Foster Care Fair at least 4 times per year in locations that effectively reach areas of community in which the need for homes is high.

### **IV. TARGETED RECRUITMENT PLANS TO ADDRESS RECRUITMENT OF HOMES FOR SPECIFIC NEEDS OF CHILDREN**

#### **A. Targeted Spanish Language and Hispanic Community Recruitment/Retention**

- Continue to address recruitment of Hispanic homes in Recruitment and Training plan. Address ongoing training and support of families involved in foster care and adoption.
  - Increase paid and donated media outreach in Spanish speaking media.
  - Cultural training to workers to assist them in understanding and supporting Hispanic foster and adoptive parents.
  - Increase placement of Hispanic children in Hispanic homes when it is culturally appropriate for child.
  - Spanish in-service training for foster parents.
  - Retention event specific for Hispanic foster families
  - Use One Church One Child program to promote the need for Hispanic homes (all materials must be created in Spanish as well as English)

**B. Targeted Recruitment of Homes for Teens**

- Use One Church One Child program to promote the need for permanency for teens in the faith-based community.
- Continue to explore methods of increasing family foster homes that will provide foster care to children over 12 in order to maintain them in least restrictive environment whenever possible.

**C. Sibling Recruitment:**

- Use One Church One Child program to promote the need for foster care and permanency for sibling groups in the faith-based community.
- Continued advocacy within department to begin national recruitment on [www.adoptuskids.org](http://www.adoptuskids.org) when sibling groups of 3 or more children are involved to increase potential of timely permanency.
- Create infomercial on foster care and sibling adoption for purchased airtime and filler time during sports seasons.

**D. Foster homes for medically fragile children /special needs:**

- Seek outreach to local nursing organizations.
- Provide a special set rate when approved by Administration to reimburse foster parents with special skill sets who are for children who have documented medical needs that are difficult to meet in a traditional foster care setting without expertise and full-time care.
- Establish specialized training for select foster parents on medical issues and provide automatic incentive for taking medically fragile placement.

**V. CHILD SPECIFIC RECRUITMENT STRATEGIES FOR CHILDREN WHO NEED PERMANENCY THROUGH ADOPTION AND DO NOT HAVE AN IDENTIFIED PLACEMENT**

All children who are identified through court order or case plan are referred to the Child Specific Recruitment Social Worker who is responsible to provide individualized recruitment for permanent homes for these children. Children who need an adoptive placement and children who need a concurrent placement are eligible for this program. The Child-Specific Recruitment Social Worker works with the child's worker, and other members of the child's team in order to learn the child's needs and develop recruitment to best meet those strategies. Some general Child-Specific Recruitment Strategies include but are not limited to:

- Open Arms, Washoe County Channel 17. Half hour profile of waiting children
- Northern Nevada adoptive licensed contact list, to alert local families when new children come into recruitment.
- Dedicated adoption hotline and email address established.
- Placement on websites to include ADOPT US KIDS; Washoe County website.
- Child-specific information and posters through One Church One Child at all Foundation and Partner Churches for recruitment through faith-based organizations

## Washoe County Recruitment, Training and Retention Plan 2011/2012

- Professional photographs produced and biographies developed to use in recruitment efforts.
- Press releases to feature "Waiting Children" in local media who need adoptive homes
- Ongoing billboards and radio advertisements featuring specific children who need homes
- Continue to explore opportunities for child specific recruitment that can either be utilized for many children in need of adoptive homes or that would be unique to a specific child based on their needs, attributes, or interests.

### Description of the Characteristics of Waiting Children as of 12-31-2011

Total Number of Children in Active Recruitment: 38

Total Number of Children Free for Adoption Awaiting Placement: 26

Of Children who are 100% free:

# Males	23
# Females	03

Race	
# Caucasian	15
# African American	05
# Native American	00
# Hispanic	06
# Other	00

Sibling Groups:	
# Of sibling groups to be placed together	09

Age:	
# 0 - 5 years	01
# 6 - 10	18
# 11 - 15	07
# 16 - 18	00

Types of Special Needs of Free Children:	
# Medical issues	02
# Physical disabilities	00
# Emotional/behavioral challenges	23
# Has other needs (part of sibling group)	09

### Adoption Activity During Fiscal Year for All Children:

Children Placed in Adoptive Placements	41
Children have identified placements and are awaiting transition	06
Children on hold for recruitment due to reunification efforts.	00

Child on hold for recruitment waiting for foster parent recruitment.	00
Child on hold for recruitment due to behavioral/treatment needs.	00
Children on hold pending relative placement.	01

#### **IV. STRATEGIES FOR ASSURING THAT ALL PROSPECTIVE PARENTS HAVE TIMELY ACCESS TO THE HOME STUDY PROCESS, INCLUDING LOCATION AND HOURS OF SERVICES THAT FACILITATE ACCESS BY ALL MEMBERS OF THE COMMUNITY.**

1. Twice monthly Have a Heart Workshop sessions held in Washoe County.
2. Individual screenings available at most recruitment events where interested applicants may complete paperwork and forgo workshop attendance and start directly into training.
3. Three full time Recruiter/Trainer positions for foster and special needs adoptive parents.
4. Training in PRIDE foster parent training to better meet pre-service training needs of applicants.
5. Recruitment duties for child specific adoption recruitment dispersed among R&T staff to ensure proper coverage.
6. Three and one half foster parent liaison positions, specifically devoted to supporting the foster and adoptive parents and ensuring quality placements and communication between foster parents and agency. One liaison position has specific focus on assisting relative placement development.
7. Five full time Licensing Social Workers in the Child Care Licensing Unit.
8. Adoption of the SAFE universal home study process and new application on a state-wide level to provide licensing home study consistency, a combined foster care/adoption home study that is identical, and improve unbiased assessment of interested applicants for inclusion and "best practice" in the area of licensure. training program.
9. Legislative approval of utilization of the "live scan" fingerprint process has been given with the initiation of the program pending.
10. Pre-Service Training of 27 hours offered on on-going basis in Washoe County, including evenings and Saturday training schedules.
11. Flexible staff schedules to meet the needs of clients.

#### **VII. STRATEGIES FOR TRAINING STAFF AND FOSTER/ADOPTIVE PARENTS TO WORK WITH DIVERSE CULTURAL, RACIAL, ECONOMIC COMMUNITIES**

1. Provide Recruitment and Training position that addresses the language and cultural needs of the Spanish community since it is our fastest growing population in our community as well as in our client population.
2. Develop and provide on-going training to licensed foster parents on culture and diversity to assist them in practicing cultural competence when working with children of other backgrounds.

3. Consult with cultural experts both in our department, the foster parent community, and in the community at large in order to increase awareness of how to work and train people of different cultures, races, and economic circumstances. (ongoing)
4. Work with the Nevada Training Partnership on training needs and opportunities

#### **VIII. STRATEGIES FOR DEALING WITH LINGUISTIC BARRIERS**

1. Spanish language training provided quarterly to assist Spanish-speaking applicants in completion of the training process.
2. PRIDE training is partially provided in Spanish with staff translating those elements that are not.
3. Non-English applicants are welcomed to utilize their own interpreter during pre-service training (ongoing)
4. Disability accommodations provided as appropriate and required to provide training for applicants who have disabilities that impair learning by regular training means (such as those who are Deaf).

#### **IX. STRATEGIES FOR ADDRESSING THE RETENTION OF LICENSED FOSTER HOMES POST LICENSURE**

1. Continue to provide professional level advanced training for foster parents that provides them skill based applicable topics.
2. Provide advanced training specific to age groups to allow foster parents to develop expertise in working with age specific populations.
3. Work with administration to address department philosophy and attitudes in relation to foster and adoptive parents.
4. Continue to engage foster parents through the liaison social workers to establish rapport and assess feedback from all contracted foster parents.
5. Continue to provide activities and events that publicly support and honor foster parents in our community such as the annual years of service awards and the Annual Ice Cream Social held each May during foster care month.
6. Statistics note a 68% retention rate in foster care homes. Will work collaboratively to ensure that full exploration regarding the culture of foster and adoptive homes is done in order to learn from this data.
7. Adoption Unit is going to begin mandatory training to all foster/adoptive families to assist them post pre-service training being prepared for placements and decreasing disruption.
8. Foster parent newsletter every two months to communicate issues of importance to the foster parent community including training opportunities.
9. Provide supportive funding to SAFF for events as well as staff to serve on their board.

#### **X. NON-DISCRIMINATORY FEE STRUCTURES**

1. No fees to families to attain a foster care license (ongoing)
2. No fees to families adopting waiting Special Needs Children with the exception of the attorney fee for finalization

#### **XI. PROCEDURES FOR A TIMELY SEARCH FOR PROSPECTIVE PARENTS FOR A WAITING CHILD PROVIDED THAT SUCH PROCEDURES MUST INSURE THAT PLACEMENT OF A CHILD IN AN APPROPRIATE HOUSEHOLD IS NOT DELAYED BY THE SEARCH FOR A SAME RACE OR ETHNIC PLACEMENT.**

1. WCDSS currently utilizes the flexible family resource program for children who are needing the benefit of a concurrent placement in which the foster family assists the child(ren) and the family of origin in reunification and agrees to serve as the permanent resource should reunification not take place. This program requires ongoing development of policies and procedures to better utilize and recruit for these types of foster parents.
2. WCDSS places children in legal risk placements whenever possible
3. All interested adoptive and foster families are considered equally for a waiting child. Placement is not delayed based on race.
4. Waiting children have their biographical information and photographs placed on websites, such as [www.AdoptUSKids.org](http://www.AdoptUSKids.org); and the Washoe County website for people to access. Ongoing efforts are being made to locate appropriate interagency resources for recruitment of homes for waiting children.
5. Continue to learn from AdoptUSKids program about faith-based recruitment, website recruitment and other topic areas meant to secure increase in adoptive homes for children.

#### **XII. FUNDING ISSUES**

Full funding of all elements of the Recruitment, Retention, and Training program will require funding from budget, current grant funding, as well as other sources. These include:

- Federal, State, and County funding based on budget planning by administration.
- Seek other donation and grant opportunities to further enhance funding and plan.





# **QUARTER 5**

## **PIP 5.1.6**

### **RURAL**

### **REGION**

**Nevada Division of Children and Family Services  
Recruitment and Retention (R&R) Plan**

**Vision**

*The Nevada Division of Child and Family Services will partner with and support foster/adoptive families to maintain every child safely in his/her community, sustaining family, social and educational connections, with the ultimate goal of permanence.*

<b>Goal 1:</b> To increase the number of quality foster and adoptive families in the entire rural region	<b>Objective 1:</b> Design recruitment and retention reports that include data regarding the removal and placement location of each child in foster care by August 30, 2012, in order to have a tracking system of removal and placement locations of children/youth by December 1, 2012.
<b>Strategy 1</b> Review existing reports to determine if the data is accurate and determine what information exists	

<b>Results Intended:</b> Develop a new report to inform strategies to keep children placed in their communities.					
#	Action	Responsible	Start Date	End Date	Completed Date
1	Compare Placement Detail report, Vacancy list (hand report), CPS removal reports in one DO (Pahrump) to determine accuracy and data missing to show removal and placement data by child for one week. Share baseline data - R&R Team.	Jari Reesha (Michael/Karla-optional)	5-1-12	6-1-12	
2	The R&R Team will meet to review report to determine if other areas need to be examined.	R&R Team	6-1-12	6-30-12	
3	The R&R Team will design the format of the report they would like to have on monthly basis.	Reesha	6-30-12	8-1-12	
4	Decide on data elements needed in new R&R reports. Request IMS develop recruitment and retention report.	Reesha Betsey	8-1-12	8-1-12	
5	Receive and begin using data to inform and support recruitment and retention activities.	Paul-create reports Reesha-distribute to DO Mgrs and Jari	12-1-12	Ongoing	
6	Data to be used by All DO Mgrs and Licensing/Recruitment staff will use data to inform decision making, provided to local communities.	All DOM and Licensing/Recruitment staff.		Quarterly	
7	Data will be provided to local communities upon request.	Jari	12-1-12	Ongoing	
8	QA existing permanency report and Julia's recruitment list.	Reesha pull report for Julia.	4-1-12	Quarterly	
9	Determine why Licensed Foster Home report is not accurate and make corrections in UNITY.	Jari	4-1-12	9-1-12	

Approved by R&R Team on Date 02/29/12

Goal 1: To increase the number of quality foster and adoptive families in the entire rural region		Objective 1: Design recruitment and retention reports that include data regarding the removal and placement location of each child in foster care by August 30, 2012, in order to have a tracking system of removal and placement locations of children/youth by December 1, 2012.			
Strategy 2 Establish a method to ensure removal and placement data is entered timely and accurately					
Results Intended: Ensure timely input of removal and placement data					
#	Action	Responsible	Start Date	End Date	Completed Date
1	Identify all required removal and placement windows. Distribute to staff.	Reesha	3-1-12	5-1-12	
2	Write agency procedure requiring identified windows be completed within 2 business days of removal/placement	Reesha/Jari	4-2-12	Final Draft due 12-31-12	
3	Write agency procedure to require supervisors ensure weekly that removal/placement windows are completed within established timeframe.	Marla		12-31-12	

<b>Goal 1:</b> To increase the number of quality foster and adoptive families in the entire rural region		<b>Objective 2:</b> Reduce the number of children placed outside their community 10% by June 30, 2013.			
<b>Strategy 1</b> DCFS R&R Team will provide technical assistance to the districts in problem-solving related to overcoming barriers to fostering and adopting.					
<b>Results Intended:</b> Find solutions to barriers					
#	Action	Responsible	Start Date	End Date	Completed Date
1	DO Mgrs communicate barriers identified in appreciative inquiry groups and ongoing to R & R Team for problem solving.	DOM	6-1-12	9-1-12	
2	The R&R Team will assist with necessary staff, materials, consultation to resolve barriers.	Julia/Laurie	3-1-12	Ongoing	
3	DO Mgrs will report quarterly on progress and barriers to developing and implementing district wide R&R plans.	DOM	6-1-12	Ongoing	
<b>Strategy 2</b> Develop a mechanism to provide expedited training for foster and adoptive parenting in exigent circumstances (particularly for relative training).					
<b>Results Intended:</b> Foster parent training will be more accessible in emergency circumstances.					
#	Action	Responsible	Start Date	End Date	Completed Date
1	Update agency Licensing Manual to allow for relatives and fictive kin to complete licensing training requirements in 9 hours (modules 4,5,6)	Jari/Marla	5-1-12	Final Draft due 12-31-12	
2	Trainers (with approval from Licensing supervisor) will travel to prospective Emergency relative/fictive kin residence to provide in-home training if warranted.	Jari	3-1-12	Ongoing	
3	Revise and reduce initial and renewal Licensing application packet.	Jari/Marla	5-1-12	Final Draft due 12-31-12	
4	Consider eliminating physical examination requirement for foster parents, update manual.	Jari/Marla	5-1-12	Final Draft due 12-31-12	

Strategy 3					
Each district will identify at least one strategy to overcome a barrier to fostering and adopting.					
Results Intended: Improve districts' recruitment efforts					
#	Action	Responsible	Start Date	End Date	Completed Date
1	Each district office during the R&R planning will identify and include at least 1 strategy directly related to removing a barrier to fostering and/or adopting.	DOM	3/1/12	6/30/12	
Goal 1: To increase the number of quality foster and adoptive families in the entire rural region		Objective 3: By July 30, 2012 the four districts will have developed recruitment and retention plans that will include at least 2 strategies to promote a positive community presence and the need for foster/adoptive families.			
Strategy 1					
R&R Team will partner with the 4 districts through the provision of ongoing technical assistance to assist in their local recruitment and retention					
Results Intended: Necessary supports to District Offices					
#	Action	Responsible	Start Date	End Date	Completed Date
1	Initial development of R&R plans and quarterly updates at Mgr Mtg	DOM	3-1-12	7-30-12	
2	Provide removal and placement data that will be shared with the public to DO Managers on a quarterly basis.	Reesha	7-1-12	Ongoing Qtrly	
3	Inform staff of TA request and outcome of appreciative inquiry groups and strategic R&R plan.	DOM	6-1-12	7/1/12	
4	Partner with DO's in providing access to PSA statements, TV advertisements, media stories.	Julia and laurie	8-1-12	Ongoing	
5	DO Mgrs to report quarterly at RMT on recruitment activities and challenges.	Tasha/DOM	3-1-12	Ongoing	
6	Convene monthly R&R meetings for decision making.	R & R Team	4/3/12 1 <sup>st</sup> Tues. of every mo. 9-10am	Ongoing	

**Strategy 2**

Develop a menu of recruitment and retention materials to be available to each district office.

**Results Intended:** Research what has worked

#	Action	Responsible	Start Date	End Date	Completed Date
1	Present results to R&R Team	Julia and Laurie	4/30/12	6/15/12	
2	R&R Team agrees on which recruitment activities will be implemented on region wide level and district level.	R&R Team	6/15/12	8/15/12	
3	Recruitment activities will be added to district and region wide plans.	DOM	8/15/12	10/15/12	

**Strategy 4**

Develop a "survey" for all licensed homes in the last 12 months to identify issues, needs, strengths, to capture ideas to support, retain and recruit homes. Survey results will be provided to licensed foster parents and district offices for use in their district office plans.

**Results Intended:** The entire rural region will have a clearer understanding of challenges and supports for foster families in order to choose appropriate strategies to promote a positive community presence and support families.

#	Action	Responsible	Start Date	End Date	Completed Date
1	Licensing Staff, in conjunction with UNR. School of Social Work, will develop a survey to be approved by management.	Jeanne Hilton, UNR	2/1/12	5/1/12	
2	Phone licensed current foster families and give option of completing survey on phone or mail. (If conflict between worker, identify another worker to conduct the survey). If survey requested by mail, mail self-addressed envelopes and label by region to be returned within 7 to 10 days.	Sw interns Carson City office and/ or Licensing workers Jari	5/1/12	6/30/12	
3	Summarize survey findings	Jari		7/31/12	
4	Management disseminate findings to DCFS staff and foster parents	RMT & Jari	7/31/12	8/15/12	
5	DOM use findings to update district plans	DOM	7/31/12	9/1/12	

<b>Goal 2:</b> To demonstrate support and value for foster/adoptive parents.	<b>Objective 1:</b> By October 1, 2012, R & R Team and/or local district offices will develop at least two formal and/or informal mechanisms in which foster parents will be connected and supported.				
<b>Strategy 1</b>					
Develop and communicate consistent expectations for how to interact and support foster parents					
<b>Results Intended:</b> Have respectful interactions with foster families at all times					
#	Action	Responsible	Start Date	End Date	Completed Date
1	Develop guidelines for staff interactions with foster parents. (Adopt Us Kids may have resources to assist)	Recruiters/Jari	3/15/12	6/1/12	
2	Train all staff on guidelines	DOM at All Staff Mtg	6/1/12	Ongoing	
3	Acknowledge staff adhering to new guidelines.	DOM	Ongoing	Ongoing	
<b>Strategy 2</b>					
Re-establish the respite program					
<b>Results Intended:</b> Foster parents have the ability to have respite when needed					
#	Action	Responsible	Start Date	End Date	Completed Date
1	Multi-state review of existing respite and/or alternate caregiver policies.	Dorothy Pomin	3-15-12	5-1-12	
2	Evaluate and revise current babysitting (alternate caregiver) policy for foster children.	Jari/Marla	5-1-12	9-1-12	
3	Evaluate and revise current procedures for approving respite caregivers for foster children.	Jari/Marla	5-1-12	8-1-12	
4	Explore possibility of developing respite co-op with existing foster parents in each DO	Licensing workers/Recruiters/Jari	8-1-12	12-31-12	
5	Explore other alternatives for funding respite within the 3229 budget.	Betsey/Fiscal	3-1-12	Ongoing	

**Strategy 3**

Develop a regional foster parent advisory board.

**Results Intended:** Foster families will feel connected and supported

#	Action	Responsible	Start Date	End Date	Completed Date
1	R & R Team meeting to determine what the purpose of the Board will be. Will want the foster parents to provide advice to the agency in regard to policies, practices, procedures, issues that foster parents' experience.	R & R Team	7/1/12	8/15/12	
2	Determine a person to facilitate the foster/adoptive parent advisory board. Explain the purpose of the Board. Person will not be a part of DCFS or CASA.	Jari	8/15/12	10/1/12	
3	Develop Scope of Work for Facilitator.	Marla		10/1/12	
4	Contact the Licensing worker in each DO to identify foster parents who can participate on Advisory Board in each district office area.	Jari/Licensing workers	7/15/12	8/15/12	
5	Provide training credit for participation in Advisory Board Activities.	Jari		10/1/12	