
Extreme Recruitment®

A Manual for Replication

A program of the



June 17, 2015

Dear Child Welfare Professional,

Welcome, and thank you for your interest in Extreme Recruitment®! This manual is written to help the child welfare community understand the intricacies of Extreme Recruitment®. In the next few pages you will discover not only what makes Extreme Recruitment® innovative and exciting, but also find the information necessary to prepare for replication of Extreme Recruitment®.

Extreme Recruitment finds permanent homes for children by creating a dynamic and vibrant team that constantly works together with urgency. Because the Extreme Recruitment® program is a true team effort, it lightens the work for the child welfare professional.

So what is Extreme Recruitment®? Extreme Recruitment® is a race to find permanency for youth using 12-20 weeks of intensive recruitment efforts and permanency preparation. This includes:

- Diligent searches to reconnect the youth with relatives or kin;
- General, targeted and/or child specific recruitment; and
- Examination of all areas of a child's life that impact their readiness for permanency.

The following are just a few of the Extreme Recruitment® focus points:

- Efficient and effective weekly team meetings;
- Emphasis on diligent search of family and other connections of the child; and
- Coordination of all permanency efforts at once, including preparing the child for their forever family.

Extreme Recruitment® requires a significant shift in thinking from traditional child welfare practice. We hope you find this manual informative and helpful. Please do not hesitate to contact the Foster & Adoptive Care Coalition for additional information and assistance. Together, we can give every child a place to call home.

Sincerely,

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Contents

Introduction	5
History of Extreme Recruitment®	5
Philosophies of Extreme Recruitment®	5
Program Goals.....	5
Reconnections:.....	6
Matches:	6
Extreme Recruitment® Model	7
Overview	7
Case Requirements	7
Starting a Case	7
Visual Representation of the Extreme Recruitment® Model	9
Preparing for Permanency	9
Forms of Recruitment	10
Engaging Relatives and Potential Permanency Resources	12
Speaking with Relatives/Kin of the Youth.....	12
Speaking with Other Permanency Resources	14
Team Member Involvement and Responsibilities	15
Case Loads.....	16
Youth Involvement.....	17
Investigator Involvement.....	19
Closing a Case.....	19
Common Biases & Barriers	20
Case Extensions and On-Hold Periods	22
Supervision.....	23
Tools.....	24
Extreme Recruitment® Referral	24
Extreme Recruitment® Timeline	24
Extreme Recruitment Staffing®	24
Case File Review Form	24
Supporting Documents for Permanency.....	25
Child Traits & Preference Inventory.....	25

Demographics Information	25
Weekly Action Plan	25
Genograms.....	27
Contact Log	27
Concurrent Recruitment Checklist.....	28
Family Search Checklist.....	28
Extreme Recruitment® Extension	28
On-Hold Agreement.....	28
On-Hold Justification.....	28
Roadmap to Permanency.....	28
Supports Checklist.....	29
Closing Summary.....	29
Internal Closed File Checklist	29
Youth Connections Scale.....	29
Child and Adolescent Functional Assessment Scale	30
Extreme Recruitment® Training.....	30
On-Site Training	30
Becoming Train the Trainer Trained	30
Ensuring Fidelity.....	31
Technical Assistance & Support.....	31
Extreme Recruitment® File Reviews	31
Quality Standards.....	31
Data Tracking Tools.....	31
Reporting Template	32
Trademark.....	32
Standard Statement on Extreme Recruitment®	32
Rules for Trademark Use.....	32
Extreme Recruitment® Tools Packet.....	34
Extreme Recruitment® Referral	35
Extreme Recruitment® Timeline	Error! Bookmark not defined.
Extreme Recruitment Staffing.....	37
Case File Review Form	39

Supporting Documents for Permanency.....	40
Child Traits & Preference Inventory.....	41
Demographics Information	43
Extreme Recruitment® Weekly Action Plan Template	44
Extreme Recruitment® Contact Log Template	45
Concurrent Recruitment List.....	46
Family Search Checklist.....	47
Extreme Recruitment® Extension.....	48
Extreme Recruitment® On-Hold Agreement	49
Extreme Recruitment® On-Hold Justification	50
Roadmap to Permanency.....	51
Supports Checklist.....	53
Extreme Recruitment® Closing Summary	54
Internal Closed File Checklist	56
Reporting Template	57
Appendix A: Logic Model	60
Appendix B: Messaging to Youth and Relatives.....	61
Appendix C: Sample Job Descriptions.....	62
Extreme Recruitment® Supervisor.....	62
Extreme Recruiter	63
Extreme Recruitment® Investigator.....	65

Introduction

History of Extreme Recruitment®

Silly as it may sound, Extreme Recruitment® was inspired by the television show *Extreme Makeover: Home Edition*. This program is an exciting race against time to remodel a house in just a week by coordinating hundreds of professionals and volunteers. Likewise, Extreme Recruitment® is a race to find a permanent home for a child in a fraction of the time it would normally take.

The program was founded by Melanie Scheetz, the Executive Director of the Foster & Adoptive Care Coalition, in 2008. The program started small, with only serving a handful of children initially. With experience and success, the program grew.

The Foster & Adoptive Care Coalition, in partnership with Missouri Children's Division, Children's Home Society, Saint Louis University, and the Adoption Exchange, received funding from the Adoption Opportunities Grant to continue Extreme Recruitment® in 2009. Through this grant, children were served on a random assignment basis and a control group was utilized to measure its success. Results from the accompanying evaluation are expected in early 2014.

As the news of Extreme Recruitment's success has traveled, agencies from around the United States and Canada have requested trainings to learn from the philosophies of the program. Extreme Recruitment® has been replicated outside of St. Louis with continued success.

Philosophies of Extreme Recruitment®

Extreme Recruitment operates under the following philosophies:

- Foster care is intended to be a *temporary* living arrangement.
- *Every* child is adoptable and deserves a permanent, loving home.
- Relative/kinship placements are generally preferred, however non-relative placements are also explored.
- Having multiple options for permanency is *not* a problem.
- Every person in a child's life can offer assistance, especially by providing information.
- Youth do not need to be "stable" to be worthy of a permanent home. Many youth need permanency before their behaviors will truly stabilize.
- Private investigators bring a necessary skill set to the program.

Program Goals

Ultimately, Extreme Recruitment® aims to improve long term outcomes of youth in care. We believe that this is possible through connecting youth to supportive adults. We accomplish this in two ways: 1) reconnecting youth with safe and appropriate relatives/kin; and 2) matching youth with permanent resources for adoption or guardianship.

Reconnections:

Extreme Recruitment® aims to reconnect 85% of youth served with a safe and appropriate adult from their past. Often times, this reconnection is with a relative. It may also be with a former neighbor, baby sitter, step-parent, god parent, etc. A “reconnection” is defined as any form of contact (i.e. letter, phone call, visit, etc.) after there has been no contact for a minimum of six months. For some cases, a reconnection may be with a relative the child has never met. These relationships are still important, as the resource may be able to assist the child by answering questions about their family and history.

It is important that youth are prepared to be reconnected with individuals from their past. This will look different for each child, and should be thoroughly explored with the professional team, including any involved mental health professionals.

It is also vital that adults being reconnected with youth have clear expectations. Recreating relationships that later dissolve can do more harm than good. The Extreme Recruiter should make every effort to explain the commitment individuals are making prior to carrying out a reconnection.

See the appendix for messaging to the youth and relative to help guide your conversation.

Matches:

Extreme Recruitment® aims to match 70% of the youth served with an identified permanency resource within the 20 week timeframe. Extreme Recruitment® considers both adoption and guardianship as forms of permanency. A “match” has been identified once an individual has committed to adopting or taking guardianship of the youth and the team is in agreement that the identified person is an appropriate resource. Be sure to follow the required steps in your region for identifying a match and making it officially recognized.

Once a match is identified, the Extreme Recruiter works with the team and the identified resource to complete the Roadmap to Permanency and Supports Checklist. The Roadmap to Permanency acts as a long term, specific plan to accomplish all necessary tasks for an adoption or guardianship to be finalized. The Supports Checklist is an inventory of major supports an adoptive parent or new guardian would need for a successful placement. The team is to use these tools as a plan to complete the finalization of the guardianship or adoption.

Extreme Recruitment® Model

Overview

Extreme Recruitment® works exclusively with the hardest-to-place children: ages 10-18, sibling groups, children of color, and youth with emotional, developmental, or behavioral concerns.

Extreme Recruitment's success relies on:

1. weekly, intensive meetings between the child's professional team members for 12-20 weeks.
2. the focus on preparing the youth for adoption, including their mental health and educational needs.
3. exhausting all forms of adoption recruitment.

The Extreme Recruiter is a full-time worker who is dedicated to spearheading and expediting the recruitment activities of the team. The added ingredient that makes Extreme Recruitment® so effective is our private investigator. Originally, we tried having a social worker do the investigation work ourselves, but our contact rate with relatives was a dismal 23%. Within two weeks of hiring an investigator, the contact rate skyrocketed to 80%. Our investigator finds relatives through internet tools, court databases, and old-fashioned detective work.

Case Requirements

Children served by Extreme Recruitment® must be:

- Ages 10 or older. Exceptions to this are allowed if the child meets ONE or more of the following criteria:
 - The child is part of a sibling group being served
 - The child has documented elevated medical or mental health needs
 - The child has been legally free for adoption for six months with no permanent resource identified

AND

- Legally free for adoption. An exception may be made if ALL of the following criteria are met:
 - Reunification is no longer the case plan
 - The court grants written permission to the Extreme Recruitment® team to utilize the child's picture and strengths-based profile for recruitment through print media, online resources, and on television.
 - The child's professional team agrees that Extreme Recruitment is in the child's best interest.

Starting a Case

Under a referral system, any team member associated with the child (case manager, adoption recruiter, Court Appointed Special Advocate, Guardian ad Litem, etc) may make a referral to the program. See the appendix for a copy of the referral form.

After a referral is made, there must be a team approval meeting to determine if the rest of the team wishes to opt in to the program. At this meeting, information on Extreme Recruitment® is shared with the team, including the program's goals and requirements. The team must come to a consensus about opting in or out of the program. Team buy-in is key to a case's success. Teams with invested members will make the recruitment process more successful.

After a team has opted into the program, an informed consent form should be signed. This is specific to the agency implementing Extreme Recruitment®. If the team is not already legally allowed to utilize the youth's picture and media profile for recruitment purposes, a media court order must also be obtained prior to the first Extreme Recruitment® meeting. Once these two requirements have been met, the staffing can be held. The staffing is typically about 90 minutes long (subsequent meetings will be 30 minutes long). For large sibling groups, more time may be needed. The Extreme Recruitment® staffing sets the tone for the entire 12-20 week process. The objectives of the staffing are to:

- Explore and explain the Extreme Recruitment® philosophy
- Gather basic information about the youth
- Create a proactive team approach to preparing the youth for permanency and engaging all available recruitment tools
- Instill a sense of urgency in the team as a call to action

The staffing is led by an Extreme Recruitment® supervisor or an Extreme Recruiter (not assigned to the case).

The staffing session lasts for 1 hour. Information covered includes:

- The number of known family members;
- Permanent placement options;
- The child's strengths and unmet needs; and
- Projection of what will happen to the child in five years if nothing changes.

See the fidelity tools section for a full list of staffing questions.

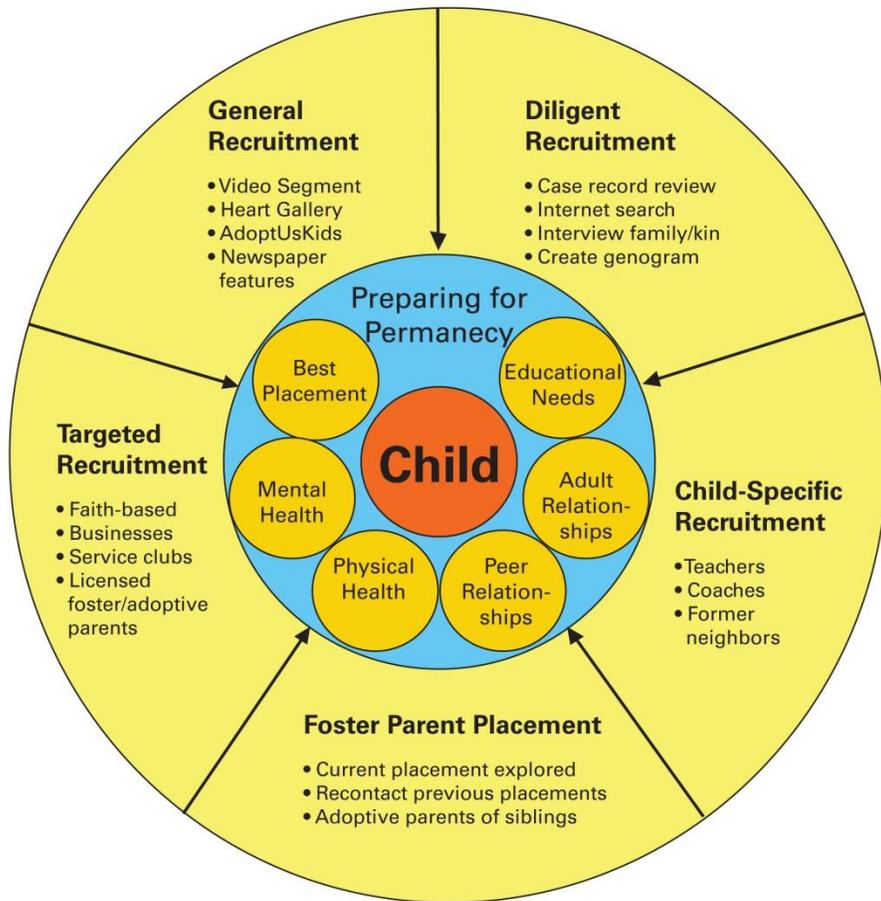
During the final 30-minutes of the initial meeting, the team dives into tasks aiming to prepare the youth for permanency and locate a permanent resource. This starts the 12-20 week process.

At the conclusion of this first meeting, team members should schedule the next week's meeting. All weekly meetings thereafter are limited to 30 minutes. At each meeting, the Weekly Action Plan is reviewed for progress. Generally 70% or more of tasks are completed and the remainder are continued to the following week. Each individual team member is encouraged to complete their tasks within one week. As a result, Extreme Recruitment usually produces immediate benefits for the youth (e.g., reconnection with a relative, decrease in negative behaviors, better school experience).

One of the most important tasks for the first week is to have the Extreme Recruiter review the youth's case file to find names of relatives/kin and to make copies of documents needed to achieve permanency. Although the team may discover a few relatives in the first weeks, the diligent search for relatives does not stop until *at least* 40 relatives are identified and the family tree includes both maternal and paternal relatives. The investigator plays a key role throughout the weekly team meetings.

Visual Representation of the Extreme Recruitment® Model

Review the circle below. This is a representation of the Extreme Recruitment® process. Extreme Recruitment® eliminates a linear model of adoption recruitment; instead implementing all available recruitment methods simultaneously while concurrently preparing the child for permanency. Please note that the child is always at the center of every Extreme Recruitment® meeting.



Preparing for Permanency

When considering the child's well-being, the recruiter asks the professional team if the child has any needs to improve his or her mental health, physical health, educational issues, adult relationships, or peer relationships. The team must also consider if the child is in the best possible placement for them to prepare

them to be part of a forever family. While Extreme Recruitment® does not advocate for unnecessary placement changes, it is important that a child be in the least restrictive environment possible for them. For example, if a child is in a residential treatment setting, the team should have a discussion around why the child is placed there, if he or she is progressing in his or her treatment, and when the child will be ready to be moved into a community home. While most children will not have a need for assistance in every domain, all of these “Preparing for Permanency” considerations should be touched on weekly. The goal of reviewing these issues is to ultimately make a child’s transition into an adoptive home as smooth as possible. When the child’s basic needs are already being met, the transition will be easier for both the child and the adoptive parents.

Forms of Recruitment

Each form of adoption recruitment should be considered every week. The outer ring of the Extreme Recruitment® model focuses on recruitment activities. At each meeting, the recruiter must check to see if any additional recruitment methods can be utilized in that week. The circle lists suggestions for ways to carry out each of the recruitment domains. These are only suggestions. Not all of the suggestions listed will be available to every agency or region, but there will certainly be alternatives that can be utilized.

Child-specific recruitment involves contacting family friends and previous supports to the child. This may include anyone who has previous knowledge with the child. These individuals will come up in conversations with relatives and commonly include former neighbors, baby sitters, family friends, teachers, coaches, etc. The child may also provide ideas about people they were and are currently close with. Having the child draw an ecomap can be very helpful. These individuals can be located using ideas from the Family Search Checklist as well.

Targeted recruitment requires the recruiter to aim recruitment efforts at a specific subset of the community that is somehow important to the child in need of a home. For children with specific diagnoses, you may want to look for support groups in your area for such issues. People who are already familiar with a specific diagnoses are less likely to be deterred by it. Also, if a child has a specific interest or hobby, you can contact that subset of the community. Recruitment among licensed foster and adoptive homes is also a common form of targeted recruitment.

General recruitment targets the population as a whole. This could include Wednesday’s Child Features. The Foster & Adoptive Care Coalition has a long-term partnership with the St. Louis NBC affiliate to air features on children weekly (“A Place to Call Home”). You may also consider developing a partnership with local newspapers to run columns featuring a child.

Foster Parent recruitment is also vital. Do not forget to talk with the child's current and former foster parents. They may be interested in adopting the child, but never been asked before. They may have apprehension because of a lack of knowledge of post-adoption supports. Even if they are not interested in adopting the child, they may know of people within their family or their community who are or have other ways in which they can be supportive to the child while they remain in foster care.

Diligent search refers to the search for biological relatives/kin to the child. Focus on both the maternal and paternal sides of the family. The first step in this process is to review the child's case record for names and information for these people. Once names have been obtained, refer to the Family Finding Checklist for ideas on how to locate relatives.

Because methods to find individuals are constantly changing, it is nearly impossible to create an instruction manual on conducting a diligent search.

There are, however, a few key points to remember when searching:

- No one method will work to find everyone.
- Use information from multiple sources for cross-referencing.
- Utilize your coworkers' knowledge and ideas.
- You must think outside the box!

There are also frequently used resources for information outlined below.

- Search engines
(Examples: Google, Yahoo!, Bing)
These can be a wealth of information, and they are completely free. When searching for someone difficult to find, search *more* than their first and last name. Include other information on the individual like their city/state of residency, profession, and any other known details. Enter these into the search engine in different combinations. For individuals with common first and last names, enter the name in quotation marks.
- Free online people finders.
(Examples: whitepages.com, zabasearch.com)
There are also a multitude of free, online people finders. These can provide phone numbers, addresses, age ranges, etc. Free sites will provide less information than paid sites, but the information provided is often enough to locate an individual.
- Paid online people finders
(Examples: privateeye.com, archives.com, accurint.com)
Many sites require a fee to release data on an individual. In addition to the information provided by free sites, paid sites will

often also include a list of possible relatives or associates to the searched individual. These sites can vary significantly in terms of their usefulness. It is likely best to find a site that will offer a monthly subscription for unlimited searches.

- Law enforcement records
(Examples: vinelink.com, bop.gov)
Publicly available information will differ from region to region. Most localities have online databases to search for inmate information. There are also national databases on prisoners. While incarcerated individuals may not be sources of support to the youth, they can still provide valuable information regarding the family and they are easily located. In addition to inmate locators, some regions offer databases of court cases you can search by name. These may provide dates of birth, addresses, etc. of individuals you are trying to contact.
- Department of Revenue
Tax information is also widely available. County government websites often have online databases that can be searched by name or address. This will confirm ownership of property and even tell you the type of car an individual drives so you can tell if they might be home when you are knocking on their door.
- Child Protection Databases
If your agency has access, a child protection database may be able to provide additional information on relatives of the youth you are serving. It may also contain information on siblings already in foster care.
- Social networking sites
(Examples: Facebook, LinkedIn, Google+, Twitter)
Facebook can be extremely helpful when looking for relatives depending on individual account holder's privacy settings. Often, people will list their phone number and/or email address on their page. Once you locate an individual on Facebook, remember to search their friends list and photos for additional names.

See the Concurrent Recruitment Checklist for additional ideas and brainstorm with other child welfare professionals to create a list of resources in your area.

Engaging Relatives and Potential Permanency Resources

Speaking with Relatives/Kin of the Youth

Typically, the first contact with a relative will either be at their front door or over the phone. In both situations, it is possible that the recruiter and/or investigator has not yet confirmed the identity or relationship of the individual. Very limited

information should be shared initially to maintain the child’s confidentiality. Be sure to introduce yourself quickly and briefly explain your purpose. Individuals will often assume that the call is a sales call and will have little interest. See the example of how to initiate the conversation below:

“Hello, my name is (insert name) and I am with (insert agency’s name). I am calling because I believe you are related to a child in foster care. Do you have a moment to talk with me? Are you related to (insert names of one or two adult relatives to the youth being served)?”

Once the individual confirms their relation, provide limited information about the youth to provide context.

“(First name of child) is your (insert relation. i.e. 2nd cousin). He/she has been in foster care for quite some time and I am new to his/her case. I am trying to contact relatives to learn more about his/her family. Would you have time to talk right now?”

Truly engaging with relatives and building a relationship with them will make them an ally in the search for appropriate supports and permanency resources. Consider the following suggestions on how to engage with relatives:

- Say who/where we got their number from, if appropriate, to establish credibility
- Emphasize the benefit to the family member and child, rather than saying everything that we want to get from them
- Use phrases like “we are really concerned” and “we really need your help”
- Be as natural in conversation as possible and take time just to visit about things other than the business of why you are there
- Don’t be time oriented (don’t schedule anything else too close)
- Apologize— acknowledge the hurt of having the child taken into care.
- Look to see what pictures there are in the home and ask about them

Often times, the first contact between a relative and a member of the professional team will be very emotional for the relative. Allow the relative time to process the information you are sharing and be sure to only share information that the team agrees is appropriate.

For initial contacts, it is typically appropriate to share the following information if requested by the relative:

- The length of time the youth has been in foster care
- General information on why youth typically enter foster care
- Age/grade level of youth
- Level of functioning

*Be sure to check with the team about what they would find appropriate to share to ensure confidentiality is preserved.

For initial contacts, it is typically inappropriate to share the following:

- Specific information on where the child resides
- School the youth attends
- Contact information for the youth or the placement provider
- Specific diagnoses

If relatives are willing, use this time to ask questions about the family tree and record pertinent information. Explain Extreme Recruitment® as a program to research the family to develop supports for the child and ask about their interest in having contact with the youth. Some of the common questions recruiters and investigators should ask surround the following topics:

- Names, ages/birthdates of relatives
- Contact information on relatives (addresses, phone numbers, email, etc.)
- Family heritage and burial information
- Family health information (physical and mental)
- Work history
- Criminal history

Often times, relatives will be quick to explain why they cannot care for the youth, even prior to the recruiter or investigator discussing placement. Develop a rapport with the individual prior to asking questions about placement possibilities. If relatives are interested in having contact, collect the information necessary to conduct the background checks.

Speaking with Other Permanency Resources

When receiving inquiries from general and target recruitment efforts, you must first confirm the licensing status of the inquirer.

If inquirers are not licensed, information beyond what is present in the strengths-based media profile should not be shared. Speak with the individual

about the process of becoming licensed and explain that additional information can be shared once they are licensed. Assist these inquirers by referring them for licensing or getting them in contact with a licensing worker. Be sure to maintain an open door for communication throughout their licensing process. Consider if this person would be appropriate to act as a mentor or visiting resource for the youth.

If a licensing worker confirms that the inquirer is currently licensed and in good standing, share the long adoption summary with the inquirer and answer any questions they may have. Obtain a copy of their home study to determine if they are a good fit for the child. Maintain a list of licensed families who are interested after reviewing the long profile. Depending on the case, the recruiter may have to explain to unrelated inquirers that family resources are being explored simultaneously. The team will have to determine the timeline in pursuing relative and nonrelative homes. Maintain contact with the inquirer throughout this process to keep them engaged and reassure them that their interest in the youth is valued.

Team Member Involvement and Responsibilities

The Extreme Recruitment® team is the most dynamic part of the program. Bringing the team together every week is a powerful technique that will:

- Share workload/tasks;
- Promote a sense of urgency and expedite permanency;
- Produce results;
- Take advantage of different viewpoints and opinions of the team; and
- Identify barriers early and collectively work to resolve them quickly.

Some example tasks a team member would be asked to complete are:

Caseworker/Supervisor:

Set up psychiatric evaluation;

Handle child-specific questions and communication;

Manage team communication with foster parent;

Approve visits with the child by team members; and/or

Make referral for potential resources into the licensing process

Adoption Worker/ Supervisors

Submit referrals for adoption recruitment;

Engage with family members if guardianship or adoption is the plan;

Submit Interstate Compact on the Placement of Children (ICPC) paperwork;

Coordinate homes studies

Deputy Juvenile Officer/Guardian ad Litem

Run background checks on a family member;
Help team gain access to closed parent file for geological research; and/or
Review a court file

Therapist

The therapist should have knowledge about and be actively engaged in Extreme Recruitment® process;
Advise team on impact of contact with family members; and/or
Help address both family and adoption issues with child

Extreme Recruiter

Review case file/court file of the child for diligent search information;
Gather names, phone numbers, and background information on relatives;
Supply team with genogram updates;
Manage team e-mails and contacts (compile contact information from team.);
Manage weekly task lists and communication of tasks to team members;
Keep a current contact log of relatives to the youth;
Engage family members and potential adoptive resources;
Support team members in reaching identified goals; and/or
Facilitate meetings to ensure needs in all areas impacting permanency (mental/physical health, peer relationships, etc.).

Investigator

Work with team to find and contact/engage family members; and/or
Use public records as well as court records to help locate family members.

Just as team consensus is required to opt into Extreme Recruitment®, it is also required to approve of action plan tasks. Each member of the team has an equal say in the decision making process. If any member is not comfortable with a proposal, they can share their concerns with the team. The team will then reevaluate the task in question, revise it, and then resubmit it for consideration. Team members may also 'stand aside', indicating that they do not approve but will allow the decision to move forward.

Case Loads

Extreme Recruitment® is very intense work. For this reason, it cannot be carried out successfully when recruiters have high case loads. Extreme Recruiters should carry no more than five to seven cases at any given time. When counting cases, a sibling group is considered one case. The amount of time needed to devote to each case will vary over the 12-20 weeks. Typically, cases are more time intensive on the front end while the Extreme Recruiter is reviewing the case file, initially exploring the family tree, and compiling written adoption profiles for use in recruitment. For this reason, a new recruiter should start off with a smaller caseload and build to five to seven cases over a period of a few months. Also, seasoned Extreme Recruiters should not start more than two new cases per month. Extreme Recruiters

are not to be the case managers for children. The Extreme Recruitment® work is specific to recruitment for permanency.

Youth Involvement

While it is contrary to current thought about involving older youth, youth are not to be present at the weekly Extreme Recruitment® meetings. This decision was made after seeing negative repercussions that come along with youth involvement.

Youth should not be present at Extreme Recruitment® meeting because of the following concerns:

- To ensure Extreme Recruitment is appropriate® for the case, information from the youth's history must be obtained at the staffing. This often includes talking about relationships that failed and the loss of connections. Taking the youth through this information gathering process could serve as an emotional trigger in a setting that is not therapeutic.
- Many of the youth have not fully therapeutically explored their personal thoughts and understanding of permanency. It would not be appropriate to ask them to do this in a group setting.
- Extreme Recruitment® goals are not met for all youth. The youth have typically faced many disappointments and it is not our intention to create another one for them should the intervention not succeed.
- The team needs the opportunity to have an open conversation about successes and failures of a case in a manner that would not be respectful to the youth should they be present.
- Extreme Recruitment® meetings require that team members be able to speak bluntly and honestly about the child's needs and that status and/or interest of the child's relatives. Unfortunately, this information cannot always be strengths based.

The following areas of a youth's case are discussed during the Extreme Recruitment® staffing:

- Youth's history in foster care—reason for initial custody, length in care, significant happenings
- Permanency—what has the team explored and where there any failed placements
- Family and kin involvement—previous and current relationships
- Connections—natural supports who will support youth after foster care
- Therapeutic work—how has permanency been explored and what is known of youth's perspective

The following areas of Extreme Recruitment® are discussed during the initial Extreme Recruitment® meeting:

- Intervention—goals of connection and permanency
- Connection—contacting relative/kin, including those who may have previously disappointed youth
- Permanency—guardianship or adoption

- Message to the youth—based on the youth’s personal experience, how the team will help them to build a context of permanency and connection they can grasp (this is done weekly throughout Extreme Recruitment®)

The Extreme Recruiter will have to meet with each child individually at the start of the recruitment process. The team determines how the recruiter should be introduced to the youth. Typically, the recruiter is introduced as a team member who is going to assist their case manager and/or adoption recruiter to build their supports. During this meeting, the recruiter typically has the child assist in building a family tree and an ecomap. A strengths based interview is also conducted to get to know the child. This is the time when the recruiter is able engage with the youth through drawings, pictures, life maps, etc. to learn about what type of family the child envisions for himself or herself and what recruitment efforts the child is willing to assent to (i.e. having their picture online, in a newsletter, etc.)

When considering youth involvement, remember that Extreme Recruiters and the professional team should make every effort to be minimally anxiety-provoking for the child. Discussion surrounding what to share with a child should take place at each weekly meeting. Typically, children are not informed of contact with a relative until *all* of the following have been accomplished:

- The relative has clearly stated an interest in reconnection with the youth.
- All necessary background screenings have been completed and approved by the team.
- Any concerns of the team have been satisfactorily addressed.

Further, it is important to work in tandem with a child’s mental health professional when preparing a child for reconnection. Anticipate the child’s questions and work to prepare yourself as the professional to answer those questions. Consider the following common messages shared with youth when preparing them to reconnect with a relative.

- Through new ways of finding people that weren’t available before, we found one of your relatives.
- Your relative didn’t know how to find you.
- The only expectation we have for today’s visit is to introduce you to your relative. This will be a time for you to ask questions, but remember your relative might not know the answers (i.e. where is your birth parent).
- If you are uncomfortable in the visit and want the visit to end, just tell one of your team members (you won’t be left alone in the visit).
- You can tell your relative that you live in a foster home, but do not tell them the phone number or address. If you want to visit with your relative again, your team will schedule the visit.
- It is natural and okay to have a lot of different feelings (happy, sad, angry) after you meet your relative – your team is here to help you

While the Extreme Recruitment® model only requires that the recruiter meet with the child once (within the first two weeks of the case), monthly contact is encouraged.

Investigator Involvement

The investigators employed by the Coalition have traditionally been retired law enforcement officers. While this is not necessary, it has proven very useful. Law enforcement officers and private detectives are armed with a different knowledge base than that of most child welfare professionals and social workers. When working in tandem, both skills sets are quite useful.

The Foster & Adoptive Care Coalition recommends one investigator for every two Extreme Recruiters. While the investigator takes the lead on actually locating relatives, the recruiter works on all other pieces of the model including the other forms of recruitment and preparing the child for permanency. The recruiter will also conduct family searches when possible. The investigator's involvement on a case will primarily be in the first 10 weeks while searching for relatives. This task naturally wanes over time.

Once the investigator believes he or she has determined a likely phone number or address for the relative being pursued, the investigator may have the recruiter go with them to the address or make the phone call. The investigator may also make the initial contact alone, explain their purpose, and then pass the individual along to the recruiter for rapport building. This is up to the discretion of the agency and dependent on recruiter availability. Often times, relatives contacted may make it clear upon their first interaction that they are not interested in becoming involved. For this reason, the Foster & Adoptive Care Coalition typically has investigators make the first contact alone for time-management purposes.

Closing a Case

Active Extreme Recruitment cases ends after 12-20 weeks, when the youth has been reconnected with a relative/kin, and/or a permanency plan has been approved by the team. If, at the end of 20 weeks, the team does not achieve a permanency plan, the team may close the case, extend the case, or place the case on hold. In the cases that have an identified permanency resource by the end of 20 weeks, the Roadmap to Permanency and Supports Checklist must be completed and shared with the team prior to closing. The Roadmap to Permanency ensures there is a plan in place to guide the team to the finalization of the adoption or guardianship. It includes preparing the youth for permanency, preparing the resource family for permanency, completing the licensing, placement, and permanency. It can be a valuable supervisory tool for ongoing case management. While it is to be completed prior to closing active Extreme Recruitment®, it should be reviewed at monthly meetings following the case closure and should be amended if necessary. The Supports Checklist goes deeper into preparing the resource family for permanency by listing common community and formal supports, as well as identifying natural supports that may help out in various situations.

For cases closing with an identified permanent resource, the team should continue to meet monthly until finalization is achieved. This will allow the Extreme Recruiter to maintain involvement and assist with overcoming any barriers that are encountered prior to finalization.

Within 30 days of closing a case, the Extreme Recruiter should complete the closing summary. This summary includes a list of documents that make up the “closing packet”. The closing packet should be provided to team members for their documentation.

The agency hosting the Extreme Recruiter should maintain a copy of the closing summary in the child’s file along with the following documentation:

- Demographics on the youth
- Informed consent
- Team contact list
- Case File Review form
- Supporting Documents for Permanency
- Supporting Documents obtained during the file review
- Meeting Attendance List
- Weekly Action Plans
- Strengths Based Interview
- Youth Connections Scale
- Initial CAFAS
- Closing CAFAS
- Permanency Pacts (copies)
- Concurrent Recruitment List
- Diligent Search Checklist
- On Hold Justification (for cases placed on hold)
- Hold Status Agreement (for cases placed on hold)

Common Biases & Barriers

There are several commonly encountered biases and barriers in the Extreme Recruitment® process. See below for the common issues encountered and ways to reframe the situations for professionals or overcome the barrier.

Professional Perceptions of Family:

- “They are unstable and cannot help.”
 - When team members appear to “write off” every relative without learning about them individually, have a conversation about them with their feelings about the relatives. Often times, professionals have the perception that everyone in the family is dysfunctional because the relatives they already know of have not been helpful in the past. Explain that even if an individual is not appropriate for placement or contact with the youth, they will likely hold valuable information about the family that they can share. Show professionals that *all* families have both function and dysfunction. Extreme Recruitment® is about finding the functioning members of families.
- “They have already been contacted.”
 - Remind professionals that Extreme Recruitment® seeks out a minimum of 40 relatives and that it is likely that these individuals have not already been

contacted. Also, it is possible that they were contacted, but several years have passed since that time. Much can change in a few years, and it is worth the time and effort to check back in with the relative.

- “They should have been around.”
 - Again, *all* families have both function and dysfunction. Further, the functioning members of families often separate themselves from the dysfunction. For this reason, relatives are often completely unaware of their relatives entering foster care. Rather than blaming individuals for not being present, we should notify them and give them the option of becoming involved now.

Professional Perceptions of Youth:

- “Youth needs to stabilize before we seek permanency.”
 - Some youth will never truly be “stable.” Mental health issues and a history of trauma may make minimizing behaviors extremely difficult. These issues being displayed by youth does not mean that they are not worthy of permanency. Explain to professionals that these behaviors only mean that the professionals have the duty to seek out a permanent resource who is willing to learn how to effectively parent the youth.
- “Youth does not want to be adopted.”
 - Many youth do not fully understand what adoption is. Have a conversation with the youth about permanency, whether that be adoption or guardianship. Explain what these things mean in practical terms (i.e. not having to move around, having someone to call family, etc.). Share the results of this conversation with the team to give them a new perspective on the youth’s desires.
- “Youth does not remember family.”
 - Often times, this is an assumption made because the youth does not actively discuss family with the professionals on their team. Even if the youth is not *discussing* family with the team, they are almost certainly *thinking* about their family. Further, it is likely that they have sought out information or contact with their relatives online. It is important that someone start a conversation with the youth about family so the team can ascertain the youth’s perspective on his/her family.

Professional Perceptions of Extreme Recruitment:

- Placement Stability vs. Permanency
 - Some teams may prefer that a youth stay in their current placement rather than seek permanency because they are presently doing well in their placement. This is the “don’t rock the boat” mentality. Review the youth’s history and see if there is a pattern of disrupted placements. Put the value of the current placement into perspective with the value of a permanent placement.
- “Unadoptable” kids

- Some professionals may believe that a permanent home cannot be found for some youth because of their age, history, behaviors, etc. Discuss this perception directly. Provide examples of similar youth who were matched to show that it is, in fact, a possibility. Explain that every youth will need support to successfully age into adulthood.
- Creating disappointment for youth
 - Professionals may fear that Extreme Recruitment® can create disappointment for youth. This is a valid concern. Inform the entire team of the importance of maintaining one, unified message to the youth about Extreme Recruitment® so the team can maintain control of what the youth learns and how he/she learns it.
- Moving too fast
 - This perception often comes from team members who are unable to make the weekly meetings and are not familiar with how each action step is discussed. Invite these professionals to attend a meeting and make the time/location as convenient to them as possible. If they are not able to attend, offer to phone them into the meeting.

Legal/System Barriers:

- Media court orders
 - The ability to use a child's picture and short profile for recruitment is necessary to conduct Extreme Recruitment®. This must be obtained prior to the start of Extreme Recruitment®.
- Interstate Compact for the Placement of Children
 - ICPC is a very bureaucratic process which can delay the placement of children with permanent resources. It is important that the Extreme Recruiter® maintain *frequent* contact with all parties involved in the submission of an ICPC including the case manager and their state liaison. Be prepared to assist with the paperwork and with any barriers that present themselves.
- Licensing requirements
 - While some homes may be appropriate for the placement of a child, they may not meet one or more of the state's licensing requirements. Assist individuals becoming licensed by offering them referrals to the resources they may need (i.e. inexpensive beds, car seats, etc). Go to the home and offer help with moving medications, cleaning agents, etc. Provide any assistance possible to ensure a home can meet licensing standards.

Case Extensions and On-Hold Periods

If, at the end of 20 weeks, the team does not achieve a permanency plan, the team may end Extreme Recruitment or opt to continue the process for a maximum of 10 additional weeks.

Examples of why a team may extend the case to 30 weeks include:

- Additional family members surfaced late in the Extreme Recruitment process

- Paternity was established late in the Extreme Recruitment process, opening additional avenues for family finding
- There was a change in the child/youth's case plan that allows additional recruitment
- A match that was anticipated did not occur
- Resources on Roadmap to Permanency and Natural Supports Checklist are in the process of being secured

Complete the Extreme Recruitment® Extension form with the team to ensure that the team is in agreement to extend the case.

If, at any time during the 20 week process, the team encounters a barrier that will be overcome within six months, the team may opt to place the case "on hold." During the on hold period, weeks are not counted. However, monthly meetings should take place to ensure that progress continues to be made toward overcoming the barrier at hand.

Examples of why a team may put a case on hold include:

- The team is awaiting paternity to be established.
- The recruiter is awaiting a court ruling or team decision that will impact the recruitment plan.
- Licensing issues are being resolved.
- ICPC has been submitted and the team is awaiting a decision
- Multiple families are interested and an adoption staffing must be scheduled before moving forward.

Review the on-hold agreement and justification forms in the appendix.

Supervision

Innovation and creative solutions are key to making Extreme Recruitment® successful. To foster this, one-on-one weekly case consultation should take place between the Extreme Recruiter and his/her supervisor. There should also be weekly peer consultation to include all recruiters, investigators, and the supervisor. This time should be used to celebrate successes and brainstorm about challenges.

Extreme Recruitment® supervisors may also be supervising other programs. When this is not the case, the supervisor will have the ability to carry 2-3 Extreme Recruitment® cases. Supervisors are expected to continue the facilitation of weekly meetings and task completion for Extreme Recruiters when they are out of the office (for vacation, sick time, or if they are otherwise unavailable). They may also attend weekly meetings to maintain familiarity with the cases and to act as a support to the Extreme Recruiter on difficult cases.

Tools

See the tool packet for copies of our fidelity tools referenced below. Following is an explanation of when and how to use the tools.

Extreme Recruitment® Referral

The referral form should be made available to the public so that it can be obtained by Juvenile Officers, Guardians ad Litem, Court Appointed Special Advocates, case managers and any other professionals serving the youth. Referrals can be made in one of two ways: 1) the individual can complete the form themselves and send it to the Extreme Recruitment® supervisor; or 2) individuals can call the Extreme Recruitment® supervisor and answer questions on the referral form over the phone while the supervisor completes the form. Phoned in referrals can be quite helpful, as it gives the supervisor the opportunity to ask probing questions to determine if the case is appropriate for Extreme Recruitment®. Once a referral is received the Extreme Recruitment® supervisor should contact each of the individuals listed to inform them of the referral and schedule a team approval meeting to discuss Extreme Recruitment® for the specific youth/sibling group referred.

Extreme Recruitment® Timeline

The timeline is shared with team members at the start of every Extreme Recruitment® case at the staffing. It is not realistic to expect that every case will fit within the timeline as laid out. This tool can, however, be a reminder of the urgency needed when working a case. Review the timeline periodically with teams to see if the case is on track. If not, brainstorm ways to catch up with the team and delegate the tasks.

Extreme Recruitment Staffing®

The list of staffing questions is to be used at each case staffing (the jumping off point for Extreme Recruitment®). It is recommended that teams gather together to go over the questions listed. This meeting should be facilitated by a supervisor of Extreme Recruitment® or an appropriate substitute when necessary. Using a dry erase board or flip chart paper to document this helps engage the entire room and make sure everyone is able to follow along. While the facilitator is documenting the information for everyone to see, the assigned Extreme Recruiter for the case should be typing the information. This should then be shared with the team electronically shortly after the meeting along with the first week's action plan.

Information from the staffing can prove useful when creating the media profiles, adoption summaries, closing summaries, etc.

Case File Review Form

A case file review should take place as one of the first steps in the Extreme Recruitment® process. It can even be started before a staffing once teams have opted into the program.

Starting a file review prior to a staffing is not necessary, but it will give the recruiter a head start so they can start the 12-20 week process with knowledge about the youth's history. Bring the case file review form to each file review, preferably in electronic form, as there is no way to know how much information you will be able to gather.

Remember to review *any* file you are allowed access to (i.e. child protection service file, court file, residential home file, files on parents who were previously in care, etc.). This will assist with additional names, family history, etc.

Supporting Documents for Permanency

The Supporting Documents for Permanency has been developed over time to include files that are helpful when completing an Interstate Compact for the Placement of Children (ICPC), school enrollment, etc. This list should be taken to the case file review and items listed should be copied for the Extreme Recruitment® file. Often times, these files are present in the child protection services file, but bringing them together into one smaller file will make completion of enrollment or ICPC much faster. Other times, you may find that vitally important documents included in the list are missing from the file. For example, missing birth certificates can delay the finalization of permanency for a child. When this is the case, be sure to ask the case manager to obtain them in the first weeks of Extreme Recruitment®.

Continue to reference the Supporting Documents for Permanency throughout the life of the case until satisfied that all obtainable documents have been collected.

Child Traits & Preference Inventory

The Child Traits & Preference Inventory is to be used after a first meeting with a youth and following subsequent meetings. It serves as a central location to record information about the youth that may be used to create media profiles and or may be discussed with potential permanency resources. It is not necessary for this inventory to be fully completed, as not every child will have an opinion on each issue covered. Information should be gathered for this form through casual conversation and activities rather than through a direct interview.

Demographics Information

The Demographics Information form is used throughout the life of an Extreme Recruitment® case. It is a central location to store all pertinent information on a youth and the milestones throughout the case's 12-20 weeks. Extreme Recruiters must complete this form for every youth to maintain necessary data.

Weekly Action Plan

The Weekly Action Plan is the most utilized of all the fidelity tools. It should be completed at each weekly meeting. The action plan template serves four main purposes:

1. It is a reminder of the different domains to discuss with the team during your meeting.
2. It serves to ensure that team members who are unable to attend the meeting will have access to a full review of what took place.
3. It serves to hold team members accountable at the next weekly meeting and review all tasks.
4. It measures dosage data for each case.

Rules for action plans:

- Only one task should be listed per line .
- Make tasks extremely specific and measurable (For example: Never make a task to “contact maternal relatives.” An appropriate task would be to “contact Sue Smith, maternal great aunt.” Likewise, “Respond to all inquiries from Wednesday’s Child Feature” is not measurable. Rather, list each family who inquired by name and on separate lines as they are separate tasks.
- Mark each domain that the task refers to. This will enable data collection down the road. Each task represents one dose of its domain. For tasks that must be continued another week due to incompleteness, do not mark with another “x” as that would imply that more work has been done.
- Each task must be assigned to a team member.
- Case managers never receive more than 2-3 tasks per week.
- Over the life of a case, about half of the tasks will be under recruitment while the other half are toward preparing the youth for permanency.
- Extreme Recruiters and Investigators *typically* receive no more than 6 tasks per week.
- Action plans should be labeled with the child’s name, date of birth, current age, current date, and current week in Extreme Recruitment®.
- Updates sections should be thorough. Each task completed from the prior week should be addressed with an explanation of its result. Additionally, any pertinent developments should be included.
- *Always* include the date, time, and location of the next meeting.
- When a week *must* be skipped (i.e. unexpected illness and no supervisory ability to cover), complete an action plan with no new tasks, but an explanation of the reason missed in the updates section. This will assist the recruiter in staying on count with weeks. If the team plans to skip a week, as is often the case with a holiday, try to assign extra tasks the week prior.
- Action plans should be emailed to team members within 24 hours of the prior meeting. This means that team members can spend their time at the meeting engaged rather

than feel the need to take notes. It is also best to send the email as a calendar invitation to the next week so the team members will have the next meeting on their calendar.

The action plan template also includes an attendance sheet. Complete this at each meeting to track team involvement.

Genograms

It is recommended that genogram software be utilized when replicating Extreme Recruitment®. This will make creating and updating genograms much easier than creating them by hand or using software intended for other purposes.

The initial genogram should be created immediately following the staffing. This will only include information gained at the staffing. It will not yet include any information gained from interviews or case file reviews. Continue to expand the genogram with newly obtained information on the family. Label each genogram with the case name, as well as the date it was updated.

Contact Log

Contact logs are used throughout the life of a case. They are most easily utilized electronically, especially at the file review. The contact log assists the recruiter in documenting all known relatives to the youth, how they are related, their contact information, their identifying information, how that individual would like to be involved, the results of their background check, as well as any other things of note about the relative. There are boxes next to the sections for telephones and addresses labeled “check if good.” When conducting a file review, it is common to find multiple addresses and phone numbers for one person. Record and retain all of them, as they may be helpful in your future search for that individual. Once you have confirmed the correct location and/or address, check the box to document that it is current contact information.

Once contact has been made with a relative, place a “Y” in the “contact?” column to document that the relative has spoken with the recruiter. Then, select the most appropriate box to document the relative’s response.

For relatives who are interested in contact or placement of the child, background checks will have to be done. Check off the background checks as they are received and document the results of those checks in the notes section. The notes section can also be used for any other pertinent information.

Like the genogram, the contact log will be updated frequently.

Concurrent Recruitment Checklist

The Concurrent Recruitment Checklist serves as a helpful tool for recruiters to ensure that they utilize every recruitment tool at their disposal. It is not exhaustive to every region of the country, so be sure to add specific recruitment tools available in your region to the list. As the various tools are used, document the efforts on the concurrent recruitment checklist with the date they were performed.

Family Search Checklist

The Family Search Checklist is similar to the concurrent recruitment checklist in that it serves as a reminder of the various tools available to the investigator. It is typically only used when a specific person is proving difficult to locate. In those cases, review the family search checklist to ensure that everything possible has been done to locate the person in question.

Extreme Recruitment® Extension

The Extreme Recruitment® Extension form should be completed by the Extreme Recruiter with the professional team at a weekly meeting. This is an opportunity for the team to make a thoughtful decision about extending the program beyond the typical 12-20 weeks. Additional recruitment activities should be clearly stated and an anticipated date of completion should be listed.

On-Hold Agreement

The On-Hold Agreement form is to be completed by the Extreme Recruiter with the team at a weekly meeting. Should the team determine that the case should be put on hold, have everyone present at the team meeting sign the agreement. Be sure to check off the appropriate box regarding the reason for hold status. The team must reconvene no later than six months from the date the case was placed on hold. Set the date, time, and location of the next meeting prior to ending the weekly meeting.

On-Hold Justification

The On-Hold Justification should be completed within one business day of the decision to place the case on hold. This form allows the recruiter the opportunity to fully explain why the case was put on hold and what specific tasks are to be completed during the on-hold period. This should be emailed to the team for their documentation.

Roadmap to Permanency

The Roadmap to Permanency can be started when the permanent placement has been identified. The Roadmap is used to ensure that the youth and his or her new home are both prepared for the transition to minimize the chance of placement disruptions. Each item on the Roadmap should be assigned to a member of the team in a similar manner to action plans. A

date by which to have the task completed should also be listed. The roadmap includes blank lines that can be filled in for tasks specific to the case at hand.

The Roadmap to Permanency must be completed prior to the closing of an Extreme Recruitment® case with an identified permanency resource. It should be provided to team members as a final action plan. If each team member is able to complete their tasks by their assigned deadline, there should be no problem in finalizing the permanency by the planned date. Of course, unexpected issues may arise. Ongoing, monthly team meetings should take place to address these issues until finalization occurs.

Supports Checklist

The Supports Checklist is to be completed with the identified permanency resource. Use the Checklist to guide a conversation with the permanency resource about their own support network. Ensure that each item on the Checklist is addressed. If an individual does not have a source of support for one or more of the items listed, assist them in brainstorming for people they already know. As a last resort, assist them in locating a formalized support in their community to fill their need.

The ultimate goal of this form is to ensure that a family has all of the supports they will need after an adoption is finalized and the child welfare system exits.

Closing Summary

The closing summary is to be completed by the Extreme Recruiter within 30 days of case closure and approved by the supervisor. Use the closing summary as an opportunity to succinctly cover all recruitment methods utilized, family members contacted, and efforts to prepare the youth for permanency. Include copies of the documents listed at the end of the closing summary template to create the closing packet. This should be shared with team members for their file.

Internal Closed File Checklist

The closed file checklist should be the cover page for each closed file. It serves as a reminder for recruiters of all they should include in the closed file.

Youth Connections Scale

In 2013, Extreme Recruitment® began using the Youth Connections Scale to measure youth's support network before and after Extreme Recruitment®'s involvement.

The Youth Connections Scale was developed by the Center for Advanced Studies in Child Welfare (CASCW) at the University of Minnesota in partnership with Anu Family Services. It can be accessed from the CASCW's website here:

<http://www.cehd.umn.edu/ssw/cascw/research/YCS/default.html>

The scale has been tested for youth ages 15+ for validity and reliability. For questions on younger populations, contact the CASCW.

The scale should be implemented with youth within 30 days of opening a case and again within 30 days of closing a case to evaluate changes that occurred during the intervention period.

See the Outcomes Tracking portion of this manual for more information on how to utilize the scale in Extreme Recruitment®.

Child and Adolescent Functional Assessment Scale

The Child and Adolescent Functional Assessment Scale (CAFAS) was chosen as a tool for measuring child well-being in Extreme Recruitment® because it was a valid tool that was closely aligned with the domains being targeted by Extreme Recruitment®. The CAFAS required that raters be trained prior to implementing. To learn more about becoming trained, go to <http://fasoutcomes.com/Content.aspx?ContentID=1095>

Agencies may use a different measurement tool if approved by the Foster & Adoptive Care Coalition. Ratings on well-being should be taken within 30 days of opening a case and again within 30 days of closing a case to evaluate changes that occurred during the intervention period. See the Outcomes Tracking portion of this manual for more information on how to utilize the scale in Extreme Recruitment®.

Extreme Recruitment® Training

On-Site Training

The Foster & Adoptive Care Coalition will provide on-site training to agencies wishing to learn more about Extreme Recruitment® philosophies and implementation. Most trainings can be completed in one day. At the agency's request, Coalition staff can extend the training to a second day to assist with implementation and starting cases.

Our standardized training includes the following:

- An overview of Extreme Recruitment
- A mock case staffing
- Investigative tips and techniques
- Technical assistance and outcomes tracking
- Case examples
- Overcoming barriers

Becoming Train the Trainer Trained

At this time, all trainings are to be conducted by staff of the Foster & Adoptive Care Coalition.

Ensuring Fidelity

Technical Assistance & Support

The Director of Program Implementation is available for ongoing support, by phone and email, to all sites that have completed a replication training. Agencies using the Extreme Recruitment® name are required to utilize the ongoing support and assistance provided by the Foster & Adoptive Care Coalition. Ongoing support includes the following:

- Extreme Recruiters must include the Director of Program Implementation on each weekly action plan for a minimum of the first case.
- The Director of Program Implementation may phone in to Extreme Recruitment® meetings to assist in overcoming barriers to moving a case forward.
- Foster & Adoptive Care Coalition staff will conduct site visits to review case files and provide technical assistance.
- Quarterly Extreme Recruitment® reports must be submitted according to the Reporting Template.
- Additional requirements may be made after site visits and quarterly reports to assist in maintaining fidelity and meeting program goals.

Extreme Recruitment® File Reviews

Case record reviews focus on the completion of required documentation and adherence to quality standards. Foster & Adoptive Care Coalition staff will travel to agencies to provide technical assistance and support, and to conduct case record reviews to ensure that the following quality standards are met.

Quality Standards

- At least 40 relatives/kin were identified with equal emphasis on maternal and paternal sides of the family
- Family was engaged by the Extreme Recruitment team
- Attempts were made to establish paternity
- Genogram was expanded/reviewed in at least 70% of weekly meetings
- 30-minute team meetings were held weekly
- All forms of recruitment were utilized
- Youth was prepared for permanency
- Program timeline was adhered to
- Weekly peer consultation is held in a group setting
- Weekly supervision is held
- 85% of youth served are reconnected
- 70% of youth are matched with a permanent resource

Data Tracking Tools

The following evaluation tools and forms are utilized in Extreme Recruitment® cases to measure outputs and outcomes:

- Child and Adolescent Functional Assessment Scale (CAFAS)—pre and post intervention: Assesses a youth’s day-to-day functioning across critical life subscales. Scores from pre to post intervention are used to determine whether a youth’s functioning has improved over time. Agencies may use a different measurement tool if approved by the Foster & Adoptive Care Coalition.
- Youth Connections Scale—pre and post intervention: Tool guides intentional discussion concerning the youth’s perception of the number, strength and quality of their relationships to supportive adults. Scale is used to track the efforts of workers as they aim to identify, maintain, and strengthen the connections to supportive adults.
- Caseload Tracking Document—on-going: Agencies may use their own database system or the Foster & Adoptive Care Coalition will provide an Excel spreadsheet.

The following forms are also utilized to ensure fidelity:

- Demographics Information form
- Weekly Action Plan
- Concurrent Recruitment Checklist

Reporting Template

Program outputs and outcomes are to be submitted at the end of each quarter using the Reporting Template. The Reporting Template lists the Output and Outcome Goals, how those goals are measured, and provides space to list the output/outcome results for the reporting period (the most recent quarter) and year-to-date. To enter your data, simply delete each “XX” and replace it with current numbers. In the comments column, discuss any barriers to achieving the output/outcome or any notes about progress toward achieving the output/outcome.

Trademark

Standard Statement on Extreme Recruitment®

The following statement is to be used in print and online materials referencing Extreme Recruitment®:

“Extreme Recruitment®, created by the Foster & Adoptive Care Coalition, is a race to find permanency for youth using 12-20 weeks of intensive recruitment efforts and permanency preparation.”

Rules for Trademark Use

No agency may use the Extreme Recruitment® name without permission.

To use the Extreme Recruitment® name, organizations must:

- have completed a one day replication training with a representative of the Foster & Adoptive Care Coalition
- agree to providing quarterly reports and receive technical assistance by signing a Scope of Work agreement
- remain compliant with all data submission requirements
- continue to meet quality standards

It is not required to use the registered trademark symbol every time “Extreme Recruitment” is written. However, the Foster & Adoptive Care Coalition requires that it be used at least once in every piece of written material. This should occur in any headings or titles. If there are no headings, it should occur the first time “Extreme Recruitment” is written.

Drafts of promotional materials must be forwarded to the Coalition for approval before they are distributed. Please allow time for approval.

Extreme Recruitment® Tools Packet

Extreme Recruitment® Referral

Case Information

Child's Name:	DOB:
Date of Protective Custody:	Case plan:
County of Jurisdiction:	Case Management Agency:
Has TPR been completed? <input type="checkbox"/> Yes <input type="checkbox"/> No	Is there a court order allowing media recruitment in place? <input type="checkbox"/> Yes <input type="checkbox"/> No
If no, is team willing to pursue TPR? <input type="checkbox"/> Yes <input type="checkbox"/> No	If no, is team willing to obtain one prior to Extreme Recruitment®? <input type="checkbox"/> Yes <input type="checkbox"/> No
Medical and Mental Health Diagnoses of child(ren) being referred:	
Has there been a previous adoption finalized? <input type="checkbox"/> Yes <input type="checkbox"/> No	

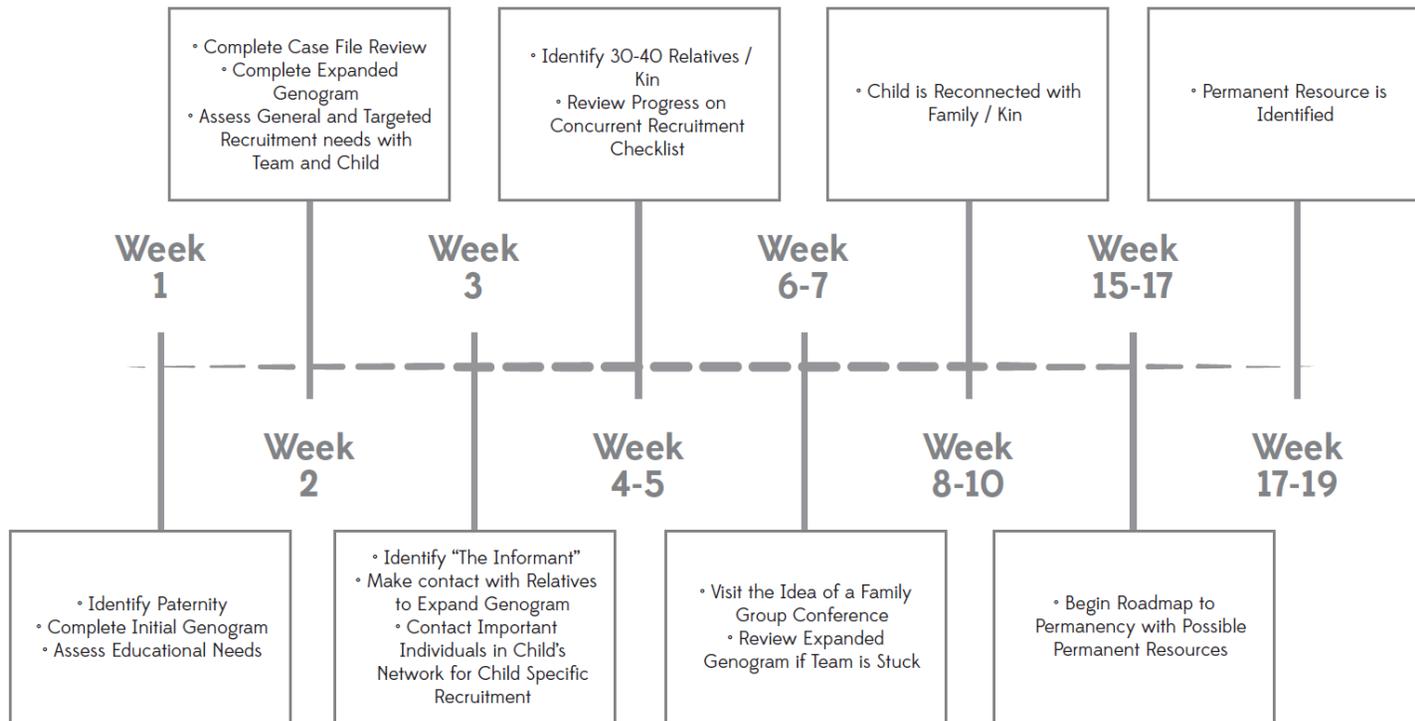
Team Member's Name

Contact Information

Case Manager:	
Case Management Supervisor:	
Juvenile Officer:	
Guardian ad Litem:	
Placement Provider:	
CASA:	
Other:	
Other:	

Referral Date:	Name of Person Making Referral:

Extreme Recruitment® Timeline



Extreme Recruitment Staffing

Date:

Team Members Present:

Youth Name:

Age/DOB:

Gender:

Race/Ethnicity/Culture:

Date & Reason for Protective Custody:

Court of Jurisdiction:

Case Management Agency:

Placement History (list type and length of each placement if known):

Strengths:

Current Behaviors & Safety Concerns:

- **Toward Self:**
- **Moods/emotions:**
- **Toward Others:**
- **In Current Placement:**
- **In School:**
 - **Current grade level:**
- **In the Community (legal involvement):**

DMH or SSI applied for?

Any changes in Overall Well-Being (+/-) last 3 months? Why?

Known Relative (list names, relation, and location if known):

Connections (paid and unpaid):

Loneliness Factor (0 = not lonely; 10 = extremely lonely):

Identified Permanency Options (list name and relation to child):

A.

B.

C.

D.

5 year forecast:

Case File Review Form

Child's Full Name: _____ DOB: _____ DCN: _____
Date/Reason for Protective Custody (list reasonable efforts prior to placement): _____

Siblings:

Names and ages of siblings in the Extreme Recruitment program:

Names and ages of siblings not in Extreme Recruitment program:

Education:

Current School: _____ Grade: _____
Individualized Educational Plan (Y/N): _____ If yes, list reason: _____

Current or Recent Suspensions/Expulsions:

Previous Schools Attended (name & length of attendance):

Health & Mental Health:

Current Physician & Contact Information:

List any previous and current physical or mental health diagnosis--include treatment and current medication(s).

Permanency Planning:

Current Permanency Plan: _____ Concurrent Plan: _____

TPR of Mom (Y/N): _____ Date: _____ TPR of Dad (Y/N): _____ Date: _____

Named/Alleged Father(s): _____ Paternity Test Results: _____

Significant Relationships (previous and current):

Has the child ever had a failed adoption?

- Yes, pre-finalization No
 Yes, post-finalization Unknown

If yes, explain:

Past Recruitment Efforts (check all that apply):

- No Past Efforts Child Specific Recruitment:
 General Recruitment: Unknown
 Targeted Recruitment:

Additional Notes:

Supporting Documents for Permanency

Check if present in Extreme Recruitment File	Check if requested from team	Check if Not Applicable	Required Document
			Birth certificate (copy)
			Court order
			IEP / school reports
			Media Release
			Medicaid / health insurance card (copy)
			Immunization Records
			Paternity Test/Documentation of Paternity If no test, list how paternity was established for ER: _____
			Placement history
			Psychological evaluation (all available; at least one within last year) *If not within last year, request updated evaluation
			Psychiatric evaluation/notes (if applicable)
			Strength-based adoption profile (long)
			Social security card (copy)
			Social Summary for youth's long profile (if it doesn't exist, request or create one using CD guidelines)
			Therapy report / notes (if not available, request report and a Therapeutic Treatment Plan from the therapist)
			Other (i.e. cards, letters)- These should be brought to the team and a plan should be made for someone to give them to the youth. List of items found:
			TPR Documentation
			Written Service Plan (most recent CS1)

Please List:

Current Placement:	Case Manager:
Deputy Juvenile Officer:	Guardian ad Litem:

Child Traits & Preference Inventory

Child's Name:	DOB:
---------------	------

Leisure:

- Free time activities:
- Talents:
- Activities they enjoy:

Personality:

- What other people like about him/her:
- How he/she sees self:
- Adjectives that describe the youth:
- Likes:
- Dislikes:

Education:

- Feelings toward school:
- Grades:

- **Favorite subject:**
- **Future school goals:**
- **Career goals:**

Home Preferences

- **Location preferences (if any):**
- **Rural/Urban/Suburban:**
- **Home Disqualifiers:**
 - **Younger children**
 - **Pets**
 - **Others:**
- **Child will want to be able to maintain contact with the following people:**
- **Age/Gender of parent(s):**
- **Child's comfort with adoptive siblings:**
- **Necessary knowledge for potential parents:**
- **Necessary skills for potential parents:**

Demographics Information

Youth's Name	
ID Number	
Date of Birth	
Race/Ethnicity	
Case Plan	
TPR Date	
Last Grade Completed	
Number of Years in Care	
Number of Placements	
Case Management Agency	
Jurisdiction	
Number of Relatives Known at Initial Staffing	
Number of Relatives Known at Case Closure	
Staffing Date	
Closing Date	
Date Reconnected	
Name and relation of Reconnection	
Date Matched	
Name of Permanent Resource	
Relationship of Permanent Resource	
Date Placed	

Extreme Recruitment® Weekly Action Plan Template

<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: small;"> Maternal Search Paternal Search Maternal Engagement Paternal Engagement Child-Specific Recruitment Targeted Recruitment General Recruitment Foster Parent Recruitment Best Parent Placement Mental Placement for Prep. Mental Health Physical Health Peer Relationships Adult Relationships Educational Needs </div> <div style="text-align: right;"> Child: Date: Age: DOB: Week: </div> </div>															
Recruitment					Preparing for Permanency					Action Step for the Week				Person Responsible	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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0	0</														

Extreme Recruitment® Contact Log Template

Name of Contact	Relationship to Child	Possible Addresses	Check if Good		Phone Numbers	DOB	SSN	Contact? (Y / N)	Response	Checks	Notes
									<input type="checkbox"/> Contributed Info. <input type="checkbox"/> Wants placement of child <input type="checkbox"/> Wants contact w ith child <input type="checkbox"/> No contribution <input type="checkbox"/> Do not recontact	<input type="checkbox"/> CA/N <input type="checkbox"/> Unofficial Background <input type="checkbox"/> Official Background	
									<input type="checkbox"/> Contributed Info. <input type="checkbox"/> Wants placement of child <input type="checkbox"/> Wants contact w ith child <input type="checkbox"/> No contribution <input type="checkbox"/> Do not recontact	<input type="checkbox"/> CA/N <input type="checkbox"/> Unofficial Background <input type="checkbox"/> Official Background	
									<input type="checkbox"/> Contributed Info. <input type="checkbox"/> Wants placement of child <input type="checkbox"/> Wants contact w ith child <input type="checkbox"/> No contribution <input type="checkbox"/> Do not recontact	<input type="checkbox"/> CA/N <input type="checkbox"/> Unofficial Background <input type="checkbox"/> Official Background	
									<input type="checkbox"/> Contributed Info. <input type="checkbox"/> Wants placement of child <input type="checkbox"/> Wants contact w ith child <input type="checkbox"/> No contribution <input type="checkbox"/> Do not recontact	<input type="checkbox"/> CA/N <input type="checkbox"/> Unofficial Background <input type="checkbox"/> Official Background	
									<input type="checkbox"/> Contributed Info. <input type="checkbox"/> Wants placement of child <input type="checkbox"/> Wants contact w ith child <input type="checkbox"/> No contribution <input type="checkbox"/> Do not recontact	<input type="checkbox"/> CA/N <input type="checkbox"/> Unofficial Background <input type="checkbox"/> Official Background	
									<input type="checkbox"/> Contributed Info. <input type="checkbox"/> Wants placement of child <input type="checkbox"/> Wants contact w ith child <input type="checkbox"/> No contribution <input type="checkbox"/> Do not recontact	<input type="checkbox"/> CA/N <input type="checkbox"/> Unofficial Background <input type="checkbox"/> Official Background	

Concurrent Recruitment List

Check the box for each recruitment activity conducted.

General Recruitment (*public recruitment*)

- Online video profile
- Wednesday's Child
- Heart Gallery
- AdoptUSKids
- Newspaper feature
- Other:
- Other:

Targeted Recruitment (*focused on a specific constituency*)

- Faith-based (i.e., One Church, One Child)
- Businesses
- Faith-based (i.e., One Church, One Child)
- Service clubs (Kiwanis, Optimists, etc.)
- Support groups or agencies that match the child's needs (autism, cerebral palsy, etc.)
- Other:
- Other:

Child-Specific Recruitment (*reaching out to the child's natural network*)

COMMUNITY CONNECTIONS

- Teacher
- Coach
- Former neighbors
- Other:
- Other:

FOSTER PARENT

- Current foster parent
- Former foster parent
- Adoptive parent of sibling
- Other:
- Other:

Diligent Search (*i.e., family finding*)

- Review Child Protective Services (CPS) file
- Review court file
- Review closed files
- Develop genogram
- Conduct internet search
- Interview family/kin

Family Search Checklist

Check items as they are completed

- Review court and social files for names, date of births, social security numbers, and addresses of family members/contact persons
- Utilize general search engines for individual's name (google, yahoo!, etc)
- Search Vinelink database about status of offenders
- Search Bureau of Prisons and Department of Corrections to locate an inmate
- Search any available court databases for any court case associated with the individual
- Search Department of Revenue to determine property ownership.
- Search Child Abuse and Neglect databases for known names
- Search Child Protective Services case record system for other siblings in alternative care.
- Search Income Maintenance (welfare) as a way to find a current address
- Search the Putative Father Registry
- Conduct search of online people finding sites (i.e. privateeye.com, ussearch.com, whitepages.com, spokeo.com, peoplesmart.com, zabasearch.com, and pipl.com) for additional information
- If a birth or death certificate is needed to gather or confirm information on parents, request documents from Vital Records Department.
- Search social networking sites (Facebook, MySpace, Google+, Linked In, Pinterest, Twitter, etc.)

Extreme Recruitment[®] Extension

Youth:

Extreme Recruiter:

Extreme Recruitment[®] Staffing Date:

Today's Date:

Weeks of Extreme Recruitment[®] Services:

Extreme Recruitment is designed to be a short term intervention, concluding within 12-20 weeks if at all possible. If, at the end of 20 weeks, we do not achieve a permanency plan, the team may end Extreme Recruitment, place it on hold for six months, or continue the process. The professional team may choose to continue Extreme Recruitment[®] for **up to a total of 30 weeks** of services.

Below are the approved justifications for extending Extreme Recruitment[®] services. Please check all reasons for extending Extreme Recruitment[®] past 20 weeks that apply to this case:

- Additional family members surfaced late in the Extreme Recruitment[®] process
- Paternity was established late in the Extreme Recruitment[®] process, opening additional avenues for family finding
- There was a change in the child/youth's case plan that allows additional recruitment
- A match that was anticipated did not occur
- Resources on Roadmap to Permanency and Natural Supports Checklist are in the process of being secured

Anticipated Extreme Recruitment[®] Closing Date:

Recruitment Activities to be completed:

Team Members Present (Name and Role):

By signing this form, the team agrees to continuing Extreme Recruitment services up to 30 total weeks of service. The team agrees to exploring recruitment of a permanent resource (including family finding, and general, targeted, and child-specific recruitment) and preparing the youth for permanency.

Team Member's Name	Signature	Date

Extreme Recruitment® On-Hold Agreement

It was decided by this Family Support Team that the Extreme Recruitment case for _____ shall be placed on Hold Status. At this time, weekly Extreme Recruitment meetings will cease and Extreme Recruitment services will be placed on hold. The team will reconvene at the agreed upon date to determine whether Extreme Recruitment services shall resume or close completely. Until this time, the assigned Extreme Recruiter will remain as a member of the youth's Family Support Team. He/She will participate in FST, TDM, PPRT, and other pertinent meetings in order to remain up-to-date on the case, should Extreme Recruitment services resume in the future.

Please check all pertinent reasons for this case being placed on hold:

- The team is awaiting paternity to be established.
- The recruiter is awaiting a court ruling or team decision that will impact the recruitment plan.
- Licensing issues are being resolved.
- ICPC has been submitted and the team is awaiting a decision
- Multiple families are interested and an adoption staffing must be scheduled before moving forward.
- Other:

By signing below, I agree to place the Extreme Recruitment Case for _____ on hold, to be re-examined on _____ by the youth's team. I understand that the Extreme Recruiter will remain a part of the youth's team until it is decided to close the Extreme Recruitment Case.

Team Member's Name	Signature	Date

Extreme Recruitment® On-Hold Justification

Case Name:

Date of Hold Status Initiation:

Re-evaluation Meeting Date:

Extreme Recruiter:

Email:

Office:

Cell:

ER Supervisor:

Email:

Office:

Cell:

Team Member's Name	Role

Justification for Hold Status

(Explain why the case was put on hold and what specific tasks are to be completed during the on-hold period)

Roadmap to Permanency

*Check the box for each item as they are completed.
For items not completed by case closure, record the projected date.*

Youth is prepared for permanency			
Completed	Projected Date of Completion	Task	Person Assigned
<input type="checkbox"/>		Idea of permanency with the specified resource is introduced to the youth. Utilize therapy if necessary.	
<input type="checkbox"/>		Begin supervised visits with the identified resource.	
<input type="checkbox"/>		Begin unsupervised visits with the identified resource.	
<input type="checkbox"/>		Educational concerns are addressed and a plan for resolution is in place.	
<input type="checkbox"/>		Youth's new school is identified.	
<input type="checkbox"/>		Mental health concerns are addressed through continued therapy and medication management.	
<input type="checkbox"/>		Youth and resource family begin family therapy prior to placement if appropriate.	
<input type="checkbox"/>		Other:	
<input type="checkbox"/>		Other:	

Resource family is prepared for permanency			
Completed	Projected Date of Completion	Task	Person Assigned
<input type="checkbox"/>		Family is provided with a full summary of youth's history and needs.	
<input type="checkbox"/>		Supports Checklist has been completed with the family.	
<input type="checkbox"/>		Family is referred for licensure.	
<input type="checkbox"/>		Barriers to permanency are identified and a plan for resolution is in place.	
<input type="checkbox"/>		Summer/non-school hour safety/supervision plan has been completed.	
<input type="checkbox"/>		Other:	
<input type="checkbox"/>		Other:	

Licensing is completed			
Completed	Projected Date of Completion	Task	Person Assigned
<input type="checkbox"/>		Referral for kinship/relative license is made.	

Licensing is completed (continued)			
<input type="checkbox"/>		Home safety walk through and documentation is completed.	
<input type="checkbox"/>		Child abuse/neglect background check is completed.	
<input type="checkbox"/>		Criminal background check is completed.	
<input type="checkbox"/>		Personal references are received by licensing worker.	
<input type="checkbox"/>		Physical health statement is obtained.	
<input type="checkbox"/>		Proof of car insurance is provided to licensing worker.	
<input type="checkbox"/>		School references are received by licensing worker (if children are in the home).	
<input type="checkbox"/>		Family is enrolled in Pre-service training.	
<input type="checkbox"/>		Family completes pre-service training.	
<input type="checkbox"/>		Family is enrolled in behavioral/elevated needs training (if appropriate).	
<input type="checkbox"/>		Family completes behavioral/elevated needs training (if appropriate).	
<input type="checkbox"/>		Family is enrolled in CPR/first aid training.	
<input type="checkbox"/>		Family completes CPR/first aid training.	
<input type="checkbox"/>		Home Study is completed by the licensing worker.	
<input type="checkbox"/>		Other:	
<input type="checkbox"/>		Other:	

Permanency is finalized			
Completed	Projected Date of Completion	Task	Person Assigned
<input type="checkbox"/>		ICPC is approved (if appropriate).	
<input type="checkbox"/>		Child is placed with identified family.	
<input type="checkbox"/>		Family meets with adoption attorney.	
<input type="checkbox"/>		Adoption hearing scheduled for _____.	
<input type="checkbox"/>		Subsidy is approved.	
<input type="checkbox"/>		Adoption is finalized.	
<input type="checkbox"/>		Other:	
<input type="checkbox"/>		Other:	

Additional Notes:

Supports Checklist

Check each box when item is confirmed and person who will provide the support is identified.

Natural Supports

- Planned respite care
Person:
- Emergency respite care
Person:
- Mentor for child
Person:
- Transportation to
School: Person:
Doctor/dentist: Person:
Therapist: Person:
- Backup adoption/guardianship plan
Person:
Person:
Person:
- Parental emotional support
Person:
Person:
Person:
- Summer/non-school hour safety/supervision plan
Person/activity:
Person/activity:
Person/activity:

Formal supports

Check the box for each service discussed with the family.

- Subsidy
- Respite care
- Department of Mental Health
- Supplemental Security Income (SSI)
- Intensive in home services
- Daycare
- Other:
- Other:

Community supports

Check the box for each service discussed with the family.

- YWCA (www.ywca.org)
- Big Brothers, Big Sisters (www.bbbsa.org)
- Learning Disabilities Association (www.ldantl.org)
- National Alliance of Mental Illness (www.nami.org)
- Vocational Rehabilitation (Check individual state government website)
- Other: _____
- Other: _____

Extreme Recruitment® Closing Summary

Youth Name:

DOB:

Extreme Recruiter:

Extreme Recruitment Investigator:

Case Manager:

Supervisor:

Case Management Agency:

Adoption Specialist:

Date Services Start:

Closing Date:

On Hold Date (if applicable):

Date Removed from On Hold Status:

Summary of Extreme Recruitment Program Intervention (including investigative findings):

Recruitment Strategies

- Child Specific-
- Targeted-
- General-

Diligent Search:

The team consented to contacting the following family members (full name and relation):

-

Barriers:

Successes:

Reconnections:

Preparing Youth for Permanency:

- Best Placement-
- Mental Health-
- Physical Health-
- Peer Relationships-
- Adult Relationships-
- Educational Needs-

Next Steps:

•

Closing Comments:

Placement Name & Contact Information:

Permanency Plan at Case Closure:

Supporting Documents Enclosed:

- Demographics Sheet
- Initial Genogram
- Staffing Report
- Final Genogram
- Contact Log (for Case Managers and DJOs only)
- Weekly Action Plans
- Permanency Pact
- Supports Checklist (only for cases that have been matched with a permanent resource)
- Roadmap to Permanency (only for cases that have been matched with a permanent resource)
- Other: _____

Extreme Recruiter: _____ **Date:** _____

Extreme Recruitment Supervisor: _____ **Date:** _____

Internal Closed File Checklist

Youth: _____

- Closing Report
- Demographics Sheet
- Informed Consent
- Extreme Recruitment Staffing
- Team Contacts
- Initial Genogram
- Closing Genogram
- Case File Review
- Meeting Attendance List
- Weekly Action Plans
- Extreme Recruitment Extension (if applicable)
- Contact Log
- Strengths Based Interview
- Initial CAFAS
- Closing CAFAS
- Youth Connections Scale
- Permanency Pacts (copies)
- Natural Supports Checklist (for cases achieving permanency)
- Roadmap to Permanency (for cases achieving permanency)
- Supporting Documents Checklist
- Concurrent Recruitment List
- Diligent Search Checklist
- On Hold Justification (for cases placed on hold)
- Hold Status Agreement (for cases placed on hold)
- Extension Form

Reporting Template

Please enter your agency's data for this quarter and year-to-date. Include both the raw numbers and percentages for each output and outcome, using the format provided. Simply replace each "XX" with your agency's data.

Program Outputs				
Output Goal	Measurement	Output for Reporting Period	Program Life Output	Comments
Approximately 14-17 youth served per recruiter each year	Documentation of cases served on a caseload list	XX cases served	XX open cases XX closed cases	
Identify at least 40 relatives/kin in 90% of cases with equal emphasis on maternal and paternal sides of the family	Documentation on genogram and weekly action plans	XX of XX (XX%) youth had at least 40 relatives identified	XX of XX (XX%) youth with open cases had at least 40 relatives identified XX of XX (XX%) youth with closed cases had at least 40 relatives identified	
All recruitment methods (general, targeted, child-specific, and diligent recruitment) are conducted for 97% of children	Documentation on the Concurrent Recruitment Checklist	For XX of XX (XX%) youth, all recruitment methods were utilized	For XX of XX (XX%) youth with open cases, all recruitment methods were utilized For XX of XX (XX%) youth with closed cases, all recruitment methods were utilized	
90% of cases meet weekly at least 90% of the time	Documentation on each weekly action plan of the date of the meeting. If no meeting was held for a particular	XX of XX (XX%) cases met weekly at least 90% of the time	XX of XX (XX%) cases met weekly at least 90% of the time	

	week, the action plan should still be dated and the reason for missing the weekly should be documented in the “update” section			
Program Outcomes				
Outcome Goal	Measurement	Outcome for Reporting Period	Program Life Outcome	Comments
85% of youth are reconnected with a safe/appropriate relative/kin (reconnection is defined as phone, letter, e-mail, or face-to-face contact with someone how has not contacted the youth in the past 6 months)	Documentation of reconnection in case file	XX of XX (XX%) youth were reconnected with a safe/ appropriate relative/kin	XX of XX (XX%) youth with open cases were reconnected with a safe/ appropriate relative/kin XX of XX (XX%) youth with closed cases were reconnected with a safe/ appropriate relative/kin	
70% of youth are matched with a permanent resource (approximately 10-12 matches a year per recruiter). A match is established when the youth’s team and the placement resource agree that the placement resource is the identified permanent placement	Documentation of match agreement in the case file	XX of XX (XX%) youth were matched with a permanent resource	XX of XX (XX%) youth with open cases were matched with a permanent resource XX of XX (XX%) youth with closed cases were matched with a permanent resource	
4-6 youth per	Documentation	XX youth had	XX youth had	

recruiter have adoption or guardianship finalizations each year (after the first year of implementation)	of finalization date in the case file	adoption or guardianship finalizations	adoption or guardianship finalizations	
70% of youth have maintain or improve on the CAFAS (or other approved child functioning measure) from baseline to case closure	Child and Adolescent Functional Assessment Scale conducted at baseline and case closure	XX of XX (XX%) of youth with closed cases maintained or improved on the CAFAS	XX of XX (XX%) of youth with closed cases maintained or improved on the CAFAS	
70% of youth increase their level of connectedness to adults, as measured by the Youth Connection Scale	Youth Connection Scale completed at baseline and case closure	XX of XX (XX%) of youth with closed cases increased their connectedness to adults	XX of XX (XX%) of youth with closed cases increased their connectedness to adults	

Appendix A: Logic Model

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
<p>Partnerships with case management agencies</p> <p>Knowledge of policies/statutes regarding adoption/guardianship placements</p> <p>Investigation websites</p> <p>Expertise in family finding</p> <p>Collaboration with media partners for general recruitment</p> <p>Creative recruitment ideas</p>	<p>Prepare youth for permanency and family connections:</p> <ul style="list-style-type: none"> • Child/youth assessment • Address needs in areas of best placement, mental health, physical health, peer relationships, adult relationships, and education <p>Conduct all available recruitment methods concurrently:</p> <ul style="list-style-type: none"> • General Recruitment • Targeted Recruitment • Child-Specific Recruitment • Diligent Search for Relatives/Kin <p>Weekly Recruitment Meetings for 12-20 weeks</p>	<p>Approximately 15-17 youth served per recruiter each year</p> <p>Identify at least 40 relatives/kin in 90% of cases with equal emphasis on maternal and paternal sides of the family</p> <p>All recruitment methods (general, targeted, child-specific, and diligent recruitment) are conducted for 97% of children</p> <p>90% of cases meet weekly at least 90% of the time</p>	<p>85% of youth are reconnected with a safe/appropriate relative/kin (reconnection is defined as phone, letter, e-mail, or face-to-face contact with an adult who has not had contact with the youth in the past 6 months)</p> <p>70% of youth are matched with a permanent resource (approximately 10-12 matches a year per recruiter)</p> <p>4-6 youth per recruiter have adoption or guardianship finalizations each year</p> <p>70% of youth have clinically significant improvements on the CAFAS from baseline to case closure</p> <p>70% of youth increase their level of connectedness to adults, as measured by the Social Support Survey</p>	<p>The child welfare system returns to its original purpose of being a temporary placement where children receive safe and loving care</p>

Appendix B: Messaging to Youth and Relatives

Preparing Youth and Relative to Meet

Use the following statements.

Message to the youth:

- Through new ways of finding people that weren't available before, we found one of your relatives.
- Your relative didn't know how to find you.
- The only expectation we have for today's visit is to introduce you to your relative. This will be a time for you to ask questions, but remember your relative might not know the answers (i.e. where is your birth parent).
- If you are uncomfortable in the visit and want the visit to end, just tell anyone of your team members (you won't be left alone in the visit).
- You can tell your relative that you live in a foster home, but do not tell them the phone number or address. If you want to visit with your relative again, your team will schedule the visit.
- It is natural and okay to have a lot of different feelings (happy, sad, angry) after you meet your relative – your team is here to help you.

Message to the relative(s):

- The team is happy you have taken the step of wanting to meet the youth, and we know it may be overwhelming. For your comfort level and for the youth's comfort the team will be supervising the visit.
- For the youth's wellbeing, it is important that the process be slow and that we make no promises to the youth.
- The visit is an opportunity for you to reconnect with the youth. Again, for the youth's wellbeing share limited information as not to overwhelm the youth.
- The youth may feel confused or angry – do not take it personally. The youth may also be very excited and may talk about the future with you – just take one step at a time and make no promises. Remember, the youth has been in foster care for years and has had a lot of losses and disappointments.
- We request that you not ask the youth for information such as their phone number or address.
- We know that meeting the youth can be overwhelming and that you might not be sure of the next step to take, we will help you in this process. We just ask that you be honest with the team – if you can not make the commitment of staying connected with the youth we ask that you let us know so we can address it with the youth.
- If you're not sure if you should answer a specific question the youth may ask you, let the youth know you'll try to find the answer out for them.

Appendix C: Sample Job Descriptions

Extreme Recruitment® Supervisor

SUMMARY OF POSITION:

The Extreme Recruitment Supervisor will ensure successful outcomes of the Extreme Recruitment program by holding parties responsible for weekly deliverables, overcoming institutional barriers, and encouraging strong collaboration among agencies. Other responsibilities include case record review, adoption readiness assessment, adoption preparation, network building, and execution of child-specific recruitment plans.

ESSENTIAL FUNCTIONS:

- Provide direct supervision to Extreme Recruitment staff
- Facilitate communication with referral agencies and court personnel to ensure effective service delivery
- Manage the intake and referral process for prospective Extreme Recruitment clients
- Provide training and updated information to partner agencies on the Extreme Recruitment intervention
- Facilitate the initial team meeting and staffing for each client
- Assist the Extreme Recruitment staff with conducting the Extreme Recruitment intervention
- Complete monthly billing sheets and invoices to funders
- Be accessible for and provide individualized and group consultation at established times and as need to support staff
- Observe and review staff performance (i.e. meetings, phone calls, documentation) and provide professional feedback
- Maintain and update Extreme Recruitment policies and procedures
- Assist in grant development and reporting
- Function as an agency liaison with program funders and partners
- Facilitate ongoing quality enhancement

MINIMUM REQUIREMENTS:

Education: Master's Degree in a Social Service or related field. Bachelor's Degree in a Social Service or related field will be considered depending on extend of professional experience.

Experience: Demonstrated experience working with interdisciplinary teams utilizing innovative strategies to overcome obstacles. Direct experience in child welfare field with a basic knowledge of foster care and adoption.

Strong candidates will possess:

- At least 5 years of direct child welfare experience
- 2 years of supervision and program oversight
- Familiarity with the policies and procedures of the courts and child protection

Extreme Recruiter

SUMMARY OF POSITION:

Carry out all aspects of multi-faceted, child-specific adoption recruitment with a caseload of up to 7 youth (or sibling groups) in foster care. Intensively serve each youth for 12-20 weeks with the goals of ensuring a system of supportive adults for at least 85% of youth, and identifying a permanent resource committed to adoption or guardianship for at least 70% of participating youth.

ESSENTIAL FUNCTIONS:

- **Case Record Review:** Mine the child's Children's Division, contracted case management, and court files for names, dates of birth, addresses, phone numbers, and other relevant identifying information of kin/relatives.
- **Assessment:** Ensure an initial assessment of adoption readiness is conducted initially and updated as the case progresses.
- **Adoption Preparation:** Weekly review of the youth's current placement, mental health needs, physical health needs, adult relationships, peer relationships, and educational needs.
- **Network Building:** Schedule and facilitate weekly meetings with youths' teams including: Extreme Recruitment supervisor, case manager, case manager's supervisor, GAL, DJO, therapist, placement provider, etc.
- **Recruitment Planning:** The plan is reviewed weekly, and focuses on:
 - a. Conducting a diligent search: 1) identifying at least 40 family members; 2) focusing on re-connecting youth with safe, appropriate kin; 3) facilitating meetings with family members to determine a permanency plan and formalize natural supports.
 - b. Carrying out child-specific recruitment: Explore relationships with former foster parents, teachers, mentors, neighbors, pastors, friends, and other community supports.
 - c. Performing targeting recruitment efforts by identifying populations that may be interested in adoption of the youth in question. Potential populations include those familiar with specific diagnoses, special interests, and cultural or religious affiliations.
 - d. Utilize any untapped general recruitment strategies, such as the Heart Gallery, A Place to Call Home, A Child in Need, and various websites and newsletters.

MINIMUM REQUIREMENTS:

Education: Bachelor's Degree in Social Work or related field

Experience: Demonstrated experience working with interdisciplinary teams utilizing innovative strategies to overcome obstacles. Direct experience in child welfare field with a basic knowledge of foster care and adoption.

Preferred Skills/Qualifications:

- Good written and verbal communication
- Strong organization
- Superior time management
- Team facilitation
- Conflict resolution and negotiation
- Adaptation and flexibility
- Ability and comfort working with diverse populations in various environments
- Basic knowledge of Microsoft Office programs
- Understanding of, or ability to learn, Genopro

Extreme Recruitment® Investigator

SUMMARY OF POSITION:

The investigator acts as a support to the Extreme Recruitment program conducting diligent searches for family members of children in foster care. The investigator works in conjunction with the Extreme Recruiter and youth's team to identify and gather information from extended family/kin in an effort to establish permanent relationships. Specific tasks are assigned to the Investigator during the weekly Extreme Recruitment team meetings. The investigator communicates regularly with the Extreme Recruiter and may attend team meetings to further discuss family finding results.

ESSENTIAL FUNCTIONS

- Conduct diligent searches for family members through the use of various internet search sites and public records.
- Compile family information consisting of at least 40 individuals.
- Participate in home visits and interviews independently or with the Extreme Recruiter.
- Collect, organize and prepare verbal and written reports regarding pertinent family information
- Enlist and engage the assistance of other community partners in the investigative efforts.

MINIMUM REQUIREMENTS:

Education: Completion of Police Academy or Associates Degree in a related field

Experience: Minimum of 5 years of law enforcement or related investigative experience. Demonstrated experience using a variety of investigative tools and interview techniques to locate and engage individuals. Base knowledge of the child welfare system is desirable.

Preferred Skills/Qualifications:

- Excellent written and communication skills
- Culturally sensitive to the diverse metropolitan population
- Strong interview skills that establishes comfortable and confident engagement of individuals while gathering of pertinent information
- Strong competency in various search sites including internet and public records
- Possess a working relationship with outside agencies, i.e. Police Departments, Courts, and Social Services.
- Basic knowledge of Microsoft Office programs

Additional skills/competencies necessary to carry out services to the service population's culture and socioeconomic characteristics:

- Obtain a cultural awareness that results in a clear understanding of the worldview that directs individual interactions with people of other backgrounds.
- Ability to identify needs unique to various diverse populations including those of different gender identity, sexual orientation, ethnic group, race, and physical or mental capacity and address those needs with community resource referrals.
- Locate appropriate resources to communicate with limited-English-proficient individuals or those with hearing impairment.
- Assist other professionals and team members in understanding the unique needs/characteristics of diverse populations.