

Implementation Target 1.1

CYFD and HSD will develop a plan to (1) increase recruitment and retention of culturally reflective, community-based placements, with a focus on maximizing family supports and serving rural areas and difficult-to-place populations and (2) ensure that children in out-of-home care remain in stable placement and educational settings to the maximum extent feasible and that any change in placement is made in the best interests of the child and consistent with achieving the child's permanency goals.

Introduction

CYFD and HSD's plan to increase recruitment and retention of culturally reflective, community-based placements is detailed herein. The State is focused on maximizing family supports to ensure children in out-of-home care remain in stable placement and educational settings to the maximum extent feasible and that any changes in placement are made in the best interests of the child and consistent with achieving the child's permanency goals.

CYFD is moving to a child-centered model, where funding, licensing, and training plans are based on the child's needs instead of the needs of the placement. CYFD will utilize the Child and Adolescent Needs and Strengths (CANS) screening to support stability of placement, services, training, maintenance subsidies, and support needed for a resource family. This method will allow for training and retention efforts to be tailor-made to fit the cultural identity of the family and child and help us keep children in the most family-like setting possible.

CYFD and HSD are building access to the data analysis and tools necessary to make more data-driven recruitment and placement decisions. Overall targets and data metrics to support quantitative measures have been developed in conjunction with deliverable B 6.1 to support targeted recruitment for more culturally appropriate and ethnically and racially diverse placements with nonrelative resource families. This targeted recruitment effort includes a focus on maintaining cultural connections and emphasizes geographical-based recruitment reflective of the diversity of the urban, rural, and super-rural (sometimes referred to as "frontier") areas of New Mexico to better support stability in placements for children and youth in care.

The plan was developed based on information gathered through a formal survey and input from youth with lived experience and youth and family focus groups will continue to be organized throughout the implementation phases. In addition, the State has worked closely with the Tribal Affairs unit to ensure workgroups have tribal and pueblo representation and the leadership team has presented and received feedback from the New Mexico Tribal Indian Consortium (NM-TIC) with representatives from 21 tribes and pueblos in New Mexico.

The plan initially focuses on retention to best support the growth, success, and maintenance of resource families. The consensus of the development team was before recruitment efforts are implemented, the retention efforts should be stabilized and fully implemented. New retention practices will support the future targeted recruitment efforts through awareness; interested families will have solid information to inform their consideration and the commitment of both their family and CYFD. This approach is supported by survey feedback from current resource families that identified strengths and areas needing improvement in the current recruitment and retention efforts.

Retention Plan

CYFD is working diligently to retain resource families who have the desire to make a positive difference in the lives of children and their families. The homes of licensed resource families must be safe and supportive places for all children to thrive with a goal of helping support them returning to families whenever appropriate. The State has been working to set expectations and deliver a clear message to all current and newly recruited resource families that their role is to support families and not be a substitute for the parents.

The State carefully assesses the resource family's motivation and expectations to determine if the family is a positive addition to the family's team, which includes the child, their family, CYFD staff, and external partners working toward the child's best interest. As the State continues to focus on recruiting and retaining resource families fit for the new trauma-responsive system and prepared to support and strengthen communities and families, some turnover of the existing resource family pool is likely to continue. Many currently licensed families are only open to accepting younger children with lower needs with the expectation to adopt and some of these families do not support the inclusionary policies. Families must be willing and able to work with older youth and children with higher needs.

CYFD understands that not all families may be willing or able to support placements of older youth and children with higher needs, however, when recruiting and training resource families, it is important to emphasize that older youth and children with higher needs are most in need of supportive, stable, and able resource families. This approach reinforces our philosophy that foster care is temporary and is a support for families in crisis, not a substitute for parenting. Because families must be a resource to children in the State's care, some applicants might be rejected in the following situations:

- Applicants who are not willing to support a reunification plan and work with the child's family.

- Applicants who do not want to maintain connections with the important people in a child's life.
- Applicants who are not willing or able to work as a team member with the department and other partners.
- Applicants who are not willing to take children with moderate to high needs or behaviors or to engage in additional support for the child and family to assist children in working through their trauma in a trauma-responsive manner.
- Applicants who only want to adopt children younger than five or children with no behaviors or needs. Those applicants are being referred to adoption agencies to better fit their needs.
- Applicants who are not willing to support CYFD's new inclusion policies or who have historically been unwelcoming or intolerant of children due to race, ethnicity, sexual orientation, gender identity, or other factor included in the department's inclusionary policies.

All CYFD's retention efforts are focused on ensuring the department is retaining culturally reflective homes for the children and youth in the State's care by prioritizing kinship and fictive kin first, culturally reflective nonrelative families, and geographical considerations. Focus groups and feedback loops are being created to include youth, biological families, and relative and nonrelative Resource Parents, as well as tribal partners.

CYFD and HSD surveyed more than 200 resource families statewide using weighted gap analysis to look at the space between "where we are" (the present state) and "where we want to be" (the target state). Of the over 200 resource families surveyed, we received responses from 178 families. The survey was based on a weighted gap analysis and was created by CYFD's RAD Bureau. The survey was sent to each of regional and county offices to disseminate to their licensed resource families. The survey results are included as Attachment A and the county responses as Attachment B.

Areas identified as needing improvement were communication, collaboration with CYFD, initial placement support, and pre-service and ongoing training opportunities. Areas identified as strengths in the survey were role satisfaction and the licensing process. Areas needing attention include:

- The agency's management of initial placements of children with resource parents.
- Communication between the agency and resource parents; and
- Collaboration with resource parents in meeting the needs of children and accomplishing case goals.

To address the areas identified for improvement the state is implementing the following retention strategies.

1. CYFD is developing procedures and program instruction guidelines to support the development of Individualized Retention and Training Plans (IRTP). IRTP's will be mandatory and attached to the Individualized Training Plans for each resource parent. The IRTP's will be uploaded in Binti and placed in the resource parents' provider files. IRTP's will be implemented and completed on all currently licensed resource parents by end of year 2021. Placement staff will work with resource families to create individual plans to meet each family's unique needs around training, support, communication styles, and self-care. These plans will be continuously revisited and revised to ensure the family feels supported and their voices are heard as key stakeholders in the child and family outcomes. In addition, CYFD is creating "Support and Sustain" teams in each region of the state to establish regional supportive networks for resource families. IRTP's will be mandatory and attached to the Individualized Training Plans for each resource parent. (Target: September 30, 2021)

The following specific steps are being taken:

- The Workforce Development and Resource family Training unit is developing a training and roll out plan for IRTPs. The trainings will be incorporated into the Binti MMIS/CCWIS placement module and learning management system (LMS) for easy online training access.
- Develop procedures for the identification of natural support networks, as well as Support and Sustain Teams for each Resource family, consisting of a minimum of two CYFD staff and peer resource mentors. The new IRTP procedures will allow youth and families to identify and seek specialized relative supports, as well as culturally reflective supports and services for Native American families, children, and youth.

The creation of Support and Sustain Teams is in response to feedback received from Resource parents. The mission is simple in nature: respond, communicate, and support. Many things could prevent a placement worker from being able to quickly respond quickly to a resource parent. The creation of a support team allows for multiple people to be able to communicate with the resource parent in the event of a crisis, turnover, vacation, or any other support needs, so the resource parent does not have to re-tell their story or that of the child in their

home. Support teams will also help support culturally reflective responses and supports.

Regional navigators, county office managers and county-based teams of placement workers and supervisors are responsible for identifying team members and ensuring that all resource parents know who they can reach out for specific or general information. They will also ensure that families are linked to other resource parents and support groups. Each resource family will be provided a “What to Expect” when going through the licensing process that provides the names and contact information for all team members, as well as the PAR Bureau staff.

- Develop an evaluation and quality assurance plan for IRTP and ITP to provide qualitative feedback, including point-in-time surveys during recruitment, training, placements, and exit for both Resource families and youth.
- Clarify procedures to ensure child and family information is provided at the time of placement. The substitute care agreement currently in place requires that basic family information is provided at the time of the placement of the child
- Provide staff with additional training and support to ensure the new IRTP and ITP program instruction guidelines, as well as current procedures, are fully understood and followed. Completed as of December 2021.
- Launch additional functionality in the Binti MMIS/CCWIS placement module to provide real-time, child-specific information for Resource families at the time a child is placed. (Target 2022)

CYFD will evaluate the effectiveness of the IRTP plans at multiple levels. Placement workers will work with their and placement supervisor to evaluate the completion and assessment of the IRTP and modify as needed over time. Examples of when an IRTP is reevaluated are during monthly home visits, Monthly provider staffing with PSD Placement Worker/Supervisor; Annual Reviews and License Renewals; Changes in family circumstances; Transferring from one PSD Placement Worker to another; At any time, the Resource Family requests to update their plan.

The PAR Bureau will evaluate the IRTP’s during their resource family file reviews annually to ensure completion and provide feedback and coaching for staff. Once IRTPs are in place, the State will identify staff who will complete “exit interviews” to evaluate whether the IRTPs were effective in retaining a resource parent, or if the resource parent closing their license was due to the retention plan not being effective.

2. CYFD increased maintenance rates for children in care to support caregivers and create a child-centered system where services come to the child. CYFD is also working to reduce the barriers for reimbursement when children need additional services. (Completed)
3. HSD and CYFD are developing a Resource Parent Resource Guide. An initial draft has been completed and is under internal review. Next steps will be publishing both an e-guide and a hard copy printed version. The Resource Guide will be uploaded on the CYFD.org website, the link will be distributed to licensed resource parents. CYFD will also print hardcopies that will be available in the local CYFD offices. The publication contains relevant contact information; a statewide and community guide to useful resources, including behavioral health resources and information about CYFD's new Resource family warmline. The publication will also contain relevant CYFD policies and procedures, as well as the grievance process for resource families and youth. The guide will be available in Spanish and Dine in hard copy and on our website. (Target date for completion is September 30, 2021.)
4. The department will revamp pre-service and ongoing training with the Office of Performance and Accountability (OPA) as follows: (Target: December 30, 2021)
 - Hire dedicated Resource family training unit (Completed).
 - Identify core competencies for Resource families in pre-service training and create training curriculum.
 - Procure contracted services to utilize a learning management system that interfaces with the Binti CCWIS placement module.
 - Develop a training plan that includes in-person, online, and one-on-one delivery options.
 - Create micro-learning videos.
 - Hold focus groups throughout development to include youth, parents, and Resource families. (Motto: Nothing about us, without us.)

Recruitment Plan

1. Child-Centered Model

Consistent with CYFD's overall strategy to move toward a child-centered model, the department's recruitment efforts are focused on increasing culturally reflective homes for children and youth in the State's care by prioritizing kinship and fictive kin first, and then culturally reflective nonrelative homes. The goal, when children cannot be placed with kin, is to avoid congregate settings and match them with a non-kin resource family in a home close to their family, school, and community supports and

with household members who speak their preferred language. Nonrelative resource families must be an option for placements that match the real needs of children and youth in foster care.

Rather than focusing solely on increasing recruitment of higher-level foster parents, the department is working to create more supports for children in their homes, including mentoring for family members to help care for children with higher needs and new regulations focused on funding, licensing requirements and training. This will allow the department to provide Level 2 or Level 3 support in the home where the child currently lives and enable services and supports go to the child whenever possible; instead of the child needing to change placements to get necessary supports.

Changes in licensing, individualized training plans, and level of care are now child specific rather than based on past licensing practices and are modeled on national best practices for licensing of relatives, fictive kin, and nonrelative resource families. The licensing standards were updated in 2020 in the New Mexico Administrative Code (NMAC 8.26.4.)

CYFD will utilize the Child and Adolescent Needs and Strengths (CANS) screening to support stability of placement and the provision of services, training, maintenance subsidies, and supports needed for each resource family. This method will allow for training and retention efforts to be tailor-made to fit the cultural identity of the family and child and help us keep children in the most family-like setting possible.

Following this strategy, the following specific steps are being implemented:

- Continue to prioritize kinship care, including maximally leveraging family finding and new protocols of identifying kin early and often throughout a foster care episode. (See Kinship section below for more detail)
- Create media and messaging for different platforms to target specific needs of children (Target: December 30, 2021), including:
 - Social media, print, website, radio, etc.
 - Procure contracted providers to support a targeted recruitment media and messaging plan to align with retention efforts as well as targeted goals for families that are culturally reflective as well as kinship care. CYFD currently has funding available to support a media campaign and expects to allocated funding each year to support on-going outreach through federal and/or state sources.
- Launch pilot with New America Foundation and University of Chicago (Target Start Date is June 2021). The pilot includes:

- Develop and utilize data-driven tactics to proactively recruit families to proactively recruit families to minimize placement changes and help support children remain in their communities and stay in supported homes during their time in care.
 - Develop a basic model of characteristics of resource homes for children who do not have kinship placements available.
 - Enable hyperlocal recruitment activities to attract specific families that meet concrete needs.
 - Targeted online recruitment and drip campaign.
 - Utilizes Binti MMIS/CCWIS placement module in place in New Mexico.
- Create an engagement plan for families that cannot commit to being a resource family but can commit to being a support for the resource or biological family (Target: October 31, 2021). Supports include:
 - Respite
 - Laundry
 - Education
 - Transportation

2. Kinship Care

Increasing kinship care and guardianships are top priorities for CYFD's. When families cannot be kept intact, placing a child with a relative can minimize the trauma of removal and research confirms children in kinship homes fare better than those placed with strangers. They experience fewer placement changes and have better behavioral and mental health outcomes. Kin caregivers are more likely to provide a permanent home through guardianship, custody, or adoption and can also help preserve a child's cultural identity and relationship to their community.

During 2020 and 2021, CYFD rolled out a new guardianship assistance program to provide permanence for children placed with relatives and a formalized kinship care plan, resulting in an over 20 percent increase in relative placements. CYFD aims to double this number over the next three years by removing barriers to kinship placements, including streamlining foster care licensing requirements to allow the provision of services and economic support to relative placements. The target is for at least 48 percent of children and youth in Protective Services (PS) custody to be placed in a family setting and live-in licensed homes with their relatives or kin. CYFD is working diligently to assist relatives and fictive kin in getting licensed at initial placement and throughout the life of the case.

In June of 2019, CYFD created a Kinship Unit and launched kinship navigators throughout the state to help find relatives of children and youth needing temporary

foster care. The Kinship Unit currently consists of a kinship manager, and two kinship specialists. The kinship unit is part of the Placement and Adoption Resource Bureau and supports CYFD's offices statewide with kinship and guardianship services, including training on working with kinship families, supporting, recruiting, and retaining the families. CFYD's work to expand kinship care is on-going, including:

1. Provide ongoing training to frontline staff on importance of relative connections. New employee training and ongoing drop-in trainings and coaching for staff have been developed, delivered, and will continue into future.
2. A Kinship Unit has been created to support system- and non-system involved families and field staff.
3. Staff will be using Results-Oriented Management interface and FACTS data to track kinship placements on a statewide, regional, county, and unit level.
4. Use Family Finding searches for all children in care for kinship placement or connections or both. A contract was executed with Seneca Family Finding in 2019 and will continue to be renewed annually.
5. The "Kincare First care," procedure strongly encourages relative placement as the first placement and, if not possible, requires ongoing staffings at regular intervals (Target: June 2021). Program instruction guidelines have been released that require county office manager approval if a youth is not placed with kin.
6. Work with tribal communities and rural areas to develop tools for kinship care. (See Appendix C 5.1.)
7. Develop media campaign to align with retention efforts, promote recruitment of culturally reflective families and kinship care, and ensure the community is aware of the prioritization of relative connections. (Target December 30, 2021)
8. Train community providers in completing the Initial Relative Assessment (Target: October 31, 2021).
9. Engage a treatment foster care (TFC) agency to pilot "Kincare TFC Licensing" and placements so that relatives can be licensed and receive TFC level supports.
10. Provide additional supports for kinship caregivers, including contracts with community-based providers and community-based support services. A contract for legal services for kinship families was executed on July 1, 2020, with Southwest Family Guidance Center, Pegasus, DNA, and Legal Aid of New Mexico.

11. Provide capacity to remotely verify background and safety checks to facilitate initial placement with relatives. (Target: December 30, 2021). New procedures are under development in collaboration with the New Mexico Department of Public Safety and Federal Bureau of Investigations that will expand the ability of after-hours and immediate background checks for staff to help ensure safety without the need for law enforcement to be on site and to provide additional information to support safety decisions regarding placement of the child with relatives. Currently, law enforcement agencies must be involved at the initial removal of a child to run background check. (Target: December 30, 2021).
12. All investigations now require the completion of a genogram, a map of family relationships and history, and for the genogram to be uploaded in the case record. (See PR10-Out of Home Placements issued January 14, 2021.)

3. Data Informed Recruitment

CYFD and HSD are building access to the data analysis and tools necessary to make more data-driven recruitment and placement decisions. Overall targets and data metrics to support quantitative measures have been developed as required in the Appendix B commitments for specific yearly targets for additional culturally appropriate and ethnically and racially diverse placements with nonrelative resource families. The State's targeted recruitment effort includes a focus on both short-term measurements, as well as the State's capacity to meet long-term targets.

In addition, to quantitative targets, the State will also inform recruitment efforts through qualitative metrics, including surveys that will be delivered to resource families at different times to identify barriers, challenges, opportunities, and successes. For example, point-in-time surveys will be directed at initial interest and consideration stages, during the home-study process, pre-service training, and initial placements and through ongoing training and support teaming. Surveys will also be developed for youth in care to provide CYFD and HSD teams with the youth voice to inform responses to those identified gaps, opportunities, and successes, which can translate to further recruitment and retention efforts based on their wants and needs. Surveys of youth in placements will be developed and implemented in 2021 and surveys will be integrated with the Binti modules through October 2022.

In addition, CYFD is participating in a Data-Driven Resource family Recruitment pilot with the New America Foundation and the University of Chicago. The pilot will assist in looking for the "true" gap between open beds and the needs of actual youth in foster care. The State will work closely with many stakeholders, including former foster youth, tribal partners, and families in the communities needed most, to bring cultural sensitivity to the analysis and subsequent recruitment activities to find the best ways to

match resource families with attributes such as race, ethnicity, religion, and tribal status.

The objectives of the pilot project include analysis of data from the pilot states to:

- Determine the types of resource families foster youth truly need when they enter care (by language spoken, school district, religion, capacity for sibling groups, etc.).
- Determine the true gap in licensed resource families against these same criteria.
- “Template-ize” this data analysis so other child welfare systems can analyze their own data. This step will involve the Medicaid management/comprehensive child welfare information system (MMIS/CCWIS) vendor, Binti, so it can be incorporated in Binti’s dynamic targeted recruitment report as part of CYFD’s new information system.
- Test and iteratively improve on a list of top tactics for effectively recruiting the most-needed Resource families, with input from experienced child welfare recruiters and private sector market segmentation experts.
- Develop a sample of digital marketing campaign strategies for most needed families that we can collectively scale on behalf of more systems.
- Create an online library of data-driven recruitment practices, including a mechanism for others to contribute new strategies and improve upon existing practices.
- Plan uses data and information to identify the barriers/challenges to goal achievement and identifies opportunities and successes toward achievement using data and information.

4. Recruitment Staffing

The Public Information Office (PIO) at CYFD has a dedicated intake person who works with the entire PIO team on outreach for the initial recruitment of families through media and messaging campaigns. All initial inquiries after outreach are assigned through the CCWIS module or through the Public Information Office to individual counties for licensing. In addition to media campaigns the Office of the PIO coordinates with the Protective Services Placement & Adoptions Resources Bureau (PAR) and local county offices recruitment and retention teams to have on the ground or targeted recruitment events based on specific community needs.

Each CYFD county office has a designated recruitment and retention team that focuses on targeted recruitment of non-relative resource parents. These efforts are led and facilitated by “Regional Navigator.” There are five Regional Navigators located throughout the state, one in each CYFD region (is that correct?) The recruitment team

identifies and assigns tasks and initiatives as called for in the office's recruitment plan. Apart from the regional navigators, whose positions are focused solely on recruitment, all other team members contribute to recruitment and retention efforts as part of their overall job responsibilities. The teams vary by county and region with different workers, from investigators, permanency workers, placement workers, support staff, etc.

The Regional Navigator partners with the Office of the PIO to identify efforts for targeted recruitment based on the target data and need for specific homes and families. The regional teams consist of CYFD staff, resource parents, and other external providers, such as community-based non-profits or advocacy groups. Each team's external provider may be different based on the resources in that community.

Regional Navigators track any incoming inquiries of non-relative families, and when those inquiries lead to an application submission, the prospective family is assigned to the county Placement unit, who is then responsible for licensing the family. Navigators and supervisors, utilize the CCWIS placement module to track all applications and timelines to full licensure.

The Placement and Adoption Resources Bureau (PAR) supports each county office team to ensure recruitment and retention consistency, adequate financial support for events, and works to identify barriers and areas for improvement. The PAR Bureau is responsible for ensuring the targeted metrics are met in the recruitment and retention plan. The PAR Bureau consists of two units – the Foster Care Unit and the Kinship and Adoptions Unit.

Goals and Targets

- Increase recruitment of kinship care Resource families: **By 2023, 48 percent of children and youth in family settings will be placed in licensed kinship care families.**
- Increase cultural reflectiveness of Resource families throughout the state so it is more representative of the children and youth in substitute care: **Rural recruitment (see Deliverable B 6.1); ethnicity recruitment (see Deliverable B 6.1).**
- Increase stable placements of children and youth in their own community, focus on placement stability, placement in county of origin and with siblings: **The department will strive for four or fewer moves per 1,000 days in substitute care.**

Implementation Teams, Tracking, and Monitoring

CYFD has formed multiple groups to address various components of the recruitment and retention plan. There are identified leads for each of the workgroups as well as co-leads for the larger group. Workgroups include CYFD staff, working collaboratively with BHSD, tribal partners, resource parents and other community stakeholders.

The Recruitment and Retention leadership team is co-led by Emily Martin, Acting Program Deputy Director, and Anthony Beltran, SW Regional Placement Supervisor.

Resource Guide Workgroup

- Guide has been created and is going through the final review and approval process.
- Translated into Spanish, Dine, and Braille
- Will be printed and digitally available to resource parents in September 2021

The Resource Guide Workgroup is tasked with identifying resources statewide and broken down into county specific regions. The workgroup is in the final stages of completion. The distribution plan is being implemented as the guide is also being formatted to suite visual and other ADA requirements. The guide will be translated into two identified languages, Spanish and Diné. The Resource Guide Workgroup is led by Estella Swain, Acting Bureau Chief Placement and Adoption Resource Bureau, and Hazel Mella, Staff Manager Human Services Department.

Individualized Retention Plan (IRTP) Workgroup

- Policy, Procedure, and Form have been drafted and are currently going through the approval process.
- IRTP will be integrated into the Individualized Training Plan Form.
- IRTP Training Curriculum has been completed and training and is anticipated to roll out in September 2021 to both staff and resource parents. Training will be regionally based.
- Implementation of IRTPs to all licensed resource parents by December 31, 2021.

The Individualized retention plan work group is steadily moving forward. The group is finalizing policy and procedure. The next step is to go to public hearing for promulgation. The Individualized Retention Plan Workgroup is led by Kathy Melendez, SW Regional Navigator, and Anthony Beltran, SW Regional Placement Supervisor.

Recruitment Campaign Workgroup

- Workgroup Developed to formulate a concise media push on recruitment of targeted areas.
- Partner with TFC agencies on a partnered approach that focuses on the level of commitment to our Children, Youth & Families.
- Youth Voice, Tribal Partnership will be an integral part of this workgroup
- Memorandum of Understanding with University of Chicago-Radical Innovations for Social Change (UC-RISC) was executed 08/17/2021 to partner in data share for targeted recruitment.
- Goal on target for December 2021.

The media and messaging workgroup will convene soon to begin their work on getting the word out to the communities and stakeholders. The Recruitment Campaign Workgroup is led by Charlie Moore-Pabst, Acting Public Information Officer.

Pre-Service Training Curriculum for Resource Parents

- Core Competencies have been created and curriculum has been developed.
- Learning Management System for Resource Parents to access pre-service training and ongoing trainings has been identified and has been approved to move to next stage of development.
- Train the Trainer on the new curriculum to begin rollout in October 2021
- Rollout of pre-service training to resource parent applicants will occur in December 2021.

The Workforce Development group is developing the curriculum which will train both workers and resource parents on the individualized retention plan process. The target is to begin rollout in in the last quarter of 2021. The pre-service training work group continues to move forward and is making progress regularly. An identified timeframe as to expected completion has not yet been solidified, but they continue to make forward progress at each of their regularly scheduled meetings and utilizing the time in between as well. The Resource Parent Pre-Service and Ongoing Training Workgroup is led by Celestina Garcia, Resource Parent Training Supervisor.

The Recruitment and Retention Leadership Team, the Placement and Adoption Resources Bureau (PAR), and Office of Performance and Accountability are responsible for the tracking progress on the state plan to improve recruitment and retention.

Quantitative metrics will be tracked in accordance with placement data collected through FACTS, MMIS/CCWIS Binti modules, and Results-Oriented Management on the number of children and youth in care placed in a licensed relative resource home.

Qualitative metrics will be tracked through surveys of resource families at different points in time during recruitment, training, and placements; youth surveys of placement; exit interviews; and Individualized Retention Plans (IRTP).

CYFD anticipates development, implementation, and rollout of the full recruitment and retention efforts by December 30, 2021. Benchmark dates through the implementation have been created to ensure full rollout by this date, as noted in the steps above on each action item.