Recruitment and Retention Plan
For Milwaukee County

Phase II of the “Child Welfare Study
Of Service, Support and Placement Needs”
Preceded Conducted by
The Child Welfare Policy and Practice Group

Phase II Report prepared by the
Utah Foster Care Foundation

July 29, 2009
Acknowledgements

We would like to express sincere thanks to the Child Welfare Philanthropy Group, Administration and Staff from The Bureau of Milwaukee Child Welfare, Administration and Staff from the Children’s Service Society of Wisconsin (CSSW), Administration and Staff from the Children & Families Community Partnership (CFCP), Administration and Staff from La Causa, the Planning Council for Health and Human Services Inc., the Child Welfare Policy and Practice Group, and the many stakeholders, foster/adoptive parents, providers and other community partners who so willingly met with interviewers from the Utah Foster Care Foundation to provide information and insight into the Milwaukee County child welfare system. The interviewers gratefully acknowledge the expertise, opinions and candid suggestions gleaned from those interviews. Their input was invaluable.

Report Authors:

Kelly Peterson, LCSW, CEO Utah Foster Care Foundation
Kelsey Lewis, MSW, Director Foster/Adoptive Family Recruitment
Nikki MacKay, SSW, Ma.Ed. Director Foster Family Retention.

According to the Children's Bureau:

...the issue of foster parent retention is crucial. Retaining foster parents that have already been recruited is critical because this will reduce the number of new homes needed, and the expense of training new parents, as well as focus agency attention on the treatment of veteran foster parents. To address recruitment without assessing and improving retention may be potentially self‐defeating for an agency. Foster parents need to be treated as valuable agency resources whose significant contribution to children and families is recognized and rewarded in a variety of ways. This respect for veteran parents will engage them as effective informal and formal recruiters. The satisfied, experienced foster parent is the foundation for any recruitment strategy. The satisfaction of adoptive parents and their role as references for an agency and recruiters for waiting children is also significant (Necessary Components of Effective Foster Care and Adoptive Recruitment, Administration for Children and Families. [Electronic Version]. Retrieved June 23, 2009 from http://www.acf.hhs.gov/programs/cb/laws_policies/policy/pi/1995/pi/9523a4.htm. P.3).

Utah Foster Care Foundation
5296 S. Commerce Drive Suite 400
Murray, Utah 84107
801.994.5205
801.994.5206-fax
www.utahfostercare.org
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acknowledgements</td>
<td>1</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>3</td>
</tr>
<tr>
<td>Introduction</td>
<td>15</td>
</tr>
<tr>
<td>Approach</td>
<td>16</td>
</tr>
<tr>
<td><strong>Key Findings</strong></td>
<td></td>
</tr>
<tr>
<td>Systemic Strengths</td>
<td>19</td>
</tr>
<tr>
<td>Systemic Challenges</td>
<td>20</td>
</tr>
<tr>
<td>Recruitment Challenges</td>
<td>27</td>
</tr>
<tr>
<td>Retention Challenges</td>
<td>30</td>
</tr>
<tr>
<td>Systemic Recommendations affecting Recruitment &amp; Retention</td>
<td>32</td>
</tr>
<tr>
<td>Recruitment Planning Recommendations &amp; Specific Tasks</td>
<td>38</td>
</tr>
<tr>
<td>Retention Planning Recommendations &amp; Specific Tasks</td>
<td>55</td>
</tr>
<tr>
<td>References</td>
<td>64</td>
</tr>
<tr>
<td>Appendix</td>
<td>65</td>
</tr>
</tbody>
</table>
Executive Summary

There is a pressing need for many more foster/adoptive families to care for children in Milwaukee County. There are currently 2,800 children in out-of-home care in Milwaukee County and roughly 700 available foster/adoptive families. This shortage of homes has led to placements of children and youth in less than optimal circumstances. Recruitment and retention of foster/adoptive families has reached an acute need and must become a first priority.

This Foster/Adoptive Recruitment and Retention plan was created following the Study of the Service, Support and Placement Needs plan conducted by the Child Welfare Policy and Practice Group (CWG) pursuant to the Corrective Action Plan (CAP) between the Bureau of Milwaukee Child Welfare (The Bureau) and Children’s Rights. The Utah Foster Care Foundation was selected to lead the effort to provide recommendations to be incorporated into the successful recruitment and retention of families in Milwaukee County. The interviewers met personally with key informants in Milwaukee County and numerous other stakeholders recommended by both the Plaintiffs and the Defendants. The findings of systemic strengths, challenges and recommendations from this study are summarized below.

The Bureau of Milwaukee Child Welfare (The Bureau), contracts with different agencies in Milwaukee County to provide specific child welfare services. This report will primarily focus on Children’s Services Society of Wisconsin (CSSW), the agency currently responsible for the recruitment and retention of foster/adoptive families in all three Milwaukee County Regions. CSSW has other contracts as well, but this contract will be the focus in this report. The second agency given consideration in this report is Children Families & Community Partnerships (CFCP) which provides ongoing case management services in Region 1 and 2 of Milwaukee County.

Systemic Strengths

The interviewers involved in this process found many strong points in Milwaukee County’s child welfare system. Positive change in the current child welfare system is attainable if all parties build on these existing strengths and work together to overcome the identified barriers.

There appears to be strong community interest in the foster care system and concern for children in foster care in Milwaukee County. Stakeholder interviews with different community members and professionals consistently revealed concern for the well being of children in foster care. The sincere interest of concerned citizens, communities of faith and the media are all assets to a child welfare system. While interviewers did not find significant evidence that The Bureau or the agency with the current contract to recruit and retain families – Children’s Service Society of Wisconsin (CSSW) – was formally engaging the community in its mission to find and support families for children, it appears that the potential for support is there. Most foster/adoptive parents interviewed in this process
also shared their interest in supporting efforts to find families for children and being more involved in providing peer support to other foster families in their communities. It was also reported to interviewers that staff members at CSSW who do not work in the recruitment department are volunteering to canvass targeted communities and help their colleagues expand the reach of their recruitment efforts. This kind of support across all personnel at the agency is important to any successful recruitment endeavor.

Recruitment efforts will not succeed without formal and informal supports in place to retain foster/adoptive parents. In Milwaukee County, foster parents are provided with resources to cover the cost of child-care, a critical support not found in all state and county child welfare systems. This is an especially important support since many families providing foster care are dual income or single parent working families.

CSSW also has several staff members whose identified role is to provide support to families during their care-giving experience and re-license the families every other year. This position, “Foster Adoptive Services Specialist” (FASS) plays an important role and there are more than 40 employees in this position indicating that Milwaukee County has the potential for exceptional support for foster/adoptive parents. This report contains recommendations on how to build on these strengths and address challenges that impede effective recruitment and retention of families.

Summary of Systemic Challenges

Milwaukee County child welfare programs must be responsive to the ethnically and culturally diverse, and often segregated and impoverished communities they serve. This report recommends that the agency responsible for recruitment and retention increase targeted recruitment efforts in communities with the highest removal rates, which may be those economically and socially distressed. Careful attention must be paid to the way in which race and poverty pervade the county’s foster care system and additional supports are needed to ensure cultural sensitivity throughout the recruitment, licensing, placement and retention process.

Stakeholder interviews consistently revealed that CSSW does not have a strong public image in the community, especially among foster/adoptive families. Some stakeholders felt that CSSW’s affiliation with Children’s Hospital gave the appearance of a “monopoly” in the child welfare system. Others noted that CSSW is seen by some as a “white agency” instead of being connected to the communities it serves. It was most alarming to hear that foster parents do not feel valued, supported or appreciated by CSSW and feel disconnected from the agency responsible for recruiting them and supporting them in their care-giving experience. Interviewers were surprised to hear “Ambassadors” state they were not anxious to assist CSSW in recruiting more families because they had been treated poorly and disrespectfully.

Unfortunately, comments made by key staff members at CSSW appear to be consistent with foster parent’s perceptions that CSSW does not value them. One staff member stated that
some foster parents have “agendas” that made it difficult to work with them. Another CSSW team member reported feeling that foster parents only approach them for money or resources for an event which “feels like extortion.” There was an overall feeling of defensiveness rather than being solution-focused and willing to do whatever it takes to support current families. This attitude is clearly impeding the agency’s efforts to find and retain families to care for children. An agency charged with recruitment and retention of families must have a strong reputation in the community and most importantly among the families it serves.

There is no coordinated effort to engage the media and improve the public perception of foster care and adoption in Milwaukee County. A public relations employee from Children’s Hospital coordinates with the CSSW recruitment team on a very part-time basis. However, this staff member is unable to engage the media on behalf of recruitment efforts or coordinate with The Bureau to implement an integrated public relations strategy independent of Children’s Hospital. Foster parents reported there is a “stigma” associated with foster parenting in Milwaukee County partly due to the lack of a coordinated public relations effort. When the media covered the recent death of a baby in kinship care and blamed “foster parents” for the child’s tragic death, foster families expected a strong voice to clarify that foster parents were not responsible for the death, and focus on the positive work that they do. They were frustrated when nothing was said in the media, because that voice currently does not exist.

The term “fragmentation” surfaced several times during the assessment phase of this process to describe the child welfare system in Milwaukee County. Several entities are being paid to provide a specific service in the child welfare system. Agency and administrative staff agreed that fragmentation of services is an issue, but they were quick to blame each other for the problems it created. The issue of fragmentation has been highlighted in other reports from Child Welfare Policy and Practice Group (CWG) as well as a recent report from the Planning Council in Milwaukee. As noted in the CWG report, foster families encounter numerous entities and highly specialized workers through the system. Organizational fragmentation and a lack of communication trust and teaming among The Bureau, CSSW, CFCP and foster/adoptive families presents another challenge to the current child welfare system. There is insufficient partnering and dialogue that has resulted in a culture of competition rather than a culture of cooperation. These are significant challenges that have contributed to the disconnected nature of successful recruitment and retention and positive child welfare outcomes in Milwaukee County.

In the Bureau’s current contract between the State of Wisconsin, Department of Children and Families, division of Safety and Permanence, and the Children’s Service Society of Wisconsin to recruit families, there are no performance based goals for the specific number of new families that will be recruited, trained and licensed within the contracted period of time. The Bureau reported that performance based goals in this contract are in the process of being developed in collaboration with the Office of Performance and Quality Assurance. These measurements will be linked with the development of the eWiSACWIS reports. The lack of benchmarks and outcome measures makes it difficult to establish performance expectations and measure progress.
Trainers providing pre-service training in Milwaukee County are not utilized in a way that offers meaningful ongoing support to families. The Bureau contracts with the University of Wisconsin Milwaukee Child Welfare Partnership for Professional Development to provide the mandatory foster/adoptive preparatory pre-service training. It was reported that most of the contracted trainers do not have a child welfare background, a graduate degree in a related field, or the clinical experience working with children necessary to understand the challenges of caring for those children demonstrating difficult behaviors. Leaders from the University reported they do not currently offer pre-service training in languages other than English. The majority of foster/adoptive parents the interviewers met with stated they were unhappy with the pre-service training. It has been the experience of the interviewers in ten years of practice that trainers providing the preparatory pre-service training to prospective foster/adoptive parents are most supportive and successful when they are an integral part of teams including recruitment and retention staff.

Foster parents report that monthly payments do not completely cover the costs associated with caring for children in foster care. Most notably, Milwaukee County’s reimbursement rates are on average $200 less per month than those in neighboring counties. Adding additional children to households that may already be financially strained, does not make sense for most families. It was also reported that reimbursement rates are inconsistently determined from one case manager to another for children with similar behaviors.

Foster parents reported a need for improved support in several areas. Transportation is challenging for foster families, especially considering that most foster parents are employed or single. Families spend a significant amount of time transporting children to visits, doctor appointments, therapy, court etc. Foster parents also expressed a need for in-home behavioral coaching to manage children’s difficult behaviors. Rather than receiving a one-time crisis intervention, families need someone to teach them skills to cope with challenging behaviors. The Mobile Urgent Treatment Team (MUTT) program is in place to provide this type of in-home support to families, but it does not appear to be utilized to its full capacity. Families reported needing supplementary educational supports such as tutoring, assistance with IEP meetings, alternatives for working parents when a child is suspended from school and tracking services to monitor behavioral and academic progress. There appears to be no written policy regarding respite care for foster/adoptive parents. Respite is a critical resource for families who are caring for traumatized children in out-of-home care.

Foster parents are not consistently included in the Coordinated Service Team (CST) Meetings. The Bureau is required to hold CST meetings in which the child, birth parents, relatives and possible kinship placements, foster parents, case manager and any other party with an interest in the case are invited. Although these meetings are held, it was reported by several foster parents that they received notification after the meeting had already taken place. CST meetings should be facilitated by an experienced facilitator who can bring all parties together on behalf of a child.
Summary of Systemic Recommendations that directly affect Recruitment and Retention

Implementing the specific recruitment and retention tasks outlined in this report alone, will not succeed unless the parties also give careful consideration to the external factors identified in the following systemic recommendations. It has been the experience of the Utah Foster Care Foundation that the most promising recruitment and retention practices are most successful when the entire system, including the ongoing case workers, licensors, and community partners, are focused on the same goal.

1. Strengthen the expectation that everyone who works for The Bureau or its contracted agencies must see recruitment and retention of foster/adoptive families in Milwaukee County as their responsibility. Agencies that are most successful in the recruitment and retention of families encourage all staff and foster/adoptive families to be mindful of the need for families in their communities.

2. Consider whether Children’s Service Society of Wisconsin, the current agency principally responsible for the recruitment and retention of foster/adoptive families, is appropriate to continue in this role. The agency responsible for recruitment and retention must be aware of its reputation in the communities that it serves and from which parents will be recruited. If the perception of the agency is a negative one, people in the community will not respond to recruitment efforts. Although CSSW front-line staff appear to be dedicated to the mission of finding and supporting families, CSSW leadership must demonstrate a “whatever it takes” approach to support families and build relationships in the community. Otherwise, it is recommended that thoughtful deliberation be given to whether they are the appropriate agency to recruit and retain foster/adoptive families in Milwaukee County.

3. Require agencies such as CSSW to enter data to ensure internal data integrity in a centralized database. The Bureau agrees eWiSACWIS needs to be enhanced and training needs to be provided to all contracted agencies entering data into the system.

4. Encourage the two Foster Parent Associations in Milwaukee County to unite into one large association. The Bureau will provide a minimum of $30,000 annually for operational costs.

5. Recruit foster and adoptive families simultaneously and combine the foster parent and the adoption applications into one to facilitate “concurrent planning” for children in foster care.

6. Require that kinship caregivers be carefully screened, attend pre-service training, and become licensed. Because TANF funds for specified relative care are inadequate,
licensed kinship providers should also receive the same foster parent reimbursement rate as the licensed foster/adoptive parents.

7. Bring pre-service training into the agency responsible for recruitment and retention of foster/adoptive families. Training should build on the concepts introduced in the early phases of the recruitment and pre-screening process, such as shared parenting, reunification, keeping siblings together and permanency. This is more likely to happen when trainers are part of the team responsible for supporting families. New families should be able to build relationships with trainers who can continue to be an ongoing resource for in-service training, support and information to families during their care giving experience. Licensed foster/adoptive families offer credibility and should be presenting a portion of the pre-service training along with the trainer.

8. Consider whether it is possible to state that a child is placed in a “Bureau of Milwaukee Child Welfare foster home” rather than releasing confidential information identifying the foster parent very early in the case. The mandatory disclosure of a foster parents’ confidential information, i.e. name, address and phone number, to birth parents at the time of placement has been a barrier to the recruitment of new families and the retention of licensed families. The interviewers understand and support the best practice of shared parenting. Several families stated this practice concerns them and the interviewers believe their opinions should matter. Allowing time for the relationship to build between the parties for the purpose of shared parenting is necessary to facilitate reunification. The expectation that foster parents support reunification efforts should be a fundamental element of the recruitment message prominently explained in recruitment materials and reinforced in pre-service training.

9. De-centralize the agency contracted to recruit and retain families and move them into the communities being served. Create neighborhood teams to focus on the entire process of recruitment and retention.

10. Streamline the job description for the Foster & Adoptive Services Specialist (FASS) workers by removing the adoption responsibilities from the job description. The Ongoing Case Manager from CFCP should carry the child’s case from placement through permanency thus creating stability for the child.

11. Create “placement teams” that include the Initial Licensor and the Foster & Adoptive Services Specialists (employees of CSSW), and the Ongoing Case Managers (employees of CFCP). Reassign the Foster Placement Specialists position at CSSW to the recruitment team or other positions that support licensed families.

12. Implement a performance based contract for the agency responsible for recruitment and retention. Recruitment goals will focus on recruited, trained and licensed families; retention goals should include decreasing the number of families leaving
the system and providing accurate data on reasons families discontinue as caregivers.

13. Develop a coordinated community relations effort to improve the public perception of foster care and adoption in Milwaukee County and increase community response to recruitment efforts.

14. Increase foster parent rates in Milwaukee County to be consistent with the rates in surrounding counties. The State of Wisconsin foster care reimbursement rates must also be increased to match the rates recommended in the M.A.R.C. report.

15. Change the way transportation of children is currently arranged by ensuring that Ongoing Case Managers consult with foster parents before committing to appointment schedules.

16. Assess what needs to be done to better meet the needs of foster/adoptive parents for in-home behavioral coaching. This will be accomplished through cooperation among The Mobile Urgent Treatment Team (MUTT), Bureau staff and foster parents.

17. Develop a partnership with Milwaukee County school districts to assist foster parents with the educational needs of youth.

18. Create a Respite Care Policy with clear guidelines describing what families are entitled to in regards to respite.

19. Include foster/adoptive parents consistently in the Coordinated Service Team (CST) meetings.

**Summary of Recruitment Challenges**

Recruitment of new families to care for children in foster care is a complicated process that involves evaluation of several factors to inform an agency's planning and implementation practice. The most promising practices for targeted recruitment and retention of families will not succeed if The Bureau does not attend to the external factors that create barriers to effective recruitment. Milwaukee County is faced with the difficulty associated with finding families in highly urban and ethnic diverse areas with high rates of poverty. The interviewers understand first-hand the challenges and barriers that must be addressed to sustain recruitment strategies. Recruitment will be successful when the agency displays genuine leadership and sincere enthusiasm about foster families and the service they provide our communities. The CWP report of May 29, 2009 emphasizes the need for a “whatever it takes” mentality in supporting placement stability for children in out-of-home care. The same attitude must be applied to the recruitment and retention of families for children in Milwaukee County.
CSSW is the agency currently responsible for recruitment and retention of foster/adoptive families in Milwaukee County. Five full-time staff, including a supervisor, are responsible for all recruitment activity. CSSW dedicates $700,000 of its contract funding to recruitment of new families. There are not an adequate number of staff or enough resources being allocated to meet the objectives of the current recruitment plan or the recommendations that follow in this report. CSSW also has a lengthy and comprehensive recruitment plan in place and is active in grass-roots community outreach such as community events. However, the needs assessment process that precedes the development of a recruitment plan is absent. Basic data on the children in out-of-home care and the demographics and utilization of currently licensed families is scarce. An apparent lack of communication between The Bureau and CSSW inhibits the development of an adequate needs assessment. The overall recruitment goals are clear, but the plan lacks targeted recruitment goals based on the individual placement needs of each community.

When seeking the annual net gain of homes, the parties must consider the number of families who exited the system; the number of families who renewed their licenses; and the number of applications submitted from new families seeking licensure. Additional considerations include the time it takes prospective families to complete pre-service training, and the time it takes to complete a home study and become licensed. Through the means of an “Exit Survey” tool, the interviewers found that each year in Utah approximately 70% of those foster/adoptive families, who do not renew their licenses, leave the system for personal reasons such as adoption. Knowing the reasons listed by the remaining 30% provides caseworkers, licensors, and retention staff with the knowledge necessary to strengthen relationships and/or provide additional supports where needed. Because a good number of foster/adoptive parents exit the system each year for positive reasons such as adoption, replacing that number to achieve a net gain of 185 families in Milwaukee County will be a multi-year task. This timeframe is based on the agencies’ ability to put retention supports in place so fewer families leave for systemic reasons.

The CWG report from May 29, 2009 recommends The Bureau increase foster home capacity for 610 children (or 610 beds). The CWG report acknowledges that such an increase will be a multi-year undertaking. For the purposes of this report, it is recommended that The Bureau recruit, train and license 250 new homes per year in Milwaukee County until a net gain of 610 new beds is reached.

CSSW uses some practices that can be effective in recruiting new families such as a “foster parent ambassador” program. However CSSW’s own ambassadors stated that they do not feel valued by the agency. Other families offered to become involved in recruitment activities, specifically families from the Foster Family Associations, and reported feeling dismissed by the agency. Stakeholder interviews also revealed that CSSW does not have the strong public perception in the broader community necessary for the effective recruitment of families.

Recruitment in Milwaukee County also lacks a coordinated public relations approach. It was most concerning to note that foster/adoptive families felt that nothing was being done to counter negative media stories that consistently portray foster parents in a negative
In light of this report, expanding on the necessary components of effective public relations and the need for a corresponding marketing campaign. The interviewers also found that the entire recruitment process could be more customer-friendly for families and all recruitment materials must be reworked to include messages that are consistent with the placement needs of children and what foster parents can expect from the care giving experience.

Recommendations and Specific Tasks for Recruitment Include:

- Conduct accurate and thorough annual needs assessments to determine the types of families needed according to placement type, capacity, geographic location and culture.

- Develop annual recruitment goals based on needs assessments—goals will be clearly stated in a county-wide recruitment plan with individual goals to target each neighborhood.
  - It is recommended that The Bureau recruit, train and license 250 new homes per year in Milwaukee County until a net gain of 610 new beds is reached. (Timeframe – a new 2010 recruitment plan based on aforementioned needs assessments will be completed by December 31, 2010).

- Implement Targeted Zip Code Recruitment to build community support and interest in identified geographic areas. Begin in areas with the highest placement needs. Activities should involve engaging community leaders, media, schools and businesses. Recruitment staff canvass areas of the community to reach prospective families culminating in a community information night at the end of a three-month period.

- Increase staff in the recruitment department by adding two full-time Recruitment Specialist positions, a full-time Public Relations/Marketing position, and a support staff for the recruitment program.

- Develop and implement a strategic public relations plan to improve recruitment and retention of families and utilize earned-media to increase awareness and improve the public perception of foster care and adoption.

- Develop and implement an integrated marketing campaign focusing on the most salient needs: homes for teens, infants up to age three, families to support reunification and emergency placement providers. Messaging and recruitment collateral will focus on the placement needs of children and what is expected of foster/adoptive parents, especially “shared parenting” and the important role that foster parents play in reuniting children with their birth families.
• Focus the majority of marketing and recruitment activity on the strategies that are currently generating the most initial inquiries; Word of Mouth, Internet and Promotional Materials. Activities should include:

  o Attend to the public and foster/adoptive parents’ perception of the agency.
  o Improve and increase Web-based recruitment and implement social media marketing into recruitment strategies.
  o Offer an on-line inquiry form for users to complete and e-mail directly to the agency requesting further follow-up via phone calls, in-home consultation or information packets.
  o Utilize messaging that focuses on reunification and keeping siblings together—messages that portray the care giving experience as one that serves the entire family.
  o Partner closely with Adoption Resources of Wisconsin (ARW) by referring families interested in adoption, holding joint events and collaborating to find ways to increase awareness of the need for families.
  o Evaluate barriers to finding families in targeted communities through faith-based initiatives.

• Create events to engage the community and increase public awareness

• Expand partnerships with the business community to recruit and support foster/adoptive families.

• Make sincere engagement and appreciation of prospective families the primary focus of recruitment and retention that begins with the initial phone call from a prospective family and continues through every step of the process.

• Implement a prescreening tool to assess a prospective family’s ability and willingness to participate as part of the foster care team.

• Continually assess the cultural competence of recruitment and retention staff and explore innovative ways to engage people from the communities served.

**Summary of Retention Challenges**

The effort to increase the number of foster homes through recruitment are not enough. The support, training, and professional regard given to foster parents is imperative in the retention of families willing to care for children with mental, behavioral, or emotional issues.

Foster families are asked to take on a number of roles, including: nurturing the children they care for, supporting their emotional and physical development, providing guidance
and discipline, advocating on the child’s behalf within the school system, mentoring birth parents, supporting the relationship between birthparents and their children, and assisting with the recruitment, training, and mentoring of other foster parents. While taking on these important roles, families are often left to their own devices to navigate the complex child welfare system and locate and obtain the needed supports and services for themselves and the children placed in their homes.

Families in Milwaukee County reported a strong commitment to providing stable, loving, and safe homes for children in need. They are willing to commit their time, resources, and energy to make this happen. But in return, they need the support of the community, other foster parents, the Bureau and other child welfare professionals.

There was an overarching message relayed from foster/adoptive parents of Milwaukee County that they want to be valued, respected, and be considered part of the team. Foster parents said that often times they are one of the most knowledgeable when it comes to the needs of the children in their care, and believe it is essential that they be included when decisions concerning the children are made. However, we heard several instances in which families felt left out of the decision making process.

The recommendations and specific tasks included in this report are all aimed at bringing about better relationships and respect between foster/adoptive families, The Bureau and CSSW.

Recommendations and Specific Tasks for Retention Include:

- Create a Cluster Program aimed at providing mentoring and support to foster/adoptive families.

- Distribute an exit survey to all foster families exiting the system to determine their reason(s) for choosing not to renew their foster care license. This information will be used to create a report that will provide guidance to the Bureau and other child welfare professionals regarding the implementation of effective changes to lower the number of families exiting the system.

- Distribute a satisfaction survey to all licensed foster families to determine their satisfaction level with the Bureau, CSW, and their overall experience within the foster care system, as well as what could be done to enhance their experience.

- Create a Wishing Well Fund program to provide funding necessary to assist foster families with meeting the “extra” needs of children placed in their home, such as extracurricular activities, music or dance lessons, or family vacations.

- Create resource centers, ideally in each region of Milwaukee County, in an effort to provide initial and ongoing placement supports to foster/adoptive families.
• Organize annual appreciation events for all licensed foster/adoptive families.

• Create a Giving Tree project or other holiday supports to assist foster/adoptive families with the added expenses incurred during the holiday season.

• Publish a newsletter and mail to all licensed foster/adoptive families at least every other month.

• Encourage leadership from Voices United and the United Foster and Adoptive Parents of Greater Milwaukee to combine into one association creating one unified Foster Parent Association.

Foster Parent Recruitment and Retention Plan Prepared by the Utah Foster Care Foundation

Introduction

On December 31, 2008 the Bureau of Milwaukee Child Welfare (The Bureau) and Children’s Rights, Inc. reached agreement on a Corrective Action Plan (CAP) to address remaining enforceable Settlement Agreement provisions. Among the elements of the CAP was an agreement that The Bureau would make diligent and good faith efforts to implement the recommendations of assessment regarding additional placement resources and supportive services. The Bureau, in consultation with a national expert to be jointly agreed upon by the parties, will develop a Foster Care Recruitment and Retention Plan, 60 days from the completion of the Placement and Services Needs Assessment required in Phase I.

The recruitment and retention plan will be driven by reviewing data concerning the needs and placements of the foster care population and mapping the capacity and preferences of the pool of foster parents. The recruitment and retention plan shall include systemic recommendations that impact recruitment and retention, specific strategies to increase responsiveness and support to foster parents at all stages of recruitment, licensing, placement and throughout the foster parents’ involvement with The Bureau. The plan will include strategies for working with the foster parent organizations to support recruitment, retention and mentoring efforts. The plan shall include specific tasks, timeframes and interim goals. In developing the plan, the expert should consider The Bureau’s financial support of a foster parent organization and the establishment of a foster parent mentor program.

To accomplish this task, The Bureau selected Paul Vincent, Director of The Child Welfare Policy and Practice Group (CWG) to conduct the study of services and placement needs and chose Kelly Peterson, CEO of the Utah Foster Care Foundation (UFCF) to assist The Bureau in developing a foster care recruitment and retention plan. Principal authors of the recruitment and retention portions of this plan are Kelsey Lewis, Director of Recruitment and Nikki MacKay, Director of Foster Family Retention.
As stated in Phase I of the CWG report, "While increasing foster home resources by over 600 is a multi-year undertaking, it is possible for The Bureau to begin by setting interim time objectives. (p. 65) The Bureau has agreed in the CAP they will make ‘diligent and good faith efforts’ at increasing the number of family foster homes by 185 by December 31, 2009. Two of the groups identified by stakeholders as hard to place are teens, because of their behavior, and infants, because of the challenges their needs present to working foster parents. There are over 300 children birth to age one in out-of-home care and 550 children ages 15-17." The CWP report recommended that The Bureau seek to recruit 50 homes for each age range within the 185 additional homes goal.

The safety, permanence and well-being of vulnerable children are the primary responsibility of entire communities. The successful recruitment and retention of families to care for children who cannot live on their own, must be the responsibility of not only agencies with child welfare oversight and community child welfare partners, but also mental health professionals, elected officials, community businesses, faith-based communities, and educators. Thus, agencies specifically assigned to the recruitment and retention of families to care for children must have a positive public image and be seen as professionals deeply concerned about the safety and rights of children. They must demonstrate a warm and welcoming attitude to every inquiry from prospective foster/adoptive parents, and help them feel they are needed to provide a safe place for children. This attitude must also be reflected in all recruitment and retention materials.

Agencies assigned to the recruitment and retention of these families must also have the skills to work with multiple media sources to keep a clear message regarding an ongoing and consistent need for foster/adoptive families. They must genuinely value and show regard for currently licensed foster/adoptive families recognizing them in multiple ways. This includes media to highlight the excellent services they provide, thus raising their standing in the community as professional caregivers who are an integral and indispensable part of the child welfare team.

**Approach**

The Bureau of Milwaukee Child Welfare (The Bureau), contracts with different agencies in Milwaukee County to provide specific child welfare services. The first, Children’s Service Society of Wisconsin (CSSW), is the agency currently responsible for the recruitment and retention of foster/adoptive families in all three Milwaukee County Regions. CSSW has other contracts as well, but this contract will be the focus of this report.

CSSW staff positions relevant to this report:
- **Recruitment staff** – staff responsible for recruiting foster/adoptive families
- **Initial Licensors** – staff responsible for issuing the initial foster parent license
- **Placement Specialists** – staff that place children after they have been removed from their homes. (They work over the phone and do not see either the child or the foster/adoptive parent.)
Foster & Adoption Services Specialists (FASS) – staff responsible for foster/adoptive licensure renewals every two years and for the support of the foster/adoptive family. This position is also responsible for finalizing the adoption once the child becomes available for adoption.

The second agency given consideration in this report is Children’s Family & Community Partnership (CFCP) which covers Region 1 and Region 2. (During the interviewers’ visits to Milwaukee, Region 3 was in the process of transitioning to a new contract provider.)

CFCP staff positions relevant to this report:
Ongoing Case Managers (OCM) – staff responsible for managing the case once a child is placed in a foster/adoptive home. This position is also responsible for providing services to birth families to assist them in reunification efforts.

Both agencies have additional staff and the positions noted above have other responsibilities; however, for the purposes of this report, focus will be given only to the positions and duties noted above.

To assess the service and support needs of current foster/adoptive caregivers in Milwaukee County and to identify possible strengths and/or challenges to the successful recruitment and retention of families, the Utah Foster Care Foundation conducted interviews with the following stakeholders and key informants:

Leaders from the Bureau of Milwaukee Child Welfare (The Bureau)
Leaders from the Children’s Service Society of Wisconsin (CSSW)
CSSW Recruitment Team
CSSW Program Managers and Leadership
CSSW Foster & Adoption Services Specialists & Supervisors
Leaders from the Children Families and Community Partnership (CFCP)
CFCP Ongoing Case Managers
Leadership from LaCausa
Leadership from the two current Foster Parent Associations in Milwaukee County
Foster/Adoptive Parents
Foster Parent Ambassadors
Executive Director from the Planning Council
Group Home Directors
Assessment Center Directors and Staff
Milwaukee County Philanthropist
African American Faith Community
University of Wisconsin Milwaukee Training Partnership
Leadership with a child-placement agency
The Bureau Section Chief over contracts
Mobile Urgent Treatment Team Director

In addition to interviewing stakeholders and key informants, UFCF interviewers also reviewed the:
Bureau's Qualitative Service Review – December 10, 2006
Children Experiencing Placement Movement Case Review – May 2008
Corrective Action Plan – January 22, 2009
Planning Council report “A Community Conversation” – May 27, 2009
Study of Service Support and Placement Needs conducted by the Child Welfare Policy and Practice Group in Partnership with Casey Family Programs – May 29, 2009
Bureau’s current contract with CSSW for the recruitment of families
CSSW Recruitment and Retention Plan – 2008 and 2009
Current CSSW organizational chart
BMCW Program Activity reports
Agencies, Stakeholders and Key Informant materials
A multitude of newspaper articles
Key Findings

Systemic Strengths

The interviewers involved in this process found many strong points in Milwaukee County’s child welfare system. The community is clearly invested in the well-being of children and one recurring theme that emerged during stakeholder interviews was an interest in the foster care system and its success. The media is already highlighting foster care issues in the community and it was communicated during an interview that a reporter at a local television station received more e-mails on the topic of foster care than any other issue. There is a potential for strong media partnerships if someone would take the initiative. A local pediatrician is exploring a way to build a community based program called “Fostering Hope” in which congregation members would provide both formal and informal supports for foster families. Faith based community leaders reported that many members of their congregation see fostering as a humanitarian or a spiritual calling and are willing to come forward if the agency was reaching out to them as partners. Milwaukee County should explore these strengths and maximize them to their full potential.

Members of both Milwaukee County associations and several other foster/adoptive parents interviewed appear to not only be interested in, but enthusiastic about, helping to recruit and retain foster/adoptive families. When the Milwaukee County Association members met with the interviewers, they came prepared with specific ideas on how to reach prospective families. They volunteered to staff booths, hold appreciation events and represent The Bureau and CSSW in the community. Unfortunately, they reported that when they offered these services to CSSW, they were told they were not necessary.

There are some frontline employees at CSSW who demonstrate a commitment to finding families for children. CSSW has introduced the Canvassing Initiative Action (CIA), a brand new program in which front line staff, other than recruitment team members, volunteer to canvass their own community, schedule presentations or staff booths at community events. It was encouraging to see that team members outside of the recruitment department want to assist in the difficult job of finding and retaining families for children, and are volunteering to participate in the initiative.

Foster families in Milwaukee receive childcare support, a resource that is not offered in all states. Many foster care providers in Milwaukee County are working single parents or dual income families. However, it was clear from the foster/adoptive parent interviews that current processes to apply for and receive childcare support are problematic and could be improved. Foster parents must take at least two days off work (with or without pay) to make an appointment and then apply for childcare support.

There are several staff members designated to provide direct support to foster/adoptive families. CSSW currently has in place 47 full time Foster Adoptive Services Specialists (FASS), sometimes referred to as ongoing licensors, to support licensed families and to re-license them every two years. FASS staff are required to visit foster homes monthly during
the first year of placements, and every other month in subsequent years. The interviewers heard repeatedly from foster/adoptive parents how much they felt supported by the FASS staff. One foster/adoptive parent stated, “I know that whenever I call my ongoing licensor, she will be there for me and answer my questions.”

There appears to be a strong statewide Foster/Adoptive Parent Association in place. Leadership from the statewide Association reported they provide two training conferences per year, and produce a quarterly newsletter for families. In January they will be starting a hotline program where ten specially trained foster/adoptive parents can offer support to families. Leadership in the statewide Association is available for consultation and has had contact with Milwaukee Associations’ leadership. According to the president of the statewide Foster/Adoptive Association, the organization receives $20,000 from DHS each year to support their activities.

**Systemic Challenges**


The issues of race, poverty and disproportionate representation of children of color are complicated and highly sensitive issues facing the child welfare system in Milwaukee County. Nevertheless, the scope of the recommendations in this report are limited to finding and supporting families to care for all children entering foster care, many from these communities. While it is recommended that The Bureau and the agency responsible for recruitment and retention focus its efforts in these communities, the interviewers understand the difficult nature of this task. Families and communities struggling to meet their own needs will require increased support from The Bureau and strong informal supports in their own community.

Stakeholder interviews consistently revealed that CSSW does not have a strong positive public image in the community, especially among foster/adoptive families. As noted by one stakeholder, CSSW and Children’s Hospital gave the appearance of a “monopoly.” Others expressed that CSSW is seen as a “white agency” and not being a part of the diverse community they serve. It is critical that an agency contracting for these responsibilities is viewed as a community organization that sincerely values foster/adoptive families. It was
concerning to note that foster/adoptive families expressed they didn’t feel valued, supported, or recognized by CSSW. Even the families who work as ambassadors for CSSW expressed dissatisfaction with their experience. Many families stated they were most satisfied when Lutheran Social Services had the contractual responsibilities currently held by CSSW. Other stakeholders claimed there was a substantial loss of foster families when CSSW replaced Lutheran Social Services. It was reported there were 3,000 licensed families available at one point. There are currently less than 700.

There is an apparent lack of connection and engagement with foster/adoptive families from the beginning of the recruitment process all through their care giving experience. When information on the number of available foster homes, their placement capacities and placement parameters was requested, CSSW and The Bureau could not provide this information. This lack of ability to report on how current families are being utilized seems to reflect a larger systemic issue in which families do not feel connected to The Bureau and CSSW, and most importantly, do not feel appreciated and valued by the system. One stakeholder noted, “How could CSSW not know what homes they have available?”

CSSW designates some foster parents as “ambassadors” and pays them to help with recruitment events and informational meetings. This is a recruitment and retention strategy that should be effective and contribute to increased inquiries. However, some of their own ambassadors said they didn’t feel good about encouraging other families to become foster/adoptive parents due to their own negative experiences. Additionally, several families indicated they wanted to work with CSSW and partner in community recruitment activities but feel that CSSW is not welcoming their support. It is true, not every family will be appropriate to aid in all community outreach, such as media interviews. However, there should be a role for every family who wants to actively support recruitment efforts. Families who wish to work with the agency in recruitment and retention endeavors need to feel respected and valued.

Comments made during interviews with key staff members at CSSW appeared to be consistent with foster/adoptive parents’ perceptions that CSSW does not value them. For example, CSSW staff reported feeling that foster parents only approach them for money or resources for an event and stated, “It feels like extortion.” Other staff expressed concern that some of the most active foster parents have “agendas.” Much was said by employees about why foster parents couldn’t help recruit or participate with CSSW because the activities weren’t endorsed by CSSW. This attitude and the fact that foster families sense they are not seen as critical members of the team is clearly impeding the agency’s efforts to find and retain families to care for children.

The Bureau/CSSW and foster parents don’t appear to trust each other. Due to “liability” concerns, CSSW is unwilling to provide a list of new and current foster parents to association leadership so they can engage and mentor new families. When foster/adoptive association members were asked by the interviewers if they could utilize funding from CSSW, they expressed fear that if the funding came through or from CSSW, there would be “strings attached” and they would feel CSSW had control over activities and how they supported each other.”
One of the most concerning observations that came out of meetings with foster/adoptive families is they feel there is a “stigma” associated with foster parenting in Milwaukee County, especially following the death of Christopher, a baby in kinship care who died at the hands of a relative caregiver. The media blamed “foster parents” in some stories. There is no coordinated public relations effort in place to educate the community and provide a positive picture of foster care and adoption. When questions about public relations strategies were asked, it was apparent that no entity sees it as their role to engage the media. One veteran foster/adoptive parent stated, “Fostering is not fun anymore. There are no PR people working with foster parents to do positive stories about us in order to build the community’s respect. They all just hear about foster parents in the media when a child has been hurt (or killed) and then we’re all lumped together as abusive caregivers. We need the public to know that we’re not all like the ones in the media who have hurt a child. It is so frustrating not to have a voice or anyone to stand up for us.” Media and marketing strategies that focus on what is working well in child welfare need to be put into place, namely, the hundreds of excellent foster/adoptive parents caring for the community’s children.

It appears that there are resources available for the effective delivery of child welfare services in Milwaukee County. Several entities are being paid to provide a specific service in the child welfare system; however, recruitment and retention efforts are being overlooked. One stakeholder noted, “You should see extensive positive outcomes when you are spending this much money. Resources are there, political will and leadership is not.” As highlighted in Section IV of the CWG Report and on page 24 of the Planning Council report, there is organizational fragmentation in The Bureau and in the way services are delivered throughout the child welfare system.

The fragmented nature of the Milwaukee County system further contributes to the disconnected nature of the foster care experience. As noted in the CWG report, foster families encounter numerous entities and highly specialized workers throughout the system, each with a different role. These workers may include Ongoing Case Managers (OCM), employees of Children Families & Community Partnerships (CFCP), multiple CSSW employees, Initial Licensing Specialists and Foster Placement Specialists. When Ongoing Case Managers need a placement for a child they contact a Foster Placement Specialist. Interviewers were concerned to learn that the Foster Placement Specialists have no ongoing connection to the child or the foster/adoptive families; they serve as placement brokers for the agency. There are continuous power struggles between Ongoing Case Managers who feel they have no say in placement decisions, and Foster Placement Specialists who are authorized to make critical placement arrangements without the benefit of knowing the children or foster families involved. When a child moves from foster care to adoption the FASS worker charged with the ongoing licensure and support of foster parents, becomes the “adoptive worker,” with the child now as their client, altering the original relationship with the foster/adoptive parent. Because there is inadequate communication among the agencies it is difficult to assume these different roles. One can only imagine the perplexity for the foster/adoptive families as they try to navigate this complicated and problematic organizational arrangement.
“Fragmentation” continues to surface in reports. However when discussed during interviews, although both agency administrations and staff agreed there is fragmentation, they placed blame elsewhere. Although administrators voiced a desire to see changes, there seemed to be limited commitment and an attitude that responsibility lay elsewhere instead of offering a solution and being willing to begin the process of partnering together to open the door to dialogue and genuine change. Until leadership, management and front line staff of all the agencies involved show a willingness to come to the table and consider solutions that will benefit everyone involved, it will be difficult to ensure success in the way services are offered to both children and to the foster/adoptive parents caring for them. Without this coordination, it will continue to be difficult to recruit willing and qualified foster/adoptive families to work in this environment.

The fragmentation noted appears to create a culture of blaming instead of a culture of teaming. Agencies battle over who has authority and foster/adoptive parents and children are caught in the middle. Even key staff at The Bureau noted that CSSW doesn't appear sincerely invested and passionate about employing best practice. One stakeholder stated, “There is more investment in excuses than in practice.” Leadership in CSSW noted that external political issues between the parties tend to drive practice more than strong social work skills. High staff turnover is also a key component of disrupted communication among the agencies and foster/adoptive families.

In Appendix I of the current contract between the State of Wisconsin, Department of Children and Families, division of Safety and Permanence, and the Children’s Service Society of Wisconsin to recruit families, there are no performance based goals for the specific number of new families that will be recruited, trained and licensed within the contracted period of time. Appendix I states, “Pending the development of eWiSACWIS reports, the following performance areas will be monitored on a monthly basis and reported on a quarterly basis. The 2009 contract will be amended for outcome performance measures when the eWiSACWIS reports are completed.” Appendix II of the same contract, Recruitment of Foster And Adoptive Families Quality Performance Measures, relates to the “continuum of services” as identified in Article II.A.1, of the Scope of Services of this contract. This Appendix discusses the overall “outcome performance, utilization, and qualitative case review findings,” and is not limited to the following:

a) Develop a comprehensive work plan,

b) Implement the comprehensive recruitment work plan,

c) Refer quality foster/adoptive families to licensing and

d) Provide statistical information.

The Bureau reported that performance based goals in this contract are in the process of being developed in collaboration with the Office of Performance and Quality Assurance. These measurements will be linked with the development of the eWiSACWIS reports.

The required preparatory pre-service training for prospective foster/adoptive families is provided by the Milwaukee Child Welfare Partnership for Professional Development.
(MCWPPD) at the Helen Bader School of Social Welfare University Of Wisconsin-Milwaukee. This constitutes yet another entity contributing to the fragmentation. Children in foster care suffer trauma and severe losses when removed from their families – even when removed from abusive situations. Most display unpredictable acting out and/or difficult behaviors that require a confident well-trained foster/adoptive parent to help them begin their healing process. When there are effective parenting strategy skills in place and foster/adoptive parents know they are supported by their ongoing caseworker as well as retention staff, they perceive care giving as more satisfying and demonstrate a willingness to continue providing care by remaining a foster/adoptive parent for many years. These foster parents have longevity and are often part of the Foster Parent Association. Inviting them to participate in the pre-service training as credible co-trainers is a must and another excellent retention strategy.

Best practice insists that licensed foster/adoptive parents, birth parents, panels of youth who have aged out of the foster care system and adults who have been adopted out of the foster care system are essential components in a credible foster parent curriculum. Foster/adoptive parents in Milwaukee County reported they are rarely, if ever, invited to participate in any portion of pre-service trainings. It was unclear whether other guests were invited to present. The majority of foster/adoptive parents the interviewers met with stated they were unhappy with the pre-service training.

There is an apparent disconnect between the curriculum taught in foster parent training and the curriculum taught in new caseworker employee orientation. A University representative stated, “Foster parent training has one expectation and then the case manager’s expectations are different.” Caseworkers are not aware of what is taught in pre-service training so they cannot strengthen the concepts learned and support the families when their care giving begins. Also CSSW does not require their employees to attend pre-service training leading to a lack of coordination or sharing of information. This has resulted in misunderstanding and increased confusion of correct practices and a cause of much frustration for foster/adoptive families.

In Milwaukee County, after completing the thirty-six hours of pre-service training and becoming licensed, the foster/adoptive parent has little if any contact with the University trainer, thus losing a potential strong support or connection. Rather, if the pre-service trainer has a graduate degree and experience working with children, and is part of the same team recruiting and retaining the families, the message is clear from the beginning of the process. After the family becomes licensed, the trainer then continues in a supportive role providing the in-service training through “Clusters” (defined in the retention section of this report) and also remains available for continuous contact with the foster/adoptive family. Also, the curriculum is offered only in English.

Families are registered for the first two of the twelve classes by the Initial Licensing Specialist and then they are on their own to complete the additional ten classes. Pre-service training attendance is not tracked by individuals or couples’ completion of classes, instead, each class is counted individually and the number of individuals in each class is totaled at the end of the year. It is unclear how many “graduates” complete the 36 hours of pre-
service training because individuals are counted multiple times as they attend the twelve 3-hour classes.

Licensed foster/adoptive parents are required to complete 10 hours of in-service training each year. During interviews, many stated they would like to be trained on the skills necessary to manage difficult placements. They reported their input for training topics is not considered, and the in-service training seems to be offered on an irregular basis. In-service training is also offered by University trainers and experts from the community. Foster/adoptive parents reported they are not asked for input as to specific training needs. Research has shown that “feeling confident to handle the children placed,” is an important support that will help them continue fostering for a longer period of time. (“Predictors of foster parents’ satisfaction and intent to continue to foster” Child Abuse & Neglect, Volume 23, Issue 3, March 1999, Pages 287-303 Ramona Denby, Nolan Rindfleisch, Gerald Bean) Needs based skill building is an essential component for retention of families.

It was reported by several stakeholders that Milwaukee County’s reimbursement rates are on average $200 less per month than those in neighboring counties. This is clearly a barrier to recruiting and retaining families for children in Milwaukee County. It was reported by foster/adoptive families that reimbursement rates are inconsistently determined from one caseworker to another for children with similar behaviors. It was the belief of some foster/adoptive families that there was implied geographic disparity regarding reimbursement rates. One family stated, “Caseworkers pay differently. Suburban foster parents get more pay for doing the exact same work with children with the exact same behaviors inside the county the pay is all different depending on how your caseworker writes it up.”

While the above issue is related to an inequity among counties within Wisconsin that needs to be addressed, the national report titled, “Hitting the M.A.R.C. Establishing Minimum Adequate Rates for Children” recommended rates that are explicitly calculated based on meeting children’s basic needs, while also applying a geographic cost-of-living adjustment. According to this report, the state of Wisconsin must raise their current foster care rates by 105% in order to reach the Foster Care Minimum Adequate Rates for Children through this project. It should be noted that the Foster Care MARC does not include the cost of transporting a child to visit with his or her biological family or the cost of full-time child care for working foster parents (http://www.nfpainc.org/uploads/MARCTechReport.pdf).

Many of the concerns stated by foster/adoptive parents pertain to the time spent transporting children to and from visits, doctor appointments, and therapy. This is especially challenging considering that many Milwaukee County foster parents, both single and married, work outside the home. One Bureau staff member relayed a story about a foster family that was trying to manage nine parent visits each week, on top of other medical or therapeutic appointments. Another frustration expressed by families was how visitation schedules were often arranged by the Ongoing Case Manager without consideration to the family’s needs. When transportation services are provided, families reported providers might often arrive unannounced or at very inconvenient times.
Foster/adoptive families need in home behavioral coaching to manage difficult behaviors. In addition to addressing the behavior and crisis needs of children in foster care, which is currently the role served by the Mobile Urgent Treatment Team (MUTT) program, the foster/adoptive parents expressed a desire to be trained in the skills necessary to appropriately help children/youth with difficult behaviors. Unfortunately, the feeling among some of the foster/adoptive parents is that MUTT staff will not respond to certain youth. One foster parent stated, “If MUTT staff recognizes the name of the youth a foster parent is calling about, they won’t come out to help at all, they just tell you to call 9-1-1.”

The current MUTT director stated they are prepared to provide ongoing behavioral coaching to families, but they are not being called until the placement has seriously deteriorated. Better communication and training for families on how to seek this support would be beneficial.

One of the concerns consistently expressed by foster/adoptive families during interviews related to educational support needs, both for foster parents and youth in care. As stated in the CWG report of May 29, 2009, “Many caregivers reported a high need for a variety of school supports, including tutoring, one-on-one individual attention supports for children with behavioral challenges, both in school, and in their placements, and alternative educational services for children that have been suspended.” Frequent concerns were also noted in regard to the complexity of the IEP process and the failure of schools to follow through with the agreed upon supports.

Currently there appears to be no written policy regarding respite care for foster/adoptive parents. Neither foster parents nor Bureau or CSSW staffs were able to verbalize what foster families were entitled to in regards to respite care. For families dealing with difficult behaviors, the opportunity to have a temporary break is imperative.

Foster parents are not consistently included in the Coordinated Service Team (CST) meetings. The Bureau is required to hold CST meetings in which the child, birth parents, relatives and possible kinship placements, foster parents, case manager and any other parties with an interest in the case are invited. Many of the foster/adoptive families interviewed expressed their desire to be respected and heard as a valuable member of the team. The ongoing CST planning meetings would provide an opportunity for this to take place. Unfortunately, these same families reported they are often not invited to the CST meetings, and if they are, it is not uncommon for them to receive notification after the meeting has taken place. The meetings appear to be at the convenience of The Bureau, with little consideration given to a foster/adoptive parent’s schedule. With better planning and better trained facilitators, this meeting could provide an opportunity for relationship development and a sense of value and respect between agency staff and foster/adoptive parents.
Recruitment Challenges

Recruitment includes all community outreach strategies that increase awareness of the need for families to care for children in foster care. Recruitment strategies can be formal and informal and include every step of the process that helps individuals or families along the pathway to become a licensed foster/adoptive parent. During the assessment phase, the interviewers noted several areas of the recruitment process where improvement was needed to increase positive outcomes.

Children’s Service Society of Wisconsin (CSSW) currently employs four full time recruitment specialists and one full time recruitment supervisor. A newly hired program manager oversees recruitment and other program management responsibilities. CSSW reports they have an annual budget of $700,000 to cover all costs associated with the recruitment department. Information on the line items for the program budget was not provided, but members of the CSSW recruitment team stated there is not an adequate marketing budget and any “left-over” funds at the end of a budget year are allocated to marketing. Presently, the contract for recruitment of foster/adoptive families is not performance-based in terms of outcomes for the number, type and geographic location of families recruited. It has been recommended previously in this report that this contract be performance-based with results being assessed at intervals throughout the year. While the CSSW recruitment appears to be very visible with many grass-roots strategies such as community festivals and fairs, there is no ongoing and consistent media and marketing effort in place. CSSW coordinates with a Public Relations individual employed by Children’s Hospital, but only a fraction of this employee’s time is dedicated to recruitment. Recruitment collateral is produced by the marketing team at Children’s Hospital.

CSSW’s 2009 Recruitment & Retention Plan is an improvement over the 2008 plan, which lacked comprehensive details and strategies to meet the community’s needs. The 2009 plan references the most significant placement needs, includes target audiences, overall goals and several specific strategies to reach said audiences, especially through grass-roots community outreach such as community events. It also references the need of homes for infants, teens, siblings and emergency placement and contains broad public awareness goals and general goals for reaching the Latino/Hispanic, African American and the faith-based community, but doesn't drill down to specific neighborhood areas. Goals in the current CSSW 2009 plan include:

a. Generate 2,000 new inquiries
b. Generate 1,000 attendees at new family informational meetings
c. Host 84 (including One to One meetings) new family informational meetings
d. Secure 750 new applications (55% of attendees turning in applications).
e. License 200 foster/adoptive homes.

The overall goal is clear, but the plan lacks targeted recruitment goals which should be based on the individual placement needs of neighborhoods in each community. When
establishing a goal for a number of newly licensed homes, the plan must also identify goals for each neighborhood area as well as the specific types of homes included in that goal.

It is unlikely that 4 full-time recruiters could carry out the extensive strategies and level of work contained in the plan, especially without funding for marketing and public relations. The strategies cited in the plan were not consistent with the interviewer’s observations about recruitment strategies and activities. For example, there are several strategies that reference “PR and media plans, website development, and advertising,” but there is not a full-time staff member to coordinate public relations and marketing initiatives. Additionally, the plan reads, “continue to work with Adoption Resources of Wisconsin to respond to inquiry calls received from AdoptUSKids campaign.” Adoption Resources of Wisconsin (ARW) is the agency responsible for child-specific recruitment for children waiting to be adopted. It stands to reason that CSSW would partner closely with this organization. However, interviews with CSSW and ARW staff revealed a rather weak partnership between the two groups and no active collaboration in terms of community events or recruitment outreach.

The 2009 CSSW recruitment plan also includes a “foster parent ambassador” program to utilize current families in community events and public outreach; however, CSSW’s ambassadors stated they did not feel they could assist in recruiting new families since their own experiences had been so negative. A formal ambassador program is critical to the agency’s successful recruitment outcomes, but the agency should also support all foster parents in the informal role they play in recruiting new families. Interviewers were given several examples of foster parents offering to assist with or engage in their own recruitment activities only to be turned down by CSSW. Recruitment efforts should not need to be formally authorized or sanctioned by the agency, they should occur naturally in a foster parent’s own community. Strengthening the Foster Family Associations and implementing a county-wide cluster program to support families will provide additional opportunities for current families to be actively involved in the recruitment of new families.

During the assessment phase, the interviewers inquired about the needs assessment that preceded the establishment of the goal for The Bureau to increase the number of available homes by a net gain of 185 by December 31, 2009. Key informants at CSSW and The Bureau did not provide clear information on how this goal was determined and there was a lack of communication between the agency determining the goal (The Bureau) and the agency responsible for meeting the goal (CSSW). CSSW placement and recruitment staff indicated they were not involved in the needs assessment for the established goal and reported, “We read about the 185 in the paper.”

It will take several years to change public perception and recruit, train and license additional qualified caregivers and retain an increased number of families in Milwaukee County. The Bureau clearly needs placement resources for children, but a net-gain goal of nearly 200 families is a multi-year endeavor. In Utah, 70% of families responding to an exit survey indicate that they are closing due to personal reasons, such as adoption. Only 30% report that they are exiting due to systemic reasons.
Aggressive recruitment must be combined with intensive support services to ensure that families will continue. Even in the most ideal circumstances, it takes time to realize a net gain.

The recruitment team’s approach to engaging families and introducing them to the foster care program could be more “customer-friendly.” For example, incoming calls are not answered by a professional recruiter, rather they are answered by support staff collecting information from the caller and register them for an “Informational Meeting.” While these “mandatory” community meetings are held weekly and may be accessible to many people, they shouldn’t be the only resource for a prospective parent to get information and have their questions answered. It was also noted by interviewers that instead of a warm welcome to all interested individuals and families, the CSSW Informational Meeting Schedule states in bold, “If you arrive more than 10 minutes late, you will be turned away.” All messages sent by agencies recruiting families must be developed to engage prospective foster/adoptive parents, inviting them right from the beginning, to become members of a child welfare team of professionals. A recruiter’s job is to listen, support and teach the prospective parents. Recruiters need to be mindful of a prospective parent’s sense of time and use a welcoming customer-oriented approach to encourage participation.

The message, tone and content of recruitment materials does not always adequately reflect the needs of children in care and what is expected of foster parents. Recruiting the right families requires messaging that speaks to appropriate motivations and expectations. Otherwise families are unlikely to be successful caregivers or continue as caregivers for the agency.

The most promising strategies for targeted recruitment and retention of families will not succeed if The Bureau does not attend to the external and internal factors that adversely impact recruitment and retention of families. The key observations, systemic recommendations and recruitment and retention recommendations in this report are essential to improve outcomes in Milwaukee County.
Retention Challenges

Foster families are asked to take on a number of roles, including nurturing the children they care for, supporting their emotional and physical development, providing guidance and discipline, advocating on the child’s behalf within the school system, mentoring birth parents, supporting the relationship between birthparents and their children, and assisting with the recruitment, training, and mentoring of other foster parents. While taking on these important roles, families are often left to their own devices to navigate the complex child welfare system and locate and obtain the needed supports and services for themselves and the children placed in their homes.

Looking to systemic factors affecting foster parent recruitment and retention, surveys of foster parents repeatedly find that the primary reason foster parents leave fostering is a lack of agency responsiveness, communication, and support. According to the National Commission on Family Foster Care (1991), as many as 60% of foster parents withdraw from the program within the first 12 months. As reasons, the foster parents often cited insufficient emergency, weekend, or vacation respite; inadequate consultation and support from social workers; poor agency response to crisis situations; disrespect for foster parents as partners and team members; inadequate training; and few opportunities to provide input into training or services for foster parents (National Commission on Family Foster Care, 1991). These same concerns were also echoed by Milwaukee County foster/adoptive families.

The efforts to increase the number of foster homes through recruitment are not enough. The support, training, and professional regard given to parents after they have begun the care giving experience is imperative in the retention of families willing to care for children with mental, behavioral, or emotional challenges. Foster/adoptive parents in Milwaukee County must be seen as significant and indispensable components of the child welfare system. There was an overarching message relayed from the families that they want to be valued, respected, and considered part of the team. Families want to have a voice regarding the important decisions impacting the lives of the children they care for. They reported often times feeling like their suggestions concerning the needs and best interests of children go unheard. The current belief many families share is that they are seen as “just babysitters” by both The Bureau and CSSW. The recommendations and specific tasks included in this report are aimed at bringing about better relationships and respect between foster/adoptive families, The Bureau and CSSW.

Meaningful retention and support of families is not clearly defined as its own program at CSSW. There is no budget specifically identified for retention services. A strong relationship has not been developed between the Foster Family Association and CSSW. The one position that was continually identified as supportive to the foster/adoptive parents was the Foster & Adoption Services Specialists (FASS) - employees of CSSW. These employees are currently assigned to support families, but have additional responsibilities including adoption case management and finalizations. It is important to build on the positive relationships and allow foster/adoptive family retention to become a priority. It must
never be forgotten that every foster parent who leaves the system due to lack of support is one less resource for a child in need.
Systemic Recommendations

1. Everyone who works for The Bureau and its contracted agencies must see recruitment and retention of foster/adoptive families in Milwaukee County as their job. The Collaboration to AdoptUSKids asserts that Recruitment is everybody’s job. Agencies that are most successful in the recruitment and retention of families encourage all staff and foster/adoptive families to be mindful of the need for families in their communities. Retention begins with the first phone call inquiring about becoming a foster/adoptive parent and doesn’t end when a family leaves the system. If a family has had a positive experience as a foster parent, they will serve as the best recruiters even after they stop being an active foster parent (McKenzie Consulting, Inc. adoptuskids.org, “Answering the Call: Getting more parents for children from your recruitment efforts” 2003)

2. The Bureau must consider whether CSSW is the best agency to carry out recruitment and retention responsibilities. Serious consideration must be given to the external factors which affect the success of all recruitment and retention efforts in Milwaukee County. Public perceptions must be attended to if the agency charged with recruiting, training, licensing and retention of foster/adoptive families is going to be successful. According to the U.S. Department of Health and Human Services: Administration for Children & Families, The agency must be aware of its reputation in the communities that it serves and from which parents will be recruited. If the perception of the agency is a negative one, people in the community will not respond to recruitment efforts. (Necessary Components of Effective Foster Care and Adoptive Recruitment, Administration for Children and Families. [Electronic Version]. Retrieved June 23, 2009 from http://www.acf.hhs.gov/ programs/ cb/laws_policies/policy/pi/ 1995/pi/9523a4.htm p.1).

Although CSSW front-line staff appear to be dedicated to the mission of finding and supporting families, CSSW leadership must demonstrate a “whatever it takes” approach to support families and build relationships in the community. Otherwise, it is recommended that thoughtful deliberation be given to whether they are the appropriate agency to recruit and retain foster/adoptive families in Milwaukee County.

3. Although Wisconsin’s management information system eWiSACWIS is currently being utilized, Bureau and CSSW staff could not provide basic information on foster parent providers and children in care that would inform effective recruitment and retention planning. The Bureau agreed that eWiSACWIS needs to be enhanced and training needs to be provided to all contracted agencies entering data into the system. Bureau staff reported that CSSW is not utilizing eWiSACWIS to enter data on families and pull reports. It was reported that data for the Out-of-Home Care Activity Report and Adoption Program Activity Report is being hand counted. Data entry must be a contractual requirement for agencies such as CSSW to ensure internal data integrity in a centralized database.
4. Encourage the two Foster Parent Associations currently in place in Milwaukee County, Voices United and the Foster Parent Association of Greater Milwaukee, to explore the possibility of uniting with The Bureau will provide a source of funding for this association to operate – a minimum of $30,000 annually. The combined Foster Parent Association would work closely with the statewide Foster Parent Association to receive and share information about national and local conferences, fundraising opportunities and additional resources that would benefit Milwaukee County foster/adoptive parents. With the resources in place, a strong foster parent association could be a powerful voice to educate the community about the work they do with children and increase awareness that there is an ongoing and consistent need for foster/adoptive families.

5. Recruit foster and adoptive families simultaneously, combine the foster parent and the adoption applications into one, and continue to use the SAFE home study. It has been recommended by national experts that states move to a dual licensure to streamline this process for families.

In early 2000, Casey Family Programs National Center for Resource Family Support and the National Resource Center for Foster Care and Permanency Planning at the Hunter College School of Social Work – City University of New York, collaborated on the development of a monograph to learn about the status of the dual licensure of foster/adoptive families in many states. Data from the Children’s Bureau of the Department of Health and Human Services showed a majority of the children adopted from the foster care system are adopted by their foster parents. It was recommended that states move to a dual licensure to streamline this process for families. (Lutz, Lorrie. Recruitment and Retention of Resource Families; The Promise and the Paradox. Publishers: Casey Family Programs, 2002. P.6).

Dual licensure of foster and adoptive families will reduce the time it takes for a family to become an adoptive placement. When families are educated early on that there is a dual role in foster care, supporting birth parents and providing permanency for children if they cannot safely return home, it should help to reduce a child’s move from a foster care to an adoptive placement if parental rights are terminated.

6. Carefully screen, train and license kinship caregivers. Because TANF funds for specified relative care are inadequate, licensed kinship providers should also receive the same reimbursement rate as the licensed foster/adoptive parents. This issue is currently being addressed by The Bureau where a graduated licensing system with five levels will be put into place.

7. Bring pre-service training into the agency responsible for the recruitment and retention of foster/adoptive families, hiring trainers with a graduate degree and a
background working with children with difficult behaviors. It is essential that ongoing professional development be available for trainers to ensure they stay abreast of national trends and best practices in child welfare. The professional trainers must be involved in the continuous development of new peer-reviewed and field tested curriculum for ongoing in-service training to be offered based on the needs identified by foster/adoptive families.

Require all employees working with foster/adoptive families to attend the 36-hours of preparatory pre-service training, preferably before they begin carrying a caseload. All recruitment and retention staff must also be required to graduate from the pre-service training. It is also recommended that pre-service training be offered in Spanish.

8. The mandatory disclosure of a foster parents’ confidential information, i.e. name, address and phone number, to birth parents has been a deterrent to the recruitment of new families and the retention of currently licensed families. This law states:

48.33(5)
(5) Identity of foster parent or treatment foster parent; confidentiality. If the report recommends placement in a foster home or a treatment foster home, and the name of the foster parent or treatment foster parent is not available at the time the report is filed, the agency shall provide the court and the child’s parent or guardian with the name and address of the foster parent or treatment foster parent within 21 days after the dispositional order is entered, except that the court may order the information withheld from the child’s parent or guardian if the court finds that disclosure would result in imminent danger to the child or to the foster parent or treatment foster parent. After notifying the child’s parent or guardian, the court shall hold a hearing prior to ordering the information withheld.

The interviewers understand and strongly support the best practice of shared parenting; however it was reported by several foster/adoptive families that when this confidential information is disclosed too early in the case, it has caused difficulties in their ability to establish a relationship with the birth parents and begin to work with them in a constructive manner. Allowing time for a relationship to build between the parties for the purpose of shared parenting is necessary to facilitate reunification. It is recommended that training be provided to case managers enlightening them as to the contents of this law and the established guidelines for practice.

9. Decentralize the agency providing recruitment and retention and move them into the communities being served by creating neighborhood teams to focus on recruitment and retention through the entire process. While it is understood that physically co-locating teams may take some time, beginning to work in a neighborhood-based team approach can happen immediately. The current configuration creates barriers to client accessibility, teaming, communication and
cultural sensitivity. Moving to a neighborhood based system in which CSSW staff worked alongside CFCP staff would allow for team-focused practice and reduce the power struggles that were observed during the assessment phase. This would also serve to facilitate the effective implementation of a Cluster Program (defined under retention of this report) and the development of community-focused targeted recruitment.

10. Streamline responsibilities for the Foster & Adoptive Services Specialists (FASS), a current position in CSSW, by removing the adoption responsibilities from the job description. This position is responsible for supporting the families on their caseloads, including ongoing licensure, and should be focused entirely on connecting foster/adoptive families to resources and supporting them in their care giving experience. It was surprising for the interviewers to learn that when a child in a foster home becomes available for adoption, their case is transferred from their Ongoing Case Manager to the FASS worker assigned to their foster family. This practice diminishes the FASS worker’s previous role as the primary support to the family. It is best practice to have the Ongoing Case Manager maintain a child’s case through to permanency causing fewer disruptions for the child and allowing the FASS worker to continue supporting the families on their caseloads. This change will clarify who the client is for each worker.

11. Create “placement teams” that include the Initial Licensor, the FASS and the Ongoing Case Manager. Reassign the Foster Placement Specialist position which does not have a continuing connection to the foster/adoptive families or the child needing placement. Placement decisions should shift from a “brokering” service to a team that will consider the family’s strengths, limitations and capacities along with the children’s placement needs. Teaming in this fashion will allow the Ongoing Case Manager to represent the needs of the child and the FASS, to represent the needs of the families available for placement. The Ongoing Case Manager should have a strong voice in the placement decision, instead of handing it off to another agency. The Foster Placement Specialist positions could be reassigned to the recruitment team or could join the FASS team providing support to foster/adoptive families.

12. Implement performance-based outcomes in the contract for the Provision of Recruitment of Foster and adoption Families. Goals for the recruitment program will focus on recruited, trained and licensed families. Goals for the retention program will include decreasing the number of families leaving the system and providing accurate data on reasons families discontinue as caregivers. In order to establish a net gain of licensed families there are many factors involved – one of the most significant being the family’s relationship with their Ongoing Case Manager. A positive relationship between the foster family and the Ongoing Case Manager from the agency can make a difference in whether a foster parent continues their care giving experience, even with a lack of other supports in place. “Surveys of foster parents repeatedly find that the primary reason foster parents leave fostering is a lack of agency responsiveness,” (Barbell, K. & Freundlich, M. Foster Care Today. Publishers: Casey Family Programs, 2001. P. 19).
13. Develop a coordinated community relations effort to improve the public perception of foster care and adoption in Milwaukee County and increase community response to recruitment efforts. Create a full-time Community Relations Coordinator position to be housed with the agency responsible for recruitment & retention. Community relations includes, but is not limited to: public relations and marketing, securing earned media to enhance the visibility of The Bureau and its programs, increasing awareness of the need for foster/adoptive families, implementing social media networking strategies, coordinating and executing community events, creating collateral materials that accurately reflect the placement needs of children in care and building strong partnerships in the community that benefit foster/adoptive families. The most effective public information initiatives combine grass-roots community focused efforts with an integrated multi-media campaign. Macro-level marketing and media strategies help to support and lend credibility to ongoing grass-roots efforts.

14. Increase the foster parent reimbursement rates in Milwaukee County to be consistent with the rates in surrounding counties. The State of Wisconsin foster care rates must also be increased to match the rates recommended in the M.A.R.C. report. It was reported that Governor Doyle and the Bureau are currently working on a graduated pay rate which may address the need for increased reimbursement rates. To reach the M.A.R.C. goal of an increase of 105%, the legislature will need to be involved and foster parents will need to assist with this advocacy (http://www.nfpanic.org/uploads/MARCtechReport.pdf).

15. Change the way transportation of children is currently arranged by ensuring that Ongoing Case Managers consult with foster parents before committing to appointment schedules. The CWP report from May 29, 2009 recommends The Bureau also “develop policy guiding case management practice in this regard and provide in-service training to staff.” It seems there is a substantial budget for transportation services and current expenditures need to be reevaluated to find more cost effective ways of providing these services to better meet the needs of foster/adoptive families.

16. In a joint effort, the Mobile Urgent Treatment Team (MUTT), Bureau staff, and selected experienced foster parents will assess what needs to be done to better meet the needs of foster/adoptive parents for in-home behavioral coaching. This may include improving communication, training staff and foster parents on available MUTT resources and the possibility of expanding the MUTT program.

17. Develop a partnership with Milwaukee county school districts to build relationships and develop programs to assist youth in care and support foster families with children’s educational needs, including tracking services to monitor academic and behavioral. The programs would address both the educational needs of children in custody, including tutoring alternatives when the youth has been suspended, and
the educational supports needed by the families dealing with the complexity of Individual Education Plans.

18. Create a Respite Care policy with clear guidelines describing what families are entitled to in regards to respite, and providing clear expectations of who is responsible for arranging respite care (see Appendix XVI for sample Respite Care Policy). Once the Cluster Program is established, foster families may be able to arrange informal respite care with other families in their cluster group.

19. The quality of the Coordinated Services Team (CST) needs to be strengthened by providing timely notification to foster/adoptive parents, as well as a better opportunity for their involvement. The expectation needs to be set for Bureau staff that these meetings will be facilitated in a way that foster/adoptive families and youth in care when old enough are actively involved in the planning of their future.
Recruitment Planning Recommendations & Specific Tasks:

Specific Task #1
Conduct accurate and thorough annual needs assessments to determine the types of families needed according to placement type, capacity, geographic location and culture (see Appendix I for sample needs assessment).

- Though needs assessment should be conducted annually, it is also an ongoing process which requires recruitment staff to have access to current and accurate data on the children needing placement as well as currently licensed families and how they are being utilized. Annual goals for the number of newly licensed families should be determined based on a comprehensive needs assessment. (Timeframe—an initial needs assessment will be completed by November 1, 2009).

- Needs assessment should be a collaborative process involving all parties who have a role in the recruitment, training, placement and retention process including, but not limited to: Ongoing Case Managers, Licensing Staff, Retention Team Members, Placement Teams and Recruitment Staff.

- The agency responsible for recruiting, training, licensing and retaining foster/adoptive families must have access to the Bureau’s data including clear and accurate data for the children in out-of-home care and the population from which they are recruiting.

- It was difficult to obtain the basic type of information that should inform recruitment planning from The Bureau and CSSW. Questions were raised about how CSSW utilizes the eWiSACWIS database which they have access to. The Bureau should monitor the integrity of the data being entered by CSSW and make accurate data entry and reporting part of the performance-based contract. (Timeframe—improved data entry and reporting will be incorporated into any performance-based recruitment/retention plans by December 1, 2009).

Specific Task #2
Develop annual recruitment goals based on needs assessments – goals will be clearly stated in a county-wide recruitment plan with individual goals to target each neighborhood (see Appendix II for sample targeted recruitment plans).

Interim Goal:
The CWG report from May 29, 2009 recommends The Bureau increase foster home capacity for 610 children (or 610 beds). The report acknowledges that such an increase will be a multi-year undertaking and
interim goals are established based on the agreed upon net gain of 185 homes by December 2009.

For the purposes of this report, it is recommended that The Bureau recruit, train and license 250 new homes per year in Milwaukee County until a net gain of 610 new beds is reached. (Timeframe—a new 2010 recruitment plan based on aforementioned needs assessments will be completed by December 31, 2010).

- Recruitment Plans will include targeted recruitment goals. A hypothetical example of a plan that includes targeted goals may include:
  
  **County Goal:**
  Recruit, train and license 250 new families
  Included in the 250 new families are:
  
  - 100 families to care for teens
  - 100 families to care for infants
  - 50 Latino/Hispanic families
  - 60 African American families
  - 30 Native American Families
  - 50 homes to provide emergency placement

  **Neighborhood goal:**
  
  - **East Bay:** Recruit, train and license 71 new families.
  - **West Haven:** Recruit, train and license 25 new families.
  - **Inner City:** Recruit, train and license 10 new families.
  - **South Hills:** Recruit, train and license 4 new families.

  *(Each neighborhood should also contain specific targeted goals)*

  **West Haven:**
  Goal: Recruit and train 25 new potential resource families in FY 2010, including 5 families who can also provide emergency and/or foster care for adolescents, 10 Latino/Hispanic families and 10 African American Families. (Outcomes can be reported in tables)

<table>
<thead>
<tr>
<th>Neighborhood</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Bay</td>
<td>71</td>
</tr>
<tr>
<td>West Haven</td>
<td>25</td>
</tr>
<tr>
<td>Inner City</td>
<td>10</td>
</tr>
<tr>
<td>South Hills</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Specific Goal</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latino/Hispanic homes</td>
<td>50</td>
</tr>
<tr>
<td>Native American homes</td>
<td>30</td>
</tr>
<tr>
<td>African American homes</td>
<td>60</td>
</tr>
<tr>
<td>Homes for 14+</td>
<td>100</td>
</tr>
</tbody>
</table>
Specific Task #3
Implement Targeted Zip Code Recruitment to build community support and interest in identified geographic areas.

Other agencies utilize “Targeted Zip Code Recruitment” methods to reach new families in every community. Such recruitment strategies increase the likelihood that children will remain in their own communities and schools. Recruitment efforts are focused on an identified community (a specific neighborhood or group of zip codes in an area) for a few months at a time. Recruitment team members saturate the community with information about foster care, including the specific placement needs of children in care. Ask local newspapers to run stories featuring a local foster or adoptive family. Contact businesses, churches and community leaders and place announcements in relevant organizational newsletters. Recruitment messages promote an upcoming “Ask a foster parent night” to be held in the community near the end of the three months. This approach will work well with the new “CIA” project that is focusing on specific communities in the county.

Based on data from CSSW, it appears that many of the zip code areas with the highest rates of removal and children entering foster care are also zip code areas with the greatest number of licensed foster parents. However, it was reported several times to interviewers that more families are needed in the inner-city areas where children are being removed. Every effort must be made to explore additional resources in these communities. Some staff reported that “saturation” had occurred in these areas, but other stakeholders felt more could be done to find and support families in these communities.

It is recommended that the agency begin targeted recruitment in the zip codes 53205 (reported to be an area with a lot of removals, but few licensed families), 53212, 53210 and surrounding areas. The agency should then determine the subsequent areas to target based on the aforementioned needs assessment.

Timeframe—identify targeted neighborhood areas and complete neighborhood-based goals for each identified area by November 1, 2009

- Once a community has been identified, develop materials that are specific to the community with information on the specific placement needs of children in foster care from the community: number of children in care, number of families available, and any challenges specific to the area. Materials can include posters, flyers and postcards (see Appendix III for collateral specific to targeted community needs). (Timeframe—begin by November 31, 2009).
• Approach elected leaders, community stakeholders and any local newspapers in the community and secure their support. Educate community leaders about the local need as they are more likely to respond when they understand that it impacts their own community. Emphasize the importance of keeping children connected to their community while they are in foster care. (Timeframe—begin by November 31, 2009).

• Canvass local communities with recruitment materials that are specific to the targeted community. The “call to action” on all materials should be the “please join us for Meet a Foster Parent Night.” Contact licensed foster parents in the area and designated foster parent ambassadors and ask them to distribute the information and materials to their own friends and family as well as their churches, colleagues, club members or other organizations they are involved in. Ask your local foster parent ambassadors to be available for an interview with the local newspaper in the area. (Timeframe—begin by November 31, 2009).

• Contact schools in the area and ask them to send a flyer home with each student that outlines the need for families in their area and announces the upcoming “Meet a Foster Parent Night.” Place announcements in PTA newsletters and post information in school offices. (Timeframe—begin by November 31, 2009).

• Identify local businesses to hang posters and leave take-away materials. Focus on businesses where people “wait” such as: doctor’s offices, dentists, oil change service centers and hair/nail salons, etc. When the materials are specific to an upcoming event businesses are more likely to display a poster or flyer because it is time limited. (Timeframe—begin by November 31, 2009).

• Approach grocery stores, diners, coffee shops and leave post-cards at the check-out area. (Timeframe—begin by November 31, 2009).

• Coordinate with churches in the area, especially those that have foster parents as members. Ask a leader to schedule a presentation to their congregation and invite their members to attend the “Meet a Foster Parent Night.” (Timeframe—begin by November 31, 2009).

• Place ads in local newspapers and post announcements on all print and on-line community calendars. (Timeframe—begin by November 31, 2009).

• Mail postcard invitations to all families in the area who have previously inquired and appear to meet basic requirements to become licensed. (Timeframe—begin by November 31, 2009).
Specific Task #4
Increase staff in the recruitment department by adding two full-time Recruitment Specialist positions, a full-time Public Relations/Marketing position, and a support staff for the recruitment program.

Timeframe—November 1, 2009

- Additional recruitment staff will be required to implement the recommendations in this report and implement targeted neighborhood recruitment strategies.
- Forthcoming recommendations in this report will focus on the role of a Public Relations/Marketing person.
- A support staff person for the recruitment department can provide a key role in gathering, entering and retrieving recruitment related data and assist recruitment staff by tracking families through the recruitment, prescreening, training and licensing process.

Specific Task #5
Develop and implement a strategic public relations plan

Timeframe—complete each step by December 1, 2009

- A full-time Public Relations/Marketing Coordinator will effectively implement public relations strategies with “traditional media” as well as “new media” or “social media” such as on-line marketing and social networking. Strong graphic design, copywriting, Web development and media relations are essential skills for this position.
- The Public Relations/Marketing Coordinator position must be a key position in the agency responsible for recruiting foster/adoptive families and retaining currently licensed families. Public relations, especially with the media, needs to be a proactive and consistent process instead of reactive.
- The Public Relations/Marketing Coordinator, responsible for implementing the public relations/marketing plan should work primarily under recruitment and retention department and receive direction from the agency’s administration and Bureau administration to build cohesive branding and messaging for the entire system.
- The agency responsible for recruiting and retaining families must have the authority to act independent of the Children’s Hospital and The Bureau in its community relations activities. Of course, The Bureau should be involved in the development of marketing campaigns and key messages, but should not have to authorize the agency’s interaction with the media. To do otherwise
would impede the agency’s ability to build its own public image and pursue positive media relations on behalf of families and recruitment outreach.

- It will be helpful to seek outside support from a public relations/advertising firm willing to donate pro-bono services. Services could be temporary in nature and assist the agency in launching a new strategic plan to increase awareness of the need for foster/adoptive families, increase the positive public perception of foster care/adoption and begin to build the public image of the agency responsible for recruiting and retaining families.

- Effective public relations will ultimately improve recruitment and retention of foster/adoptive families. Utilizing earned-media to increase awareness of the need for families is valuable and costs little to nothing. When families see the agency working on their behalf to secure encouraging stories about foster care and adoption across print, television, Web-based and social networking mediums, families will feel valued and respected for the essential service they provide. In turn, these families will feel more invested in the process and be a key to successful recruitment of new families (see Appendix IV for samples of newspaper stories).
  
  - The first story is a strong example of how a positive relationship with a reporter can help them understand an important issue like reunification and accurately put across that point in an article. The second shows how agencies can create their own stories by hosting an event or contest that features a successful foster/adoptive family. The third story focuses on a specific need for Native American families and highlights a Native family in the community and an upcoming event. The common thread in each article is that it features a foster/adoptive family in the community.

**Specific Task #6**

*Develop and implement an integrated marketing campaign focusing on the most salient needs: homes for teens, infants up to age three, families to support reunification and emergency placement providers.*

*Timeframe—November 1, 2009*

- The recruitment budget must include $150,000 to adequately implement an ongoing and consistent marketing and public relations campaign for Milwaukee County. This level of funding will be necessary at the outset of a campaign. Ongoing funding needs may depend on the agency’s ability to leverage community support and build on a strong initial campaign. *(Timeframe—December 31, 2009).*
Implement a campaign to find families for teens (similar campaigns should be developed for homes for infants and emergency placements).
(Timeframe—January 31, 2010).

1. Seek support from a local advertising agency willing to donate creative services to develop targeted campaigns.
2. Host a focus-group of successful families currently caring for teens. Ask specific questions about what motivated them, why they continue caring for teens, what they like best about it and what they like the least.
3. Assess the demographics of current families who are successfully caring for teens and target this demographic in community outreach such as direct-mail.
4. Host a focus-group of teens in foster care, especially teens in need of a permanent adoptive family. Ask specific questions about what they want in a family and what they would tell people considering becoming foster/adoptive parents to teens. Identify youth who can be interviewed by the media or talk about their experience in foster care.
5. Secure the support of a local television station and newspaper to cover a series of stories about the need for families for teens.
6. Develop materials based on information from the focus-groups. Include information regarding the number of children exiting foster care each year without a permanent family (see Appendix V for collateral focused on the need for homes for teens).

• Integrate consistent branding and messaging across all public relations and marketing collateral. Promotional materials should reflect the major placement needs of children in care and expectations of foster/adopter parents, such as, supporting reunification and keeping siblings together. (Timeframe—November, 1, 2009).

• Promotional materials should be specific to the targeted community and used to encourage participation in a specific event or increase awareness of a need in a targeted community. Having a full-time Public Relations/Marketing Coordinator will enable the agency to develop materials internally for specific events and targeted community campaigns (see Appendix VI for samples of collateral focused on community events/needs). (Timeframe—November, 1, 2009).

• Introduce the concept of “shared parenting” early on. Foster parenting is about mentoring and supporting an entire family, including a child, siblings and the birth parents (see Appendix VI for samples of collateral that focuses on reunification.) This message should be reflected in promotional materials, and the expectation that foster parents support reunification.
efforts should be clear throughout the training, licensing and placement process. Lorrie Lutz states that:

Historically, most of the recruitment messages have centered on “saving the child”. While this message is compelling, it presents a precarious trap in that those who respond to this kind of message may not possess the characteristics to work effectively with the child’s birth family. Those states that have been most effective in recruiting resource families willing to work with birth families, have changed their message to reflect the evolving role of foster care—role modeling sound parenting skills to the birth family, supporting consistent visitation and helping a child work through the ambivalence about their birth parents. Utah’s message of, Strengthen a Family....Become a Foster/Adoptive Parent, is an example of a message that communicates this paradigm shift, (Lutz, Lorrie. Recruitment and Retention of Resource Families; The Promise and the Paradox. Publishers: Seattle: Casey Family Programs, 2002. P.57)

Develop an educational recruitment DVD to orient people to foster care and adoption. The DVD can be used in community presentations, information nights and feature birth parents alongside experienced foster/adoptive parents. Birth parents should also be used in pre-service training to help foster/adoptive families understand the principle of shared parenting and a foster parent’s role in supporting and mentoring birth families throughout the reunification process. A sample DVD focusing on reunification and foster parent’s experiences is found at: (http://www.youtube.com/watch?v=Y0l4HDZ2H60&feature=channel_page (Timeframe—April 1, 2010).

• One of the systemic recommendations in this report is that Milwaukee County consider a “concurrent planning” track for foster/adoptive families. Meaning that families are dually recruited, trained and licensed to provide foster care and adoption to children in out-of-home care. Foster and Adoptive families must also be recruited in a unified fashion because adoption is a primary motivator for the majority of families inquiring about foster care. Often, there is more public acceptance and understanding of “adoption” than “foster care.” Those who may not respond to a message about foster care may be more likely to respond if they understand that adoption is an outcome in many foster care cases. Current CSSW materials define the role of a “foster parent” and an “adoptive parent” as two separate tracks in the process, rather than linking them together and articulating how foster parents provide permanent adoptive homes to many children. Including adoption as a part of foster care in all community outreach and messaging also emphasizes the importance of permanency for children in foster care. (Timeframe-implement cohesive messaging for foster and adoptive families in all recruitment collateral by January 1, 2010).
Specific Task #7
Focus the majority of marketing and recruitment activity on the strategies that are currently generating the most initial inquiries: Word of Mouth, Internet and Promotional Materials.

Activities should include, but are not limited to, the following:
(Timeframe—Begin following tasks by February 1, 2010)

- **Attend to the public and foster/adoptive parents’ perception of the agency.**

- **Improve and increase Web-based recruitment and implement social media marketing into recruitment strategies (Facebook, YouTube, Twitter).**

- **Offer an on-line inquiry form for users to complete and e-mail directly to the agency requesting further follow-up via phone calls, in-home consultation or information packets.**

- **Utilize messaging that focuses on reunification and keeping siblings together—messages that portray the care giving experience as one that serves the entire family.**

- **Partner closely with Adoption Resources of Wisconsin (ARW) by referring families interested in adoption to this agency, holding joint events, and collaborating to find ways to increase awareness of the need for foster/adoptive families.**

- **Evaluate barriers to finding families in targeted communities through faith-based initiatives.**

- **Word of mouth** is often an agency's most effective form of recruitment. Many prospective parents contact an agency because their friend, co-worker or relative is involved with the agency. This underscores the need for the recruitment and retention agency to be highly regarded by foster/adoptive families and community members. CSSW has implemented an "Ambassador Program" to formally utilize current foster/adoptive families in their community outreach efforts. This has proven to be a promising recruitment practice for many communities, but the efforts will be in vain if the agency’s foster parents don’t feel they are sincerely valued.

- **Internet** is the second most frequently cited referral source at CSSW and it is becoming an increasingly critical tool for agencies that recruit foster/adoptive families. In the past two years, the web has surpassed all other referral sources at the interviewer’s own agency. A recent visit to the
CSSW website reveals a site that is outdated and difficult to navigate for users seeking information about foster care and adoption. Information about CSSW’s programs are placed next to links for Children’s Hospital programs and services, which may confuse users who want to know more about foster care/adoption. A link to a community calendar of “recruitment events” directs users to a calendar of informational meetings which showed dates for meetings from three months ago.

The website homepage should include highly-visible messaging regarding the need for foster/adoptive families and easily connect users to more information on the needs of children in out-of-home care. Additionally, the website should be a resource for current families to obtain information about training, resources and services they need to access as caregivers. A Public Relations/Marketing Coordinator with Web development and maintenance skills could manage the content for the site and ensure that content is current and relevant.

Social media can be incredibly valuable for an agency engaged in recruitment and retention of foster/adoptive families. Because social media is largely consumer-generated, production costs can be low for a non-profit. However, it takes dedication and time to effectively implement these new strategies.

- **Promotional Materials** account for a large percentage of the inquiries by CSSW, therefore, increased resources and attention should be given to the messaging, quality and content of the materials. The current campaign message, “Children need ordinary people to do extraordinary things” is a positive child-focused theme. However, the agency should explore the use of messaging that speaks to the concepts of shared parenting and keeping siblings together. Messages should highlight that the care giving experience is one that serves an entire family. Examples of shared parenting messaging may include:

  *Because You Can. Why should you become a foster/adoptive parent?*

  *Strengthen a Family. Become a Foster/Adoptive Parent.*

  *Help Keep Brothers and Sisters Together. Become a Foster/Adoptive Parent.*

  *Be a branch in someone else’s family tree*

  *Find yourself in someone else’s family album*

  *Play a part in someone else’s family history*
Using images that show more than one child or families and children together will reinforce the notion that foster care and adoption is about more than “saving one child.” Most of the collateral shared with interviewers consisted of paper items. The agency needs to develop additional low-cost recruitment collateral that people will keep and use such as pens, jar openers, emery boards, license plate frames, chip clips and magnets.

- Other frequently cited referral sources from CSSW reports are “Other Social Service Agency” and “Faith-Based Forum”. It is not clear what other agencies are referring inquiries to CSSW, but it is assumed that the Bureau may refer some families, especially kin providers. It is also likely that Adoption Resources of Wisconsin (ARW) refers families to CSSW as well, since both agencies are recruiting families for children in foster care. The agency must partner closely with ARW and refer families interested in adoption to this agency, hold joint events, collaborate and find ways to increase awareness of the need for families for children. ARW also has a Foster Care and Adoption Resource Center, training opportunities and a lending library which would be a valuable support to families.

Evaluate the barriers to finding families in targeted communities through faith-based initiatives. The CSSW monthly recruitment reports indicate that many inquiries are generated through the faith-based initiatives and partnerships, but there have been challenges in bringing those families all the way through to licensure. Initial assessments and interviews conducted for this report did not reveal those specific barriers. The Bureau should explore the implementation of flexible licensing requirements for families who meet basic safety requirements, but need assistance or a variance to comply with other licensing rules. Such exceptions could be considered for issues like room size, square footage or number of children per bedroom.

Explore the possibility of bringing a program like Fostering Hope (developed by the Collarelli Family Foundation) in which a congregation comes together to support one foster family with their care giving responsibilities. Such a program may help the agency identify families in communities of faith that are likely to meet licensing requirements and support them to be successful caregivers.

Specific Task #8
Create events to engage the community and increase public awareness.

According to monthly reports from CSSW and interviews with CSSW recruitment staff, the recruitment team spends a lot of time staffing booths at community events such as fairs and festivals. Having a visible presence at these community events is valuable, but it does not appear to generate the same response as other methods. Creating and hosting original community events engages the community in a new and meaningful way, increases public awareness and facilitates media interest and public recognition of foster/adoptive families. Successful events may also have fundraising potential.

Timeframe—develop and implement a new community event by May 1, 2010

Steps:

Examples of community events that have engaged the community, garnered extensive media attention and increased public awareness of the need for foster/adoptive families include:

“Oprah’s Big Give”

- In April 2008, Foster/Adoptive parents John and Cayce Thill and their 14 children, became the center of much attention when the Heart2Home Foundation and ABC4 in cooperation with Oprah’s Big Give selected the family to be the recipients of an extraordinary home renovation project. The Thill’s simply asked for additional dining space and a table large enough to accommodate their very large family in their humble home, but this project generated an incredible amount of community support and the family received much more. When the project was complete, the family’s home was unrecognizable from its previous state. This project benefitted from extensive community involvement from a construction company and several businesses who donated services and materials for the renovation. Community volunteers worked around the clock to complete the renovation. Since the project was spearheaded by a television station, it brought extensive media attention to the need for families to care for children in foster care. The end-result was a $200,000 renovation for the family’s home. A local bank donated $10,000 toward Utah Foster Care Foundation’s annual Foster Family Camp and Oprah’s Big Give selected the project as one of three outstanding projects to receive an additional $30,000 donation for the nonprofits involved (see Appendix VII).

“Utah Foster Care Foundation’s Annual Chalk-Art Festival”

- Utah Foster Care Foundation’s inaugural Chalk Art Festival was held on Father’s Day weekend 2003 at The Gateway Shopping Center in Downtown
Salt Lake City. The Festival attracts more than 17,000 visitors each year and more than 120 artists aged 12+ transform The Gateway into a live entertainment and street painting celebration. However, the Chalk Art Festival is much more than a gallery of art and two days of live entertainment. The Festival helps the Foundation create a greater level of awareness of the need for foster and adoptive parents through community involvement and participation in the dozens of activities available, and honors five “Foster Dads” of the year for their extraordinary commitment to children (see Appendix VIII).

Expand “National Foster Care Month” activities to include elected officials and events that involve the media and publicly recognize foster/adoptive families.

- Host a series of Foster Parent Recognition & Appreciation events across the county
- Hold a press conference with local Mayors proclaiming National Foster Care month in May
- Place flags or ribbons in trees in public locations to represent the number of children in foster care
- Place large banners across main streets, school fences or city buildings
- Post information in city newsletters or other community publications
- Place National Foster Care month signs and book displays in libraries
- Pitch a series of stories to media and have identified foster/adoptive families available for interviews
- Record public service announcements for community radio stations
- Host a Fun Run/Walk for children in care, current families and community members
- Host a free parenting class in the community, provide informational materials at the event
- Host a community sporting event for Foster/Adoptive Families to attend free-of-charge.

**Specific Task #9**

**Expand partnerships with the business community to recruit and support foster/adoptive families.**

One of the benefits of a public-private partnership, in which a nonprofit is responsible for recruitment and retention of families, is that nonprofits can leverage community support that public agencies cannot. Services such as: marketing, creative services, printing and discounted radio/television/outdoor advertising are all areas where businesses can be involved in the agency’s mission to find families for children. Many businesses want to brand themselves as one that supports children and families in the community. Securing the public support of local businesses is a strong public relations tool that will help raise the credibility of the agency (see Appendix IX for collateral recognizing a business).
Timeframe - implement strategies for increased business partnerships into current recruitment plan by December 31, 2009

Steps:

- Survey current foster/adoptive families about their places of employment as well as businesses they frequent: grocery stores, dry cleaners and restaurants. Use these surveys to identify potential businesses in the community.

- Begin by engaging business support around non-recruitment activities such as donating items for children and providing discounts to families in their community. The holiday season and foster care month are good times to start.

- Make sure businesses know what the partnership will mean to them – more support from resource families and noteworthy recognition in the community. Report back to businesses on the impact of their participation. Help the businesses highlight their support by: providing certificates to display, mentioning their support in the agency newsletter to foster/adoptive parents, and securing media recognition by issuing press releases and positive stories about businesses that partner in recruitment efforts and support families. Consider approaching a local business to sponsor a recognition event for families (Agosti, Jen. Partners: Working with the Business Community to Recruit Resource Families, Casey Family Programs, 2002. P. 77)

- Outcomes of expanded partnerships in the business community can be measured by tracking initial inquiries received from businesses in the community. The effectiveness of partnerships can also be demonstrated by an increased amount of in-kind donations, pro-bono support or funds raised through business partnerships in the community.

**Specific Task #10**

Make sincere engagement and appreciation of prospective families the primary focus of recruitment and retention that begins with the initial phone call from a prospective family and continues through every step of the process.

Timeframe—subsequent steps should be incorporated into recruitment practice by October 1, 2009.

- Have a full-time recruiter available to answer inquiry calls and speak with a caller in-person during business hours. Welcome those who call and answer their questions, let them know about the basic minimum requirements up front so you don’t waste their time if they aren’t qualified candidates. Spend
time with families during this initial call. Log inquiry data about the prospective parent during this initial call and enter it into the agency’s database for future follow-up.

- Ask families to begin the process by inviting them to attend an upcoming “Meet a Foster Parent Night” in their community and send them an information packet to review on their own. If a family has already attended an information night, or they meet basic minimum requirements and they are ready to move forward, offer an in-home initial consultation (see Task #11).

- Invite families to community informational meetings, rather than directing them to “register” for meetings when they may not be ready to take that step. Community information meetings should be open to anyone who wishes to attend. These meetings should always include a presentation and question/answer period with an experienced foster/adoptive parent ambassador. Spend some time reviewing requirements, but let the attendees ask questions and engage with the ambassador. Most families are more interested in hearing from the “expert—the foster parent themselves,” rather than the professionals who are trying to recruit them.

- When prospective parents leave an information night or hang-up with one of the recruitment staff they should feel valued, optimistic, connected and a desire to continue to explore this journey. Recruiters should always follow-up with a prospective parent after each stage of the process: the initial call, sending an information packet and attending an information night. Make sure families have what they need to take the next step and help to answer any questions along the way.

- To effectively reach the community and engage with prospective families, recruiters must be experts in child welfare and understand the placement needs of the children in the system.

- Assess the content and tone of the current very “thick” information packet. The materials and content contain a lot of definitions which may not connect with families as well as they could. Consider streamlining the information so people can easily relate to it.

- Consider hiring foster/adoptive parents as part of the professional recruitment and retention teams, not just as “ambassadors” but as employees. Having current or past foster/adoptive parents as professional team members increases an agency’s credibility because prospective and current families trust that the agency truly values families for their contribution and experience.
• Continually assess the quality of all interactions with foster/adoptive parents at every stage in the process.

**Specific Task #11**  
**Implement a prescreening tool to assess a prospective family’s ability and willingness to participate as part of the foster care team.**

Initial consultation is a process of mutual assessment conducted “with” prospective foster/adoptive families. The purpose is to orient families to the foster/adoptive program and identify strengths and needs pertaining to a prospective family’s willingness and ability to participate as part of the foster care team. The orientation process begins with the intake at the initial inquiry. Once families have been initially screened during intake, recruitment staff can schedule and conduct in-home consultations with families to provide information that will help that family decide whether or not they have the ability, willingness, and/or supports to foster or adopt children. If the family decides to participate and they meet the basic qualifications reviewed with them during the initial consultation, they are “invited” to attend training and begin the licensing process.

The in-home consultation process gives agency staff an opportunity to educate a prospective parent about the realities of foster care and adoption. For example, adoption-focused families who only want infants, are not interested in the legally-free children, and are not able to support reunification, may be referred to a private adoption agency rather than invited to attend pre-service training and begin the licensing process.

**Timeframe**—begin using a prescreening tool and conducting in-home initial consultations with all prospective families by January 1, 2010.

• All prospective foster/adoptive families seeking licensure to care for children in foster care, with the exception of kinship families, must complete an initial consultation. Initial consultations are completed with a recruiter prior to registering a family for training and receiving an application for licensure. Implementing in-home consultations, rather than mandatory informational meetings, will engage families in a more meaningful way.

• The focus of the initial consultation should be to rule people in, not out of, the process. Families who meet minimum requirements should be invited to training; and with the agency’s help, can begin to build on their strengths and help them begin to grow into strong foster/adoptive parents.

• Recruiters complete the initial consultation by reviewing the list of questions/conversation topics with the family and summarizing the information in a brief two-page document that becomes part of the family’s record in the database (see Appendix X for prescreening protocol and tool).
Specific Task #12
Continually assess the cultural competence of recruitment and retention staff and explore innovative ways to engage people from the communities served.

Timeframe—incorporate a cultural competence assessment into annual needs assessments by November 1, 2009.
Steps:

- Milwaukee County is faced with substantial challenges of race and poverty that underlie practice in the child welfare system. It is essential that recruitment practitioners are able to connect with prospective and current families from the communities they are working in.

- Where possible, make an effort to hire recruitment and retention staff from the communities you are targeting. Appoint foster/adoptive parents who reside in the targeted communities to be ambassadors. If finding a current family to serve as an ambassador in the community proves difficult, find community members who may not be foster/adoptive parents but can be “deputized” to work with the team in the community.

- Utilize successful foster/adoptive parent ambassadors who are caring for children in their own communities. Emphasize how the family is keeping children connected to their own community and family.

- Ensure that recruitment materials reflect the cultural diversity of the children in need of placement (see Appendix XI for samples of collateral for Native American and Latino/Hispanic families).
Retention Planning Recommendations and Specific Tasks

Specific Task #1
Create a Cluster Program aimed at providing mentoring and support to foster/adoptive families.

Timeframe – Have a functioning Cluster Program successfully in place by February 15, 2010.

Cluster Program – Information and Definitions
Many of the foster/adoptive parents interviewed in Milwaukee County stated that a mentoring program would be beneficial to them in their care giving experience. A Resource Family Cluster Program would address some of the challenges associated with the retention of foster/adoptive families. The Cluster Program is based on Family-to-Family principles, specifically, to develop a network of family foster care that is more neighborhood-based, culturally sensitive, and located primarily in the communities where the children live. A "Cluster" is a group of approximately 20-50 foster/adoptive or kinship families who organize to provide support and mentoring. A licensed foster/adoptive parent has oversight of the group and acts as the facilitator. Cluster group members also may have at least one other shared experience or circumstance, such as they may live in the same neighborhood, attend the same schools or church, be of the same cultural background or provide the same level of care.

The overall objectives of the Cluster Program are to provide families with opportunities for mentoring newly licensed foster/adoptive families and to address the emotional and social support essential for personal and professional success. The Cluster Program would also host in-service training, receive care giving assistance, share responsibilities through peer supports, and provide informal respite care.

To implement this program, it will be necessary to identify a lead agency. The identified agency must value and express respect and understanding of foster/adoptive families. They must also demonstrate strong leadership skills in order to help and mentor the identified cluster groups and provide support and encouragement to their own staff. If CSSW were to take on this task, it would make sense to have the Foster & Adoptive Services Specialists (FASS) act as the support staff assigned to assist the cluster facilitators. The identified staff would not be in charge of running the support groups, only supporting the facilitators in their efforts. The Bureau will need to provide financial resources for the agency to support this program. A portion of the $100,000 cited in the CWG report of May 29, 2009 to be used for a mentoring program for children in foster care, could be used to support the Cluster Program.
It is imperative that the identified agency work closely with the Foster Adoptive Parent Association in Milwaukee County throughout the implementation of the Cluster Program. Association officers can help in establishing cluster groups, identifying potential facilitators (some of which may also be Association officers), and educating and creating excitement among foster/adoptive families about this new program.

**Structure of Cluster Project**

A foster/adoptive or kinship parent serves as the facilitator of each cluster group. Each group can determine when, where and how often they meet, and the types of meetings they would like to have. They can plan family activities or request specific training from agency trainers or other approved community professionals. The cluster meetings also provide foster/adoptive and kinship families with a chance to get to know each other, share care giving experiences and realize they are not alone. This informal support system naturally leads to the utilization of respite services from other members of their group and a chance for experienced foster families to mentor newly licensed families. As implementation begins, the lead agency will need to complete the following tasks:

**Interim Goals**

a. October 15, 2009 – Map the number of licensed foster/adoptive families per zip code within Milwaukee County.

b. October 15, 2009 – Create cluster groups based on geography, or one other shared experience as noted above, assigning roughly 20-50 foster/adoptive families per group.

c. October 30, 2009 – Create a list of possible cluster facilitators for each group. It would be beneficial to explore utilizing former assessment home parents as they have extensive experience working with The Bureau and caring for or working with children/youth displaying difficult behaviors.

d. Ongoing – A list of all licensed foster/adoptive families in the cluster area must be made available to the identified cluster group facilitators. A statement must be incorporated into the Initial Licensing Application stating, upon signing they are giving approval for the applicant’s name and phone number to be released to the Foster/Adoptive Parent Association leader in Milwaukee County and the cluster facilitator located in their area. Also, all currently licensed families must be informed that their information will be given to Association officers and cluster facilitators by a certain date unless they notify the agency and specifically request that their information be withheld.

e. November 15, 2009 – Create binders for facilitators with the following forms:
   1. Monthly meeting summary
   2. Training roll
   3. Monthly stipend Payment forms
   4. Child Care Payment forms
5. Cluster Facilitator Contract
6. List of important Agency numbers (see Appendix XII for Cluster Binder materials).

f. November 30, 2009 – Hold a countywide conference for all cluster facilitators to explain the program, answer any questions and assist them with calendaring their first cluster meetings.

g. Ongoing until the cluster concept is integrated – The workers providing foster/adoptive parent support must work closely with the facilitators to plan opening events throughout the county to reinforce the concept to families.

h. Ongoing –
   1. Provide a $50 monthly stipend for each cluster facilitator. ($25 to be used as a payment and $25 used to cover expenses such as postage, food, etc.).
   2. Provide an annual $200-$400 mini-grant to each cluster to use for group activities such as summer picnics, special training, mother’s retreat, holiday parties, etc.
   3. Collaborate with approved trainers to develop an in-service training plan each quarter to be trained during the cluster meetings. Each cluster group will host a training that is available to all foster/adoptive families on a monthly basis. Families can advocate for themselves by tailoring various topics to their specific needs.

4. Assess the level of participation and satisfaction with the Cluster Program. A Cluster Survey should be mailed out each year in order to gain feedback as to how/if the organized Cluster Program is fulfilling the needs of foster/adoptive parents and what additions or changes they would like to see implemented (see Appendix XIII sample of Cluster Survey).

5. Quarterly facilitator meetings, with agency foster/adoptive parent support staff, Association leadership, and all facilitators throughout Milwaukee County, will be imperative in the operation of the Cluster Program. This will allow facilitators a chance to meet together on a regular basis and glean knowledge from one another regarding what is working for their group and areas they might want to improve or enhance. This meeting will also allow agency staff to provide training to foster/adoptive parents and ensure that the program is operating as intended.

6. In addition to the quarterly meetings, an annual one or two-day training retreat for all facilitators countywide is necessary in the continuation of a successful Cluster Program.

7. As efforts are made to create a positive working relationship among The Bureau, the agency, foster/adoptive parent support staff and foster/adoptive families, The Bureau or agency staff must be offered a flexible working schedule in order to attend monthly Cluster meetings.
**Specific Task #2**

**Distribute an exit survey to all foster families exiting the system to determine their reason(s) for choosing not to renew their license.**

Timeframe – Create a full report on data collected from this Exit Survey by March 15, 2010.

Interim Goal- Create and distribute an exit survey to all families that have exited the system within the last 12 months by December 15, 2009.

**Exit Survey**
Several stakeholder interviews revealed concern that hundreds of foster/adoptive families have chosen not to renew their foster care license over the last several years and information detailing specific reasons why the families exited the system is not available. Without this information, effective changes become more difficult. There is a need to identify families who have not renewed their foster care license within the last twelve months and send them an Exit Survey to determine their reasons for exiting. Specifically, there is a need to determine if the reasons are primarily systemic or personal, and which are within the control of Bureau and/or CSSW staff. Based on the data collected, specific recommendations can be made and effective changes put in place to lower the number of families exiting the system. Identifying the number of exiting families will also assist in determining how many new families need to be recruited, trained, and licensed in order to reach the goal of 610 available new beds (see Appendix XIV for sample of Exit Survey).

**Specific Task #3**

**Distribute a satisfaction survey to all licensed foster/adoptive families to determine their satisfaction level with The Bureau, CSSW, and their overall experience within the foster care system, as well as what could be done to enhance their experience.**

Timeframe - Create a full report on data collected from a Satisfaction Survey by June 30, 2010.

Interim Goal- Create and distribute a foster parent satisfaction survey to all licensed families by March 30, 2010.

**Satisfaction Survey Purpose and Interim Goal**
Equally important to discovering why families choose not to renew their foster care license, is determining why others continue to provide foster care and what improvements could be made to improve their experience. In order to gather this information, a Satisfaction Survey must be mailed to all currently licensed families. Results will assist the agency responsible for retention in identifying families’ needs and determining where to add new or discontinue ineffective services. As the information from this survey is collected, the areas
of concern for families will need to be addressed and some specific mentoring and retention services may need to be added to meet their needs (see Appendix XV sample of Satisfaction Survey).

**Specific Task #4**

Create a Wishing Well Fund that will provide the resources necessary to assist foster/adoptive families with meeting the “extra” needs of children placed in their home.

Timeframe – Soliciting donations for this fund should begin by September 30, 2009. A budget for a Wishing Well Fund will be ongoing.

**Wishing Well Fund Purpose**
Both foster/adoptive families and Bureau staff noted the need for youth in care to have the opportunity to participate in activities that would normalize their childhood. The reimbursement rate the foster/adoptive families receive from state government is intended to cover the basic cost of living such as food and clothing, but does not cover extracurricular activities and special wishes children may have. Examples include participation in team sports, summer camps, music or dance lessons, prom dresses, family vacations, etc. This funding would certainly help youth in foster care to have some of their wishes fulfilled, while at the same time providing supports to the foster/adoptive families’ efforts to care for these children. The organization distributing Wishing Well funds should make requests to local organizations, businesses, schools, and churches for donations to be used only for children/youth in foster care. Appropriate application and approval process for the use of the funds will need to be created.

**Specific Task #5**

Create resource centers, ideally in each region of Milwaukee County, in an effort to provide initial placement supports to foster/adoptive families.

Timeframe- Soliciting donations for this project should begin by September 30, 2009. A budget for Resource Centers will be ongoing.

**Resource Center Purpose**
There are times when families begin caring for a child on very short notice, and essential needs are not provided at the time of placement. It can become very expensive for the foster/adoptive families to purchase everything that is needed immediately to provide proper care. Foster/adoptive families indicated a great need for initial placement supports such as diapers, clothing, formula, furniture items, etc. The creation of a Resource Center in each region would assist foster/adoptive families with these needs. Resource Centers would be stocked with items purchased by The Bureau, CSSW, or the agency responsible for retention and also with items donated from the community. Many churches, schools, and businesses are willing to hold drives for diapers, hygiene kits, new
or gently used children’s clothing, baby furniture, and other items needed by families. Local clothing stores may also offer donations of clearance items. This would also be a way for families to assist each other by donating items they no longer need, making them available to other families. The Resource Centers can be housed in regional offices, local storage units within the community, or foster parent’s homes. Seed money for the initial set-up costs may need to be provided by the agency responsible for the retention of families, with ongoing support coming from community donations.

**Specific Task #6**  
**Organize annual appreciation events for all licensed foster/adoptive families.**

Timeframe – Discussions should begin immediately with Foster Parent Association Leadership regarding the planning of an upcoming event, with dates established by November 15, 2009. A budget for appreciation events should be ongoing.

**Appreciation events Purpose and Interim Goal**
The message given by many foster/adoptive families is their need to feel valued and respected. Taking care of children is a full-time position and is extremely challenging. Although providing a safe place for children in need has its own intrinsic rewards, foster families need to feel appreciated for their efforts. In light of these needs, the agency responsible for the retention of foster/adoptive families should continue to organize annual events where families, their birth children and the children in their care, can come and enjoy an evening together free of charge. Care should be taken to ensure that dates, times, and places are convenient for the families and association’s schedules. Bureau staff should be encouraged to attend and network with families to aid in efforts of strengthening positive working relationships with foster/adoptive families.

**Specific Task #7**  
**Create a Giving Tree project or other holiday supports to assist foster/adoptive families with the added expenses incurred during the holiday season.**

Timeframe – Planning for this will need to begin immediately so the necessary donations from local businesses, churches, and schools can be secured. Said organizations will be approached by September 30, 2009.

**Holiday support and Example of a "Giving Tree" concept**
During the holiday season, costs for foster/adoptive families can increase dramatically. Financial assistance provided by The Bureau would not only assist in the retention of families, but would be greatly appreciated. Again, many churches, schools, and businesses are willing to help provide holiday gifts for children in care if approached. The Giving Tree program is one such way to assist families. Willing businesses, churches, or schools place a holiday tree in
their buildings, stores etc. decorated with specific gift requests listed on paper ornaments. Individuals from the community then choose an ornament and purchase the requested gift for a special child. Families can submit a wish list from children in their home. Gift requests should be limited to two or three gifts per child, with each gift not exceeding $25. This allows donors to feel a connection to the youth and allows the youth a chance to make a request for something specific they would like. The gifts are collected by designated agency staff and then distributed to the foster/adoptive families. Distribution can occur through cluster groups, holiday parties, or pick up at various Bureau offices.

Specific Task #8
Mail a newsletter to all licensed foster/adoptive families at least every other month.

Timeframe- Staff responsible for retention of foster families will arrange a meeting by October 15, 2009 with Association Leadership and other foster parent ambassadors to modify the current newsletter to better meet the needs of families.

Newsletter
Consistent and positive communication with foster/adoptive families is important in retention efforts. A newsletter or other publication needs to be sent to all licensed foster/adoptive families on a more regular basis. Families noted that the information included in the current newsletter is not always helpful and at times it feels as if the newsletter is not really for them, rather it is for The Bureau. Coordinating with other child welfare partners in the community, the newsletter should contain pertinent information regarding training schedules, positive stories, policy changes, upcoming events, etc. The Bureau, CSSW or the agency responsible for the retention of families, and the foster/adoptive parent associations should also have a chance to communicate with families through this newsletter so families see a united front between these entities see http://www.utahfostercare.org/frnewsletter.html.

Specific Task #9
Encourage leadership from Voices United and the United Foster and Adoptive Parents of Greater Milwaukee to combine into one association creating one unified Foster Parent Association.

Timeframes- By September 30, 2009, staff responsible for the retention of foster/adoptive families will meet with leadership from both current foster parent associations to begin the process of exploring the option of joining these two groups. A plan will be also developed and a list of foster families can be distributed to association leadership as soon as possible. This will include a statement being incorporated into the Initial Licensing Application stating that by signing this application they are giving their approval for the applicant’s name and phone number to be released to the Foster Parent Association leader
and the cluster facilitator located in their area. Also, all currently licensed families must be informed that their information will be given to Association officers and cluster facilitators by a certain date unless they notify the agency and specifically request that their name not be released.

**Combine Foster Parent Associations**

There is a need for foster/adoptive parents to have a strong united voice and the ability to advocate for themselves. This is best accomplished by having one organized active Foster Parent Association. Milwaukee County will be better served if the two existing associations, Voices United and United Foster and Adoptive Parents of Greater Milwaukee, united to create one strong group with a powerful voice. During stakeholder interviews, current leadership of each group expressed their desire and willingness to do so.

Voices United is currently operating as a 501 (c) 3 organization. If the groups were to combine under this name it would allow them to continue under this tax exempt status. It would be beneficial for the association to receive adequate funding, of at least $30,000 to employ and provide office space for one part time position. This position would assist in the integration of the two existing groups and would act as a liaison between The Bureau, the agency responsible for retention, and foster/adoptive families. They could also begin the process of developing recruitment and retention related activities which the Association would lead. It is worth noting that due to the current lack of trust between foster/adoptive parents and CSSW, concern was raised by both foster parent associations that if funded through CSSW, their autonomy may be compromised and they would not have the freedom to determine the expenditure of funds.

The process of unifying the two associations, electing officers, revising and approving by-laws, and solidifying their role within the system as a robust association will be a process that will take some time. Continued interaction and support from the State of Wisconsin Foster/Adoptive Family Association will be imperative during this transition.

As this group comes together as a strong united force, their role in future recruitment and retention related activities will dramatically increase, and The Association could realistically take on oversight of some or all of the following activities: resource centers, appreciation events, newsletters, holiday supports, solicitation of Wishing Well Funds, and advocating the legislature for a foster parent rate increase. The Association’s involvement could also greatly benefit the agency charged with the recruitment and retention of foster/adoptive families.
Conclusion

Effective recruitment and retention of foster/adoptive parents is a challenging endeavor. Recruitment practitioners in Milwaukee County are responsible for finding families in highly urban areas, often the most difficult communities from which to recruit. Many communities are also low income areas, rich with ethnic and cultural diversity and segregated by economic and cultural differences. The characteristics of these communities present unique challenges for recruitment and retention of families. They also present exceptional opportunities to find innovative ways to unite communities in an effort to find families for children in Milwaukee County.

While this report emphasizes several barriers to the effective recruitment and retention of families, the challenges are not insurmountable. The Bureau can take steps to improve public perception of child welfare in Milwaukee County by working more closely with foster/adoptive parents and foster parent associations and giving voice to their concerns. Attending to broader public perceptions through integrated public relations and marketing strategies will ensure that foster parents are recognized and valued for the community service they provide. Branching out into the community to find innovative ways to recruit and support foster/adoptive parents through corporate, educational and faith-based partnerships will increase the likelihood of successful outcomes.

It is hoped that the tasks, strategies and activities recommended in this report will bring additional committed foster/adoptive families to care for children in foster care and support the families who have already caring for our community’s vulnerable children.
References


# Appendix

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix I</td>
<td>Needs Assessment</td>
<td>66</td>
</tr>
<tr>
<td>Appendix II</td>
<td>Targeted Recruitment Plan</td>
<td>69</td>
</tr>
<tr>
<td>Appendix III</td>
<td>Collateral for targeted community needs</td>
<td>79</td>
</tr>
<tr>
<td>Appendix IV</td>
<td>Newspaper stories</td>
<td>81</td>
</tr>
<tr>
<td>Appendix V</td>
<td>Collateral focused on homes for teens</td>
<td>89</td>
</tr>
<tr>
<td>Appendix VI</td>
<td>Collateral focused on specific community events &amp; needs</td>
<td>92</td>
</tr>
<tr>
<td>Appendix VII</td>
<td>“Oprah’s Big Give”</td>
<td>97</td>
</tr>
<tr>
<td>Appendix VIII</td>
<td>Collateral from UFCF Chalk Art Festival</td>
<td>98</td>
</tr>
<tr>
<td>Appendix IX</td>
<td>Collateral for Business Partnerships</td>
<td>100</td>
</tr>
<tr>
<td>Appendix X</td>
<td>Initial Consultation protocol and prescreening tool</td>
<td>101</td>
</tr>
<tr>
<td>Appendix XI</td>
<td>Collateral for Latino/Hispanic &amp; Native American families</td>
<td>107</td>
</tr>
<tr>
<td>Appendix XII</td>
<td>Sample of Cluster Binder materials</td>
<td>110</td>
</tr>
<tr>
<td>Appendix XIII</td>
<td>Cluster Survey introduction letter, tool &amp; report</td>
<td>116</td>
</tr>
<tr>
<td>Appendix XIV</td>
<td>Exit Survey introduction letter, tool &amp; report</td>
<td>130</td>
</tr>
<tr>
<td>Appendix XV</td>
<td>Satisfaction Survey tool</td>
<td>145</td>
</tr>
<tr>
<td>Appendix XVI</td>
<td>Sample Respite Care Policy</td>
<td>158</td>
</tr>
</tbody>
</table>
### 1. General Numbers for the Salt Lake Valley Region

<table>
<thead>
<tr>
<th>Type of Home</th>
<th>Number of Homes</th>
<th>Placement Capacity</th>
<th>Number of Empty Homes</th>
<th>Total Number of Openings</th>
<th>Total number of Children in Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>LFC Basic, Specialized, Structured, ARTEC</td>
<td>315</td>
<td>638</td>
<td>118</td>
<td>239</td>
<td>-</td>
</tr>
<tr>
<td>Kinship/Specific</td>
<td>70</td>
<td>111</td>
<td>17</td>
<td>23</td>
<td>-</td>
</tr>
<tr>
<td>ICPC</td>
<td>8</td>
<td>0</td>
<td>4</td>
<td>-17</td>
<td>-</td>
</tr>
<tr>
<td>Shelter</td>
<td>2</td>
<td>5</td>
<td>2</td>
<td>4</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>395</td>
<td>754</td>
<td>141</td>
<td>249</td>
<td>1005</td>
</tr>
</tbody>
</table>

### 2. Level of Care for Children in Care

<table>
<thead>
<tr>
<th>Age</th>
<th>Children in Care</th>
<th>% of Total</th>
<th>Family Foster</th>
<th>% of Total</th>
<th>Group Home</th>
<th>% of Total</th>
<th>Residential</th>
<th>% of Total</th>
<th>Therapeutic Foster Care</th>
<th>% of Total</th>
<th>Other *</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5</td>
<td>250</td>
<td>25%</td>
<td>217</td>
<td>87%</td>
<td>0</td>
<td>0%</td>
<td>1</td>
<td>&lt;1%</td>
<td>7</td>
<td>&lt;1%</td>
<td>25</td>
<td>10%</td>
</tr>
<tr>
<td>6-10</td>
<td>168</td>
<td>17%</td>
<td>110</td>
<td>65%</td>
<td>1</td>
<td>&lt;1%</td>
<td>17</td>
<td>1%</td>
<td>23</td>
<td>14%</td>
<td>17</td>
<td>10%</td>
</tr>
<tr>
<td>11-13</td>
<td>129</td>
<td>13%</td>
<td>42</td>
<td>33%</td>
<td>3</td>
<td>2%</td>
<td>31</td>
<td>24%</td>
<td>46</td>
<td>36%</td>
<td>7</td>
<td>5%</td>
</tr>
<tr>
<td>14-18</td>
<td>458</td>
<td>46%</td>
<td>68</td>
<td>15%</td>
<td>20</td>
<td>4%</td>
<td>141</td>
<td>31%</td>
<td>184</td>
<td>40%</td>
<td>45</td>
<td>10%</td>
</tr>
<tr>
<td>Total</td>
<td>1005</td>
<td>437</td>
<td>24</td>
<td>190</td>
<td>260</td>
<td>94</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Neighborhood Demographics

<table>
<thead>
<tr>
<th>Neighborhood</th>
<th>White</th>
<th>Hispanic</th>
<th>Black</th>
<th>Asian</th>
<th>Pacific Islander</th>
<th>Am Indian/Alaska Native</th>
<th>Other/Unknown</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILP</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Jackson</td>
<td>3</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Liberty</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Magna</td>
<td>11</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>Metro</td>
<td>35</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>42</td>
</tr>
<tr>
<td>Mid Towne</td>
<td>37</td>
<td>5</td>
<td></td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>45</td>
</tr>
<tr>
<td>Oquirrh</td>
<td>89</td>
<td>9</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>3</td>
<td>109</td>
</tr>
<tr>
<td>South Towne</td>
<td>139</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td>149</td>
</tr>
<tr>
<td>Tooele</td>
<td>35</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>36</td>
</tr>
<tr>
<td>Total</td>
<td>351</td>
<td>27</td>
<td>2</td>
<td>2</td>
<td>6</td>
<td>2</td>
<td>15</td>
<td>405</td>
</tr>
</tbody>
</table>
### Appendix I continued....

#### 3. Ethnicity of homes

#### 4. Ethnicity of Children

<table>
<thead>
<tr>
<th></th>
<th>White</th>
<th>of Total</th>
<th>Hispanic</th>
<th>of Total</th>
<th>African American</th>
<th>of Total</th>
<th>Asian</th>
<th>of Total</th>
<th>Pacific Islander</th>
<th>of Total</th>
<th>Am Indian Alaska Native</th>
<th>of Total</th>
<th>Other</th>
<th>of Total</th>
<th>of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holladay</td>
<td>10</td>
<td>67%</td>
<td>2</td>
<td>13%</td>
<td>3</td>
<td>20%</td>
<td>3</td>
<td>&lt;1%</td>
<td>1</td>
<td>&lt;1%</td>
<td>5</td>
<td>2%</td>
<td>6</td>
<td>2%</td>
<td>15</td>
</tr>
<tr>
<td>ILP</td>
<td>190</td>
<td>63%</td>
<td>75</td>
<td>25%</td>
<td>24</td>
<td>8%</td>
<td>3</td>
<td>&lt;1%</td>
<td>1</td>
<td>&lt;1%</td>
<td>5</td>
<td>2%</td>
<td>6</td>
<td>2%</td>
<td>304</td>
</tr>
<tr>
<td>Magna</td>
<td>36</td>
<td>82%</td>
<td>7</td>
<td>16%</td>
<td>1</td>
<td>2%</td>
<td>1</td>
<td>2%</td>
<td>2</td>
<td>1%</td>
<td>12</td>
<td>5%</td>
<td>44</td>
<td>&lt;1%</td>
<td>44</td>
</tr>
<tr>
<td>Metro</td>
<td>103</td>
<td>44%</td>
<td>85</td>
<td>36%</td>
<td>31</td>
<td>13%</td>
<td>2</td>
<td>1%</td>
<td>1</td>
<td>1%</td>
<td>9</td>
<td>5%</td>
<td>74</td>
<td>1%</td>
<td>233</td>
</tr>
<tr>
<td>Mid Towne</td>
<td>47</td>
<td>64%</td>
<td>20</td>
<td>27%</td>
<td>6</td>
<td>8%</td>
<td>1</td>
<td>&lt;1%</td>
<td>1</td>
<td>&lt;1%</td>
<td>9</td>
<td>5%</td>
<td>2</td>
<td>1%</td>
<td>74</td>
</tr>
<tr>
<td>Oquirrh</td>
<td>119</td>
<td>60%</td>
<td>49</td>
<td>25%</td>
<td>16</td>
<td>8%</td>
<td>1</td>
<td>&lt;1%</td>
<td>1</td>
<td>&lt;1%</td>
<td>9</td>
<td>5%</td>
<td>2</td>
<td>1%</td>
<td>197</td>
</tr>
<tr>
<td>SLV Admin</td>
<td>1</td>
<td>33%</td>
<td>2</td>
<td>67%</td>
<td></td>
<td></td>
<td>1</td>
<td>2%</td>
<td>1</td>
<td>1%</td>
<td>1</td>
<td>1%</td>
<td>3</td>
<td>&lt;1%</td>
<td>3</td>
</tr>
<tr>
<td>South Towne</td>
<td>73</td>
<td>74%</td>
<td>20</td>
<td>20%</td>
<td>1</td>
<td>1%</td>
<td>1</td>
<td>1%</td>
<td>2</td>
<td>2%</td>
<td>1</td>
<td>1%</td>
<td>98</td>
<td>&lt;1%</td>
<td>98</td>
</tr>
<tr>
<td>Tooele</td>
<td>50</td>
<td>79%</td>
<td>12</td>
<td>19%</td>
<td>1</td>
<td>2%</td>
<td>1</td>
<td>2%</td>
<td>1</td>
<td>1%</td>
<td>1</td>
<td>1%</td>
<td>63</td>
<td>&lt;1%</td>
<td>63</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>629</td>
<td>61%</td>
<td>27</td>
<td>26%</td>
<td>86</td>
<td>8%</td>
<td>5</td>
<td>&lt;1%</td>
<td>6</td>
<td>&lt;1%</td>
<td>28</td>
<td>3%</td>
<td>9</td>
<td>1%</td>
<td>103</td>
</tr>
</tbody>
</table>

#### 5. Number of removals/children in OH care/homes.

<table>
<thead>
<tr>
<th>Neighborhood</th>
<th>New Foster Cases</th>
<th>% of Total</th>
<th>Current Foster Cases</th>
<th>% of Total</th>
<th>Number of Homes</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holladay</td>
<td>5</td>
<td>3%</td>
<td>15</td>
<td>1%</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>ILP</td>
<td>25</td>
<td>14%</td>
<td>292</td>
<td>29%</td>
<td>1</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Jackson</td>
<td></td>
<td></td>
<td>4</td>
<td>1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liberty</td>
<td></td>
<td></td>
<td>3</td>
<td>1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Magna</td>
<td>4</td>
<td>2%</td>
<td>46</td>
<td>5%</td>
<td>14</td>
<td>4%</td>
</tr>
<tr>
<td>Metro</td>
<td>47</td>
<td>26%</td>
<td>229</td>
<td>23%</td>
<td>40</td>
<td>10%</td>
</tr>
<tr>
<td>Mid Towne</td>
<td>14</td>
<td>8%</td>
<td>73</td>
<td>7%</td>
<td>44</td>
<td>11%</td>
</tr>
<tr>
<td>Oquirrh</td>
<td>53</td>
<td>29%</td>
<td>187</td>
<td>19%</td>
<td>105</td>
<td>27%</td>
</tr>
<tr>
<td>SLV Admin</td>
<td>1</td>
<td>&lt;1%</td>
<td>3</td>
<td>&lt;1%</td>
<td>1</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>South Towne</td>
<td>28</td>
<td>15%</td>
<td>97</td>
<td>10%</td>
<td>147</td>
<td>37%</td>
</tr>
<tr>
<td>Tooele</td>
<td>6</td>
<td>3%</td>
<td>63</td>
<td>6%</td>
<td>36</td>
<td>9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>183</td>
<td>100%</td>
<td>1005</td>
<td>100%</td>
<td>395</td>
<td>100%</td>
</tr>
</tbody>
</table>
### Appendix I continued....

#### 6. Permanency Goals

<table>
<thead>
<tr>
<th># of children in care</th>
<th>Age</th>
<th>Return Home</th>
<th>Individual permanency</th>
<th>Adoption</th>
<th>Guardianship non-relative</th>
<th>Guardianship with a relative</th>
<th>Unknown/Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>250</td>
<td>0-5</td>
<td>150</td>
<td>0</td>
<td>71</td>
<td>0</td>
<td>3</td>
<td>26</td>
</tr>
<tr>
<td>168</td>
<td>6-10</td>
<td>92</td>
<td>10</td>
<td>50</td>
<td>0</td>
<td>3</td>
<td>13</td>
</tr>
<tr>
<td>129</td>
<td>11-13</td>
<td>67</td>
<td>24</td>
<td>22</td>
<td>7</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>458</td>
<td>14-18</td>
<td>183</td>
<td>219</td>
<td>19</td>
<td>13</td>
<td>11</td>
<td>13</td>
</tr>
<tr>
<td>1005</td>
<td>Total</td>
<td>492</td>
<td>253</td>
<td>162</td>
<td>20</td>
<td>22</td>
<td>56</td>
</tr>
<tr>
<td>%</td>
<td></td>
<td>49%</td>
<td>25%</td>
<td>16%</td>
<td>2%</td>
<td>2%</td>
<td>6%</td>
</tr>
</tbody>
</table>
Appendix II

(Urban Plan)
Salt Lake Valley Regional Recruitment Plan
FY 2009

1. Regional Needs

Highlights from the Needs Assessment:
• 953 Children in Care (down 4% from 992 last year)
• 271 of children in care are Latino/Hispanic (28%, up from 27% last year)
• 27 Latino/Hispanic foster/adoptive families (only 7% of all foster/adoptive families)
• 371 Children in Care are Basic/Specialized level (39%, up from 32% last year)

Specific Needs

The following continue to be needs as identified through input/feedback from: SLV DCFS Regional Director, RFC Admin., and RFC Team Supervisors.

A. School Age & Latency Age Children: There is a persistent need for families able and willing to care for children between the ages of 7 and 13.

B. Teens and Children in Transition to Adult Living: Nearly half of the children in care are age 14 and older.

C. Homes to care for Sibling Groups: There is an ongoing need for more resource families that are willing and able to care for sibling groups of 2-4 children.

D. Ethnically Diverse Homes: There is an ongoing need for additional Latino/Hispanic, American Indian and Black resource families.

E. Homes for Children with Sexual Behaviors: A large number of children in foster care will display sexualized behaviors.

F. Homes for Medically Fragile Children: The number of children with special medical needs continues to grow, increasing the need for families willing to learn to care for them.

2. Regional Goals and Objectives

Specific Goals

Recruit and train 150 new resource families.

Goals identified for specific needs/populations include:
• 80 families committed to caring for sibling groups
• 48 families willing to care for children between the ages of 7-13
• 24 Latino/Hispanic families
• 3 Black families
• 5 American Indian families
Appendix II continued...

The regional goal of 150 potential resource families will be the main focus of the recruitment efforts, with goals specific to neighborhoods and areas of need being a secondary area of focus. It is noted that as families progress through pre-service and licensing their areas of interest often change. Families with the ability to care for children with specific needs will be developed to a great extent post licensing. For example, homes for children with special medical needs and homes for children with sexual behaviors are developed post licensure through additional training, support, and preparation.

3. Methods:

Targeted Recruitment: Neighborhood Strategies

During neighborhood recruitment campaigns, recruitment efforts may include but are not limited to the following:

- Collaborate with “Resource Family Ambassadors”, particularly within their own neighborhoods.
- Contact businesses, churches, and other local civic and community organizations to solicit presentation opportunities, and raise awareness and support.
- Contact hospitals, medical centers, emergency medical service organizations, fire departments, and support groups for families and children with medical issues in an effort to reach families who may be experienced, willing and appropriate to care for children with special medical needs.
- Work with local school districts and PTA organizations to solicit help distributing information and raising awareness. This may include calling on DCFS to assistance in situation where UFCF has a difficult time engaging school administrators.
- Hold regular “Ask a Foster Parent” nights to orient interested families
- Participate in community events that appear appropriate to reach the right families
- Look for media opportunities for free press coverage and advertise in local community newspapers
- Partner with agencies that share child welfare interests and build community networks

Targeted Recruitment: Ethnically Diverse Families

At least once a year, we will coordinate specific recruitment campaigns within the Latino/Hispanic community. Spanish speaking staff will provide
Spanish pre-service in house to facilitate training. While UFCF will focus on recruiting and training Latino/Hispanic families that are either English speaking or bi-lingual English and Spanish speaking at the request of DCFS administration, providing classes in Spanish will better help families who speak English conversationally as well as kinship and specific families who may not speak any English.

UFCF will attempt to partner with local agencies that provide services for the Native American community, such as the Indian Walk-In Center and school district Title VII coordinators, as well as look for relevant and appropriate cultural events in an attempt to raise awareness and support for additional Native American foster/adoptive families.

UFCF staff will work to partner and coordinate with groups and leaders from within other diverse communities in attempts to engage these populations.

**Recruitment: Macro Efforts**

UFCF will also facilitate broad-based community outreach campaigns including, but not limited to; television, outdoor, radio and web-based marketing strategies. Such efforts will be utilized as funding allows. Efforts will also be made to secure earned-media whenever possible.

4. **Evaluation of Goals:**

On a quarterly basis, UFCF will submit a written report to the DCFS Regional Director summarizing the progress towards the goals outlined in this plan. Regional quarterly meetings will be held at the request of the DCFS Regional Director. The purpose of these quarterly meetings will be to discuss progress towards recruitment goals and allow all partners to identify barriers and solutions to the effective recruitment, training, licensure, and retention of resource families. Regional partners at these meetings may include, but are not limited to UFCF, DCFS and OL.
5. **FY2009 Resource Family Goals by Specific Goal & Neighborhood**

<table>
<thead>
<tr>
<th>Neighborhood</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fashion Place</td>
<td>70</td>
</tr>
<tr>
<td>Magna</td>
<td>10</td>
</tr>
<tr>
<td>Oquirrh</td>
<td>34</td>
</tr>
<tr>
<td>Salt Lake</td>
<td>21</td>
</tr>
<tr>
<td>Tooele</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Specific Goal</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latino/Hispanic</td>
<td>24</td>
</tr>
<tr>
<td>American Indian</td>
<td>5</td>
</tr>
<tr>
<td>Black</td>
<td>3</td>
</tr>
<tr>
<td>Homes for 9-13 yr. olds</td>
<td>45</td>
</tr>
<tr>
<td>Homes for 2+ siblings</td>
<td>80</td>
</tr>
</tbody>
</table>

Regional recruitment goals are for foster/adoptive resource families and do not include kinship/specific families identified by DCFS, who are referred to UFCF by DCFS to complete training required for licensure.

This recruitment plan, with its stated goals, will meet the expectations of the Salt Lake Valley Region – DCFS for FY2009. UFCF is committed to striving for these goals and is confident that this plan has a reasonable expectation of successful completion. The recruitment goals and methods can be amended if either the DCFS Regional Director or UFCF Area Representative requests that they be revisited and both are in agreement with proposed changes.

____________________________
Staci Ghneim Date
DCFS Acting SLV Regional Director

____________________________
Mike Hamblin Date
UFCF SLV Region Area Representative
Appendix II continued...

(Rural Plan)
Southwest Region Recruitment Plan
FY 2009

1. Regional Needs

Highlights from the 3rd quarter 2008 Needs Assessment
- 233 Children in care and 136 Resource Families
- 69% or 161 of the children in care are in Basic/Specialized level care
- 48% or 111 of the children in care are over the age of 10
- 13% or 31 of the children in care are Latino/Hispanic
- 12% or 28 of the children in care are Native American

Specific Needs

The following four needs have been identified as top priorities based on:
- Data from DCFS Information Analyst’s Regional Needs Assessment
- Input from Regional Director and Program Administrators
- Input from Regional Placement Team (RPT)

A. Homes for Youth/Adolescents

There is an ongoing need for resource families who are able to care for children between the ages of 11-18. 48% of children in care are over the age of 10. There is also a need in all communities to find families who will care for adolescents.

B. Sibling Groups

There is an ongoing need for resource families that are willing and able to care for sibling groups of more than two children, and who are committed to keeping siblings together. The importance of maintaining sibling placements will be emphasized in recruitment materials and reinforced to potential families in the Initial Consultation, Pre-Service and In-Service Trainings.

C. Ethnically Diverse Resource Families

There is a real need for additional Latino/Hispanic and Native American providers. Currently there are 31 Latino/Hispanic and 28 Native American children/youth in foster care in the Southwest Region.

D. Rural Recruitment

There is a great need for shelter families due to the rural nature of this region and the long distances that must be traveled to find
Appendix II continued...

appropriate families for the children who are removed from their homes in remote counties.

2. Regional Goals and Objectives

Regional recruitment goals are for foster/adoptive resource families and do not include Kinship/Specific families identified by DCFS. While Kinship/Specific families are not part of the recruitment planning process, they are referred to UFCF pre-service training by DCFS to complete training required for licensure.

Specific Goals for FY 2009

Recruit and train 65 families. Included in the 65 new graduated families will be:

- 15 families willing to care for children between the ages of 11-18.
- 7 new Latino/Hispanic families
- 4 new Native American Families
- 20 Foster/Adoptive families for ages 0-10
- 2 families interested in caring for medically needy children in Washington County
- 1 family that can provide communication through sign language in Washington County

Note: The regional goal of 65 potential resource families is divided out among 6 neighborhoods. The goals of recruiting families for adolescents, sibling groups, and ethnically diverse children will remain as a general goal for the entire region.

3. Needs as of April 2008

Beaver/Piute

- 3 Licensed Resource Families – 12 Children in Care

Goals/Objectives

- Recruit and train 3 new potential resource families in FY 2009, including at least one family for adolescents who may have the potential to become structured or Transition to Adult Living care and as well as one Hispanic caregiver.
Appendix II continued...

**Garfield/Panguitch**
- 3 Licensed Resource Family - 0 Children in Care

Goals/Objectives
- No new families to be recruited at this time. Families that are already licensed meet the needs of the area where no child is currently in care.

**Kane/Kanab**
- 1 Licensed Resource Family – 2 Children in Care

Goals/Objectives
- Recruit and train 1 new potential resource families in FY 2009, specifically, shelter/foster family for adolescents.

**Iron/Cedar City**
- 35 Licensed Resource Families – 73 Children in Care

Goals/Objectives
- Recruit and train 20 new potential resource families in FY 2009, including 4 shelter/foster families for adolescents and 6 foster/adoptive families. Of these, 1 family of Hispanic decent, and 1 Native American family is needed.

**Sanpete/Manti**
- 19 Licensed Resource Families – 28 Children in Care

Goals/Objectives
- Recruit and train 8 new potential resource families in FY 2009. 4 of these families should be willing to provide basic/specialized care for adolescents and some should be identified as qualified to provide structured or TAL care, and 3 Foster/Adoptive families. Also included in this number should be 1 Hispanic family who is also bilingual in Spanish and English and 1 Native American family.

**Sevier/Richfield**
- 9 Licensed Resource Families – 18 Children in Care

Goals/Objectives
- Recruit and train 5 new potential resource families in FY 2009. 3 of these families should be willing to care for adolescents and some should be identified as qualified to provide structured or TAL care. 1 Hispanic and/or Spanish speaking family is needed for Basic/Specialized level of care.
Appendix II continued...

Washington/St. George

- 92 Resource Families – 100 Children in Care

Goals/Objectives

- Recruit and train 28 new potential resource families in FY 2009, including at least two shelter families for adolescents. At least 8 families should be willing to care for adolescents and some should be identified as qualified to provide structured or TAL care. Included in the 28, should also be 10 foster/adoptive families, as well as 3 Hispanic, and 2 Native American families.

4. Methods:

Targeted Recruitment - Annual Schedule

We plan to focus our recruitment efforts in the following neighborhoods throughout the year:

July: St. George in preparation for training in August. Begin recruitment in Manti.
August: Manti in preparation for training in September. Begin recruitment efforts in Cedar City.
September: Cedar City and surrounding areas in preparation for training in October. Begin recruitment in St. George area.
October: St. George and surrounding areas in preparation for training in November. Begin recruitment in Beaver.
November: Beaver in preparation for training to be held in December.
January: St. George in preparation for training in February.
February: Cedar City in preparation for training scheduled for March. Begin recruitment in Richfield.
March: Richfield and surrounding areas in preparation for training in April. Begin recruitment in St. George.
April: St. George and surrounding areas in preparation for training in May.
May: Recruitment in area of greatest need, in preparation for training in June.
June: Cedar City, in preparation for training in July.

5. Recruitment Strategies

During each targeted recruitment campaign, recruitment efforts will include the following:

- Contact all resource families within the neighborhood, to obtain presentation opportunities, business contacts, church contacts and referrals.
Appendix II continued...

- Use current resource families as Resource Family Ambassadors to recruit new families.
- Use legally free adolescents to help in the recruitment of homes for teens.
- Coordinate with local and rural QIC teams to identify ways volunteers can help in recruitment efforts in their communities.
- Coordinate with LDSFS in each neighborhood regarding waiting and approved families who may be appropriate to provide foster/adoptive care.
- Contact business outlets and churches to solicit presentation opportunities and awareness support.
- Contact local civic and community organizations to present and solicit help in distributing literature. Make presentations at local chamber or other club meetings.
- Work with school districts, elementary schools, middle schools and high schools.
- Hold Information Night/Ask A Foster Parent Night in the each community.
- Coordinate with community leaders to reach ethnically diverse families. (ie: Latino community celebrations etc.)
- Participate in Pow-Wows or other Native American cultural activities as is possible.
- Work with local Title VII ICWA representatives to support Native family recruitment.
- Distribute literature: brochures, bookmarks, flyers and posters wherever possible.
- Participate in all appropriate community events that will reach families.
- Consistently look for media opportunities for free press coverage and/or stories
- Place print advertisements in local papers and place free PSA’s on local radio stations.
- Partner with agencies that share child welfare interests.
- Work with prospective families by promptly sending information and following up; completing the Initial Consultation process, educate and when appropriate, invite to training.
- Help nurture families through the paperwork process and maintain regular contact w/families in the pipeline. This may include one-on-one assistance with paperwork and training make-ups.
- Improve retention of families through the licensing and placement process through cooperative efforts with OL, DCFS and UFCF staff & RPT.
Appendix II continued...

- UFCF staff will maintain awareness of ICWA requirements and partner with the Native American community to find prospective families.

6. Evaluation of Goals:
Evaluation of said goals will be included in monthly recruitment reports, which track the number of referrals, referral sources, number of initial consultations completed and families registered for training each month. On a quarterly basis, UFCF will submit a written report to DCFS summarizing the progress toward the goals outlined in this plan. Regional quarterly meetings can be held at the request of the DCFS regional director. The purpose of these quarterly meetings will be to effectively track families through the recruitment, training, licensing and placement process. Regional partners at these meetings may include, but not be limited to, UFCF, DCFS and OL. Such meetings will allow all partners to identify barriers and solutions to successful recruitment, training, licensure and retention of resource families.

<table>
<thead>
<tr>
<th>Needs</th>
<th>FY 2008 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beaver</td>
<td>3</td>
</tr>
<tr>
<td>Garfield/Panguitch</td>
<td>0</td>
</tr>
<tr>
<td>Kane/Kanab</td>
<td>1</td>
</tr>
<tr>
<td>Iron/Cedar City</td>
<td>20</td>
</tr>
<tr>
<td>Piute</td>
<td>0</td>
</tr>
<tr>
<td>Sanpete/Manti</td>
<td>8</td>
</tr>
<tr>
<td>Sevier/Richfield</td>
<td>5</td>
</tr>
<tr>
<td>Washington/St. George</td>
<td>28</td>
</tr>
<tr>
<td>Wayne</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>65</strong></td>
</tr>
</tbody>
</table>

This recruitment plan, with its stated goals, will meet the needs and expectations of the Southwest Region - Division of Child and Family Services for FY 2009. The Utah Foster Care Foundation is confident that this plan has a reasonable expectation of successful completion.

Lori Orton, Date
DCFS Southwest Regional Director

Debbie Hofhines, Date
UFCF Southwest Region Area Representative
Appendix III: Collateral for Targeted Community Needs

Ask a Foster Parent Night

February 3rd, 10th & 18th

There are approximately 370 children in foster care in Weber County because their families are unable to care for their essential well-being. There is an ongoing need for foster/adoptive families for local children.

Strengthen a family.
Become a foster/adoptive parent.

February 10, 2009
North Ogden Library
475 E. 2600 No.
7:30pm-8:45pm

February 3, 2009
Roy City Library
1950 W. 4800 So.
6:30pm-8:00pm

February 18, 2009
Brigham City Library
26 E. Forest Street
6:30pm-8:00pm

Local: 801-392-1114
Toll Free: 1-877-392-1114
utahfostercare.org
Help keep brothers and sisters together

Single? Married?
Strengthen a family.
Become a foster/adoptive parent.

Utah Foster Care Foundation
1-877-505-KIDS
utahfostercare.org

Keep brothers and sisters together. Become a foster/adoptive parent.

877-505-KIDS
utahfostercare.org
Appendix IV: Three Newspaper Stories

Sunday, May 24, 2009

Layton couple's goal as foster parents: Get parents and children back together

By Loretta Park
Standard-Examiner Davis Bureau

LAYTON - A foster family is not always a family looking to adopt another child.

Patty and Richard Johnson, of Layton, decided to be foster parents to see other families reunited, not permanently separated.

The couple is hoping others will also open their doors as they tell the ups and downs of being a foster family in honor of National Foster Care Month.

Thirty-two foster children and 10 years later, the Johnsons are taking a break while Patty recovers from surgery. They plan soon to open their doors again to children who need a place to stay while their parents put their lives together.

Currently there are 356 foster families in the Northern Region of Utah, which goes from the south border of Davis County to the Idaho border. But there are also 630 children in foster care, said Brenda Durtischi, with the Utah Foster Care Foundation.

"Every family and every child has different parameters and skill levels," Durtischi said. "We always need foster families, and when a family adopts a child, we need additional families."

The majority of children are placed in foster care, not because of something they did, but because of something their parents did, like a drug addiction, Durtischi said.

More than half of the children who are in foster care return to live with their birth parents or relatives, she said. Foster families can mentor and support parents who are working to have their children returned.

The Johnsons have done it numerous times. Their two youngest sons were adopted after the birth mothers lost their parental rights. Helping the Johnsons tell the story of a foster family are the parents of the first children placed in their home 10 years ago.

Alonzo and Missy Hunter, of West Haven, recently dropped by for a visit with the four children who lived with the Johnsons for the last six months of 1999.

Their children, now ages 10 to 15, remember little of their time at the Johnsons' house, but love to visit them, Missy Hunter said.

Taneshia, 15, hugged Patty Johnson, as the older woman stroked her hair.
Appendix IV continued…

Allijahia, now 10, and his sister, Tayania, 11, headed outside to play soccer with the Johnsons' two youngest sons.

Shaniquia, 12, sat on the couch and listened while her mother talked about how she chose methamphetamine over her children and how Alonzo Hunter called the Division of Child and Family Services for help.

"To be honest, I was in a program," Alonzo Hunter said. "After three months I could see what (Missy) was doing to the kids, so I called DCFS."

Alonzo Hunter, who was 28 at the time, visited with his wife, also 28, on July 7, 1999. He told her DCFS officials were coming to check on her. Their youngest son was just 5 months old. She had been using drugs since she was 14. Alonzo Hunter started his addiction to alcohol when he was 12.

"I left," Missy Hunter said. "I had a drug sale on the street and I left. My 5-year-old was crying to me, 'Don't let them take us. I'll take care of you.' But I just walked out."

When she returned, her children and husband were gone.

"I was glad," she said. "No longer did I have that burden to take care of the kids. I could go get high."

But reality hit when she went to Ogden's 2nd District Juvenile Court on Aug. 9, 1999.

Judge Kent Bachman told her she would either get clean or lose her parental rights. She checked herself in to the Adult Treatment Unit in Layton.

Meanwhile, the four children were placed in the Johnson home. The state granted them a variance so the children could stay together.

The Johnsons visited with Alonzo Hunter at the treatment unit to let him know the children were OK.

"To be honest with you, to be clean for a minute and know someone was caring for the kids until I could take care of them was good," he said.

Missy Hunter was angry with the Johnsons at first.

"She can be a bit intimidating, but I kept in touch and let her know what her children were doing, like when Allijahia cut his first tooth," Patty Johnson said.
Appendix IV continued…

Meanwhile, Richard Johnson said, they had to teach the four Hunter children about schedules, like when it was time to go to bed, time to eat and time to play.

"There was a great deal of resistance at first," he said.

That's common for about 90 percent of the children who are placed in foster care. "They come to us with survival instincts and the adjustments can be difficult at times," he said.

Patty Johnson said when children first arrive at their home, they sit down and tell them they are going to learn how to be children again, while their parents learn how to be better parents.

When they visit with the birth parents: "We thank them for letting us care for their child and we want them to get their child back," Patty Johnson said. "We ask them what is important to their child and also reassure them we're not taking over, but helping them."

The mentoring and caring don't stop when the children are back with their parents.

Missy and Alonzo Hunter were married on Dec. 30, 1999.

The children came for a five-day visit, which went well. Three weeks later they came back for good.

"And I was on the phone calling Patty, telling her she has to come over and help," Missy Hunter said.

Some of those phone calls came as late as 11 p.m., but that didn't stop the Johnsons from going over to help. And they still call when they need help or someone to watch their children for several days.

Missy Hunter is active in Narcotics Anonymous and attends conferences to tell her story.

She tells other mothers they can get their children back.

"It's not hopeless," Missy Hunter said. "You just have to move forward and learn how to be a parent again."

And staying off of drugs has "been a lot easier than getting clean," Missy Hunter said.

"Using is not an option."
More than four years ago, when Taylorsville residents Paul and Nancy Jensen decided to become foster parents, the goal was to take in one child, maybe two.

Their biological daughter, Whitney, now 15, says she wanted a baby brother or sister - but only one.

Today Paul, who goes by PJ, and Nancy have 11 children; three biological (two of whom live away from home), and eight others who began their stay within the household as foster children.

Two foster girls, not counted in this number, returned to their biological mother after a 10-month stay recently.

"My wife is really having a hard time," says PJ, his eyes turning to the kitchen where Nancy is with the children. Asked how they are able to move forward after such a separation, PJ says "it's hard and it's tough."

Other children have come and gone, too. And it hasn't been easy.

"My wife and I hold each other and we talk about it," PJ says.

The 5-year-old foster daughter who just left the household would be the first one outside to meet her "dad" after work.

The older of the two, a 12-year-old whom PJ says, "kept everything inside," left a letter for her dad upon her departure.

The letter calls PJ her "best friend," and says the Jensens are her "family." She hopes never to be "forgotten," and adds, "I know I'm not sayin' goodbye. I'm just sayin' I'll see you later." The letter ends with "I love you." A heart is placed where the word love would be.

For a moment, PJ is silent.

"My wife and I wanted another child and when nothing worked we went through foster care," says PJ. "It was only supposed to be one child, maybe two is all, but once they're in your home you just can't let them go."
PJ speaks of his two now-adopted children; Alex, 9, and Faith, 7, biological brother and sister who were removed from their home after their mother could no longer provide for them.

"Faith and Alex's mom came to our home and asked if we'd adopt them," PJ says. At the time the couple was preparing to adopt six more; siblings Domanic, Alexis, Aspen and Jazmen; and brothers Tanner and Jaxson.

"It was the largest single day adoption at the courthouse at the time," says PJ, who said after the six-month waiting period, they were able to adopt Alex and Faith as well.

"Brothers and sisters should be together," says PJ, "and we couldn't say 'no' to those two."

Fortunately, Whitney is still smiling.

In fact, she is the one who honored her father with a nominating letter in the Sixth Annual Utah Foster Care Foundation's Foster/Adoptive Dad of the Year contest.

PJ was one of five chosen by the Utah Foster Care Foundation committee because of his positive interaction with his children, says Deborah Lindner, Community Relations Manager for the Utah Foster Care Foundation.

Though she believes foster moms do the lion's share of the work with kids, dads "do a lot of interaction and can be as involved as the mothers."

Daughter Whitney agrees.

"Even though he has many responsibilities pulling for his undivided attention, his family is always his top priority . . . [In the] evenings he can be found letting the girls do his hair, or playing catch/basketball with the boys," she states in the letter that won her foster father the award.

PJ starts his day at 5:30 a.m., returning home at 5:30 p.m. He works every Saturday. Thursday is his day off, and when he could be taking a break he is usually taking the children to various doctor and dentist appointments.

Two of the Jensen children are on medication; one of whom has attachment disorder and ADHD. Another child fought post-traumatic stress syndrome following the adoption and another was having nightmares.

Today, the Jensens call themselves fortunate and blessed.
"I think a lot of people think that raising foster children is difficult," she adds, "but if you trust yourself, and stretch yourself, I think you'd be surprised at what you can do. You can love a [foster] child just as much as you love your biological children. You really can, and you can get just as attached.

"I enjoy service and I think if people knew how rewarding it was, they would do it."

PJ is in the LDS bishopric, which means he is at the front of the congregation on the stand for church meetings, leaving Nancy alone with the children.

And yet, Nancy says, she is never completely alone, and those in her ward help her constantly.

"I feel like I have the cavalry behind me," she says.
SALT LAKE CITY -- The Utah Foster Care Foundation is working to fill a big void in the number of Native American foster families, one that sometimes forces kids to be bounced around from family to family.

Federal law requires that Native American children be placed with Native American foster families, but often that's an impossible task. There are eight times more kids in the Utah system than there are qualified families.

Darrell Sheperd has four kids, all adopted. As a foster parent, he and his wife are constantly taking kids in. "There are times where I've gotten three or four calls to take sibling groups of two or three kids at a time," he said.

The reason Sheperd is so in demand is that he's Navajo, and the Indian Child Welfare Act requires Native American children be placed with Native American families.

"We have our ways, and if we can't teach these kids our ways, who's going to teach them?" Sheperd said.

But it's a tall order. At any given time, there are 170 Native American children in foster care in Utah. There are only 20 Native American foster families.

"Obviously, we need more Native American families to provide that culturally sensitive placements," said Kelsey Lewis, director of recruitment for the Utah Foster Care Foundation.

When a Native American family can't be found, kids are placed with other ethnicities. That doesn't always work out.
"If the tribe asserts jurisdiction later and doesn't agree the child is in a placement that meets ICWA standards, that creates a disruption for the child," Lewis said.

The Utah Foster Care Foundation is co-hosting an "Honoring our Native Elder Night" Saturday. It's a celebration of Native American culture and hopefully a chance to recruit new foster families.

Sheperd will be the featured speaker, sharing his own experiences. "It's always difficult at first, but great in the end," he said.

The event is being held at the Indian Walk-in Center in Salt Lake starting at 4 p.m.

"Honoring our Native Elders"
May 30, 2009, 4-8pm
Indian Walk-in Center
120 West 1300 South
Salt Lake City, UT 84115
Free admission
Finally.

A back-up singer for your Kelly Clarkson act.

foster or adopt a teenager

Utah Foster Care Foundation
1-877-506-4666
435-636-0210
utahfostercare.org

Finally.

A worthy opponent.

foster or adopt a teenager

Utah Foster Care Foundation
1-877-373-3006
801-373-3006
utahfostercare.org

Finally.

An audience for your adolescent humor.

foster or adopt a teenager

Utah Foster Care Foundation
1-877-506-4666
435-636-0210
utahfostercare.org
Appendix V continued…

Not all piercings are on the outside.

Utah Foster Care Foundation

Give a teen a family. Become a foster parent.
For more information, call 1-877-565-KIDS or go to www.utahfostercares.org

Some teens don’t need a second chance. They need a first.

Utah Foster Care Foundation

Strengthen a family. Become a foster parent.
For more information, call 1-877-565-KIDS or go to www.utahfostercares.org

Failure is a learned response. What could a teen learn from you?

Utah Foster Care Foundation

Strengthen a family. Become a foster parent.
For more information, call 1-877-565-KIDS or go to www.utahfostercares.org

Show a teen they don’t know everything. Foster one.

Utah Foster Care Foundation

Strengthen a family. Become a foster parent.
For more information, call 1-877-565-KIDS or go to www.utahfostercares.org

Not all teens are lucky enough to have a parent to rebel against.

Utah Foster Care Foundation

Strengthen a family. Become a foster parent.
For more information, call 1-877-565-KIDS or go to www.utahfostercares.org

Some teens dream of leaving home. Some dream of having one.

Utah Foster Care Foundation

Strengthen a family. Become a foster parent.
For more information, call 1-877-565-KIDS or go to www.utahfostercares.org
**Because You Can**

**Why should you foster/adopt a teen?**

1. No formula, diapers, bottles or burp rags required.
2. We sleep through the night—even if our parents don’t.
3. We will be ready to move out sooner—but we will always come home to visit.
4. We can program your cell phones & DVD players and teach you how to run your computer!
5. We will keep you up to date with the latest fashions and trends.
6. Once we get our permits, we can drive you places.
7. You don’t just get a child, you get a friend.
8. We can pick up after ourselves and do our own laundry.
9. We will teach you how to be more patient, empathetic, kind and understanding.
10. We all need someone to share our life, dreams, achievements and holidays with.

**Strengthen a Family.**

**Become a Foster/Adoptive parent.**

801-392-1114

utahfostercare.org
Appendix VI: Collateral Focused on Community Events & Needs

Foster and Adoptive Family Forum

An opportunity to learn about foster care and adoption from those who are living it.

"It is a tragic reality that children, for their own safety, must sometimes be removed from their homes. Foster care is the combination of public policy and private action that addresses this reality. A generous supply of families who can welcome a child into their home is essential so that every child can be placed where his or her unique needs can be met."

Most Rev. John C. Wester, Bishop
Diocese of Salt Lake City

Tuesday, April 21st at 7:00pm

Talk to a panel of foster and adoptive parents about their experiences: the challenges and rewards, the love and joy, the day to day realities. Learn more about the children they care for, how their own children have been impacted, what it’s like when children go home or become a permanent member of their family, why they do it, and more.

Moderated by 2News Anchor, Mary Nickles

1-877-505-KIDS utahfostercare.org

Where

Juan Diego Catholic High School
Faculty Dining Room
300 E 11800 S Draper

When

Tuesday
April 21st, 2009
7:00 pm - 9:00 pm

Utah Foster Care Foundation
There are 270+ children in foster care in Eastern Utah. Our goal at the 1st annual Fun Run/Walk for Kids is to walk a group total of 270 miles. Will you walk 1 mile for a child?

May 9, 2009
11am - 2pm
@ The Peace Gardens
Main Street, Price

Registration fees:
$10 per individual
$20 per family
includes t-shirt & activities

Register online at:
www.utahfostercare.org/
FunRun.html

Thank you to our sponsors:
Free! Pumpkin Festival

Come learn about the needs of children in foster care in your community, while your family has a great time painting and decorating pumpkins.

Friday, October 17th
from 3-5:00 pm
Olympic Legacy Plaza at The Gateway

Strengthen a family.
Become a foster/adoptive parent.

1-877-505-KIDS
utahfostercare.org
Be a branch in someone else’s family tree.

utahfostercare.org

There is a tremendous need for foster/adoptive parents.

There are 2,600 children in foster care in Utah because their own families are in crisis and are unable to provide for their essential well-being.

Who are these children?

* Siblings who need to stay together
* Children who need a loving family to help support efforts to return them to their biological parents
* Children who are waiting to be adopted
* Children who may need a permanent family if they can’t return home to their biological parents

They come from many different backgrounds, but they have the same hopes, dreams, fears, and needs as any child.

You have the power to change a child’s world for the better, and offer love and support that will stay with them their entire lives. When you become a foster/adoptive parent you can stop the abuse. You can give mothers and fathers time to work things out. You can help brothers and sisters stay together. In many cases, you will have the chance to mentor not only a child, but their family as well.

utahfostercare.org  1-877-505-KIDS
801-994-5205
Appendix VI continued…

Find yourself in someone else’s family album.

utahfostercare.org

Play a part in someone else’s family history.

utahfostercare.org
Appendix VII: Oprah’s Big Give

The Big Give...A Community Comes Together

When local ABC affiliate Channel 4 had the chance to bring Oprah's "Big Give" program to Utah, they chose John and Cayce Thill of Orem as the recipients. The Thills, who have fostered many children and adopted ten from foster care, were surprised and overjoyed. The idea behind the "Big Give" is to provide money to a community project and motivate individuals to pull together and "pay it forward," which is exactly what happened.

The Thill home was very cozy for a family of 16. Their wish: additional dining space and a table large enough for the entire family. Heart2Home Foundation joined with Foote Homes to secure sponsors for all the materials and pull in hundreds of volunteers to make the Thill family dream a reality. Thanks to the generosity and dedication of everyone involved, this "minor" renovation resulted in a $200,000 home makeover in only 5 days!

When the Thill family returned home via stretch limousine, they were greeted by a crowd of volunteers, neighbors, friends and media. Their home had new flooring, cabinets, landscaping, a playground, carpet, appliances and all new furnishings, including a flat-screen TV and computers. "It's just beautiful," said John Thill, "I don't have adequate words to describe what has happened here."

The goodwill generated by this project extended beyond the walls of the Thill family home. Media coverage helped to increase awareness of the need for foster/adoptive families in Utah. Thanks to Zions Bank and ABC4, the Utah Foster Care Foundation's Annual Foster Family Camp, which John Thill was instrumental in creating, received a $10,000 donation. Overstock.com donated $3,000 in merchandise to foster families in Utah.

This home makeover project also caught the attention of the Oprah's Big Give national team and was one of 3 national recipients to receive an additional $30,000 to be shared between Utah Foster Care Foundation and Heart2Home Foundation.

Thanks to Heart2Home Foundation, Foote Homes, ABC4, Zions Bank, Overstock.com and the many sponsors and volunteers who made this incredible dream come true, not just for the Thill Family, but for the entire foster care community.

*I believe in the foster care system with all my heart. It has made my life and my family's life wonderful.*
- Utah foster/adoptive parent
Appendix VIII: Collateral from UFCF Chalk Art Festival

June 19-20
The Gateway
FREE Admission

Bring your family to The Gateway for the 7th annual Chalk Art Festival!

Watch as artists create beautiful, temporary works of art!
Visit the Kids Korner and join in on the fun!

Friday, June 19th
4pm to 9pm

Saturday, June 20th
10am to 9pm

Foster/Adoptive Dad of the Year Awards will be presented Saturday at Noon near the fountains.
*Part of KSL's Family Fair

Our purpose is to ensure that every child has a secure, loving home. The festival benefits Utah's 2600 children in foster care who need foster/adoptive families.

Utah Foster Care Foundation
1-877-505-KIDS
utahfostercare.org

Volunteer and sponsorship opportunities available!

Utah Foster Care Foundation – July 2009
Appendix VIII continued…

Foster Dad of the Year 2009 Steve Sagers

(center)
This business is making a difference for Utah families by partnering with

Utah Foster Care Foundation

Strengthen a family. Become a foster/adoptive parent.

1-877-505-KIDS   utahfostercare.org
Appendix X

Part I

Initial Consultation Protocol for UFCF Recruitment Staff

Initial Consultation is a process of mutual assessment conducted “with” prospective foster/adoptive families. The purpose is to orient families to the foster/adoptive program and identify strengths and needs pertaining to a prospective family’s willingness and ability to participate as part of the foster care team. The process of orientation begins with the intake at the initial inquiry. Once families have been initially screened during intake, UFCF Recruitment staff will schedule and conduct in-home consultations with families to provide information that will help that family decide whether or not they have the ability, willingness, and/or supports to foster or adopt children with special needs. If the family decides to participate and they meet the basic qualifications reviewed with them during the initial consultation, they will be “invited” to attend training and begin the licensing process.

All prospective foster/adoptive families seeking licensure to provide care to children in the care and custody of DCFS must complete an initial consultation with a UFCF Recruitment staff member prior to registering for and attending training and receiving a licensing application.

Protocol for UFCF Recruitment Staff

I. UFCF recruitment staff will conduct an initial consultation with each prospective foster/adoptive family through an interview in the family’s home or a one on one orientation in the local UFCF office. In-home interviews are preferred since valuable information can be gathered regarding the family home and parenting styles during such an interview. It is also important for both husband and wife to be involved in the initial consultation if the family is a married couple.

II. UFCF recruitment staff will review DCFS/OL disqualifying factors with prospective families during the intake, prior to scheduling an initial consultation.

➢ a history of physically or sexually abusing a child; or, a sexual control conduct disorder, such as pedophilia, voyeurism, or exhibitionism;

➢ currently abusing or addicted to alcohol or other drugs;

➢ currently having a severe mental illness or emotional disorder, which would interfere with his or her ability to meet the child’s needs;

➢ a history of arrest and/or felony conviction, no applicant can be licensed when the applicant has been convicted of a felony (62A-2-120) if an
applicant has a felony conviction they may request an administrative review of the offense and may continue with the licensing process if approved by the administrative committee; certain misdemeanors will also result in disqualification:

A licensee or person associated with a licensee convicted of a misdemeanor or infraction involving an offense identified as domestic violence, lewdness, battery, or an offense identified in the Utah Criminal Code as offenses against the family, offenses against the person, pornography, prostitution, or any type of sexual offense, shall not be given a background screening clearance to provide, or volunteer services for the licensed program serving children (R-501-14-4.B.2). An example of offenses against the family might include non-payment of child support.

- prospective parents who are cohabiting in a relationship that is not legally valid and binding marriage under the laws of this state will not be considered as a Utah resource family. Cohabiting means residing with another person and being in a sexual relationship with that person (DCFS rule);

- having more than 2 children under the age of two or more than two non-ambulatory children currently in the home. This will disqualify a family to be a licensed foster care provider in Utah for under-age 2 or other non-ambulatory children;

- an individual cannot provide licensed child care while serving as a foster parent.

- Persons applying to become a licensed resource parent in Utah must be legal permanent residents or U.S. citizens. This also applies to any person over the age of 18 residing in the home. Persons who are residing in the U.S. temporarily with a work or student visa are not eligible.

Call Office of Licensing for more information at (801) 538-4242.

III. UFCF recruitment staff will review the specific needs of the children in foster care in your local area (ie: ages of children needing homes, placement needs for sibling groups, need for specific ethnic/cultural placements, medically fragile children, and any special needs noted by DCFS) with prospective families. Review contents of information packet with the family and answer any questions. Provide an accurate picture of foster/adoptive parenting and the serious commitment involved. Help families understand that foster parenting will include becoming part of a team that includes the birth parents and foster parents are expected to support reunification efforts if applicable. Be sure to inform families that
Appendix X continued...

training and licensure is a long process. Because foster parents provide such an important service to the children of Utah, prospective families may be asked to review the same information during the recruitment, training and licensing phase.

IV. Complete an initial consultation with prospective families by reviewing the list of questions/conversation topics with family and summarizing the information obtained in a brief 2 page document.

V. If recruiters encounter serious difficulties and/or concerns with a family during the intake or initial consultation process, such as a family becoming insistent when they are not invited to training, a staffing can be requested with regional DCFS staff and/or regional Office of Licensing staff.
Appendix X continued...

PART II
Utah Foster Care Foundation
Initial Consultation Questions for Prospective Resource Families

*The purpose of the initial consultation is to educate prospective families about foster care and assess the family’s understanding and expectations of the information presented. The following questions should be asked of all prospective families. (Italicized sections refer to information that should be reviewed with families during this part of the IC).

I. Family Background and History
1) How long have you and your family lived in ……..? What do you and your family enjoy about the area you live in?

2) Who do you include in your family, household and support network? (number of family members and ages of children, extended family other community members).

(Because of the life experiences and special needs of the children, foster care and adoption can have a significant impact on all members of the foster family or adoptive family. Discuss what you mean by “special needs.”)

3) Have you talked with your children, spouse and extended family about becoming a foster/adoptive family? What was their reaction?

4) What is your current job and how long have you had this position? (financial stability).

5) What role does religion, spirituality or philosophy play in your life?

(stability and longevity of relationships)

6) If married, how many times has each spouse been married? If previously married, describe your relationship with your former spouse. Do you have children from a previous relationship? Describe your relationship with these children? How long have you been married to each other?

(Children in the foster care system come from a large variety of religious and ethnic backgrounds)

7) What exposure and experience have you had with people from cultures, races and religions different from your own?
Appendix X continued...

8) Do you have the desire or ability to care for children from a specific ethnic group (ie: a bi-lingual family)?

9) Have you or any of your children experienced emotional, psychiatric, legal or addiction problems? If so, how did you resolve these issues?

10) Have you or any of your children been victims of abuse at any time in your life? Have you ever had a protective order? If so, how did you resolve these issues?

11) Has anyone ever behaved in a sexually inappropriate manner toward you or any of your children? If so, how did you resolve these issues?

II. Experience with Children

12) Tell me about some of your experiences with children and teens?

(A significant number of children in Utah come into foster care with their siblings. The sibling bond is a critical relationship and it is important to try to keep brothers and sisters together)

13) Have you given any thought to how many children you could care for? (Review ages of children who need placement).

14) What ages of children you are able and willing to care for? Do you understand that the more flexible your family’s placement parameters, the more likely you are to receive a placement? (Emphasize the importance of healthy attachment)

15) What do you think children in foster care learn when they have many different placements?

(The children in the foster care system usually have special needs in terms of their physical and emotional health. Because of the trauma they have experienced their behaviors may be more difficult than typical children who have not had the same experiences)

16) Many children exhibit some type of sexual behavior. How do you and your family feel about caring for children with these issues?)
Appendix X continued...

(Most children in foster care will be involved in therapy and may have other special educational or medical needs to attend to. Include specific information about potential therapy, medical and visitation appointments)

17) Have you considered how you and your family would transport children and accommodate time consuming therapy, medical and visitation appointments or other on-going appointments including visitation?

(It is important that children in foster care clearly understand what is expected of them in a new home. It may be helpful to let children know what the expectations are in the home and what the consequences might be if rules are broken)

18) How would you let children know what the rules and expectations are in your home?

19) How were you disciplined as a child? How have you handled discipline in your home? Do you understand that foster parents are not allowed to use corporal (physical) punishment?

III. Expectations

20) Tell me why you and your family considered becoming foster or adoptive parents?

21) If you became a foster and/or adoptive family, what would you consider to be the worst possible scenario or outcome for you and your family? What about the best possible scenario?

(In most cases, the initial goal of DCFS is to return children to their birth parents and foster parents are expected to support this process. It is important for children to maintain and nurture their relationship with their birth parents; foster parents are a very important part of this reunification process)

22) Can you imagine supporting a child’s relationship with his family and other significant people in his or her life?

23) Have you considered how you might handle working with a child’s family to support reunification?

24) Have you and your family considered how you will feel when a child leaves your home to be returned to birth parents? How have you and your family dealt with issues of grief and loss?

25) Children in foster care may become legally free for adoption if/when reunification is not possible. Would you and your family consider adopting a child or children in your care if they became legally free for adoption and had no permanent placement options?

(Being a foster parent or adoptive parent involves collaboration with birth parents, child welfare professionals, the courts, and making decisions as a team on behalf of the child’s best interests).

Do you have any reservations, concerns or questions about foster care or adoption?
Appendix XI: Collateral for Latino/Hispanic & Native American Families

Ayuda criar un súper héroe.

La Fundación del Cuidado Temporal de Utah (Utah Foster Care Foundation) busca familias Latinos que estén dispuestos abrir sus casas a niños que han sido removidos de su familia debido a la negligencia o abuso. El cuidado puede ser desde varios meses hasta un año. La adopción también es posible por medio de este programa.

¿Qué son los requisitos para calificar como familia temporal/adoptiva?

- Ser residentes o ciudadanos de los Estados Unidos
- Pueden ser personas solteras o casadas
- Económicamente estables
- Uno de los padres tiene que hablar lo suficiente inglés para hablar con los proveedores del niño
- Completar un entrenamiento de 32 horas

Una vida completa para todos. Llame al 801-994-5205

Los niños traen vida.

Appendix XI continued…

Native American Foster/Adoptive Families Needed

“In beauty I walk
With beauty before me I walk
With beauty behind me I walk
With beauty above me I walk
With beauty below me I walk
With beauty all around me I walk.”

Navajo Blessingway Prayer

Traditionally, Native American people have cared for their children through extended families. It’s common for relatives to care for one another’s children in times of need.

Becoming a foster/adoptive parent is another way to carry on this tradition by keeping tribal history and values alive for future generations.

When You Open Your Home, You:

⊙ Restore trust and hope to Native children in need
⊙ Help keep brothers and sisters together
⊙ Allow time for families to heal
⊙ Help children maintain cultural and religious values

1-877-505-KIDS
utahfostercare.org

Financial Assistance Available
Appendix XI continued…

“In beauty I walk
With beauty before me
I walk
With beauty behind me
I walk
With beauty above me
I walk
With beauty below me
I walk
With beauty all around
me I walk”
-Navajo Blessingway Prayer

Strengthen a family.
Become a foster/adoptive parent.

utahfostercare.org
877-505-KIDS
MONTHLY MEETING SUMMARY

CLUSTER NAME: ________________________________________

MEETING DATE AND LOCATION: ___________________________

NUMBER OF FAMILIES ATTENDING: _______________________

TOPICS COVERED: ______________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

ACTION ITEMS: _________________________________________

________________________________________________________________________

________________________________________________________________________

NEXT MEETING DATE/TIME/LOCATION: _______________________

NEXT MEETING TOPIC: _______________________________________

NUMBER OF PHONE CALLS RECEIVED BY THE FACILITATOR AND TYPE OF SUPPORT REQUESTED THIS MONTH: 

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
Utah Foster Care Foundation Training

<table>
<thead>
<tr>
<th>Name (printed)</th>
<th>home phone number</th>
<th>signature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

These training hours count toward the 12 hours of required in-service training for annual re-licensing of foster/adoptive resource families. If you have further questions, please contact Utah Foster Care Foundation Education Department:
5296 S. Commerce Ln Suite 400 Murray, Ut, 84107
801-994-5205, toll free 1-877-505-KIDS.
Cluster Program Payments

Cluster Facilitator: 

Address: 

Telephone 

Social Security No.: 

Description: 

Expenses: 25.00

Monthly Facilitator Payment:

Month/Yr: 

Payment: 25.00

TOTAL PAYMENT: 50.00

Facilitator's Signature: 

Region - Cluster Location: 

Approval: 

SALES TAX EXEMPTION NUMBER: N 20226
## Cluster Child Care Payment Form

<table>
<thead>
<tr>
<th>Name:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address:</td>
<td></td>
</tr>
<tr>
<td>City, State, Zip:</td>
<td></td>
</tr>
<tr>
<td>Phone:</td>
<td></td>
</tr>
<tr>
<td>Cluster Name:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Hours:</th>
<th>Total (hours X rate): $</th>
<th>Meeting Date:</th>
</tr>
</thead>
</table>

Foundation payment rate is $8.00 per hour.

<table>
<thead>
<tr>
<th>Signature:</th>
<th>Date:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Retention Services Manager Signature:</th>
<th>Date:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Cluster Coordinator Signature:</th>
<th>Date:</th>
</tr>
</thead>
</table>
Cluster Facilitator Contract

Before the Cluster Meeting:
- Choose a date (it’s good to have the same date each month: first Tues., second Thurs. and so forth.)
- Find a location that would accommodate your Cluster group (i.e. DCFS office, local library, etc.)
- Mail invitations about a week prior to the meeting
- Develop an agenda for Cluster meetings
- Schedule regular cluster meetings. To continue to receive funding there must be at least 6-9 meetings per year.
- Make a flyer or invitation for monthly reminders
- Email or phone trees can be helpful—reminder calls help increase the number of attendees at Cluster meetings and other events
- Ensure that all trainings at your Cluster meetings are pre-approved through the UFCF Education Dept. Contact your regional UFCF Trainer for approval.
- Work with the Regional Cluster Committee to report training needs and develop at least a six month calendar of cluster meetings to encourage effective functioning of your cluster group.
- If necessary, arrange for child care at your meetings. Your regional Utah Foster Care Foundation staff member will create a list of individuals willing to provide child care at your cluster meetings. This list may include foster friends or licensed day care providers and will be separated by area. (See protocol for child care at cluster meetings)

At the Meeting:
- Facilitate Cluster meetings
- Distribute agendas
- Welcome Cluster members and facilitate introductions
- Provide refreshments
- When in-service training is held at your meetings, ensure that foster families sign the training role. Blank copies of the role can be found in your facilitator binders. A copy of this role should then be mailed to your regional Utah Foster Care Foundation staff member.
- Keep minutes on the “Monthly Meeting Summary” Sheet found in your facilitator binder and send to your regional Utah Foster Care Foundation staff member.
- If your cluster group is hosting an in-service training that has been arranged by a Utah Foster Care Foundation trainer, you are responsible for the following:
  - Make reminder phone calls or mail invitations to your cluster members
  - Arrange for the meeting location- This will usually be your regular monthly meeting location
  - Provide refreshments
  - Introduce yourself at the beginning of the meeting as the cluster facilitator
• Make any specific cluster announcements for group members
• Make introductions of group members as necessary
• Invite families to stay after if they have any questions or concerns
• Introduce the speaker
  o Other ideas include: raffling off prizes; assign someone to be secretary and someone to make reminder calls; see if anyone has any needs (i.e. respite care, etc.)

Other responsibilities:
  o There is a $50 monthly stipend to assist with costs such as postage, copies, refreshments, etc. We encourage you to spend half on the costs and keep half as a reimbursement for your time. You may also receive this stipend even if your group has not met during that month, as long as you have 6-9 meetings per year. Payment forms are found in your facilitator binders. These forms should be filled out and mailed to regional UFCF staff members.
  o Implement crisis and respite plans for your cluster.
  o Advocate for the needs of your cluster.
  o Encourage members to complete foster parent re-licensure requirements.
  o Attend quarterly facilitator meetings within your region and the annual statewide facilitator retreat/training.

I understand my role as a cluster facilitator. I also understand that if I need assistance with any of the above mentioned responsibilities, I can call the regional retention service manager, trainer, or statewide cluster coordinator for help. I understand that the Utah Foster Care Foundation may need to find a new facilitator for my cluster group if I am unable to follow through with the above mentioned duties.

________________________________________  ___________________
Signature        Date
February 2008

Dear Resource Parent,

Each year the Utah Foster Care Foundation (UFCF) surveys all foster families to obtain feedback on Clusters. We are currently in our FOURTH year of data collection. The responses we have collected from foster families in past years have lead to changes in the Cluster program. Please participate in this data collection by completing and returning the enclosed survey.

This survey is voluntary. It will take about FIVE minutes to complete. Your responses will be completely anonymous. The feedback you provide about your experience is invaluable to UFCF.

Included with this letter is a copy of the survey and a stamped, return envelope. Please complete the survey and send it back to UFCF in the envelope provided by MARCH 15, 2008. If you would rather be interviewed over the phone, please call our office at the number listed below and a staff member will administer the same survey that has been mailed to you.

You may want to tell us more than is covered in this survey. Please feel free to do so. However, due to the strict confidentiality of this survey, if you would like to be contacted, you must call us. We cannot contact you to answer any questions or respond to any concerns you may mention on your survey.

Thank you for your willingness to participate. If you have questions concerning the Cluster Survey please call us toll free at (877) 505-KIDS.

Please remember to respond by MARCH 15, 2008.

Sincerely,

Nikki MacKay
Director of Retention Services
Utah Foster Care Foundation

Enclosures: Cluster Survey and Return Envelope
Utah Foster Care Foundation

2008 Cluster Program Survey

We are now in our FIFTH YEAR of data collection on the Cluster Program! Information collected from the Cluster Survey provides valuable feedback to the Utah Foster Care Foundation and has brought about real changes in the program management and goals.

Thank you for taking the time to complete this survey!

Instructions: Please check the appropriate response.

1. For how many years have you been a foster/resource parent in Utah?
   □ Less than 1 year.  OR Number of years: _______ (Please round to the nearest whole year).

2. For which regional office do you CURRENTLY provide foster care (please select only one).
   □ Northern  □ Salt Lake  □ Western  □ Eastern  □ Southwest

3. Which level of care are you trained to provide?
   □ Basic  □ Specialized  □ Structured

4. In total, for how many children have you provided foster care?  ______ (number of children)

5. How many children do you have currently LIVING in your home? (Please write in the number of children)
   Biological, Adopted/legal guardianship, Kinship

6. Which category best describes your family’s relation to the foster care program? (select ONE only).
   □ Licensed foster family  □ Adoptive family (no longer providing foster care)
   □ Kinship family  □ Other: 

7. Do you plan to seek re-licensure when your current license expires?
   □ Yes  □ No  □ Undecided

Awareness of Cluster Groups: The following asks about your awareness of Cluster groups.

8. Do you know which Cluster group you belong to? □ Yes  □ No

9. Do you know the name of your Cluster Facilitator? □ Yes  □ No

10. Do you receive invitations to Cluster meetings from your Cluster facilitator by:
    11.a. Mail? □ Yes  □ No  □ Sometimes
11.b. Email? ☐ Yes ☐ No ☐ Sometimes
11.c. Phone? ☐ Yes ☐ No ☐ Sometimes

11. Do you know where you can find information about Clusters?
☐ Yes ☐ No ☐ Sometimes

12. Do you use the Foster Roster newsletter to find information about Clusters?
☐ Yes ☐ No

13. Where do you find information about Clusters? (Select ALL that apply)
☐ Foster Roster newsletter ☐ Phone call from your Cluster Facilitator ☐ My caseworker
☐ UFCF website ☐ Mailed (or emailed) Cluster invitations ☐ My RFC
☐ UFCF staff ☐ Other foster parents ☐ Other DCFS staff
☐ Other (please list): _

14. If you have a current placement, do you know the name of your child’s caseworker?
☐ Yes ☐ No ☐ No current placement

15. Do you know the name of your Resource Family Consultant (RFC)?
☐ Yes ☐ No ☐ I don’t know what an RFC is.

PARTICIPATION WITH CLUSTERS: The following questions ask about your participation with Clusters.

16. Have you ever attended a Cluster meeting or event?
☐ Yes ☐ No

17. Which factors are important in your decision to attend Cluster meetings and events?
(Select ALL that apply)
☐ To meet other foster parents, social activities or events ☐ In-Service Training Hours
☐ Support received from other foster parents ☐ In-Service Training Topic
☐ Accessing donated resources (tickets, supplies, etc.) ☐ Accessing respite care
☐ Other (please list): _

18. Which factor is the MOST IMPORTANT in your decision to attend Cluster meetings/events?
(Select ONE only)
☐ To meet other foster parents, social activities or events ☐ In-Service Training Hours
☐ Support received from other foster parents ☐ In-Service Training Topic
☐ Accessing donated resources (tickets, supplies, etc.) ☐ Accessing respite care
☐ Other (please list): _

19. How often do you attend Clusters meetings? (Select one)
☐ Always (I almost never miss a meeting).
☐ Frequently (I try to go to all the meetings).
☐ Often (I go a few times a year).
☐ Rarely (I’ve been once or twice).
☐ Never.

20. When do you prefer to have Cluster meetings? **(Select ALL that apply)**

**Day of the week**
☐ Weekday meetings
☐ Saturday meetings

**Time of Day**
☐ Daytime meetings
☐ Evening meetings
☐ No preference in meeting times

21. Have you ever attended an **In-Service training** that was hosted by a Cluster group?
☐ Yes ☐ No

22. Have you ever attended a **party or event** sponsored by a Cluster group (holiday party, summer party, etc.)?
☐ Yes ☐ No

23. Have you ever used the **discounted or free resources** that were provided through a Cluster group (for example: school supplies, Christmas gifts, tickets)?
☐ Yes ☐ No

24. Have you ever **contacted your Cluster Facilitator** (outside of meeting times) for information or support?
☐ Yes ☐ No

25. Have you ever **contacted another foster parent** from your Cluster (outside of meeting times) for information or support?
☐ Yes ☐ No

26. Have you ever organized **respite care** with another Cluster group member?
☐ Yes ☐ No

27. What factors **prevent you from attending Cluster meetings** and events?

***(Select ALL that apply)***

☐ I’m not sure what Clusters are, or why I should attend
☐ I don’t have enough time ☐ Lack of childcare during meetings
☐ I’m not aware of meeting times/locations ☐ I’m not interested in participating
☐ Meeting times are inconvenient ☐ Meeting locations are inconvenient
☐ In-Service Training topic is not relevant ☐ I am newly licensed but I plan on attending.
☐ I don’t have a placement ☐ Other: 

28. Which factor is the **MOST IMPORTANT** in preventing you from attending Cluster meetings/events?

***(Select ONE only)***
☐ I’m not sure what Clusters are, or why I should attend
☐ I don’t have enough time ☐ Lack of childcare during meetings
☐ I’m not aware of meeting times/locations ☐ I’m not interested in participating
☐ Meeting times are inconvenient ☐ Meeting locations are inconvenient
☐ In-Service Training topic is not relevant ☐ I am newly licensed but I plan on attending.
☐ I don’t have a placement ☐ Other: _

**Instructions:** Please indicate the extent to which you agree with the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>29. The Cluster program is <strong>helpful</strong>.</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>30. The Cluster program is <strong>important</strong>.</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>31. The Cluster program has made my experience with the foster care system more <strong>enjoyable</strong>.</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>32. I feel supported by my <strong>Cluster Facilitator</strong>?</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>33. I feel supported by other <strong>families in my Cluster</strong>?</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>34. I feel supported by <strong>UFCF</strong>?</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>35. I feel supported by my <strong>Resource Family Consultant (RFC)</strong>?</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>36. I feel <strong>valued by DCFS</strong>?</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
<tr>
<td>37. Overall, I am <strong>satisfied</strong> with being a foster parent?</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>N/A</td>
</tr>
</tbody>
</table>

38. What do you like **best** about your experience with the Cluster program?
39. What do you like **least** about your experience with the Cluster program?
40. What suggestions do you have to help make the Cluster program **more valuable** to you?

**Thank you, very much, for taking the time to complete this survey.**
I. Resource families continue to agree that the Cluster program is important (93%) and helpful (93%).

II. Families are more likely to participate in the Cluster program when they receive a personal invitation from their cluster facilitator or another foster parent.

III. Providing In-service training (IST) hours AND a relevant, applicable IST topic is crucial for Cluster participation.
   a. In-service training is again the primary reason families attend Cluster meetings (69% of respondents listed IST hours or topic as their primary reason for attending).
   b. The IST topic can draw families to Clusters – 87% of respondents indicated that the IST topic is important in their decision to attend (67% indicated that IST hours are important).
   c. The IST topic can also turn people away from a Cluster meeting – 29% of the respondents reported that a reason they do not attend Clusters is because the IST topic is not relevant.

IV. Continuing to welcome and educate newly licensed families is an important area of focus for the Cluster program and Cluster facilitators.
   a. Many (40%) of the respondent families have been licensed only 1 year or less.
      1. Of families who reported never participating in any Cluster activities, 78% have been licensed 1 year or less.
      2. Of families who do not know where to find information about Clusters, 78% have been licensed 1 year or less.
      3. Of families who were not sure what Clusters are or why they should attend, 67% have been licensed 1 year or less.
   b. The longer a family is licensed, the more likely they are to have participated in Clusters (compare 43% of families licensed 1 year or less, to 98% of families licensed 3-4 years).

V. Barriers to attending Clusters – “Lack of time” is the most common reason reported for not attending Cluster meetings (43%), which is beyond the scope of any program improvement. However, the next three most common reasons: “Lack of childcare at meetings” (38%), “inconvenient meeting times” (30%), and the “IST topic” (29%) can be considered by facilitators and meeting planners to help eliminate barriers to Cluster participation.

From 2008 survey respondents: “What do you like BEST about the Cluster program?”

“Getting to know other people that are experiencing the same things and learning from the trainings.”

“The support is very important; most people don’t know what it’s like to be a foster parent.”

“Our cluster facilitator is amazing. I don’t know how she does all that she does. The information is always helpful. It’s great to talk to others in your same or similar situation. The UFCF staff have all become my friends.”

“Clusters help you feel a part of something bigger. Helps you feel connected. Your foster children have connection to other foster children.”

“Great way to get training, great parties, great people!”

“I found helpful information to help me as a foster parent. Although we had gone to attain our hours, it helped to know that others had the same problems.”

“It’s a network of support and education.”
During February 2008, approximately 1,161 surveys were mailed to licensed foster parents in the UFCF database. 5 surveys were returned with incorrect addresses. Completed surveys were returned from 494 respondents, 1 survey was returned after the deadline. Data for this report was compiled from 493 surveys, representing a 43% response rate. Data for this report are computed, excluding missing responses. Five surveys were returned with no responses.

### Attitudes about Clusters

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>(Respondents “Strongly Agree” or “Agree”)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>N  SL  W  E  SW</td>
</tr>
<tr>
<td>Clusters are helpful.</td>
<td>91%</td>
<td>93%</td>
<td>97%</td>
<td>93%</td>
<td>93%</td>
<td>95% 91% 93% 92% 97%</td>
</tr>
<tr>
<td>Clusters are important.</td>
<td>94%</td>
<td>95%</td>
<td>97%</td>
<td>95%</td>
<td>93%</td>
<td>95% 91% 93% 92% 97%</td>
</tr>
<tr>
<td>Clusters have made my experience with the foster care system more enjoyable.</td>
<td>76%</td>
<td>83%</td>
<td>79%</td>
<td>78%</td>
<td>74%</td>
<td>78% 79% 80% 68% 86%</td>
</tr>
<tr>
<td>Feel satisfied with being a foster parent.</td>
<td>89%</td>
<td>93%</td>
<td>92%</td>
<td>90%</td>
<td>86%</td>
<td>87% 82% 82% 89% 90%</td>
</tr>
</tbody>
</table>
### Awareness of Clusters and Contact with Clusters

#### Regional Awareness of Clusters

<table>
<thead>
<tr>
<th>Region</th>
<th>Knew their Cluster Group</th>
<th>Knew Cluster Facilitators' name</th>
<th>Knew where to find info about Clusters.</th>
<th>Uses the Foster Roster to find info about Clusters.</th>
<th>Receives invitations by:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Mail</td>
</tr>
<tr>
<td><strong>Northern</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>87%</td>
<td>89%</td>
<td>88%</td>
<td>88%</td>
<td>85%</td>
</tr>
<tr>
<td>2007</td>
<td>77%</td>
<td>88%</td>
<td>88%</td>
<td>88%</td>
<td>63%</td>
</tr>
<tr>
<td>2008</td>
<td>77%</td>
<td>67%</td>
<td>91%</td>
<td>92%</td>
<td>70%</td>
</tr>
<tr>
<td><strong>SL Valley</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>73%</td>
<td>82%</td>
<td>89%</td>
<td>89%</td>
<td>55%</td>
</tr>
<tr>
<td>2007</td>
<td>74%</td>
<td>85%</td>
<td>94%</td>
<td>94%</td>
<td>47%</td>
</tr>
<tr>
<td>2008</td>
<td>63%</td>
<td>37%</td>
<td>89%</td>
<td>91%</td>
<td>47%</td>
</tr>
<tr>
<td><strong>Western</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>95%</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
<td>90%</td>
</tr>
<tr>
<td>2007</td>
<td>96%</td>
<td>96%</td>
<td>96%</td>
<td>96%</td>
<td>91%</td>
</tr>
<tr>
<td>2008</td>
<td>81%</td>
<td>57%</td>
<td>91%</td>
<td>92%</td>
<td>75%</td>
</tr>
<tr>
<td><strong>Eastern</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>79%</td>
<td>90%</td>
<td>91%</td>
<td>91%</td>
<td>68%</td>
</tr>
<tr>
<td>2007</td>
<td>91%</td>
<td>91%</td>
<td>93%</td>
<td>93%</td>
<td>78%</td>
</tr>
<tr>
<td>2008</td>
<td>71%</td>
<td>78%</td>
<td>85%</td>
<td>85%</td>
<td>93%</td>
</tr>
<tr>
<td><strong>Southwest</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>87%</td>
<td>90%</td>
<td>92%</td>
<td>92%</td>
<td>87%</td>
</tr>
<tr>
<td>2007</td>
<td>86%</td>
<td>88%</td>
<td>88%</td>
<td>88%</td>
<td>88%</td>
</tr>
<tr>
<td></td>
<td>2008</td>
<td>76%</td>
<td>77%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>----------</td>
<td>------</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td><strong>Statewide</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>82%</td>
<td>88%</td>
<td>88%</td>
<td>88%</td>
<td>74%</td>
</tr>
<tr>
<td>2007</td>
<td>82%</td>
<td>88%</td>
<td>91%</td>
<td>91%</td>
<td>68%</td>
</tr>
<tr>
<td>2008</td>
<td>73%</td>
<td>59%</td>
<td>90%**</td>
<td>91%</td>
<td>70%</td>
</tr>
</tbody>
</table>

* Question was added to the 2008 survey.

** Of those who do not know where to find info about Clusters, 78% have been licensed 1 year or less.

### Frequency of Participation

<table>
<thead>
<tr>
<th>Frequency of Participation</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2008 Regional Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>(How often respondent attends MEETINGS)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>N</td>
</tr>
<tr>
<td>Always</td>
<td>3%</td>
<td>5%</td>
<td>6%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Frequently (I try to make all meetings)</td>
<td>15%</td>
<td>17%</td>
<td>17%</td>
<td>13%</td>
<td>17%</td>
</tr>
<tr>
<td>Often (once or twice)</td>
<td>28%</td>
<td>26%</td>
<td>26%</td>
<td>29%</td>
<td>24%</td>
</tr>
<tr>
<td>Rarely (a few times a year)</td>
<td>20%</td>
<td>24%</td>
<td>22%</td>
<td>22%</td>
<td>24%</td>
</tr>
<tr>
<td>Never</td>
<td>34%</td>
<td>28%</td>
<td>29%</td>
<td>32%</td>
<td>* 32%</td>
</tr>
</tbody>
</table>

* Of those who have never attended a Cluster, 71% have been licensed 1 year or less.
### Types of Participation

<table>
<thead>
<tr>
<th>Types of Cluster Participation</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2008 Regional Data</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Attended a meeting</td>
<td>62</td>
<td>63</td>
<td>66</td>
<td>68</td>
<td>65</td>
<td>64%</td>
</tr>
<tr>
<td>Attended In-service training sponsored by a Cluster</td>
<td>60</td>
<td>68</td>
<td>65</td>
<td>64</td>
<td>66</td>
<td>68%</td>
</tr>
<tr>
<td>Access donations (supplies, tickets, gifts)</td>
<td>40</td>
<td>48</td>
<td>49</td>
<td>50</td>
<td>48</td>
<td>47%</td>
</tr>
<tr>
<td>Attended a Cluster event (holiday or summer party)</td>
<td>49</td>
<td>49</td>
<td>51</td>
<td>49</td>
<td>46</td>
<td>47%</td>
</tr>
<tr>
<td>Contacted another foster parent*</td>
<td>-</td>
<td>-</td>
<td>34</td>
<td>35</td>
<td>37</td>
<td>39%</td>
</tr>
<tr>
<td>Contacted Facilitator</td>
<td>22</td>
<td>29</td>
<td>33</td>
<td>31</td>
<td>30</td>
<td>30%</td>
</tr>
<tr>
<td>Organized respite care</td>
<td>-</td>
<td>21</td>
<td>25</td>
<td>23</td>
<td>23</td>
<td>26%</td>
</tr>
<tr>
<td>ANY PARTICIPATION (any of the above items)</td>
<td>75</td>
<td>82</td>
<td>83</td>
<td>82</td>
<td>79</td>
<td>77%</td>
</tr>
</tbody>
</table>

*Question added to the 2006 survey.

### Why do families attend Clusters?

<table>
<thead>
<tr>
<th>Reasons for attending Clusters (Respondents select all that apply)</th>
<th>MOST IMPORTANT reason (Respondents select ONE only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>In-service training hours</td>
<td>80%</td>
</tr>
<tr>
<td>In-service training topic</td>
<td>%</td>
</tr>
<tr>
<td>Support from other parents</td>
<td>60%</td>
</tr>
<tr>
<td>To meet other foster parents</td>
<td>57%</td>
</tr>
<tr>
<td>To access donated resources</td>
<td>28%</td>
</tr>
</tbody>
</table>
To access respite care

<table>
<thead>
<tr>
<th>%</th>
<th>%</th>
<th>%</th>
<th>%</th>
<th>%</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>21</td>
<td>18</td>
<td>14</td>
<td>16</td>
<td>1%</td>
</tr>
<tr>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>2%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>&lt;1%</td>
<td></td>
</tr>
</tbody>
</table>

What prevents families from attending Clusters?

**Reasons for NOT Attending**

<table>
<thead>
<tr>
<th>Reason</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2008 Primary reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>I don’t have enough time.</td>
<td>48%</td>
<td>48%</td>
<td>39%</td>
<td>36%</td>
<td>43%</td>
<td>27%</td>
</tr>
<tr>
<td>Lack of childcare during meetings.</td>
<td>30%</td>
<td>37%</td>
<td>36%</td>
<td>31%</td>
<td>38%</td>
<td>18%</td>
</tr>
<tr>
<td>Meeting times are inconvenient.</td>
<td>32%</td>
<td>37%</td>
<td>30%</td>
<td>28%</td>
<td>30%</td>
<td>12%</td>
</tr>
<tr>
<td>IST topic is not relevant.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>21%</td>
<td>29%</td>
<td>13%</td>
</tr>
<tr>
<td>Unaware of meeting times/locations.</td>
<td>20%</td>
<td>15%</td>
<td>15%</td>
<td>13%</td>
<td>17%</td>
<td>6%</td>
</tr>
<tr>
<td>Do not have a placement.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>13%</td>
<td>13%</td>
<td>3%</td>
</tr>
<tr>
<td>Unaware of Clusters or unclear why I should participate.</td>
<td>16%</td>
<td>12%</td>
<td>10%</td>
<td>11%</td>
<td>12%</td>
<td>7%</td>
</tr>
<tr>
<td>Newly licensed by plan on attending.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10%</td>
<td>12%</td>
<td>6%</td>
</tr>
<tr>
<td>Meeting locations are inconvenient.</td>
<td>12%</td>
<td>10%</td>
<td>9%</td>
<td>10%</td>
<td>11%</td>
<td>4%</td>
</tr>
<tr>
<td>I’m not interested.</td>
<td>12%</td>
<td>11%</td>
<td>11%</td>
<td>6%</td>
<td>7%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Where do families get information about Clusters?

<table>
<thead>
<tr>
<th>Source</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>Of those who obtain information from this source, the percentage who have participated in Clusters</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UFCF</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foster Roster newsletter</td>
<td>69%</td>
<td>74%</td>
<td>92%</td>
<td>93%</td>
<td>94%</td>
<td>83%</td>
</tr>
<tr>
<td>UFCF staff</td>
<td>-</td>
<td>-</td>
<td>3%</td>
<td>6%</td>
<td>7%</td>
<td>85%</td>
</tr>
<tr>
<td>UFCF website</td>
<td>7%</td>
<td>13%</td>
<td>8%</td>
<td>14%</td>
<td>14%</td>
<td>88%</td>
</tr>
<tr>
<td><strong>Cluster groups</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cluster Facilitator*</td>
<td>20%</td>
<td>20%</td>
<td>34%</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
What meetings times are preferred?

<table>
<thead>
<tr>
<th></th>
<th>Day of the week</th>
<th>Time of day</th>
</tr>
</thead>
<tbody>
<tr>
<td>No preference</td>
<td>Weekday</td>
<td>Saturdays</td>
</tr>
<tr>
<td></td>
<td>14%</td>
<td>58%</td>
</tr>
</tbody>
</table>

NOTE: These totals do not equal 100 because respondents could mark more than one preference.

Overall preferred meeting time: Weekday evenings

Felt Support and Satisfaction

<table>
<thead>
<tr>
<th>Foster Parent Felt</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2008 Regional Data</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>N</td>
</tr>
<tr>
<td>Cluster Facilitator*</td>
<td>68%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>66%</td>
</tr>
<tr>
<td>Cluster families*</td>
<td>65%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>62%</td>
</tr>
<tr>
<td>UFCF*</td>
<td>82%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>85%</td>
</tr>
<tr>
<td>Resource Family</td>
<td>77%</td>
<td>82%</td>
<td>78%</td>
<td>75%</td>
<td>76%</td>
<td>82%</td>
</tr>
</tbody>
</table>
### What resource families were in our sample?

#### Demographic Information

<table>
<thead>
<tr>
<th>Length of license</th>
<th>Percentage of total respondents</th>
<th>Percentage who have participated in Clusters</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 year or less</td>
<td>30%</td>
<td>37%</td>
</tr>
<tr>
<td>2 – 3 years</td>
<td>22%</td>
<td>25%</td>
</tr>
<tr>
<td>4-6 years</td>
<td>22%</td>
<td>23%</td>
</tr>
<tr>
<td>7-10 years</td>
<td>12%</td>
<td>10%</td>
</tr>
<tr>
<td>11+ years</td>
<td>7%</td>
<td>6%</td>
</tr>
</tbody>
</table>

*Question was added to the 2008 survey.*
<table>
<thead>
<tr>
<th>Regional Response</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statewide</td>
<td>N = 447</td>
<td>N = 493</td>
</tr>
<tr>
<td>Northern</td>
<td>(31%) N = 140</td>
<td>(33%) N = 162</td>
</tr>
<tr>
<td>SL Valley</td>
<td>(25%) N = 110</td>
<td>(24%) N = 120</td>
</tr>
<tr>
<td>Western</td>
<td>(12%) N = 55</td>
<td>(16%) N = 79</td>
</tr>
<tr>
<td>Eastern</td>
<td>(17%) N = 74</td>
<td>(8%) N = 41</td>
</tr>
<tr>
<td>Southwest</td>
<td>(11%) N = 50</td>
<td>(14%) N = 68</td>
</tr>
<tr>
<td>Unidentified</td>
<td>(4%) N = 18</td>
<td>(5%) N = 23</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level of foster care provided</th>
<th>2008</th>
<th>Percentage who have attended Clusters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Care</td>
<td>71%</td>
<td>76%</td>
</tr>
<tr>
<td>Specialized Care</td>
<td>12%</td>
<td>85%</td>
</tr>
<tr>
<td>Structured Care</td>
<td>15%</td>
<td>91%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of Family</th>
<th>2008</th>
<th>Percentage who have attended Clusters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensed foster family</td>
<td>82%</td>
<td>82%</td>
</tr>
<tr>
<td>Adoptive family (not providing foster care)</td>
<td>7%</td>
<td>86%</td>
</tr>
<tr>
<td>Kinship family</td>
<td>11%</td>
<td>49%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Seeking Re-licensure</th>
<th>2008</th>
<th>Percentage who have attended Clusters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>67%</td>
<td>82%</td>
</tr>
<tr>
<td>No</td>
<td>9%</td>
<td>74%</td>
</tr>
<tr>
<td>Undecided</td>
<td>24%</td>
<td>69%</td>
</tr>
</tbody>
</table>
May 26, 2006

Dear Resource Parent,

Recently your family decided to exit the Foster Care system and your license to provide foster care has been closed. We want to thank you for your service to the children and families in Utah and to ask that you assist us with one last task.

In our efforts to improve foster care, the Utah Foster Care Foundation (UFCF) surveys families that voluntarily leave the system. We would appreciate your participation by completing the enclosed Exit Survey. Your individual survey responses will be kept confidential. We compile your responses with those of other foster parents from across the state to generate statistical data.

This survey is voluntary. It will take about fifteen minutes to complete. The feedback you provide about your experience is invaluable to UFCF, DCFS, the State Office of Licensing (OL) and the Utah Foster/Adoptive Family Association (UFAFA). Your responses contribute to improvements in service and changes in policy and procedures.

Included with this letter is a copy of the Exit Survey and a stamped, return envelope. Please complete the survey and send it back to UFCF in the envelope provided. If you would rather be interviewed over the phone, please call our office at the number listed below and a staff member will administer the same survey that has been mailed to you.

You may want to tell us more than is covered in this survey. Please feel free to do so. However, due to the strict confidentiality of this survey, if you would like to be contacted, you must call us. We cannot contact you to answer any questions or respond to any concerns you may mention on your survey. If you wish to contact us, please call our office at the number below.

If you have received this survey in error and are not exiting the foster care system, please call Alisa Cox at (801) 747-0516

Thank you for your willingness to participate. If you have questions concerning the Exit Survey please call us toll free at (877) 505-KIDS.

Sincerely,

Alisa Cox, MS
Project Coordinator
Education Department

Enclosures: Exit Survey and Return Envelope
Foster Parent Exit Survey

Thank you for taking the time to complete the Exit Survey. This survey provides valuable feedback to the agencies that coordinate foster care for Utah children. The data collected are used to motivate and support changes in policies and procedures within the foster care system. Data collected will provide information to the following agencies:

- The Division of Child and Family Services (DCFS), (DCFS places children and provides caseworker support);
- The Utah Foster Care Foundation (UFCF), (UFCF recruits, trains and provides retention services to foster/resource parents);
- The Office of State Licensing (OL) and (OL issues foster/resource parent licenses based on training given by UFCF and home studies conducted by DCFS);
- The Utah Foster/Adoptive Family Association (UFAFA), (UFAFA is a volunteer association of foster/resource parents).

Abbreviations for these agencies will be used in this Exit Survey.

Instructions: Please check the appropriate response.

1. Were you the primary care provider for foster children placed in your care?
   - □ Yes  □ No

2. What is your sex?
   - □ Female  □ Male

3. What is your age group?
   - □ 20 – 29  □ 40 – 49  □ 60 or older
   - □ 30 – 39  □ 50 – 59

4. Are you married?
   - □ Yes  □ No

5. What is the highest level of schooling you have completed? (Check ONE only.)
   - □ Elementary School
   - □ High School
   - □ College/University
   - □ Some College
   - □ Graduate School

6. What is your ethnic group?
   - □ African American
   - □ Caucasian
   - □ Polynesian
   - □ American Indian
   - □ Hispanic
   - □ Other (Please specify)_

7. How many years/months were you a foster/resource parent in Utah? _____ Years (rounded)

8. From which regional office did you provide care?
   - □ Northern
   - □ Salt Lake Valley
   - □ Eastern
   - □ Southwest
   - □ Western

9. What level of care were you trained to provide? (Check ALL that apply.)
   - □ Basic
   - □ Specialized
   - □ Structured

10. In total, for how many foster children did you provide care? ______ (Number of children)
11. Did you ever have more than one foster child in your care at one time?
   ☐ Yes  ☐ No

12. What was the age range of the children you preferred to have in your home? (Check ALL that apply.)
   ☐ 0 – 1 year ☐ 2 – 4 years ☐ 5 – 11 years ☐ 12 – 18 years

13. What was the sex of the children you preferred to have in your home?
   ☐ Female ☐ Male ☐ Both Male and Female

14. In regard to your foster children, did your actual placements match your placement preference?
   ☐ Yes  ☐ No (Please explain.) __________

15. Have you adopted any children?  ☐ Yes  ☐ No

16. If yes, in what year(s) did you adopt? __________, __________, __________.

17. How many children do you have? __________ Total (___ Biological) (___ Adopted)

18. What effects did foster care have on your biological and/or adoptive children?
   ☐ Mostly positive  ☐ Mostly negative  ☐ Both positive and negative (Please explain.) __________

19. While you were a foster/resource parent did you know there was a Cluster Group available to you?
   ☐ Yes  ☐ No

20. What factors helped you decide to become a foster/resource parent?
   (Check ALL that apply)
   ☐ To help children in need ☐ To have children in my home
   ☐ To care for a specific child ☐ To gain financial incentive
   ☐ To adopt ☐ Other (Please specify) __________

21. Which, of the above factors, was the primary reason you became a foster/resource parent?
   (Check ONE only)
   ☐ To help children in need ☐ To have children in my home
   ☐ To care for a specific child ☐ To gain financial incentive
   ☐ To adopt ☐ Other (Please specify) __________

22. In your opinion, what was the most rewarding aspect of foster/resource parenting?
   (Check ALL that apply)
   ☐ Effect of my home/family on the foster child
   ☐ Relationship with the foster child
   ☐ Adoption of a foster child
   ☐ Training, speakers and other events
   ☐ Other (please specify) __________

23. Which factors were important in your decision to stop participating in the foster/resource parenting program?
   (Check ALL that apply)
   ☐ Adopted ☐ Negative effects on or risk to my own family
   ☐ Fostering was too demanding ☐ Change in personal/family situation
   ☐ Inadequate support from DCFS ☐ Desire to focus my own family
   ☐ Inadequate support from the entire Foster Care system. ☐ Never received a placement
   ☐ Other (Please specify) __________

24. Which, of the above factors, was the primary factor in your decision to stop being a foster/resource parent?
Questions 28 - 71 ask about your experience with the different agencies that coordinate the Foster Care system. Please circle the response that indicates how much you agree with each statement.

25. I am familiar with the role that the Division of Child and Family Services (DCFS) plays in the fostering/resource parenting program.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

26. DCFS set clear guidelines about my role and responsibilities as a foster/resource parent.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

27. DCFS provided me with the information they had, regarding the foster child’s needs, prior to placement.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

28. DCFS helped me access services needed for the child, including health and mental health resources.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

29. DCFS was sensitive to the cultural environment within my family.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

30. The DFCS reimbursement payment process was prompt.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

31. The DFCS reimbursement payment process was uncomplicated.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

32. DCFS included me and took my experience with the child into consideration when making decisions about his/her future.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

33. I was involved as part of the Child and Family Team (service planning) for the foster children in my care.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

34. Would you have liked to be more involved in the service planning for your foster child?

- □ Yes
- □ No
- □ I was happy with my level of involvement.

35. My caseworker(s) encouraged interaction between my foster child and his/her biological family.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>N/A</td>
</tr>
</tbody>
</table>
36. My overall experience with my DCFS caseworker(s) was positive.
   | 1 | 2 | 3 | 4 | N/A |
   | Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable |

37. I was aware that a Resource Family Consultant (RFC) could offer additional support in times of unusual stress.
   | 1 | 2 | 3 | 4 | N/A |
   | Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable |

38. I was involved in the transition plan used when a foster child left my home.
   | 1 | 2 | 3 | 4 | N/A |
   | Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable |

39. I am satisfied with the amount of follow-up information provided to me about my foster child after he or she left my home.
   | 1 | 2 | 3 | 4 | N/A |
   | Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable |

40. The DCFS investigation procedure in cases of foster/resource parent abuse allegations are satisfactory.
   | 1 | 2 | 3 | 4 | N/A |
   | Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable |

41. The policies and procedures of DCFS contributed to my decision to leave the foster parenting program.
   | 1 | 2 | 3 | 4 | N/A |
   | Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable |

42. DCFS publicly recognizes the contributions and achievements of foster parents.
   | 1 | 2 | 3 | 4 | N/A |
   | Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable |

43. DCFS privately recognizes the contributions and achievements of foster parents.
   | 1 | 2 | 3 | 4 | N/A |
   | Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable |

44. I am satisfied with the overall work/efforts of DCFS.
   | 1 | 2 | 3 | 4 | N/A |
   | Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable |

45. What improvements do you think DCFS could make? _____

46. I am familiar with the role that the Utah Foster Care Foundation (UFCF) plays in the fostering/resource parenting program.
   | 1 | 2 | 3 | 4 | N/A |
   | Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable |

47. When I first contacted UFCF about becoming a foster/resource parent, my questions and phone calls were answered in a timely, effective manner.
   | 1 | 2 | 3 | 4 | N/A |
   | Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable |

48. During the recruitment process, I was informed of the child placement needs in my community.
   | 1 | 2 | 3 | 4 | N/A |
   | Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable |

49. My Initial Consultation helped me determine whether to begin the training and licensing process.
<p>| 1 | 2 | 3 | 4 | N/A |
| Strongly Agree | Agree | Disagree | Strongly Disagree | Not Applicable |</p>
<table>
<thead>
<tr>
<th></th>
<th><strong>Utah Foster Care Foundation – July 2009</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>50.</td>
<td><strong>UFCF provided pre-service training that adequately prepared me to make an informed decision as to whether I wanted to become a foster parent.</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>51.</td>
<td><strong>The content of the ongoing trainings provided by UFCF was beneficial and helped me enhance my skills as a caregiver of children.</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>52.</td>
<td><strong>The Cluster Program for Foster/Kinship/Adoptive Families is a valuable program.</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>53.</td>
<td><strong>The Foster Roster newsletter provides valuable information to foster/resource parents.</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>54.</td>
<td><strong>UFCF recognizes the contributions and achievements of foster parents.</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>55.</td>
<td><strong>I am satisfied with the overall work/efforts of the Utah Foster Care Foundation.</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>56.</td>
<td><strong>What improvements do you think UFCF could make? _____</strong></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>57.</td>
<td><strong>I am familiar with the role that the Office of Licensing (OL) plays in the fostering/resource parenting program.</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>58.</td>
<td><strong>OL’s home study and licensing process was uncomplicated.</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>59.</td>
<td><strong>OL provides foster/resource parents access to the information in its files when requested.</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>60.</td>
<td><strong>I am satisfied with the overall work/efforts of the OL.</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>61.</td>
<td><strong>I am familiar with the role that the Utah Foster and Adoptive Families Association (UFAFA) plays in the fostering/resource program.</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>62.</td>
<td><strong>I am aware that UFAFA provides support to foster/resource parents facing allegations of abuse.</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>63.</td>
<td><strong>I am satisfied with the overall work/efforts of UFAFA.</strong></td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>
64. **What improvements would you like to see made to the ENTIRE foster parenting program?**

65. **Would you consider rejoining the foster/resource parenting program as a:** *(Check all that apply)*
   - Foster/Resource Parent
   - Volunteer Foster Friend
   - Respite Provider
   - Not considering future involvement

***NOTE*** If you would like to be contacted concerning a volunteer opportunity, you must call UFCF at (877) 505-KIDS, we cannot and will not contact you based on information you provide in this survey.

69. **What would help you consider becoming a foster/resource parent again?**

70. **Is there any other information you would like to share with us?**

Thank you for your efforts as a foster/resource family and for your time in completing this survey.
The Utah Foster Care Foundation administers an exit survey to help determine why foster families decide to leave the foster care system. This report includes data collected for the past six years.

**FY2008** is July 1, 2007 – June 30, 2008  
**FY2007** is July 1, 2006 – June 30, 2007  
**FY2006** is July 1, 2005 – June 30, 2006  
**FY2005** is July 1, 2004 – June 30, 2005  
**FY2004** is July 1, 2003 – June 30, 2004  
**FY2003** is July 1, 2002 – June 30, 2003  

**I.** The primary reason respondents report for exiting the foster care system is categorized as either personal or systemic. For every 2 families who exit for personal reasons, 1 family is exiting for systemic reasons. This ratio has remained stable over the last six years of data collection. Personal reasons (such as adoption or a change in family situation) are not considered areas of concern within the system, while systemic reasons (such as inadequate support or risk to biological children) indicate an area for change.

**II.** Kinship families. The percentage of foster families who decide to foster to care for a specific child has steadily increased over the past six years, from 12% (FY2003) to 34% (FY2008). As the number of kinship families increases, the proportion of families who decided to license in order to adopt has decreased from 48% (FY2003) to 25% (FY2008).

**III.** DCFS procedures are met with high satisfaction.  
DCFS set clear guidelines about my role and responsibility as a foster parent – 89% agree.  
DCFS was sensitive to the cultural environment within my family – 84% agree.  
DCFS publicly recognizes the contributions and achievements of foster parents – 80% agree.  
DCFS privately recognizes the contributions and achievements of foster parents – 78% agree.  
**Service planning:**  
Involved me as part of the Child and Family Team – 80% agree.  
Included me and took my experience with the child into consideration when making decisions – 75% agree.  
Involved me in transition plan when children left foster home – 67% agree.  
Satisfied with the amount of follow-up information provided after the child left my home – 41% agree.  
**Caseworkers**  
Experience with caseworker was positive – 79% agree.  
Provided me with the information they had about the child’s needs, prior to placement – 77% agree.  
Helped me access services for the child (including health and mental health) – 83% agree.  
Encouraged interaction between the child in foster care and his/her biological family – 88% agree.  
Aware that RFC could offer additional support – 76% agree.  
**DCFS Reimbursement process:**  
Reimbursement payment was prompt – 88% agree.  
Reimbursement payment was uncomplicated – 79% agree.
IV. UFCF procedures are also met with high satisfaction.

Recruitment
Response to first contact and questions about becoming a foster parent was timely and effective – 90% agree.
Informed of child placement needs in the community – 78% agree.
The Initial Consultation helped me determine whether to begin training and licensing – 88% agree.

Training
Pre-service training adequately prepared me to make the decision about becoming licensed - 91% agree.
Ongoing training was beneficial and helped enhance my care giving skills – 93% agree.

Retention
UFCF recognizes the contributions and achievements of foster parents – 94% agree.
Clusters are valuable – 84% agree.
The Foster Roster newsletter provides valuable information – 98% agree.

Foster Parent Exit Survey
FY2008

This year end report will address service delivery from the following organizations of the Utah foster care system:

- DCFS - Utah Division of Child and Family Services
- UFCF - Utah Foster Care Foundation
- OL - Utah Office of Licensing
- UFAFA – Utah Foster and Adoptive Families Association

During FY2008, 502 exit surveys were mailed to families whose licenses to provide foster care were not renewed. Among those, 24 were returned with incorrect addresses, 13 families made phone calls to verify that they had not exited (renewed their license later). The remaining sample size is 448, of which 185 surveys were returned; 14 families returned the survey and indicated that they were not exiting and 3 returned the survey and declined to complete the survey. Data for this report comes from 178 surveys yielding a 41% response rate.

NOTE: All calculations for this report, exclude “Not applicable” responses.
### Regional Representation*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>SL Valley</td>
<td>35%</td>
<td>35%</td>
<td>38%</td>
<td>26%</td>
<td>35%</td>
<td>37%</td>
</tr>
<tr>
<td>Northern</td>
<td>31%</td>
<td>34%</td>
<td>25%</td>
<td>33%</td>
<td>30%</td>
<td>28%</td>
</tr>
<tr>
<td>Eastern</td>
<td>6%</td>
<td>7%</td>
<td>12%</td>
<td>5%</td>
<td>14%</td>
<td>15%</td>
</tr>
<tr>
<td>Western</td>
<td>16%</td>
<td>12%</td>
<td>14%</td>
<td>17%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Southwest</td>
<td>12%</td>
<td>13%</td>
<td>10%</td>
<td>19%</td>
<td>9%</td>
<td>11%</td>
</tr>
</tbody>
</table>

*Percentage of the total respondents. Totals may not equal 100 due to rounding.

### Respondent Demographics

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensed 1 year or less*</td>
<td>43%</td>
<td>36%</td>
<td>27%</td>
<td>33%</td>
<td>39%</td>
<td>34%</td>
</tr>
<tr>
<td>Licensed 2-3 years</td>
<td>32%</td>
<td>39%</td>
<td>35%</td>
<td>34%</td>
<td>31%</td>
<td>41%</td>
</tr>
<tr>
<td>Licensed 4+ years</td>
<td>25%</td>
<td>25%</td>
<td>39%</td>
<td>33%</td>
<td>30%</td>
<td>25%</td>
</tr>
<tr>
<td>Family has biological children</td>
<td>79%</td>
<td>81%</td>
<td>84%</td>
<td>76%</td>
<td>77%</td>
<td>78%</td>
</tr>
<tr>
<td>Family has adopted children</td>
<td>52%</td>
<td>55%</td>
<td>65%</td>
<td>49%</td>
<td>56%</td>
<td>60%</td>
</tr>
<tr>
<td>Respondent knew about Clusters*</td>
<td>93%</td>
<td>93%</td>
<td>95%</td>
<td>95%</td>
<td>88%</td>
<td>30%</td>
</tr>
</tbody>
</table>

* Differences in agency satisfaction (DCFS, UFCF, & OL) are not statistically different based on length of license.

If you have additional questions about this survey, please contact Nikki MacKay at (801) 994-5205.

**Foster Parent Exit Survey**

**FY2008**

### DEMOGRAPHICS:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Zero</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>14%</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>1-2 Children</td>
<td>30%</td>
<td>47%</td>
<td>39%</td>
<td>41%</td>
<td>30%</td>
<td>52%</td>
</tr>
<tr>
<td>3 or More Children</td>
<td>65%</td>
<td>48%</td>
<td>56%</td>
<td>46%</td>
<td>63%</td>
<td>44%</td>
</tr>
<tr>
<td>Cared for 2 or more children at a time</td>
<td>64%</td>
<td>58%</td>
<td>64%</td>
<td>62%</td>
<td>63%</td>
<td>63%</td>
</tr>
<tr>
<td>Placements matched requests</td>
<td>89%</td>
<td>85%</td>
<td>79%</td>
<td>85%</td>
<td>77%</td>
<td>80%</td>
</tr>
</tbody>
</table>
### EFFECTS of Fostering on Biological Children

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mostly Positive</td>
<td>45%</td>
<td>54%</td>
<td>43%</td>
<td>53%</td>
<td>43%</td>
<td>43%</td>
</tr>
<tr>
<td>Mostly Negative</td>
<td>8%</td>
<td>10%</td>
<td>9%</td>
<td>0%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Both Positive and Negative Effects</td>
<td>47%</td>
<td>36%</td>
<td>48%</td>
<td>47%</td>
<td>49%</td>
<td>50%</td>
</tr>
</tbody>
</table>

### Primary REASON for Fostering

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>To Help a Child in Need</td>
<td>39%</td>
<td>46%</td>
<td>41%</td>
<td>47%</td>
<td>43%</td>
<td>40%</td>
</tr>
<tr>
<td>To Care for a Relative</td>
<td>34%</td>
<td>25%</td>
<td>20%</td>
<td>22%</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>To Adopt</td>
<td>25%</td>
<td>26%</td>
<td>35%</td>
<td>28%</td>
<td>35%</td>
<td>48%</td>
</tr>
<tr>
<td>To Have Children in the Home</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>0%</td>
<td>4%</td>
<td>0%</td>
</tr>
<tr>
<td>To Gain</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

### REWARDS of Fostering*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Effect on the foster family’s home</td>
<td>57%</td>
<td>52%</td>
<td>45%</td>
<td>47%</td>
<td>48%</td>
<td>61%</td>
</tr>
<tr>
<td>Relationship with</td>
<td>61%</td>
<td>55%</td>
<td>52%</td>
<td>53%</td>
<td>50%</td>
<td>62%</td>
</tr>
</tbody>
</table>
Foster Parent Exit Survey  
FY2008

**REASONS FOR EXITING**

Reasons identified for exiting the foster care system are categorized as either personal or systemic reasons. Personal reasons are situations that arise in the personal life of the foster parent while systemic reasons reflect situations or experiences within the foster care system that influence the foster parent’s decision to exit.

<table>
<thead>
<tr>
<th>Reasons for Exiting</th>
<th>PRIMARY Reason for Exiting</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personal Reasons</strong></td>
<td></td>
</tr>
<tr>
<td>Adoption</td>
<td>32%</td>
</tr>
<tr>
<td>Change in Personal/Family Situation</td>
<td>24%</td>
</tr>
<tr>
<td>Desire to Focus on Biological Family</td>
<td>9%</td>
</tr>
<tr>
<td><strong>Systemic Reasons</strong></td>
<td></td>
</tr>
<tr>
<td>Negative Effects on/Risks to Biological Family</td>
<td>12%</td>
</tr>
<tr>
<td>Fostering is Too Demanding</td>
<td>5%</td>
</tr>
<tr>
<td>Inadequate Support from DCFS</td>
<td>9%</td>
</tr>
<tr>
<td>Inadequate Support from the Entire System</td>
<td>3%</td>
</tr>
<tr>
<td>No Placement</td>
<td>3%</td>
</tr>
</tbody>
</table>

*Total percentages do not equal 100 because respondents were asked to indicate ALL rewards of fostering; therefore, one respondent may have marked several categories.*
### Reasons for Exiting and Willingness to Return

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personal Reasons</strong></td>
<td>64%</td>
<td>66%</td>
<td>71%</td>
<td>70%</td>
<td>64%</td>
<td>67%</td>
</tr>
<tr>
<td><strong>Systemic Reasons</strong></td>
<td>36%</td>
<td>34%</td>
<td>24%</td>
<td>30%</td>
<td>36%</td>
<td>33%</td>
</tr>
<tr>
<td><strong>Willing to rejoin the system</strong></td>
<td>48%</td>
<td>46%</td>
<td>28%</td>
<td>53%</td>
<td>56%</td>
<td>47%</td>
</tr>
</tbody>
</table>

### Agency Satisfaction

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DCFS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Familiar with Role</td>
<td>96%</td>
<td>97%</td>
<td>97%</td>
<td>95%</td>
<td>98%</td>
<td>96%</td>
</tr>
<tr>
<td>Satisfied with overall work/efforts</td>
<td>78%</td>
<td>72%</td>
<td>73%</td>
<td>77%</td>
<td>67%</td>
<td>69%</td>
</tr>
<tr>
<td><strong>UFCF</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Familiar with Role</td>
<td>90%</td>
<td>91%</td>
<td>94%</td>
<td>91%</td>
<td>90%</td>
<td>82%</td>
</tr>
<tr>
<td>Satisfied with overall work/efforts</td>
<td>92%</td>
<td>92%</td>
<td>93%</td>
<td>96%</td>
<td>89%</td>
<td>89%</td>
</tr>
<tr>
<td><strong>OL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Familiar with Role</td>
<td>94%</td>
<td>94%</td>
<td>91%</td>
<td>95%</td>
<td>92%</td>
<td>96%</td>
</tr>
<tr>
<td>Satisfied with overall work/efforts</td>
<td>85%</td>
<td>91%</td>
<td>95%</td>
<td>89%</td>
<td>88%</td>
<td>90%</td>
</tr>
<tr>
<td><strong>UFAFA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Familiar with Role</td>
<td>58%</td>
<td>76%</td>
<td>72%</td>
<td>67%</td>
<td>58%</td>
<td>70%</td>
</tr>
<tr>
<td>Satisfied with overall work/efforts</td>
<td>78%</td>
<td>91%</td>
<td>83%</td>
<td>85%</td>
<td>78%</td>
<td>86%</td>
</tr>
</tbody>
</table>
Regional Results
Foster Parent Exit Survey – FY2008

Respondents were asked to report ALL factors that contributed to their decision to exit the foster care system; therefore, individual respondents may have identified several reasons for exiting. The respondent’s primary reason for exiting is reported on the previous page of this report.

### Response Rate

<table>
<thead>
<tr>
<th></th>
<th>State</th>
<th>SL Valley</th>
<th>Northern</th>
<th>Western</th>
<th>Eastern</th>
<th>Southwest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total respondents</td>
<td>178*</td>
<td>55</td>
<td>48</td>
<td>25</td>
<td>10</td>
<td>18</td>
</tr>
</tbody>
</table>

* 22 respondents did not specify a region.

### Factors that Contributed to Decision to Exit

#### Personal Reasons

- **Adoption**: 43% (State), 49% (SL Valley), 47% (Northern), 40% (Western), 30% (Eastern), 28% (Southwest)
- **Desire to Focus on Biological Family**: 30% (State), 26% (SL Valley), 38% (Northern), 36% (Western), 40% (Eastern), 11% (Southwest)
- **Change in Personal/Family Situation**: 38% (State), 33% (SL Valley), 49% (Northern), 36% (Western), 30% (Eastern), 33% (Southwest)

#### Systemic Reasons

- **Negative Effects on/Risks to Family**: 29% (State), 20% (SL Valley), 32% (Northern), 28% (Western), 70% (Eastern), 28% (Southwest)
- **Fostering is Too Demanding**: 14% (State), 9% (SL Valley), 15% (Northern), 16% (Western), 20% (Eastern), 17% (Southwest)
- **Inadequate Support from DCFS**: 20% (State), 16% (SL Valley), 9% (Northern), 28% (Western), 40% (Eastern), 39% (Southwest)
- **Inadequate Support from Entire System**: 13% (State), 13% (SL Valley), 13% (Northern), 20% (Western), 20% (Eastern), 0% (Southwest)
- **No Placement**: 5% (State), 6% (SL Valley), 0% (Northern), 12% (Western), 10% (Eastern), 6% (Southwest)

### Reasons for Exiting

<table>
<thead>
<tr>
<th></th>
<th>State</th>
<th>SL Valley</th>
<th>Northern</th>
<th>Western</th>
<th>Eastern</th>
<th>Southwest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Reason</td>
<td>Adoptio n</td>
<td>Adoption</td>
<td>Adoption</td>
<td>Adoption</td>
<td>Inadequate support from DCFS</td>
<td>Change in Family Situation</td>
</tr>
<tr>
<td></td>
<td>32%</td>
<td>36%</td>
<td>33%</td>
<td>36%</td>
<td>40%</td>
<td>28%</td>
</tr>
</tbody>
</table>
### Exiting for PERSONAL Reasons

<table>
<thead>
<tr>
<th></th>
<th>State</th>
<th>SL Valley</th>
<th>Northern</th>
<th>Western</th>
<th>Eastern</th>
<th>Southwest</th>
</tr>
</thead>
<tbody>
<tr>
<td>66%</td>
<td>68%</td>
<td>75%</td>
<td>63%</td>
<td>50%</td>
<td>53%</td>
<td></td>
</tr>
</tbody>
</table>

### Exiting for SYSTEMIC Reasons

<table>
<thead>
<tr>
<th></th>
<th>State</th>
<th>SL Valley</th>
<th>Northern</th>
<th>Western</th>
<th>Eastern</th>
<th>Southwest</th>
</tr>
</thead>
<tbody>
<tr>
<td>34%</td>
<td>32%</td>
<td>25%</td>
<td>37%</td>
<td>50%</td>
<td>47%</td>
<td></td>
</tr>
</tbody>
</table>

### Agency Satisfaction

<table>
<thead>
<tr>
<th>Agency</th>
<th>State</th>
<th>SL Valley</th>
<th>Northern</th>
<th>Western</th>
<th>Eastern</th>
<th>Southwest</th>
</tr>
</thead>
<tbody>
<tr>
<td>DCFS</td>
<td>77%</td>
<td>80%</td>
<td>82%</td>
<td>74%</td>
<td>50%</td>
<td>71%</td>
</tr>
<tr>
<td>UFCF</td>
<td>91%</td>
<td>94%</td>
<td>93%</td>
<td>86%</td>
<td>67%</td>
<td>100%</td>
</tr>
<tr>
<td>OL</td>
<td>85%</td>
<td>86%</td>
<td>86%</td>
<td>76%</td>
<td>78%</td>
<td>100%</td>
</tr>
<tr>
<td>UFAFA</td>
<td>58%</td>
<td>60%</td>
<td>59%</td>
<td>58%</td>
<td>33%</td>
<td>64%</td>
</tr>
</tbody>
</table>

*NOTE: Differences in satisfaction among regions are not statistically significant.*

### Willing to Rejoin the System

<table>
<thead>
<tr>
<th></th>
<th>State</th>
<th>SL Valley</th>
<th>Northern</th>
<th>Western</th>
<th>Eastern</th>
<th>Southwest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>48%</td>
<td>42%</td>
<td>56%</td>
<td>35%</td>
<td>70%</td>
<td>50%</td>
</tr>
<tr>
<td>No</td>
<td>52%</td>
<td>58%</td>
<td>44%</td>
<td>65%</td>
<td>30%</td>
<td>50%</td>
</tr>
</tbody>
</table>
**INTRODUCTION:** The Utah Foster Care Foundation has commissioned independent researchers to complete a comprehensive Foster parent Satisfaction Survey and we need your help. Your responses will be used to justify the resources you enjoy, to eliminate resources which are unnecessary and to inform funding decisions.

**SECTION 1**
Questions about YOU

**INSTRUCTIONS:** In this section we would like to know about you. Please check your responses below.

<table>
<thead>
<tr>
<th>Question</th>
<th>Options/Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>41. For how many <strong>years</strong> have you been a foster parent in Utah?</td>
<td>□ Less than 1 year. OR Number of years: _______ <em>(Please round to the nearest whole year).</em></td>
</tr>
<tr>
<td>42. What is your age group?</td>
<td>□ 20 – 29 □ 30 – 39 □ 40 – 49 □ 50 – 59 □ 60 or older</td>
</tr>
<tr>
<td>43. What is your marital status?</td>
<td>____________________________________________________________</td>
</tr>
<tr>
<td>44. What is the highest level of schooling you have COMPLETED?</td>
<td>□ Elementary School □ High School □ College/University □ Some College □ Graduate School</td>
</tr>
<tr>
<td>45. What is your ethnic group?</td>
<td>□ African American □ Caucasian □ Polynesian/Pacific Islander □ American Indian □ Hispanic □ Asian □ Other <em>(Please Specify.)</em></td>
</tr>
<tr>
<td>46. What is the primary language spoken in your home?</td>
<td>_</td>
</tr>
<tr>
<td>47. Where do you live? <em>(Please list COUNTY only, for example Davis or Iron.)</em></td>
<td>_</td>
</tr>
<tr>
<td>48. Which level of care are you trained to provide?</td>
<td>□ Level I □ Level II □ Level III <em>(Structured)</em></td>
</tr>
<tr>
<td>49. In total, for how many children have you provided foster care?</td>
<td>_______ <em>(Number of children. Estimate if needed.)</em></td>
</tr>
<tr>
<td>50. Which category best describes your family’s relation to the foster care program? <em>(select ONE only).</em></td>
<td>□ Licensed foster family □ Adoptive family <em>(also providing foster care)</em> □ Kinship family □ Other: _</td>
</tr>
<tr>
<td>51. What effect has fostering had on your other children?</td>
<td>□ Mostly positive □ Mostly negative □ Both positive and negative <em>(Please explain)</em>:</td>
</tr>
</tbody>
</table>
### SECTION 2
Questions about your Transition to Providing Foster Care

**INSTRUCTIONS:** In this section, we would like to know about the transition to adapting to your MOST DIFFICULT PLACEMENT. Please rate the level of ease or difficulty experienced in adapting to having this child in your home.

<table>
<thead>
<tr>
<th>Level of ease or difficulty in adapting to your MOST DIFFICULT placement:</th>
<th>Very difficult</th>
<th>easy</th>
<th>Very</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Level of difficulty YOU experienced:</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>2. Level of difficulty YOUR SPOUSE experienced:</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3. Level of difficulty YOUR CHILDREN experienced:</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

**INSTRUCTIONS:** Now we would like to know about your FIRST placement. Please rate the level of ease or difficulty YOU had in adapting to your first placement in your home:

If your FIRST placement was also your MOST DIFFICULT PLACEMENT, please check here: ☐ You can leave the next section blank.

<table>
<thead>
<tr>
<th>Level of ease or difficulty in adapting to your FIRST PLACEMENT:</th>
<th>Very difficult</th>
<th>easy</th>
<th>Very</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Level of difficulty YOU experienced:</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>5. Level of difficulty YOUR SPOUSE experienced:</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>6. Level of difficulty YOUR CHILDREN experienced:</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

### SECTION 3
Questions about your Access to Online Resources

**INSTRUCTIONS:** In this section, we would like to know about your interest in using online foster care resources.

<table>
<thead>
<tr>
<th>1. Do you have access to a home computer?</th>
<th>☐ Yes</th>
<th>☐ No</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Do you have access to the Internet at home?</td>
<td>☐ Yes</td>
<td>☐ No</td>
</tr>
</tbody>
</table>

Please indicate how much you agree with the following statements.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>Strongly Agree</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 3. I would access ongoing, in-service training online. | 1 | 2 | 3 | 4 |
| 4. I would access the Foster Roster newsletter online. | 1 | 2 | 3 | 4 |
| 5. If the Foster Roster was ONLY made available online, I would be able to access it online. | 1 | 2 | 3 | 4 |
| 6. I would like to receive Cluster information online (by email or UFCF website). | 1 | 2 | 3 | 4 |
### SECTION 4

**Questions about your Decision to Become a Foster Parent**

1. What factors were important in your decision to **BECOME** a foster parent? *(Check ALL that apply)*
   - To help children in need
   - To adopt
   - To fulfill my spiritual beliefs to help others
   - To have children in my home
   - I am unable to have my own children
   - To care for a specific child
   - Our children have grown and we wanted to continue to be parents
   - To increase household income
   - Other *(Please specify)*

2. Which of these reasons was the **MOST IMPORTANT** in your decision to become a foster parent?

3. In your opinion, what are the most **REWARDING** aspects of foster parenting? *(Check ALL that apply)*
   - The effect of my home/family on the child in foster care
   - My relationship with the child in foster care
   - Adoption of a child in foster care
   - Training and speakers
   - The experience connecting with and mentoring birth families
   - Foster family events and resources
   - Altruism (the value of helping others in need)
   - Other *(please specify)*

4. Which of these reasons was the **MOST REWARDING** aspect of foster parenting?
   ____________________________
### SECTION 5

**Questions about Division of Child and Family Services (DCFS)**

**INSTRUCTIONS:** Now we would like to know about your interactions with DCFS. Please indicate how much you agree with the following statements.

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Strongly Agree</td>
<td></td>
</tr>
</tbody>
</table>

1. I am familiar with the role that the Division of Child and Family Services (DCFS) plays in the fostering/resource parenting program.  

2. DCFS provides me with the information they have regarding the child’s needs, prior to placement.  

3. I am satisfied with foster care payment processing.  

4. DCFS includes me and takes my experience with the child into consideration when making decisions about his/her future.  

5. I was involved in the transition plan used when a child left my home.  

6. I am satisfied with the amount of follow-up information provided to me about the child in foster care after he or she left my home.  

7. DCFS publicly recognizes the contributions and achievements of foster parents.  

8. DCFS privately recognizes the contributions and achievements of foster parents.  

9. Do you know your Resource Family Consultant (RFC)? □ Yes □ No  
   **NOTE:** If you want to mark “maybe”, please mark “no”.  

10. I feel comfortable that future placement decisions will NOT be impacted if I tell my RFC about problems with my current placement.
**INSTRUCTIONS:** Please consider ALL of your interactions with DCFS, all of your caseworkers and your RFC when answering the following questions.

<table>
<thead>
<tr>
<th></th>
<th>How true is this for you?</th>
<th>How much does this influence your decision to stay licensed?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
</tbody>
</table>

**1. DCFS staff members return my phone calls.**

|   | 1 2 3 4                     | 1 2 3 4                                                      |

**2. I feel respected by DCFS staff.**

|   | 1 2 3 4                     | 1 2 3 4                                                      |

**3. The DCFS payment rate is sufficient to cover the needs of the children in foster care in my home.**

|   | 1 2 3 4                     | 1 2 3 4                                                      |

**4. Available respite care is adequate.**

|   | 1 2 3 4                     | 1 2 3 4                                                      |

**5. I am aware that a Resource Family Consultant (RFC) can offer additional support during times of unusual stress.**

|   | 1 2 3 4                     | 1 2 3 4                                                      |

**6. My relationship with my RFC is positive.**

|   | 1 2 3 4                     | 1 2 3 4                                                      |

**INSTRUCTIONS:** Please consider your interactions with ALL of your caseworkers and report on your overall experience.

<table>
<thead>
<tr>
<th></th>
<th>How true is this for you?</th>
<th>How much does this influence your decision to stay licensed?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
</tbody>
</table>

**7. My caseworkers provide adequate support and assistance with visitation with birth parents.**

|   | 1 2 3 4                     | 1 2 3 4                                                      |

**8. My caseworkers provide adequate support regarding my other children.**

|   | 1 2 3 4                     | 1 2 3 4                                                      |

**9. I feel comfortable telling my caseworkers about problems I have with the children in foster care that I am caring for.**

|   | 1 2 3 4                     | 1 2 3 4                                                      |

**10. My caseworkers schedule meetings at times that are convenient for me.**

|   | 1 2 3 4                     | 1 2 3 4                                                      |

**11. My overall experience with my DCFS caseworkers has been positive.**

|   | 1 2 3 4                     | 1 2 3 4                                                      |

**12. DCFS caseworkers and foster parents function well as a team.**

|   | 1 2 3 4                     | 1 2 3 4                                                      |

**13. I am satisfied with the overall work and efforts of DCFS.**

|   | 1 2 3 4                     | 1 2 3 4                                                      |
14. How often **do you meet** with your caseworkers?
- [ ] Weekly
- [ ] Every 2 weeks
- [ ] Every month
- [ ] Every other month
- [ ] Never

15. How often would you **like to meet** with your caseworkers?
- [ ] Weekly
- [ ] Every 2 weeks
- [ ] Every month
- [ ] Every other month
- [ ] Never

16. What improvements would you like to see made to DCFS?

### SECTION 6
**Questions about Utah Foster Care Foundation (UFCF)**

**INSTRUCTIONS:** In this section we would like to know about your interactions with UFCF. Please indicate how much you agree with the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First we would like to know about your recruitment experience.</strong></td>
<td>1</td>
</tr>
<tr>
<td>1. I am familiar with the role that the Utah Foster Care Foundation (UFCF)</td>
<td>2</td>
</tr>
<tr>
<td>plays in the fostering/resource parenting program.</td>
<td>3</td>
</tr>
<tr>
<td>2. When I first contacted UFCF about becoming a foster/resource parent, my</td>
<td>4</td>
</tr>
<tr>
<td>questions and phone calls were answered in a timely, effective manner.</td>
<td>1</td>
</tr>
<tr>
<td>3. My Initial Consultation helped me determine whether to begin the training</td>
<td>2</td>
</tr>
<tr>
<td>and licensing process.</td>
<td>3</td>
</tr>
<tr>
<td>4. I have encountered UFCF’s promotional materials in my community</td>
<td>4</td>
</tr>
<tr>
<td><em>(such as billboards, ads, flyers, and news articles).</em></td>
<td>1</td>
</tr>
<tr>
<td>5. UFCF’s promotional efforts help increase respect for the work of foster</td>
<td>3</td>
</tr>
<tr>
<td>parents in my community.</td>
<td>4</td>
</tr>
<tr>
<td>6. UFCF’s promotional efforts help increase awareness of the need for foster</td>
<td>1</td>
</tr>
<tr>
<td>parents in my community.</td>
<td>2</td>
</tr>
<tr>
<td>7. UFCF recognizes the contributions and achievements of foster parents.</td>
<td>3</td>
</tr>
</tbody>
</table>

**INSTRUCTIONS:** Next we would like to know about your experience with **training**.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. UFCF provided <strong>pre-service training</strong> that adequately prepared me to</td>
<td>1</td>
</tr>
<tr>
<td>make an informed decision as to whether I wanted to become a foster parent.</td>
<td>2</td>
</tr>
<tr>
<td>9. I would recommend <strong>pre-service training</strong> to other parents I know.</td>
<td>3</td>
</tr>
<tr>
<td>10. After <strong>pre-service training</strong>, I felt more confident in my ability to</td>
<td>4</td>
</tr>
<tr>
<td>care for a child in foster care.</td>
<td>1</td>
</tr>
</tbody>
</table>
11. How would you rate the quality of **pre-service training**? (Please circle one)

<table>
<thead>
<tr>
<th></th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Excellent</th>
</tr>
</thead>
</table>

12. The content of the **in-service trainings** provided by UFCF helps enhance my skills as a caregiver of children.

13. Training is just a requirement I must complete.

14. What **in-service trainings** have you found to be the most helpful? *Please list:*

15. How would you rate the quality of **in-service training**? (Please circle one)

<table>
<thead>
<tr>
<th></th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Excellent</th>
</tr>
</thead>
</table>

**INSTRUCTIONS:** Now, we would like to know about your overall experience with the Utah Foster Care Foundation.

16. UFCF recognizes the contributions and achievements of foster parents.

17. I am satisfied with the overall work and efforts of UFCF

18. What improvements would you like to see made to UFCF?

---

**SECTION 7**

**Questions about Resources and Events for Foster Families**

**INSTRUCTIONS:** In this section, we would like to know your thoughts about the events and resources made available to you.

<table>
<thead>
<tr>
<th></th>
<th>Are you aware of this event/resource?</th>
<th>Do you know how to access this resource?</th>
<th>I have participated in this event or resource</th>
<th>I ENJOY this event or resource. 1 (strongly disagree) 4 (strongly agree)</th>
<th>Please rate the QUALITY of this event or resource. 1 (lowest quality) 4 (highest quality)</th>
<th>This event or resource influences my decision to stay licensed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Appreciation events.</td>
<td>Yes No</td>
<td>Yes No</td>
<td>Yes No</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>2. Help at Christmas (such as the Giving Tree)</td>
<td>Yes No</td>
<td>Yes No</td>
<td>Yes No</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>3. Cluster meetings.</td>
<td>Yes No</td>
<td>Yes No</td>
<td>Yes No</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>4. Wishing Well funds.</td>
<td>Yes No</td>
<td>Yes No</td>
<td>Yes No</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>5. Aspen Grove (Foster Family camp)</td>
<td>Yes No</td>
<td>Yes No</td>
<td>Yes No</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
<tr>
<td>6. Foster Roster newsletter (Mailed version)</td>
<td>Yes No</td>
<td>Yes No</td>
<td>Yes No</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
</tr>
</tbody>
</table>
7. Foster Roster newsletter (Online from the UFCF website)

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Yes</th>
<th>No</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

8. UFCF website.

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Yes</th>
<th>No</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Yes</th>
<th>No</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

10. Partners in Parenting program.

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Yes</th>
<th>No</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

11. Which of these resources or events would you **miss the most if it was eliminated**?

12. Which of these resources or events has the **largest impact** on your decision to stay licensed?

**SECTION 8**

Questions about Utah Foster and Adoptive Families Association

**INSTRUCTIONS:** Now we would like you to think about your interactions with the Utah Foster and Adoptive Families Association (UFAFA). Please indicate how much you agree with the following statements.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Strongly Agree</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. I am familiar with the role that UFAFA plays in the fostering/resource program.

2. I know at least one UFAFA representative.

3. I know how to contact UFAFA if needed.

4. I am aware that UFAFA provides support to foster/resource parents facing allegations of abuse.

5. I am satisfied with the overall work/efforts of UFAFA.

**OR** check here if you have never had any interaction with UFAFA:

1. 2 3 4

**SECTION 9**

Questions about your Access to Resources in a Time of Crisis

**INSTRUCTIONS:** In this section we would like to know your experiences with the foster care system in times of crisis.

1. While being a foster parent have you experienced what you would consider to be a crisis? □ Yes □ No
2. Regarding my foster care placements, I ask for help before a situation reaches a crisis level (Circle one).

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Mildly Agree</th>
</tr>
</thead>
</table>

3. Who did you contact for support during this crisis?

___________________________________________________

4. I received the support I needed (Circle one).

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Mildly Agree</th>
</tr>
</thead>
</table>

5. Please describe your experience of the support available to you during the crisis:

---

SECTION 10
Questions about your Overall Support

INSTRUCTIONS: Please indicate how much of the following resources helped you feel supported as a foster parent.

<table>
<thead>
<tr>
<th>How much did each of the following help you feel supported?</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Foster Roster newsletter.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. UFCF Training.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Family activities (such as BBQ’s and swim parties).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Access to donated goods (such as school supplies and DI vouchers).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5. UFCF staff. 


7. My caseworker. 

8. My RFC. 

7. Utah Foster and Adoptive Families Association UFAFA representatives. 

8. **What is the most meaningful foster parenting support you have received?**

9. **What are you not receiving that would help you feel supported?**

   Please list the **top three**: 1) __________ 2) ____________ 3) __________ 

   Which of these items is the **MOST important** to you?

**INSTRUCTIONS:** Please indicate how much each statement is true for each of the foster care workers listed.
<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. This person knows who I am.</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. This person helps me understand my role as a foster parent.</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. This person takes my problems seriously.</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. This person is available to me.</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. This person helps me obtain the resources I need.</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. This person has a clear understanding of what children need.</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. I trust this person.</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. This person understands and respects my culture.</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. I feel valued by this person.</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td>1 2 3 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

18, To feel satisfied as a foster parent, I need a **more personal connection** than I am currently receiving.

1. Strongly Disagree
2. Somewhat Disagree
3. Somewhat Agree
4. Strongly Agree
19. To feel satisfied as a foster parent, I need a **more support** than I am currently receiving.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Somewhat Disagree</td>
<td>Somewhat Agree</td>
<td>Strongly Agree</td>
</tr>
</tbody>
</table>

**SECTION 12**

**Questions about your Concerns when Accepting a Placement**

**INSTRUCTIONS:** We would now like to know about your concerns when accepting a placement.

DCFS has difficulty finding and maintaining placements for children with certain characteristics. Improvement in family-based placement stability is a PRIORITY FOCUS FOR DCFS. Research has shown that a lack of stability can lead to an increase in emotional and behavioral issues for children. We need your assistance as our collaborative partners, who care for these children in your home, in determining barriers to placements and barriers to placement stability. DCFS has the most difficulty placing adolescent children, children with mental health issues, behavioral or delinquency issues, children who may be sexually active or reactive based on prior trauma, medically fragile children, and children who are members of large sibling groups.

Please indicate how much each of the following influences your decision to accept a placement

<table>
<thead>
<tr>
<th>Influence</th>
<th>No Influence</th>
<th>Small Influence</th>
<th>Medium Influence</th>
<th>Big Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. Concern about personal safety.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>12. Concern about the safety of my family and children.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>13. Concern about property damage.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>14. Concern about liability.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>15. Concern about reactions from my extended family.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>16. Concern about reactions from my neighbors.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>17. Concern about interacting with the child’s birth family.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

18. Any other concerns not mentioned above? *(Please specify)*

19. Has a child ever moved from your home to another placement as a result of the child’s difficulties?  
   - [ ] Yes  
   - [ ] No *(Please skip the next questions)*

20. If so, who made the decision to move the child to an alternate placement? *(Select ALL that apply)*
   - [ ] Me as the foster parent  
   - [ ] The Resource Family Consultant (RFC)  
   - [ ] The caseworker  
   - [ ] The Child and Family Team  
   - [ ] The child in foster care  
   - [ ] The judge or courts  
   - [ ] Other *(Please specify)_

**INSTRUCTIONS:** Please indicate whether you agreed with the decision to move the child from your home.

21. The decision to move the child from my home was the right decision.  
   - [ ] 1  
   - [ ] 2  
   - [ ] 3
**INSTRUCTIONS:** Please indicate to what extent the following supports would increase your level of comfort with having children with the characteristics listed above place in their homes, and with their ability to maintain those placements.

<table>
<thead>
<tr>
<th></th>
<th>No Increase</th>
<th>Small Increase</th>
<th>Medium Increase</th>
<th>Big Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>22. Mentoring from other foster parents.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>23. Overnight respite care.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>24. A youth mentor (tracker, monitor) for the child in your home.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>25. Day care or daytime respite care.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>26. Individualized coaching in your home to help set behavior plans for children in your care.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>27. Professional therapeutic support for foster parents.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>28. Foster parent’s ability to call together a family team meeting.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>29. Resources for other children in the home.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>30. Marital support for foster parents.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>31. Other (Please specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32. Please describe any other ideas you have about how DCFS, UFCF, UFAFA, and foster parents can work together to improve placement options and placement stability for children with the difficulties listed above:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**THANK YOU** for taking the time to complete this survey.

Your responses help us better determine how to make changes to the foster care system in a way that truly reflects the experiences and desires of foster parents.
Sample of Respite Care Policy

Utah’s Division of Child and Family Services
Out of Home Care
Practice Guidelines

305.2 Respite and Child Care Options

**Major objectives:** Out of home caregivers will have temporary relief from the day to day parenting responsibilities of the child placed in their care to prevent placement disruption or burn out. Options for temporary respite include paid respite, nonpaid respite, childcare, and babysitting

**Applicable Law**

**A. Respite Care:**

Respite care is alternative care with another licensed out of home caregiver.

1. All out of home caregivers will receive 12 paid respite days per calendar year. Out of home caregivers must have at least one foster child in their home for a period of 15 days during a calendar month to accrue one respite day. Regardless of the number of foster children in the home, not more than one day per month may be accrued. One respite day covers all the foster children in the home at the time for respite day.
2. If out of home caregivers choose not to use their respite each month, a maximum of 12 days of respite per year may be accumulated.
3. Accumulated days must be used during the calendar year.
4. Qualifications of a paid respite caregiver are:
   a. A licensed foster home with openings, or a licensed respite care home/facility.
   b. A state licensed day care provider.
   c. A respite caregiver who is qualified by Child and Family Services to provide care in the out of home caregiver’s home (see below).
5. A paid respite provider is subject to the same confidentiality requirements as other respite or foster care providers and may not take more children than they are licensed for.
6. The out of home caregiver will provide the respite caregiver with medical and other critical information about the child and specific instructions for the care and supervision of the child on a completed Respite Care Fact Sheet. If the child is going to be with a respite caregiver for more than one day, the out of home caregiver will also provide the respite caregiver with the child's Placement Information Record.
7. To be a paid respite caregiver in the out of home caregiver’s home, the applicant will complete a Resource Family Application including the names of four non relative
references. Reference letters must be received prior to approval. The provider shall meet the following criteria:
   a. Will be at least 21 years of age or older.
   b. Will be in good health and emotionally stable.
   c. Will not be on probation, parole, or under indictment for a criminal offense and shall have not have a history of crimes against children which shall be verified by a BCI check and query of the SAFE management information system.
   d. Will keep verbal or written information shared with them confidential and shall sign an Out of home caregiver Confidentiality Form.
8. Payment of Respite Care: The payment rate for respite care is equal to the payment that the primary out of home caregiver currently receives.

B. Nonpaid Respite:

1. An out of home caregiver may arrange with another licensed out of home caregiver to provide temporary care for foster children in care and pay them directly for those services.
2. An out of home caregiver may exchange children with another out of home caregiver for short periods of time with approval from the resource family consultant or the child's caseworker.

C. Child Care/Babysitting:

1. Child and Family Services does not pay for child care/babysitting for children in an out of home placement. Out of home caregivers are responsible for the cost of child care or babysitting for the children placed in their home.
2. Region Directors may grant approval in special circumstances upon written request from the caseworker.
3. Out of home caregivers are responsible to ensure that children in their care are always under proper supervision. They may hire responsible babysitters for short periods of time. Any overnight babysitting arrangements must be approved by Child and Family Services. A SAFE database check must be completed on the adult(s) who will be responsible for supervision.
4. As with respite care, out of home care providers will provide specific instructions on how to care for the child and the child's specific needs prior to providing child care, which is particularly critical in cases where the foster child is medically fragile, on medication, or experiencing behavioral or emotional problems that require special care and supervision.

D. Requesting Respite:

1. To facilitate continuity of care and minimize disruption for the child, whenever possible, respite care is to be planned in advance using providers known to the child and family.
2. Each out of home caregiver for Child and Family Services will identify at least two individuals who agree to provide respite and/or child care when needed.
3. The out of home caregiver is responsible to inform Child and Family Services of any temporary changes in the child's placement. The out of home caregiver shall submit an application for respite care to the caseworker or supervisor 72 hours in advance unless an emergency situation exists.

**E. Responsibilities of Respite and Child Care Providers:**

1. The provider will ensure that the child attends all necessary appointments while in respite care/child care such as school, visitation with parents, court, and medical and mental health appointments.
2. The respite/child care provider will inform the primary out of home caregiver of any issues or concerns relating to the child. If the child has a medical or other emergency, the respite caregiver shall contact the out of home caregiver or worker immediately.

**F. Responsibilities of Child and Family Services:**

1. In situations where out of home caregivers are unable to identify their own respite provider, the resource family consultant will assist in identifying an appropriate respite option upon receipt of a request.
2. The resource family consultant will maintain a list of respite caregivers in the region.
3. The resource family consultant will ensure that the respite caregiver is licensed or meets standards and requirements (see above).
4. Respite caregivers shall be introduced to the child prior to placing the child in respite. If respite is to take place outside the child's current placement, then the child should be taken on a tour of the respite home and have an opportunity to ask questions prior to the respite experience.
5. The child's resource family consultant will verify that the out of home caregiver provides instruction and information to the respite caregiver.
6. Respite caregivers shall be paid by Child and Family Services as authorized by the caseworker. A payment is made using the one-time Payment Form without a decrease in the child's monthly maintenance payments made to the out of home caregiver. Licensed respite out of home caregivers may only accept placements at the level or lower for which they are licensed and trained.

**G. Each Child and Family Services region is responsible to track the use of respite care and expenditures.**