

Foster and Adoptive Parent Diligent
Recruitment Plan



Maryland Department of
Human Resources

2016

Maryland Department of Human Resources/Social Services Administration at a Glance:

Mission/Vision

The Maryland Department of Human Resources, Social Services Administration envisions a Maryland where all children are safe from abuse and neglect, where children have permanent homes and where families are able to meet their own needs.

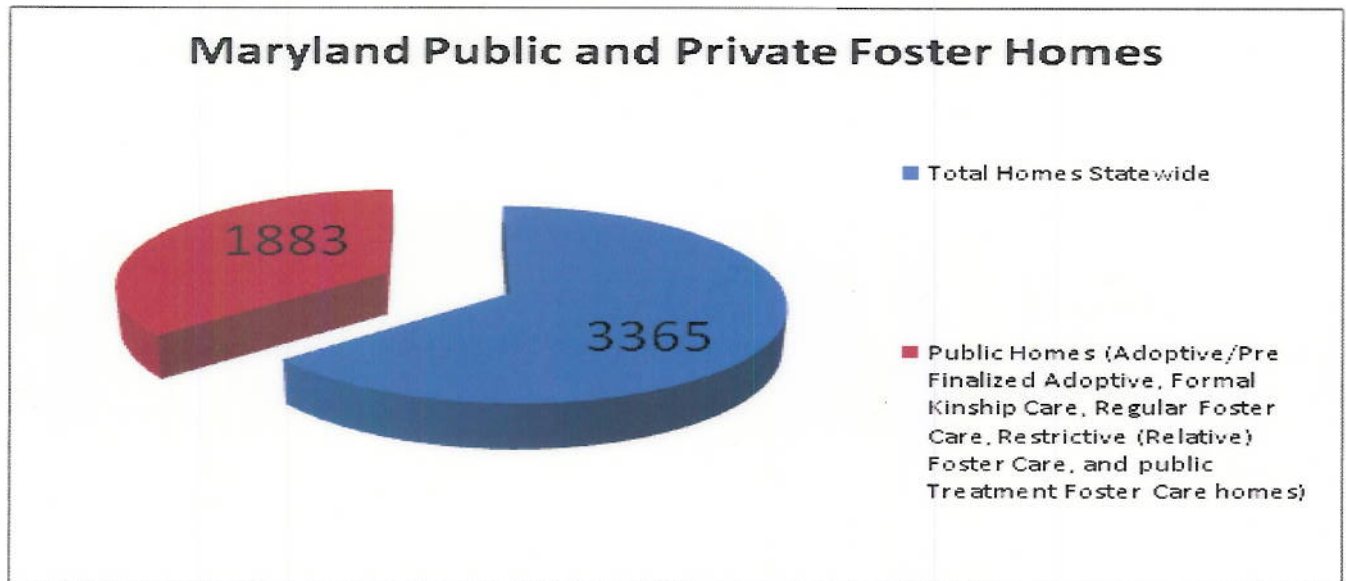
The mission of the Social Services Administration is to lead, support and enable local departments of social services in employing strategies to prevent child abuse and neglect, protect vulnerable children, preserve and strengthen families, by collaborating with state and community partners.

Introduction

Maryland Department of Human Resources (DHR) provides oversight to 24 Local Departments of Social Services (LDSS). DHR provides each jurisdiction with the Statewide Recruitment and Retention Plan which comprised of statewide goals and objectives based on data regarding Maryland's representation of children in out-of-home placement. Each LDSS is individually responsible for developing and implementing an annual recruitment and retention plan. The annual plan should include a synopsis of the previous year's recruitment and retention efforts highlighting successful efforts. Additionally the plan should encompass analysis of state and jurisdiction specific data, identify jurisdiction specific needs and provide specific strategies to recruit, train and retain resource homes to meet the identified needs. DHR will utilize the LDSS plans to seek what trends are found within Maryland in regards to resource homes. DHR provides funding to LDSS to ensure partnership for performance and accountability. The DHR Out-of-Home Placement Program Manager and Resource Homes Supervisor will be responsible for reviewing individual recruitment and retention plans using the reporting form (SEE ATTACHED). Feedback, which may include recommendations for revision will be provided. The LDSS also submit a Recruitment and Retention Quarterly Report (SEE ATTACHED) every three months. Appraisal of this quarterly report at the local level should further generate strategic planning to reach projected goals. The quarterly reports submitted will be drilled down to see how each LDSS is utilizing the funding given and how the reports demonstrate the needs and progress of each LDSS and to analyze trends. This report will also be reviewed by DHR to ensure fidelity to the recruitment and retention plans presented by each LDSS. DHR will provide technical assistance to LDSS to assist with general, child-specific, and targeted recruitment. In working with the LDSS, speaking with resource parents, and conducting local focus groups, Maryland has identified its greatest need for recruitment and retention to be our older youth ages 14-21. We have specifically decided to focus our efforts on the recruitment of older youth, children of color, and LGBTQ youth. We will also be looking to increase and watch data trends for our legally free youth, sibling placements, and transitional age youth.

Overview of Data

LDSS child welfare staff and resource home workers are responsible for entering data into and Children's Electronic Social Services Information Exchange (MD CHESSIE) to ensure that accurate data is available to DHR. LDSS may subsequently obtain data from SSA by request and also by reviewing their own individual data. Maryland will also seek to include data from resource parent and youth advisory board surveys.



As of December 2015, 3,365 licensed public and private foster homes were available to serve 4,773 youth in Out-of-Home Placement.

Characteristics of Children Needing Foster and Adoptive Homes

Further evaluation of the composition of youth in Out-of-Home Placement in Maryland public resource homes was generated to guide the development of the state recruitment and retention plan. Maryland will seek to include the number of children needing placement vs the number of resource parents to ensure that the data trends are accurate.

Children of Color

Across Maryland 310 (16%) of foster youth in public resource homes are ages 14-21. 62% (220) are African American, 31% (80) White, 6% (10) are of Hispanic ethnicity and 6% (10) identify as other. Three of the 24 LDSS have at least 1% of youth who identify as Native American. Out of Maryland's 24 LDSS, there are 3 jurisdictions that have a higher number and percentage of African American children ages 14-21 (Baltimore City (135 or 96%), Prince Georges (30 or 73%), and Montgomery County (17 or 59%). Based on data derived from MD CHESSIE, Maryland does not have a large number (18) of Hispanic youth in care across the state but there are specific counties that have been identified. DHR will work on targeted recruitment efforts specifically designed for these counties. Montgomery and Prince George's Counties will also work on increasing the number of Hispanic resource homes since they currently have the highest

number of Hispanic children in care. Maryland will also seek to identify those Hispanic speaking resource parents and compare the data trends.

Social Services Administration Percent of Race for Age Group 14-21			
Jurisdiction	Black/ African-American	White/ Caucasian	Other
Allegany	0%	100%	0%
Anne Arundel	40%	60%	0%
Baltimore City	96%	4%	1%
Baltimore County	24%	67%	10%
Calvert	67%	33%	0%
Caroline	0%	100%	0%
Carroll	33%	67%	0%
Cecil	60%	40%	0%
Charles	100%	0%	0%
Dorchester	0%	100%	0%
Frederick	40%	60%	0%
Garrett	0%	100%	0%
Harford	75%	25%	0%
Howard	0%	100%	0%
Kent			
Montgomery	59%	31%	10%
Prince George's	73%	17%	10%
Queen Anne's			
Somerset			
St. Mary's	100%	0%	0%
Talbot			
Washington	36%	64%	0%
Wicomico	50%	50%	0%
Worcester	0%	100%	0%
Subgroup Total	71%	26%	3%

Hispanic Ethnicity			
Jurisdiction	Formal Kinship Care	Regular Foster Care	TFC Public
Baltimore City	0%	100%	0%
Baltimore County	0%	100%	0%
Harford	0%	100%	0%
Howard	0%	100%	0%
Montgomery	14%	57%	29%
Prince Georges	50%	50%	0%
Statewide % of Resource Homes Population	22%	67%	11%

LGBTQ Youth and Victims of Sex Trafficking

The Department of Human Resources will ensure that each LDSS is sensitive to the needs of LGBTQ youth as well as ensure that recruitment strategies are targeted toward this population. The MD CHESSIE system does not track data on these populations however LDSS have reported a need for resources for this population. The LDSS child welfare worker, resource parents, and the state youth advisory board have expressed concern for this population. LGBTQ youth in care have informed the state that there are not enough resource parents available and not enough parents who understand their individual needs.

The state has special training offered through the University Of Maryland School Of Social Work for resource parents to ensure that licensed parents are educated and sensitive to the needs of LGBTQ youth in care. The Department of Human Resources will ensure that LDSS continue to ensure that these youth have a safe place and do not feel stigmatized for being in care. LDSS should attend LGBTQ community events and partner with those communities to ensure that the need for resource parents is received.

The state continues to work with federal partners and are sensitive to the needs of youth who have been victims of sex trafficking. The state will ensure that local departments are recruiting resource parents who are knowledgeable about sex trafficking and are able to provide protection to those youth in care.

Legally Free Children

Maryland has 321 children ages 14-21 that are legally free in which three of the counties have the highest representation (Baltimore City 38%, Baltimore County 20%, and Montgomery 10%). DHR will ensure that efforts are made to ensure that these children are on Adopt-Us-Kids and listed as legally free as well as work with the LDSS to ensure that they are recruiting for homes that are interested in older youth. Maryland currently has a strong mechanism for ensuring that legally free children are placed on the Adopt-US-Kids website and the DHR has a page on the website as well. Child welfare workers have been directed to ensure that legally free children are placed on the website as part of their concurrent permanency planning. DHR currently has 321 legally free older youth in Maryland and current efforts are being made to ensure that LDSS's partner with one another to ensure that children remain in Maryland and are adopted by Maryland resource families. DHR seeks to collect data on how this process works and demonstrate the data trends. Many of the LDSS current resource providers have decided to adopt youth placed in their care. Maryland's first priority is to facilitate the adoption process and make diligent efforts towards ensuring that children can make their current resource home their forever home. DHR will also provide technical assistance to the LDSS to ensure that there is a retention network or support group (While-U-Wait) of resource parents interested in adopting. The SSA resource home unit will be reaching out to each LDSS to discuss what their current support group process is and make recommendations for improvements and provide feedback.

Social Services Administration: Child Welfare Placements Legally Free by Age and Jurisdiction
Age 14 to 20 as of 12/31/2015

Jurisdiction	Number of Youth	% of Statewide Total	Age						
			14	15	16	17	18	19	20
Allegany	3	1%	0%	0%	0%	0%	33%	33%	33%
Anne Arundel	5	2%	40%	40%	20%	0%	0%	0%	0%
Baltimore City	122	38%	6%	6%	17%	11%	17%	19%	24%
Baltimore County	37	12%	5%	14%	22%	16%	19%	11%	14%
Calvert	6	2%	0%	17%	0%	33%	0%	17%	33%
Caroline	1	0%	0%	0%	0%	0%	0%	100%	0%
Carroll	1	0%	0%	0%	0%	0%	100%	0%	0%
Cecil	15	5%	20%	13%	13%	20%	7%	7%	20%
Charles	9	3%	11%	22%	0%	44%	11%	0%	11%
Dorchester	1	0%	100%	0%	0%	0%	0%	0%	0%
Frederick	10	3%	0%	10%	10%	30%	20%	20%	10%
Garrett	3	1%	0%	33%	0%	0%	33%	33%	0%
Harford	14	4%	29%	14%	14%	7%	21%	0%	14%
Howard	4	1%	50%	0%	0%	0%	50%	0%	0%
Kent	2	1%	50%	0%	0%	0%	0%	50%	0%
Montgomery	32	10%	6%	9%	13%	19%	19%	22%	13%
Prince Georges	29	9%	3%	10%	17%	10%	10%	14%	34%
Queen Anne's	2	1%	0%	0%	100%	0%	0%	0%	0%
Somerset	2	1%	50%	0%	0%	0%	0%	0%	50%
St. Mary's	3	1%	33%	33%	0%	33%	0%	0%	0%
Talbot	4	1%	0%	0%	25%	50%	25%	0%	0%
Washington	6	2%	17%	33%	0%	17%	17%	17%	0%
Wicomico	7	2%	0%	14%	0%	14%	43%	0%	29%
Worcester	3	1%	33%	0%	0%	0%	67%	0%	0%
Statewide Totals	321	100%	9%	10%	15%	15%	17%	15%	19%

Transitional Age Youth

Maryland currently has 3,475 youth ages 0-21 in both private and public homes. 1,928 of those youth are in public resource family homes and 310 of those youth are ages 14-21. As we look at older youth, we have the following breakdown by age grouping: Age 17-22%, 16-18%, 14-16%, 15-15%, 18-11%, 19-9%, 20-8%, and 21-2%. In recruiting and retaining resource homes for this

population, Maryland will ensure that all LDSS are focusing their efforts on targeted recruitment strategies. 45% of Maryland's older youth are between the ages of 14-21, this demonstrates that there is a need for the recruitment and retention of older youth. Although Maryland has decreased its number of older youth in group homes, more retention efforts need to be developed to ensure older youth find permanency and do not linger in care. In speaking with older youth in care, DHR has learned that youth want to be placed in family homes and want to be normalized as much as possible. Our data shows that Baltimore City has the highest number of older youth in care. DHR seeks to provide technical assistance to this LDSS and assist as they redevelop their recruitment and retention unit. The goals, objectives, and strategies outlined below demonstrate how Maryland will begin to make improvements in finalizing placements for older youth in care.

Social Services Administration - Resource Homes (Public Homes) Older Youth Served - Age Group 14-21

Jurisdiction	All Resource Homes (Public and Private) Served	*Resource Homes Youth Age 0-21	Youth in Resource Homes Age 14-21	Percent of Youth in Resource Homes Served Total Age 14-21
Allegany	60	49	4	1%
Anne Arundel	100	66	10	3%
Baltimore City	1489	828	141	45%
Baltimore County	383	166	21	7%
Calvert	38	22	3	1%
Caroline	16	10	4	1%
Carroll	25	21	3	1%
Cecil	122	88	10	3%
Charles	68	47	5	2%
Dorchester	17	2	1	0%
Frederick	82	64	5	2%
Garrett	37	33	5	2%
Harford	142	81	8	3%
Howard	32	19	2	1%
Kent	4	4	0	0%
Montgomery	246	149	29	9%
Prince George's	334	112	41	13%
Jurisdiction	All Resource Homes (Public and Private) Served	*Resource Homes Youth Age 0-21	Youth in Resource Homes Age 14-21	Percent of Youth in Resource Homes Served Total Age 14-21
Queen Anne's	0	0	0	0%
Somerset	20	14	0	0%
St. Mary's	85	44	1	0%
Talbot	16	7	0	0%
Washington	111	75	14	5%
Wicomico	16	12	2	1%
Worcester	32	15	1	0%
Served Total	3475	1928	310	100%

*Resource Homes (Public Homes) includes: Adoptive/Pre-finalized, Formal Kinship Care, Regular Foster Care, Restrictive (Relative), and Treatment Foster Care Public)

Source: MD CHESSIE, Draft SSA Served Combo Report December 2015 - Run Date 01142016

Sibling Placement

Maryland’s first priority is to ensure that all siblings are placed together whenever possible. SSA seeks to ensure that siblings are placed together and begin tracking this data to see what the trends are and how can make improvements in this area. Technical assistance will be provided to local departments that demonstrate data within MD CHESSIE that there is a high rate of siblings not being placed together upon initial entry into care. Reporting data will be shared with each local department on a quarterly basis to include goals, strategies, and tasks to ensure diligent efforts are made to place siblings together.

On Average, Maryland has about 12 LDSS (6%) that have siblings placed together ages 14-21. DHR will ensure that recruitment and retention efforts are more concentrated on ensuring that more siblings within this age group are placed together through efforts such as Family Find and the recruitment of resource homes interested in this population. LDSS are required to ensure that siblings, who are not placed together, have monthly visitation, be placed in close proximity to one another and able to have daily contact by phone or email.

Social Services Administration: Placement of Older Youth and Siblings Together - Age 14-20			
October - December 2015			
Jurisdiction	Oct-15	Nov-15	Dec-15
Anne Arundel	3%	3%	3%
Baltimore City	38%	36%	39%
Baltimore County	3%	3%	3%
Calvert	3%	3%	3%
Carroll	3%	3%	3%
Charles	1%	1%	3%
Dorchester	5%	6%	6%
Garrett	1%	1%	1%
Montgomery	5%	7%	7%
Prince George's	34%	32%	28%
St. Mary's	1%	1%	1%
Washington	4%	4%	4%
Statewide Average	8%	8%	8%
Source: MD CHESSIE			

Non-Discriminatory Fee Structure

Maryland has established two separate payment mechanisms, processes, and standardizes foster care maintenance payments. This includes a standard rate set for children placed in public resource homes and children placed in private foster care agencies.

Public resource parents receive a monthly board rate for the care of the foster children which is established by DHR/DBM. Per COMAR 07.02.11.39, the board rate is to be used to provide care for the foster youth. Included in the monthly board rate are the following:

- Food (including infant formula);
- Housing;
- Utilities used by the foster youth in the home;
- Over-the-counter medication;
- Transportation (not long distances specific to foster youth) and bus pass for older youth;
- Fees required for extracurricular activities (school trips);
- Bedding (pillow, sheets, comforter);
- Gifts for special occasions (birthday and Christmas);
- Toiletry and personal care items (hair care and styling and feminine hygiene products, diapers);
- Allowance.

The following table lists the rates that public resource parents may be paid on a monthly basis, dependent on the age and needs of the child.

Maryland Department of Human Resources Foster Family Care Monthly Board Rates

	Monthly Board	Per Diem	Monthly Clothing	Total
Regular Care (Payment Category 2173, 7173)	\$775	\$27.45	\$60	\$835
o Infant through age 11	\$775	\$27.94	\$75	\$850
o Age 12 and older				
Emergency Care (Payment Category 2171, 7171) o Per Diem o Retainer		\$30		\$30
Respite Care (Payment Categories 7157 (Foster Care) and 7158 (Kinship Care))		\$30		\$30
Intermediate Care (Payment Category 2174, 7174)	\$890	\$31.23	\$60	\$950
o Infant through age 11	\$890	\$31.72	\$75	\$965
o Age 12 and older				
Treatment Foster Care (Specialized Care) (Payment Category 2175, 7175)	\$775	\$27.45	\$60	\$835
o Infant through age 11	\$775	\$27.94	\$75	\$850
o Age 12 and older				

Private foster care agencies (group providers and private treatment foster care agencies) submit an annual budget to the DHR Office of Licensing and Monitoring and the Maryland Interagency Rate Committee (IRC) which outlines the cost for all services provided for each child in the program including the cost for a clothing allowance.

Since 1999, the Maryland State Department of Education (MSDE), as the designated fiscal agent of the Children’s Cabinet Fund under the Human Services Code, Title 8, Subtitle 5, of the Annotated Code of Maryland, has administered a rate setting process for nonpublic general education schools, residential child care programs, and nonresidential child care programs. (Article – Education, § 8-417). The IRC is comprised of representatives from the Departments of Budget and Management, Education, Health and Mental Hygiene, Human Resources, Juvenile Services, and the Governor’s Office for Children. The IRC is staffed by the MSDE. The individual State Agencies that comprise the IRC retain the sole authority to license, monitor, sanction, reimburse, and audit child care programs that receive a rate through the IRC. The Agencies also independently contract for services from the programs using the rates developed by the IRC. Programs that contract with the Agencies must meet all licensing and contractual requirements of those Agencies.

The IRC maintains a process and establishes rates for over 140 nonpublic general education schools, residential child care programs, and nonresidential child care programs. Programs are grouped into one of fifteen program type categories based on the children served (age, gender, behavioral needs), the services provided, and the level of intensity of the services. Program type categories include; Alternative Living Unit, Diagnostic & Evaluation, Education, two Group Home categories grouped by intensity of services, Independent Living, Medically Fragile Group Home, Shelter, Treatment Foster Care, Medically Fragile Treatment Foster Care, Therapeutic Group Home, Treatment Foster Care Teen Mother Program, Independent Living Teen Mother Program, Miscellaneous, and Non-Residential. Program groupings are determined by the IRC based on the knowledge and expertise of the licensing Agencies.

The Department of Human Resources, Social Services Administration, under its contracts per the section entitled Consideration and Payment require that for any child placed by LDSS, the allowance for services and the maximum number of child care years (beds) of services, if any, to be paid by the Department, will be the current amount set by the Interagency Rates Committee (IRC) or Maryland State Department of Education (MSDE) Division of Special Education- Early Intervention Services Nonpublic Section. It is understood that the IRC and MSDE may make adjustments to the rate each fiscal year.

The Maryland Child and Adolescent Needs and Strengths (MD CANS) assessment tool is utilized to develop services for children and to support decision making, including the level of care and service planning in the placement resource for children. The MD CANS assessment promotes the development of individualized, strength-based, community focused, child and family driven treatment plans.

The MD CANS instrument was developed for children’s services for the following purpose:

- To support decision making, including level of care and service planning;
- To facilitate quality improvement initiatives; and
- To allow for the monitoring of outcome of services.

The MD CANS instrument assesses child functioning in major life domains, strengths, emotional and behavioral needs, and risk behavior. In addition it measures the strengths and needs of the caregiver. The MD CANS assessment is being used throughout Maryland by many different

organizations and individuals, including treatment foster care providers. The MD CANS assessment merges assessment language between a diverse service array of stakeholders and links services as identified in the assessment for better service planning.

When the LDSS staff is assessing a child for a higher level of care, the caseworker shall complete a MD CANS assessment. The assessment shall be used when determining the following: raising the foster care board rate from regular care to intermediate care and placing a child in treatment foster care (TFC), group care (RCC), or residential treatment center (RTC) care. The assessment will identify the needs of the child which will allow the caseworker to determine whether the youth requires a higher level of care.

Maryland currently does not have a fee structure as a component of the fostering/adoption process for resource parents. The home study process is free of charge; this includes any fees associated with the home study process including adoption finalization. All expenses for the home study process are covered by State funds. Resource parents are encouraged to provide "Forever Homes" for youth placed in their care and they are supported financially and provided resources by the LDSS.

Statewide Recruitment and Retention Goals

Goal 1: Increase the number of resource parents in Maryland to meet the needs of the state.		Objective 1: Recruit and retain resource families appropriate for local department children in care.		
Strategy 1: DHR will provide technical assistance to local departments to assist with recruitment and retention efforts.				
#	Action step	Person or people responsible	Start date	Complete date
1	Reach out to Baltimore City who has the highest number of children in care and highest number of African American children to provide technical assistance as needed.	SSA Resource Home Supervisor	August 2016	June 2017
2	Reach out to all local departments to ensure their racial demographic data is correct and their recruitment efforts for their population are appropriate.	LDSS Resource Home Caseworker SSA Resource Home Supervisor	July 2016	August 2016
Goal 2: Increase certification rate of eligible applicants by 20% statewide.		Objective 1: Promote timely and diligent recruitment efforts		
#	Action step	Person or people responsible	Start date	Complete date

1	Establish tracking sheet to monitor and update websites and publication/marketing materials monthly with information for LDSS Resource Home Staff, Foster Parent Ombudsman and Licensing and Monitoring.	LDSS Resource Home Worker SSA Resource Home Supervisor	July 2016	Ongoing
2	Provide adapted language publication materials based on demographic region.	LDSS Resource Home Caseworker SSA Resource Home Supervisor	July 2016	Ongoing
Strategy 2: Engage current/experienced Resource Parents in developing the intake process and attending recruitment events.				
#	Action step	Person or people responsible	Start date	Complete date
1	Identify experienced resource parents and connect them to prospective parents for support groups and peer to peer support options.	LDSS Resource Home Caseworker SSA Resource Home Supervisor	July 2016	Ongoing
2	Arrange for quarterly Resource Parent panel presentations	LDSS Resource Home Caseworker SSA Resource Home Supervisor	July 2016	Ongoing
Strategy 3: Facilitate focus groups with prospective parents to discuss barriers to willingness and completing certification.				
#	Action step	Person or people responsible	Start date	Complete date
1	Schedule focus groups at the end of each PRIDE or MAPP training session.	LDSS Resource Home Caseworker	July 2016	Ongoing
Strategy 4: Offer trainings at times and locations that are convenient to prospective families.				
#	Action step	Person or people responsible	Start date	Complete date
1	Gather and analyze demographic data on prospective parents	LDSS Resource Home Caseworker SSA Resource Home Supervisor	September 2016	Ongoing

2	Identify marketing materials to be revised	LDSS Resource Home Caseworker SSA Resource Home Supervisor	September 2016	Ongoing
---	--	---	----------------	---------

Strategy 5: Provide timely and family oriented responses to inquiries.

#	Action step	Person or people responsible	Start date	Complete date
1	Cross train foster and adoption staff with talking points on how to respond to inquiries.	LDSS Resource Home Caseworker SSA Resource Home Supervisor	September 2016	Ongoing
2	Establish standards for immediate response to inquiries.	LDSS Resource Home Caseworker SSA Resource Home Supervisor	September 2016	Ongoing
3	Document follow up calls to interested persons who have not initiated the certification process.	LDSS Resource Home Caseworker SSA Resource Home Supervisor	September, 2016	Ongoing
4	Conduct exit interviews of prospective parents that do not complete the process.	LDSS Resource Home Caseworker SSA Resource Home Supervisor	September 2016	Ongoing

Goal # 3: Children in foster homes will have greater placement stability.

Objective: Preserve willingness and strengthen the abilities of current foster parents.

Strategy 1: Enhance visibility of resources and accessibility of training and support services to foster parents.

#	Action step	Person or people responsible	Start date	Complete date
1	Provide resource parents with ongoing training calendars and send them invitations to other agency events.	LDSS Resource Home Caseworker SSA Resource Home Supervisor	July 2016	Ongoing
2	Provide resource parents with the contact information for the Foster Parent Ombudsman	LDSS Resource Home Caseworker SSA Resource	June 2016	Ongoing

		Home Supervisor		
3	Arrange for panel presentations by the State Youth Advisory Board of trainings and events	LDSS Resource Home Caseworker SSA Resource Home Supervisor State IL Coordinator	June 2016	Ongoing
Strategy 2: Implement a training protocol for foster parents and child welfare staff on cultural competence and trauma informed care.				
#	Action step	Person or people responsible	Start date	Complete date
1	Research evidenced based training resources	SSA Resource Home Supervisor Child Welfare Organizational Development & Training Program Manager OHP Program Manager	July 2016	September 2016
2	Select content and curriculums to be trained on	SSA Resource Home Supervisor Child Welfare Organizational Development & Training Program Manager OHP Program Manager	September 2016	October 2016
3	Partner with Maryland Resource Parent Association and Maryland Association of Resources for Families and Youth to facilitate an annual Resource Parent Conference	SSA Resource Home Supervisor SSA Resource Home Policy Analysts	September 2016	November 2016
4	Collaborate with Child Welfare Academy to provide supplemental and mandatory training on LGBTQ and Human Trafficking for resource parents and child	SSA Resource Home Supervisor OHP Program Manager SSA Resource Home Policy	June 2016	Ongoing

	welfare staff	Analysts		
5	Reach out to LGBTQ task force and communities to talk about recruitment and retention for LGBTQ resource parents and link to local activists and groups.	SSA Resource Home Staff	August 2016	Ongoing
Strategy 3: Host annual Resource Parent appreciation events.				
#	Action step	Person or people responsible	Start date	Complete date
1	Put together a coordination team	SSA Resource Home Supervisor	March 2016	April 2016
2	Procure budget appropriations	SSA Resource Home Supervisor	March 2016	April 2016
Strategy 4: Promote permanency and placement stability through Family Involvement Meetings & Family Finding Practices				
#	Action step	Person or people responsible	Start date	Complete date
1	Assess the current resource parent pool for potential kinship providers and/or prospective adoptive homes to develop concurrent planning families	LDSS Resource Home Caseworker SSA Resource Home Supervisor	June 2016	August 2016
2	Meet with FCP Oversight Committee to discuss on training opportunities on partnerships with foster parents, birth parents, agency staff, service providers	SSA Resource Home Supervisor SSA Resource Home Policy Analysts SSA OHP Supervisor	June 2016	December 2016
3	Hold quarterly facilitated discussions with Family Finders and FIM Trainers	SSA OHP Policy Analyst	June 2016	December 2016
Goal # 4: Increase number of resource homes by 20% to reflect the demographics of children entering foster care.		Objective: Build positive perception of foster care.		
Strategy 1: Public Awareness Campaign				
#	Action step	Person or people responsible	Start date	Complete date
1	Gather demographic data of youth in care and their	LDSS Resource Home	July 2016	December 2016

	communities of origin	Caseworker SSA Resource Home Supervisor SSA Resource Home Policy Analysts		
2	Attend community events and make presentations in targeted regions	LDSS Resource Home Caseworker SSA Resource Home Supervisor SSA Resource Home Policy Analysts	July 2016	December 2016
3	Broadcast need for foster parents through select newspaper/radio advertising in targeted regions	LDSS Resource Home Caseworker SSA Resource Home Supervisor SSA Resource Home Policy Analysts	July 2016	December 2016
4	Photo list children via adoption exchanges	LDSS Resource Home Caseworker SSA Resource Home Supervisor SSA Resource Home Policy Analysts	July 2016	December 2016
5	Ensure short film created on the recruitment and retention of older youth is accessible to local departments and used in recruitment of older youth.	SSA Resource Home Staff	July 2016	August 2016
Strategy 2: Develop public-private partnerships with Child Placement Agencies and groups representative of or that demonstrate the capacity to serve in the communities from which children come.				
#	Action step	Person or people responsible	Start date	Complete date
1	Compile list of current CPA	LDSS Resource	July 2016	July 2016

	providers in targeted communities	Home Caseworker SSA Resource Home Supervisor SSA Resource Home Policy Analysts		
2	Place topic on agenda at Mass Director Meeting, Affiliates Meeting, Family Centered Practice Oversight Committee and the Provider's Advisory Council	SSA Resource Home Supervisor	July 2016	September 2016
3	Put out an RFP for specialized foster care services	SSA Contracts Supervisor	TBD	TBD
4	Partner with the Heart Gallery		July 2016	Ongoing
5	Seek placements through inter-jurisdictional matching		July 2016	Ongoing

Resource Home Recruitment and Retention Plan Template

Local Department of Social Services: _____ **Date of Submission:** _____

Task:

The overall goal of this plan is to help each LDSS develop a comprehensive recruitment plan informed by 1) local data and 2) best practice.

The Fiscal Year plan will ask you to assess last year's plan, and gather and compare local data. This snapshot will help us to assess how the State is doing with recruitment.

Your plan will detail the activities that the recruitment team will undertake over the course of the year. Each activity will have a defined goal, perhaps potential partners, and a proposed timeline and budget. We ask that you complete a table at the bottom of this page listing your total plan cost.

Funding requests must be reviewed and need to be approved prior to allocation decisions. DHR must also plan for the cost of foster parent incentives and training, this must be included as part of the submitted plan. DHR will be carefully assessing the quarterly reports we have received from local departments outlining activities and expenses.

After completion, please email your local plan (including completed Sections I and III) to Barbara Terry (barbara.terry@maryland.gov) and copy April Edwards (april.edwards@maryland.gov) at the Social Services Administration for comment and budget approval.

Timeline:

First Draft Due:

State Comments Due:

Final Draft Due:

Targeted Strategies	Training	Co-trainer costs	Retention Strategies	Foster Parent Incentives	Total

Section I: What Do We Know?

Last year, we concentrated on funding targeted and child-specific recruitment strategies for older children, sibling groups as well as training and retention of the foster parents who had children in their homes.

How did you do? Using those numbers, please analyze your recruitment efforts and outcomes:

1. How many new resource parents did your LDSS approve last fiscal year ?
 2. How many of those new resource parents have had foster children placed in their homes?
 3. Did you approve new minority resource parents last year? _____ How many? _____ From which minority groups?
 4. How many of those new resource parents will accept teens in their homes?
 5. How many of those new resource parents have had teens placed in their homes?
 6. Did your LDSS offer any training specific to teens for foster parents?
 7. Did your plan help your LDSS to reach/approve the potential resource parents whom you identified that you needed?
 8. Which strategies from last year's plan worked well?
 9. Which strategies from last year's plan did not work, if any?
 10. Did you approve resource parents who only wish to serve children under 10? _____ If so, how many? _____
 11. Did you approve any homes which you received as a referral from AdoptUSKids? _____ How many? _____
 12. Have you been asked by approved resource parents to send their home studies to other states as an application through Adopt US Kids? _____ If so, how many resource homes have requested this service? _____
-

13. Has your jurisdiction done child-specific recruitment? _____ For how many children? _____

14. Was child-specific recruitment successful in finding a long-term resource? _____ For how many children? _____

Are there any new trends based on this data?

In funding this fiscal year plans, DHR will continue to focus our recruitment efforts on locating resources for older children and sibling groups. In addition, we will now begin to focus our efforts on recruiting bilingual resource homes and providers who have a shared interest in children with special needs. Using last year's figures, please complete these charts once more.

Please indicate the number of current Resource Parents who will accept children in these categories:

Fiscal Year	0-5	6-12	13-17	18+	Sibling groups	Special Needs	Bilingual Home
July 2014							
July 2015							
July 2016							

Please indicate the number of Resource Parents your local department believes are needed in your jurisdiction in each of the identified categories:

Fiscal Year	0-5	6-12	13-17	18+	Sibling groups	Special Needs	Bilingual Home
July 2014							
July 2015							
July 2016							

Section II: Recruitment Plan

This year, as last, DHR will continue to concentrate on funding targeted and child-specific recruitment strategies for older children, sibling groups and disabled children, as well as training and retention of the foster parents who have children in their homes.

Please fill out the chart at the bottom of page one of this plan with a dollar amount which represents your request for funding for this Fiscal Year in each of the following categories:

Targeted Recruitment for Older Children, Teenagers, Special Needs, and Bilingual speaking Resource Homes.
Please list your strategies.

Retention

Please list your projected retention strategies for this Fiscal Year.

Training

Please list your projected expenses for in-service training for foster parents, for PRIDE training, and for payments to any PRIDE co-trainer.

Foster Parent Incentives

If you have paid the first half of foster parent incentives last fiscal year, please list the costs of the second half, which is to be paid in this fiscal year, as well as any further foster parent incentives which you project will be earned by foster parents in your jurisdiction during this fiscal year.

Unusual Expenses and Circumstances

Please outline anything unusual which your local department has had to deal with which should be taken into consideration.

Section III: Local Recruitment Plan

In this section, you will outline the recruitment plan that will guide your jurisdiction's recruitment activities over the next year. Please fill out the entire row for each activity. (The following represents the breakdown of Recruitment Goals=60%Targeted, 15%General and 25% Child-Specific).

Activity Type (targeted recruitment strategy, training,)	Activity What is the event?	Activity Goal What is the purpose of the event?	Partners Who can you work with to make event a success?	Timeline When/how often will event take place?	Budget How much will event cost? For what?

Recruitment and Retention Plan Quarterly Report

Name of Local Jurisdiction: _____

Date	Budget Codes		Activities
	304.85 (Rec. and Ret.)	304.81 (Training)	
July			
Aug-14			
Sep-14			
Oct-14			
Nov-14			
Dec-14			
Jan-15			
Feb-15			
Mar-15			
Apr-15			
May-15			
Jun-15			
Totals			

C. Closed Homes

B. Foster Parent Incentive Bonus		Foster Parent(s)	Reason for Closure*	Closure Date
Initial Incentive	Final Incentive	(example) Jane Doe	provider requested case close	9/1/2009
Jul-14				
Aug-14				
Sep-14				
Oct-14				
Nov-14				
Dec-14				
Jan-15				
Feb-15				
Mar-15				
Apr-15				
May-15				
Jun-15				
Totals				