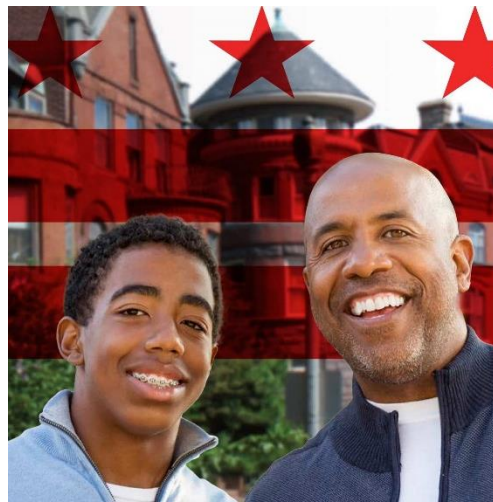


District of Columbia Government

Child and Family Services Agency



Foster and Adoptive Parent Diligent Recruitment Plan APSR FY 2024



June 30, 2023

TABLE OF CONTENTS

Introduction	2
Characteristics of Children Needing Foster and Adoptive Homes	4
Description of Current Resource Parents	Error! Bookmark not defined.
Recruitment Targets	Error! Bookmark not defined.
Specific Strategies that Reach All Parts of the Community	27
Diverse Methods for Disseminating both General and Child-Specific Information	30
Strategies for Assuring Access to Agencies that License Foster and Adoptive Parents	33
Strategies for Training Staff to Work with Diverse Cultural, Racial, and Economic Communities	35
Strategies for Overcoming Linguistic Barriers.....	35
Strategies for Overcoming Financial Barriers	38
Strategies for Child-Specific Adoption Recruitment	38
Resource Parent Support and Retention	Error! Bookmark not defined.
FY 2020 – FY 2024 Recruitment Goals & Strategies.....	45

INTRODUCTION

Pursuant to [Section 422\(b\)\(7\)](#) of the Social Security Act and Section 4.1 of [the Multi-Ethnic Placement Act](#), the District of Columbia Child and Family Services Agency (CFSA or Agency) is committed to recruiting foster and adoptive parents who reflect the racial, ethnic, and cultural diversity of children and families being served by the District’s child welfare system.¹ To meet this commitment, CFSA works closely with its contracted private agency partners, current resource parents, and other members of the community to recruit, retain, develop, and support a pool of families that meet the needs of children who are placed in out-of-home care.²

The District of Columbia’s *Foster and Adoptive Parent Diligent Recruitment Plan* is a comprehensive plan that addresses the following areas:

- Description of the characteristics of children needing foster and adoptive homes
- Description of the current resource parents
- Recruitment targets
- Specific strategies that reach all parts of the community
- Diverse methods for disseminating both general and child-specific information
- Strategies for assuring that all prospective resource parents have access to the home study process, including location and hours of services that facilitate access by all members of the community
- Strategies for training staff to work with diverse cultural, racial, and economic communities
- Strategies for dealing with linguistic barriers
- Non-discriminatory fee structures
- Procedures that ensure a timely search for prospective resource parents awaiting a child, including the use of exchanges and other interagency efforts (provided that such procedures ensure that the appropriate placement of a child in a household is not delayed by the search for a same race or ethnic placement)
- Retention of resource parents
- Recruitment goals and strategies

CFSA’s plan includes details for inter-agency collaboration with neighboring jurisdictions to recruit families for the District’s children. In developing the District’s Diligent Recruitment Plan, CFSA referred to guidance and tools provided by the [National Resource Center for Diligent Recruitment \(NRCDR\) for State Foster and Adoptive Parent Diligent Recruitment Plans](#).

CFSA emphasizes its essential function of exploring appropriate placements that reduce the

¹ The term “children” as used in this document includes birth to age 20, unless otherwise specified for context (e.g., services specific to older youth).

² Collectively, foster and adoptive parents are referred to as “resource parents” throughout this document.

trauma of separation from parents, siblings, and other significant persons while promoting safety, permanence, and well-being. Placement with kin can be beneficial in many ways and, when in the best interests of the child, should be the preferred alternative to non-kin foster care placements. Kinship placements also have the potential to provide children with an environment that maintains family and cultural connections and provides for familiarity, stability, and enduring loving relationships.

Between October 2020 and February 2021, the Agency internally and externally launched the resource parent recruitment and retention campaign called REACH (Recruit, Educate, Advocate, Collaborate, and Help). Developed through collaboration with experts from the Annie E. Casey Foundation, REACH's primary objective is to build and strengthen the recruitment and retention process to secure the licensing and retention of additional resource homes. The Agency developed and added several strategies to the REACH Plan to secure 40 beds for targeted populations by September 2021.

The recruitment strategy included the following broad categories:

- Refinement of recruitment categories and align outreach, training, and orientation.
- Development and updates of social and traditional media presence.
- Enhancement of the team's coordination and use of data.

The retention strategy included the following broad categories:

- Development of resource parent social worker competencies
- Improvement and reinforcement of internal teaming
- Improvement of teaming with resource parents

One example of a recruitment strategy is a Recruitment Unit "Bootcamp" to build critical competencies and skills for resource parents to provide for CFSA's target populations: older youth, Commercial Sexual Exploitation of Children (CSEC)-involved youth, youth who self-identify as Lesbian, Gay, Bisexual and Transgender (LGBTQ), and sibling groups of three or more. The overarching focus involves refining recruitment and retention activities, increasing social and traditional media presence, building greater team coordination, and utilizing "recruiting ambassadors" from across Agency administrations for outreach and networking purposes.

In addition, at the start of 2021, the REACH Team renovated and relaunched [FosterDCKids.org](https://www.fosterdckids.org) with the support of the LINK Strategic Partners. Together, they reimagined the website to engage potential resource parents while providing support and educational information to currently active resource parents. The project required input from many stakeholders. The

reimagined website received a [Hermes Creative Award](#), which celebrates traditional and emerging media projects that exhibit outstanding concepts, writing, and design.

At the end of the fiscal year (FY) 2021, CFSA’s Recruitment Team reached its goal of securing 40 new beds for youth in foster care. There were 37 new homes licensed and 56 beds secured.

While CFSA continues diligent recruitment efforts for traditional resource families, the strategy “first placement is the best placement” and the KinFirst program encourage kinship care as the first placement when possible.

FY 2024 APSR Update

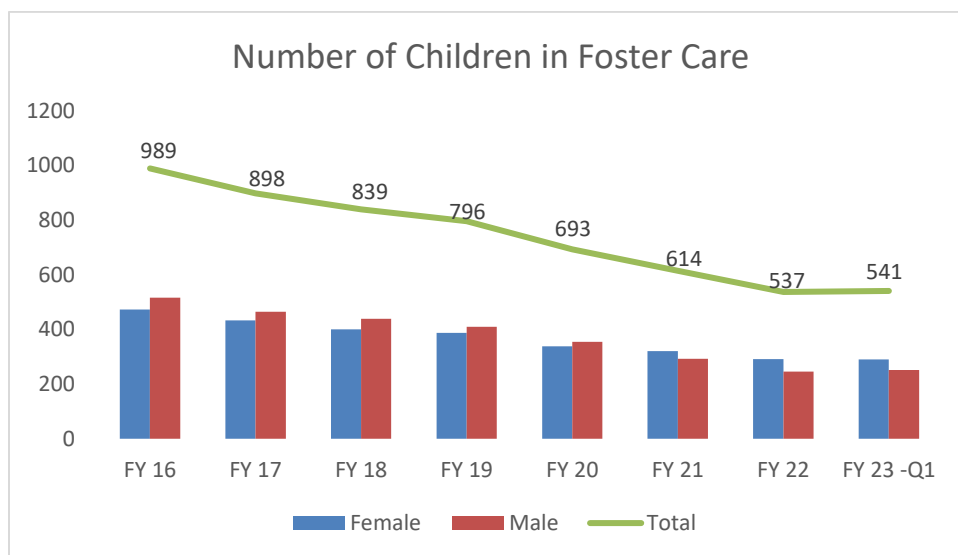
In FY 2022, elements of the REACH Plan helped secure 40 new beds for youth in foster care.

CHARACTERISTICS OF CHILDREN NEEDING FOSTER AND ADOPTIVE HOMES

The District of Columbia (DC) continues to experience a steady decline in foster care numbers. At the end of fiscal year (FY) 2014, there were 1,112 children in foster care while at the end of FY 2023 Q-1, there were only 541 children in care. CFSA has helped to achieve this decrease through its emphasis on maintaining children safely in their homes and removing a child only when the child’s safety is at imminent risk.

FY 2024 APSR Update

As of December, 31 2022, there are 541 children in foster care. Of this number, 290 (53.6 percent) are female, and 251 (46.4 percent) are male.

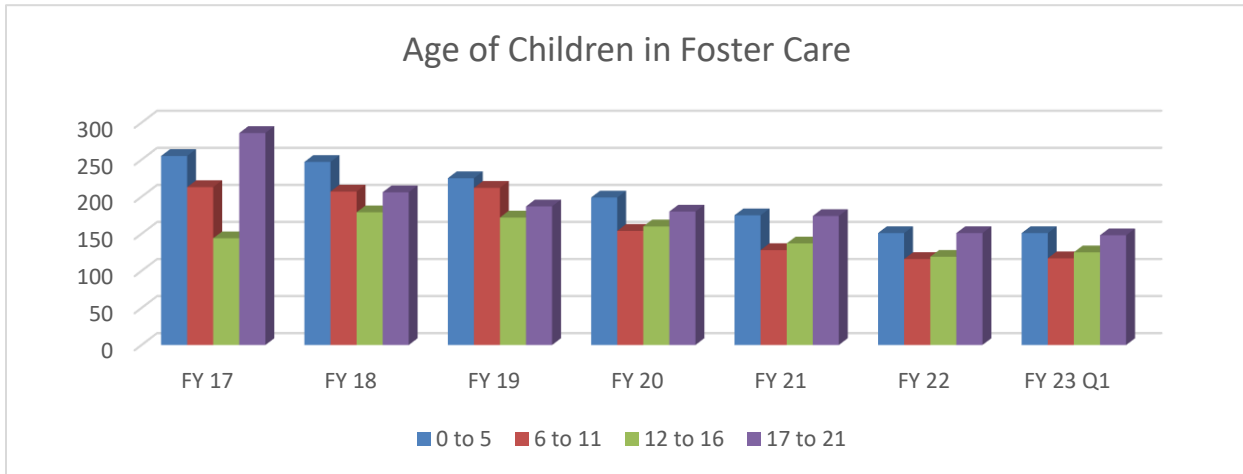


Source: FACES Report PLC156 run dates from October 15, 2016 to January 15, 2023

Age of Children in Foster Care

FY 2024 APSR Update

The age breakdown of children in foster care has remained relatively consistent over the past four reporting cycles with the youngest and oldest groups comprising slightly more of the foster care population than the middle groups. As of December 31, 2022, there were 151 children from ages birth to 5, and 148 youth from ages 17 to 21. Combined, these groups account for 55 percent of the foster care population.

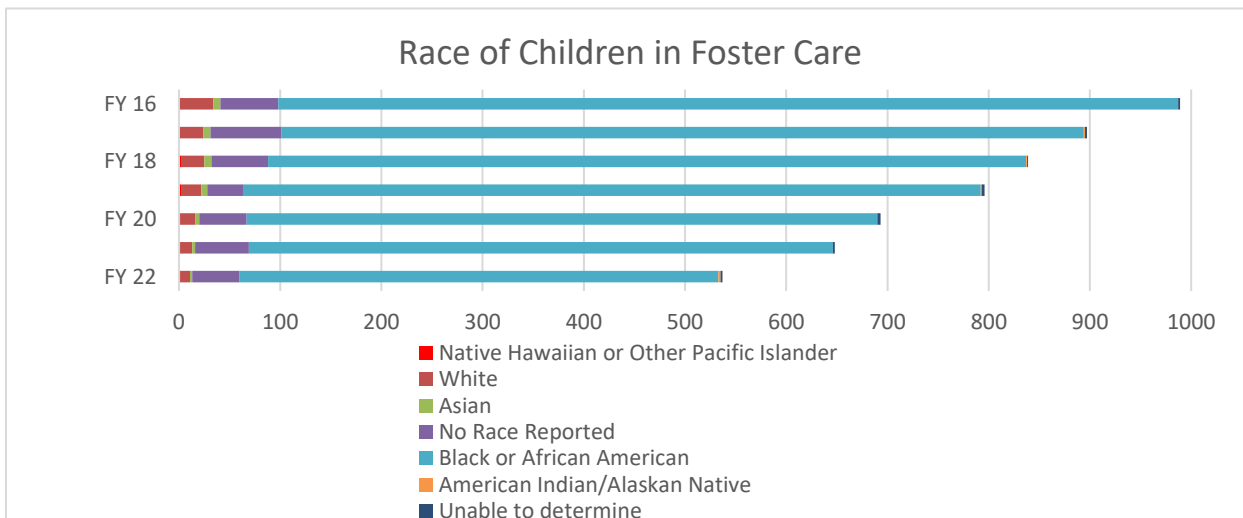


Source: FACES Report PLC156 run dates from October 15, 2016 to January 15, 2023

Race and Ethnicity of Children in Foster Care

FY 2024 APSR Update

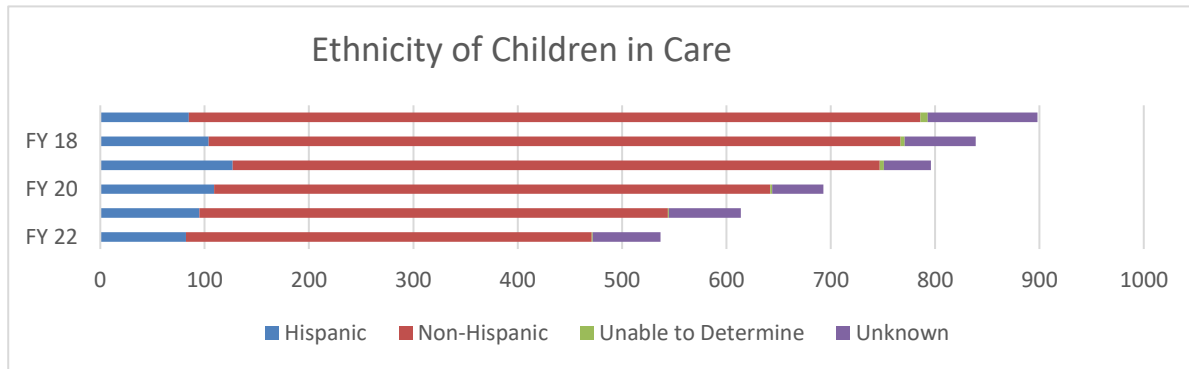
As of December 31, 2022, Black or African American children accounted for 89 percent of children in care, which represents a continuation of a disproportionate majority. The percentage of White children has marginally fluctuated over the past several years, up from 1.8 percent at the end of the FY 2021 to 2 percent at the end of FY 2023-Q1.



Source: FACES Report PLC156 run dates from October 15, 2016 to January 15, 2023

FY 2024 APSR Update

As of December 31, 2022, Hispanic children accounted for 15 percent (n=81) of children in care, which remains pretty consistent with the past several reporting periods.

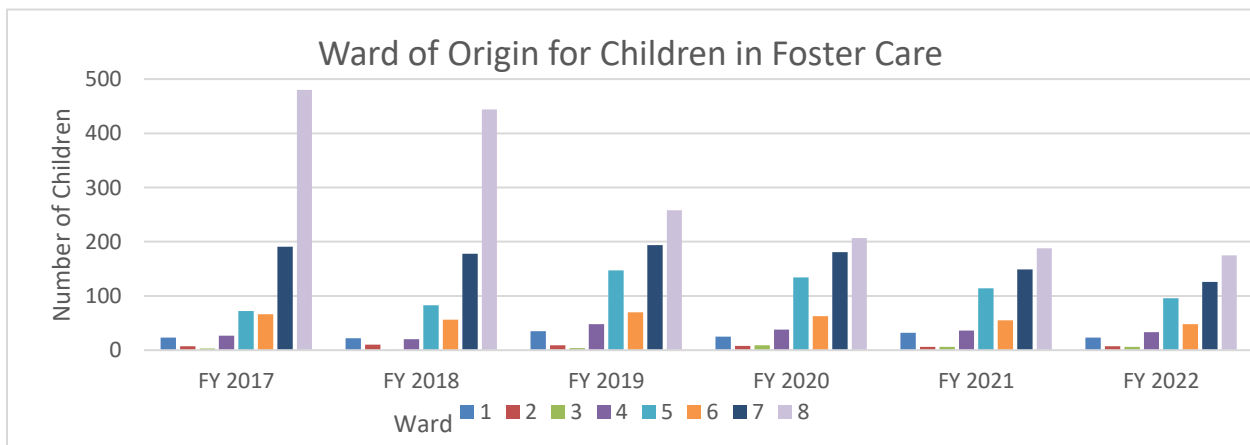


Source: FACES Report PLC156 run dates from October 15, 2016 to January 15, 2023

Ward of Origin for Children in Foster Care

FY 2024 APSR Update

As of December 31, 2022, the distribution of foster care cases across DC’s eight Wards shows that Wards 7 and 8 remain the Wards of origin for most of CFSA’s out-of-home population. As of December 31, 2022, the two Wards combined to represent 54 percent of children in foster care cases. Ward 5 has seen a steady increase over the past several years. While Ward 5, overall, is not among the District’s most financially burdened or racially disproportionate Wards, significant discrepancies can be found among its neighborhoods.³



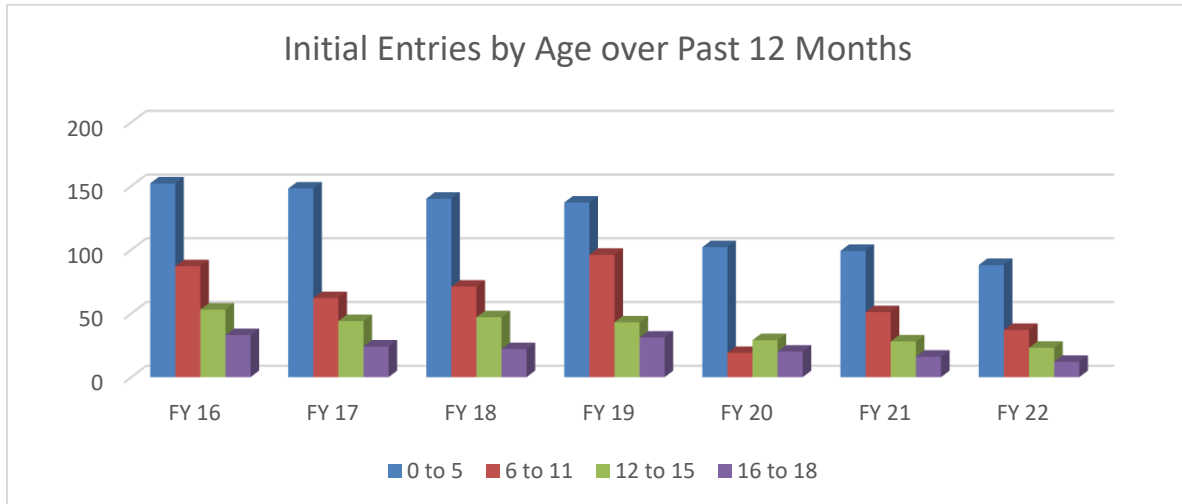
Source: FACES Report PLC156 run dates from October 15, 2016 to January 15, 2023

³ In addition to the impact Ward 5 trends have had on recruitment efforts and the placement array, they also inspired CFSA to open a Family Success Center (FSC) in Ward 5’s Carver Langston neighborhood. Part of the Families First DC family preservation infrastructure, FSCs are community-based touchpoints where families can receive information, supports, and referrals for services. More information is available in the FY 2024 APSR.

Initial Entries and Re-Entries Into Foster Care

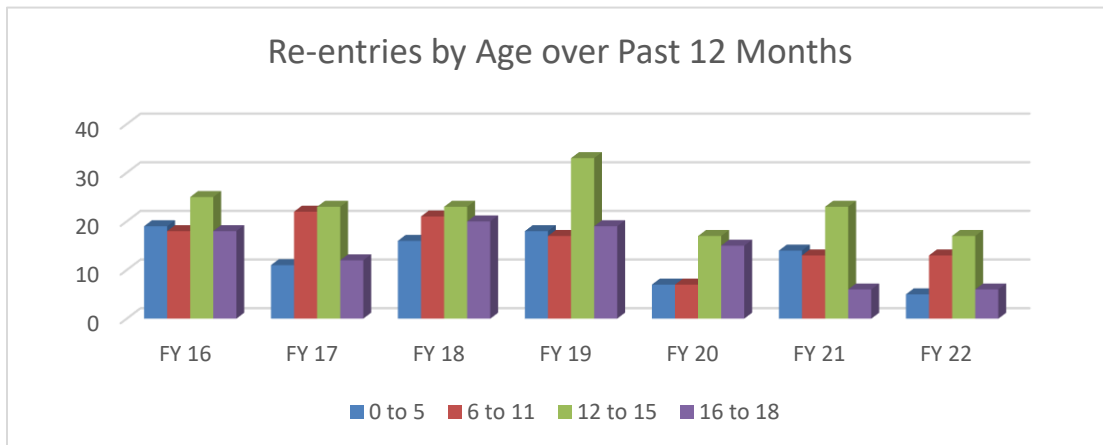
FY 2024 APSR Update

From FY 2016 to FY 2022, initial entries continue to decline overall, and children between birth and 5 years old continue to enter foster care at the highest rate.



Source: FACES Report PLC208 run dates from October 15, 2017 to October 15, 2022

Since FY 2016, children between the ages of 12 and 15 have accounted for the highest number of re-entries into foster care. Variances among the other age groups have, for the most part, remained unremarkable. However, between FY 2021 and FY 2022, total re-entries among children ages birth to 5 dropped from 14 to 5.



Source: Faces Management Report PLC208, run dates October 15, 2015 – October 15, 2022

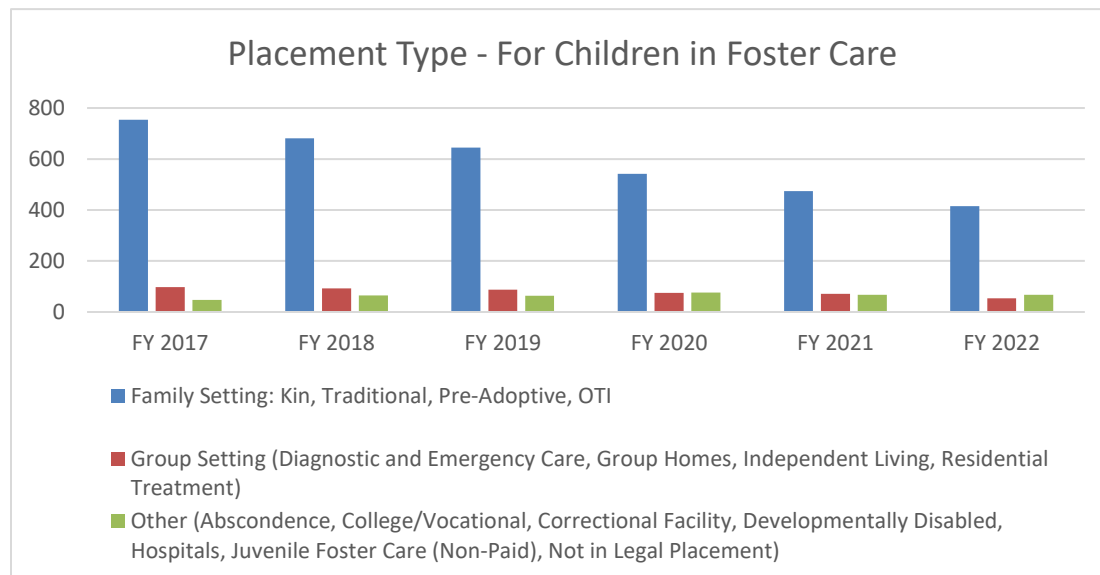
PLACEMENT TYPE FOR CHILDREN IN FOSTER CARE

CFSA's prioritizes family-based settings, whenever possible. Over the last five years, the majority of children in foster care have resided in local kinship placements, kinship placements

through out-of-town inquiries (OTI),⁴ pre-adoptive homes, and traditional foster homes.

FY 2024 APSR Update

As of December 31, 2022, family-based foster care settings comprise a 79 percent majority (n=426) of all foster care placements, which represents a 2 percentage-point increase from FY 2021 but is still slightly below 2017 levels.



Source: FACES Report CMT232 run dates from October 15, 2016 to January 15, 2023

DESCRIPTION OF CURRENT RESOURCE PARENTS

FY 2024 APSR Update

As of December 31, 2022, the pool of CFSA resource homes included 133 traditional foster homes. Among these placements, a total of 21 children were in pre-adoptive status. At this time the resource parent pool also included 40 kinship homes, and 7 out-of-town inquiries.

Also, as of December 31, 2022, African American children represented 89 percent of the foster care population. During this period, there were 191 resource parents, which consisted of 87 one-parent households and 52 two-parent households (104 parents). The breakdown of races consisted of the following: African American adults represented 62 percent of the resource parents (n=119/191); Caucasian resource parents represented 34 percent (n=64/191); and combined, Asian-American and Hispanic resource parents represented 4 percent of the population.⁵ Most resource parents (68 percent, n= 30/191) did not specify the characteristics of a child for whom they were willing to provide care 68 percent, (n=30/191). Of the resource

⁴ OTIs are inquiries from another state to place a child in the District of Columbia consistent with the Interstate Compact on the Placement of Children (ICPC) legislation.

⁵ Source: FACES Report PLC156 run dates from October 16, 2015 to January 15, 2023

parents that did specify their preferences, 19 percent expressed a preference for infants and toddlers, and 13 percent expressed a preference for older youth.

Kinship and Kinship-OTI Resource Parents

CFSA acknowledges that the removal of children from their homes is a traumatic event. To offset the trauma, one of the Agency’s essential functions is to explore appropriate placements that can help mitigate a child’s response to separation from a parent, siblings, and other significant persons. The most effective strategy for reducing the separation trauma is making sure children can reside with relatives (kin). CFSA continuously strives to increase the number of kinship placements by expanding services and supports for kinship providers.

Action Steps	Assignment	Start Date	FY 2023 APSR Status	FY 2024 APSR Status
Identify relatives prior to and/or at the time of removal	Kinship	10/1/19	CWTA finalized its Kinship Family Matters training in 2021; 87 staff members completed the training within the first two quarters of FY 2022. Informal training of staff is ongoing via unit meetings and brown bag luncheon sessions.	Ongoing CFSA added “brown bag” trainings on icebreaker facilitation and the importance of shared training.
Conduct Diligent Searches within 24-48 hours of notification	Diligent Search	10/1/19	Ongoing	Ongoing
Facilitate Family Team Meetings within 72 hours of removal to increase placement with kin providers	Kinship	10/1/19	Adjusted ⁶	Ongoing
Increased the total numbers of days of partnership between Kinship and assigned social workers from 72 hours to 30 days to promote kin	Kinship, Permanency	10/1/19	Ongoing	Ongoing CFSA will hire an additional specialist to support expansion of the program to 90 days of partnership

⁶ The 72-hour standard was relaxed in FY 2022 due to the court no longer being open on weekends or holidays, and because all parties’ attorneys are now assigned at the same time, which impacts FTM scheduling. The FTM Unit makes every effort to convene meetings as quickly as possible, leveraging virtual media platforms to hold removal meetings more frequently. The FTM Unit currently offers virtual, in-person and hybrid meetings.

Action Steps	Assignment	Start Date	FY 2023 APSR Status	FY 2024 APSR Status
placement				
All Kin families will receive an Expedited Temporary License	Kinship	10/1/19	On target	On target
100 percent of kin families will complete pre-service training, "Caring for Our Own" and the home study process	Kinship	10/1/19	On target Training continues to be virtual. The Kinship unit will reassess in-person opportunities in fall 2022.	On target CFSA implemented a hybrid model; the first, second and final classes are held in person to enhance participant interaction and investment
100 percent of kin families will be linked to Family Connection clusters or Mockingbird constellations within 48 hours of placement	Resource Parent Support	10/1/19	Implemented and ongoing All kin families are linked to a BOND Squad ⁷ upon full licensure. A BOND lead parent contacts kinship parents within 72 hours of assignment.	Ongoing
Obtain and access data on the number of children entering foster care placed with kinship providers monthly	Kinship, OPPPS	10/1/19	Ongoing	Ongoing

Kinship Caregiver Supports

The Kinship Outreach and Support Unit continues to implement and support program enhancement activities directed at improving community and caregiver capacity to keep children safe and well in the homes of their relatives.

- CFSA administers a dedicated toll-free **Kinship Caregiver Warmline**. Staffed by the Kinship Navigator of the Kinship Outreach and Support Unit during business hours, the line provides an opportunity for real-time facilitation or mediation of conflicts or issues that are occurring in the kinship caregiver's home. The Warmline further serves as a mechanism for promptly linking kinship caregivers to nearby community-based resources. For messages left after-hours, the Kinship Unit responds by the next business day.

⁷ The Bridge Organize Nurture and Develop (BOND) Squad replaced both the Family Connection and Mockingbird constellation models.

- Currently accessed by CFSA’s Kinship Navigator, the **Online Resource Directory** includes tools and resources that address the particular needs of kinship caregivers. Using the directory, specialists can search for services and resources by location and service type before forwarding the information to clients via text messaging or email.
- The **Kinship Program Advisory Committee (KinPac)** has been conducting quarterly virtual meetings since October 2019. Facilitated by the Kinship Outreach and Support supervisor, meeting participants commonly include kinship caregivers, resource parent advocates, attorneys, Kinship Unit staff, Community Resources Administration staff, and, at times, various other community-based organizations, District government agencies, and CFSA personnel. Committee meetings provide an opportunity to facilitate presentations and exchange feedback on relevant topics. Recent examples include Grandparent and Close Relative Caregiver legislation, parenting skills instruction, educational enrichment, enhancement of the Kinship Navigator platform, family enrichment events, and support group activities.
- **Support Groups for Kinship Caregivers** began convening in March of 2022. The bi-monthly events occur both virtually and in-person. Topics address the unique circumstances often faced by kinship caregivers, including children’s medication management, assisting children who have difficulty being separated from their parents, recognizing grief and loss, comprehending past child welfare experiences, realizing when there is a need for counseling and therapy for children, and various other challenging and isolating situations.

FY 2024 APSR Update

The District’s [Kinship Navigator Website](#), which launched in FY 2022, serves as a centralized information hub for relative caregivers to learn about subsidy programs, emergency assistance, event timelines, community resources, and other supports and activities. In addition to receiving information, relative caregivers can use the website to directly apply for subsidies and request emergency assistance. A mobile application is now also available to reinforce the purpose of the website and encourage engagement by kinship users.

As noted in this year’s APSR, kinship rates have slightly declined relative to other placement types over the past several reporting periods. However, exits from kinship placements to permanency continue to have a statistical impact on the kinship population. For example, at the end of FY 2022, children living in kinship homes accounted for 24 percent of the overall foster care population. Yet, over the course of FY 2022, children in kinship care accounted for 27 percent of all exits. Moreover, exits from kinship placements continue to be overwhelmingly positive. All FY 2022 exits from kinship placements were either to reunification, guardianship, or adoption.⁸

⁸ FACES.NET report CMT 367, pulled October 15, 2022. The count includes one youth with the exit reason, “Live with other relatives (non CFSA custody).”

Specialized Family-Based Foster Care

Intensive foster care – CFSA 's contract with Children's Choice for intensive foster care placements expired as of FY 2022. CFSA currently contracts with PSI Family Services for 36 beds in family settings for children and youth with behavioral challenges. As of January 2023, CFSA has placed 11 teens in PSI homes.

Stabilization, Observation, Assessment, and Respite (SOAR) – In 2019, CFSA established SOAR homes with professional resource parents specifically trained in trauma-informed caregiving. SOAR homes provide temporary care for up to 90 days. These homes are particularly appropriate for children who need an array of comprehensive assessments prior to the Agency being able to appropriately identify the best placement match for the children's exact needs.

Trauma Informed Professional Parents – In 2021, CFSA expanded its placement array to include trauma-informed professional parents (TIPPs), who, like PPY and SOAR foster parents, are compensated to provide specialized foster care. Based on the unique needs of children with adverse childhood and traumatic experiences, CFSA requires that no TIPP works more than 20 hours per week outside of the home, allowing for dedicated time to the care of the children and youth in these homes. TIPPs care for children ages eight and up, who have experienced significant trauma and have presented specific mental or behavioral health concerns that have impeded success in a traditional foster care setting.

FY 2024 APSR Update

In FY 2022, because of the placement stability success rate of children residing in homes of professional parents, CFSA expanded its placement array to include four more TIPPs. As of December 31, 2022, three of the four professional parents are licensed, and one has a placement of a 13-year-old transgender female. In FY 2023, two additional professional parents will be recruited to exclusively care for children who are diagnosed as medically fragile or as being on the autism spectrum.

Pregnant and Parenting Youth (PPY) Foster Parents – CFSA has always prioritized placement of its PPY population with relatives first, then in traditional foster homes, and lastly, in an independent living program. In 2018, the Agency developed a program of professional resource parents who contract directly with CFSA and subsequently receive special training to care for pregnant and parenting another professional parent program.

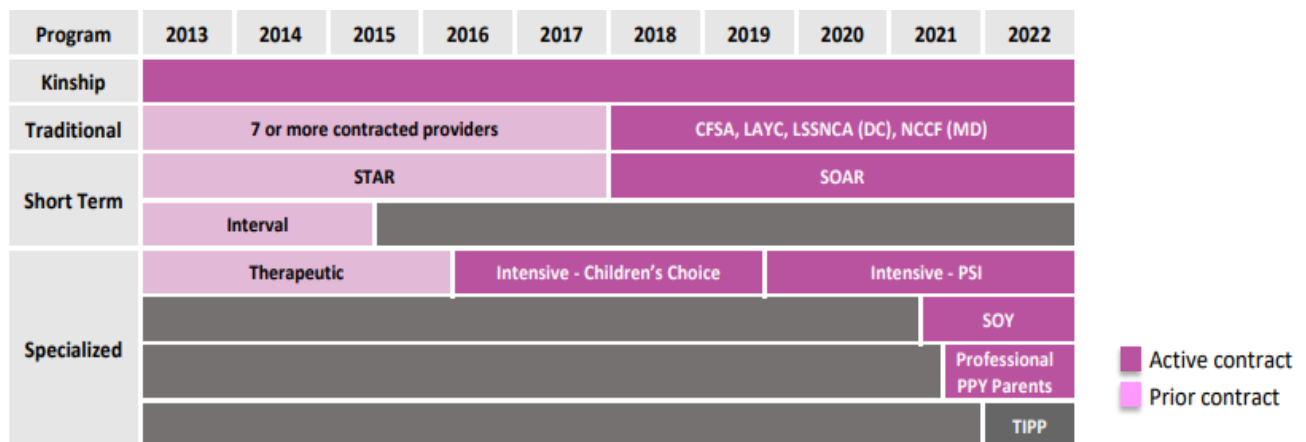
Specialized Opportunities for Youth (SOY) – In the SOY program, specially trained CFSA foster parents support youth who have had challenges in a traditional family-based setting due to behavioral or mental health needs. Aged 13 to 20, SOY youth require parents who are skilled in working with teens and young adults and can support them in learning required independent living skills.

LGBTQIA+ – In addition to targeted recruitment efforts, described later, the Agency periodically surveys its resource parent pool to identify LGBTQIA+ friendly homes, offering training on understanding and working with LGBTQIA+ youth. In March 2022, 43 percent of CFSA’s resource parents identified as LGBTQIA+ or LGBTQIA+- friendly based on an internal resource parent demographic report.

Hispanic Children and Youth – Over the past 5 years, Hispanic children have accounted for 15 to 17 percent of the District’s foster care population. Currently, 28 percent of this group speaks Spanish as a primary language. CFSA recognizes the importance of placing these children with families who share their language and cultural identity. The Latin American Youth Center (LAYC) elected to end its contract for 10 Spanish-speaking foster homes on September 30, 2022. Of the six children placed in LAYC homes, two will achieve permanency prior to the contract end date, and the other four will remain in their current foster homes. CFSA plans to replace the LAYC contract with another provider who can provide case management services as well as licensed homes in which the parents are Spanish speaking; this contract will be competitively bid through OCP process.

Unaccompanied Refugee Minors – Lutheran Social Services of the National Capital Area (LSSNCA) provides foster homes in the District and in Maryland for youth who fled war and persecution and arrived in the United States without parents or guardians. LSSNCA specially trains its resource parents to care for this population and provides youth with case management and supportive services.

The following timeline illustrates foster care placement types, over the past ten years.



Source: CFSA Annual Progress and Services Reports FY 2014 – FY 2023; Manually tracked data from CFSA’s Contracts Monitoring Division

RECRUITMENT TARGETS

CFSA's Recruitment unit comprises master level social worker recruiters who are committed to engaging resource parents who reflect the racial, ethnic, and cultural diversity of children and families being served by the District's child welfare system. To meet this commitment, CFSA works closely with its contracted private agency partners, current resource parents, and other members of the community to recruit, retain, develop, and support a pool of families that meet the needs of children who are placed in out-of-home care. General, targeted, and child-specific strategies are developed and performed throughout all communities across the District to help recruit foster/adoptive and kinship families for specific children in foster care.

Since 2019, CFSA has convened cross-administration working groups, focus groups, and additional stakeholder meetings to review data to better understand children's permanency goals, behaviors, and engagement with services. These efforts have led to recommendations to expand the placement array to better accommodate certain populations, including children along the autism spectrum, children with intellectual disabilities, children who are victims or at risk of sex trafficking, children who required help stepping down from residential treatment facilities, LGBTQ youth (with a focus on transgender youth), children between the ages of 8 and 12, and medically fragile infants and children.

In FY 2019, CFSA partnered with LINK Strategic Partners (LINK), to develop an environmental scan of the District of Columbia. The scan provided an overview of the physical and demographic makeup of the city, and identified target neighborhoods based on the makeup of their physical dwellings, the average age of residents and household composition. CFSA used the information in the following ways:

- Expanded strategic outreach beyond the utilization of listservs and community partners to include virtual and social media platforms.
- Incorporated a new type of engagement, called "Fireside Chats", virtually and in neighborhoods highlighted in the scan.
- Demonstrated more flexibility by combining information sessions and at-home consultations with recruiters on a variety of virtual platforms.
- Expanded the electronic distribution of materials to community partners for inclusion in their calendars, newsletters, and websites.

Additionally, since that time, CFSA has implemented the following strategies:

- Enhanced the fosterdckids.org landing page by adding a chat feature, infographics, parent success stories, and an interactive calendar that allows for online registration.
- Expanded website services to not only promote the recruitment of prospective resource parents, but also the retention of existing resource parents, including a section with a

document repository, an events page, relevant policies, a list of important staff contacts, and a portal for training registration.

- Streamlined the process of identifying services by making the website more interactive and making the documentation electronically accessible.
- Utilized online communications platforms, in partnership with community partners, to host virtual events, including Fireside Chats, Information Sessions, and Matching Events.
- Produced a public service announcement with a multi-media personality, philanthropist, community liaison, creative influencer, motivational speaker and foster care alumni – Poet Taylor.
- Launched a targeted social media campaign with Link Strategies, LLC to increase the pool of professional African American resource parents who self-identify as lesbian, gay, bisexual, and transgender, as well as resource parents self-identifying as Latinx.
- Expanded outreach efforts by placing recruitment ads on city buses and bus stop shelters.
- Designed a designated landing page for “Professional Parents.”

FY 2024 APSR Update

In FY 2022, CFSA’s expanded social media outreach resulted in bed development and increased awareness of children in foster care. LINK Strategic Partners developed and launched a digital advertising campaign to drive traffic to the recruitment and retention website. The campaign included a platform mix and advertising content targeting Wards 4,5,6,7 and 8. A review of FosterDCKids.org website traffic after the completion of these expanded outreach efforts revealed a 57 percent (n=2,819) increase in visitors over the first two quarters of FY 2022 and a 115 percent (n=84) increase in inquiries.

Intentionally and consistently driving prospective resources to the website is vital to increasing the pool of resource parents. In FY 2022, Fosterdckids.org was the highest referral source for the number of homes and beds developed (42 percent). Digital advertising will continue as a necessary and ongoing recruitment tool for bed creation and increasing awareness.

STRATEGIES TO IMPLEMENT THE CHILD AND FAMILY SERVICES PLAN (CFSP)

For the FY 2020 to FY 2024 CFSP, CFSA recruitment and resource development strategies, based on the particularized needs of the groups listed below.

Younger Children (ages birth to 5)

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
Collaborate with and provide outreach to at	Recruitment unit	10/1/19	On track	On a monthly basis, sister agencies, Family

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
least 50-100 community partners highlighting the needs of CFSA’s population with data and supporting resources (e.g., childcare; WIC nutrition program; cribs, clothes, vouchers)			From 4/1/21 to 3/31/22, the team collaborated with over 100 community partners, businesses, and stakeholders to highlight the needs of children in foster care and share the support offered by the Agency.	Success Centers, Collaboratives, and other community partners have posted upcoming resource sessions on community calendars and listservs. CFSA continues to intentionally partner with over 100 community partners, businesses, and stakeholders to highlight younger children.
Collaborate with and facilitate two annual outreach events with faith-based organizations (such as DC127 ⁹) and Anacostia Coordinating Council ¹⁰ members who share the viewpoint of providing safety, well-being and permanency for children in foster care.	Recruitment unit, Resource Parents	10/1/19	Ongoing CFSA’s recruitment team partnered with DC127, First Baptist Church NE, Community Church of Washington DC, and other faith-based organizations to facilitate nine information sessions to members from Wards, 4, 5, 7, and 8.	Ongoing CFSA has partnered and presented during DC127 bimonthly information sessions.

⁹ DC127 is an initiative of Washington, DC, churches focused on working together to ensure the success of every child in foster care and those at risk of entering the child welfare system. DC127 recruits and supports foster and adoptive homes and prevents children from entering the child welfare system by supporting vulnerable families.

¹⁰ The Anacostia Coordinating Council (ACC) is a volunteer, membership consortium of organizations and individuals involved with the revitalization of Anacostia and its adjacent neighborhoods. Founded in 1983 to organize community support for getting the Anacostia Metro Station built, the ACC has expanded to address a large amount of issues that face the community.

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
On a biennial basis update the environmental scan, to target communities that can support the placement needs of children in foster care	Foster America fellow	10/1/19	Ongoing Environmental scan findings help identify communities to conduct outreach and event planning.	Ongoing
Partner with CFSA’s Child Information Systems Administration (CISA) and the Office of Public Information (OPI) to provide monthly updates to the fosterdckids.org website (CFSA’s website for potential foster parents) and Facebook pages, based on current data	Office of Public Information, Recruitment unit, CISA	10/1/19	Ongoing In FY 2021 and as of March 31, 2022, the program specialist and OPI have provided monthly updates to websites on current data of children in care.	Ongoing CFSA continues to update the websites, monthly, on current data of children in care and families served.
Collaborate with current resource parents caring for children aged birth to five to present during three of the twelve annual orientation sessions.	Recruitment unit, Resource Parents	10/1/19	Implemented and ongoing As of March 31, 2022, resource parents caring for children aged birth to 5 have presented during four of the twelve annual orientation sessions.	As of February 28, 2023, resource parents caring for children aged birth to 5 have presented during three of the twelve annual orientation sessions.

FY 2024 APSR Update

In FY 2022, children from birth to age 5 represented 54 percent of youth entering care (n=87/161). As of December 31, 2022, children aged birth to 5 represented 29 percent of the children in foster care, similar to previous reporting periods.¹¹

Older Children (12 and above)

Resources to cover placement needs for adolescents are a top priority and one of the most challenging. CFSA developed the strategies for, for the Agency’s five-year plan, based on critical feedback from focus groups, recruitment workgroups, the Parent Advisory Committee (PAC), the Youth Advisory Board, Adoption Exchange Association (AEA) and strategies based on

¹¹ Source: FACES Report PLC156, pull date April 15, 2022

recommendations from the Capacity Building Center for States Diligent Recruitment Constituency Group.

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
Partner with older youth to present to at least 10 to 25 community partners, faith-based organizations and community stakeholders annually	Recruitment unit, Youth Advisory Board	11/1/19	On track On 5/12/22 OYE partnered with 10- 25 youth for a Spring Festival in the community with external providers.	Ongoing
Facilitate an annual matching event with foster care alumni, mentors, and host parents	Recruitment unit, Youth Advisory Board	6/01/19	On track CFSA held two matching events with the National Association of Adoption and the Council of Government Members.	Ongoing CFSA participated in three matching events, partnering with the National Association of Adoption, Barker Foundation, and the Metropolitan Washington Council of Governments.
Post requests monthly, using social media platforms like Facebook Live, Twitter, and YouTube. Measure how many parents are recruited from this platform	Office of Public Information, Recruitment unit, Foster America fellow	10/1/19	On target OPI posts information sessions on social media, using Eventbrite and Fosterdckids.org to extract data and measure recruitment numbers. Social media contributed to 40 percent of the homes licensed by March 31, 2022.	Ongoing CFSA launched a new social media campaign from May 2022 to August 2022 to increase platform visitors. Social media contributed to 42 percent of the homes licensed by December 31, 2022.
Promote the \$500 incentive for resource parent referrals (that become licensed homes) to parents caring for teenagers via CFSA newsletters, local foster parent association newsletters and word-of-mouth	Office of Public Information, Recruitment unit, Foster America fellow	10/1/19	Ongoing In FY 2021, five resource parents received \$500 of the incentive funding. As of March 31, 2022, one resource parent received the total incentive amount.	Ongoing In FY 2022, four resource parents received the \$500 incentive. As of December 31, 2022, two people have received the incentive.

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
Develop video profiles for 50 percent of child-specific youth	Office of Public Information, Recruitment unit, Foster America fellow	10/1/19	On track OPI is partnering with Recruitment to create video profiles for interested teens. As of March 31, 2022, 10 percent of teens with the goal of adoption have expressed an interest in creating a profile.	Modifying As of December 31, 2022, 87 percent of the children with the goal of adoption were over age 14, but 85 percent of teens did not want to develop a video profile.
Update profiles for older youth with the goal of adoption annually	Public Information, Recruitment, Foster America Fellow	10/1/19	Ongoing As of March 31, 2022, 100 percent of older youth with profiles posted on the Adoption website agreed to update their posted profiles.	Ongoing As of February 28, 2023, 100 percent of older youth profiles posted on the Adoption website were updated.
Host bi-annual focus groups with resource parents and youth to gain additional insight and feedback on recruitment strategies	Program Operations, Recruitment	10/1/19	Ongoing Implemented in FY 2021- CFSA gathered feedback on recruitment strategies from resource parents during the November 2021 Fellowship and Feedback discussion and from teens in March 2022 during the Office of Youth Empowerment's orientation of youth ages 14 and older.	Ongoing CFSA gathered feedback and additional insight on recruitment strategies from resource parents during Fellowship and Feedback discussion (May 2022), from BOND lead parents during their October 2022 monthly meeting, and from teens during the Summer 2022 OYE event with Poet Taylor.
Produce four video stories of resource parents working effectively with this population.	Office of Public Information, Recruitment unit	10/19/19	Ongoing OPI has partnered with CFSA Recruitment to produce a public service announcement promoting resource parents willing to care for teens.	Ongoing

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
			<p>The Metropolitan Washington Council of Governments produced the Foster Parent of the Year video, which emphasizes the benefits of working with this population.</p> <p>Two additional videos are planned for the upcoming months.</p>	

FY 2024 APSR Update

As of December 31, 2022, adolescents ages 12 to 21 represented 50 percent (n=205/514) of the children in care. In FY 2023, CFSA partnered with the Center for States to assemble a Recruitment and Retention workgroup.

Placement for Children with Special Medical and Intellectual Needs

For children who are diagnosed as medically fragile or who present with intellectual disabilities or social and behavioral challenges (e.g., children on the autism spectrum), CFSA strives to maintain a placement array that can provide specialized attention in a family-based setting.

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
Partner with multiple DC and Maryland medical care providers and hospitals to profile medically fragile children for potential adoptive resources	Recruitment unit	10/1/19	<p>Ongoing</p> <p>Recruiters participated in seven virtual events with DC medical providers, including United Health, Children’s Hospital and Howard University Hospital.</p>	<p>Ongoing</p> <p>CFSA continues to partner with medical providers. In FY 2023, Recruitment is formulating relationships with 10 new organizations working with youth with disabilities.</p>
Recruiters will use tools such as case mining, diligent searches and reverse searches to locate viable resources for this population in 100 percent of cases	Recruitment unit	10/1/19	<p>Implemented and ongoing</p> <p>As of March 31, 2022, CFSA completed case mining and both diligent and reverse searches in 100 percent of the 38</p>	<p>Ongoing</p>

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
			cases. These tools resulted in locating adoptive resources for two teens, and a 9-year-old child.	
Spotlight children needing permanency in the monthly CFSA Foster Parent Newsletter	Office of Public Information, Recruitment unit, Foster America fellow	10/12/19	Implemented and ongoing The monthly Fostering Connections newsletter (distributed to CFSA resource parents) included a child-specific spotlight.	Ongoing From FY 2022 to date, 100 percent of the Fostering Connections newsletters featured a child needing permanency.
Partner with organizations servicing children on the autism spectrum to host three recruitment events or training sessions	Recruitment unit, Foster America fellow	10/1/19	Implemented and ongoing	Ongoing
Collaborate with foster parents caring for this population to present during one orientation session annually	Recruitment unit, Resource Parents	10/1/19	Implemented and ongoing	Ongoing In April and November 2022, a resource parent caring for a youth on the autism spectrum shared their lived experience working with this population.
Recruiters collaborate with the child's nurse in 100 percent of cases, while moving through the placement and matching process	Recruitment unit, OWB Nurses	10/1/19	Implemented and ongoing	Ongoing During the matching, background, and transition of a case to permanency, the child's nurse was part of the discussion 100 percent of the time.

FY 2024 APSR Update

In FY 2022, CFS met its target of creating two homes (three beds) for this population. Two additional targeted homes for FY 2023 will be with professional parents. CFSA recruiters are implementing the following strategies to achieve this goal:

- Provide digital advertisement through social media platforms.
- Post professional parent positions on indeed.com.
- Generate an outreach flyer to promote information sessions and recruit participants. (Note: DC127 sent out the flyer to all 29 of its sister churches.)
- Facilitate three professional parent information sessions.
- Place professional parent advertisements in bus shelters. (Note: bus shelter ads, already up in Wards 4, 7 and 8, include a QSR code that takes interested individuals directly to the Professional Parents’ Landing Page.)
- Update websites and the Eventbrite Page with new information and session dates.

Sibling Groups

CFSA routinely assesses and tracks the placement of siblings to determine trends and to make improvements in this area wherever needed; however, DC regulations limit the licensing capacity for some foster homes because of space. For example, Chapter 60 Regulations indicate that the total number of birth children and foster children in a household cannot exceed six children, and CFSA cannot place more than three foster children in one home. The District’s housing landscape, itself, poses additional restrictions. According to [2020 United States Census Bureau Data](#), only 13 percent of homes in the District and only 7 percent of the homes in Wards 7 and 8 had four or more bedrooms compared to the national average of 23 percent. In 2019, a [DC Housing Survey Report](#) found that over one third of low-income, large households in the District face a bedroom shortage. The survey also found that Black residents are over three times more likely than White residents to have last moved due to an inability to pay a bank or landlord; and 20 percent of Black residents in Wards 7 and Ward 8 believe they will need to move within 3 years due to an inability to pay housing costs. This impacts the pool of kinship providers, as well as traditional foster parents who can provide placements for sibling groups close to their birth family, community, and school.

The following recruitment strategies are included in CFSA’s efforts to help large sibling groups stay connected and interact with their siblings:

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
Partner with faith-based organizations to develop two community and church-based sibling clusters of foster parents	Recruitment unit	10/1/20	On track	Ongoing CFSA partnered with DC127 to host two informational sessions on becoming a resource parent for siblings.

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
Collaborate with civic associations and Advisory Neighbor Councils (ANC) to develop a ward-specific resource list	Recruitment unit	10/1/20	On track Most ANCs are still conducting virtual meetings. However, several are opening in-person meetings in Wards 5, 7, 8.	Implemented with Collaboratives and Family Success Centers. CFSA's Recruitment team participates in monthly meetings.
Research best practices and proven interventions used by child welfare jurisdictions with similar demographics	Recruitment unit, Foster America fellow	10/1/20	Ongoing The Recruitment Team supervisor and the Kinship and Placement program specialists participate in monthly and quarterly meetings to discuss and share best practices with other child welfare jurisdictions.	Ongoing CFSA participates in the National Foster Care Workgroup, National Adoption Association, and Council of Governments' Foster Care Group. On March 27, 2023, CFSA and the Capacity Building for States launched its Resource Parent Project to learn from experienced resource parents on placement stability.
Produce video and written profiles for 50 percent the sibling groups with the goal of adoption	Office of Public Information, Recruitment unit, Foster America fellow	10/1/20	On target The profiles resulted in a sibling group of two (brother and sister) finding their forever family.	Ongoing

FY 2024 APSR Update

Sibling Group Data as of December 31, 2022

# of Siblings	Total Children	Children Placed with 1+ Siblings	Children Not Placed with Siblings	% Children Placed with Siblings
2	108	66	42	65
3	67	47	20	70
4	56	44	12	79
5	15	12	3	80
Total	246	169	77	69%

Source: Faces Management Report PLC003, run date January 15, 2023

Hispanic Children

CFSA recognizes the importance of placing Hispanic children with families who share their language and cultural identity. To meet this population's needs, CFSA contracts with the Latin American Youth Center and collaborates on ongoing community-based outreach efforts to increase the pool of Spanish-speaking resource families. Observed recruitment barriers have included initiation and completion of the licensing process with Spanish-speaking applicants, based on their official documentation. Recruitment strategies are outlined below:

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
Spotlight CFSA's Hispanic resource families on websites and advertising in print and online publications	Recruitment unit	10/1/19	On track CFSA is partnering with marketing firm Link Strategy Partners to advertise Latinx families on Facebook and Google.	Implemented - Ongoing In February 2023, CFSA launched the second digital advertisement on Facebook and Google.
Place advertisements on two radio stations with a large audience of Hispanic listeners	Recruitment unit	10/1/19	Delayed until FY 2023 due to budget restrictions.	Not implemented – CFSA is focusing on the digital promotion methods described above.
Collaborate with Hispanic staff and CFSA partners to participate in two Hispanic-leaning outreach opportunities	Office of Public Information, Recruitment unit	10/1/19	On track The Recruitment team has partnered with community-based organizations to participate in events in 2022. Organizations include the District's 10 Family Success Centers and the Mary's Center, as well as the Mayor's Office of Latino Affairs.	Ongoing
Conduct two focus groups with Hispanic resource families with the goal of further understanding needs and challenges for placement of children	Office of Public Information, Recruitment unit	10/1/19	On track A focus group with two Latinx resource parents was held on 4/28/22; another is scheduled for 7/13/22.	Completed The focus group scheduled for July was conducted on 9/13/22.
Run a biannual ad with Spanish-	Office of Public	10/1/19	Delayed until FY 2023 for budgetary purposes.	Implemented

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
leaning media outlets in DC and Maryland	Information, Recruitment unit, Resource Parents			In February 2023, CFSA launched a social media campaign that included posting information in Spanish and targeted media outlets such as Facebook and Google

FY 2023 APSR Update

In FY 2022, Latinx children comprised approximately 15 percent of the District's foster care population (n=82/537). For 77 percent (n=62/82) of these children, their primary language was English; for 23 percent (n=20/82) percent, the primary language was Spanish. CFSA recognizes the importance of placing children with families who share their language and cultural identity. Combined, CFSA and its partner agencies are meeting the needs of these children.

Provider	# of children whose primary language is Spanish	# of Spanish-speaking homes
CFSA	7	9
NCCF	5	5
LAYC	5	5
Lutheran Social Services	3	3
Total	20	22

Against an FY 2022 target of recruiting three language-appropriate families, CFSA was able to recruit six families, four of whom obtained licensure. The FY 2023 goal is to develop four Latinx resource parents. As of February 28, 2023, CFSA has licensed one Latinx family.

Lesbian, Gay, Bisexual, Transgender, Questioning (LGBTQ) Youth

CFSA continues to explore strategies for developing a pool of resource parents who are supportive and will provide foster care for this population. Strategies include CFSA's partnerships with LGBTQ based community organizations, such as the LGBTQ Center, Rainbow Families, Human Rights Campaign, SMYAL,¹² and the Mayor's Office of LGBTQ Affairs. Through these partnerships, CFSA has been able to publish stories about LGBTQ resource parents in print magazines such as *Gay Parent Magazine* and *Washington Blade*. As noted, CFSA has also conducted focus groups with existing LGBTQ resource parents to gather feedback on recruitment.

¹² SMYAL (Supporting and Mentoring Youth Advocates and Leaders) supports and empowers DC youth who self-identify as LGBTQ. Through youth leadership, SMYAL creates opportunities for LGBTQ youth to build self-confidence, develop critical life skills, and engage their peers and community through service and advocacy.

The following table outlines CFSA’s current strategies for increasing the LGBTQ friendly resource parent array.

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
Maintain ongoing collaborations with various LGBTQ community partners and businesses to host events, post-recruitment specific information and disseminate collateral material	Recruitment unit, Office of Public Information	10/1/19	On target CFSA’s Recruitment Team is partnering with Rainbow Families; the SMYAL, DCPS, LGBTQ+ Steering Committee, and the Community Church of Washington DC. ¹³	Ongoing CFSA collaborates with community partners, including 18 LGBTQ+ organizations that have disseminated collateral materials and posted information on their community calendars.
Pen four stories highlighting resource parents who have fostered and adopted LGBTQ children and youth	Recruitment unit, Office of Public Information, Resource Parents	10/1/19	On target Celebrating the diversity and inclusiveness of the resource parents at CFSA continues. Over 30 percent of resource parents identify as LGBTQ+ or allies.	Ongoing Four LGBTQ+ families were highlighted, including the 2022 Foster Parents of the Year, a same-sex male couple on CFSA’s platforms and newsletters.
Develop and run one paid advertisement with Facebook targeting LGBTQ professionals, educators, individuals and families	Recruitment unit, Office of Public Information, Foster America fellow	10/1/19	On track A new social media campaign in May 2022 will focus on the population listed.	Ongoing The success of the May 2022 campaign resulted in digital advertisements continuing in September 2022 and February 2023.
Partner with LGBTQ resource parents and allies to conduct quarterly focus groups and participate in three joint recruiting events in the community	Recruitment unit, Office of Public Information, Foster America fellow	10/1/19	On track As of Mach 31, 2022, resource parents who identify as LGBTQ have participated in several recruitment events, including information sessions.	Ongoing

¹³ SMYAL (Supporting and Mentoring Youth Advocates and Leaders) supports and empowers youth who self-identify as lesbian, gay, bisexual, transgender, and questioning (LGBTQ).

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
Produce two promotional videos highlighting stories and experiences of LGBTQ resource parents	Recruitment unit, Office of Public Information	10/1/19	On target The 2022 Foster Parent of the Year is part of a same sex couple – CFSA produced a promotional video. On track to complete the second video by the end of FY 2022.	Ongoing In September 2022, a same-sex couple presented their experience of raising a teenager to prospective resource parents. Coming up in April 2023, the same family is presenting on adopting an older youth.

FY 2024 APSR Update

Based on data captured by the Resource Parent Support Team from the Resource Parent Demographic report (published December 31, 2022), 45 percent (n=86/191) of the current pool of traditional and child-specific resource parents self-identify as LGBTQ+ (or LGBTQ+ friendly) for placement of LGBTQ+ youth.¹⁴

SPECIFIC STRATEGIES THAT REACH ALL PARTS OF THE COMMUNITY

In 2015 and 2019, the Recruitment Unit received environmental scans that provided detailed information on the residents for all eight DC wards and neighborhoods. The scans included residential demographics by age, education, family type, income, race and ethnicity, and they demonstrated a tremendous shift in the population. Notably, they showed that the majority of residents moving into the District were between the age of 20 and 29. In addition to being younger than resource population, the new residents inspire a housing development focus on apartments and condominiums, rather than family homes. Additionally, the cost of living has increased greatly in the District, which has resulted in many individuals and families moving out of the District, further reducing the available pool of resource parents.

Despite challenging trends, the Recruitment Unit is committed to developing and recruiting prospective resource parents. By the summer of 2021, CFSA had fully executed the REACH Campaign and determined the campaign to have been extremely successful in terms of reframing and rebranding some of the work within the Kinship and Placement Administration. Several of the new initiatives have resulted in more proactive and consistent cross-departmental communication, intentional strategizing sessions, and enhanced staff capabilities.

¹⁴ The District of Columbia’s Mayor’s Office of Lesbian, Gay, Bisexual, Transgender and Questioning Affairs is using the acronym LGBTQ+ to include all gender identities and sexual orientations that are not specifically covered by LGBTQ.

The following table includes strategies that CFSA has implemented as part of its five-year plan, which has recently been bolstered by REACH campaign activities:

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
Utilize the environmental scan to develop ward-specific grassroots' recruitment	Recruitment unit	10/1/19	Ongoing As of March 31, 2022, CFSA's Recruitment Team has facilitated grassroots recruitment in Wards 4, 5, 7, and 8.	Ongoing
Maintain ongoing utilization of social media, advertising, and community outreach	Recruitment unit, Office of Public Information	10/1/19	Ongoing and on track	Ongoing As of December 31, 2022, all newly licensed homes listed social media as a referral source.
Host two large-scale recruitment events with community, faith-based and government partners (e.g., Metropolitan Police Dept., DC Public Schools, DC Public Charter Schools, Department of Motor Vehicles, Department of Aging, and Department of Behavioral Health)	Recruitment unit	10/1/19	On target, CFSA's Recruitment Team partnered with the Mayor's Office of Community Affairs/Serve DC and DCPS, during events in June, July, and August 2022.	Ongoing In FY 2022, CFSA participated in two large recruitment events with community partners (DCPS, MPD, Capitol Riverfront, DC127, Rainbow Families). Seven beds were created through these efforts.
Run quarterly recruitment advertisements on metro area radio stations	Recruitment unit, Office of Public Information, Foster America fellow	10/1/19	On target, CFSA's Deputy Director for the Office of Out of Home Support and the Foster Parent of the Year participated in a radio interview during National Foster Care Month in May.	Ongoing/modified While CFSA has discontinued quarterly radio campaigns in favor of online advertising, the Agency continues to find ways to reach radio audiences. In the spring of 2023, CFSA discussed "DC Families for DC Kids" on the K LOVE/AIR 1 radio

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
				program, “A Closer Look.”
Coordinate two opportunities for partnerships between CFSA and DC Cable and DC TV during National Foster Care Month	Recruitment unit, Office of Public Information, Foster America fellow	10/1/19	On track DC Cable is partnering with Recruitment to air the public service announcement Produced by CFSA.	Ongoing
Host two networking events with existing resource parents	Recruitment unit, Resource Parents	10/1/19	On track In March 2022, CFSA hosted the BOND Tournament of Champions.	Ongoing In FY 2022, six events were hosted with resource parents. Events were also held in October 2022 and March 2023.
Maintain a consistent supply of marketing materials for distribution to new and existing partners	Recruitment unit, Office of Public Information, Foster America fellow	10/1/19	Ongoing and on track	Ongoing and on track Updated materials were sent to 28 community partners to post schedules for information sessions on community calendars.

The strategies utilized to reach all parts of the community have contributed to increased awareness of and participation in orientation sessions.

Year	Invited	Attended	Foster Applications	Adoption Applications	Total Applications	DC Licensed Homes
FY 2015	575	351	169	24	193	50
FY 2016	535	368	117	24	141	40
FY 2017	533	379	159	32	191	49
FY 2018	536	330	120	19	139	73
FY 2019	422	252	118	N/A ¹⁵	118	32
FY 2020	384	243	103	N/A	103	22
FY 2021	393	244	104	N/A	104	37
FY 2022	372	236	103	N/A	104	29

¹⁵ In 2018, CFSA discontinued the straight-to-adoption pathway. Prospective adoptive parents are encouraged to follow the traditional foster-to-adopt pathway.

FY 2023 APSR Update

One of CFSA’s long standing priorities is to increase the number of foster homes within the District of Columbia, especially in the areas of the city from which children are most frequently separated. In FY 2022, 76 percent of children came into foster care from Wards 8 (30%), 7 (26%), and 5 (20%).

CFSA’s FY 2022 foster home creation target was 40 new traditional resource home beds. By the end of FY 2022, the Agency had achieved its goal, creating 43 beds for youth in foster care (in 29 new homes). CFSA developed at least two homes in each of the Wards, except for Wards 2 & 3. Sixty-two percent of the newly licensed homes were in the Wards (5, 7 & 8) from which children originated when coming into foster care.

Ward	# Homes Created in FY22	Percentage of Total
1	2	7
2	0	0
3	0	0
4	4	14
5	7	24
6	5	17
7	7	24
8	4	14
Total	29	100%

DIVERSE METHODS FOR DISSEMINATING GENERAL AND CHILD-SPECIFIC INFORMATION

As noted throughout the document, CFSA’s recruitment plan provides for general and child-specific recruitment efforts. General recruitment is designed to educate the community about the following information:

- Purpose, goals, policies, and practices of the Agency regarding child protection, foster care, and adoption
- Characteristics of children needing foster and adoptive homes
- Types of homes needed to provide temporary and permanent placements for children in care
- Skills needed to nurture and support children and teens in foster care
- Requirements for licensure

In addition to the above, the following activities ensure that CFSA uses ongoing, diverse methods for disseminating both general and child-specific information:

Action Steps	Assignment	Start Date	FY 2023 APSR Updates	FY 2024 APSR Updates
Maintain the Agency website and post bi-weekly posts to CFSA's Facebook and Twitter accounts	Recruitment unit	10/1/19	Ongoing Both websites continue receiving updated information in a timely fashion.	Ongoing Both websites continue receiving updated information in a timely fashion.
Continue daily maintenance of the toll-free telephone line for community members to inquire about becoming resource parents	Recruitment unit	10/1/19	Ongoing	Ongoing
Conduct one-on-one orientation and at-home consultations recruiters; social workers will also monitor families from orientation to licensure in 100 percent of cases	Recruitment unit	10/1/19	Implemented in FY 2019 and ongoing As of March 31, 2022, the Recruitment Team has facilitated 36 at-home consultations.	Ongoing At the end of FY 2022, the Recruitment team conducted 90 at-home consultations. As of February 28, 2022, Recruitment facilitated 32 consultations.
Map the process from recruitment to licensure to adoption, including steps, barriers and support personnel touchpoints	Recruitment unit, Foster America fellow	10/1/19	Implemented and ongoing	Ongoing An e-folder containing a map process from recruitment to licensure has been sent to 100 percent of participants of monthly resource parent information sessions.
Facilitate 12 presentations and information tables at meetings of faith-based and civic organizations in District Wards 7 and 8	Recruitment unit, Resource Parents	10/1/19	On track As of March 31, 2022, CFSA facilitated four virtual information sessions with DC127.	Ongoing On May 29, 2022, the Community Church of Washington DC hosted an in-person session with LGBTQ+ participants.
Provide promotional	Recruitment unit, Office	10/1/19	Ongoing	Ongoing

Action Steps	Assignment	Start Date	FY 2023 APSR Updates	FY 2024 APSR Updates
literature and materials about fostering and adoption to community-based service organizations and organizations that have a network of volunteers	of Public Information			
Participate in two promotional events during National Foster Parents and National Adoption Months to raise awareness about CFSA’s mission and programs	Recruitment unit	10/1/19	<p>Ongoing</p> <p>On 5/3/22 – CFSA is launching a public service announcement with foster care alumna, DC’s Poet Taylor.</p> <p>On 5/12/22 the Agency will hold a Spring Festival – Resource Fair.</p>	<p>Ongoing</p> <p>During National Adoption Month (November 2022), CFSA hosted its annual Adoption Day in Court Event. Recruiters presented on several panels and community events.</p>
Include language in the recruitment staff email signatures that encourage licensed resource families to review child-specific photo listings	Recruitment unit	10/1/19	Ongoing	Ongoing
Promote resources provided by the Post-Permanency Center and the community in 100% of cases where permanency is in process or has been achieved	Recruitment unit, Adoption Specialty Unit	10/1/19	<p>Implemented and ongoing</p> <p>The Recruitment Unit refers 100% of families matched with children in recruitment to the Permanency Center.</p>	<p>Ongoing</p> <p>As of February 28, 2023, four youth and their pre-adoptive parents have been referred to services. Two of the youths’ pre-adoptive families have filed petitions since participating in services.</p>
Continue offering support networks and services for families in 100% of	Recruitment unit, Adoption Specialty	10/1/19	Implemented and ongoing	Ongoing

Action Steps	Assignment	Start Date	FY 2023 APSR Updates	FY 2024 APSR Updates
cases where adoption was finalized	Unit		CFSA's Adoption Specialty Unit provides continued support and services in 100% of cases where adoption was finalized.	CFSA's Adoption Specialty Unit provides continued support and services in 100 percent of cases where adoption was finalized.
Maintain current partnerships and annually identify 10 new community partnerships	Recruitment unit, Foster America fellow	10/1/19	On target New partners, including Friends of Kingman Park Civic Association, eight Family Success Centers located in Wards 7 and 8, DC Maury Elementary School, Capitol Cafes, and Fido Group, have supported recruitment outreach via e-mail blasts, website announcements, newsletters, and presentations.	Ongoing In FY 2022, CFSA has maintained all partners with shared community goals. Universal Home Healthcare, Inc, is a new partner identified via recruiting for medically fragile professional parents. CFSA anticipates at least six new partners from this outreach.

STRATEGIES FOR ASSURING THAT ALL PROSPECTIVE FOSTER AND ADOPTIVE PARENTS HAVE ACCESS TO AGENCIES THAT LICENSE/APPROVE FOSTER AND ADOPTIVE PARENTS

CFSA advertises the foster and adoptive parent recruitment line (202-671-LOVE) through several venues, including its webpage, Twitter page, Facebook page, recruitment brochures (English and Spanish), and other print literature. Prospective resource parents can also visit a CFSA-specific website, www.fosterdckids.org, to learn more about becoming a resource parent. For those prospective resource parents who call the recruitment line, they first speak with a social worker recruiter who answers any questions and provides the location and timing of information sessions. CFSA offers orientation sessions and conducts outreach events at various days, times and locations to facilitate access by all members of the community. CFSA schedules orientation sessions every second Saturday each month at CFSA and individual sessions with potential resource parents at their home or in the community.

Participants to the orientation sessions learn about fostering children, the licensing process, and the multiple supports that CFSA provides for resource parents who have children placed in their homes. These sessions are important opportunities for individuals and couples to discern whether fostering (or fostering-to-adopt) is the right choice for them. CFSA's contracted agencies also have an orientation meeting or class to acquaint prospective resource parents in DC and Maryland with the licensing process. At the end of each orientation session, prospective

resource parents (PRPs) have the option of completing an application and registering for pre-service training. CFSA asks PRPs to complete an evaluation form that addresses the orientation process. The Agency then analyzes the feedback to help learn whether the orientation session effectively communicated the fostering information, and whether the PRPs left the session with a clear understanding of the process and available supports.

In 2018, CFSA changed the pre-service training curriculum from TIPS-MAPP (Trauma Informed Partnering for Safety and Permanence-Model Approach to Partnerships in Parenting) to NG-PRIDE (New Generation-Parent Resources for Information, Development, and Education). Currently, when PRPs begin the licensure process, they receive 30 hours of NG-PRIDE training. CFSA's Child Welfare Training Academy (CWTA) conducts the pre-service training during weekday evenings and on weekends to accommodate the schedules of prospective parents and to alleviate barriers to training completion. NG-PRIDE is a 14-step model of practice. The first seven steps of the process relate directly to the recruitment unit's following functions:

- Goals – Clarify the Agency vision and mission
- Role – Identify how resource parents help achieve the agency mission (5 competencies)
- Local needs assessment – How many resource parents are needed for whom, and where
- Community Education Recruitment Strategies
- Respond to Inquires
- Orientation Meeting
- At Home Consultation

To execute the seven steps of the NG-PRIDE model, CFSA implemented and modified practices, including the development an informational webinar on the Agency's goals, key demographic information on children in foster care, role of the resource parent, and the criteria to become a resource parent; added a follow-up at-home consultation protocol between recruitment staff and interested applicants, which is structured to help the prospective resource parent truly understand the implications of caring for a child placed in their home, and whether they have the requisite capacity and support systems. This also provides an opportunity for recruiters to collect responses and aggregate data to determine trends among applicants that are screened out or otherwise do not complete the process.

Concurrent to the at-home consultation, CFSA and its primary partner agency, NCCF, assign a licensure/home study social worker to work with the applicants to have all the licensure paperwork completed as seamlessly as possible during the first few sessions of pre-service training. Both CFSA and NCCF allow for application materials to be submitted online. In addition, the social workers conduct at least two-to-four home visits, interview the entire household, gather references and clearances, and ensure the completion of the full home study.

CFSA also disseminates information to prospective resource parents on CWTA course offerings through various avenues, including online information, monthly private agency meetings, and quarterly hard copy mailings of the CWTA internal newsletter, “*theSOURCE*.” These various dissemination avenues ensure resource parents are aware of all upcoming pre-service and in-service trainings, as well as other relevant information about training courses, events, and sessions offered by CFSA, NCCF, Latin American Youth Center, and Lutheran Social Services.

STRATEGIES FOR TRAINING STAFF TO WORK WITH DIVERSE CULTURAL, RACIAL, AND ECONOMIC COMMUNITIES

CWTA provides social workers with pre-service training that specifically includes a session on cultural competence, cultural interviewing, and responsive practice. CWTA also expanded the cultural competency pre-service training to include discussion on family economic security. The module also focuses on the “ladder of inference,” which is the thinking process that humans go through, usually without realizing it, to get from a fact to a decision or action.

In specific regard to cultural awareness, CWTA offers standalone in-service trainings that address the culture of trauma (*Emptying the Cup: Understanding the Impact of Intergenerational Trauma*). These courses provide participants with an opportunity to explore their own history of any personal trauma, including unresolved trauma. In conjunction with learning about trauma-informed principles, social workers are thereby able to recognize unresolved traumatic grief in families with children in foster care.

As needed, CWTA refines and creates training opportunities related to client diversity, including socio- economic and cultural differences, and collaborates on training needs with resource parent advocates.

In FY 2022, CWTA launched a discussion-based race equity training that teaches skills and strategies that enable participants to become more self-aware and inclusive regarding day-to-day practices with colleagues in the workplace and with families in the community.

STRATEGIES FOR OVERCOMING LINGUISTIC BARRIERS

In line with the DC Language Access Act of 2004, CFSA provides translation and interpretation resources to all individuals with limited English proficiency (LEP) as well as non-English proficient (NEP) residents, ensuring that both populations can have access to and participate in CFSA services. To ensure full access, the Agency employs a language access coordinator who trains staff on how to comply with the law. CFSA also maintains contracts to provide document translation as well as face-to-face and telephonic interpretation services. Prospective resource parents who speak Spanish also receive licensing training and support through CFSA’s contract with LAYC, which works with young Spanish-speaking immigrants and immigrant families to

provide appropriate services as needed. In efforts to recruit and retain Spanish-speaking families, CFSA is committed to the following activities:

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
Maintain and utilize “Language Access” services through the city-wide contracts for translation and interpretation services	Language Access Coordinator	10/1/19	Ongoing	Ongoing During recruitment events, residents receive Language Access services (as needed).
Continue to make forms and other information tools available in alternative language formats that reflect the community’s greatest need	Recruitment unit, Office of Public Information, Foster America fellow	10/1/19	Ongoing	Ongoing With Language Access contracts, forms can be translated to recruit Spanish-speaking resource parents.
Continue to spotlight Hispanic resource families (e.g., retired professionals and same-sex couples) on websites and advertising in print and online publications, including Facebook	Recruitment unit	10/1/19	Ongoing	Ongoing In February 2023, CFSA launched its social media campaign on bus shelters in a Latinx neighborhood. The ads have a picture of a Latinx male caring for a male teenager. The paid digital advertisements focused on LGBTQ+, Latinx and African American professionals.
Participate in sponsored activities by DC and Maryland based community organizations ¹⁶ to message the need for diverse resource families for children in foster care (e.g., community events,	Recruitment unit, Resource Parents	10/1/19	On track Scheduled to participate in Rainbow Families and DCPS –Leading with Pride Event.	Ongoing

¹⁶ Two such organizations include Mary's Center, a community health center that provides health care, family literacy and social services to individuals whose needs too often go unmet by the public and private systems including the immigrant community and The North Columbia Heights Civic Association which is committed to fostering community involvement and improving quality of life for its residents.

Action Steps	Assignment	Start Date	FY 2023 APSR Update	FY 2024 APSR Update
display information on TV monitors in waiting rooms, announce in newsletters, community calendars and on social media platforms). CFSA and contract-agency Latino staff participate in the activities.				
Collaborate with the Mayor’s offices of Latino, African, and LGBTQ Affairs to promote recruitment and awareness of information related to CFSA and its work	Recruitment unit, Office of Public Information, Foster America fellow	10/1/19	Ongoing Mayor’s office of Women’s Policy (new partner) LGBTQ+ Affairs, African, Latina and Community Affairs (Serve DC) have posted Information Sessions on community calendar and their Newsletters.	Ongoing
Provide “Cultural Competence and Responsive Practice” training which paints a broad stroke for training social workers on the various aspects of cultural competence and working with diverse populations	CWTA	10/1/19	Ongoing	Ongoing
Increase media outreach to Spanish-language radio stations in the District, including WLZL FM, 107.9	Recruitment unit, Resource Parents	10/1/19	Delayed until FY 2023 for budgetary reasons.	Not implemented Digital advertising that focuses on Spanish-speaking audiences is replacing this strategy in FY 2024.

In addition to the above, CFSA social workers will enter linguistic demographics into the Agency’s web-based child information system, known locally as FACES.NET. These data inform CFSA’s capacity to serve clients with diverse linguistic needs. To expand CFSA’s capacity, the

Agency modified the resource parent application in 2017 to include the linguistic demographics of prospective resource parents. Resource parents now indicate whether they are deaf or hard of hearing and whether they can use sign language. This information will further allow the Agency to cross-reference linguistic demographics and to identify recruitment needs that support the placement matching process.

STRATEGIES FOR OVERCOMING FINANCIAL BARRIERS

To allow families of various income levels to become resource parents, CFSA ensures that no costs, charges or fees are required to complete the application or licensing process. Accordingly, CFSA provides free pre-service training (cited earlier), fingerprinting for FBI and DC police clearances, and free DC Child Protection Register clearances.¹⁷ If PRPs do incur costs associated with clearances from other jurisdictions, CFSA may reimburse the PRPs for these expenses. Other complimentary services required for licensing include fire inspections and lead inspections. PRPs who need these inspections receive the required equipment at no cost (e.g., fire extinguishers, smoke detectors and cribs). Similarly, CFSA's contracted agencies also provide free licensure to potential resource parents. The Agency does not anticipate any change to this practice.

STRATEGIES FOR CHILD-SPECIFIC ADOPTION RECRUITMENT

Adoption exchanges are national websites that feature children who are available for adoption. The websites feature children's profiles and current pictures. Families or individuals who are looking to adopt can search through the various adoption websites and identify children they may be interested in learning more about. Social workers can also review the families' information and connect with the family's social worker to obtain more detailed information to see if the family would be a good fit for their child they are recruiting. Although adoption exchanges through cross-jurisdictional resources are being accessed in more than half of all adoption cases, they are not the leading resource to an adoption in the District. The recruitment unit continues to use the adoption exchanges to identify families for children with the goal of adoption.

Children without a waiver of confidentiality are not eligible for the adoption exchange because the Agency does not have the legal right to publicize their information. Moreover, older youth are not always open to having their picture displayed on adoption exchanges as this is part of social media and they do not want their friends seeing their information. There are no barriers to the interjurisdictional placement of children (when deemed appropriate). Staff first explores (and exhausts) all local and out-of-state family contacts before matching children based on the

¹⁷ When CFSA substantiates a caregiver for abuse or neglect of a child, staff enters the individual's name into the Child Protection Register (CRP). CRP Unit staff must search the register's database to clear all PRPs of child maltreatment histories prior to licensure.

profile and needs of the child and the resources available, specifically home studies within CFSA. Recruiters review their caseloads of children with the goal of adoption and review a monthly tracking list of current and updated home studies for foster to adopt families wanting to adopt. In addition, as of June 2019, the recruitment unit is hosting “Family Match Night” events that will be open to all traditional (foster to adopt) resource parents.

PRPs seeking licensure as “foster-to-adopt” caregivers must complete a matching tool application. This 10-page document addresses the PRP’s skills, as well as what they will and will not consider when adopting a child. Based on their responses, the recruitment unit reviews the matching tool application and the home study to see if there are any potential families willing to adopt the children on their caseload. The following efforts are specific to this process:

- The Agency assigns children with the goal of adoption to a child-specific recruitment social worker who ensures development and monitoring of an “individual recruitment plan.”
- CFSA conducts initial staffings on the 95th day after changing a child’s goal to adoption; follow-up staffings occur every 90 days thereafter until a child is placed. These staffings ensure that children with a goal of adoption are placed in a pre-adoptive home within nine months of their goal changing to adoption.
- The recruitment unit maintains updated profiles on several adoption websites, including adoptuskids.org, afamilyforeverychild.org, adoptamerica.org, and adoptionphotolisting.com.
- The recruitment unit responds to inquiries from the public for each child available for adoption in DC’s jurisdiction.
- The recruitment unit assists with maintaining the Heart Gallery, a travelling exhibit that displays professional-quality photographic portraits of children waiting to be adopted.
- CFSA schedules and facilitates background conferences with potential adoptive resource parents to provide full disclosure about the child and to directly meet and hear from the service providers working with the child.
- CWTA includes training on the federal Multi-Ethnic Placement Act and the Interethnic Placement Act to District and Maryland provider staff during a social worker’s pre-service training, and also a part of ongoing training. This training is not a standalone session, but is embedded in the Foundations of Child Welfare Practice session that focuses on a majority of the federal and local laws.
- In collaboration with CFSA’s administrator for compliance with the Interstate Compact on the Placement of Children, the Agency produces clear policy and practice on engaging private, out-of-state agencies for potential adoptive placements.

FY 2024 APSR Update

In FY 2022, a total of 86 children had their goal changed to adoption. CFSA placed 78 percent (n=69/86) of these children in an adoptive home within 9 months of their goal change. The

Recruitment Unit provided a timely adoption plan for 100 percent of the children. The Recruitment Unit also conducted 32 matching and background conferences.

RESOURCE PARENT SUPPORT AND RETENTION

CFSA and its collaborative partners continuously explore, implement, evaluate, and enhance a wide variety of strategies to support foster parents, including information sharing, practical supports, activities to motivate resource parents, advocacy, and community supports.

Informational Supports

Placement Passport – The passport helps resource parents to understand the characteristics and needs of the child being placed in their home. It contains copies of the child’s birth certificate, Social Security card, Medicaid card, court orders, and medical history, as well as important contact information and protocols for responding to such situations as medical or mental health emergencies.

Placement Stability Staffings (PSS) – For children entering foster care, re-entering care, or changing placements, resource parent support workers convene the resource parent, social worker and other team members as necessary to identify and discuss the child’s medical, educational, social, and behavioral characteristics and needs, as well as the strategies, services, and supports that will promote a positive and stable placement experience.

360 Strategizing for Stability Meeting (360 Mtg) – CFSA is currently piloting the 360 Meeting; a multi-disciplinary teaming model led by an FTM Facilitator/Coordinator. The model provides a formal and organized way to foster collaboration and long-lasting partnerships with internal and external stakeholders. These meetings are intended to support high-needs youth who have experienced a long history of placement moves and aid in developing shared goals. This effort is also meant to prevent placement disruptions and institute effective team communication to stabilize the youth overall. This model creates a system of care that focuses uniquely on the specific individual, their families, and the communities that support them. CFSA expects to fully implement the 360 Meetings in the fourth quarter of FY 2023.

Placement Transition Information Exchange (PTIE) – To support the “warm handoff” of a child into a new foster home, resource development specialists from the Placement Administration utilize the PTIE, a formatted conversational guide, which is based on information the social worker has provided about the child. The PTIE is shared with the resource parent support worker as well as the assigned social worker to ensure that the agency personnel have shared language and understanding when engaging the child and parent.

Online Support for Resource Parents – CFSA encourages resource parents to use the www.fosterdckids.org website to access training courses, tip sheets, newsletters, and other

informational materials, as well as contact information for advocates and professionals who can offer customized individual support.

Resource Parent Handbook – The [Resource Parent Handbook](#) serves as an accessible and comprehensive guide to foster care resources, rights, responsibilities, and best practices. The Resource Parent Handbook is a “living document” that CFSA regularly revises to ensure the information is current and relevant to the needs of the resource parent population. This can be found on the CFSA website as well as the www.fosterdckids.org website.

Newsletters – CFSA publishes the bi-monthly [Fostering Connections](#) Newsletter to celebrate particular resource parents, profile specific children in need of a forever home, share relevant articles, announce upcoming activities, and respond to feedback received from the resource parent community.

Statement of Rights and Responsibilities – Currently available online and in booklet form, the document explains foster parents’ rights to fair treatment, timely information, support from the case management team, training, timely payment for services, and clear channels for elevating concerns and complaints. This can be found on the CFSA website as well as the www.fosterdckids.org website.

Training – CFSA’s Child Welfare Training Academy (CWTA) uses the NG-PRIDE to train resource parents. Professional parents must complete a Trauma Informed Professional Parents (TIPP) training, which details concepts related to trauma, caring for specialized populations, de-escalation, secondary traumatic stress, and grief and loss. More information about resource parent training is available in this year’s APSR.

Shared Parenting – Encouraged and facilitated by CFSA’s Kinship and Placement Administration, Shared Parenting refers to the ongoing, active, supportive relationship between birth and resource parents.

Practical Supports

Support Workers, Coaches, and Specialists – CFSA assigns a resource parent support worker (RPSW) to each resource parent to provide information, support, and advocacy. Among other things, the RPSW facilitates access to resource parent training and provides information about the child, case details, and available services; serves as a point of contact for communication and remediation of concerns; works with the social worker to initiate team meetings to resolve matters that may impact placement stability and resource parent retention; and assists the resource parent with the navigation of relevant systems (e.g., CFSA, school, childcare, court, and medical systems). Each RPSW receives a minimum of 30 annual hours of continuing education that helps keep the RPSW abreast of relevant social, cultural, and child welfare

trends. The Agency is also requiring trauma-informed trainings for RPSWs to reinforce the TIPP Unit's expansion. In Maryland, NCCF assigns seasoned employees to serve as foster parent coaches and provide comparable supports.

Respite – CFSA's respite services provide resource parents, guardians, and children with a period of temporary, short-term, planned, or unplanned relief from the ongoing care arrangement. Respite services are purposed to reduce the possibility of crisis and disruption of the placement. Respite care is agency-arranged (CFSA or private), and provided by licensed, approved respite care resources, and should be for less than 30 days.

Resource Parent Support Networks (Hubs) –The Bridge, Organize, Nurture and Develop (BOND) program serves as CFSA's "hub" model for resource parent engagement, networking, peer support, and respite care. CFSA assigns resource families to a BOND "squad" of 8-12 peer resource parents. Each squad has an assigned BOND leader, who is an experienced and committed resource parent who provides or arranges for peer support, coordinates special activities, and provides or arranges for respite care. The BOND leader has one bed available for respite stays for families within their squad. When the bed is unavailable, the BOND leader arranges for respite within the squad, or coordinates with the leader of another squad, if necessary. NCCF launched its own comparable BOND program in 2021.

In-House Crisis and Stabilization Services – CFSA's in-house mobile crisis and stabilization includes the REACH Resource Parent Support Line, which is staffed after normal business hours by two dedicated RPSWs. Available on weekdays between 5:00 pm and 1:00 am, and on weekends and holidays between 9:00 am and 1:00 am, these crisis intervention services provide an additional layer of support to address escalating behaviors presented by children and youth placed in CFSA resource homes. Additionally, the Agency will refer families, as needed, to the community-based Children and Adolescent Mobile Psychiatric Service (ChAMPS), who provides emergency interventions 24 hours a day, 7 days a week. For children placed in Maryland, NCCF utilizes a Call Center that receives and dispatches all emergency calls after hours to their trauma specialist who contacts the individual directly to offer support and an emergency response.

Placement Stability Incentives – CFSA had offered a financial incentive to licensed resource parents who maintained placement stability for a child or youth in the home for 12 consecutive months from the date of placement.

FY 2022 APSR Update

The incentive program was discontinued at the end of FY 2022; however, CFSA does continue to offer the Resource Parent Referral Incentive. This financial incentive rewards licensed resource

parents who refer persons interested in becoming non-contracted foster or adoptive parents with CFSA. This recruiting tool intends to expand the pool of available foster care placements and support the safety, permanence, and well-being of children in care.

Transportation – CFSA provides time-limited transportation assistance when all alternative means of transportation supports have been deemed unavailable. Additionally, the child’s case management team coordinates with the resource parent for the social worker or family support worker to provide transportation to medical, court, and other appointments as needed.

Childcare – Resource parents can apply for a subsidy for a pre-determined rate that CFSA will pay to defray the cost of a licensed childcare provider. The subsidy rates vary depending on the age of the child and the location and type of facility. If the rate offered does not cover the full cost of child-care, the resource family makes up the difference. Additionally, resource parents in the District can obtain a voucher, through the Department of Human Services or the Office of the State Superintendent of Education.

Motivational, Advocacy, and Community Supports

Fellowship and Feedback – Fellowship and Feedback is a virtual, monthly resource parent information session that provides a solution-focused platform for resource parents to learn about topics related to their service as foster parents. These monthly session topics are selected based on resource parent feedback and internal staff suggestions; internal and external stakeholders present them. These information sessions are open to all resource parents caring for a youth supported by CFSA.

Networking, Wellness, and Celebration – CFSA conducts regular events, including celebratory lunches, river cruises, game-nights, awards ceremonies, and seasonal gatherings. BOND Lead families receive funding to arrange similar events among their BOND squads. NCCF similarly celebrates its resource parent community on a monthly basis.

DC Foster and Adoptive Parent Advocacy Center (FAPAC) – FAPAC is a local nonprofit organization that seeks to strengthen, support, and empower foster, adoptive, and kinship parents to serve as advocates for the needs of children in their care. Under the direction of a board comprising mostly current and former foster parents, FAPAC activities include advocacy in stakeholder meetings, resource parent training, the facilitation of peer support activities, and the dissemination of informational resources.

DC Metropolitan Foster and Adoptive Parent Association (DCMFAPA) – DCMFAPA works to increase awareness of the role of foster, adoptive and kinship parents. DCMFAPA also collaborates with government and community organizations to strengthen foster and adoptive care systems. Resource parent services provided DCMFAPA include peer mentoring, training,

seminars, and loss, grief and healing services for foster families that have suffered the loss of a foster child or parent.

Foster Parent Advisory Board (NCCF - Maryland) – Each member of NCCF’s Foster Parent Advisory Board is a foster parent who is responsible for reaching out on a monthly basis to an assigned group of foster parents to check in and to obtain feedback. The Board then meets with NCCF staff to share the feedback, which typically involves support needs and administrative issues.

FY 2020 – FY 2024 RECRUITMENT GOALS & STRATEGIES

Goals and strategies detailed below were developed as the foundation of the CFSP 5-Year Plan. Updates are described in tables earlier throughout this report and continue to be ongoing unless otherwise indicated.

Action Steps	Assignment	Start Date	Target Date
<p>Goal 1: Increase the number of foster/adoptive homes to accommodate the placement needs for children and youth in Foster Care needing safe haven and permanency.</p>			
<p>Strategy: Utilize the data analyzed from the previous year recruitment plan (analysis of referral sources that yielded homes), initial and re-entry placement and discussion with staff of the placement administration in designing recruitment action steps. Data from initial and re-entry placement and discussion with staff of the placement administration demonstrated that additional homes are needed to support children 0-5, older youth, LGBTQ youth, Hispanic children, sibling groups, and medically fragile children.</p>			
Maintain toll-free telephone line (202) 671-Love (5683) and ensure that the toll-free number is published in all marketing materials (brochures, websites, and newsletters) to attract prospective resource parents and provide information about the application and licensing process.	Recruitment Unit	10/1/19	Ongoing
Maintain agency webpage, Facebook, Twitter, and other Social Media accounts to disseminate information to potential, interested prospective resource parents that details the locations, contact information and process for becoming a licensed resource parent.	Office of Public Information, CISA	10/1/19	Ongoing
Work with CFSA’s Office of Public Information to manage and create a paid advertisement campaign on social media venues, including Facebook, Twitter, and other media platforms deemed effective by the contracted marketing firm. Advertisements will focus on African American, LGBT, and Hispanic households.	Office of Public Information, Recruitment Unit	10/1/19	Ongoing
Furnish collateral materials for messaging to new resource parents, community partners and stakeholders, such as faith-based organizations, government agencies, civic associations, professional unions and associations. Collateral materials will include up-to-date information on location, contact information and process for becoming a licensed resource parent in the District. A yearly calendar of information sessions/orientations will be provided for community calendar and website.	Recruitment Unit	10/1/19	Ongoing
Provide promotional literature and materials in English and Spanish about fostering to community stakeholders.	Office of Public Information, Recruitment Unit	10/1/19	Ongoing

Action Steps	Assignment	Start Date	Target Date
Arrange for paid commercials and interviews on radio stations with large audience of African American and Hispanic listeners in the DC and Maryland communities; focus on messaging the need for resource parents for the target population and the licensure process.	Recruitment Unit, Office of Public Information	10/1/19	Discontinued (other media achieving the objective)
Identify and work with Hispanic organizations for targeted recruitment of resource homes for Hispanic children. Feedback will be taken to direct next steps to guide recruitment efforts in their specific community.	Recruitment Unit, licensed Hispanic resource parents	10/1/19	Ongoing
Utilize the referral incentive (\$500) offered to existing resource parents when they refer an individual/family who becomes licensed and accepts a child placement.	Recruitment Unit	10/1/19	Ongoing
Organize and facilitate quarterly focus groups with current resource parents who are already working effectively with teens, self-identified LGBTQ children and youth, sibling groups, and teen moms; gain feedback and insight for the purpose of recruiting new prospective resource parents for these populations. Evaluate, inform, and improve Agency practice to better support them as they parent.	Recruitment Unit	10/1/19	Ongoing
Provide quarterly email profiles of children with the goal of adoption to licensed adoptive families.	Recruitment Unit	10/1/19	9/30/18
Update national websites that help to showcase children throughout all 50 states: www.adoptionphotolisting.com , www.adoptamericanetwork.com (features children diagnosed as medically fragile), and www.adoptuskids.org .	Recruitment Unit	10/1/19	Ongoing
Publish quarterly <i>Resource Parent Journal</i> . Feature a child with the goal of adoption. Provide contact information for the recruiter assigned to that particular child.	Child Specific Recruiters, Resource Parent Support Unit	10/1/19	Ongoing
Steer licensed resource families to photo-listings of children in need of adoptive families, i.e., to the AdoptUsKids, Wednesday's Child, Heart Gallery, and CFSA websites. Provide timely engagement of families interested in unique children.	Child Specific Recruiters	10/1/19	Ongoing
Gather monthly data to assess and determine the effectiveness of strategies; modify strategies accordingly.	Recruitment Unit, DC and Maryland resource parents	10/1/19	Ongoing
Meet quarterly with provider partner in Maryland to review recruitment and marketing strategies as a whole and to evaluate and assess goal targets.	Recruitment Unit, DC and Maryland resource parents	10/1/19	Ongoing

Goal 2: Improve the Application to Licensure Ratio of Prospective Resource Parents (PRP).

Action Steps	Assignment	Start Date	Target Date
Strategy: Ensure that PRP are provided with current and up-to-date information on the location, contact information and process for becoming a licensed resource parent.			
Assign a recruiter to each prospective resource parent (PRP) to monitor and assist prospective resource parents throughout the path of licensure.	Recruitment Supervisor	10/1/19	Ongoing
Recruiters will convey to PRP calling the toll-free line (or during information sessions) that there are no licensing costs to PRP or Kinship parents. Explain that CFSA's non-discriminatory fee structure allows families of various income levels the opportunity to become foster and adoptive parents via training, fingerprint/background checks, clearances and the home study process.	Recruitment Unit, Family Licensing Unit	10/1/19	Ongoing
Provide, enroll, and monitor pre-service training, which are offered evenings on the weekdays and all day Saturday classes to accommodate various schedules of prospective resource families.	Recruitment Unit, CWTA, Family Licensing Unit	10/1/19	Ongoing
Continue assigning a licensing social worker to each PRP to conduct and write the home study, interview all household members, review all clearances, and confirm documentation and information meet DCMR Chapter 60 regulations.	Family Licensing Unit	10/1/19	Ongoing
Utilize and monitor orientation tracker data base that tracks prospective foster/adoptive parents from orientation to licensure. Update database accordingly to reflect accurate and concise information that demonstrates the progression of resource parents through the licensure process.	Recruitment Unit, CWTA, Family Licensing Unit	10/1/19	Ongoing
Assess monthly PFP who did not attend training, drop out along the process and their reasons for dropping out.	Recruitment Unit, CWTA, Family Licensing Unit	10/1/19	Ongoing
Analyze process/length of time from information session to licensure, including reviewing completed evaluation forms from bi-monthly information sessions. Identify trends in the orientation tracker. Consider recommendations and modify/improve the process as needed.	Recruitment Unit, CWTA, Family Licensing Unit	10/1/19	Ongoing
Provide monthly report on the number of homes opened, capacity, and age and gender preference.	CWTA, Family Licensing Unit	10/1/19	Ongoing
Goal 3: Eliminate linguistic and cultural barriers that may impede prospective resource parents from becoming licensed.			
Strategy: Identify and assess any linguistic and cultural barriers to developing resource parents. Ensure that units involved in the licensure process are trained to work with linguistically- and culturally-diverse populations.			

Action Steps	Assignment	Start Date	Target Date
Continue evaluating the primary languages of the children entering foster care and cross reference this information with the primary languages of currently licensed resource parents.	OPPPS, Recruitment Unit	10/1/19	Ongoing
Assess language capacity of current training materials and facilitation of licensing process.	CWTA	10/1/19	Ongoing
Continue to have new and revised English language recruitment materials translated for Spanish speaking individuals/families as needed.	Recruitment Supervisor, Language Access Coordinator	10/1/19	Ongoing
Utilize Language Access interpreters to accommodate prospective resource parents (PRP) requiring American sign-language (ASL), Spanish or other primary languages as requested during information sessions/orientations.	Recruitment Unit, Language Access Coordinator	10/1/19	Ongoing
Provide interpretation and translation services to assist PRPs who use ASL or with a primary language other than English through the entire application, pre-service training and licensure process.	Language Access Coordinator, CWTA, Family Licensing Unit	10/1/19	Ongoing
Continue mandating and offering units involved with licensure process to take cultural diverse training to work with the socio-economic, racial, and cultural profile of the children entering care and resource and kinship parents caring for them.	CWTA	10/1/19	Ongoing
Collaborate with licensed resource parents and other identified community partners for input in improving recruitment approaches in licensing more bilingual providers.	Recruitment Unit, Resource Parent Support Unit	10/1/19	Ongoing

Goal 4: Eliminate financial barriers that may impede prospective resource parents from becoming licensed.

Strategy: Continue messaging that CFSA has non-discriminatory fee structures per DCMR Chapter 60.

Ensure that no fees are applied to individuals/families to become a licensed resource parent.	Family Licensing Unit	10/1/19	Ongoing
Continue to offer no-cost training and home studies, and to offer reimbursement for any out of pocket background check fees for prospective resource parents, including prospective kinship caregivers.	Family Licensing Unit	10/1/19	Ongoing
Ensure that contracted agencies license potential resource parents at no cost.	Family Licensing Unit	10/1/19	Ongoing

Goal 5: Increase retention rates of currently licensed resource parents.

Strategy: Use a CQI process to analyze data and identify trends related to resource parent retention.

Action Steps	Assignment	Start Date	Target Date
Collect and report out monthly on utilization of resource parents.	Resource Parent Support Unit	10/1/19	Ongoing
Conduct a monthly review of resource parent retention rates.	Resource Parent Support Unit	10/1/19	Ongoing
Utilize monthly support groups with resources parents such as Mockingbird and Family Connections to evaluate the effectiveness of resources offered to resource parents, such as respite hours, childcare, training needs, etc.	Resource Parent Support Unit	10/1/19	Ongoing
Review data gathered from the Foster Adoptive Parent Advocacy Center (FAPAC) on reasons for resource parents closing their homes with CFSA, including recommendations offered by providers.	Resource Parent Support Unit	10/1/19	Ongoing
Sharing data, challenges, trends and recommended changes with senior management so they can approve actions to address challenges identified by resource parents.	Resource Parent Support Unit, OPPPS	10/1/19	Ongoing