Resources on:

Individualized and Targeted Recruitment for
Adoption

Last updated: March 25, 2003

The Adoption and Safe Families Act of 1997 (ASFA), by creating mandated time limits for instituting termination of parental rights actions and providing financial incentives for states to increase the number of children adopted, has had significant impact – 51,000 children were adopted from the foster care system in fiscal year 2000, an increase of almost 65% over the 31,000 adopted in fiscal year 1997 (DHHS, 2002a). While that has been wonderful for the children who now have permanent families, one of the consequences is that the children who are left in foster care are, and will continue to be, harder and harder to place.

In FY '97, 60% of waiting children had been in continuous foster care for two years or more; by FY '00 that had risen to 69% and the number of such children rose from 65,000 to 90,000 (DHHS, 2000, 2002b). These children are, for the most part, members of "special needs" populations, including those with emotional or physical disorders, children older than six, children of color, and members of sibling groups. According to the Government Accounting Office (2002), children adopted from foster care and those who are waiting are similar when looked at by gender and race; the major difference between the two groups is in age. Eighty-two percent of children adopted from foster care in FY '00 were under the age of eleven, but these children represent only 53% of the children in care (DHHS, 2002b). Clearly, older children are not being adopted at the same rate as those who are younger.

In addition, not all children who might be considered "waiting" for adoption are counted. Some states do not move to terminate parental rights in a variety of situations, such as:
- those in which children are not considered to be realistic candidates for adoption (usually adolescents and children with serious emotional or behavioral problems);
- jurisdictions in which courts are not willing to terminate parental rights unless a potential adoptive family is identified;
- cases in which adolescents have "permanent plans" of either independent living or long-term foster care (GAO, 2002).

Over 80% of children adopted from the foster care system in FY '00 were adopted by their foster parents or by relatives. Only 9,326 of the 51,000 children adopted joined families that did not have a prior relationship with them. Dodson (1998) indicates that there is no national data on the characteristics of prospective adoptive parents who are seeking or waiting for children, nor is that

information available on the children they are looking for. However, we do know that those who adopt, most often foster parents adopting children in their care, include single parents, members of minority groups, and parents who are older, low- to middle-income, and already parents of other children (Dodson, 1998).

A study of the longest-waiting children in New York State (Avery, 1999) found that caseworker attitudes and practices may play a significant role in the failure to find permanent placements for some children. Forty-one percent of caseworkers responded "no" and 26% responded "maybe" when asked "Do you think this child is ultimately adoptable?" Avery concludes from this that "their skepticism appears to be translated into reduced recruitment efforts on behalf of the child." Furthermore, over one-third of caseworkers indicated that they believed some types of placements (gay/lesbian, transracial, or single-parent) were inappropriate; presumably these workers would not be actively recruiting parents in these categories. For 70% of the children in the study, none of seven identified standard recruitment tools (newspapers and other print media, television, radio, The CAP Book, National Adoption Exchange and Faces of Adoption, Specialized Agency, and Other, such as special events and local/regional exchanges) were used.

It is essential that agencies start doing a better job of recruiting those families who are willing and able to take those children who remain in the system. Since these children are rarely infants or toddlers and almost always have special needs, reaching out to families who can respond is becoming a matter of targeting recruitment efforts.

Efforts at recruiting new adoptive families can be categorized in the same way Barbell and Sheikh (2000) divide foster parent recruitment:
- general recruitment, which uses general messages such as "help a child" or "change a life;"
- child-specific recruitment, which may be aimed at relatives or other individuals who already know a child, or by using the media to describe a specific child; and
- targeted recruitment, which "focuses on the specific groups of children and teens in need of families and tries to match them with the pool of available families" or on "specific skills needed to meet the needs of certain children."

One agency's experience points toward a lack of success generated by general recruitment efforts. South Carolina's Children Unlimited, a private agency, historically used child-specific recruitment to place children with special needs, including legal risk placements and adolescents. They worked directly with the children, getting to know them in order to best present their needs using several television stations and a state-wide newspaper. Changes in their contract with the state now restrict their activities to general recruitment campaigns and using the state photolisting service, without individual contact with children needing families. The results: Over the past five years they have seen the percent of placements resulting from intakes drop from 5% to 1%, and the number of adoptions is down from 24 a year to only four (L. Eisele, personal communication, December 13, 2002). AFCARS data for the state shows that, although the number of adoptions of children with child welfare agency involvement increased from 231 in FY '95 to 465 in FY '98, there were decreases in the following two years, with only 378 adoptions in FY '00 (DHHS, 2002a).

In this paper, we will look at some child-specific and targeted recruitment efforts that have achieved results.

Child-specific Recruitment Campaigns

The Department of Health and Human Services (2001) suggests that characteristics of individual waiting children should be "clearly described" and include the following elements:
- age
- gender
- membership in a sibling group
- special developmental, behavioral or medical needs
- child's attitudes, habits, and daily routines.

The North American Council on Adoptable Children provides further guidance, offering tips for what to include – and leave out – of child-specific publicity, including descriptive words, tips for photography, and questions to help determine the child's interests (NACAC, 2000).

Descriptions of waiting children can be made available in different formats.

Some agencies maintain a **photolisting book**. While a glossy, bound, professional-looking book may seem impressive at first glance, it may not be the most effective way to present children. It must also be:
- *Current* – listings should reflect the child's current age, grade, interests, etc. Photographs should be recent. Listings should be updated at least annually. Once children are placed, their listings should be removed.
- *Portable* – A large, expensive bound book may not be the best choice for transporting to events in different locations.
- *Reproducible* – Individual sheets can be photocopied and distributed in numerous ways.
- *Flexible* – A large, bound book might contain listings for many children inappropriate to a given recruitment setting. Keeping listings in a loose-leaf format permits recruiters to select categories of children to present to a family or bring to a targeted event.
- *Clear about the child's membership in a sibling group* - Sibling groups should be presented together, not as individual listings.

Internet listings are becoming increasingly popular. They can be very small sites produced by individual agencies, regional sites representing several states, or national listings containing thousands of children. The Children's Bureau supports AdoptUSKids (http://www.adoptuskids.org), which allows families to search for available children. Internet listings should be:
- *Current*
- *Easy to navigate*
- *Searchable* – sites containing more than a few children should allow families to designate what types of children they are looking for.
- *Professional* – amateurish sites often incorporate distracting or unattractive design elements such as blinking words, mixed or unusual fonts, multiple-colored fonts, and tables or frames that don't function properly in all standard browsers.

Print campaigns appear in newspapers, usually once a week and often under a name such as "Wednesday's Child." Each week a child or sibling group is presented; a photograph and a paragraph or two of information is given along with a number to call for more information. Children Unlimited reports that 22% of inquiries and 10% of completed adoptions over a nine-year period came from such child-specific print media campaigns (L. Eisele, personal

communication, December 13, 2002). Suggestions for encouraging media to participate in such campaigns from E. Ortiz (personal communication, November 18, 2001. Message posted to fosteradoptrecruiters electronic mailing list) include the following:

- Send a press kit that includes a fact sheet and press release about your agency, a sample campaign item (photograph and profile) and a letter to the features editor or the editor of the section most appropriate for the column.
- Follow up with a phone call.
- Pitch your idea – for example, a front-page feature profiling a child, a foster family and a successful adoption that leads to announcing the regular column.
- Meet with the reporter you'll be working with.
- Be to make their deadlines so the column is not a burden for them.

Televised appeals on local stations present children or sibling groups waiting for permanent families. They are similar to the print campaigns described above, and often use the same type of name (e.g., "Saturday's Child"). Experienced recruiters offered the following tips and information about such campaigns (D. Fashion, 2001, October 30; J. Preisler, 2001, December 18; P. DeMotte, 2001, December 19. Messages posted to fosteradoptrecruiters electronic mailing list):

- Meet with the news director and community relations/sales director. Get them to look at it as a community service.
- Try to find a sponsor already willing to underwrite the cost.
- Be prepared to describe how this will work - who coordinates with the station (contact person); how the children are selected; which day of the week/time you propose taping; what phone number will be provided for intake; how many tapings can be done at one time.
- News directors want to know outcomes – how many calls are being generated and how many children have been placed or families identified for them.
- One of the hurdles to overcome is the significant commitment from the television station for the anchor's time and the production costs.
- The most challenging aspect of the program is the last minute taping cancellations (child is sick, changed his/her mind, conflict in schedule). This is one area where good relationships with social workers across the state can really help.
- We have found that a 20-hour per week staff member is needed to coordinate the program.
- We send confirmations/directions to social workers, monitor the station's websites for needed updates, and send the social worker satisfaction survey's to help continually improve the program and ensure that it is a positive experience for the children.
- We set up and coordinate the tapings. The state public welfare agency has a person on staff who travels to the children and actually tapes the segments rather than depending on the TV stations to do it. That probably works better in the long run since you are not asking as much of the station, and the tapes can be shared.

The success of televised campaigns seems to vary. Children Unlimited (L. Eisele, personal communication, December 13, 2002) reports that 24% of its inquiries but only 3% of its completed adoptions over a nine-year period resulted from television campaigns. This is a lower percentage of adoptions than through its print media efforts. P. DeMotte (2001, December 19, personal communication. Message posted to fosteradoptrecruiters electronic mailing list) reported, "We find that we get a good number of calls to our

hotline, especially when younger children are shown, but when we look at the reverse data - how the families who follow through got to us initially - there is a low number from TV in general including these segments. In my experience, they are the most successful for maybe a year or two before interest starts to wane." A study of a larger, multi-city effort follows.

Wednesday's Child: Televised Segments in Four Cities

The Evan B. Donaldson Adoption Institute (2000) conducted an analysis of outcomes of televised child-specific recruitment efforts in four cities (Washington, D.C., New York City, Chicago, and Los Angeles) for the Freddie Mac Foundation. The children featured were often among the groups for which it is hardest to find adoptive families: African-American children, boys, children over the age of nine, and sibling groups. Results varied from city to city, but some overall numbers are instructive:

- During the 18 months of the study, 182 segments were aired featuring 232 children, and 3,673 inquiries were received (average of 20.2 inquiries per segment).
- About 31% of the inquiries were for information on the featured children; the remainder were on adoption in general.
- The number of inquiries per segment declined over the time of the study.
- Outcome data is available for 212 of the featured children:
  - 3 children (1%) were adopted by the end of the data collection period
  - 35 children (17%) were in adoptive placements awaiting finalization
  - 55 children 26% had a possible family identified

In contrast to the over 80% of children adopted out of foster care for whom foster parents become adoptive parents, these televised segments resulted in adoptions by a higher percent of families who had no prior experience with the child. While 24% were adopted by their foster parents, 38% of actual or possible families responded to the Wednesday's Child programs. Interestingly, not all responded to segments about the child they eventually adopted or were considering adopting. For more information on the Wednesday's Child Program, see the Freddie Mac Foundation website at http://www.freddiemacfoundation.org/core/ourwork/html/founwedn.htm

Photographs in New Mexico

Most agencies are familiar with campaigns that seek homes for specific children by using photo-listing books, newspaper items, and television spots such as Wednesday's Child. New Mexico has taken this to another level. For the past two years, they have run the Heart Gallery campaign, bringing photographs taken by some forty professional photographers to art gallery locations throughout the state. Media has taken an interest in this story, and the Heart Gallery has been featured in CameraArts magazine, an Associated Press story, and a local television station. Businesses and individuals subsidized the 2001 gallery, donating over $80,000 worth of goods and services, in addition to the services of the photographers themselves. Over three dozen families or individuals started licensing as a direct result of the Heart Gallery exhibits, and most are still active in the process. One photographer adopted the subject of her portrait, and another will be doing so. The Department of Children, Youth & Families repeated this campaign in 2002 and was featured on the CBS adoption special "A Home for the Holidays." The Department has consulted with several other agencies who are interested in holding their own Heart Galleries.
For more information: http://www.cyfd.org/heartgallery.html. Also see Granito (2002).

Video Conferencing in Georgia

Georgia uses a variety of activities to conduct child-specific recruitment, including newsletters, television, photolistings, and the Internet. In addition, they conduct Video Conference Matching

Meetings every other month. About 22 available children come to a host site, which is rotated across the state. Interested families attend at eight different locations. Waiting children are introduced to families across the state through interactive television. As of May, 2001, 177 children were presented and 329 families attended. Interest was expressed in 112 of the 177 children presented and over 35% of them have permanent resources identified. See Georgia's Child and Family Services Federal Review and Evaluation, Statewide Assessment: May 2001 at http://www.childwelfare.net/cfsreview/swa/

For a description of videoconferencing used in North Carolina, see Lumpe (1999).

Individualized Preparation of Teens
Virginia Sturgeon, a successful adoption specialist, made the following points at the Stuart Foundation Convening on Permanence for Older Children and Adolescents (Stuart Foundation, 2002):
- Barriers to adoption include agencies and workers who don't believe in an adolescent's adoptability.
- Adoption workers need a greater understanding of the developmental process that may lead youth in foster care to desire adoption into a family at the age when most young people are expected to want to be separating themselves from their families.
- Adolescents must be prepared for adoption.
- Adolescents should be given control over the content of their listings and some measure of control over the recruitment and selection process.

The value of investing the time and effort to get to know each child individually is reflected in the experience of coordinators/2, a program in Virginia that focused on children over ten, sibling groups of three to five, and children with medical and mental health issues. This agency was able to place 88% of 155 children with the goal of adoption under a three-year grant with the Richmond Department of Social Services. Their success, as reported in Stuart Foundation (2002), was attributed to:
- establishing a relationship with each child
- assessment, preparation, pre-placement, placement, and post-placement services; and
- focusing on permanency resources already in the child's life.

Involving Youth in the Process
The North Carolina Department of Health and Human Services (n.d.) includes the following tip for youth-specific adoption recruitment for teenagers:

> All teens in foster care have some emotional attachments to others in order to have survived. They have created their own "families." These "families" may consist of friends, parents of friends, current and/or former foster parents, teachers, coaches, cottage parents, maintenance staff, relatives, older siblings or friends who are now adults, neighbors, church members, Guardians ad Litem, social workers, employers, counselors, etc.. We need to ask these youth to help us to explore these connections….There are often more than a dozen people currently in the youth's life circle that could be approached about offering a home to the youth. (Chapter IV, Section 1201)

When involved in the process of identifying permanency resources, youth are often able to provide the information agencies need to find successful placements. The Massachusetts Families for Kids

program, at Children's Services of Roxbury (n.d.), uses "permanency mediation," a process that incorporates the principles of concurrent planning, family group decision-making and mediation, to find permanent homes. Youth were asked questions such as "Who likes you, praises you, compliments you?" and "Who is important in your life?" Of 24 teenagers involved in a year-long project, lifelong connections to caring adults were identified from the teens' network of relationships for 75%. The agency was able to recruit families for the remaining youth through local churches. While the goal of the project was the establishment of a relationship, 25% of the youth were adopted (Stuart Foundation, 2002.)

Permanency for Teens
Iowa's Permanency for Teens Project was a three-year demonstration project seeking to achieve permanency, reconceptualized to include "a broad range of options—including connections with family and important adults in their lives, and long-term foster care—that meet the child's needs for life-long, meaningful connections to significant others" (Landsman, Malone, Tyler, Black, and Groza, 1999). The program made use of permanency "teams" that consisted of the youth, caseworker, and significant adults in the teen's life such as kin, former foster parents, therapists/counselors, and others. Outcomes were mixed: Of the 26 teens involved, 3 were adopted, 2 were in pre-adoptive homes, 2 were in kinship care placement, 7 were in foster families, 5 were living on their own, 1 was in a supported independent living community, one turned 18 and was living with his biological mother. The remaining youths had less successful outcomes, including residential care, group care, a juvenile home, and jail. However, the authors of the study identified 12 lessons learned that are instructive to anyone seeking to achieve permanency for adolescents (Landsman et al., 1999, pp 19-21):

1. We must make permanency a priority for all children, older children included.

2. Termination of parental rights alone does not guarantee permanency for children; concurrent planning for multiple permanency options is absolutely essential.

3. Family connections endure regardless of legal actions. Building on family strengths and making optimal use of positive connections is an important part of permanency planning.

4. We need to involve and empower youth and significant others as key participants in the permanency planning process.

5. A concurrent planning process can be developed to establish multiple permanency options for adolescents.

6. Efforts to achieve permanency must be supported through flexible and sufficient funding.

7. Effective recruitment of permanent families should occur at two levels: general recruitment and child specific recruitment.

8. Staffing issues within public and private child welfare agencies have an impact on permanency planning.

9. Legal systems need to expand options for permanency, particularly for older youth.

10. Older youth in need of permanency bring both resilience and challenges. Services need to recognize both, engaging the youth in building realistic plans for the future.

11. We must monitor outcomes carefully at the case level and agency level, improving the capacity of management information systems to track progress toward permanency.

12. Permanency must be understood as a complex phenomenon, not simply as a legal status or placement category.

Preparing Teens for Permanency

For efforts aimed at achieving permanency for adolescents to be effective, the child welfare professionals who work with them must understand the issues involved and believe that permanency can be achieved. In addition, it takes preparation for youth who have been in the system for a length of time to be ready to accept the idea of living in a family. Robert G. Lewis offers a series of products that seek to achieve these aims. They include *Adolescents and Families for Life: A Toolkit for Supervisors* and *The Family Bound Program, A Toolkit for Preparing Teens for Permanent Family Connections*. For information about these and related products, contact:

Robert G. Lewis
4 Mayflower Lane
Gloucester, MA 01930-4321
Phone: 978-281-8919
Email: rglewis@highpopples.com
Website: http://www.rglewis.com/

Targeted Recruitment Efforts

Individualized recruitment campaigns seek families for specific, identified children and youth. Targeted efforts are more general: they seek families for categories of young people who are highly represented in the population of those who are free for adoption. These campaigns require an analysis of both the children needing families and the families who are most likely to adopt them. The Annie E. Casey Foundation (n.d., pp. 14-16) offers an excellent overview of the components of a targeted recruitment plan.

Identify Children and Youth Awaiting Permanency

We know that, overall, the majority of youth who wait the longest are older, minority, disabled, and members of sibling groups. Yet finding homes for these children does not occur at the national level reflected by these statistics; it is state and local campaigns that reach out to families who might be willing to bring these children into their lives. It becomes essential, then, that agencies analyze the data that tells them what children they are seeking to place. For example, while African-American children make up 43% of the total waiting population nationally, in Indiana 99% of the waiting children are Hispanic (USDHHS, 2002b, 2002c); in one county in Iowa, Native American youth accounted for 2.8% of the child population, but 17% of termination of parental rights cases (Rood, 2003). The age distribution of children waiting nationally is (USDHHS, 2002b):

younger than 1	3%
1-5	33%
6-10	34%
11-15	26%
16-18	4%

Some states have dramatically different pictures: in Hawaii, 11% of waiting children are 16 or older; in Montana, 43.5% are 11 and older; in Massachusetts 41.2% are 6-10 and only 16.8% are 11 or older; in California 55.8% are under 6 and 14.1% are 11 or older (USDHHS, 2002c).

Agencies who wish to find permanent families for their waiting children need to collect and analyze data that tells them who the children and youth are by race/ethnicity, age, mental, physical, emotional or behavioral challenges, and membership in sibling groups. The Children's Bureau (USDHHS, n.d., Agency Recruitment Initiatives section, ¶1) suggests that

> …recruiters must clearly be aware of the type of children who are in need of foster and adoptive families and the families are who are likely to foster and adopt in order to focus recruitment efforts. This means that recruitment must be an integral part of the entire out of home care program. Only in this way is it possible to adapt recruitment efforts in a timely fashion to any changes in the population of children needing services. If there are now younger children entering care, the recruitment program and materials will have to reflect these children.

Identify Families Likely to Adopt
It is also essential to understand what types of families are most apt to adopt children in these different categories.

> Historically the middle class, college educated, two parent family has been held out as the ideal family. Research now has begun to confirm what practitioners have known for years. Families with modest incomes, lower educational levels or where there is only one parent are doing fine as foster and adoptive parents (USDHHS, n.d., Agency recruitment initiatives section, ¶1)

Davis (2000) suggests that recruiters

> Assess the characteristics of past successful adopters or foster families, and target recruitment efforts in the communities in which similar families live, work and play. For children with disabilities, consider the families and employees at schools with special education programs, health care facilities of every kind, recreational programs designed for people with and without special needs, residential and religious settings, institutions and group homes (p. 7).

Agosti (2002, pp. 2-7) and Barbell and Sheikh (2000, pp. 6-13) offer tips and tools for assessing agency needs, including determining the current populations of children in need of homes and families willing to provide them.

Craft and Deliver Messages to Families Likely to Adopt
Generalized recruitment efforts tend to use messages such as "adopt a child" or "provide a loving home." Targeted campaigns focus more specifically on the needs of the population of children who are waiting. Messages that clearly identify children in need of families as those with physical, cognitive or emotional special needs, teenagers, sibling groups, or members of minority groups are more likely to speak directly to the people who might respond to them. Targeted campaigns may also present statistical information, such as the number of adolescents waiting for families in a given county or state.

To deliver the message to the targeted population, the agency must select appropriate messengers. This might involve careful selection of the media used to broadcast appeals, such as Spanish-language radio and television shows where waiting children are Latino, or newspapers or magazines read by the individuals you previously determined to be most likely to adopt. The appropriate

messengers may be individuals, such as ministers in African-American churches. The *One Church, One Child* campaign, started in 1980 in Chicago, is now operating in at least 30 states and, according to the Illinois Department of Children and Family Services (2001), has found adoptive families for more than 60,000 Black and biracial children, using churches to reach out to prospective parents. The campaign challenges primarily African-American churches to recruit at least one family from each congregation to adopt one child. Congregations are encouraged to provide support to families who do adopt. For more information, contact:

One Church One Child Program
Department of Children & Family Services
1911 South Indiana Avenue
Chicago, IL 60616
Phone: 773-328-2321
Toll-free: 877-490-8648
Email: ahudson@mail.state.il.us

Families who have already adopted may be some of the most effective messengers an agency can find. They are, by definition, the type of family willing to adopt the children who are waiting. Further, they are likely to have connections in the community with other families like themselves. A campaign in which foster parents were employed as recruiters, and which could easily be adapted to adoption recruitment, is described in Smith and Gutheil (1988).

Strategic Recruitment
The Center for Support of Families uses a lifestyle segmentation marketing tool to help agencies target families who are most likely to respond to recruitment campaigns. Beginning with a sampling of current client families such as those who have adopted the types of children the agency is seeking to place, the tool identifies the geographic areas in which prospective adoptive families are likely to live. It also helps agencies design and deliver recruitment messages based on consumer, behavioral, and lifestyle data. In one pilot conducted by the Georgia Department of Human Resources in a small county, Strategic Recruitment resulted in a four-fold increase in average monthly inquiries, 30 families certified to adopt, and 13 additional families scheduled to receive adoption training. For more information, contact:

Jim Coursey, Associate
Center for the Support of Families
32 Wilderness Trail
Candler, NC 28715
Phone: 828-6700-6015
Email: jcoursey@csfmail.org

RESULTS
Another firm using the same marketing package is hoping to build a national database of recruitment information by using input from agencies throughout the country. They are currently seeking agencies interested in participating in the effort. For more information, contact:

Mary Brooks
RESULTS
36 N. Highland Ave.
Akron, OH 44303
Phone: 330-434-4713
Fax: 330-535-9164
Email: marybrooks@juno.com

Regional Targeted Recruitment Plans in Utah

In 1999, Utah legislatively created a state-funded foundation for the purpose of recruiting, training, and retaining resource families. Recruitment has become data-driven and community specific, focusing on age groups and ethnicity. Excerpts from regional and neighborhood plans, displaying the specificity and data-based needs assessment used, are described by Lutz (2002, pp. 27-30). The Foundation can point to the recruitment and training of 512 new resource families in fiscal year 2002 as evidence of the success of this campaign (Utah Foster Care Foundation, 2002).

Conclusion

The experience of the CNC has been that the recruitment of resource families is a burning issue for public and private agencies throughout the country. Documents pertaining to recruitment published on our website are consistently among the most visited and downloaded pages we present. Inquiries to our staff and through our listserv reflect the interest recruiters have in learning about initiatives conducted in other jurisdictions and about new ways to recruit families in their own.

We have also learned that there is no one magical technique that will solve any agency's recruitment difficulties. Finding families who are willing to parent the special needs children waiting in foster care is a difficult, time-consuming, and challenging task. Agencies must be willing to invest time and money to locate families who might be willing to accept the task, and additional resources to convince them to continue, train them, match them with appropriate children, and support them after placements are made to ensure that disruptions do not occur.

However, this work is really not rocket science. Agencies large and small, public and private, have used many techniques that do work, as well as more that do not. What we present here is a sampling of recruitment campaign components that have shown promise or actual results. We also supply a number of resources in the list below, and three websites that offer extensive information about recruitment. We challenge all agencies to improve their own recruitment efforts in order to decrease the number of children waiting for permanent homes.

References

Agosti, J. (2002). *Partners: Working with the business community to recruit resource families*. Washington, DC: Casey Family Programs National Center for Resource Family Support. Available: http://www.casey.org/cnc/recruitment/partners.htm

Annie E. Casey Foundation. (n.d.). Recruitment, training, and support: The essential tools of foster care. *Family to Family: Tools for Rebuilding Foster Care*. Baltimore, MD: Author. Available: http://www.aecf.org/initiatives/familytofamily/tools.htm

Avery, R. (1999). New York State's longest waiting children 1998: A study of New York State children in need of adoptive families. Brooklyn, NY: Adoption Action Network. Also available: http://www.nysccc.org/longestwaiting.htm

Barbell, K. & Sheikh, L. (2000). *A community outreach handbook for recruiting foster parents*. Washington, DC: Child Welfare League of America. Also available http://www.casey.org/cnc/recruitment/community_outreach_handbook.htm

Children's Services of Roxbury, Inc. (n.d.). *Permanency mediation*. [Online].
http://www.csrox.org/mediation.html

Davis, S.I. (2000, Fall/Winter). Recruitment: A "tool" for permanency. *Permanency Planning Today, 1(2)*, 5-8. Available: http://www.hunter.cuny.edu/socwork/nrcfcpp/newsletters.html

Dodson, D. (1998). *Finding families for waiting kids: The challenge of special needs adoption in the 90's and beyond.* Background briefing report and highlights of a seminar held May 15, 1998. Madison, WI: Policy Institute for Family Impact Seminars. Also available: http://www.uwex.edu/ces/familyimpact/natlbr.htm

Evan B. Donaldson Adoption Institute. (2000). *Analysis of child outcomes: Wednesday's child program for the Freddie Mac Foundation*. New York: Author. Also available: http://www.adoptioninstitute.org/whowe/order_EBDpubs.html

Granito, D. (2002, Winter). New Mexico's heart gallery heightens awareness and interest. *Adoptalk,* 12-13. Available: http://www.nacac.org/newsletters/nm.html

Illinois Department of Children and Family Services. (2001, June 20). One Church One Child reaches goal for 2001. *DCFS News*. Available: http://www.state.il.us/dcfs/com_communications_pr_jun202001.shtml

Landsman, M.J., Malone, K., Tyler, M., Black, J., & Groza, V. (1999). Achieving Permanency for teens: Lessons learned from a demonstration project. *Prevention Report, 2*. [Online]. http://www.uiowa.edu/~nrcfcp/services/publication/fall1999.htm

Lumpe, L. (1999, Spring). Creating families through videoconferencing. *Adoptalk*. Available: http://www.nacac.org/newsletters/videoconferencing/videoconf.html

Lutz, L. (2002). *Recruitment and retention of resource families: The promise and the paradox.* Seattle, WA: Casey Family Programs. Available: http://www.casey.org/cnc/recruitment/recruitment_retention_resource_fam.htm

North American Council on Adoptable Children. (2000, June). Child-specific publicity. *Recruiting News*. Available http://www.nacac.org/recruiting_newsletters.html

North Carolina Department of Health and Human Services (n.d.) Children's services manual. Also available: http://info.dhhs.state.nc.us/olm/manuals/dss/

Rood, L. (2003, February 10). Unfit or unfair? *Des Moines Register*. [Online]. http://www.desmoinesregister.com/news/stories/c4780934/20451964.html

Smith, E.P., & Gutheil, R.H. (1988). Successful foster parent recruiting: A voluntary agency effort. *Child Welfare, 67(2)*, 137-146.

Stuart Foundation. (2002). *Stuart Foundation convening April 17- April 19, 2002: Permanence for older children and adolescents*. [Online]. http://www.stuartfoundation.org/convening.html

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

US Department of Health and Human Services. (2002b). *The AFCARS report: Interim estimates for fy 2000 as of August 2002*. [Online]. http://www.acf.dhhs.gov/programs/cb/publications/afcars/report7.htm

US Department of Health and Human Services. (2002c). *Child welfare outcomes 1999: Annual report*. [Online]. http://www.acf.dhhs.gov/programs/cb/publications/cwo99/index.html

US Department of Health and Human Services (2001). *Exemplary Title IV-B recruitment plan elements*. [Online]. http://www.acf.dhhs.gov/programs/cb/laws/pi/pi9523a3.htm

US Department of Health and Human Services. (2000). *Current estimates as of January 1999*. [Online]. http://www.acf.hhs.gov/programs/cb/publications/afcars/rpt0199/ar0199f.htm

US Department of Health and Human Services. (n.d.). *Necessary components of effective foster care and adoption recruitment*. [Online]. http://www.acf.dhhs.gov/programs/cb/laws/pi/pi9523a4.htm

US Government Accounting Office. (2002). *Foster care: Recent legislation helps states focus on finding permanent homes for children, but long-standing barriers remain*. (GAO-02-585). Washington, DC: Author. Also available: http://www.gao.gov/

Utah Foster Care Foundation. (2002). *FY 2002 annual report*. Available: http://www.utahfostercare.org/UFCF/about.html

Websites with extensive recruitment information

Casey Family Programs National Center for Resource Family Support
http://www.casey.org/cnc/recruitment/index.htm

National Resource Center on Foster Care and Permanency Planning
http://www.hunter.cuny.edu/socwork/nrcfcpp/info_services/recruitment-and-retention.html

The North American Council on Adoptable Children
http://www.casey.org/cnc/recruitment/index.htm