



# FOSTER AND ADOPTIVE PARENT RECRUITMENT RETENTION PLAN CFSP

Nebraska Department of Health and Human Services  
Division of Children and Family Services  
2015-2019 Child and Family Services Plan

Department of Health & Human Services



## **TABLE OF CONTENTS**

STATEWIDE PLAN.....	PAGE 2
WESTERN SERVICE AREA PLAN.....	PAGE 17
CENTRAL SERVICE AREA PLAN.....	PAGE 24
NORTHERN SERVICE AREA PLAN.....	PAGE 29
SOUTHEAST SERVICE AREA PLAN.....	PAGE 35
EASTERN SERVICE AREA PLAN.....	PAGE 40
ATTACHMENT: DATA USED TO INFORM PLANS.....	PAGE 52

For the 2015-2019 CFSP, the Foster and Adoptive Parent Recruitment Plan should reflect the activities to be conducted over the next five years to ensure that there are foster and adoptive homes that meet the needs of the infants, children, youth, and young adults (including those over the age of 18 who are in foster care) served by the child welfare agency.

In developing the 2015-2019 Foster and Adoptive Parent Recruitment Retention Plan, Division of Children and Family Services (DCFS) reviewed the Systemic Factor: Foster and Adoptive Home Licensing, Approval, and Recruitment and identified the following strengths and concerns:

Strengths:

- Implementation of the evidence based Child and Adolescent Needs and Strengths (CANS) and the Nebraska Caregiver Responsibility (NCR) tools will provide standardized assessment information on the needs of youth and the corresponding level of caregiver's responsibilities to adequately care for child's needs.
- Collaboration with the foster care agencies during the bi-monthly service provider meetings, the Foster Care Rate subcommittee meetings, and the Nebraska Foster Family Treatment Association (FFTA) meetings. The Foster Care Rate subcommittee was established by the Nebraska Children's Commission and includes DCFS staff who meet on a regular basis to provide evaluation and oversight to foster care rates structure.
- A Program Specialist in DCFS in central office provides leadership to field staff, and technical assistance to field staff and agencies.
- Nebraska Foster and Adoptive Parent Association (NFAPA) provides statewide services to support and advocate for Nebraska families.
- Collaboration with the Omaha Tribe, Winnebago Tribe, Santee Sioux Nation and the Ponca Tribe regarding recruitment and retention of foster homes for Native American children. DCFS is participating in the Diligent Recruitment of Families for Children in the Foster Care System federal grant which was awarded to the tribes in October 2013 ("Native Families for Native Children").

Concerns:

- Lack of data regarding children's needs and matching foster parent strengths.
- Lack of data regarding reasons for sibling placement separation.
- Lack of a consistent statewide recruitment and retention plan.
- Lack of data regarding placement proximity from parent's residence >1 hour.
- Lack of data on the number of children remaining within their same school district prior to foster care placement
- Lack of data on the number of foster parents who received identified supports through the assessment and support plan as measured through their self-report.

In addition, DCFS provided the local Service Areas with the statewide Foster and Adoptive Parent Recruitment Retention Plan goals which were based on the strengths and concerns listed above, data and anecdotal information. Service Areas, in collaboration with local Child Placing Agencies, reviewed the available data (see attachment) to

develop individualized, local Foster and Adoptive Parent Recruitment Retention Plans. The available data included the following demographics by Service Area: state ward status, age, sex, ethnicity and race. The Service Areas then submitted their individualized plans to DCFS Central Office. Although the Service Area plans are individualized to meet the needs of each Service Area, DCFS recognizes the need to strengthen the connection between the statewide goals/activities and the Service Area plans.

Moving forward, DCFS will collaborate with the Nebraska Foster Family Treatment Association (FFTA) to develop and review both the statewide and Service Area recruitment and retention plans. FFTA has agreed to collaborate in order to move forward on this project. In addition, DCFS will use the existing statewide bi-monthly provider meetings to share successful strategies and identify needs and barriers.

Led by DCFS Program Specialist and Permanency Administrator, DCFS has established the following statewide goals over the next five years:

**Goals:**

- 90% of children will be placed with family (defined as relative) or a person they have a significant relationship with (defined as kin) by January 2019.
- Relatives and kinship homes will have adequate specialized support to ensure placement stability as evidenced by survey results.
- 75% of children will be placed with a family who resides in the child's original home school district, unless the placement is with relative or kin by January 2019.
- DCFS will use data to determine that foster care capacity exists within the geographic areas needed by January 2019
- Foster parent recruitment advertising will be in languages reflective of the languages spoken by children in out of home care by January 2016.
- 90% of children in out of home care's needs will be documented within N-FOCUS by March 2016.
- 80% of children in out of home care will not experience any placement disruptions, by January 2019.
- 80% of relative and non-relative foster parents will report through surveys that they have received the training and support necessary to meet the needs of children placed in their home by January 2019.

**A description of the characteristics of children for whom foster and adoptive homes are needed:**

The Foster Care Review Office (FCRO) have identified the following characteristics of children for whom foster and adoptive homes are needed:

- Children between 0-10 years of age
- Children who have been out of home for 2+years
- Children who have had multiple placement changes
- Native American children
- Minority children

Nebraska's SAWIS System, N-FOCUS, collects demographic information, including the ages and ethnicities of children in out of home care. However, the characteristics related to information on the emotional, physical and behavioral health of children in out of home care is not always accurate or consistently entered into N-FOCUS by case managers. The N-FOCUS categories of information on the needs of children are not all inclusive, therefore these categories will be updated by March 2015. N-FOCUS will be enhanced to include children's diagnoses, observed characteristics, as well as additional medical information. This enhancement, along with additional N-FOCUS training for case managers on when and why this information should be entered, will allow DCFS to more accurately describe the characteristics of children for whom foster and adoptive homes are needed. DCFS Central office will utilize the Statewide CQI meetings to review this specific local and statewide data. Integrating these data reports into the CQI system will allow for consistent review of the data and development of any necessary strategies to ensure that progress is being made to achieve identified goals. DCFS will also share this data during bi-monthly statewide provider meetings as well as during quarterly meetings with FFTA.

Specific strategies to reach out to all parts of the community:

Beginning in June 2014, DCFS began collaborating with the Nebraska Foster Family Treatment Association (FFTA) to develop a formal process to review and adjust the local recruitment retention plans which impact the statewide plan. FFTA has committed to DCFS that they will partner with developing and formalizing our review and monitoring process of recruitment efforts and successes. Specific emphasis will be placed on ensuring that foster care capacity is available in the geographic areas that correspond with where the need is. DCFS will strive to place at least 75% of children removed, in their own home school district, with the exception of those placed with family or known persons that are outside that district. This allows connection, continuity and educational stability. Beginning in 2014 and continuing through 2019, DCFS will share data with child placing agency providers, on the towns, counties, and school districts children are removed from; in order for them to make concentrated recruitment efforts in those areas, to include churches, and community events, and to identify specific homes that are able to meet the needs of children removed in those areas.

The first step in this process will begin with the sharing of child characteristics (when available with the N-FOCUS enhancements and post case manager training) and demographic data of children removed over the previous three years with the member agencies of FFTA. A workgroup consisting of agency recruiters will be developed to strategize and enhance recruitment strategies for identified areas and will meet regularly to review progress and identify barriers to effective recruitment.

<b>Office</b>	<b>Strategy</b>
<b>Central Office</b>	<ul style="list-style-type: none"> <li>• Develop a formal and consistent process to review and monitor Diligent Recruitment of Foster Care Plans.</li> <li>• Use data to give feedback to providers and local Service Area offices.</li> <li>• Conduct local meetings and statewide provider meetings to share information on geographic areas where foster families are needed.</li> <li>• Collaborate with Foster Family Treatment Association (FFTA) and Nebraska Foster and Adoptive Parent Association (NFAPA) to determine barriers and gaps in recruitment efforts to reach all part of the community.</li> <li>• Collaborate with the Winnebago Tribe, Santee Sioux Nation, Omaha Tribe, Ponca Tribe, and the State of Iowa on the Native Families for Native Children (NF4NC) Diligent Recruitment Project to ensure the percentage of Native homes available matches the number of Native children in out of home care (adequate capacity).</li> <li>• Provide technical assistance to the local Service Areas to develop goals that are measurable within their Foster Care Parent Retention and Recruitment Plans</li> </ul>
<b>Western Service Area</b>	Identify and partner with local community leaders or organizations to assist in the recruitment of Somalian, Sudanese, Native American and Hispanic families.
<b>Central Service Area</b>	Recruit and advertise within churches, community groups and at public events that may have a connection to minority populations in the areas they serve. Speak to service organizations and educators.
<b>Northern Service Area</b>	Make use of culturally diverse persons during recruitment regarding informational meetings. Provide outreach to community leaders, tribal councils, etc. to make leaders aware of the need for homes. Involve current foster families that effectively reflect the racial diversity needed in recruitment activities.
<b>Southeast Service Area</b>	Partner with local community organizations to help with the recruitment of emerging refugee populations and other minority racial and ethnic groups.
<b>Eastern Service Area</b>	Work with community, faith based, and civic organizations to increase awareness of emerging refugee populations along with other minority racial groups.

Diverse methods of disseminating both general information about being a foster/adoptive parent and child specific information;

Diverse methods for disseminating information is conducted locally by the foster care agencies and by DCFS. The following methods of communication occur to assure that all prospective foster/adoptive parents have knowledge of how to access agencies providing foster care:

- Television ads
- Radio ads
- Billboards
- Print ads
- Websites
- Community events
- Social media

Foster care agencies and NFAPA speak to prospective foster parents by phone or email dependent upon the prospective foster parent’s preference. Information is also shared through face to face meetings.

In addition, DCFS utilizes an adoption exchange website to recruit adoptive homes for children available for adoption. The adoption exchange website is linked to the AdoptUSKids website and the DCFS public website. Enhancements to this website will occur by December 2015 to include adoptive family profiles and a statewide referral system for case managers to access.

Office	Strategy
<b>Central Office</b>	<ul style="list-style-type: none"> <li>• Contract with the Nebraska Foster and Adoptive Parent Association (NFAPA) to manage a toll free number for persons seeking information on foster and adoptive parenting and as the point of contact for inquiries through Adopt US Kids.</li> <li>• Advertise the need for foster parents through radio, television, community events, local community businesses, websites and billboards.</li> </ul>
<b>Western Service Area</b>	<p>Contact local community support groups or associations for children with medical or behavioral needs, unique conditions, or disease to recruit experts in these areas as potential foster parents. Work with local area photographers or college students to take photos and/or videos of children to be used for child specific recruitment. Work with foster parents that take placement of specific children and have them speak at faith based or community events. Look at the possibility of media outreach through a “Wednesday’s Child” approach to inform the community of the type of child in need of a foster home.</p>
<b>Central Service Area</b>	<p>Look at recruiting former employees of treatment facilities with specialized training. Offer workshops, trainings, and support groups specifically geared towards serving youth with behavioral needs.</p>

Office	Strategy
<b>Northern Service Area</b>	Develop specialized, individualized foster care recruitment plan for identified wards currently placed in out of state care.
<b>Southeast Service Area</b>	Partner with local community organizations, schools, public events, and church communities to disseminate recruitment information.
<b>Eastern Service Area</b>	Use of website, news media and social media outlets to promote foster care and adoption. Utilization of adoption websites to promote matching for children free for adoption. Organize matching events for children free for adoption and invite foster homes.

Strategies for assuring that all prospective foster/ adoptive parents have access to agencies that license/approve foster/adoptive parents, including location and hours of services so that the agencies can be accessed by all members of the community;

DCFS contracts with NFAPA to manage the statewide foster care inquiry line. This line is available 24/7 and the phone number is advertised through billboards, social media, and radio and TV ads. NFAPA provides DCFS with monthly reports on the number of inquiries, NFAPA’s response time to the inquiry, and the result of each inquiry. The majority of foster care agencies in the state also operate their own recruitment phone lines advertised through various media. Persons are encouraged to leave messages in the event the phone line is not answered after normal business hours, and calls are returned within twenty four hours as reported by the foster care agencies.

NFAPA and Nebraska foster care agencies work in collaboration with one another regarding foster care overview and/or introductory sessions for persons to learn information and ask questions about becoming a foster parent, pre-service training and ongoing training. Most agencies conduct trainings during the evening and/or on weekends; however some agencies conduct training during weekdays in the event prospective parents have non-traditional schedules in order to alleviate barriers to complete training. Agencies allow prospective or current foster parents to attend one another’s training to remove any barriers regarding times or locations of training. DCFS and foster care agencies collaborate on this joint training and will continue to do so. Information will also be collected from prospective foster care parents who have made an inquiry about foster care but who have not completed the training in order to obtain information regarding the reasons they did not attend training beginning in May 2015.

DCFS Central Office will continue to coordinate prospective foster/adoptive parent’s access to the agencies that license or approve foster/adoptive parents to ensure that access is coordinated on a statewide basis.



Strategies for training staff to work with diverse communities including cultural, racial, and socio-economic variations;

Currently, the Center for Children, Families and the Law (CCFL) provides cultural training within the practice principles for pre-service DCFS case manager training. CCFL is also developing a Cultural Sensitivity curriculum for in-service training for DCFS case managers. DCFS is developing a Trauma Informed Strategic Plan and will include NFAPA and a foster parent in that development. In addition to training for DCFS staff, foster care agencies provide cultural diversity training to their staff at hire and on an ongoing basis. Further discussion regarding the content of this training will be discussed with foster care agencies on a semiannual basis.

Through the Diligent Recruitment Grant awarded through the Winnebago tribe, DCFS will have a recruiter specifically engaged in the recruitment of Native homes for Native children throughout the next five years, and will collaborate with the Winnebago Tribe, Santee Sioux Nation, Omaha Tribe and Ponca tribe to effectively recruit and train Native American foster parents. Technical assistance will be requested by this team to look at a culturally relevant public relations campaign and cultural sensitivity training for prospective foster families.

DCFS Central Office will continue to coordinate the training of staff to work with diverse communities including cultural, racial and socio-economic variations, versus independent Service Area strategies.

Strategies for dealing with linguistic barriers;

The first step in determining the scope of linguistic barriers is for the DCFS Central office Program Specialist to review data currently on N-FOCUS regarding both primary and secondary languages spoken both by children in out of home care and by foster parents, to determine if there is a lack of documentation regarding languages spoken.

If data is lacking, further training will occur with case managers responsible for children's information on N-FOCUS and resource development staff responsible for foster parent information on N-FOCUS, by January 2015 to improve the input of and accuracy of the data.

Once language information data on N-FOCUS is accurate, DCFS Program Specialist will review if gaps exist between the primary and secondary languages spoken by children in out of home care and the languages spoken by foster parents. DCFS will then collaborate with foster care agencies, NFAPA, and FFTA to review data on a quarterly basis, to determine and develop recruitment strategies around recruitment of foster parents whose primary and secondary languages match children's primary and secondary language in specific Service Areas/regions.

The Foster Care Program Specialist within Central Office will facilitate discussion with DCFS and foster care agencies on a semiannual basis around effective recruitment in

other languages, including bilingual staffing for recruitment, training and support of foster and adoptive parents.

NFAPA currently provides pre-service foster parent training, support, and written materials in Spanish, and has the ability to provide interpreters in other languages, including sign language when needed.

Office	Strategy
<b>Central Office</b>	A review of all advertisement will occur by the DCFS foster care program specialist, NFAPA, and foster care providers by March 2015. This will be to determine whether written foster care recruitment information is available in languages reflective of the languages spoken by children in out of home care. Currently, DCFS works with the Nebraska Broadcaster’s Association to air public service announcements on local television and radio networks in both English and Spanish.
<b>Western Service Area</b>	Recruitment brochures and other informational packets translated into different languages or dialects will be reviewed. Work with NFAPA and other providers to ensure that initial and ongoing training is available in the language or dialect needed. Identify and contract with translators for DCFS staff to use for support.
<b>Central Service Area</b>	Translate brochures and posters. Provide special workshops and support groups for bilingual foster homes.
<b>Northern Service Area</b>	Translate recruitment brochures and fliers.
<b>Southeast Service Area</b>	Utilize culturally diverse persons during recruitment activities and within the licensing process.
<b>Eastern Service Area</b>	Provide information to foster care agencies on the primary language of wards.

Non-discriminatory fee structures

Nebraska established and created two separate payment mechanisms, processes, and standardize minimum foster care maintenance payments and set administrative supportive payments.

The Nebraska Legislature passed LB 530 in June 2013. LB 530 provides that effective July 1, 2014, foster parents shall be reimbursed no less than \$20 per day for children ages 0-5; \$23 per day for children ages 6-11 and \$25 per day for ages 12-18. This rate is now referred to as “essential” parenting, and it is the expectation that all foster parents provide this level of care, at a minimum, to children placed in their home.

Children’s needs and strengths will be assessed through the Child and Adolescent Strengths and Needs (CANS) tool or through the Family Strengths and Needs Assessment (FSNA) portion of Structured Decision Making (SDM). Information regarding the child’s needs is then matched with the level of caregiver responsibility to

meet the child’s identified needs. Additional compensation may occur for those parents who are meeting the needs of children that require additional support above and beyond essential parenting. The description of the specific foster parent’s responsibilities/activities to support the child will be documented within the Nebraska Caregiver Responsibility Tool to derive a score that determines their rate of foster care reimbursement. This is a collaborative tool completed by the DCFS/Nebraska Family Collaborative case manager, the foster parent and the child placing agency/DCFS Resource Development worker that supports the children in the placement.

The following table lists the additional rates that foster parents may be paid on a daily basis, dependent on the scoring of the Nebraska Caregiver Responsibility Tool. Also, payment rates will be unbundled to agencies who provide agency supported foster care. There will be two payments, one for the maintenance payment to the foster home, and one for the administration payment to the agency in order to support the home. The agency rates correlate with the level of care the foster parent provides for the child. State wide consistency in foster care rate reimbursement will provide adequate reimbursement for care.

<b>Standardized Foster Care Maintenance Payments</b>			
<i>Age</i>	<i>Essential</i>	<i>Enhanced</i>	<i>Intensive</i>
<b>0-5</b>	\$20.00	\$27.50	\$35.00
<b>6-11</b>	\$23.00	\$30.50	\$38.00
<b>12-18</b>	\$25.00	\$32.50	\$48.00
<i>Total Administration</i>	<b>\$21.76</b>	<b>\$28.17</b>	<b>\$38.17</b>

The Nebraska Children’s Commission and the Foster Care Reimbursement Rate Committee will monitor the impact and effectiveness of the new foster care rates. DCFS will submit a written report to the Nebraska Children’s Commission by July 1, 2015 and provide summary data and analysis of the effectiveness of the Child and Adolescent Strengths and Needs (CANS) Tool and the Nebraska Caregiver Responsibility (NCR) Tool to include the following:

1. Analysis of the NCR tool to include: total number of tools completed; percentage in each category (essential, enhanced, intensive); % Level of Care 1, Level of Care 2, Level of Care 3; intersection between frequency of review and score.
2. Analysis of the assessment process to include answering the following questions:
  - a. Does the CANS tool gather the necessary information to identify the needs of the child and the resources needed as identified in the eight domains of the NCR Tool?

- b. Does the Family Strengths and Needs Assessment (FSNA) of Structured Decision Making (SDM) provide adequate information to identify the needs of the child as they relate to the eight domains of the NCR Tool?
- c. Is CANS needed given the information provided by FSNA, is it duplicative?
- d. Does the NCR adequately identify the skills and responsibilities of the foster parent(s)?
  - i. Does the NCR adequately ensure the child's needs are being met?
  - ii. Does the NCR meet the needs of the DCFS, Probation and the Nebraska Family Collaborative?
  - iii. Does the NCR meet the needs of Child Placing Agencies?
  - iv. How does NCR impact adoption and guardianship subsidies?
  - v. Do the current rates work and are they reasonable?
- e. Lessons learned, trends identified and recommendations for future consideration

LB 530 also requires a legislative report to be completed no later than July 1, 2016 by the Nebraska Children's Commission with further review and recommendations for foster parent rate reimbursement. This will allow for continued analysis of the effectiveness of the foster care rate reimbursement structure and allow for recommendations as deemed necessary through analysis of data.

Procedures for a timely search for prospective parents for a child needing an adoptive placement, including the use of exchanges and other interagency efforts, provided that such procedures ensure that placement of a child in an appropriate household is not delayed by the search for a same race or ethnic placement.

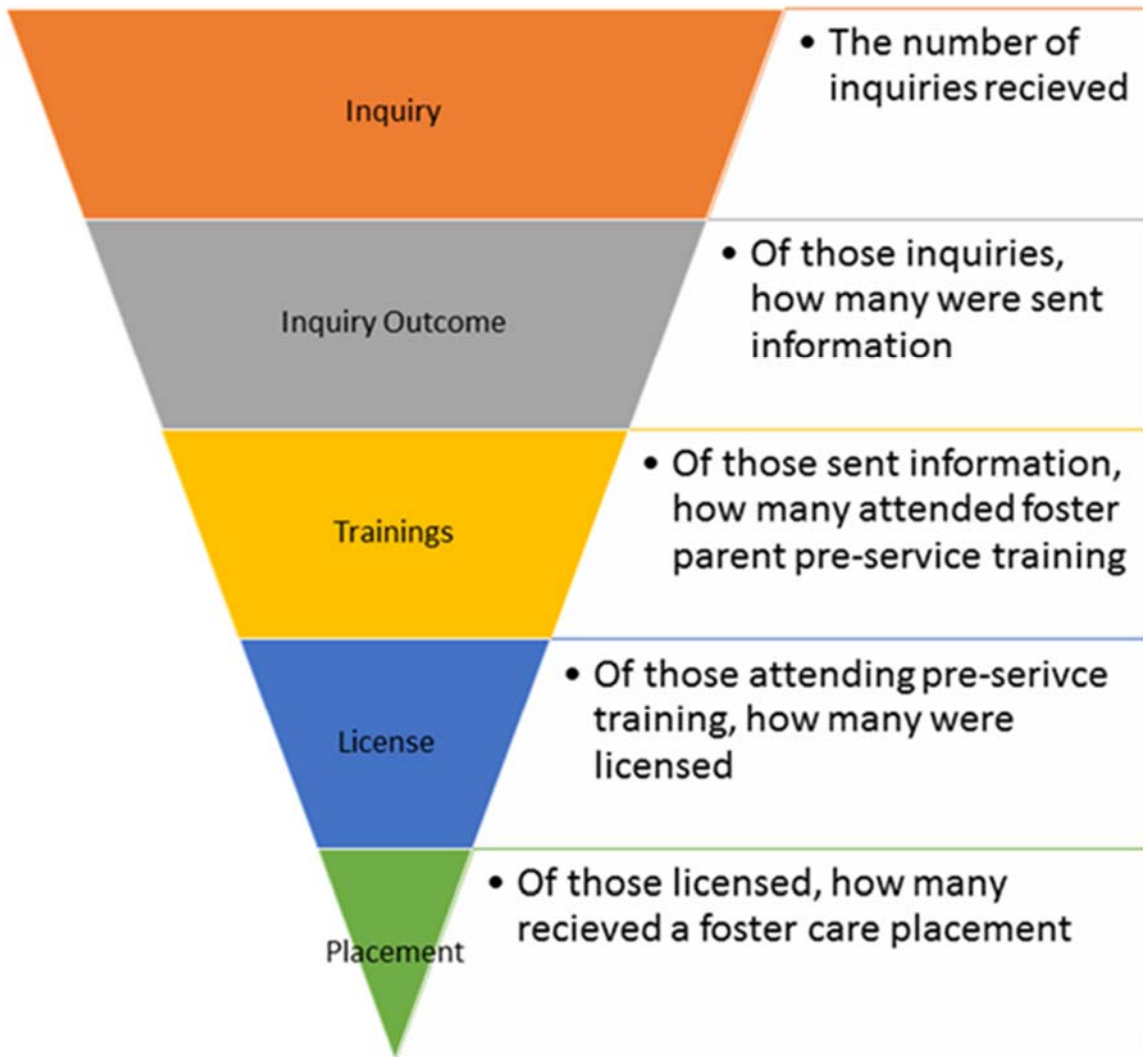
Child placing agencies contracting with DCFS are required to become adoptive placing agencies in order to effectively provide adoptive services to children placed in pre-adoptive homes by January 2017. Further demographic data on adoptive homes is needed and will be shared through the FFTA collaboration to begin developing effective strategies to locate adoptive homes for children.

The N-FOCUS data system identifies which children need to be on the DCFS adoption website. DCFS Program Specialist monitors and provides monthly feedback to the Service Areas regarding the adoption websites to ensure that all identified children through N-FOCUS as free for adoption with no exceptions i.e. older youth unwilling to be adopted. DCFS will develop a statewide referral system for children free for adoption by July 2015.

Office	Strategy
<b>Central Office</b>	<ul style="list-style-type: none"> <li>• All Child Placing Agencies providing foster care services will be licensed as adoption agencies</li> <li>• In collaboration with providers, use data from exit surveys with foster parents to understand and evaluate causes of “placement disruptions” and denials for placements, develop strategies to minimize disruptions and denials. Data gathered will reflect deficits in skills, training, or support that may have led to disruption or inability to match foster parents with children needing a home.</li> <li>• Using data, evaluate Family Finding pilot in SESA and determine the next steps to determine the timeliness and effectiveness of locating relative and kinship foster homes as a recruitment strategy.</li> </ul>
<b>Western Service Area</b>	Development of a permanency finding team that will review files, conduct interviews of the child/youth, interview prior teachers, placements, respite providers, relatives and make recommendations and options to the case manager.
<b>Central Service Area</b>	<ul style="list-style-type: none"> <li>• Case managers will be diligent in the initial search for an adoptive placement.</li> <li>• Will utilize relative and kinship homes and make these a priority through a Family Finding search that will include a genogram and coma.</li> <li>• Ensure that foster care agencies receive adequate and accurate information regarding the adoption process in order to educate their foster parents.</li> <li>• Provide training to agency staff regarding the adoption process.</li> <li>• Provide handouts that will be utilized in assisting foster parents through the adoption process.</li> <li>• Provide information and knowledge about Right Turn (provides post adoption support and resource referral), support groups and other post-adoption services.</li> <li>• Post information about the child on the Adoption Exchange website.</li> </ul>
<b>Northern Service Area</b>	<ul style="list-style-type: none"> <li>• Will incorporate use of the Adoption Exchanges and will work with agencies to determine their role in a search for an adoptive home.</li> </ul>
<b>Southeast Service Area</b>	Utilization of family finding for extensive placement search, engagement and plan development for children awaiting placement or in need of a permanent home.
<b>Eastern Service Area</b>	Foster parents will be educated on providing permanency and working on concurrent planning to provide a forever family.

In addition to the strategies identified above, DCFS Central Office and each Service Area have identified additional strategies and activities related to the recruitment and retention of foster and adoptive parents. The Service Area strategies are outlined in the following local plans. DCFS Central Office staff will be responsible for the following activities:

- Using data, strengthen the use and quality of Assessment of Placement Safety and Suitability (APSS) tool and develop quantitative measure for those subject to APSS and examine trends with providers.
- With system partners, develop a comprehensive plan to meet the physical and mental health care needs of children in foster care/Healthcare Oversight Committee/IV-E Waiver.
- Assess the need for specific training for relatives/kinship as placement resources, to increase permanency for children with relatives or kin.
- Research “suitability” tools to best match children with foster families.
- Review all policies to ensure that “early identification of family” and “engagement” is emphasized and clarified and does not create an unintended barrier.
- Ensure foster parent pre-service and ongoing training emphasizes the need for foster parents to co-parent with biological parents when possible, to reduce trauma for children, and to be an avenue of support and guidance for biological parents.
- Statewide use of one foster care training curriculum, Trauma Informed-Partnering for Safety and Permanence-Model Approach to Partnerships in Parenting Program (TIPS MAPP) by January 1, 2015, to ensure prospective foster parents are educated on foster parenting, trauma children removed from home experience and the skills required to effectively parent them. The TIPS-MAPP curriculum includes supporting and co-parenting with biological parents whenever possible and emphasizes how placement changes can traumatize children.
- Enhancements to data collection will occur by May 2015 in order to identify the following additional data elements [See DCFS Operations Plan Chapter 3: Permanency]:
  - School districts which foster homes are located.
  - School districts which state wards were in at the time of removal from their biological parents.
  - Length of time a state ward is in the foster home and the reason why they leave the foster home.
  - Ethnicity of foster homes
- Enhancements to data analysis: the following is a Drop-Off Analysis of data DCFS will begin to collect statewide by January 2015.



Also, additional strategies to improve functioning of systemic factors and activities have been identified related to the recruitment and retention of foster and adoptive parents. DCFS Central Office staff will be responsible for the following activities.

**Systemic Factor Item 24: Notice of Hearings and Reviews to Caregivers**

NFAPA receives anecdotal information that suggests foster parents are being provided notice of hearings. DCFS will assist NFAPA in ongoing communication through their foster parent newsletter on the importance of foster parent’s voice in the court process. The NFAPA newsletter will include language to inform DHHS and NFAPA if foster parents are not receiving hearing notices.

### **Systemic Factor Item 28: Foster and Adoptive Parent Training**

#### *Training of Current or Prospective Foster Parents*

- Evaluate the (Trauma Informed) Partnering for Safety and Permanence Model Approach to Partnerships in Parenting TIPS-MAPP pre-service training to determine the knowledge and skills necessary to provide foster and adoptive care. Work with provider agencies and NFAPA to develop a strategy to gather this information.
- Develop a list of approved ongoing trainings by January 2015 by researching offerings from other states and discussing current offerings with local Service Areas.
- Add the following question to the LB 1160 survey of foster parents: *Did initial and ongoing training address the skills and knowledge base you needed to carry out your duties with regard to foster and adopted children?*
- Identify barriers to licensure by surveying persons who inquire about foster care but do not become licensed.

#### *Training of Adoptive Parents*

- Research and explore the possibility of mandatory adoption training prior to the adoption of a child from foster care.

#### *Training of Staff of State Licensed or Approved Facilities (Child Placing Agency, Residential Child Caring Agency and Group Home)*

- Collaborate with the Division of Public Health to collect data on training of staff at state licensed or approved facilities on a regular basis.

### **Systemic Factor Item 33: Standards Applied Equally**

- DCFS will explore the possibility of developing a quality review system of licensed and approved foster care homes.
- DCFS will continue to work to refine the Home Study QA tool and process.
- DCFS will offer additional training for DCFS staff who manage foster care licensing in spring of 2015 in order to ensure the correct NFOCUS fields are completed.

### **Systemic Factor Item 34: Requirements for Criminal Background Checks**

- Develop policy on who conducts background checks and the documentation necessary to verify checks
- Implement training regarding the background check process

### **Systemic Factor Item 35: Diligent Recruitment of Foster and Adoptive Homes**

- N-FOCUS reports will be generated every three months to monitor missing data in order to correct the information reflective of this area. DCFS Resource Development staff training will by July 2015 related to the relevance and importance of accurate data related to foster care.
- Geographical data on the racial/ethnic make-up of children in out of home placement and of foster homes will be shared with DCFS field staff, contracted foster care agencies, the recruitment and retention workgroup of the Nebraska Foster Family Treatment Association, and the four tribes on a quarterly basis beginning in October, 2014. Discussions will occur to implement strategies to develop foster homes where



disproportionality occurs, along with an analysis of the geographic locations where such disproportionality occurs

- The Native Homes for Native Children Diligent Recruitment Grant members will also be provided with AFCARS information quarterly to assist in targeting geographical location needs for Native American Homes.
- Accuracy will be addressed during the CFSR review, the interview with the foster parent/relative/worker will include questions to verify the four statewide information system data elements in N-FOCUS are correct. The four elements are: status, demographic characteristics, location, and goals for the placement. See Item 19

---

# Western Service Area

## Foster Parent Recruitment and Retention Plan



**Introduction:**

The Western Service Area (WSA) is comprised of 29 counties, and is a primarily rural service area... WSA has 60 School Districts and has three Agency Supported Foster Care contractors who have licensed homes in the WSA. The majority of the foster homes in WSA are supported by local DCFS Resource Development (RD) staff.

DCFS	124 Licensed Foster Homes
St. Francis	14 Licensed Foster Homes
South Central	7 Licensed Foster Homes
The Farm, Inc.	1 Licensed Foster Home

As of April 28th 2014, WSA has 294 children placed out of home. Of those children, 153 (52%) are placed in relative or kinship home. As of Mid-April 2014, WSA had 71 open beds in 124 licensed foster homes.

WSA will be taking a pro-active approach to recruitment, retention, and recognition of foster families. The agency culture in WSA will change to one where “Recruitment is Everyone’s Job”. Current WSA data and demographics on the children in the states care compared to the available foster families in WSA to identify gaps in the foster care system. WSA will enlarge our pool of foster care families so that children can be placed in the best matched home if they can’t be placed with relative or kinship.

WSA has made a commitment to excellent service to the foster families and will continue to provide the best support, recognition, and advocacy possible. Feedback from foster care families will be obtained through surveys of current foster parents and exit interviews with former foster parents. This survey data will be reviewed quarterly and shared with staff during quarterly all-staff meetings.

WSA used research and data to support our recruitment and retention plan from The Annie E. Casey Foundation- Family to Family tools for rebuilding foster care.

---

**Goal: Recruiting the Right homes for the Right children in the Right location**

Strategies:

- Identify the number of licensed foster homes in each of the 29 counties and compare to the number of children placed out of home in those counties to identify target area of need within the counties.
  - Data gathered will be used for Target recruitment
- Identify the number of licensed foster homes in each of the 60 school districts and compare that to the child/youth home school district at the time placed out of home to identify target school districts.
  - Data gathered will be used for Target recruitment
- Complete the Nebraska Caregiver and Responsibility (NCR) assessment on all licensed foster homes to identify the level of care they are able to provide. The assigned Resource Developer (RD) will use the assessment to work with the

licensed foster homes they support to increase the homes abilities to meet the needs of the children.

- Data gathered will identify areas for training, development, and support for our current foster families.
- RD staff will have all provider characteristics updated on N-Focus by June 1<sup>st</sup>, 2014, so that matching can occur between child and foster placement.
  - RD will use “Foster Parent Questionnaire” form to identify characteristics.
- RD staff will identify the foster homes in WSA that are willing or have the ability to take sibling strips of 3+. RD will then compare the homes to the county and school district list to identify the location of need for home who are willing and able to take sibling groups of 3+.
  - Data gathered will be used in targeted recruitment efforts

**Goal: Foster parents mirror the racial and ethnic makeup of the children in out of home care.**

Strategies:

- Identify and partner with local community leaders or organizations to help with recruitment of Somalian, Sudanese, Native American, and Hispanic families.
- Have recruitment brochures and other informational packets translated into different languages or dialects.
  - WSA will need to work with NFAPA and other providers to insure that initial and ongoing training is available in the language or dialect needed.
  - Identify and contract with translators for DCFS staff use for support.
- Gather demographics of licensed foster parents and compare the demographics of the children placed out of home (non-relative or kinship) to identify gaps.
  - Data gathered will be used for targeted recruitment efforts

**GOAL: Recruitment of Licensed Foster and Adoptive Homes**

***General recruitment***

Definition: General outreach to raise the community awareness of the continuing need for foster and adoptive parents. This type of recruitment will be less than 15% of budget and staff time.

Activities:

- Brochures, flyers, referral cards in medical offices, dental offices, vision offices, public libraries , grocery stores, convenience stores, shopping malls, video rental stores, bowling alleys, beauty salons, community conferences, community centers, recreational centers, Pizza boxes during Super Bowl community race packets (5k, 10k, half marathon, marathon, and fun run’s) and Faith based community organizations.
- Flyers with “tear off” tabs posted in local communities
- Community booths- county fair, kids explore/discovery, trick or treat booth, family fitness centers, health fair, farm and ranch expo

- Community events- parades, National Night out, back to school back-packs, gift wrappings, Dresses for a Cause, and wear blue recruitment t-shirts to community events and sports
- Community presentations- MOPS, Grandparent group, interagency meetings, radio interviews, faith based communities, schools, community and state college
- Child Care, SSAD, and respite service provider sign-up and renewals are presented with information about fostering.
- Public announcements on radio & TV stations
- Newspaper articles
- Adoption day news and TV press release (November/December)
- Foster care awareness month (May)

### ***Child Specific Recruitment***

**Definition:** Special children deserve special treatment. Individual specialized planning for recruitment to identify a best possible family for that child with special needs. Child Specific recruitment will take at least 25% of budget and staff time.

#### **Activities:**

- Family Group Conference for children placed out of home with non-relative/kinship.
- Contact with local community support groups or associations for children with medical or behavioral needs, unique conditions, or disease.
- Development of a WSA Permanency finding team that will review hard files, computer files, interview the child/youth, interview prior teachers, placements, respite providers, relatives, and make recommendations and options back to the CFS worker and youth.
  - This team will have a photo of the child or children during the time of review and the photo(s) will be used when talking with families from the child's past or identified family matches.
- Work with local area photographers or college students (studying photography or computer editing) to take photos of the child (ren)/ youth to be used for the child specific recruitment.
  - Use college students to produce videos (youth driven) to share with individuals that are a possible match for placement of a youth.
- Create/develop a couple of child specific respite providers for each child placed out of home.
  - This will give the respite providers experience with the agency and with children in foster care. WSA has had success with developing respite providers into licensed foster homes.

### ***Targeted Recruitment***

**Definition:** Focused on the specific children and teens in need of temporary and permanent families in our community and the families available. Goal of the recruitment is a trifecta in that, we will raise public awareness, the profile of the children that need families in the community, and personalizing the issue to move people to call for more information. WSA believes that this type of recruitment will be the most effective in

drawing in the right families, therefore this type of recruitment will be 60% of budget and staff time.

Activities:

- Work with local Project Everlast teams for Teen recruitment ideas
  - WSA believes that Teens that have been successfully placed can tell the agency about what makes a good foster family for teens and will recommend people they know.
    - WSA would like to offer the Teens that recruit families that become licensed a financial reward.
- Work with local foster parents that take placement of the targeted children and have them speak at faith based organizations or at community events.
  - WSA believe that current foster parents are our best recruitment tool and we would like to pay them for their time and effort to speak at public events.
    - WSA would also like to offer foster families a financial reward for referring families to foster care. The reward will be issued if the foster family becomes licensed and takes placement.
- Market Segmentation
  - Census based demographics
  - Native American radio station spots
  - Hispanic radio station spots
  - Native American cultural centers (Chadron, Scottsbluff, and Alliance)
  - Hispanic Church and community centers
  - Somalian Community center
  - Sudanese Community center
- Education Services unit (ESU) # 13, 15, 16
  - WSA believes that the children that WSA serves in out of home care are not that different from some of the children in our community. WSA believes that ESU professionals and parents that have children that receive ESU services will be a wealth of information regarding possible families who are currently or have served similar children in the community.
- Discuss the possibility of using the media “Wednesday’s Child” to stress the type or kind of child often in need of a family in your community.
- Local Community Based recruitment teams
  - 3- 4 in WSA will need to be identified

---

**Goal: Retention of WSA Licensed Foster Families that meet the needs of children placed out of home.**

Objective: WSA will provide support, appreciation, respect, caregiving assistance, crisis services, professional development, emotional support, and personal involvement.

### Activities:

- Recognize individual foster parents (with their permission) in news releases, radio spots, fliers, agency social media, and newsletters.
- Send a letter or a personal phone call for special efforts
- Send birthday, anniversary, mother's day, and father's day cards.
- Send each family a personal letter of appreciation from Service Area Admin.
- In May, WSA hold two foster parent recognition events in North Platte and Scottsbluff.
  - This provides an opportunity for foster parent networking
  - Currently, these events are community sponsored and community donated items to support this event.
- Support Plan developed with foster family, CFS, and RD within 72 hours of placement. Support Plan will identify the supports needed- respite, child care, transportation, medical appointments, mental health appointments, support groups for foster parents, identify a foster parent mentor, safety planning, and who to call if in need or they have questions.
  - Update support plan as needed and provide support and encouragement.
  - Offer supportive services to prevent placement disruptions
- Work with NFAPA to identify Foster Family mentors
- Support Foster Family after a child's departure from their home.
  - Complete exit interviews with Foster Family about what went well with placement, what do they need help with in the future, overall experience, and supports for the foster family.
- RD will have monthly contact with Foster families with placement and bi-monthly contact with foster families without current placement.
  - Schedule in home visits around the Foster Families schedule.
  - During these monthly contacts, the assigned RD worker will:
    - Talk to the Foster Family about local training opportunities
    - Update family demographics
    - Conduct a mutual assessment of foster parent training needs
    - Engage the Foster family about local support group, mentor opportunities
    - Invite them to be involved in recruitment activities
    - Advocate for the Foster Family
- Include Foster families in planning for the child placed in their home and value their input about the best interest of the child.
  - If bio-parents agree, invite foster family to a portion or all of the family team meeting.
  - Invite foster parents to court hearings and foster care review meetings
  - Provide Foster Family with the child strengths and needs assessment
- Work with local Business to donate goods or services to Foster families, like:
  - Seasonal pool passes
  - Local sporting event passes
  - Local movie tickets
  - Meal Gift Cards to Restaurants
  - Department stores- clothing, shoes, special occasion events

- Implement Ice-Breakers offered by NFAPA in WSA- meeting between bio and foster parents to talk about the child and his/her special needs.
- Annual CFS/RD staff and Foster Family Award event
  - This Award event will honor both foster parents and CFS/RD workers for their work with children and families over the prior year.
  - Nominations will be accepted for both foster families and DCFS staff
  - Awards will be given for permanent placements, work with bio-parents, and other special accomplishments.
  - Networking between Agency staff and our Foster Families
  - Mutual training
- WSA send out a quarterly “Quick Tip” newsletter to Foster Families



---

## Central Service Area

# Foster Parent Recruitment and Retention Plan



Central Service Area (CSA) Foster and Adoptive Parent Recruitment and Retention Plan

**Goal 1: The CSA will, through the right Agency Supported Foster Care (ASFC) providers, increase the number of specialized licensed foster homes by 12% over the next year.**

**Objective 1:** DCFS will challenge ASFC providers to recruit a CSA total of 5 foster homes which are able and willing to accept sibling groups and retain the current homes that accept sibling groups.

- Ask ASFC providers to screen potential foster homes for their ability and willingness to accept sibling groups of 3 or more.
- Ask ASFC providers to depict sibling groups in their advertising
- Ask ASFC providers to use current foster parents of sibling strips as speakers when they hold recruiting events or as speakers for community groups
- Ask ASFC providers to hold special workshops and support groups for foster parents of sibling groups for retention purposes.
- Ask ASFC providers continue to support and offer respite for these foster parents.

**Objective 2:** DCFS will challenge ASFC providers to recruit a CSA total of 5 minority foster families that are bilingual and comfortable with ethnic tradition and nuances of the population served by the CSA.

- Ask ASFC providers to research the ethnic make-up of the areas they serve.
- Ask ASFC providers to recruit and advertise within churches, community groups and public events that may have a connection to minority populations in the areas they serve.
- Assist ASFC providers in translating brochures and posters into the languages familiar to these minorities.
- Ask ASFC providers to hold special workshops and support groups for minority/bilingual foster parents for retention purposes.
- Ask ASFC providers continue to support and offer respite for these foster parents.

**Objective 3:** DCFS will challenge ASFC providers to recruit a CSA total of 5 foster homes that will accept youth 13-18 years of age and to identify and retain their current teen homes.

- Ask ASFC providers to screen potential foster homes for ability and willingness to accept teen placements.
- Ask ASFC providers to depict teens in their advertising
- Ask ASFC providers to use current foster parents with positive teen placements as speakers to community group and in recruiting events.

- Hold special workshops and support groups for foster parents of teens for retention purposes.
- Ask ASFC providers continue to support and offer respite for these foster parents.

**Objective 4:** DCFS will challenge ASFC providers to recruit a CSA total of 3 foster homes willing to parent a youth stepping down from treatment level or a youth who is on the verge of treatment level.

- Ask ASFC providers to screen potential foster homes for ability and willingness to accept a higher level of placement.
- Ask ASFC providers to focus recruiting efforts on former employees of treatment facilities who have had special training.
- Ask ASFC providers to create and conduct training for current foster families focused on a higher level child to encourage placement and shed a positive light on this population
- Ask ASFC providers continue to support and offer respite for these foster parents.

**Goal 2: DHHS will retain the CSA current approved homes and attempt to increase by 10% the number of agency support approved homes.**

**Objective 1:** DHHS will continue to visit and support relative approved and child specific approved providers on a monthly basis.

**Objective 2:** DHHS resource development and CFSS will continue to encourage approved foster homes to attach themselves to a contractor for additional support by giving them the ASFC provider brochure outlining the area served and brief synopsis’ of each of the nine ASFC providers in the CSA.

**Goal 3: DHHS will establish a plan to track specialized licensed foster homes for the purpose of appropriate initial placements thus reducing the total number of placements for sibling strips, minority children, teens and children needing a higher level of care.**

**Objective 1:** DHHS RD and ASFC providers will continue to meet quarterly discussing the current types of foster homes needed.

**Objective 2:** ASFC providers will provide to DHHS RD which of their current homes and new homes fit into one of the special categories, in monthly, detailed foster parent census updates and weekly “weekend” on call placement updates.

**Goal 4: DHHS will encourage providers to work on training and support opportunities for their foster families.**

**Objective 1:** Create awareness of supports available through NFAPA such as Kits for Kids, Nebraska Adoption Guide, Resource Parent Handbook, Child Abuse and Neglect

Out-of-Home Setting Assessment Guide, local parent support groups, kinship care, clothes closet, and mentoring programs.

**Objective 2:** Continue to invite NFAPA representatives to quarterly ASFC meetings sponsored by DHHS giving them time on the agenda to inform agencies of any training or resources available to foster parents.

**Objective 3:** Connect with NFAPA, community resources and each other to present relevant and needed trainings.

**Goal 5: Retention of the current foster homes will remain a priority within the CSA through the activities of the ASFC providers. DHHS will encourage providers to attain the following objectives.**

**Objective 1:** ASFC providers partner together on community events such as informational booths in public venues and social events for foster families.

**Objective 2:** Continues to publicize helpful 800 numbers and promote the 211 line with resources to families.

**Objective 3:** Take opportunities to speak to service organizations, church groups, and educators about the work and commitment of our foster parents along with the need for more foster parents and respite providers.

**Objective 4:** DHHS CFS specialists will continue to monitor reports of agency visits with foster parents to insure that needs are being met and report consistent contract issues to Contract Monitors.

**Goal 6: DHHS will increase traditional licensed foster homes by 10% in the CSA.**

**Objective 1:** DHHS resource development will recruit foster homes that will accept youth 13-18 years of age and sibling groups.

- Resource development will screen potential foster homes for ability and willingness to accept teen placements.
- Resource development will screen potential foster homes for their ability and willingness to accept sibling groups of 3 or more.
- When recruiting resource development will depict teens and sibling groups in advertising
- Resource development will use current foster parents with positive teen placements as speakers to community group and in recruiting events.
- Resource development will develop support plans for foster parents of teens for retention purposes.
- DHHS will offer respite for these foster parents.

**Objective 2:** DHHS resource development will recruit foster homes that will be identified to specifically accept youth with extreme behavioral needs. The foster homes will accept these youth no matter what unless they are full.

- Resource development will offer workshops, trainings, and support groups specifically geared towards serving youth with behavioral needs.

- Resource development will focus recruiting efforts on individuals that have experience raising teens with behavioral needs and/or have a stable support system that they can utilize as part of their support plan.
- DHHS will offer respite for these foster parents.

Procedures for finding possible adoptive homes on a timely basis:

Step 1. CFS Specialists will be diligent in the initial search for an adoptive placement.

- CFS and RD staff will work together to ensure accurate and thorough Common Referrals.

Step 2. Will utilize relative and kinship homes and made these a priority through requesting RD staff to do a Family Finding search that will include a genogram and Eco map.

Step 3. The Department will ensure the ASFC providers receive adequate and accurate information regarding the adoption process in order to educate their foster parents.

- The CSA will provide training to agency staff regarding the Adoption process.
- The CSA will provide handouts that will be utilized in assisting foster parents through the adoption process.
- The CSA will provide information and knowledge about Right Turn, support groups and other post-adoption services.

Step 4. After the above steps have been exhausted, the CFS Specialist will post information about the child on the Adoption Exchange.

Let us know if you need something else.

---

# Northern Service Area

## Foster Parent Recruitment and Retention Plan



## Northern Service Area Recruitment & Retention Plan

Northern Service Area covers 25 counties in the Northeast portion of the State. Much of the Service Area is predominantly rural with several communities that exceed 15,000 in population. There are three land-based tribes within the Service Area: Winnebago, Santee and Macy. The three tribes contract with the State to provide Child Welfare Services to persons living on reservation land or may be involved through the ICWA process beyond the reservations. The Ponca Tribe has no land based reservation, but has offices and provides services to members throughout the northeast area; however, the Ponca Tribe does not contract with the State to provide a Child Welfare program for their tribal members.

As of 12.31.2013 the Northern Service Area had 287 youth residing in foster care.

The demographics of these youth are as follows:

114 - Age 0 to 5

84 - Age 6 to 10

46 - Age 11 to 15

43 - Age 16 to 19

141 – Female

146 – Male

16 – American Indian/Alaska Native

14 – Black/African American

39 – Hispanic/Latin0

11 – Multi-racial

190 – White – (Non-Hispanic)

17 – Other (Other Race/ Unknown)

### **Goal: Foster parents are equipped and capable of meeting the needs of the children placed in their homes.**

#### Strategies:

1. Each agency will identify and develop a plan that clearly addresses the expectations for being a foster home, the populations that will be served, and outline clear roles for foster parenting. This will be updated yearly at the anniversary of the contract renewal, and shared with the Service Area CFS Contract Administrator.
2. 100 % of licensed, relative and kinship homes will have access to scheduled support and 24/7 crisis response that includes a toll free number or cell phone on call system from their affiliated agencies.
3. 100% of licensed, relative and kinship homes will have a Placement Support Plan created with their affiliated agency within 72 hours of placement and updated within the first three months and then annually thereafter. The plan will be e-mailed to the CFS Specialist within 1 working day of completion.

4. 100% of licensed, relative and kinship homes have access to a formal support group on a minimum of a quarterly basis.
5. 100% of licensed, relative and kinship homes have a face to face visit a minimum of one time per month, and may be more frequent based on the needs of the child and/or foster parent.
6. Agencies will cooperate and coordinate in creating an information sheet for homes that can be distributed to all existing and new homes that outline helpful 800 numbers and promote 211 line resources for families.
7. Each agency will identify and develop at least one foster parent that will assist new foster homes as a mentor.
8. Agencies will provide ongoing outreach to community members, groups and businesses to develop support for foster parents, services for foster parents (i.e., business discounts, free haircuts, volunteers to drive wards to meetings, etc.)
9. Agencies will cooperate and coordinate to hold at a minimum a yearly facilitated dialogue (i.e., forum or round-table) between foster families, the contracted agencies, and DHSS staff to discuss and understand foster family needs, values and issues/concerns.

\*\*Strategies to be measured through a survey of foster parents and routine data submitted by the agencies.

**Goal: Children removed from parental care will be placed with relatives /kinship 90 % of the time.**

Strategies:

1. CFS will create a minimum of a 3-generation genograms and detailed Eco maps within 30 days for the purpose of identifying placement and support.
2. At a minimum CFS will insure that each youth will have a minimum of 25 family members/connections identified. (Resources such as genograms, eco maps, mobility mapping, etc. will be used).
3. CFS will provide training to CFS staff on these topics, when requested and identified by the CFS Supervisor or Administrator.

Milestones:

Current: 49.7%

- December 2014 – 62 % of homes will be relative
- December 2015 – 70%
- December 2016 – 75%
- December 2017 – 80%
- December 2018 – 85%
- December 2019 – 90%



**Goal: Children removed from normal caretakers will attend their home school district 90% of the time.**

**Strategies:**

1. All youth will have the opportunity to create a profile so that youth can tell prospective families something about themselves in their own words.
2. Agencies need to have resources identified and in-place to provide transportation as per contract requirements, and their recruitment plan shall reflect that need.
3. DHHS need to have resources identified and in-place to provide transportation when travel requirements exceed the contract threshold.
4. Work with Central Office Research, Planning and Evaluation Unit to determine baseline data and set milestones.

**Goal: 85% of youth placed in licensed or relative/kinship homes will experience no moves while in care.**

**Strategies:**

1. 100% of licensed, relative and kinship homes will have a Placement Support Plan created with their affiliated agency within 72 hours of placement, and updated within the first three months, and then annually thereafter. The plan will be e-mailed to the CFS Specialist within 1 working day of completion.
2. The agency responsible for the specific foster home will clearly communicate with the prospective foster parents the expectations for being a foster home, as well as outline clear roles and expectations for foster parenting for a specific child (ren) as they may evolve and change over the time of placement.
3. Before becoming a foster parents, prospective families are made aware of, prepared, and trained to take children with the difficult and serious behaviors, and the trauma these children have undergone in their lives.
4. Foster parents will be trained to work with the specific populations that the Department works with before entering into caring for children, and will receive ongoing training and support to successfully foster these children.
5. Each agency will provide ongoing information and training to foster homes regarding the trauma the child undergoes when forced to move from placement to placement.
6. Agencies will develop a plan in cooperation with the Department that sets up a specific respite plan for each foster home, using formal and informal supports. Respite will be seen as an ongoing resource to help insure that foster parents can successfully foster each child in their home.
7. The Department will develop a process with the contracted agencies to review each unplanned transfer/removal of a foster child. It will include a meeting with Department staff (i.e. CFS Administrator, CFS Supervisor and CFS Worker, Resource Development Staff), the affiliated agency and the foster parents to discuss the circumstances that led to the removal, the effect of the child's removal

on the foster family, the support and other services that were offered to the foster family, etc. (Whenever possible, this will occur before the actual move.)

8. Work with Central Office Research, Planning and Evaluation Unit to determine baseline data and determine milestones.

**Goal: If a child must be placed in a licensed foster home, children will be placed with a foster home that reflects their ethnic and racial diversity 90% of the time.**

Strategies:

1. Agencies will make use of culturally diverse persons during recruitment regarding informational meetings, translation of brochures, fliers to school, etc. and outreach to prospective foster parents.
2. Agencies will create plans that show recruitment efforts that include outreach to ethnic community leaders, tribal councils, etc., to make leaders aware of the need for homes.
3. Agencies will develop a plan to identify and develop initially at least one foster family that will be involved in recruitment activities. The agencies will work to have a pool of at least 5 foster families that will assist in the recruitment of new homes and effectively reflect the racial diversity needs of the plan.
4. Each agency will identify and develop a pool of foster parents that reflect the racial diversity of the recruitment area that will assist new foster homes as mentors.
  - a. 5) Work with Central Office Research, Planning and Evaluation Unit to determine baseline data and set milestones.

**Goal: Annual recruitment plans and efforts of each agency will reflect the demographic needs, including sibling strips, of youth in care for the Service Area**

Strategies:

1. The Agency recruitment plan and actions will include targeting recruitment based on those youth demographic needs identified by DHHS.

**Goal: Northern Service Area, State Probation and contracted Agency Supported providers will work collaboratively regarding DHSS State Wards and Probation Youth to enhance placement stability, retain foster homes, and increase communication amongst all parties regarding each Agency's needs, the types of youth we need homes for, any priorities and roles.**

Strategies:

1. At least semiannually, meetings will be arranged with Northern Service Area DHHS staff, State Probation staff, and contracted Agency Supported Foster Care agencies within the Service Area to discuss foster home needs, Agency priorities, roles, retention, etc.

**Goal: The Department will work on cooperation with the contracted ASFC Agency's to develop a specialized, individualized foster care recruitment plan for identified wards currently placed in out of state care.**

Strategies

1. NSA will identify and prioritize youth who are ready to return to Nebraska.
2. Information regarding these youth will be presented to each agency.
3. A targeted recruitment team will be developed for each youth. Each team will include the CFS worker, CFS Supervisor and staff from any agency that volunteers to be a part of the youth's targeted recruitment team.

**Goal: The Service Area will develop a process that will be used to conduct a Search for prospective adoptive parents for children needing an adoptive placement.**

Strategies

1. The process will incorporate use of the Adoption Exchanges and will work with agencies to determine their role in a search for an adoptive home.

---

# Southeast Service Area

## Foster Parent Recruitment and Retention Plan



## **SOUTHEAST SERVICE AREA**

### **Introduction Paragraph:**

The Southeast Service Area (SESA) is comprised of 14 counties and includes both rural and urban areas. Effective April, 2014 the SESA is contracted with eleven (11) Agency Supported Foster Care (ASFC) agencies to recruit and support licensed and relative/kinship foster homes. Currently in SESA (April 1<sup>st</sup>, 2014) there are 387 licensed foster homes, 157 relative/kinship homes and 34 relative licensed homes. SESA works to develop and seek out recruitment, trainings and retention opportunities for the agencies. SESA does this by working with NFAPA (Nebraska Foster & Adoptive Parent's Association), sending out updates to agencies of upcoming trainings that local communities are hosting and during monthly SESA Provider meeting. In the SESA there has also been a Child and Family Services (CFS) Resource Development worker identified to spend 50% of their time recruiting traditional foster homes.

The primary goal of the SESA 2014 Foster Parent Recruitment and Retention Plan is to increase and retain licensed foster homes as well as increase the number of kinship care homes in the SESA. SESA wants to identify potential homes which will meet the needs of the children entering foster care to include teens, sibling strips, minorities, and youth who have experienced trauma.

---

**Goal #1 The SESA through its own efforts and ASFC provider's efforts will increase the number of specialized licensed foster homes by 15% over the next year.**

### **Strategies:**

- SESA will share data with the ASFC providers related to demographic information of the children entering foster care, the size and number of sibling strips within each county, the number of disruptions the use of kinship care homes and children placed out-of-state in need of a foster home in Nebraska. SESA will enter into discussions with the ASFC providers regarding strategies to enhance communication between the CFS Specialist, the ASFC worker to support the foster family and the foster family to improve retention and quality of care provided to the children.
- SESA will ask ASFC providers to identify specific strategies that are being used to recruit foster homes for the children in our system and in need of foster care. SESA will monitor the success of their recruitment activities to meet the needs of the children in need of out of home placement in the SESA.
- SESA ASFC Providers will submit a quarterly update to their yearly recruitment and retention plan to the SESA. These will be reviewed on a quarterly basis to determine if the plans are focused on meeting the needs of the children in need of foster care. Feedback will be provided to the ASFC Providers if adjustments need to be made to their plans to better serve the needs of the children in need of foster care.

- SESA will provide a list weekly to all ASFC Providers of what SESA youth who are currently need of a foster home placement.
- SESA Administration will participate in the ASFC pre-service trainings to explain the CFS Specialist role, the process to occur when there are reports of child abuse and/or neglect in a foster home and answer questions related to the outcomes of the agency.
- SESA will partner with local community organizations to help with the recruitment of emerging refugee populations and other minority racial groups.
- SESA will recruit within schools, public events, church communities and other organizations that may have a connection to the minority population.
- SESA will utilize culturally diverse persons during recruitment activities within the community and will also utilize these individuals during the foster care licensing process.

**Goal #2 The SESA will actively search for and identify maternal and paternal relatives for placement of children.**

**Strategies:**

- Upon initial contact with the family, the CFS Specialist will inquire information from the parents and child (if applicable) names and contact information for maternal and paternal extended family members.
- The CFS Specialist will provide written notice to the court within 30 days of removal their efforts to locate placement with family and maintain connections to the child.
- SESA has a contract with Christian Heritage to provide Family Finding to conduct an extensive search, engagement and plan development for approximately 60 families per year.
- Upon request of the CFS Specialist, the SESA Resource Development Staff can conduct a family search on Facebook and provide this information to the assigned CFS Staff.
- Kinship homes have the opportunity to affiliate with an ASFC provider and receive the same support provided to a licensed home within their agency.
- If there is a placement disruption, the CFS Specialist will determine if family is able and suitable to accept a new placement into their home.

**Goal #3 Children in out of home placement will not experience placement disruptions.**

**Strategies:**

- All youth in out of home care will have a support plan created prior to a placement or within 72 hours of an emergency placement. These plans will be monitored by Resource Development staff as well as the agencies supporting the homes.
- SESA Resource Development, CFS Specialist Staff and ASFC Providers will look at placement matching prior to a youth being placed in a licensed foster home. Referrals will be discussed with all potential placements prior to accepting a youth.
- CFS Specialist are expected to have monthly face to face contact with the foster home. The CFS Specialist will inquire with the foster home their ability and support to meet the needs of the foster child (ren). The CFS Specialist will provide feedback to the ASFC agency if additional support and/or training needs to be offered to the foster parent.
- SESA has clarified with the ASFC providers that any unplanned change of placement is a disruption. SESA has developed a protocol to be enacted if a foster home requests an unplanned change of placement. Should a particular foster home have three or more disruptions Administration from SESA and the ASFC Provider will need to evaluate if the foster home can adequately meet the needs of the children in need of foster care or what additional supports need to be provided to the foster family to permit them to continue to provide foster care.
- SESA will enter into discussions with the ASFC providers regarding strategies to enhance communication between the CFS Specialist, the ASFC worker to support the foster family and the foster family to improve retention and quality of care provided to the children.

**Goal #4 The SESA will increase the number of licensed kinship homes by 30%**

**Strategies:**

- ASFC Agencies will report quarterly the kinship homes that have received a foster care license.
- ASFC Agencies will identify the reason each kinship home is not able to obtain a foster care license.
- Resource Development and the CFS Specialist will work collaboratively with the ASFC agencies to encourage a kinship home to obtain a foster care license when

there are no policies or regulations that would prohibit them from becoming licensed.

**Goal #5 SESA and ASFC Providers will retain 80% of all licensed foster homes**

**Strategies:**

- Foster families will have the opportunity to provide feedback to the ASFC Agency to improve overall satisfaction and support and to determine areas of improvement.
- Foster families will have the opportunities to participate in appreciation activities throughout the year.
- ASFC & DHHS foster families will be provided training opportunities throughout the year on areas that are relevant to caring for youth in out of home care.
- ASFC & DHHS foster families will be invited to all team meetings so they can be well informed about the youth in their care.
- ASFC & DHHS foster families will be reimbursed in a timely manner when a youth is placed in their care
- ASFC & DHHS foster families will have access to their agency 24 hours a day and 7 days a week if a crisis/urgent situation arises.



---

# Eastern Service Area

## Foster Parent Recruitment and Retention Plan



**Eastern Service Area-Nebraska Families Collaborative**

**Goal #1: NFC and network child placing agencies will recruit the right homes for the right children in the right location**

<b>Strategies</b>	<b>Implementation Task</b>	<b>Start Date</b>	<b>End Date</b>	<b>Who (Leader *)</b>
1. Provide data quarterly to Child Placing Agencies in order to identify placement needs.	<p>Data will include:</p> <ul style="list-style-type: none"> <li>➤ Demographics on current youth in care</li> <li>➤ number of siblings groups that are separated at placement</li> <li>➤ number of youth with specialized needs placed in foster care</li> <li>➤ emerging and refugee population</li> <li>➤ school district/specific schools needed for placement</li> </ul>	July 2014	Ongoing	CQI and Contract Management
2. At least 25% of newly licensed foster and adoptive homes will accept placement of youth with special needs within 90 days of licensing.	<p>Specialized needs are identified as:</p> <ul style="list-style-type: none"> <li>➤ Sexualized behaviors</li> <li>➤ High mental health needs</li> <li>➤ Developmental delays</li> <li>➤ Medically fragile</li> <li>➤ Aggressive behaviors</li> </ul> <p>CPAs will report quarterly to NFC on the following:</p> <ul style="list-style-type: none"> <li>➤ number of</li> </ul>	July 2014	Ongoing	CPAs and Operation Support Supervisor

Strategies	Implementation Task	Start Date	End Date	Who (Leader *)
	<p>current homes that are licensed or in training that have been identified to accept a child with these needs</p> <ul style="list-style-type: none"> <li>➤ recruitment activities to include the number of recruited families for each target population</li> <li>➤ number of children they accepted with the target needs</li> </ul>			
<p>3. At least 50% of newly licensed foster or adoptive homes licensed in the ESA will accept placement of youth age 13+ within 90 days of licensure</p>	<p>CPAs will report quarterly to NFC on the following:</p> <ul style="list-style-type: none"> <li>➤ number of current homes that are licensed or in training that have been identified to accept a child with these needs</li> <li>➤ recruitment activities to include the number of</li> </ul>	<p>July 2014</p>	<p>Ongoing</p>	<p>CPAs and Operation Support Supervisor</p>

Strategies	Implementation Task	Start Date	End Date	Who (Leader *)
	<p>recruited families for each target population</p> <p>➤ number of children they accepted with the target needs</p>			
<p>4. At least 25% of newly licensed foster and adoptive homes in the ESA will accept placement of sibling groups of 3 or more within 90 days of licensure</p>	<p>CPAs will report quarterly to NFC on the following: number of current homes that are licensed or in training that have been identified to accept a sibling groups of 3 or more</p> <p>Recruitment activities to include the number of recruited families for each target population number of children they accepted with the target needs.</p>	<p>July 2014</p>	<p>Ongoing</p>	<p>CPAs and Operation Support Supervisor</p>
<p>5. NFC will continue to support CPA's in their efforts to recruitment foster homes that match the need of youth identified.</p>	<p>NFC will maintain information regarding becoming a foster parent and contact information for the CPAs on NFC external website.</p>	<p>July 2014</p>	<p>Ongoing</p>	<p>Permanency and Family Finding Supervisor</p>
	<p>NFC will utilize news media outlets and social media to promote foster care and adoption.</p>	<p>July 2014</p>	<p>Ongoing</p>	<p>Permanency and Family Finding Supervisor</p>

Strategies	Implementation Task	Start Date	End Date	Who (Leader *)
	NFC will utilize the DHHS website to promote matching for children who need foster care placement.	July 2014	Ongoing	Utilization Management Supervisor
	NFC will utilize the adoption websites to promote matching for children free for adoption.	July 2014	Ongoing	Permanency and Family Finding Supervisor
	NFC and Adoption Contract partners will organize matching events for children who are free for adoption and invite foster families.	July 2014	Ongoing	CPAs, Permanency and Family Finding Supervisor
1. 100% of the Child Placing Agencies will follow all MEPA/EPA/ICWA regulations when matching a child in foster care with a family.	NFC will ensure that all Child Placing Agencies are training in MEPA/EPA/ICWA during personal file reviews.	July 2014	Ongoing	CPAs, Contract Management
	CPAs will follow DHHS Child Placing Agency Licensing regulations and will cooperate with CPAs on-site visits.	July 2014	Ongoing	CPAs, Contract Management, CQI
2. NFC will provide data to CPAs regarding the number of wards in each racial and ethnic group.	NFC will provide data to the CPAs on a quarterly basis regarding the number of wards in each racial and ethnic group, including other primary languages that are spoken.	July 2014	Ongoing	Contract Management, CQI

Strategies	Implementation Task	Start Date	End Date	Who (Leader *)
	CPAs will provide data quarterly to NFC on the recruitment activities of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the Service Area for whom foster and adoptive homes are needed.	July 2014	Ongoing	CPAs, Contract Management
3. At least 25% of licensed foster and adoptive parents in the ESA will represent minority racial and ethnic groups served.	CPAs will report quarterly to NFC their recruitment activities and will include the number of recruited families for each target population.	July 2014	Ongoing	CPAs, Contract Management
	NFC and CPAs will work with community, faith-based, and civic organization to increase awareness of emerging and refugee populations along with other minority racial groups.	July 2014	Ongoing	CPAs, Contract Management, Community Outreach Liaison, Cultural Liaison
	CPAs will report quarterly to NFC their efforts to meet linguistic needs of the current ward population.	July 2014	Ongoing	CPAs, Contract Management
4. 100% of the Child Placing Agency will train staff to work	CPA's will report training curriculum annually.	July 2014	Ongoing	CPAs, Contract Management

<b>Strategies</b>	<b>Implementation Task</b>	<b>Start Date</b>	<b>End Date</b>	<b>Who (Leader *)</b>
with diverse communities including cultural, racial, and socio-economic variations	NFC will offer training to CPAs at a minimum of twice a year.	July 2014	Ongoing	CPAs, Contract Management, Community Outreach, Cultural Liaison, Manger of Kinship Care
1. 100% of resource families will have access to scheduled support and 24/7 crisis response.	CPAs will have a 24 hour crisis number that is provided to all of their homes.	July 2014	Ongoing	CPAs, Contract Management
	NFC will provide CPAs with their 24 crisis number.	July 2014	Ongoing	Contract Management
2. 100% of placement matches between youth and resource families will be facilitated by incorporating formalized assessment tools, interviews or pre-placement visits.	Finalize CANS and NCR processes.	June 2014	Ongoing	CPAs, NFC, HHS
	Education for FPSs, agency staff and foster homes regarding matching, interviews, and pre-placement visits to understand the importance of each.	July 2014	Ongoing	CPAs, NFC training/Contract Management
	CPAs will report annually to NFC the assessment tools being utilized or changes in the use of these tools.	July 2014	Ongoing	CPAs, Contract Management, CQI
	CPAs will include in their quarterly reports to NFC examples of how matching, assessment tools, interviews, and pre-placement visits provided stability for children.	July 2014	Ongoing	CPAs, Contract Management
	CPAs will provide	July 2014	Ongoing	CPAs, Contract

<b>Strategies</b>	<b>Implementation Task</b>	<b>Start Date</b>	<b>End Date</b>	<b>Who (Leader *)</b>
	data on the number of pre-placement visits and interviews that occur quarterly.			Management
3. 100% of resource families providing care to children with specialized needs will have access to individualized training.	CPA's will report quarterly trainings offered and attendance of these trainings by foster parents.	July 2014	Ongoing	CPAs, Contract Management
	CPAs will include in their quarterly report all strategies and services used to support placements of all levels of care in their agency foster homes.	July 2014	Ongoing	CPAs, Contract Management
4. 100% of resource families will have access to at least quarterly educational groups.	CPA's will include in their quarterly report the educational groups provided and attendance at these meetings.	July 2014	Ongoing	CPAs, Contract Management
5. 100% of resource families and kinship families will have access to training specific to caring for children who have experienced trauma.	CPAs will provide data on an annual basis the curriculum used for training foster and adoptive families on caring for children who have experienced trauma.	July 2014	Ongoing	CPAs, Contract Management, Manager of Kinship Care
	CPAs will report quarterly the number of kinship and foster families that attend the training	July 2014	Ongoing	CPAs, Contract Management, Manager of Kinship Care
6. 100% of resource	NFC will train	July 2014	Ongoing	CPAs, Permanency



<b>Strategies</b>	<b>Implementation Task</b>	<b>Start Date</b>	<b>End Date</b>	<b>Who (Leader *)</b>
families will be educated on providing permanency and working on concurrent planning to provide a forever family.	CPAs on family finding.			and Family Finding Supervisor
	CPAs will provide training to foster families on the importance of permanency and placement stability and report quarterly.	July 2014	Ongoing	CPAs, Contract Management
	CPAs will educate foster families on the importance of maintaining family relationships and report quarterly.	July 2014	Ongoing	CPAs, Contract Management
7. 100% of resource families will be offered respite.	CPAs will report to NFC on a quarterly basis the use of respite among their licensed homes.	July 2014	Ongoing	CPAs, Contract Management
	NFC and CPAs will increase the use of kinship options for respite	July 2014	Ongoing	CPAs, FPSs, Contract Management, UM
1. NFC will prioritize relative placements over stranger care.	NFC will search relatives/kinship supports throughout the life of the case for both placement and support	July 2014	Ongoing	FPS, FPS supervisor Family Finding Unit, Kinship Unit
	NFC will follow the DHHS policies for placement of wards in stranger care	July 2014	Ongoing	FPS, FPS supervisor, UM
	NFC will conduct family finding on all children placed in stranger care.	July 2014	Ongoing	Permanency and Family Finding Supervisor, FPSs
2. 100% of Kinship Families will be linked to community resources to assist	NFC and CPAs will develop and maintain a resource list for community	July 2014	Ongoing	Manager of Kinship Support Care and CPAs

<b>Strategies</b>	<b>Implementation Task</b>	<b>Start Date</b>	<b>End Date</b>	<b>Who (Leader *)</b>
them in providing care to help meet the needs of the children and families in care	supports			
	NFC will provide this list to all kinship families and CPAs will provide it to their foster homes annually or as it is updated.	July 2014	Ongoing	Manager of Kinship Support Care
3. Provide training to families, relative/kinship families, and CPA and NFC staff on the importance of kinship connections.	NFC will research training curriculum options, such as Caring for Your Own, Children's Alliance training	July 2014		NFC Manager of Kinship Support Care
4. Increase information sharing between NFC and Network CPAs regarding support of relative/kinship families	NFC will review and update the kinship support referral process	July 2014	Ongoing	Utilization Management, Manager of Kinship Support Care, and CPAs
5. Child placing agencies will increase their capacity by 10% to accept referrals to support relative/kinship homes.	CPAs will report the number of staff to support relative/kinship homes and efforts to recruit on a quarterly basis.	July 2014	Ongoing	CPAs, Contract Management
6. NFC will provide training to each CPA on specific family finding strategies.	NFC will train CPAs on family finding	July 2014	Ongoing	Permanency and Family Finding Supervisor, Manger of Kinship Care, CPAs

<b>Strategies</b>	<b>Implementation Task</b>	<b>Start Date</b>	<b>End Date</b>	<b>Who (Leader *)</b>
7. NFC will assign a Family Finding Specialist to partner with each child placing agency to be a liaison for agency and NFC	CPAs will report any family members or other supports identified to FPS and Family Finding Specialist	July 2014	Ongoing	Permanency and Family Finding Supervisor, Manger of Kinship Care, CPAs
8. CPAs will include ongoing efforts for Family Finding in monthly documentation	CPAs and NFC will develop a monthly reporting process for family finding.	July 2014	Ongoing	CPAs, Contract Management
1. Data will be obtained to determine the needs regarding placements in school districts/specific schools/specific neighborhoods	NFC will provide data by specific schools for youth in out of home care.	July 2014	Ongoing	CPAs, Contract Management
	CPA's will include in their quarterly report the number of foster homes in each neighborhood school in the ESA	July 2014	Ongoing	CPAs, Contract Management
2. NFC and CPAs will create a resource directory for community childcare/community programs and school placements	NFC and CPAs will develop and maintain a list of childcare agencies and the schools to which they transport for children 12 and under.	July 2014	Ongoing	CPAs, Contract Management
	NFC and CPAs will develop and maintain a list of community programs that offer transportation to and from school for children 13 years and older.	July 2014	Ongoing	CPAs, Contract Management

<b>Strategies</b>	<b>Implementation Task</b>	<b>Start Date</b>	<b>End Date</b>	<b>Who (Leader *)</b>
3. NFC School Liaison and CPA representatives will partner with ESA School Districts to problem solve solutions to transportation issues across districts.	NFC and CPAs will identify the needs for school transportation.	July 2014	Ongoing	CPAs, Contract Management, School Liaison
	NFC will collaborate with 1184 Treatment Team Coordinator to develop a plan for addressing this need.	July 2014	Ongoing	CPAs, School Liaison, Manager of Kinship Support Care
4. 100% of children will remain in their home school.	CPAs will ensure foster parents will transport to school or find other community methods.	July 2014	Ongoing	CPAs, Contract Management
	CPAs will report the number of foster parents that transport to school and the number of children that they are able to maintain in their home school district.	July 2014	Ongoing	CPAs, Contract Management
	NFC will partner with transportation agencies to accommodate the home schools when needed and appropriate.	July 2014	Ongoing	Contract Management

**State Wards in Foster Care on 12/31/2013**  
*Includes OJS, Youth in Relative, Non-Relative and Adoptive Homes*  
*Excludes Wards Assigned to the Tribal Offices*

Service Area	Total
Central	287
Eastern	1227
Northern	287
Southeast	651
Western	248
State	2700

Service Area	Total
Central	11%
Eastern	45%
Northern	11%
Southeast	24%
Western	9%
State	100%

Service Area	Female	Male	Total
Central	142	145	287
Eastern	626	601	1227
Northern	141	146	287
Southeast	314	337	651
Western	115	133	248
State	1338	1362	2700

Service Area	Female	Male	Total
Central	49%	51%	100%
Eastern	51%	49%	100%
Northern	49%	51%	100%
Southeast	48%	52%	100%
Western	46%	54%	100%
State	50%	50%	100%

Service Area	0 - 5 Years	6 to 10 Years	11 to 15 Years	16 to 19 Years	Total
Central	118	71	59	39	287
Eastern	468	349	263	147	1227
Northern	114	84	46	43	287
Southeast	286	144	133	88	651
Western	113	65	47	23	248
State	1099	713	548	340	2700

Service Area	0 - 5 Years	6 to 10 Years	11 to 15 Years	16 to 19 Years	Total
Central	41%	25%	21%	14%	100%
Eastern	38%	28%	21%	12%	100%
Northern	40%	29%	16%	15%	100%
Southeast	44%	22%	20%	14%	100%
Western	46%	26%	19%	9%	100%
State	41%	26%	20%	13%	100%

Service Area	American Indian or Alaska Native	Asian	Black or African American	Hispanic	Multi-Racial	White (Non-Hispanic)	Other Race/Unknown	Total
Central	0	0	12	49	9	213	4	287
Eastern	71	5	382	164	83	493	29	1227
Northern	16	0	14	39	11	190	17	287
Southeast	30	4	67	45	52	423	30	651
Western	22	0	3	68	4	150	1	248
State	139	9	478	365	159	1469	81	2700

Service Area	American Indian or Alaska Native	Asian	Black or African American	Hispanic	Multi-Racial	White (Non-Hispanic)	Other Race/Unknown	Total
Central	0%	0%	4%	17%	3%	74%	1%	100%
Eastern	6%	0%	31%	13%	7%	40%	2%	100%
Northern	6%	0%	5%	14%	4%	66%	6%	100%
Southeast	5%	1%	10%	7%	8%	65%	5%	100%
Western	9%	0%	1%	27%	2%	60%	0%	100%
State	5%	0%	18%	14%	6%	54%	3%	100%

**State Wards in Relative Kinship Care on 12/31/2013**  
*Includes OJS, Youth in Kinship Homes or Approved and Licensed Relative Home*  
*Excludes Wards Assigned to the Tribal Offices*

Service Area	Total
Central	93
Eastern	592
Northern	135
Southeast	271
Western	136
State	1227

Service Area	Total
Central	8%
Eastern	48%
Northern	11%
Southeast	22%
Western	11%
State	100%

Service Area	Female	Male	Total
Central	47	46	93
Eastern	287	305	592
Northern	71	64	135
Southeast	137	134	271
Western	68	68	136
State	610	617	1227

Service Area	Female	Male	Total
Central	51%	49%	100%
Eastern	48%	52%	100%
Northern	53%	47%	100%
Southeast	51%	49%	100%
Western	50%	50%	100%
State	50%	50%	100%

Service Area	0 - 5 Years	6 to 10 Years	11 to 15 Years	16 to 19 Years	Total
Central	40	25	16	12	93
Eastern	255	156	122	59	592
Northern	53	37	24	21	135
Southeast	104	69	58	40	271
Western	66	41	16	13	136
State	518	328	236	145	1227

Service Area	0 - 5 Years	6 to 10 Years	11 to 15 Years	16 to 19 Years	Total
Central	43%	27%	17%	13%	100%
Eastern	43%	26%	21%	10%	100%
Northern	39%	27%	18%	16%	100%
Southeast	38%	25%	21%	15%	100%
Western	49%	30%	12%	10%	100%
State	42%	27%	19%	12%	100%

Service Area	American Indian or Alaska Native	Asian	Black or African American	Hispanic	Multi-Racial	White (Non-Hispanic)	Other Race/Unknown	Total
Central	0	0	3	19	1	69	1	93
Eastern	35	0	181	85	43	232	16	592
Northern	4	0	5	16	3	96	11	135
Southeast	8	1	21	23	22	191	5	271
Western	10	0	2	43	3	77	1	136
State	57	1	212	186	72	665	34	1227

Service Area	American Indian or Alaska Native	Asian	Black or African American	Hispanic	Multi-Racial	White (Non-Hispanic)	Other Race/Unknown	Total
Central	0%	0%	3%	20%	1%	74%	1%	100%
Eastern	6%	0%	31%	14%	7%	39%	3%	100%
Northern	3%	0%	4%	12%	2%	71%	8%	100%
Southeast	3%	0%	8%	8%	8%	70%	2%	100%
Western	7%	0%	1%	32%	2%	57%	1%	100%
State	5%	0%	17%	15%	6%	54%	3%	100%

**State Wards in Licensed Non-Relative Foster Care on 12/31/2013**  
*Includes OJS, Youth in Licensed Traditional Foster Homes and Agency Based Foster Care*  
*Excludes Wards Assigned to the Tribal Offices*

Service Area	Total
Central	194
Eastern	635
Northern	152
Southeast	380
Western	112
State	1473

Service Area	Total
Central	13%
Eastern	43%
Northern	10%
Southeast	26%
Western	8%
State	100%

Service Area	Female	Male	Total
Central	95	99	194
Eastern	339	296	635
Northern	70	82	152
Southeast	177	203	380
Western	47	65	112
State	728	745	1473

Service Area	Female	Male	Total
Central	49%	51%	100%
Eastern	53%	47%	100%
Northern	46%	54%	100%
Southeast	47%	53%	100%
Western	42%	58%	100%
State	49%	51%	100%

Service Area	0 - 5 Years	6 to 10 Years	11 to 15 Years	16 to 19 Years	Total
Central	78	46	43	27	194
Eastern	213	193	141	88	635
Northern	61	47	22	22	152
Southeast	182	75	75	48	380
Western	47	24	31	10	112
State	581	385	312	195	1473

Service Area	0 - 5 Years	6 to 10 Years	11 to 15 Years	16 to 19 Years	Total
Central	40%	24%	22%	14%	100%
Eastern	34%	30%	22%	14%	100%
Northern	40%	31%	14%	14%	100%
Southeast	48%	20%	20%	13%	100%
Western	42%	21%	28%	9%	100%
State	39%	26%	21%	13%	100%

Service Area	American Indian or Alaska Native	Asian	Black or African American	Hispanic	Multi-Racial	White (Non-Hispanic)	Other Race/Unknown	Total
Central	0	0	9	30	8	144	3	194
Eastern	36	5	201	79	40	261	13	635
Northern	12	0	9	23	8	94	6	152
Southeast	22	3	46	22	30	232	25	380
Western	12	0	1	25	1	73	0	112
State	82	8	266	179	87	804	47	1473

Service Area	American Indian or Alaska Native	Asian	Black or African American	Hispanic	Multi-Racial	White (Non-Hispanic)	Other Race/Unknown	Total
Central	0%	0%	5%	15%	4%	74%	2%	100%
Eastern	6%	1%	32%	12%	6%	41%	2%	100%
Northern	8%	0%	6%	15%	5%	62%	4%	100%
Southeast	6%	1%	12%	6%	8%	61%	7%	100%
Western	11%	0%	1%	22%	1%	65%	0%	100%
State	6%	1%	18%	12%	6%	55%	3%	100%