



**MEMORANDUM**

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: TRACY BURRIS, INTERIM DEPUTY DIRECTOR  
 JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *Jki*

DATE: AUGUST 17, 2018

SUBJECT: **CONTRACT MODIFCIATION: RESOURCE DEVELOPMENT ASSOCIATES (FOR-PROFIT) TO DEVELOP, FINALIZE AND IMPLEMENT STRATEGIC PLANNING FOR RESOURCE FAMILY RECRUITMENT**

	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
CONTRACT TERM:	6/1/17- 6/30/18	7/1/18- 6/30/2021			
CONTRACT AMOUNT:	\$139,920	\$897,764	\$1,037,684	\$103,768	\$1,141,452
ANNUAL AMOUNT:	<u>FY17/18</u> \$139,920	<u>FY 18/19</u> \$817,604	<u>FY 19/20</u> \$55,160	<u>FY 20/21</u> \$25,000	
Funding Source	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
FUNDING:		\$653,741	\$383,943	\$103,776	\$1,141,452
PERCENTAGE:		63%	37%		100%

The Human Services Agency (HSA) requests authorization to modify the contract with Resource Development Associates for the period of June 1, 2018 to June 30, 2021, in the additional amount of \$897,764 plus a 10% contingency of \$103,768 for a total contract amount not to exceed \$1,141,452. The purpose of this contract is to continue development, finalize and implement a strategic plan for the recruitment and retention of a pool of well-trained and well-supported resource families, who are willing to take care of children with very diverse profiles and needs. This contract also includes a new scope of work for the Juvenile Probation Department (JPD) for the period September 1, 2018 to June 30, 2019.

## **Background**

If a child must be removed from their home to ensure their safety, Family and Children's Services (FCS) is mandated to place that child in the least restrictive, most home-like setting available. All children need and deserve a safe, nurturing and consistent place to live where they can thrive and mature. The best placements are within that child's community, maintaining critical relationships with schools, family and community. Resource families provide foster youth with a stable opportunity to grow and develop in a family environment. Finding families ready to look after these children is one of the most important responsibilities of the child welfare system. FCS must retain and recruit a pool of well-trained and well-supported resource families, who are willing to take care of children with very diverse profiles and necessities.

There is currently a severe shortage of resource families in San Francisco for a few reasons. Many of our older foster parents are retiring. Due to the high cost of housing in San Francisco, many potential resource families either have moved from San Francisco or are too limited in space to foster a child. Approximately 65 percent of our foster youth are currently placed outside the City. This can be traumatic for children who have already experienced separation from their families. The Department has an urgent need for new foster parents to help keep kids in their communities.

In addition, the state's Continuum of Care Reform (CCR) no longer allows foster youth to live in congregate care settings such as group homes and Child Protection Centers, and instead mandates foster youth be placed in family settings in a timely manner. As a result, even more foster family homes are needed to replace the congregate settings.

FCS collaborated with RDA last year to undertake and complete the first phase of the project, which was an assessment for a resource family recruitment and retention plan. RDA completed the assessment for the Department to determine the best strategies to recruit and maintain resource families. Similarly, JPD identified the need for targeted recruitment, retention, and implementation strategies specifically directed to increase the number of resource families willing to accept youth involved in the juvenile justice system into their homes. JPD currently has only five resource families to serve their youth.

RDA's efforts are part of a multi-year, multi-pronged approach geared toward increasing the number of children that will achieve permanency in San Francisco County. A crucial deliverable will be to launch a public information campaign to help San Franciscans understand the critical need for resource homes and keeping foster kids in their own community. The overall intention of this project is to increase our overall number of Resource Home and placement options by 15%.

The attached report from RDA summarizes their work for FCS to date.

## **Services to be Provided for FCS**

The funding provided by this modification provides for the next two phases of the project. The next phase is Family Recruitment planning, which will produce a complete adoptive and resource family retention plans. A comprehensive media strategy will messaging based on research will be completed. Using their subcontractor, Future State, the advertising campaign will begin as the next and final phase. It will include creative development, multiple phases of message testing, including testing with key audiences and target populations. Electronic format delivery of all materials will be provided. Creative materials such as fact sheets, brochures, posters, web site developments and updated, digital

and social media advertisements will be produced. Focus groups will be conducted to ensure the project is on target for the key audiences identified by the research.

For a full description, please see the attached scope of services.

**Services to be Provided for JPD**

Contractor shall leverage the work already conducted on behalf of HSA. The scope of work is similar and includes four phases. Phase 1 will include research, which includes literature and best practices. Phase 2 will be an environmental scan and assessment for recruitment and retention practices specifically targeted for JPD-involved youth. Phase 3 will include marketing Development to create a marketing strategy specifically for the recruitment of resource families for JPD-involved youth. Lastly, RDA will design and implement a recruitment and retention plan for resource families based on best practices.

For a full description, please see the attached scope of services.

**Selection**

Grantee was selected through Request for Qualifications (RFQ) #726 which was released December 12, 2016. The Contractor was determined qualified by an impartial review panel.

**Funding**

Funding for this grant is provided by a combination of county, state and federal funds.

**ATTACHMENTS**

Environmental Scan

Appendix A-1 – Services to be Provided, FCS

Appendix A-2 – Services to be Provided, JPD

Appendix B-1 – Calculation of Charges

Attachment 1 to Appendix B-1, Budget and Project Timeline, FCS

Attachment 2A to Appendix B-1, Budget and Project Timeline, JPD

Attachment 2 to Appendix B-1, Rate Schedule

# San Francisco Human Services Agency: Family and Children Services

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**Resource Family Recruitment and Retention Strategy: First Quarterly  
Progress Report**



**Prepared by:**

**Resource Development Associates**

**November 2017**



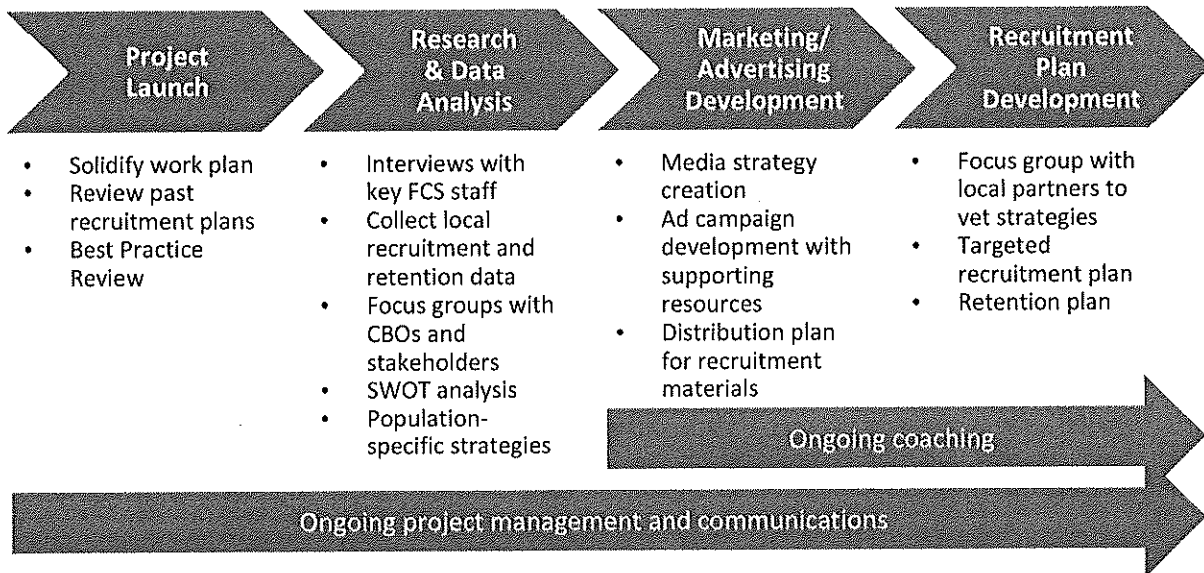


## Project Overview

Resource families provide youth with an opportunity to grow and develop in a family environment. Finding families ready to look after these children is one of the most important responsibilities of the child welfare system. As such, the Family and Children’s Services (FCS) division of San Francisco Human Services Agency (HSA or Agency) has embarked on a focused endeavor to update its strategy for identifying, recruiting, and retaining high-quality, well-trained caregivers. To do this, FCS has contracted Resource Development Associates (RDA), a local consulting firm, to conduct an environmental scan to inform strategy development and facilitate recruitment and retention strategy development, part of which includes a media campaign. The goals of this effort are to:

- Increase resource homes/placement options within the City and County of San Francisco for all eligible youth in out of home placement, from birth to 21 years old
- Retain existing foster parents for placement
- Expand the role of existing foster parents as resource families
- Provide coaching to agency staff and current resource families
- Improve FCS responsiveness for potential resource families

To accomplish this work, RDA has proposed a four-phase approach to 1) launch project work and set direction, 2) compile an environmental scan based on research and data analysis, 3) develop and deploy a marketing/media campaign, and 4) develop a comprehensive resource family recruitment and retention plan. The activities RDA will conduct in each phase are summarized in the graphic below.



At the time of this report, RDA has completed Phase 1 and is halfway through Phase 2. This report is an interim progress report that summarizes the work completed in the first contract quarter, which covered the following activities:





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- Solidify the work plan
- Review past recruitment plans
- Conduct a review of the literature for best practices
- Complete Interviews with FCS staff
- Collect and analyze data for youth in care and caregivers
- Begin conducting focus groups with CBOs and stakeholders

## Recruitment & Retention Best Practices

Within FCS, a *resource family* or *caregiver* is an individual or couple that a county determines to have successfully met both the home approval standards and the permanency assessment criteria necessary for providing care for a related or unrelated child who is under the jurisdiction of the juvenile court, or otherwise in the care of a county child welfare agency or probation department. This definition is generally shared among similar agencies across the country as umbrella terminology that includes adoptive, kinship, and foster families. According to the California Child Welfare Co-Investment Partnership, common characteristics of a caregiver are the following<sup>1</sup>:

- 40 years and older;
- At least 40% are African American;
- At least 40% are White;
- Majority are married, however there is a rapidly growing single populations;
- High school graduates; and
- Financially disadvantaged.

Although resource families are highly valued in the process of providing care, recruiting and retaining participants has proven to be challenging across the country. Typically, agency recruitment efforts entail spreading a general message to as many families as possible. Without a strategic recruitment plan, recruitment efforts can result in an inadequate supply of resource families.<sup>2</sup> An inadequate supply can then result in the challenge of retaining resource families. Surveys of foster families have shown that the primary reason foster families leave fostering is **lack of agency responsiveness, communication, and support**.<sup>3</sup> Additionally, a study from the National Commission of Family Foster Care found that 60% of foster families withdraw from the program within the first 12 months for the following reasons<sup>4</sup>:

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<sup>1</sup> California Child Welfare Co-Investment Partnership, (2015). *Who is Caring for California Children in Foster Care?* Retrieved from [http://co-invest.org/home/wp-content/uploads/insights\\_volume9.pdf](http://co-invest.org/home/wp-content/uploads/insights_volume9.pdf).

<sup>2</sup> Ibid.

<sup>3</sup> Barbell, K. and Freundlich, M. (2001). *Foster Care Today*. Casey Family Programs National Center for Resource Family Support. Washington, D.C.

<sup>4</sup> National Commission on Family Foster Care (U.S.), (1991). *A blueprint for fostering infants, children, and youths in the 1990s*. Washington, D.C.: Child Welfare League of America, National Foster Parent Association.



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- Insufficient emergency, weekend, or vacation respite;
- Inadequate consultation and support from social workers;
- Poor agency response to crisis situations;
- Disrespect for foster families as partners and team members; and
- Few opportunities to provide input into training or services for foster parents.

Although there are challenges to recruiting and retaining resource families, researchers have identified key strategies to address these barriers.

### **Recruitment and Retention Strategies**

According to The Annie E. Casey Foundation, there are three types of recruitment: general, targeted, and child specific.

**General recruitment** consists of “basic, undifferentiated outreach to the public, conveying the message that homes are needed for children in foster care or awaiting adoption.”<sup>5</sup> The goal is to disperse a wide message and contact as many people as possible that may be interested in participating as a resource family, regardless of qualification or type of children they wish to foster or adopt. Common examples are television/radio public service announcements, billboard, booths at community events, advertisement in newspapers, and social media.

**Targeted recruitment** directs recruitment messaging to the people who are most likely to follow through to become foster or adoptive parents for specific types of children.<sup>6</sup> It focuses on families in targeted communities and it concentrates on specific backgrounds that match the backgrounds and need of children awaiting homes. Common examples are placing human-interest stories in neighborhood publications, engaging teens as recruiters, holding “fosterware parties,” partnering with a faith organization in a specific neighborhood and customizing recruitment materials to reflect targeted groups of children.

**Child-specific recruitment** develops an individual recruitment plan for a specific child or sibling group in need of a temporary or permanent family. Child-specific recruitment is often done as a partnership between the child’s caseworker and the recruiter. The process typically entails having a conversation with the child to determine who the key people are in their life that could be potential family options. Customized materials, such as flyers, are then developed to highlight the child’s personality, likes/dislikes, activities, and needs to target the right family.

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<sup>5</sup> Goodman, D. and Steinfield, F. (2012). *Building Successful Resource Families: A guide for public agencies*. The Annie E. Casey Foundation. Baltimore, MD.

<sup>6</sup> Ibid.



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With a clearly defined recruitment strategy, the following best practice principles for recruitment as identified by Casey Family Programs,<sup>7</sup> should be applied:

- 1) **Respond to inquiries quickly and with adequate information:** Agencies should respond to foster parents' inquiries in a timely manner, providing information that fully explains the initial application and training process.
- 2) **Provide competency-based pre-service training:** Foster parents should receive competency-based pre-service training, which clearly defines the requirements and challenges of foster care.
- 3) **Create powerful impact messages:** Agencies should convey a message of the impact foster parents have on the children and their families (exercising caution with "rescuing" messages).
- 4) **Target recruitment efforts:** Targeted recruitment has proven to be the most effective in attracting the right kinds of families for the particular kinds of children and teens an agency has in its care.
- 5) **Recognize that recruitment is a community activity:** The Casey study notes: "The foundation of successful recruitment is building strong relationships with visible, influential community members. Successful recruitment is not something that can occur in a bubble. The most successful efforts were those where the community took ownership for meeting the needs of children in care. Community stakeholders must be engaged in the goal setting and recruitment process."

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<sup>7</sup> Casey Family Programs. (2002). *Recruitment and Retention of Resource Families: The Promise and the Paradox: Addressing the need for innovative and effective strategies to recruit foster and adoptive families.* Retrieved from [http://www.casey.org/NR/rdonlyres/7B3995DE-D05A-4B5B-922C-8C5068AFC534/85/casey\\_recruitment\\_and\\_retention\\_promise\\_paradox.pdf](http://www.casey.org/NR/rdonlyres/7B3995DE-D05A-4B5B-922C-8C5068AFC534/85/casey_recruitment_and_retention_promise_paradox.pdf)





As for retaining and supporting resource families, the following retention strategies are encouraged by Casey Family Programs<sup>8</sup> and University of California, Berkeley professor Jill Berrick<sup>9</sup>:

- 1) **Communicate:** Foster parents must experience a relationship with the agency that is typified by sharing of information and ready access to worker support, within the framework of respect and positive regard.
- 2) **Define roles clearly:** Foster parents must be clear and confident about their rights and responsibilities and agency expectations.
- 3) **Provide ongoing training:** Foster parents should have access to a supportive network of caseworkers and other more experienced foster parents when challenges and crises occur. They should also have access to planned respite care and quality training events.
- 4) **View parents as a team member:** Foster parents should always be regarded as part of the team that is responsible for making decisions about the child and family.
- 5) **Provide parents positive affirmation:** Agencies should publicly and privately affirm foster parents for their heroic work and their daily impacts on children and families.

In the end, it is important that the FCS takes into consideration all best practice strategies and identify which particular strategies would work best for their population. Modeling practices currently in place in counties, such as San Luis Obispo County, could be a good approach toward developing FCS' recruitment and retention plan.

## Environmental Scan Progress and Preliminary Findings

The following section provides an update on the strategy development work RDA has undertaken. As mentioned above, we are halfway through Phase 2, the environmental scan. Below is a summary of the work completed, preliminary findings based on primary and secondary data collection, and anticipated work to complete the environmental scan.

**San Luis Obispo County** established a foster unit to support foster families and social workers by doing the following:

- Call all caregivers the day after a new placement and again a week later
- Develop a post placement checklist with common questions and needs
- Help connect caregivers to needed resources, answers questions, and provides information
- Can assist Social Workers by filling out referral paperwork
- Ensure everyone is involved is well informed by providing a summary of the contact by email to the case carrying Social Worker and placement unit team
- Help alleviate some of the phone calls that Social Workers receive from foster parents

<sup>8</sup> Ibid.

<sup>9</sup> Berrick, Jill (2014). *Promoting Highly Effective Foster Care: A Research Review [PowerPoint slides]*. Retrieved from [http://calswec.berkeley.edu/sites/default/files/uploads/parenting\\_plus-6-3-14.pdf](http://calswec.berkeley.edu/sites/default/files/uploads/parenting_plus-6-3-14.pdf)



## Methodology

To initiate the environmental scan, RDA interviewed key leaders and staff members within FCS to gather a base understanding of the Agency's recruitment and retention history and its vision for a successful recruitment and retention strategy. These interviews also supported RDA in refining its data collection plan for the environmental scan and strategy development.

To establish an understanding of the foster youth and care landscape, RDA collected quantitative data from a variety of secondary sources to compile demographic profiles of caregivers and youth in care. RDA examined descriptive data on all youth in care and all youth assigned to a group home as of June 2017 from SF HSA's Child Welfare Services/Case Management (CWS/CMS) System. Additionally, all parents that are indicated as "applying" within the Binti data system from January 2017 to present, as well as all licensed and RFA Approved parents as of September 2017 were analyzed. Demographic data, such as age, race, gender, years in care, etc., were analyzed to gain a better understanding of SF HSA's youth and families. To see a list of all variables included in the analysis and variables not available, see Appendix B.

Finally, to understand the strengths and challenges of recruiting and retaining well-trained and well-supported resource families, who are willing to take care of children with very diverse profiles and necessities, RDA is conducting a series of focus groups with various stakeholders, including FCS staff, current caregivers, current youth in care, potential caregivers, and targeted populations of need.

As our research is not yet complete, the following findings are *preliminary* and necessarily brief. Upon completing data collection, RDA will conduct a thorough data analysis using the strengths, weaknesses, opportunities, and threats (SWOT analysis) approach. As a result, some of the preliminary findings may shift.

## Demography of the FCS Youth and Caregivers

Below is a summary of key findings for all youth in care, all youth currently in a group home, all "applying," licensed, and RFA Approved parents. Full demographic profiles are complete and included in Appendix A.

### Youth in Care

- Majority of all youth in care and youth currently in a group home are between the ages of 11 and 20 years old and Black. However, majority of youth currently in a group home are male, while all youth in care are evenly split between male and female.
- Over two-thirds of youth are placed in a group home outside the city of San Francisco.
- Lastly, the majority of all youth in care and youth in a group home are from the Bayview-Hunters point area.

These findings show that youth in care, especially older youth in care, are living in less-than-ideal situations as they are not living in family settings and are placed far from their home of origin or within one of San Francisco's most impoverished neighborhoods.



### Caregivers

- Majority of all “applying,” licensed, and RFA-approved parents are female, however the average age across all three groups varies. The average age for “applying” parents is 41 while the average age for licensed and RFA-approved parents is 57 and 48 years old, respectively.
- Majority of “applying” parents are White, while majority of all licensed and RFA-approved parents are Black.
- Over half of RFA-approved parents are related to their youth in care.
- Only one-third of RFA-approved parents are caring for more than one youth at a time.

While these findings show that the demographics of licensed and RFA-approved caregivers are fairly reflective of youth in care, the findings also show an aging population of licensed and RFA-approved caregivers who live the Bayview-Hunters point area and are primarily providing care for youth they are related to, and/or caring for one youth at a time.

When there are only 377 licensed and RFA-approved caregivers in San Francisco for the 927 youth in care, it is clear that FCS needs to increase its recruitment, devote resources to transitioning the 103 potential caregivers into becoming licensed and/or RFA-approved, and enhance its efforts to supporting and retaining current, high-quality caregivers.

### Stakeholder Engagement

To better understand how FCS might improve its recruitment, licensing, and retention processes and outcomes, RDA has undertaken a large stakeholder outreach and engagement process to hear experiences and recommendations of various members of the community touching the foster youth system. The goal of this effort to understand the strengths, gaps, and barriers of the current system and to identify recommendations for recruiting new resource families that meet San Francisco’s needs and retaining existing families.

At the time of this report, RDA is about halfway through its qualitative data collection. To this end, we have conducted key informant interviews with seven FCS staff members, four focus groups with staff, non-minor dependent youth, and a target recruitment population. We have also conducted outreach and connected with caregivers at all stages of recruitment and caregiving, key members and organizations in the City to arrange additional focus groups.

Table 1. Qualitative Data Collection Progress

Data Collection Activity Completed	Date Range	Total Participants
Key Informant Interviews with FCS Staff	July-August	8
Focus Groups with Placement & PSW Staff	August	15
Focus Group with Non-Minor Dependent Youth	September	4
Additional Interviews for Context & Outreach	September	2
Focus Group with Altruistic Tech Community	November	10
Data Collection Activity Planned	Progress	





Focus Group with Experienced Caregivers	Scheduled with Bay Area Academy, 11/15/17
Focus Group with FFAs and CASAs	FCS working to schedule
Focus Group with Relative/NERFM Caregivers	FCS working to schedule
Focus Group with Potential Caregivers	Outreach conducted, FCS working to schedule
Focus Group with Newer Caregivers	Outreach conducted, FCS working to schedule
Focus Group with LGBTQI Community	Outreach conducted, scheduling under negotiation
Focus Group with Faith-Based Community	Outreach conducted, seeking warm introduction
Focus Group with Latinx Community	Outreach conducted, seeking warm introduction

### Preliminary Findings

Based upon the quantitative analysis, interviews, and focus groups conducted to date, the following preliminary findings have emerged. The depth and complexity of these findings will evolve as RDA gathers more input in the remaining focus groups:

**Staff handover can be improved to streamline the recruitment and licensing experience.** Caregivers are exposed to multiple points of contact throughout recruitment, licensing, and placement process. According to staff, this can feel disorganized and potentially disengaging as caregivers may receive mixed messages and do not receive lack follow up or follow through on questions and next steps. While this is a common organizational structure for foster care agencies across the state, FCS may consider streamlining this process to reduce the “turnstile” effect of caregivers interacting with so many staff members.

As RDA has yet to speak with caregivers, we cannot confirm the effects of FCS’ organizational structure on their caregiving experience, however, it is important to note its impact on staff. In expressing the above, staff noted that feel they are “playing catch up” or duplicating work. A critical component of this is that staff feel disconnected from or do not understand the decision making in the placement process. As such, FCS may consider including social workers in the Placement Unit to provide clinical expertise in placement decisions and can provide more expertise through the licensing process so that potential caregivers are better prepared to support youth in care.

**Binti has streamlined the process in gathering data on potential new caregivers.** Since its adoption in January 2017, Binti has identified over 100 new potential caregivers. While the web-based process is a marked improvement, there are still many residents who are not so tech savvy or tech enabled, similar to the current population of caregivers. These individuals may prefer the traditional paper-and-pencil application process, and FCS should continue to conduct recruitment in these communities in addition to Binti implementation. For example, the majority of “applying” caregivers are White while majority of youth currently in a group home are Black, this indicates an opportunity for FCS to differentiate its recruiting efforts among Black caregivers.

**Youth want caregivers who trained to address challenges and show compassion.** A majority, if not all, youth in care have experienced trauma of some form (e.g., separation from family, interactions with child welfare system). While youth are quite resilient, trauma can have lasting effects on normal development



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and behavior<sup>10</sup>. According to the Children’s Bureau, “parenting a traumatized child may require a shift from seeing a ‘bad kid’ to seeing a kid who has had bad things happen.” This sentiment was reflected among older youth in the non-minor dependent focus group. They expressed that a “high-quality caregiver” would have realistic expectations of youth and are trained to address their challenges.

## Next Steps

In closing out the environmental scan, RDA looks forward to validating and deepening these preliminary findings and adding perspectives from caregivers and targeted recruitment populations. We anticipate analyzing the data in such a way that FCS will be prepared to prioritize recruiting and retention needs and are informed in brainstorming strategies to address said needs. A critical step in closing out the environmental scan is vetting these findings with FCS leadership and to ensure that the workplan and intent for this consultation is appropriately responsive to the Agency’s and community’s needs and capacity.

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<sup>10</sup> Children’s Bureau. (2014). Factsheet for families: Parenting a child who has experience trauma. Retrieve from: <https://www.childwelfare.gov/pubPDFs/child-trauma.pdf>



## Appendix A: Demographic Profiles of Youth in Care and Caregivers

### Demographics of All San Francisco Youth in Care as of June 2017 (n=854)

Figure 1. Half of San Francisco foster youth are between the ages 11 and 20 years old.

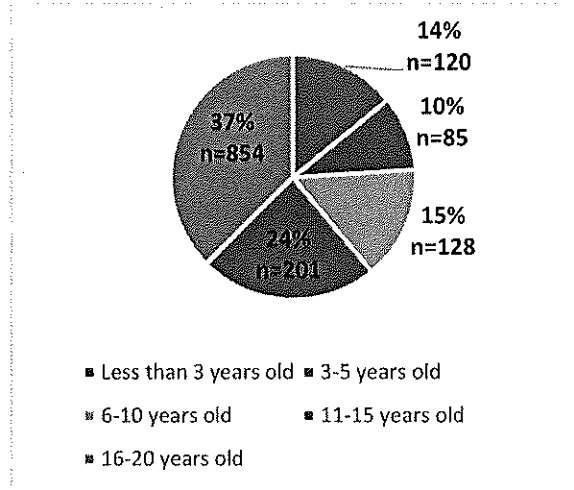


Figure 2. The SF foster youth population is nearly half male and half female.

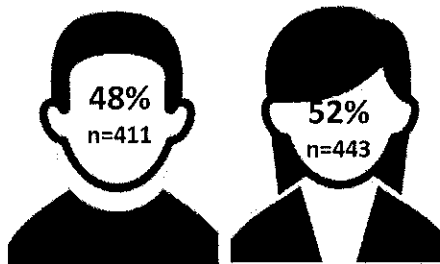


Figure 3. Majority of SF foster youth are Black.

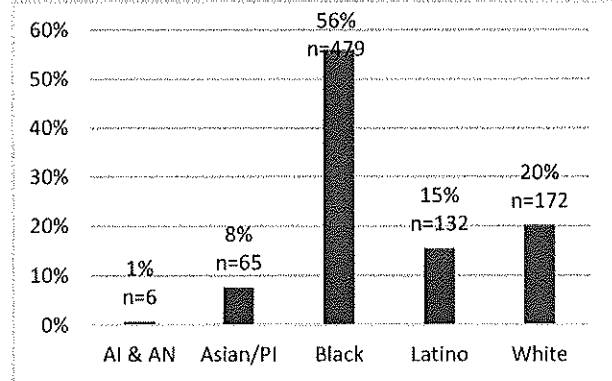


Figure 4. Majority of youth are placed in a Resource Family Home, followed by a Foster Family Agency Certified Home.

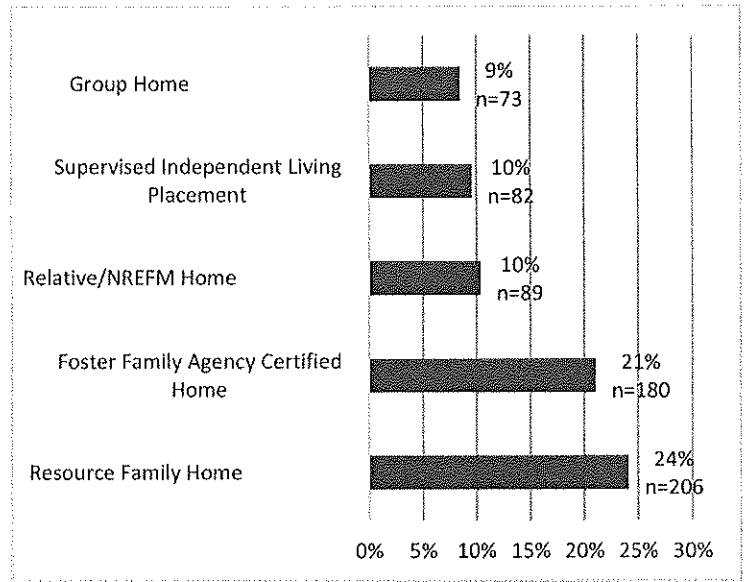


Figure 5. Over one-third of youth are placed within San Francisco County.

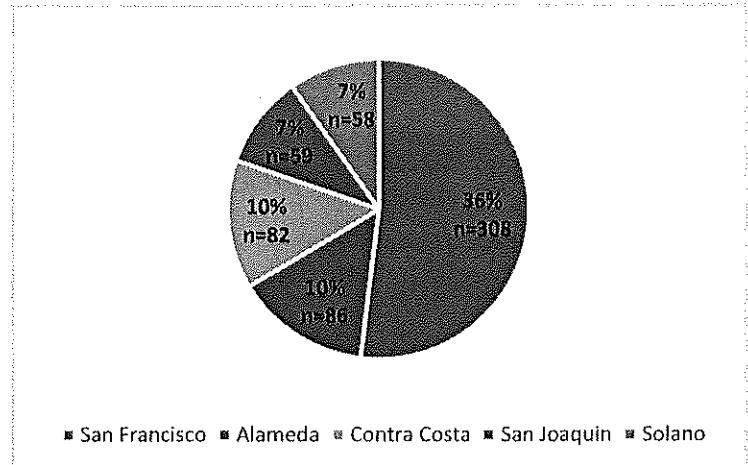




Figure 6. Since entering the system, all youth in care have experienced an average of at least three placements as of June 2017.

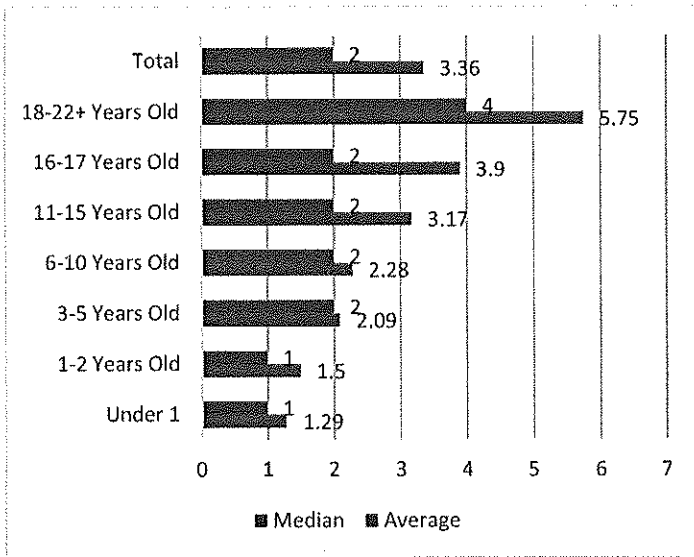


Figure 8. Majority of all youth in care lived in Bayview-Hunters Point (94124) prior to substantiation as of year 2016.

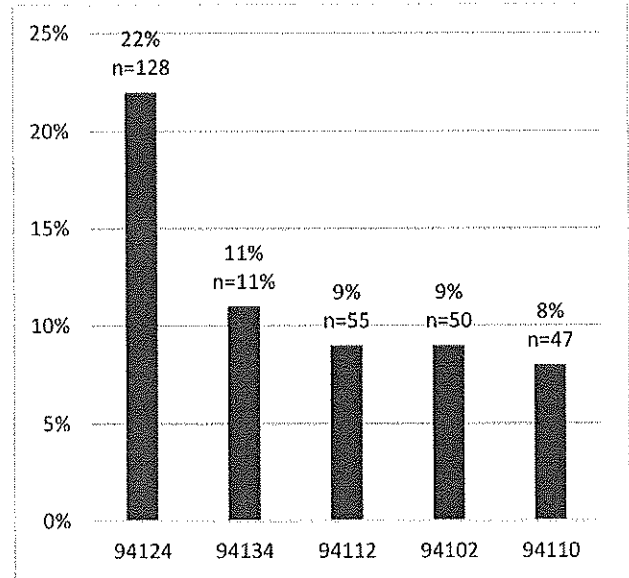
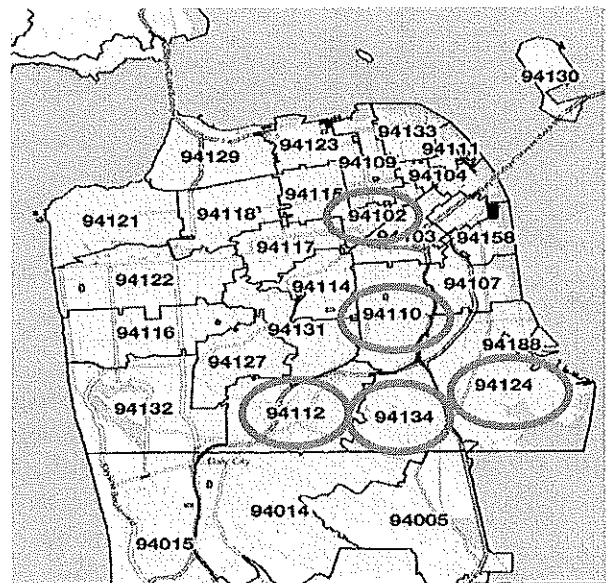


Figure 7. Since entering the system, majority of youth in care have been assigned to an FFA Certified Home as of June 2017. Additionally, youth currently assigned to a FFA Certified Home have experienced the greatest number of placements.

Placement Type	Total Number of Placements	Total Number of Children in Placement	Average
FFA Certified Homes	1,001	250	4.0
Supervised Independent Living	542	86	6.3
Resource Family Home	512	227	2.26
Group Home	372	72	5.17

Figure 9. Map of top five zip codes of all youth in care prior to substantiation (94124: Bayview-Hunters Point, 94134: Sunnydale, 94112: Ingelside-Excelsior/Crocker-Amazon, 94102: Hayes Valley/Tenderloin/North of Market, and 94110: Inner Mission/Bernal Heights).





Demographics of Youth in Group Home as of June 2017 (n=73)

Figure 10. Majority of all currently in a group home are 11 years and older.

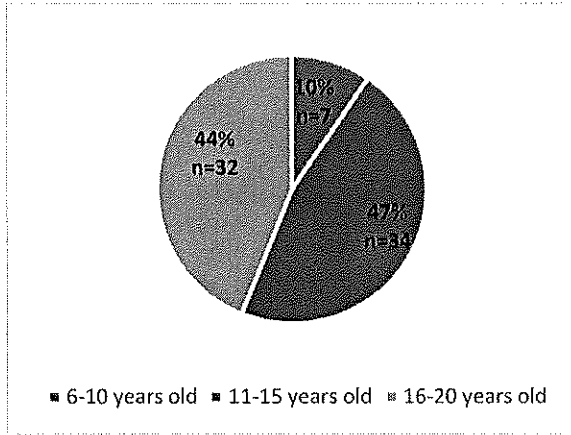


Figure 11. Over half of youth in a group home are male.

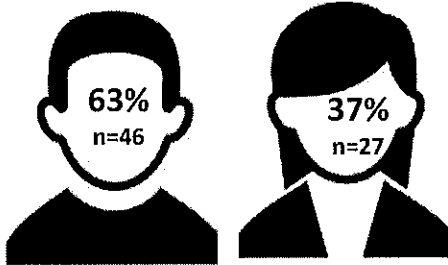


Figure 12. Over half of youth in a group home are Black, followed by Latino.

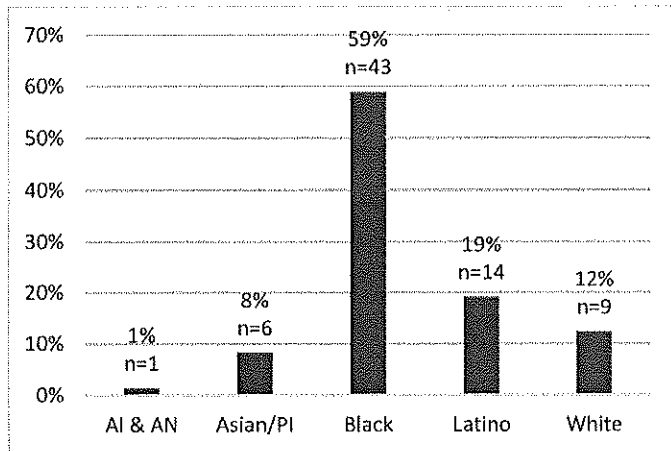


Figure 13. Nearly all youth are currently housed in a group home within the state.

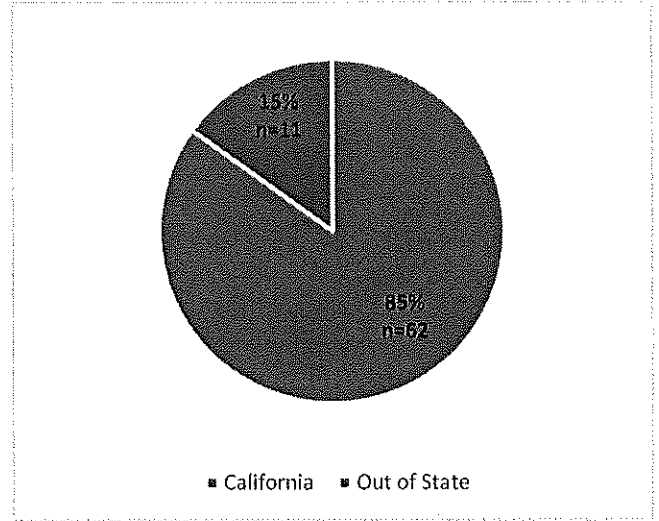


Figure 14. Less than one-third of youth are placed in a group home within the city of San Francisco.

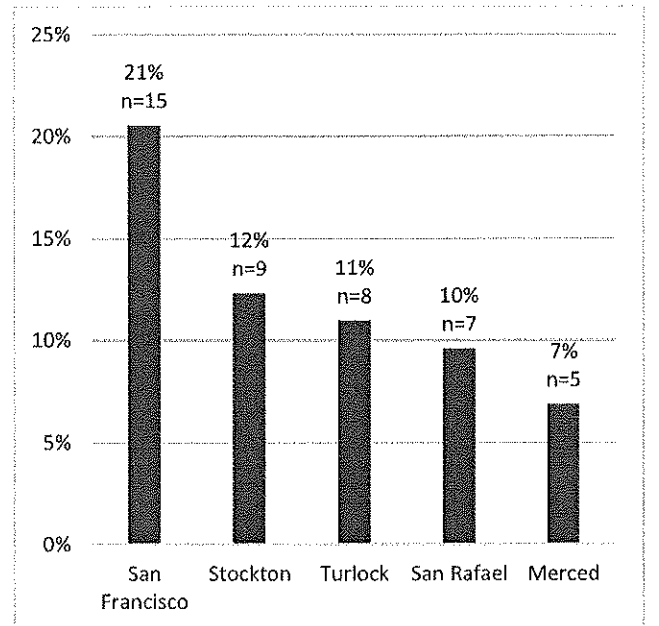






Figure 15. Similar to all youth, majority of youth in a group home lived in Bayview-Hunters Point prior to substantiation as of year 2016.

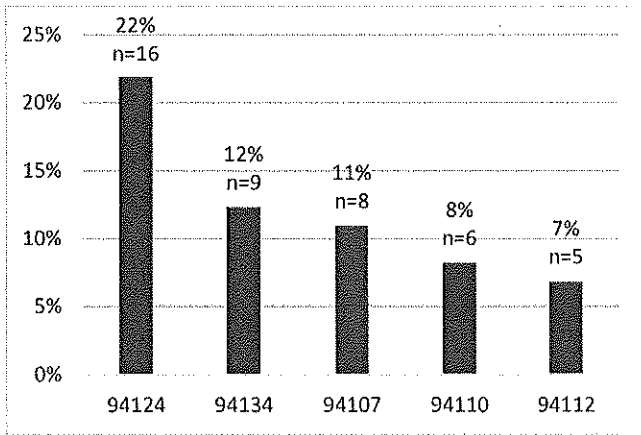
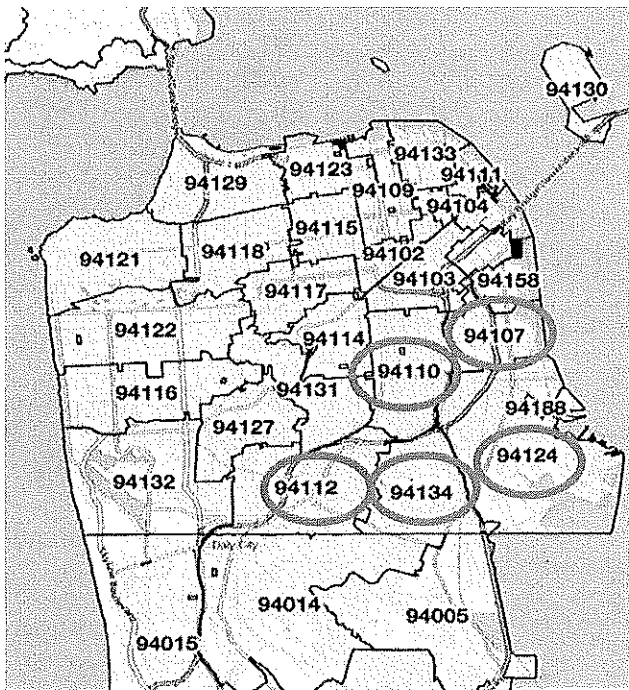


Figure 17. Since entering the system, youth currently assigned to a group home have experienced an average of five placements as of June 2017.

Average number of placements: 5.17

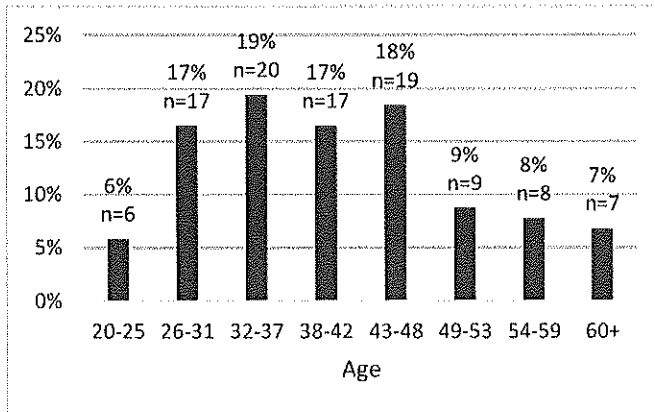
Figure 16. Map of top 5 zip codes prior to substantiation (94124: Bayview-Hunters Point, 94134: Sunnydale, 94107: Potrero Hill, 94110: Inner Mission/Bernal Heights, and 94112: Ingelside-Excelsior/Crocker Amazon).





**Demographics of All Parents Saved in Binti from January 2017 - Present (n=103)**

Figure 18. The average age of all parents is 41 years old.



Min Age: 20 years old  
 Max Age: 72 years old  
 Average Age: 41 years old

Figure 19. Nearly all parents are women.

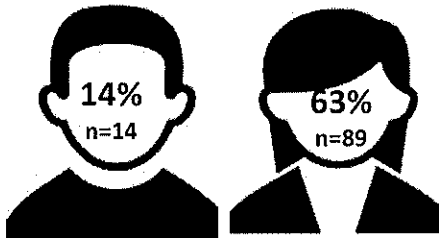


Figure 20. Almost half of all parents are white.

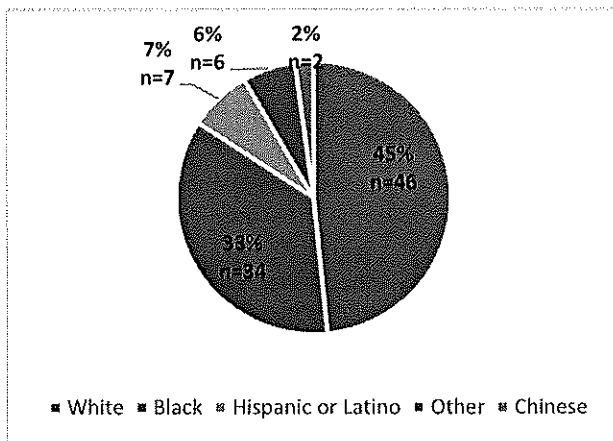


Figure 21. Over half of all parents are single.

Married: 40%  
 n=41  
 Single: 57%  
 n=59

Figure 22. Majority of all parents are indicated as "applying" in Binti.

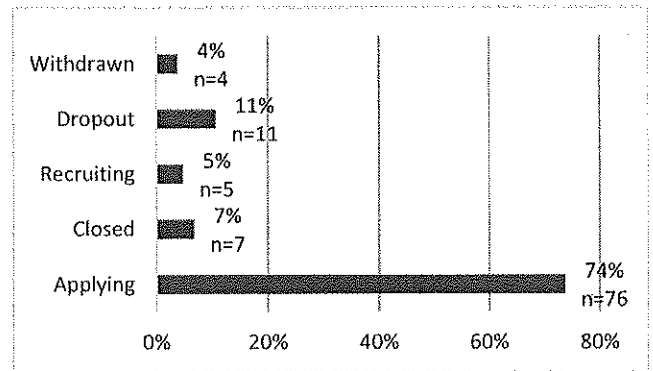
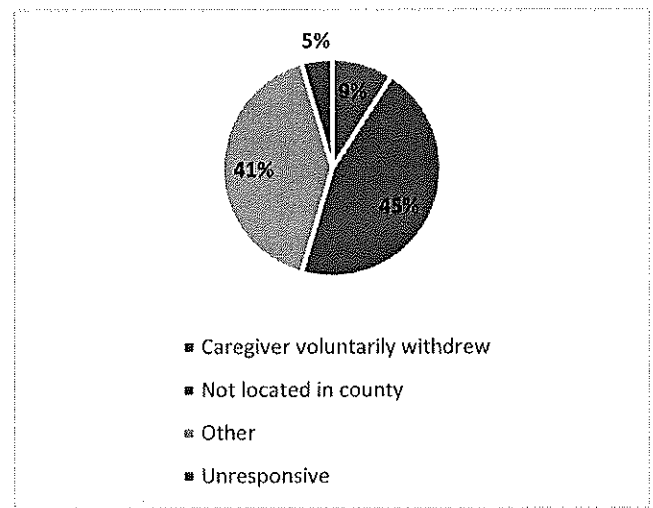


Figure 23. Of the parents noted as "withdrawn, dropout, or closed" (see Figure 5), almost half of these applicants were dropped due to living outside of the county.





### Demographics of All Parents Saved in Binti from January 2017 - Present (n=103)

Figure 24. Majority of all parent applicants are from the Bayview area.

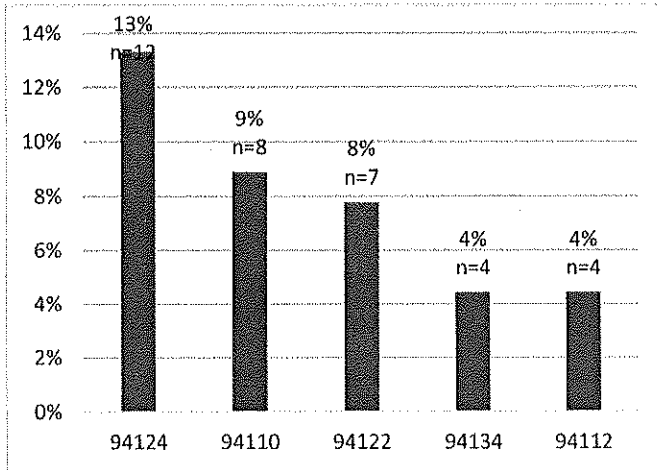
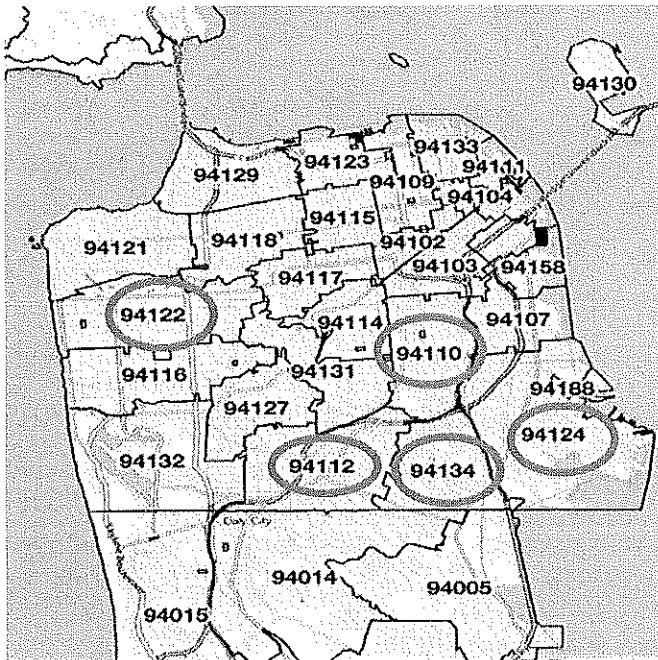


Figure 26. Annual Income of all parents.

Minimum	\$1,300
Maximum	\$380,000
Median	\$92,608
Average	\$71,000

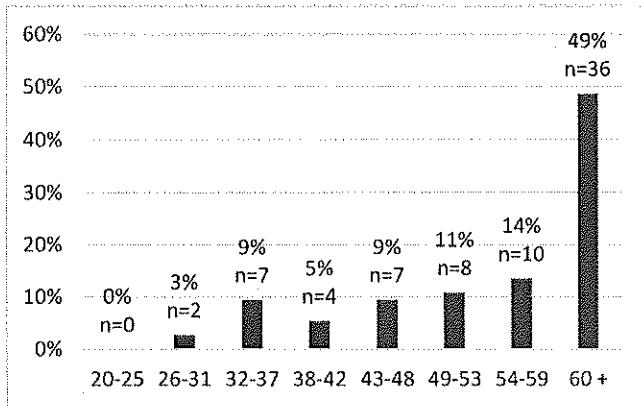
Figure 25. Map of top 5 zip codes of all parents (94124: Bayview-Hunters Point, 94110: Inner Mission/Bernal Heights, 94122: Sunset, 94134: Sunnydale, 94112: Ingelside-Excelsior/Crocker-Amazon).





### Demographics of Licensed Parents from CMS Data System (n=79)

Figure 27. Nearly half of all licensed parents are 60 years and older.



Min Age: 29 years old  
 Max Age: 86 years old  
 Average Age: 57 years old

Figure 30. Nearly half of all licensed parents are married.

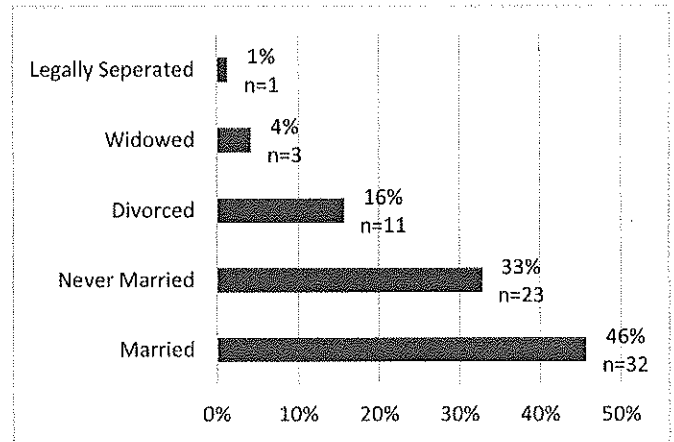


Figure 28. Nearly all licensed parents are women.

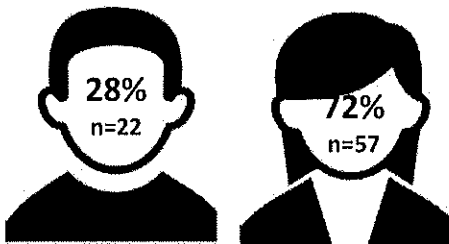


Figure 31. Majority of all licensed parents have been a foster parent for at least six years.

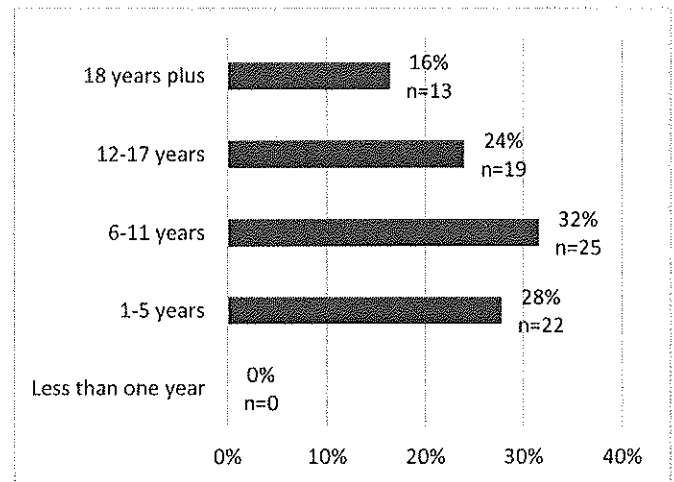


Figure 29. Two-third of all licensed parents are Black.

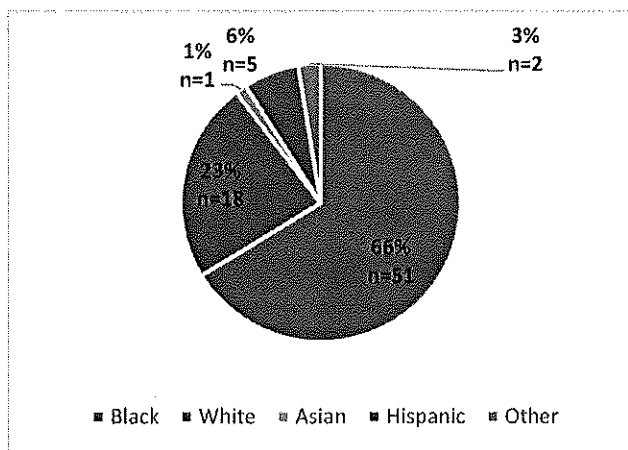




Figure 32. Majority of all licensed parents are from the Bayview area.

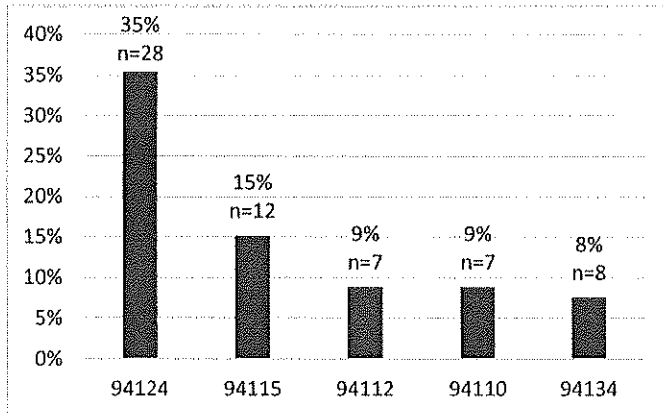
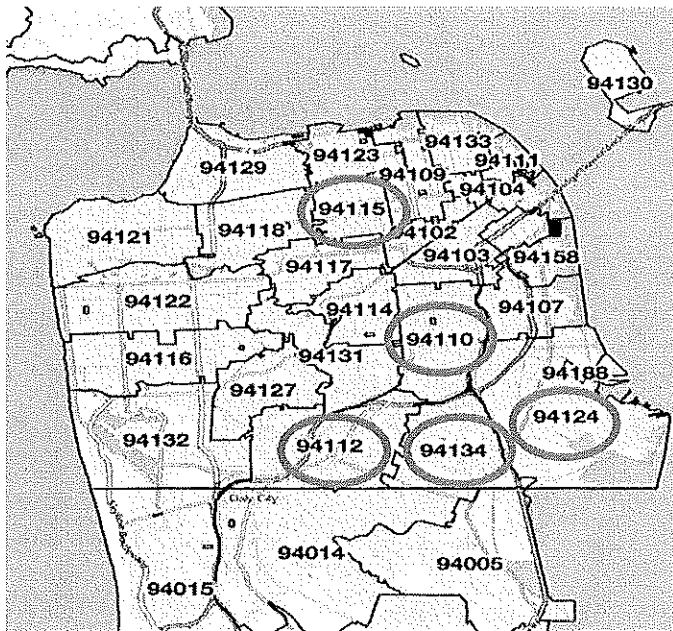


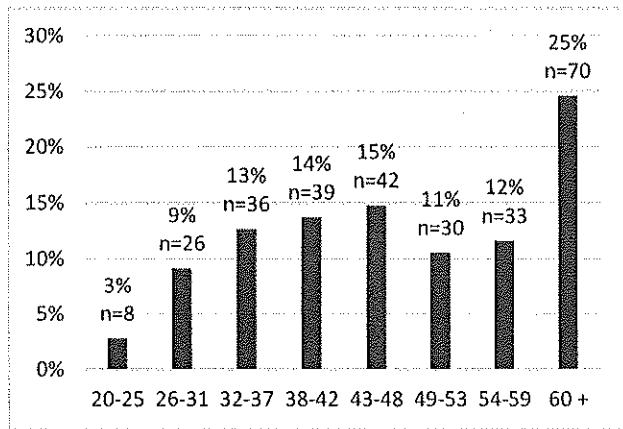
Figure 33. Map of top 5 zip codes of all parents (94124: Bayview-Hunters Point, 94115: Japantown 94112: Ingelside-Excelsior/Crocker-Amazon, 94110: Inner Mission/Bernal Heights, 94134: Sunnydale,).





### Demographics of All RFA Approved Parents from CMS Data System (n=298)

Figure 34. Majority of all RFA Approved parents are 60 years and older, followed by the 43-48 year old age range.



Min Age: 20 years old  
 Max Age: 84 years old  
 Average Age: 48 years old

Figure 35. Nearly all RFA Approved parents are women.

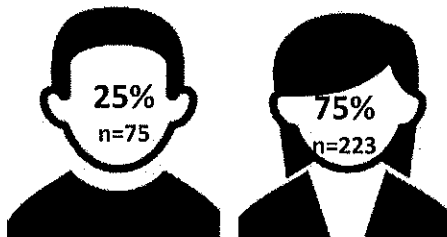


Figure 36. Two-thirds of all RFA Approved parents are Black.

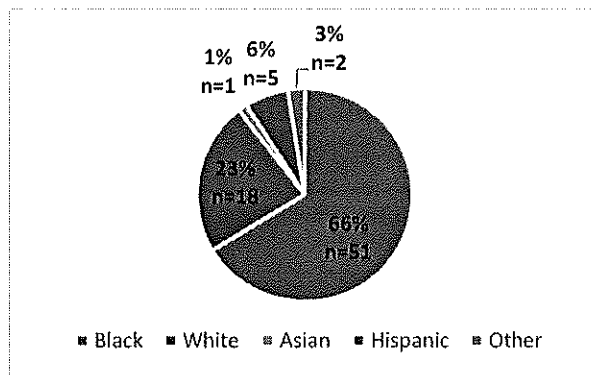


Figure 37. Nearly half of all RFA Approved parents are married.

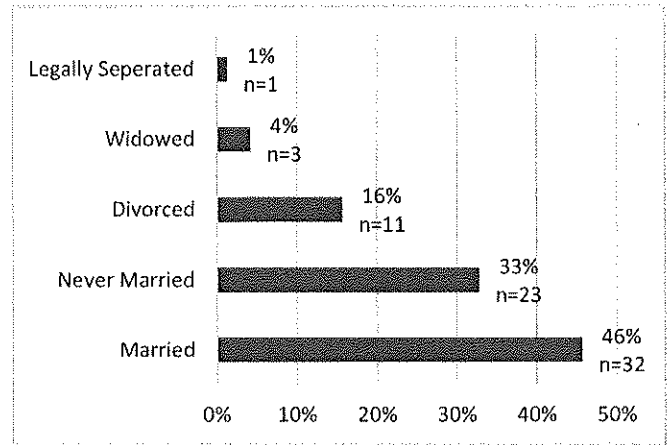


Figure 38. Half of all RFA Approved parents have been a foster parent for less than one year.

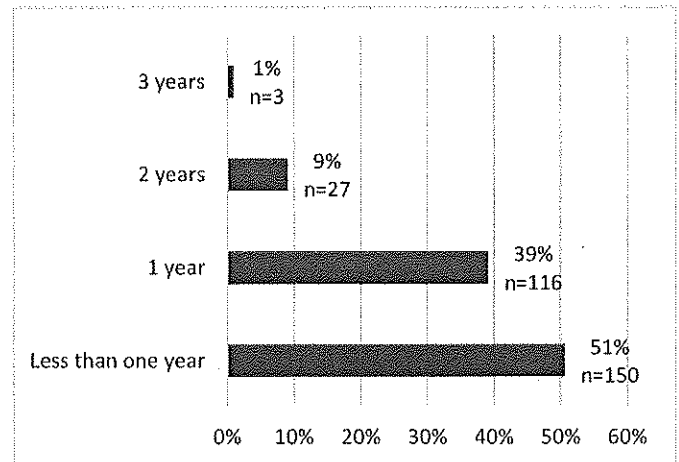




Figure 39. Majority of RFA Approved parents are from the Bayview area.

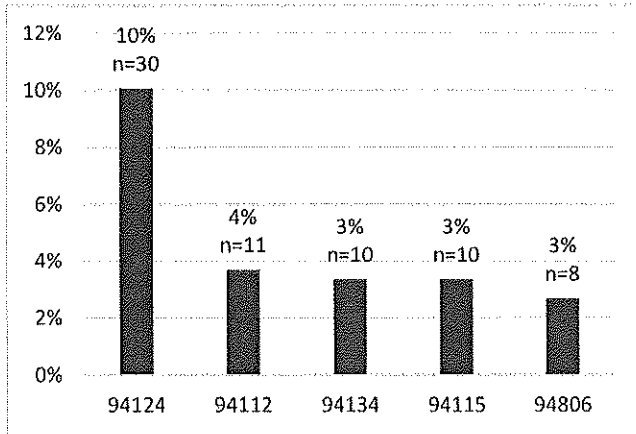


Figure 40. Map of top 5 zip codes of all parents (94124: Bayview-Hunters Point, 94112: Ingelside-Excelsior/Crocker-Amazon, 94134: Sunnyside, 94115: Japantown, and 94806: Richmond, CA area)

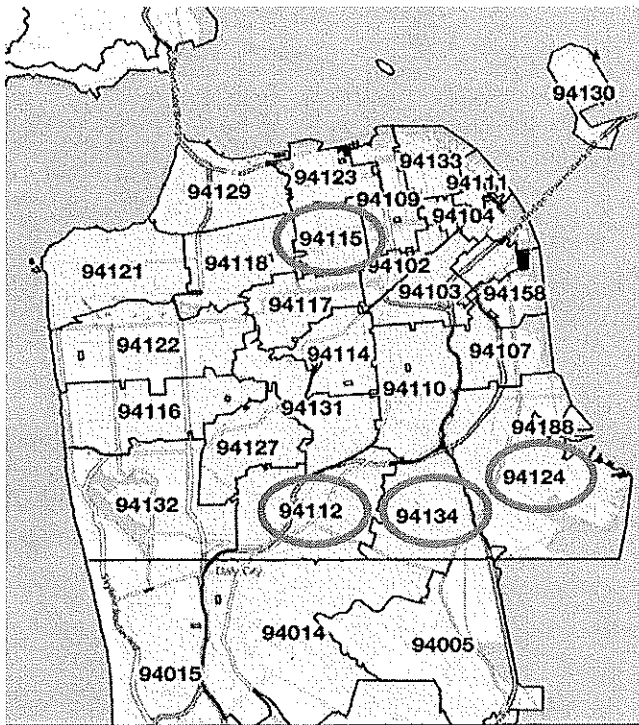


Figure 41. Two-thirds of RFA Approved parents have one foster child.

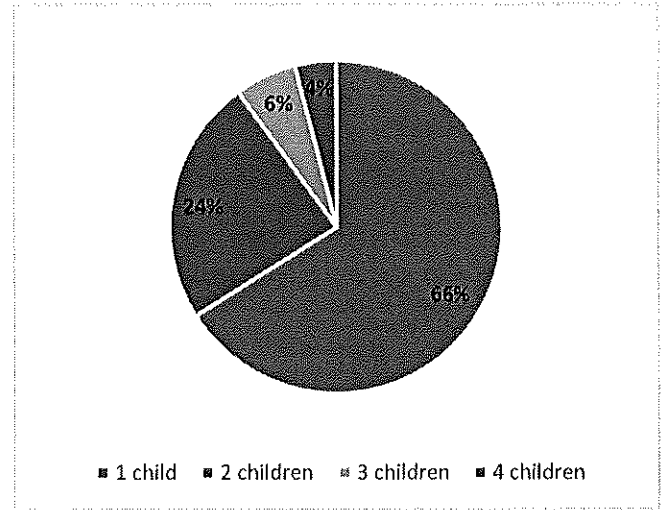
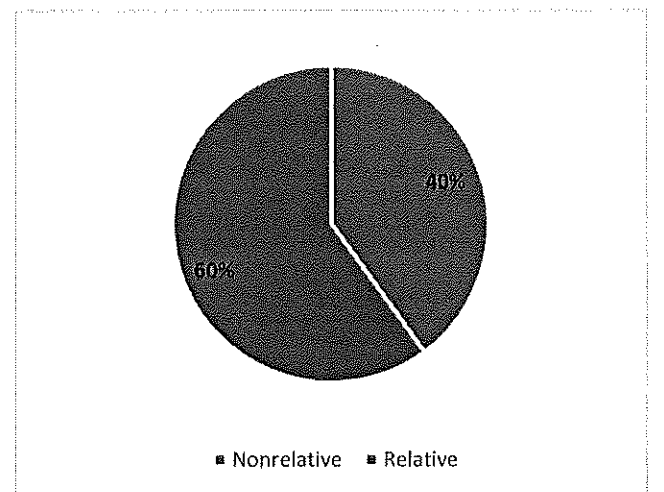


Figure 42. Over half of RFA Approved parents are a relative caregiver.





## Appendix B: Data Tracking List

Data Included in Analysis	Data Not Available
<p><b>Foster Youth:</b></p> <ul style="list-style-type: none"> <li>• Age</li> <li>• Race</li> <li>• Gender</li> <li>• Placement Type (example: group home, foster family home, court specific home, etc.)</li> <li>• Placement County</li> <li>• Date child first removed</li> <li>• Number of youth 3 years or more in foster care</li> <li>• Average number of placements for youth in June 2016</li> <li>• Zip code of where youth lived prior to entering foster care system in June 2016</li> </ul> <p><b>Youth in Group Homes:</b></p> <ul style="list-style-type: none"> <li>• Age</li> <li>• Race</li> <li>• Gender</li> <li>• Placement Type</li> <li>• Placement City</li> <li>• Date child first removed (will use 7/1/17 as end date to calculate years in foster care)</li> <li>• Zip code of where youth lived prior to entering foster care system</li> <li>• Average number of placements for youth in June 2016</li> </ul> <p><b>Binti Data on Foster Parents</b></p> <ul style="list-style-type: none"> <li>• Age</li> <li>• Race/ethnicity</li> <li>• Gender</li> <li>• Marital status</li> <li>• Current status (i.e. licensed or applying)</li> <li>• Current status reason (explains why a person dropped out)</li> <li>• Current zip code</li> <li>• Income</li> <li>• Family type (i.e. community, nfrem, relative)</li> </ul>	<p><b>Binti Data on Foster Parents:</b></p> <ul style="list-style-type: none"> <li>• Number of years working as a foster parent</li> <li>• Number of foster youth assigned to foster parent</li> <li>• Number of children foster parent is currently licensed to foster</li> </ul> <p><b>CMS Data on Foster Parents</b></p> <ul style="list-style-type: none"> <li>• Number of children parent is currently licensed to foster</li> <li>• Number of biological children</li> <li>• Reasons for leaving foster parenting</li> <li>• Income distribution</li> </ul>





**CMS Data on Foster Parents**

- Age
- Race/ethnicity
- Gender
- Marital status
- Current status (i.e. licensed, RFA approved, pending and probationary—this means that there are probationary are homes that are approved for emergency placement and currently going through the approval process in Binti, they are listed as pending
- Number of years working as a foster parent
- Current zip code
- Indicator if parent is a relative caregiver
- Number of children placed in home or number of foster youth assigned to foster parent

# San Francisco Human Services Agency: Family and Children Services

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**Resource Family Recruitment and Retention Strategy: Second Quarterly  
Progress Report**



**Prepared by:**

**Resource Development Associates**

**January 2018**



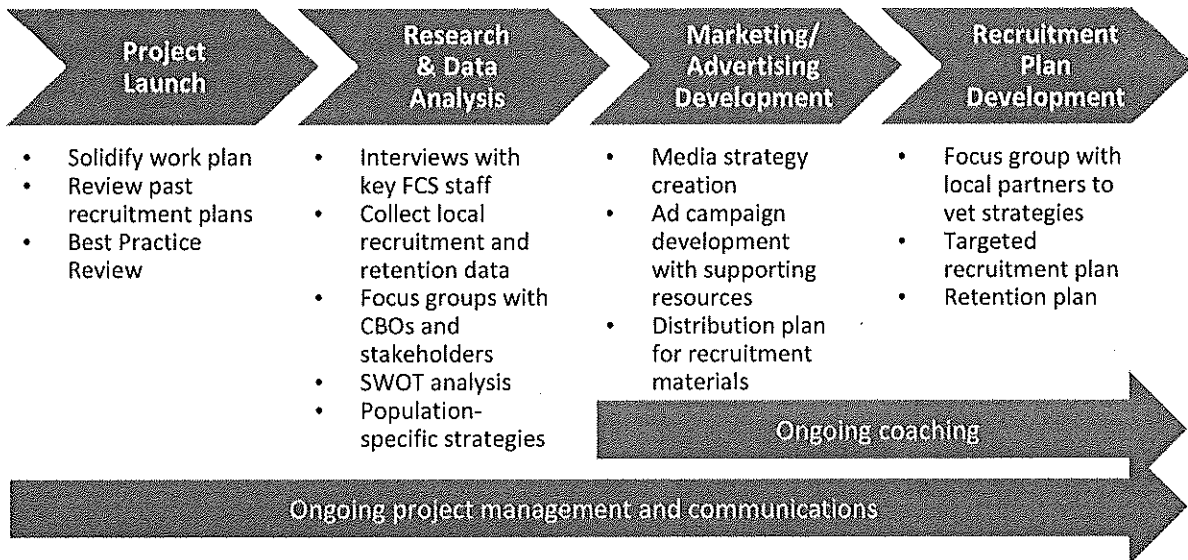


## Overview

This second quarterly report builds upon the progress and preliminary findings presented in October 2017 as a culmination of Resource Development Associates’ (RDA) environmental scan to assess recruitment and retention practices of the San Francisco Human Services Agency (HSA or Agency) Family and Children’s Services (FCS) division.

To date, RDA has completed all activities as outlined in Phase 1 and Phase 2 of our consultation (see Figure 1 for detailed phases). This report serves as both a progress report that summarizes the work completed in the second contract quarter as well as a summative report of findings discovered through the environmental scan. At the conclusion of this report, RDA offers a series of recommendations, many of which were presented by stakeholders, and that are grounded in best practices. Over the next quarter, RDA looks forward to working with HSA to develop creative materials for recruitment as well as to refine these recommendations to build a comprehensive recruitment and retention strategic plan.

Figure 1. RDA Phased Workplan



## Environmental Scan

### Methodology

**Internal Assessment.** RDA’s environmental scan consisted of an internal review and landscape analysis. For the internal review, RDA conducted a series of focus groups and interviews to assess FCS’ recruitment and retention efforts of potential and current resource families, and to identify the key strengths and opportunities for improvement. With support from FCS staff, RDA was able to coordinate and complete focus groups and interviews with various stakeholders, including FCS staff, current caregivers, and





## San Francisco Human Services Agency

### *Family and Children Services: Resource Family Recruitment & Retention Strategy 2017*

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potential caregivers. RDA also surveyed potential resource families who applied via Binti to gain further insight into their experiences with the application process and the motivating factors that drives an individual to apply to be a resource family. Through these engagements, RDA was able to gather feedback on successful resource family recruitment and retention tactics as well as needs and recommendations. In addition, RDA sought to understand what other characteristics describes a quality resource family that SF HSA should seek to recruit. To create this profile, RDA asked FCS staff and non-minor dependent youth for their descriptions of and needs for a quality foster parent.

**Targeted Landscape Analysis.** RDA also conducted a landscape analysis to engage untapped individuals and communities in the resource family recruitment discussion and to strengthen SF HSA's partnerships. For this landscape analysis, FCS was interested in learning how to target recruitment for specific, untapped communities of San Francisco residents. In particular, FCS wanted to hear from residents affiliated with the high technology, faith-based, LGBT+, and Latinx communities. Such residents were thought to be suggestable to fostering based on their tendency for altruism (i.e., faith-based communities), desire to establish families (i.e., LGBT+ communities), reflection of youth in care (i.e., Latinx communities), and likelihood of being able to afford housing and care for youth (i.e., high technology communities). Because these communities are "untapped" by FCS, RDA researched and compiled a list of individuals, groups, and organizations in each of the target populations to solicit opportunities for research. Where possible, RDA relied on a warm introduction for these solicitations. For each solicitation, RDA would introduce the purpose of our research and request opportunities to speak to a group of representatives. Through this process, RDA was able to make several presentations about the importance of and need for resource families in San Francisco and conduct both focus groups and interviews within each of the targeted untapped populations. However, focus group participation was limited and our attempts to expand engagements in each targeted community became increasingly challenging without warm introductions. In a review of these limitations with FCS, we agreed to expand the landscape analysis.

**Expanded Landscape Analysis.** Given the dire need for resource families within San Francisco, FCS and RDA recognized the need to understand the interests and motivations of untapped residents, beyond the target populations. RDA redesigned our outreach effort to target residents who showed interests in altruism, youth development, and/or family building. Given this larger population, RDA conducted a broad outreach effort, researching and compiling a list of community-based organizations that offered some combination of altruism, youth development, and family building. We also engaged supervisorial aides in each district to recommend like organizations and make warm introductions. In addition, the RDA team leveraged our existing networks of contacts for warm hand-offs to engage with organizations and employed a snowball sampling methodology to build our network of contacts with each solicitation. We also adjusted our solicitation to not only inform organizations and request speaking opportunities, but worked with each organization to 1) understand its participant, staff, and/or volunteer base and identify which group to engage, 2) determine its communication and information dissemination structure and willingness to partner with and/or disseminate media on behalf of SF HSA, 3) partner with the organization on how best to engage with its participants, staff, and/or volunteers (e.g., via focus group, presentation, survey, email).





Through this process, RDA was able to interview program leads and survey program participants and/or volunteers to better understand how SF HSA might engage a broader audience in resource family recruitment efforts. This effort also led to the establishment of a network of organizations that SF HSA may engage to partner on recruitment efforts, including the development and dissemination of marketing materials to targeted groups of altruistic individuals who may be potential resource families.

Upon completion of data collection, RDA conducted a thorough data analysis to discern key findings related to resource family recruitment as well as key strengths and areas for growth in how FCS retains resource families. These are presented below.

## Key Findings

RDA identified the following findings based upon the quantitative analysis, interviews, focus groups, and surveys conducted to date. Three themes emerged from this analysis which inform the structure of the findings into three domains: 1) resource family recruitment; 2) resource family retention; and 3) FCS operations.

### Key Findings for Resource Family Recruitment

**Overall, regardless of target population, respondents had similar motivations for becoming a resource family.** RDA sought to understand how factors of motivation and engagement differentiate across San Francisco's various populations so that we might develop targeted recruitment materials and recommendations. However, we found few variations in what motivates residents from different community affiliations to become resource families. Across focus groups with current relative caregivers and survey responses from potential caregivers of various social and economic backgrounds, the majority shared similar sentiments that their desire to serve children and youth in need was a motivating factor for becoming a resource family. *"I care about kids. I care about our city and the youth who are in need,"* shared a potential caregiver. Many resource families also shared that learning about the opportunity to become a local foster parent through FCS from a friend or an ad on the radio helped them make the decision and/or led them to FCS. As one current caregiver shared, *"I grew up with a lot of family and I had two kids, but I wanted more. [My husband and I] decided to become a foster parent after hearing about it from the radio."* Regardless of differing demographics, potential and current caregivers are primarily motivated by altruism, which is supported by research shared in our first quarterly report.<sup>1</sup>

Finally, because the motivations to become a resource family were broadly shared, we found few differences in reaching, engaging, and motivating target populations to become resource families. The differences we did find were small. For example, RDA found that among those looking to expand their

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<sup>1</sup> Seeba, J. (2012). *Why do people become foster carers? An International Literature Review on the Motivation to Foster*. Retrieved from: <http://www.education.ox.ac.uk/wordpress/wp-content/uploads/2012/10/Motivation-review-single-page-view.pdf>



families via adoption, many are unaware of the options to adopt through foster care. The following table provides some small differences stakeholders identified for FCS to consider as it refines its recruitment efforts.

**Table 1. Key Differences for Recruiting from Targeted Populations**

Target Population	Population-Specific Recruitment/Engagement Techniques
<b>African American</b>	Because so many youth in care are of African American descent, FCS may consider recruiting professionals in the African American community to become resource families. These individuals are more reflective of youth in care and are likely to have means to provide care. In-person meetings and networking (e.g., at professional fraternity and sorority gatherings) are critical to building inroads and visibility.
<b>Employers</b>	Across our engagements, RDA asked residents which other groups FCS should consider targeting for recruitment and how to access said groups. Several residents noted the larger employers in the City (e.g., Twitter, Salesforce, UCSF) and suggested collaborating with those organizations to connect to their social impact groups. In particular, a resource family suggested joining company benefit fairs to raise awareness about the need for resource families and engage potential resource families.
<b>High Technology</b>	Despite being altruistically oriented, many residents working in high technology are young and single as well as prone to high mobility (i.e., job location changes) and long work hours. While respondents professed a willingness to support resource family recruitment through technology innovation (e.g., media creation, material dissemination, social media engagement), participants did not report similar interests in becoming resource families.
<b>Faith-Based</b>	While faith communities have altruistic groups and initiatives, the focus and direction of these groups and initiatives are driven by those who lead and participate in the efforts. Identifying and partnering with foster care champions in these communities will be resource intensive, but can be critical to building inroads and visibility.
<b>Latinx</b>	Spanish-speaking resource families noted a need for more resources and information available in Spanish. They also shared that they heard about opportunities to provide care via others in the community on through advertisements on Spanish-language television and radio. One resource family reported that seeing a televised interview of a resource family who shared their experience with being a foster parent was critical in making her decision to become a resource family.
<b>LGBT+</b>	Among LGBT+ residents looking to grow their families, many may be unaware of the opportunities to adopt or foster-adopt locally. There are many misconceptions about the difficult, cost, and access to local adoption and foster care that FCS can do more to dispel. In addition, an LGBT+ stakeholder suggested that youth in care who may identify as LGBT+ can experience additional placement challenge and discrimination. She said it may appeal to LGBT+ residents that they reflect youth in care and can make life-changing impacts for such youth.



**Youth want caregivers who are trained to address challenges and show compassion.** Youth expressed that they have a basic need for an adult who cares for their well-being. Youth expressed that a “high-quality caregiver” would have realistic expectations of youth and are trained to address their challenges. *“You need to get someone who will relate to [you] and break down their barriers so they can be open and let you know what is happening,”* shared one non-minor dependent youth. This sentiment was echoed by FCS staff as well as best practice research. Given that some form of trauma (e.g., separation from family, interactions with child welfare system, etc.) is a widespread experience for youth in care have that can have lasting effects on normal development and behavior<sup>2</sup>, according to the Children’s Bureau, “parenting a traumatized child may require a shift from seeing a ‘bad kid’ to seeing a kid who has had bad things happen.” Though many resource families are guided by high morals and intrinsic motivations to care for youth, youth and staff expressed a need for potential resource families to be better informed, trained, and supported so that they are able to more successfully foster youth and teens. FCS may look for and bolster these skills in potential resource families.

*One of the best [foster parents] I had treated me with respect.*

- Non-Minor Dependent Youth

**Stigma about youth in care is a key barrier to address.** In our discussions with San Francisco residents, FCS staff, and resource families at all levels of caregiving experience, it was evident that many misconceptions and stigma-based fear remain as barriers to resource family recruitment. A Foster Family Agency (FFA) representative summed it up as, *“The messaging of the word ‘foster youth’ does not lend to positive thoughts,”* suggesting that the terminology referencing youth in care and resource families needed to be rebranded. The youth we spoke with shared a general sentiment that the need to feel respected as a person is essential. *“We are regular people. I am sick of being secluded because of my differences,”* shared one non-minor dependent. Additionally, sometimes the focus on trauma that youth may experience overshadows situations where youth may need short-term emergency placements for reasons other than abuse, such as a caregiver being hospitalized for an extended period. It is important that FCS considers conveying realistic, yet positive messaging about youth in care and the expectations and supports needed for caregivers.

<sup>2</sup> Children’s Bureau. (2014). Factsheet for families: Parenting a child who has experience trauma. Retrieved from: <https://www.childwelfare.gov/pubPDFs/child-trauma.pdf>



In addition to the general stigma related to youth in care, misconceptions about specific youth add another layer of challenges. Many of the resource families we spoke to were relative caregivers, caregivers for infants and youth, or parents who adopted their children through foster care when they were young. Although the data shows that the majority of youth in group homes are between the ages of 11 and 20, very few current and potential caregivers spoke of their interest in becoming a resource family for a teenager and some noted feeling unprepared to support older youth. The resource families expressed similar hesitations related to caring for youth with medical necessities, have specific behavioral health challenges, or those who have experienced trauma related to commercial sexual exploitation. They did not feel that they had the qualifications to care for such youth and they did not believe that FCS would provide sufficient training, support, resources, and respite to do so. More informed resource families noted this as a gap in how FCS recruits resource families, sharing that while the resources and supports may be available, they are not made known early or publicly enough to persuade potential resource families.

*They don't prepare you at all for teenagers. They don't give you equivalent information, like emotional support for teenagers.*

- New resource family

**Misconceptions about foster youth and inaccessibility to clear, concise information about becoming a resource family may influence an individual's willingness to apply.** Current and potential caregivers shared misperceptions about the requirements and resources related to becoming a resource family. New caregivers shared that prior to applying, they were unaware that they could house an infant in a single bedroom, that there are multiple options for resource families, such as emergency placement or long term foster placement, and that there are many added benefits that the County provides, such as preference to receive state-subsidized child care. They shared that they had to conduct extensive research to seek out this information. Few people we spoke to were aware of the existing benefits to support resource families.

### Strengths in Resource Family Retention

**The mentoring program provides support to resource families.** In response to a prior review of best practices<sup>3 4</sup>, FCS implemented a mentoring program to match incoming resource families with experienced families. This model is intended to provide support and guidance to new families and promote collaboration among resource families. According to Placement Workers, the mentoring program is a helpful resource for new families. However many individuals reported their frustration with

<sup>3</sup> Casey Family Programs. (2002). *Recruitment and Retention of Resource Families: The Promise and the Paradox: Addressing the need for innovative and effective strategies to recruit foster and adoptive families.* Retrieved from [http://www.casey.org/NR/rdonlyres/7B3995DE-D05A-4B5B-922C-8C5068AFC534/85/casey\\_recruitment\\_and\\_retention\\_promise\\_paradox.pdf](http://www.casey.org/NR/rdonlyres/7B3995DE-D05A-4B5B-922C-8C5068AFC534/85/casey_recruitment_and_retention_promise_paradox.pdf)

<sup>4</sup> Berrick, Jill (2014). *Promoting Highly Effective Foster Care: A Research Review [PowerPoint slides]*. Retrieved from [http://calswec.berkeley.edu/sites/default/files/uploads/parenting\\_plus-6-3-14.pdf](http://calswec.berkeley.edu/sites/default/files/uploads/parenting_plus-6-3-14.pdf)





the implementation of the resource. *"I like the idea of having a mentor for new foster parents, but it is executed horribly. I have yet to be matched,"* shared a new caregiver. There remains room for improvement in rolling out the program.

**Caregivers appreciate liaisons for their reliability and support.** While current caregivers shared frustrations with navigating SF HSA's internal system, there seems to be a few champions among the staff who provide critical supports. Caregivers often referred to a select number of staff as reliable and confidence-inspiring, and able to provide accurate information and referrals in response to specific needs. In addition, resource families noted that their RFA worker have been good resources. A relative caregiver stated that his RFA worker has been a huge support when navigating the bureaucratic system. *"My RFA is very supportive. He's really good,"* stated a relative caregiver. What these staff offer that is substantively different from others who have contact with resource families throughout the foster care process is that they are consistent, knowledgeable about the system, and make themselves available and/or are responsive to resource families' needs.

### Areas for Growth in Resource Family Retention

**Current caregiver challenges may discourage them from helping to recruit new caregivers.** Several current caregivers cited challenges with navigating HSA's internal systems and seeking support when in need. Current resource families reported that there is a lack of communication that can make being a resource family challenging. Because many of these challenges were systemic, it deterred them from wanting to recommend becoming a resource family to others.

According to one relative caregiver, the lack of communication within the department and across partnerships have created challenges for him. *"They sent me through the whole process and I went through all of the classes. My granddaughter has been with me for four months and I haven't received anything for her. When I inquire about these things, they say Family Builders have to come, but I finished classes months ago. Don't they communicate with each other?"* shared a relative caregiver. Relative caregivers noted that these challenges discourage them from considering becoming community resource families for other children, or recommending becoming a resource family to their friends and acquaintances. Other resource families echoed this sentiment, stating that the agency does a poor job of tracking the number of trainings they attend. Newer caregivers and those in the process of becoming resource families noted that it takes a lot of initiative on their part to monitor their own progress and opportunities to complete trainings, noting that the lack of support and coordination so early in the licensing process serve as a hindrance to the successful recruitment of new resource families. *"It is frustrating. How do they expect to get parents with this system?"*

*No one ever answers  
the emergency line and  
my social worker  
doesn't answer my calls*

Relative caregiver



### Strengths in FCS' Operations

**Binti has helped streamline the inquiry process for potential resource families.** Since its adoption in January 2017, Binti has received inquiries from over 100 new potential caregivers. Based on a survey of Binti applicants, the platform offers a simple and useful process. Several respondents shared that they were at varying stages of the application process, from initial inquiry to awaiting certification. In general, the majority of users seemed pleased with the online site, *"We are ready to go, the application process was good,"* shared one respondent. Binti also revamped FCS' website, [www.SFCaresForKids.org](http://www.SFCaresForKids.org) to make it more visually appealing and navigable. While caregivers continue to mention the need for more information on the website, a review of the website shows that much of the requested material is available, if difficult to find.

**HSA has leveraged relationships with foster family agencies (FFAs) to increase capacity to respond to new resource family inquiries and license new homes.** In response to challenges with internal capacity, HSA looked into opportunities to increase the role of FFAs to help train and license potential resource family. According to a Protective Services Worker (PSW), there has been *"a need to streamline the approval process in a similar way done by Family Builders."* Staff internally have recognized this need and leadership has taken the necessary steps to address this concern by collaborating with FFAs. Although this aspect of the FFA partnership is new, the agency anticipates that this relationship will help support its internal capacity to respond to new inquiries and improve the time in which a home is licensed.

### Areas for Growth in FCS' Operations

**FCS is in need of more diverse staff who speak other languages.**

According to FCS staff and current caregivers, few staff members speak the primary language of potential and/or existing caregivers. Staff noted that language is a barrier in both engaging current resource families and in recruiting additional caregivers. Several staff members noted Chinatown as an untapped neighborhood, but cited a language divide in being able to engage with resource families who speak various Chinese or Filipino languages. Further, FCS provides a Spanish-speaking support group and translation services that are well received, but current resource families consistently expressed a need for more of these services. Spanish-speaking caregivers shared their frustrations with navigating the system without translation support. *"I called (to inquire about fostering), but they did not respond in Spanish. I had troubling working through language barriers,"* shared a current caregiver.

*There is a lack of RFA workers who speak Spanish. [Not having Spanish-speaking staff] is just not helpful for [potential resource families], so we lose them.*

**Staff handover to streamline the recruitment and licensing experience has been a challenge.** Caregivers are exposed to multiple points of contact throughout the recruitment, licensing, and placement process. According to staff, this can feel disorganized and potentially disengaging as caregivers may receive mixed messages and do not always receive follow up or follow through on questions and next steps. *"The RFA*



*approval process is long and causes frustration for relatives attempting to get approval,”* shared a PSW. While this is a common organizational structure for foster care agencies across the state, FCS may consider streamlining this process to reduce the “turnstile” effect of caregivers interacting with so many staff members by improving inter-unit hand-off procedures and overall communications and coordination. Additionally, FCS may consider having some staff that are point persons regardless of where a caregiver is in the process. In addition, FCS may consider improving professional development for all units so that staff are either equipped to accurately respond to or make appropriate referrals to other units who can address caregivers’ inquiries.

**RFA workers face internal capacity issues to effectively do their job.** Across focus groups and interviews with staff members, several shared that are not enough RFA workers to approve and place potential caregivers and provide support to existing caregivers. According to one PSW, RFA workers are overworked, *“RFAs are a new unit and they keep getting new tasks, but they aren’t getting more staff. I would never take an RFA job because they have a lot of tasks.”* Given this challenge, RFA workers are not able to provide thorough support to potential and existing caregivers. According to a new caregiver, her RFA worker has not been communicative or responsive to her needs, *“My RFA worker doesn’t have the answers...he doesn’t point me to anyone.”* Lastly, according to PSWs, RFA workers are ill equipped to provide clinical support to foster families given that their primary role is to provide administrative assistance. This disconnect also can be a contributing factor to current and potential caregivers feeling unsupported by RFA workers.



## Recommendations

To leverage HSA's strengths and address the challenges raised above, RDA has gathered the following recommendations, many of which were presented by stakeholders, and grounded them in best practices. In addition, we include the necessary resources and first steps toward implementation to help HSA consider how it may feasibly implement each recommendation.

### Recommendations for Marketing and Recruitment

As a part of our data collection process, RDA researchers asked newer and potential caregivers how they learned about resource family opportunities through HSA and how we may reach and engage other residents like themselves in becoming a resource family in San Francisco. Similarly, in our outreach to untapped populations, we asked residents what types of marketing works to capture their attention and what types of messaging and engagement deepens or activates their interest in giving back to the community.

#### Use a multiprong approach to marketing

Many of the residents we spoke to, both FCS caregivers and volunteers/participants in community- or faith-based organizations, expressed that they already had the drive to want to care for youth or give back to their communities in some way. They also expressed that word-of-mouth recruitment—personal testimonials—worked best to engage them in these opportunities to give back. They noted that awareness-building of the need for their help and the availabilities of these opportunities to help are critical to calling attention to the significant need for resource families in San Francisco and keeping that need front of mind. Therefore, residents suggested investing in current caregivers as a key recruitment source, but also employing a series of tactics to bring visibility to the need for resource families in San Francisco. This included educational and promotional campaigns via radio, TV, and social media, launched simultaneously to ensure both coverage and redundancy to reinforce the message.

#### How to put this into action:

1. RDA will identify outlets for disseminating marketing messages and materials
2. Work with RDA to craft a consistent message for marketing purposes
3. Work with RDA to identify opportunities to tailor messaging to specific audiences
4. Share messaging with staff and current caregivers along with tips for engaging potential caregivers in recruitment opportunities
5. Designate a person or team to maintain the marketing feedback loop (e.g., monitoring metrics, responding to inquiries)
6. Deploy marketing campaign



### **Focus on stories that are child-centered with sensitive portrayal of fostering and success stories**

Participants also made it clear that appealing to the audience's emotional side in a way that is inspirational is important for gaining interest. This means portraying youth in need, who they are as people, and why the need for resource families is so critical. It also means showcasing how becoming a resource family can address a critical need by showing potential resource families how others like them have been successful in caring for youth in care. While RDA's media strategy and creative material development can take on sensitive portrayal of youth and foster care, developing and promoting success stories will require more time to identify and collect stories. Therefore, this part of the recommendation may be reserved for a later stage of the recruitment plan.

#### **How to put this into action:**

1. Work with RDA to develop and pilot test creative media focused on youth and foster care
2. In later stages, identify youth/families/alumni who may be able to share a success story
3. Identify target messages/audiences to demystify/digmatize (e.g., teens, relatives, short-term)
4. Identify staff/contractors to lead effort, conduct interviews, capture stories

### **Focus on the current crisis in the City by letting people know that there are a number of children/youth in San Francisco that need a home now**

In our outreach to untapped communities, RDA learned that San Francisco residents are generally unaware of 1) the severity of need for resource families and 2) why it is important for youth in care to live within or near San Francisco. Simply sharing the statistic that 65% of youth in care are being placed in homes outside of the City and asking stakeholders to think about the potential impacts of living so far from one's city of origin was compelling enough to initiate a conversation about foster care. In these conversations, residents recommended that FCS leverages City pride and pose the need for resource families as both a human issue and a City issue that can be addressed by City residents.

#### **How to put this into action:**

1. Work with RDA to identify core message (e.g., focus on the fact that this is a local problem that residents can take part in addressing)
2. RDA will identify outlets/methods for building awareness
3. RDA will develop creative/media
4. Promote the awareness campaign internally so that staff can be prepared to spread the message and address questions

### **Recommendations for Retaining Well-Trained Resource Families**

To understand the factors that influence well-trained resource families to continue to provide care for youth over time, RDA talked to resource families who have been providing care for at least several years. Many stated that they continued to provide care for youth because it is a generally rewarding activity, that they can help youth in need and in return, the youth enrich their lives. Alongside this, caregivers emphasized the critical need for more consistent, two-way communication with FCS so that they feel heard, supported, and valued. Caregivers identified specific supports and resources that have been or may be influential to their decision to continue providing care.



### **Consider creating a separate resources and community portal for existing resource families**

Many resource families stated that they can understand the challenges FCS staff may face that prevent them from being responsive to resource families' needs for support and information. As such, many reported that they often turn to one another for information and advice. However, they noted that they had to seek out and develop these relationships. Therefore, resource families, new and experienced, recommended that FCS considers developing a network, learning community, and/or online forum for resource families to seek each other out, learn from one another, rally resources, and build a sense of camaraderie.

The [www.sfcaresforkids.org](http://www.sfcaresforkids.org) site has resources, information, and connections to services for potential and new resource families, however the information and resource needs of more experienced resource families can be more complex. FCS may consider creating an online portal so that current resource families can log in to seek more specific supports and contact with one another for discussion and advice. If this is feasible, FCS should seek input from existing resource families on the type of content and capabilities they would like to see on the portal. Given their experience and their connection to newer resource families, the Mentor group may be well positioned to provide input and guidance on the portal's development.

#### **How to put this into action:**

1. Identify lead staff to manage outbound communications
2. Make a plan to refresh website and social media content on a regular basis, in response to web traffic data and feedback from users
3. Establish FAQs based on findings from RDA's data collection effort; place this on website landing page for easier navigation
4. Work with website administrator to design and test the feasibility of establishing a separate portal for existing resource families
5. Work with Mentor group to determine content and features of a separate portal

### **Make sure new and existing resource families know about mentoring program**

Given how strongly resource families of all experiences advocated for their needs for community and support, improving and expanding the mentoring program can be an effective first step in addressing this critical need to improve retention. A robust mentorship program can alleviate much of HSA's burden by addressing resource families' expressed needs for timely access to information and help navigating resources, creating a community where resource families both learn from each other and can seek each other out for peer support and advice, and may potentially serve as a venue for continuous learning and focused training on topics such as caring for teens and youth with special needs.

#### **How to put this into action:**

1. Garner learnings from mentorship pilot to build strategies for recruiting mentors, matching mentees, guiding conversations, and providing oversight/support to mentors
2. Define expectations for both mentors and mentees so that all parties are clear on their roles and responsibilities
3. Work with current mentors to strategize how they may expand to connect with all new resource families



### **Provide specialized trainings for resource families to prepare them to foster teenagers and other youth with special needs**

Across our focus groups with resource families of all experience levels, when RDA asked about resource families' strategies for and interests in caring for teenagers and other youth with special needs (e.g., youth with developmental or medical deficiencies, sexually exploited or trafficked youth, LGBT+ youth), the majority of resource families expressed their hesitations to care for these youth, much of which was based in the general consensus that caring for these youth was more burdensome and that they needed to be "a special kind of caregiver" who has the specific intentions and skills to care for these youth. Newer caregivers also reported that HSA does not provide differentiated training related to caring for older youth, stating that much of the current training is geared toward caring for younger children. Including examples and strategies for caring for teens and children with special needs can help normalize resource families' expectations. Further, HSA might partner with local CBOs to provide special trainings that introduce evidence-based practices focused on child development, trauma-informed care, etc., supplemented by coaching/mentoring from a social worker and other support services like learning communities.

#### **How to put this into action:**

1. Inventory and review existing resource family training materials and identify opportunities to infuse more examples of teens and youth with special needs
2. Identify potential partners who may work with HSA to develop focused trainings (e.g., Our Family Coalition, Mayor's Anti-Trafficking Task Force, San Francisco CASA)
3. Assess capacity to designate coaching, mentorship, and/or peer support services focused on caring for teens and youth with special needs
4. Pilot new materials and specific support services, gathering feedback for improvements

### **Recommendations for Optimizing Organizational Capacity to Deploy and Sustain Recruitment and Retention Strategies**

In order to successfully implement any of the above recommendations, there are several foundational modifications HSA should consider making. Across our data collection effort, RDA heard from staff, current caregivers, newer and potential caregivers, and partnering agencies a consistent concern related to FCS' internal capacity to sustain consistent, available, and accurate multi-directional communication across its units, caregivers, potential caregivers, and partners. National surveys of foster families have shown that the primary reason resource families cease providing care is the lack of agency responsiveness, communication, and support.<sup>5</sup> Clear, concise, consistent, and correct communication is the cornerstone of every recruitment and retention strategy. Therefore, we strongly urge HSA to consider the following recommendations in order to be able to successfully implement a recruitment and retention plan. Implementing these recommendations may not only improve satisfaction and retention of well-trained resource families, but could convince current relative caregivers to become community resource families.

<sup>5</sup> Barbell, K. and Freundlich, M. (2001). Foster Care Today. Casey Family Programs National Center for Resource Family Support. Washington, D.C.



### Ensure capacity to respond in a timely manner to new referrals

If new recruitment efforts are implemented and are successful in drawing a mass of potential caregivers, FCS needs to be ready to respond to the influx of inquiries. When HSA implemented Binti, FCS received about 100 leads in six months, overwhelming FCS' ability to be responsive to each inquiry. While HSA has identified a potential solution and struck an agreement with AFS to screen and initiate the application process with potential resource families to address this challenge, HSA should continue to monitor the flow of applicants, timely response rates by AFS, application completion rates, and handover processes back to FCS. HSA may also consider collecting feedback along the application and licensing process to monitor and continually improve how FCS and its partners engage potential resource families and sustain their interests in becoming a well-trained resource family.

#### How to put this into action:

1. Work with Binti and AFS to develop a shared contact monitoring tool (e.g., Excel tracking log) to account for applicants, when AFS/FCS contact is made, by whom, and the outcomes of contact
2. Implement contact monitoring tool and audit it on a quarterly basis to measure response rates and time lapses
3. Use data to refine contact practices and improve application outcomes

### Improve website and social media to include FAQs, resources, and ways to reduce stigma

HSA has continued to improve [www.SFCaresForKids.org](http://www.SFCaresForKids.org) and includes many resources for residents interested in becoming resource families and adoptive families. However, all stakeholders noted a dearth in FCS' online presence beyond [www.SFCaresForKids.org](http://www.SFCaresForKids.org). Particularly, newer and potential resource families expressed a great need for social media presence, both as a resource to seek information and connect with other resource families, but also as a vehicle for FCS to promote events, success stories, and recruitment efforts. In addition, resource families noted that navigating the website can be cumbersome and suggested that testimonials are placed more prominently (these are currently below the fold of each webpage) and that HSA should consider including a link to a list of the perks resource families have (e.g., access to childcare, Medi-Cal coverage for youth, transportation assistance). Further, to address stigma head-on, stakeholders recommend expanding FAQs or creating a new page dedicated to demystifying the misconceptions about foster care (e.g., you have the right to refuse placements), foster parents (e.g., there are resource families from all backgrounds and capabilities), and foster youth (e.g., some just need short-term emergency placement because their guardian is ill).

#### How to put this into action:

1. Develop social media strategy to define the vision for engagement and to identify primary streams of information (e.g., event promotion, regular updates, weekly resource highlights, quarterly success stories)
2. Identify staff member, team, or contractor to manage social media, including content gathering/development and engagement in timely, multi-directional communication
3. In addition to working with RDA to develop and deploy creative material, build a portfolio of content to launch social media strategy





### **Consider dedicating staff to identify and liaise with targeted CBOs and partners**

As RDA finalizes the compilation of potential partners and their warm contacts for HSA to add to its network of collaborators and partners, HSA may consider establishing a strategy to maintain the network so that contacts remain warm and ready to partner. One way HSA may do this is to identify a specific staff member or team to adopt the network, quickly connect with each contact, and maintain regular (e.g., semi-annual) communication (e.g., newsletter, holiday greetings). As many of these network contacts have expressed interests in supporting FCS' recruitment efforts by supporting the development and/or dissemination of promotional materials, dedicating a staff member or team who can also liaise with HSA's communications team and FCS' recruitment team will be critical for making strategic connections and expanding the reach of communications.

#### **How to put this into action:**

1. Partner with the HSA communications team to identify staff to manage outbound communications and relations and who in FCS would liaise with the communications team for updates and multi-directional communication
2. Set aside time to follow up on warm contacts to further interview and identify ways in which CBOs and partners may collaborate with FCS
3. Establish a strategy to maintain CBO and partner engagement via regular communications

### **Next Steps**

Using these findings in our next stage of work, RDA will work with FCS to flesh out the recommendations into a feasible action plan that includes the development of a media strategy with creative material and dissemination plan to recruit resource families while retaining current, well-trained resource families.

## Demographics of All San Francisco Youth in Care as of June 2017 (n=854)

Figure 1. Half of San Francisco foster youth are between the ages 11 and 20 years old.

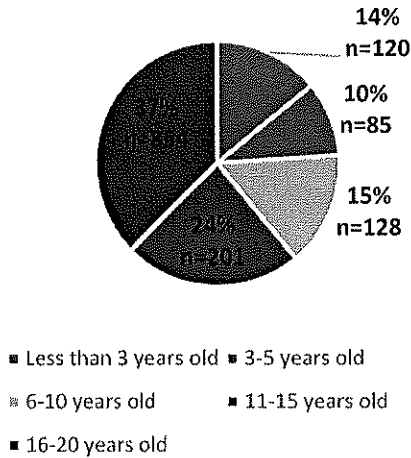


Figure 4. Majority of youth are placed in a Resource Family Home, followed by a Foster Family Agency Certified Home.

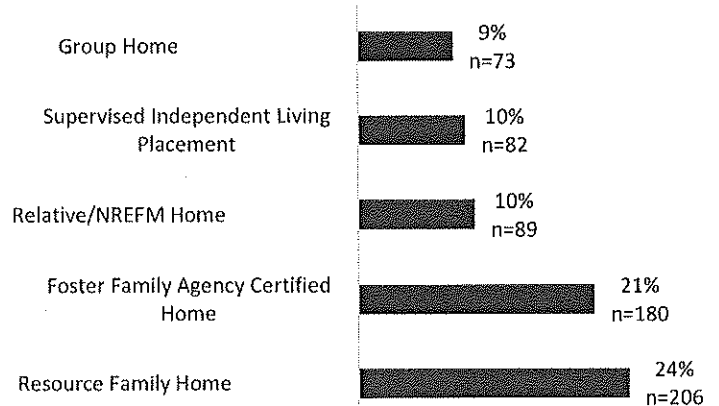


Figure 2. The SF foster youth population is nearly half male and half female.

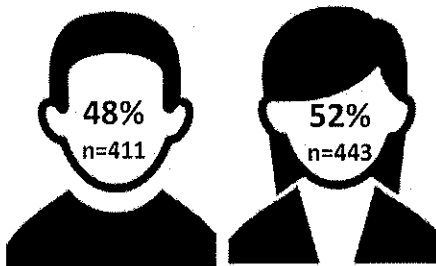


Figure 5. Over one-third of youth are placed within San Francisco County.

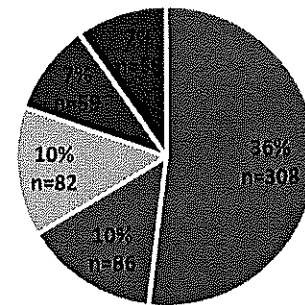
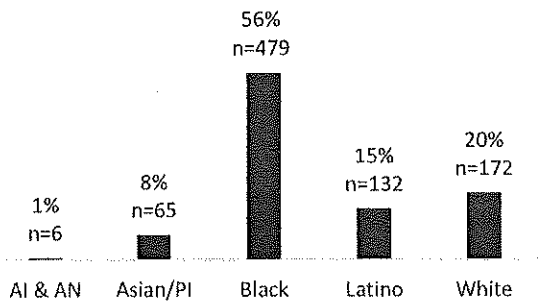


Figure 3. Majority of SF foster youth are Black.



■ San Francisco ■ Alameda ■ Contra Costa ■ San Joaquin ■ Solano

Figure 6. Since entering the system, all youth in care have experienced an average of at least three placements as of June 2017.

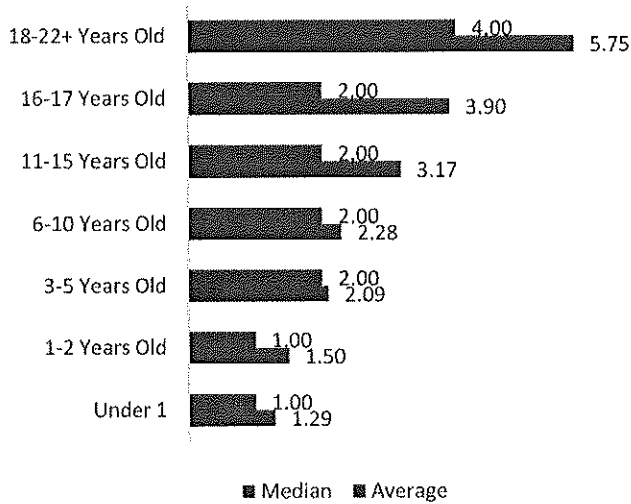


Figure 7. Since entering the system, majority of youth in care have been assigned to an FFA Certified Home as of June 2017. Additionally, youth currently assigned to a FFA Certified Home have experienced the greatest number of placements.

Placement Type	Number of Placements	Number of Children in Placement	Average
FFA Certified Homes	1,001	250	4.0
Supervised Independent Living	542	86	6.3
Resource Family Home	512	227	2.26
Group Home	372	72	5.17

Figure 8. Majority of all youth in care lived in Bayview-Hunters Point (94124) prior to substantiation as of year 2016.

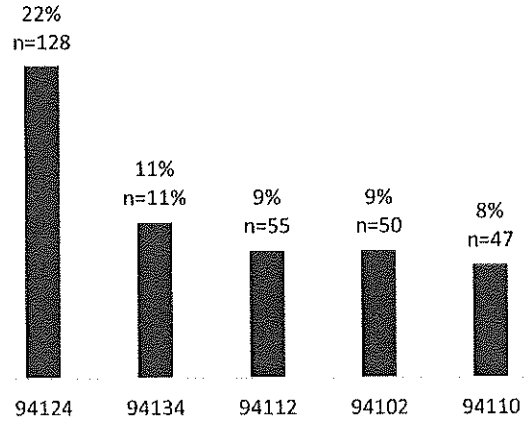
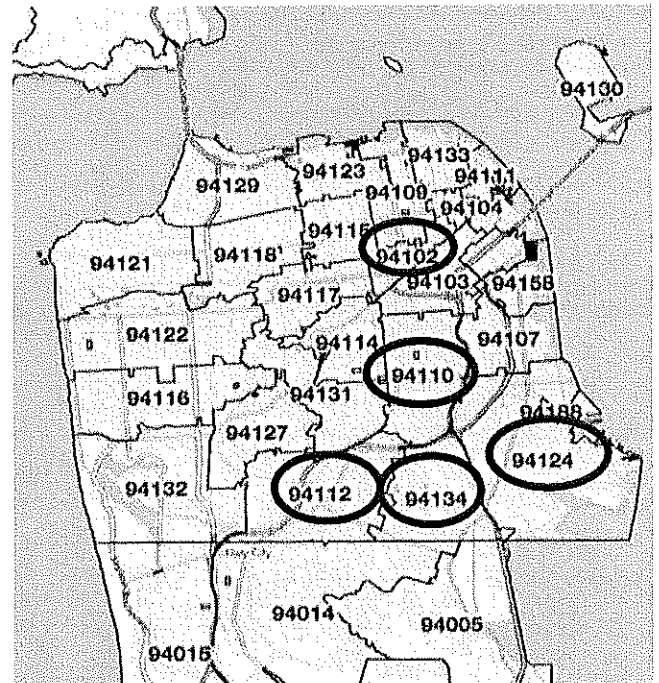
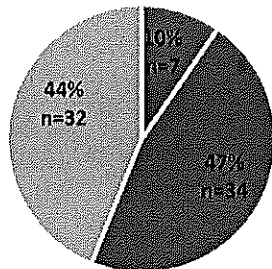


Figure 9. Map of top five zip codes of all youth in care prior to substantiation (94124: Bayview-Hunters Point, 94134: Sunnydale, 94112: Ingelside-Excelsior/Crocker-Amazon, 94102: Hayes Valley/Tenderloin/North of Market, and 94110: Inner Mission/Bernal Heights).



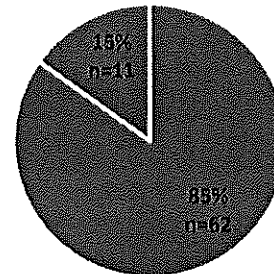
## Demographics of All Youth in Group Homes as of June 2017 (n=73)

Figure 10. Majority of all currently in a group home are 11 years and older.



■ 6-10 years old ■ 11-15 years old ■ 16-20 years old

Figure 13. Nearly all youth are currently housed in a group home within the state.



■ California ■ Out of State

Figure 11. Over half of youth in a group home are male.

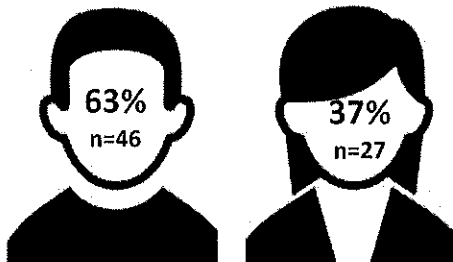


Figure 14. Less than one-third of youth are placed in a group home within the city of San Francisco.

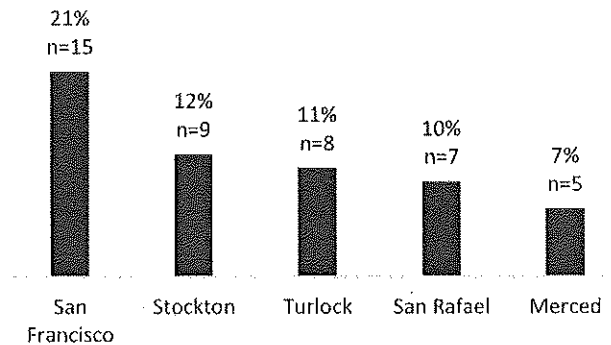


Figure 12. Over half of youth in a group home are Black, followed by Latino.

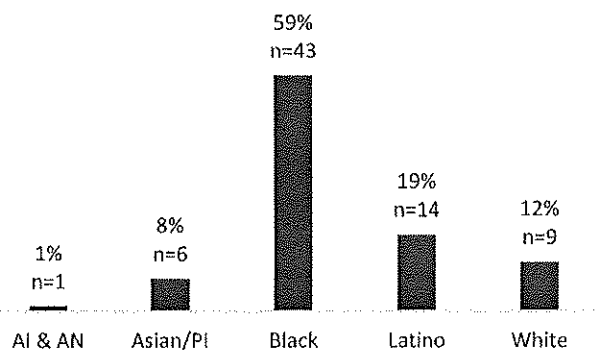


Figure 15. Similar to all youth, majority of youth in a group home lived in Bayview-Hunters Point prior to substantiation as of year 2016.

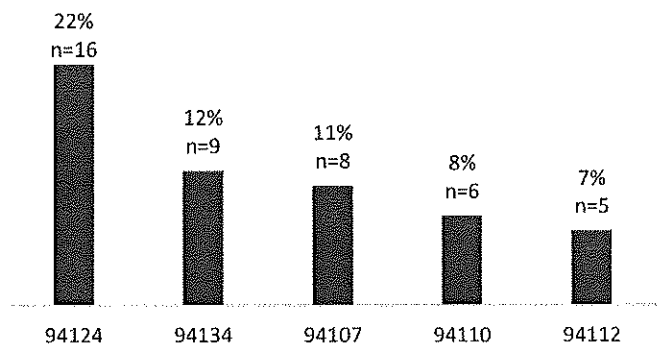


Figure 16. Map of top 5 zip codes prior to substantiation (94124: Bayview-Hunters Point, 94134: Sunnyside, 94107: Potrero Hill, 94110: Inner Mission/Bernal Heights, and 94112: Ingelside-Excelsior/Crocker Amazon).

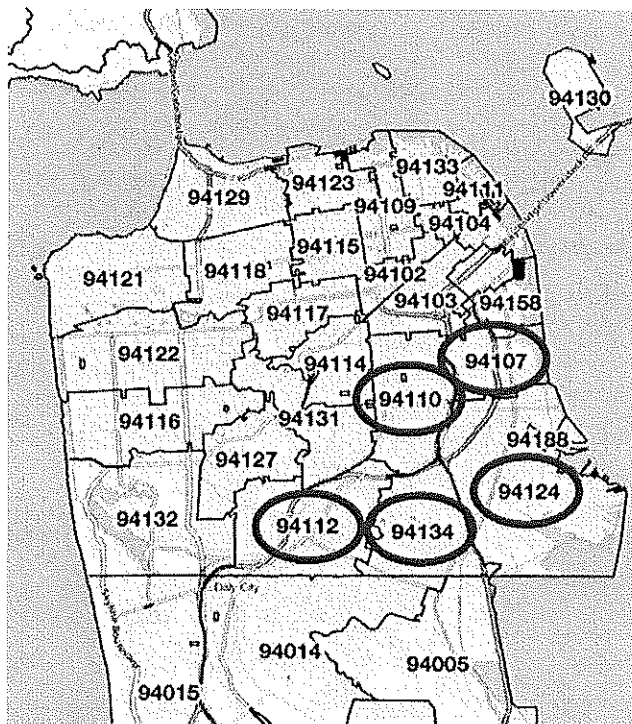


Figure 17. Since entering the system, youth currently assigned to a group home have experienced an average of five placements as of June 2017.

Average number of placements:  
**5.17**

## Demographics of Youth in Group Homes by Group Home Level as of June 2017 <sup>1</sup>

Figure 18. The majority of youth in group homes under level 12 are 16-20. Half of youth in group homes at or above level 12 are 11-15.

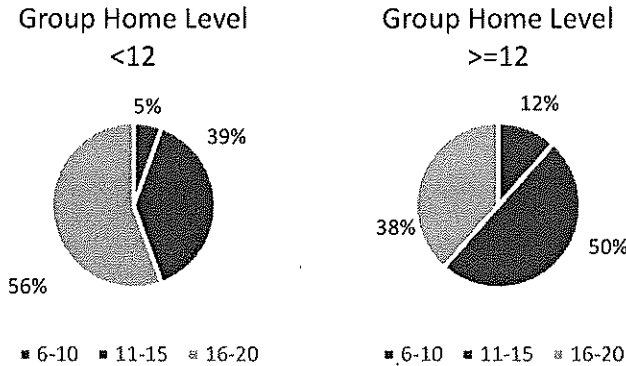


Figure 19. More than three quarters of all youth were placed at group homes in California

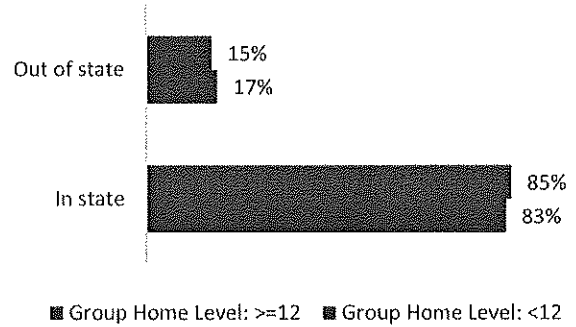


Figure 21. More than half of youth placed in all group homes are female.

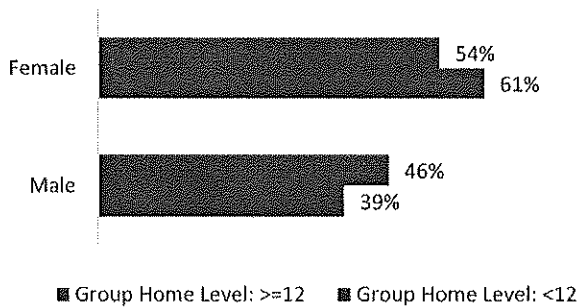


Figure 20. Youth placed in group homes at level below 12 are mostly placed in Stockton. For youth in group homes at level 12 or above were mostly placed in San Francisco.

Group Home Placement Location	Group Home Level	
	<12	>=12
Stockton	28%	0%
Oakland	0%	19%
San Francisco	17%	38%
Santa Rosa	0%	19%
Fresno	0%	13%
St. George, UT	0%	13%
Other <sup>2</sup>	56%	0%

Figure 22. The majority of all youth placed in group homes are Black, followed by White and Hispanic/Latino.

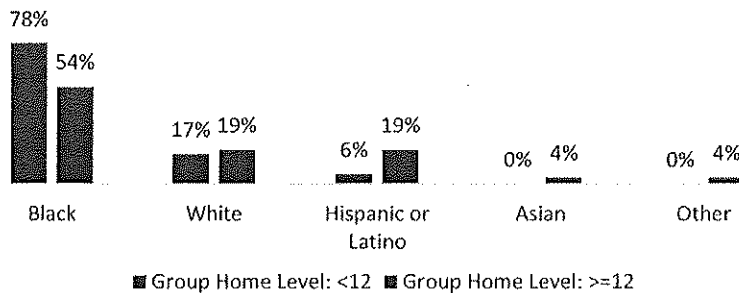


Figure 23. Average number of placements is slightly greater for youth placed in group homes at level 12 or higher.

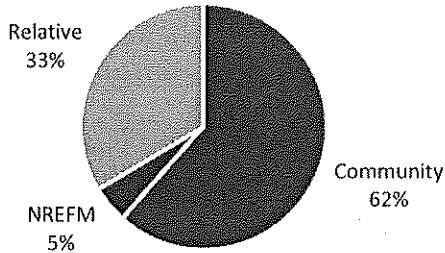
**Average number of placements**  
 Group Home Level <12: 4.3  
 Group Home Level >=12: 5.5

<sup>1</sup> Data disaggregated by group home level exclude database entries for which group home level is not indicated. Therefore, the analysis of data by group home level leads to results that are somewhat different than the analysis of the whole population.

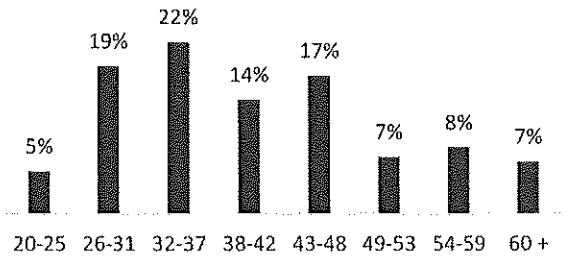
<sup>2</sup> "Other" includes youth who were placed in group homes throughout CA. There was only one placement per city within this category.

**Demographics of All Binti Applicants, January 2017 – February 2018 (n=166)**

**Figure 24.** About one quarter of youth placed in group homes lower than level 12 were placed at Stockton. Youth in group homes at level 12 or higher were placed in San Francisco.

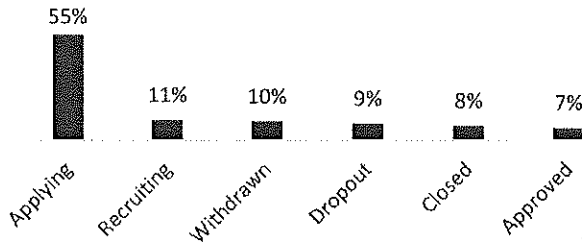


**Figure 25.** The average age of all applicants is 41 years old (n = 166).



Min Age: 20 years old  
Max Age: 72 years old  
Average Age: 41 years old

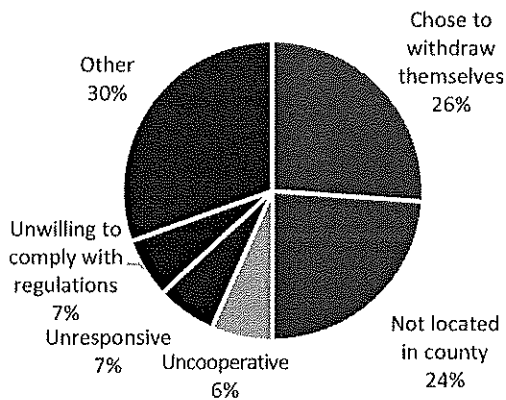
**Figure 26.** Majority of all applicants are indicated as “applying” in Binti (n = 166).



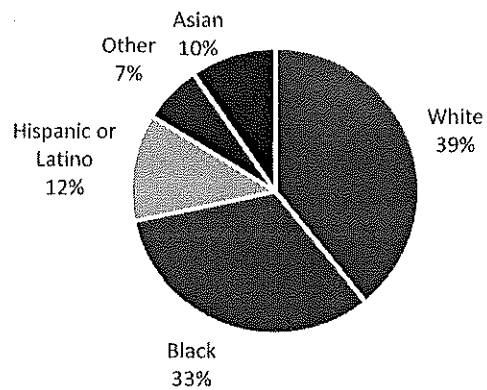
**Figure 27.** Nearly all applicants are women (n = 166).



**Figure 28.** Of the 46 applicants noted as “withdrawn, dropout, or closed,” about one-quarter were dropped due to living outside of the county.



**Figure 29.** Two-thirds of applicants identify as Black or White (n = 166).



## Demographics of Binti Applicants By Family Type, January 2017 – February 2018

Figure 30. Average Applicant Age: Relative = 43, Community = 39

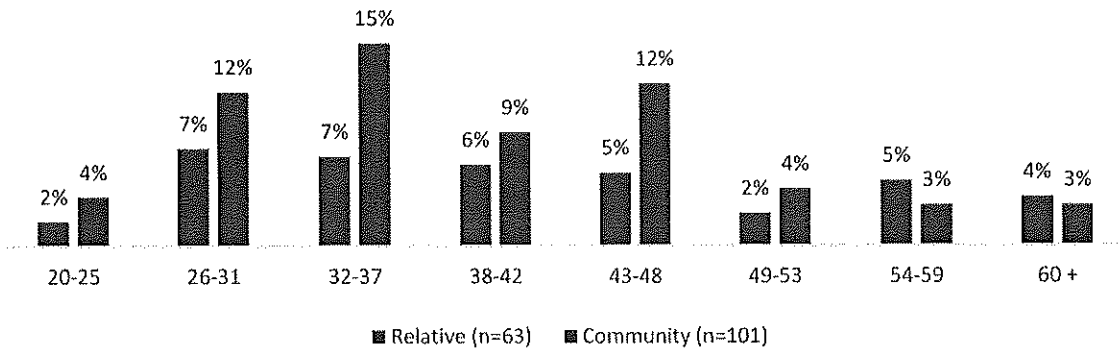


Figure 31. The highest proportion of relative applicants have are applying or have withdrawn. Community applicants are mostly recruiting or applying.

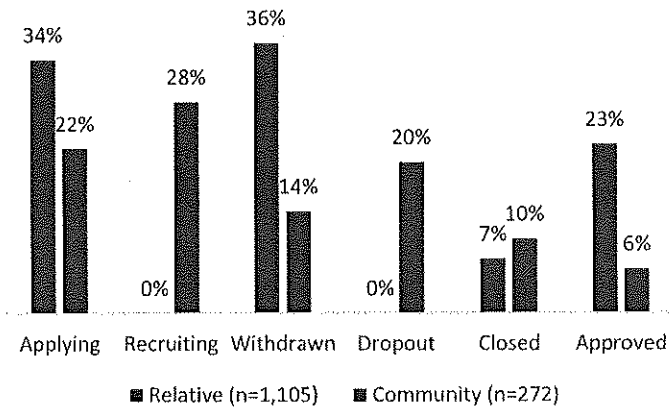


Figure 32. The majority of applicants are female.

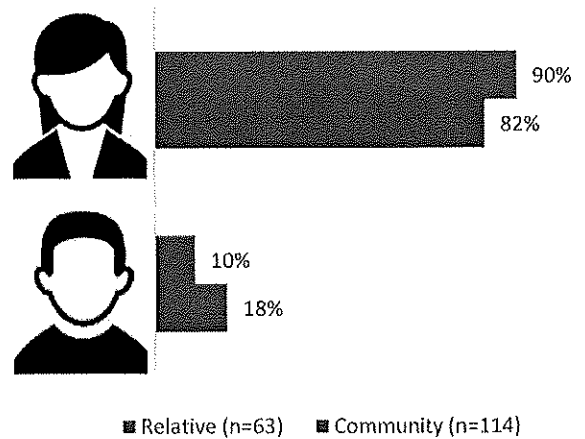


Figure 33. The highest proportion of relative applicants are black (n=63).

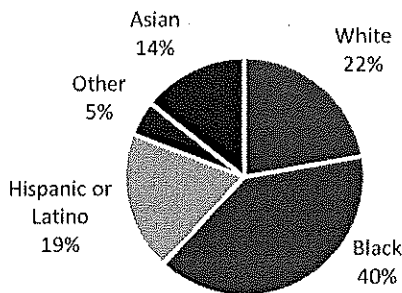


Figure 34. The majority of community applicants identify as white (n=100).

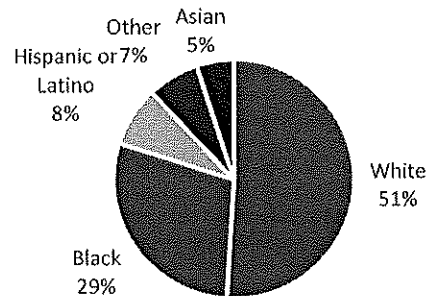




Figure 35. Over half of all applicants are single (n = 154).

<b>Relative</b>	<b>Community</b>
Married: 45%	Married: 38%
Single: 55%	Single: 62%

Figure 36. Annual income of all applicants (n = 130).

	Relative	Community
Minimum	\$549	\$577
Maximum	\$280,000	\$320,000
Median	\$25,200	\$65,000
Average	\$51,178	\$77,882

Figure 37. The highest concentration of all applicants are from the Bayview area.

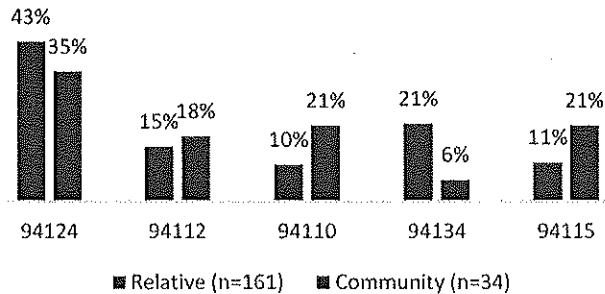
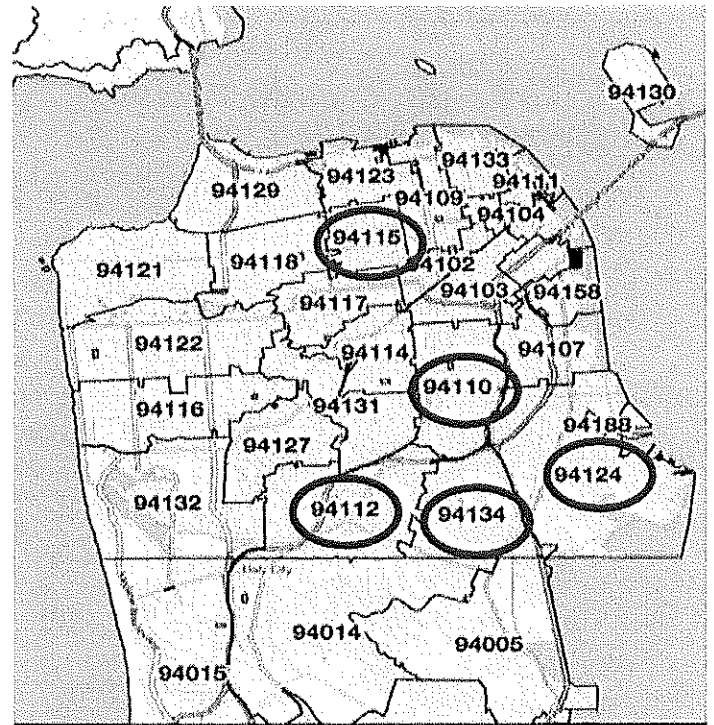


Figure 38. Map of top 5 zip codes of all parents

- 94124: Bayview-Hunters Point
- 94110: Inner Mission/Bernal Heights
- 94122: Outer Sunset
- 94112: Ingelside-Excelsior/Crocker-Amazon
- 94115: Lower Pacific Heights/Western Addition



### Demographics of Licensed Parents from CMS Data System (n=79)

Figure 39. Nearly half of all licensed parents are 60 years and older.

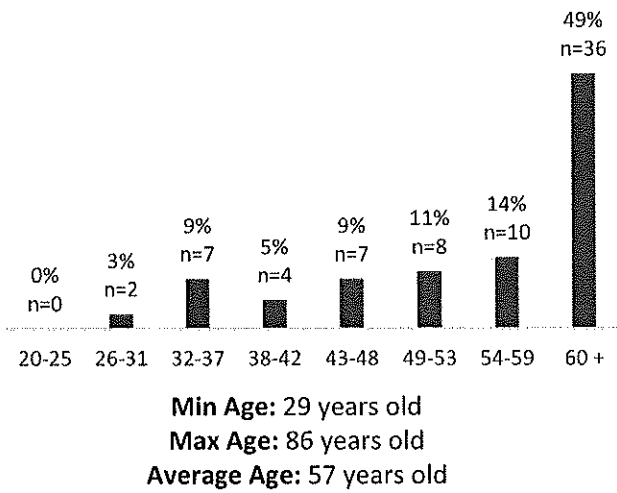


Figure 42. Nearly half of all licensed parents are married.

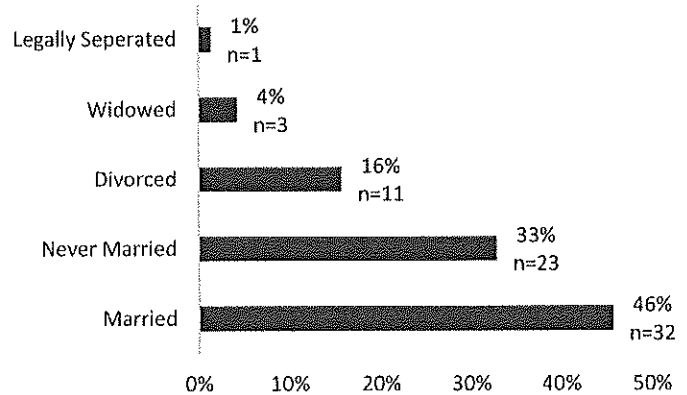


Figure 40. Nearly all licensed parents are women.

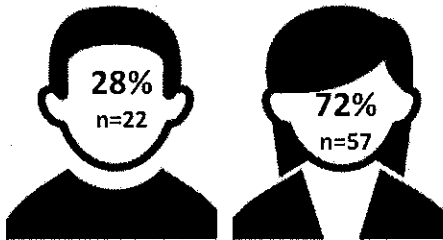


Figure 43. Majority of all licensed parents have been a foster parent for at least six years.

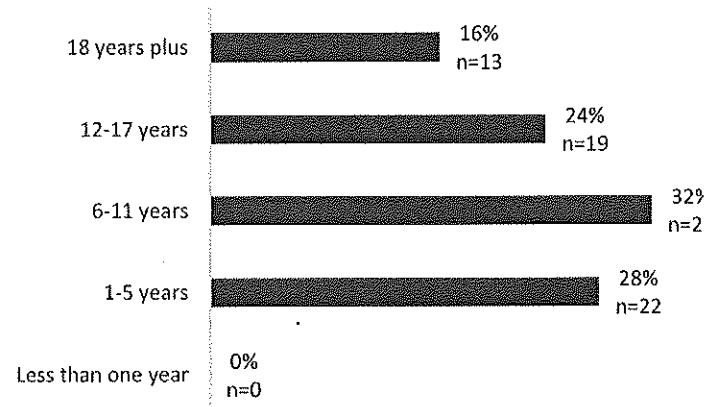


Figure 41. Two-third of all licensed parents are Black.

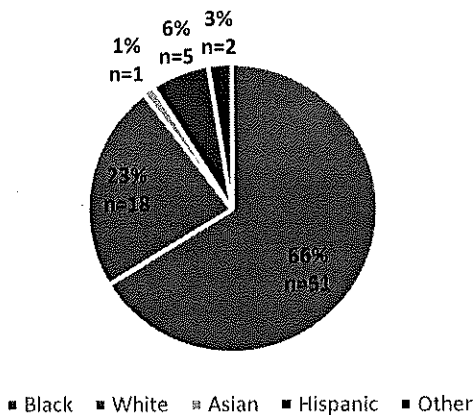


Figure 44. Majority of all licensed parents are from the Bayview area.

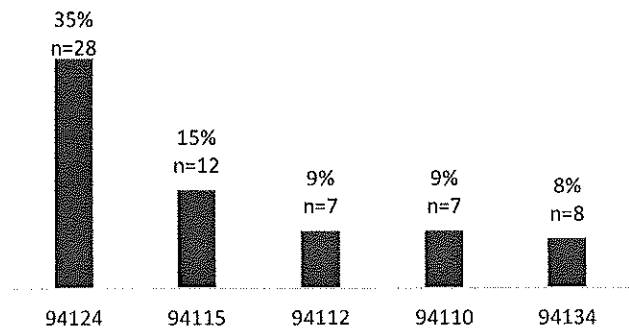
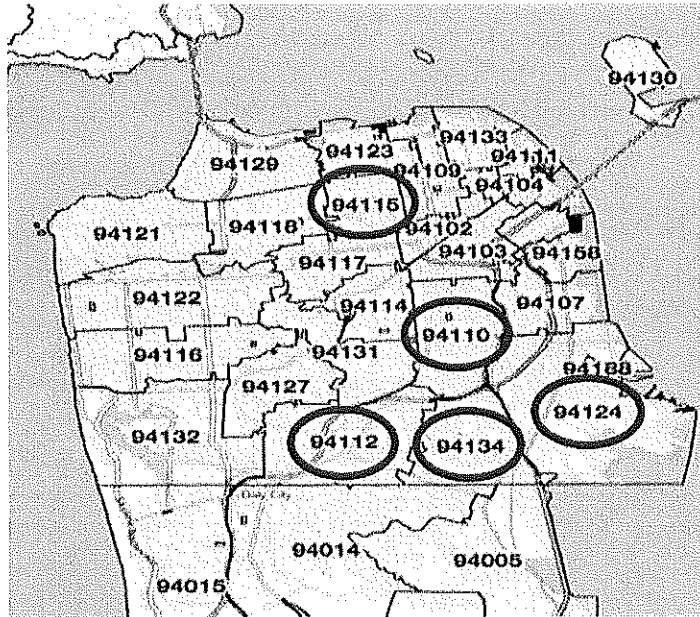
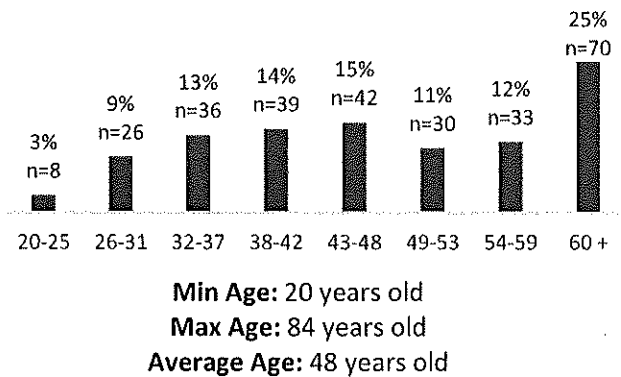


Figure 45. Map of top 5 zip codes of all parents (94124: Bayview-Hunters Point, 94115: Japantown 94112: Ingelside-Excelsior/Crocker-Amazon, 94110: Inner Mission/Bernal Heights, 94134: Sunnysdale,).

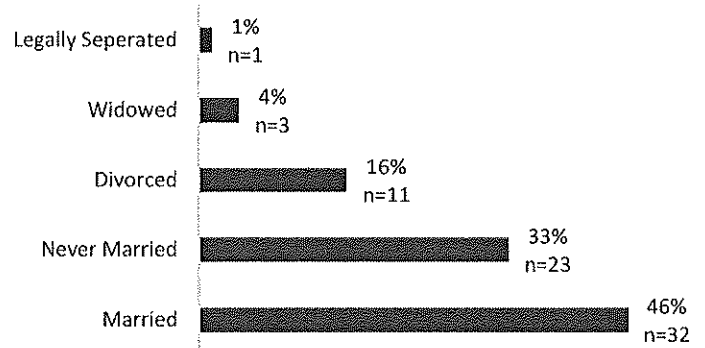


### Demographics of All RFA Approved Parents from CMS Data System (n=298)

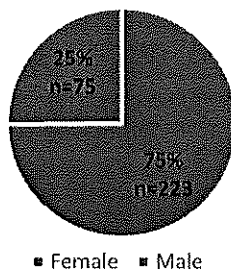
**Figure 46** Majority of all RFA Approved parents are 60 years and older, followed by the 43-48 year old age range.



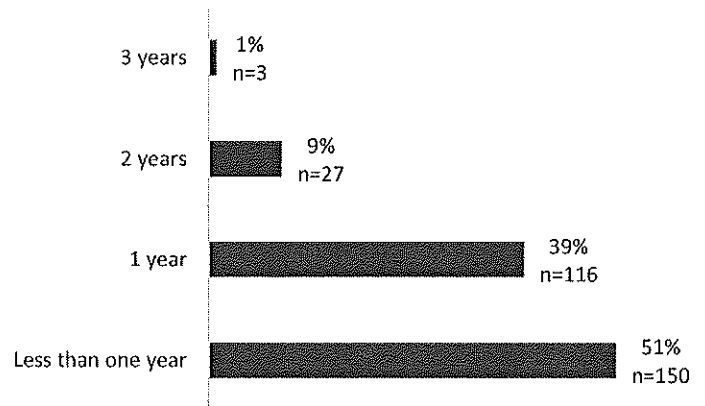
**Figure 47.** Nearly half of all RFA Approved parents are married.



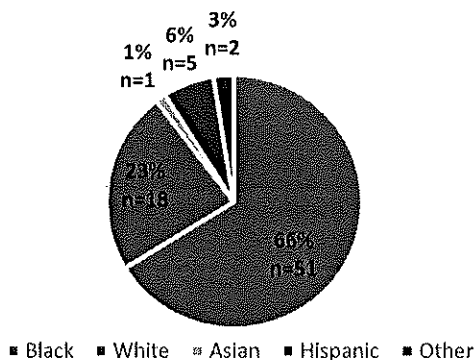
**Figure 48.** Nearly all RFA Approved parents are women.



**Figure 49.** Half of all RFA Approved parents have been a foster parent for less than one year.



**Figure 50.** Two-thirds of all RFA Approved parents are Black.



**Figure 51.** Majority of RFA Approved parents are from the Bayview area.

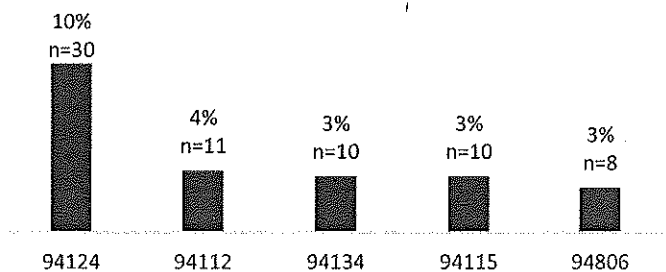


Figure 52. Map of top 5 zip codes of all parents (94124: Bayview-Hunters Point, 94112: Ingelside-Excelsior/Crocker-Amazon, 94134: Sunnydale, 94115: Japantown, and 94806: Richmond, CA area)

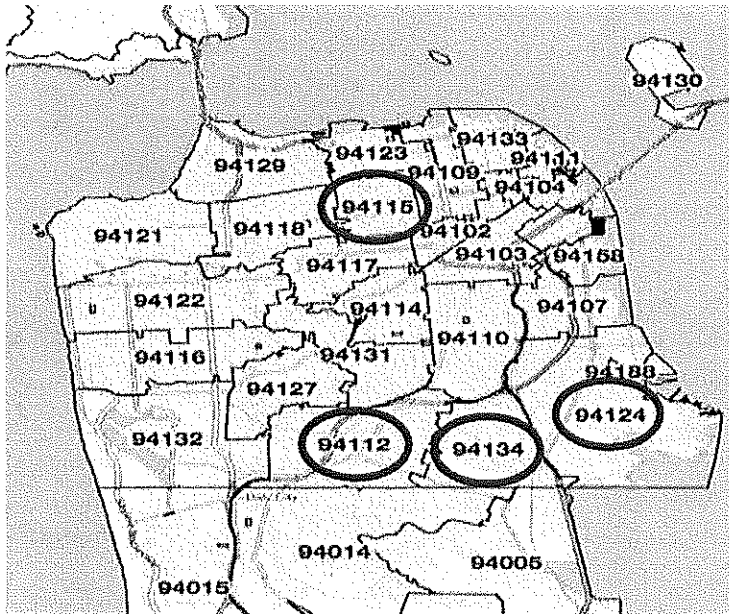


Figure 53. Two-thirds of RFA Approved parents have one foster child.

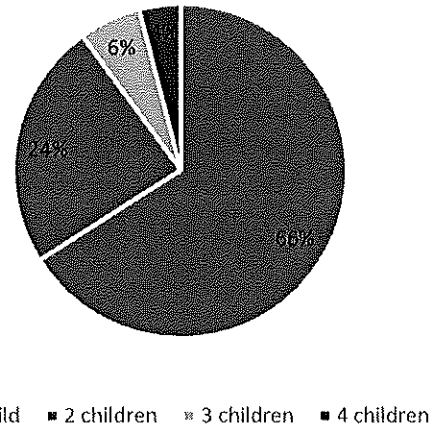
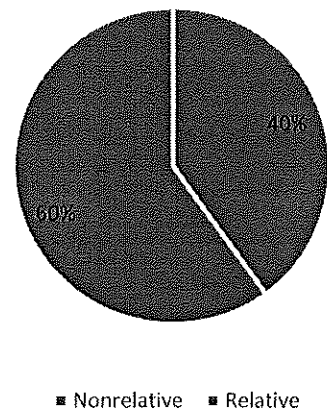
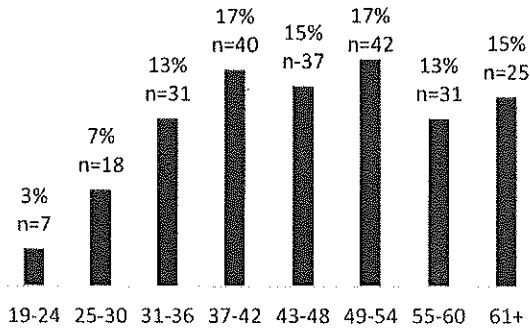


Figure 54. Over half of RFA Approved parents are a relative caregiver.



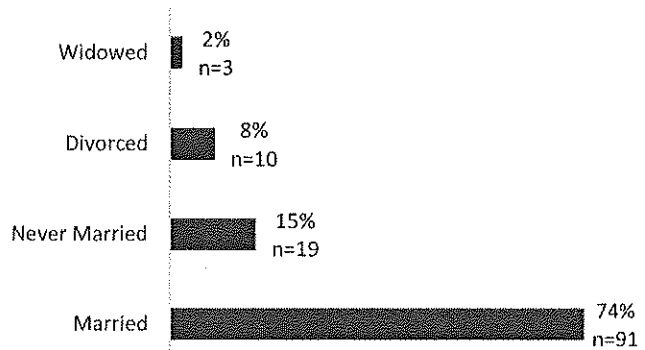
## Demographics of All RFA Probationary and Pending (Emergency Placement) Parents (n=243)

**Figure 55. Majority of RFA Probationary and Pending Parents are between the ages of 37 and 54 years old.**

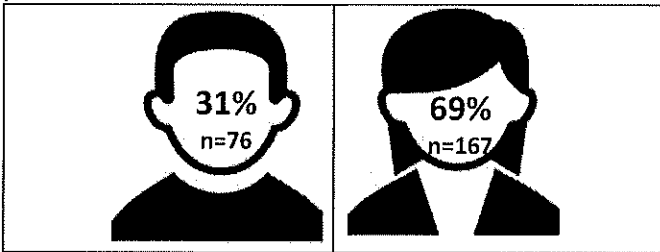


Min Age: 19 years old  
Max Age: 84 years old  
Average Age: 47 years old

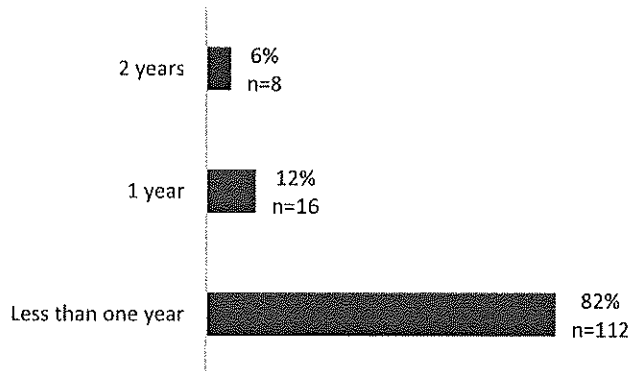
**Figure 56. Majority all RFA Probationary and Pending Parents are married.**



**Figure 57. Over half of all RFA Probationary and Pending parents are women.**



**Figure 58. Nearly all RFA Probationary and Pending Parents have fostered emergency placed youth for one year.**



**Figure 59. Nearly half of all RFA Probationary and Pending Parents are Black.**

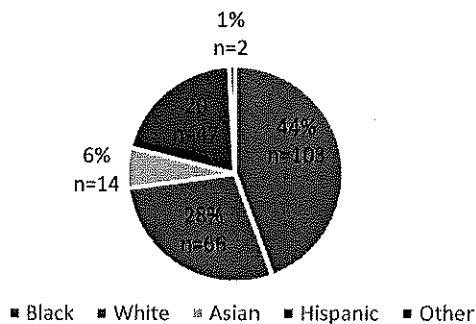


Figure 60. Nearly all RFA Probationary and Pending Parents are from the Bayview area.

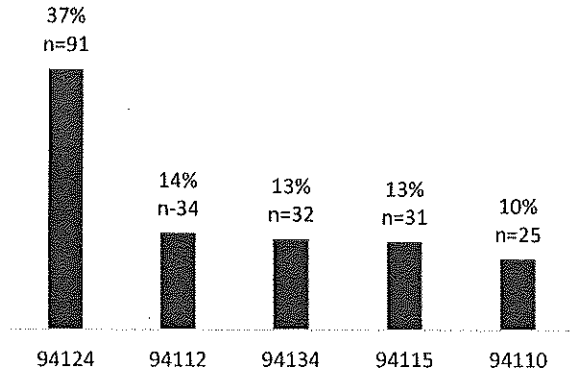


Figure 61. Map of top 5 zip codes of RFA Probationary and Pending Parents: (94124: Bayview-Hunters Point, 94112: Ingleside-Excelsior/Crocker Amazon, 94134: Sunnydale, 94115: Japantown, 94110: Inner Mission/Bernal Heights)

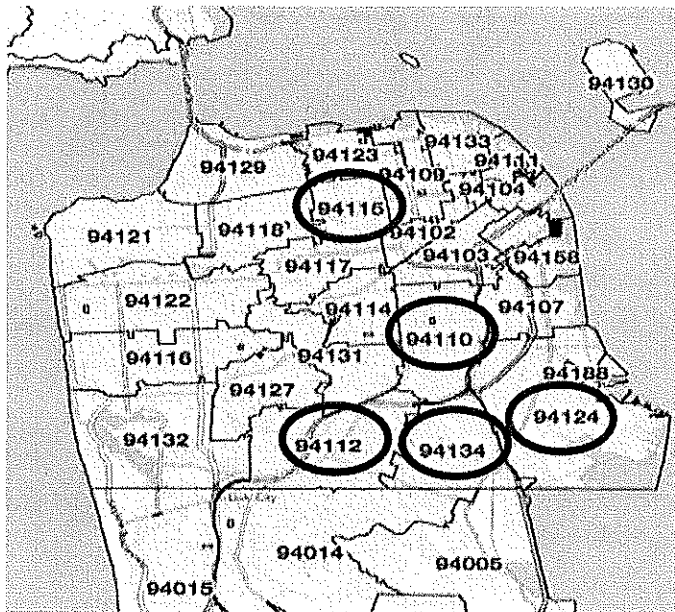


Figure 62. Over half of all RFA Probationary and Pending Parents have fostered one child.

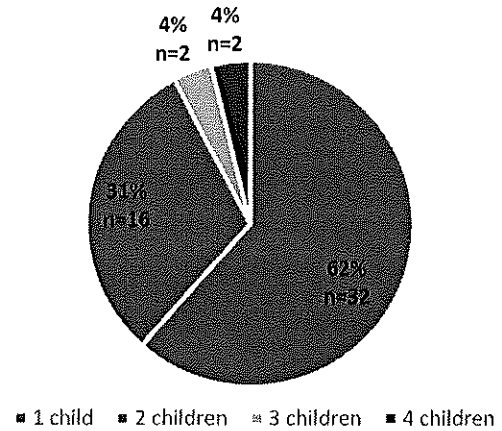
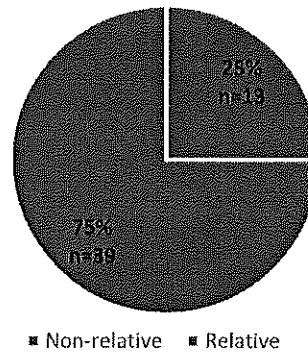


Figure 63. Majority of all RFA Probationary and Pending parents are relative caregivers.



**Appendix A-1: Services to be Provided**  
**Resource Development Associates**  
**Strategic Planning for Resource Family Recruitment**  
**June 1, 2017 – June 30, 2021**  
**Updated 7/1/2018**

**I. Purpose of Contract**

The purpose of this contract will be to develop, finalize and implement a resource family recruitment and retention strategy and a communications and media campaign. This contract is part of a multi-year, multi-prong effort to increase the number of children that will achieve permanency in San Francisco County. This plan includes the following components:

1. Research (completed FY 17/18)
2. Family recruitment planning
3. Media strategy, procurement and implementation
4. Communication and project management

**Background:**

Resource families provide foster youth with an opportunity to grow and develop in a family environment. Finding families ready to look after these children is one of the most important responsibilities of the child welfare system. Family and Children's Services (FCS) must retain and recruit a pool of well-trained and well-supported resource families, who are willing to take care of children with very diverse profiles and necessities.

There is currently a severe shortage of resource families in San Francisco. As a result, approximately 65 percent of our foster youth are placed outside the City. If a child must be separated from their home, they are also frequently removed from their school, siblings and neighbors. This can be traumatic for children who have already experienced separation from their families. The Department has an urgent need for new foster parents to help keep kids in their communities.

In addition, the state's Continuum of Care Reform (CCR) no longer allows foster youth to live in congregate care settings such as group homes and Child Protection Centers, and instead mandates foster youth be placed in family settings in a timely manner. As a result, more foster family homes are needed to replace the congregate settings.

Compounding the existing shortage of resource families is the fact that many older resource parents are retiring. All these factors have resulted in a severe shortage of resource families. The lack of awareness among the general population combined with the state's CCR requirements has heightened the need for a public information campaign on this important subject.

**Goals**

- The primary goal of this effort is to increase public awareness of the need for and lack of existing resource families.



- Develop and implement a marketing campaign and materials to support recruitment strategies that raise awareness of need, dispel myths around being a foster parent, and raise a call to action for San Franciscans to get involved.
- It is the intention to increase the percentage of Resource Homes and placement options within the City and County of San Francisco for all eligible youth in out-of-home placement, from birth to 21 years old by 15% each contract year
- Increase number of resource families to care for foster teenagers, teenagers with their own children, non-minor dependents, children with medical needs and disabilities.
- Retain existing foster parents with resources and support in order to improve retention rates
- Expand the role of existing foster parents as resource families

## II. Definitions

**Binti:** Foster care software for agencies and government

**CARBON:** Contracts Administration Reporting & Billing Online database

**FCS:** Family and Children Services

**HSA:** Human Services Agency

**LGBTQ:** Lesbian, Gay, Transgender, Bisexual, Queer/Questioning

**Resource Families:** A “resource family” is an individual or couple that a county determines to have successfully met both the home approval standards and the permanency assessment criteria necessary for providing care for a related or unrelated child who is under the jurisdiction of the juvenile court, or otherwise in the care of a county child welfare agency or probation department.

**Subcontractor:** Future State

## III. Target Population

The secondary goal of this effort is to engage stakeholder and target demographics identified in Phase 1 research brief developed by RDA Environmental Scan in original contract, with a specific focus on targeted populations identified, including members of the African-American, Latinx, LGBTQ communities as well as the faith-based community. Also including populations from zip codes including: 94124, Bayview/Hunters Point; 94134, Sunnydale; 94112, Ingleside/ Crocker/Amazon; 94102, Hayes Valley/Tenderloin/ NoMa; 94110, Inner Mission/Bernal Heights.

#### IV. Description of Services

Contractor shall provide the following services during the term of this contract:

##### **A. Phase 1: Data Analysis and Research Services (completed in original contract) [note: insert research report in appendix file]**

##### **B. Phase 2: Family Recruitment Planning**

1. Continue to develop and finalize recruitment, retention and organizational strategies.
2. As needed, conduct additional community engagement to refine messages.
3. Design and complete recruitment plan.
4. Design and complete adoptive and resource family retention plan.
5. Develop a comprehensive media strategy with messaging based on research findings of likely resource families.

##### Phase 2 deliverables:

- Develop and finalize targeted population-appropriate strategies that may include, but are not limited to specific demographics and neighborhoods, community groups, faith based and non-profit organizations, schools, businesses, etc.
- Finalize a comprehensive, broad reach media strategy that includes multi-media, multi-channel campaigns, including a program of press releases, public service announcements, etc.
  - Media strategy will include, but is not limited to the following goals and elements:
    - Raising general awareness among San Francisco residents as to the need for additional resource families.
    - Attract new resource parents/families.
    - Retention of existing resource parents/families.
    - Campaign focused on targeted populations/demographics, including: African American, Latino, LGBTQ, adults in age range of 30s - 50s.
  - Budget allows for the following creative assets:
    - Photography, website updates, print and digital advertising campaigns in traditional and social media channels, press releases and events.
    - Each media procurement will be reviewed authorized by FCS prior to purchase (see attachment)
- Event kit for recruitment team, including creating content and translation of brochures, fact sheets, event signage, banners and related materials, including electronic delivery of all materials. Table skirts and giveaways also included.
- Quarterly reports on recruitment strategy development, including increase in Resource Family applications, including completing home assessment, background checks and resource family application paperwork as part of application process with an aspirational target of an overall 15% (from

Binti) every year of the contract duration. Also reporting on the number of phone calls to recruitment hotline, emails, event participation and requests for presentations.

**C. Phase 3: Media strategy implementation (subcontractor Future State):**

1. Finalize and implement a complete advertising campaign, which will include creative development and multiple phases of message testing, including testing with key audiences and target populations identified in the media strategy. Electronic format delivery of all materials will be provided, including media buys.
2. Development and distribution of creative recruitment materials and formats utilizing graphic designers, such as fact sheets, brochures, posters, web site developments and updates, digital and social media advertisements, will be determined separately upon completion of Phase 2.
3. Establish effectiveness of materials and campaigns by implementing a comprehensive message testing process that refines and evolves campaign messages based on testing results. Metrics include, but are not limited to: focus groups, website analytics, monitoring recruitment hotline calls, requests for presentations, etcetera.
  - a. Conduct phased message testing focus groups (maximum of five) to gather input on draft and messages and refine as needed for audiences.

Phase 3 deliverables:

- Quarterly report on campaign progress and implementation and effectiveness, along with procurement and placement of the advertising.
  - Establish ongoing benchmarks of success for each phase of the advertising campaign. Metrics to include:
    - i. Increased web traffic to SFCaresForKids.org (from Binti).
    - ii. Average time or hits on website (from Binti).
    - iii. 20% increase in number interested inquires (from Binti).
    - iv. Increase in request for presentations from recruitment team.
    - v. Increase in number of unique views of SFCaresForKids.org (data from HSA web analytics).
    - vi. Increase in number of unique clicks of the "Get Started" button on Binti website (data from Binti).
    - vii. Increase in number of unique individuals who create an account on Binti (data from Binti).
    - viii. Increase in number of unique individuals who start an application in person, on paper, via Binti (data from Binti, disaggregated).
    - ix. Increase in number of individuals who indicate "advertisement," "word of mouth," and/or "event recruitment" in response to "how did you hear about us" section of application.

- x. Increase in Resource Family applications, including completing home assessment, background checks and resource family application paperwork as part of application process.
- xi. Increased general awareness in pre and post advertising campaigns, as demonstrated in focus groups and/or surveys.
- xii. Reporting on social media marketing and analytic metrics, including Facebook, Twitter, Instagram and other appropriate channels.

**V. Project Management Deliverables:**

- A. Provide a monthly progress report on deliverables. This may be in person, over the phone, and will include subcontractor Future State, as requested.
- B. Monthly data analysis reports and recommendations to FCS to drive continuous quality improvement of the agency current recruitment plan.
- C. Presentations as requested to FCS staff on updates, findings and recommendations.
- D. Provide Quarterly and Annual reports, providing details on progress for the scope of work and each phase.

**VI. Location and Time of Services**

The bulk of Contractor’s work shall be done at their own location. When necessary, Contractor will work directly with staff and resource parents, such as attending face-to-face meetings, at locations to be determined.

**VII. Media Plan Deliverables**

<b>Deliverables</b>	<b>Estimated Completion Dates</b>
Phase 2: Develop and finalize targeted population-appropriate strategies that may include, but are not limited to specific demographics and neighborhoods, community groups, faith based and non-profit organizations, schools, businesses, etc.	September 2018
Phase 2: Finalize a comprehensive, broad reach media strategy that includes multi-media, multi-channel campaigns, including a program of press releases, public service announcements, etc.	August 2018
Phase 2: Media strategy will include, but is not limited to the following elements: -Attract new resource parents/families -Retention of existing resource parents/families -Campaign focused on targeted populations and demographics, including: African American, Latino, LGTBQ, adults in age range of 30s - 50s.	August 2018

Phase 3: Completion of Photo Library, including three days of shooting diverse San Francisco youth and families, with 120 final images for a series of nine ads and other media campaign uses	September 2018
Phase 3: Advertisements on San Francisco Municipal Transit Agency, including on or in interior of busses and/or trains, stations and shelters. Also including translated ads.	March 2019
Phase 3: Billboards	June 2019
Phase 3: Digital and social media campaign, including ads on Facebook, Instagram and other appropriate, targeted channels	June 2019
Phase 3: Completion of agreed upon educational materials, including translated materials	September 2019
Phase 3: Phased message testing focus groups (5 sessions, 90 minutes) to gather input on draft messages (with printed poster boards) and refine as needed for specific audiences.	December 2018
Final Phase: Continue to iterate and refine messaging and ad campaigns	June 2020

### VIII. Reporting Requirements

- A. Contractor will provide a **quarterly** report of activities, referencing the tasks as described in Section- Outcomes/Deliverables. Grantee will enter the quarterly metrics in the CARBON database by the 15<sup>th</sup> of the month following the end of the quarter.
- B. Contractor will provide an **annual** report summarizing the contract activities, referencing the tasks as described in Section- Outcomes/Deliverables. This report will also include accomplishments and challenges encountered by the Grantee. Grantee will enter the annual metrics in the CARBON database by the 15<sup>th</sup> of the month following the end of the program year.
- C. Contractor will produce advertising metrics reports quarterly to measure effectiveness of advertising campaign.
- D. Contractor will provide Ad Hoc reports as requested by the Department. This may include progress reports for stakeholders and agency staff.
- E. For assistance with reporting requirements or submission of reports, contact: [Johanna.Gendelman@sfgov.org](mailto:Johanna.Gendelman@sfgov.org), Contract Manager, Office of Contract Management, and [Barrett.Johnson@sfgov.org](mailto:Barrett.Johnson@sfgov.org), Division of Family and Children Services

**Appendix A-2: Services to be Provided  
Resource Development Associates  
Strategic Planning for Resource Family Recruitment  
for the Juvenile Probation Department  
September 1, 2018 – June 30, 2019**

**I. Purpose of Contract**

There is a shortage of resource families in the City and County of San Francisco willing to accept youth involved in the juvenile justice system into their homes. All youth deserve a safe, loving, nurturing, accepting, and consistent place to live in order to grow into healthy, thriving, young adults. Finding families ready to look after these youth has been challenging for San Francisco's Juvenile Probation Department (JPD). JPD must retain and recruit a pool of well-trained and well-supported resource families, who are willing to take care of youth with diverse profiles and necessities.

The Contractor will partner with JPD staff to provide resource family recruitment recommendations. In addition to development of a new recruitment strategic plan, the Contractor will provide other related services. The recruitment plan is part of the following major service components:

1. Project Launch and Research
2. Environmental Scan
3. Marketing Development
4. Recruitment Plan Development and Implementation Strategies

**II. Desired Recruitment Goals**

As of July 2018, JPD had 54 youth in out-of-home placements. These youth were placed in group homes, foster homes, residential facilities, and Relative/Non-Related Extended Family Member (NREFM) homes, and Resource Family homes. The goal of this contract is to create a marketing strategy that will lead to an increase the number of resource families willing to accept youth involved in the juvenile justice system.

**III. Definitions**

**JPD:** Juvenile Probation Department

**NREFM:** Non-Related Extended Family Member

**Resource Family:** A "resource family" is an individual or couple that a county determines to have successfully met both the home approval standards and the permanency assessment criteria necessary for providing care for a related or unrelated child who is under the jurisdiction of the juvenile court, or otherwise in the care of a county child welfare agency or probation department.

**IV. Target Population**

Prospective and current resource families for youth involved with JPD in need of adoptive homes and permanent families.

**V. Description of Services**

The Contractor shall provide the following services during the term of this contract. The Contractor shall obtain a written authorization to proceed from JPD prior to commencing any new phase of these services.

**A. Project Launch and Research**

The Contractor will conduct a literature and best practices review specifically focusing on successful recruiting and retention strategies for resource families willing to accept youth involved in the juvenile justice system. The results of the review will be presented to JPD. Additionally, based on the results of the review, the Contractor will create workplan for the entire project.

**B. Environmental Scan**

Building on the environmental scan performed and delivered to San Francisco's Human Services Agency under this contract, the Contractor shall provide an additional environmental scan and assessment for recruitment and retention practices specifically targeted for youth involved with the juvenile justice system. The assessment will include focus groups with JPD's RFA Social Workers and Probation Officers.

The Contractor shall provide the following deliverables:

- Monthly phone calls with JPD staff to report on progress.
- Data analysis reports and recommendations to JPD.
- Presentations to JPD staff on findings and recommendations.

**C. Marketing Development**

The Contractor shall create a marketing strategy specifically for the recruitment of resource families for youth involved with the juvenile justice system. The Contractor shall produce the following deliverables:

- Population-appropriate marketing strategies which may include, but are not limited to, specific demographics, community groups, faith-based organizations, schools, hospitals, etc.
- If deemed effective for this population, a proven media strategy appropriate for recruiting resource families specifically for youth involved in the juvenile justice system.
- If deemed effective for this population, a complete advertising campaign, which will include creative development and electronic format delivery of all materials needed to provide a comprehensive campaign.

Distribution of creative recruitment materials and formats, such as social media advertisement, will be determined separately upon completion of the media strategy and advertising campaign.

**D. Recruitment Plan Development and Implementation Strategies**

The Contractor shall design and implement a recruitment and retention plan for resource families based best practices for youth involved in the juvenile justice system. Specifically, the Contractor shall:

- Deliver a recruitment plan tailored to San Francisco and for youth involved in the juvenile justice system.
- Deliver a retention plan to support adoptive and resource families for youth involved in the juvenile justice system.
- Identify and collaborate with agencies and communities of which JPD should actively recruit. This may include, but not limited to, local partners and private agencies, current resource families, and faith-based communities. The Contractor shall also deliver a list of local churches and points of contact of which JPD may team for recruiting and a list of neighborhood or community meetings of which JPD should attend for recruitment.

**VI. Location and Time of Services**

The bulk of the Contractor’s work shall be done at their own location. When necessary, the Contractor will work directly with staff and resource parents, such as attending face-to-face meetings, at locations to be determined.

**VII. Project Deliverables**

Provide a monthly progress report on deliverables. The following is a tentative schedule for completion of planned deliverables.

<b>Deliverable</b>	<b>Completion</b>
Phase 1: Project Launch & Research – Presentation to JPD Staff; Final Workplan	September 2018
Phase 2: Environmental Scan – Findings Report and Presentation to JPD staff	November 2018
Phase 3: Marketing Strategy Plan – Presentation to JPD staff; Media Materials	February 2019
Phase 4: Recruitment, Retention, and Implementation Plan	June 2019
Monthly Calls with JPD Staff and Project Management	Monthly and/or as needed, September 2018 – June 2019



## VIII. Reporting Requirements

- A. The Contractor will provide a **monthly** report of activities, referencing the tasks as described in Section- Outcomes/Deliverables.
- B. The Contractor will provide Ad Hoc reports as requested by JPD.
- C. All reports will be submitted electronically to the following JPD staff:

ACPO Paula Hernandez, Assistant Chief Probation Officer  
[Paula.Hernandez@sfgov.org](mailto:Paula.Hernandez@sfgov.org)

Sara Schumann, Director of Probation Services  
[Sara.Schumann@sfgov.org](mailto:Sara.Schumann@sfgov.org)

Gary Levene, Senior Supervising Probation Officer  
[Gary.Levene@sfgov.org](mailto:Gary.Levene@sfgov.org)

Lisa Smith, Supervising Probation Officer  
[Lisa.Smith@sfgov.org](mailto:Lisa.Smith@sfgov.org)

Rhonda Williams, RFA Social Worker  
[Rhonda.f.Williams@sfgov.org](mailto:Rhonda.f.Williams@sfgov.org)

Natalia Topik, RFA Social Worker  
[Natalia.Topik@sfgov.org](mailto:Natalia.Topik@sfgov.org)

**Appendix B-1 – Calculation of Charges**  
**Resource Development Associates**  
**Strategic Planning for Resource Family Recruitment**  
*Effective June 1, 2017 – June 30, 2021*  
*Updated 7/1/18*

**I.** The contract term for Strategic Planning for Resource Family Recruitment under this Agreement will begin effective June 1, 2017 and end June 30, 2021.

**II.** Contractor will be compensated on an hourly basis in accordance with the terms of the agreement and the project timeline and budget specified in Attachment 1 to Appendix B, at the hourly rates for each individual participating in the project as specified in Attachment 2 to Appendix B, for an approximate total of 2946 hours during the term of the Agreement.

Total contract amount for the period of June 1, 2017 through June 30, 2021 is not to exceed **\$1,037,684**.

**III.** Contractor shall submit invoices upon completion of task/deliverable outlined in Appendix A, Section VI. Invoices shall document the number of hours spent on the associated deliverable/task as outlined in Appendix A, and any additional work outside of the deliverable/task authorized in writing by HSA staff or management. The Contractor further understands that payment will be made only upon HSA staff and/or management confirmation of completion of each deliverable/task and will cover only those costs specifically associated with completion of that task/deliverable.

**IV.** Contractor understands that, of the maximum dollar obligation listed in Section 4 of this Agreement, **One Hundred Three Thousand, Seven Hundred Sixty-Eight Dollars (\$103,768)** is included as a contingency amount and is neither to be used in the Program Budget, nor available to Contractor without a modification to this Agreement executed in the same manner as this Agreement or a revision to the Program Budgets of Appendix B-1, which has been approved by Contract Manager. Contractor further understands that no payment of any portion of this contingency amount will be made unless and until such modification or budget revision has been fully approved and executed in accordance with applicable City and Human Services Agency laws, regulations and policies/procedures and certification as to the availability of funds by Controller. Contractor agrees to fully comply with these laws, regulations, and policies/procedures.

**V.** A final closing invoice, clearly marked “FINAL,” shall be submitted no later than forty-five (45) calendar days following the closing date of the Agreement, and shall include only those Services rendered during the referenced period of performance. If Services are not invoiced during this period, all unexpended funding set aside for this Agreement will revert to City. City’s final reimbursement to the Contractor at the close of the Agreement period shall not exceed the total amount authorized and certified for this Agreement.



## Attachment 1 to Appendix B-1 - Budget and Project Timeline-FCS

### Project Timeline

Activities and Deliverables	FY 2018/19												FY 2019/20											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Phase I: Project Launch and Initial Research (complete)</b>																								
<b>Phase II: Family Recruitment Planning (in progress)</b>																								
Task 2.1: Meet w/HSA Staff to Develop Recruitment, Retention, & Org Strategies (8 migs)																								
Task 2.2: Conduct Additional Community Engagement to Identify Contacts, Events, and Opportunities to Include in Recruitment Strategy Activities and Timeline																								
Task 2.3: Design Tailored Recruitment Plan																								
Task 2.4: Design Adoptive and Resource Families Retention Plan																								
Task 2.5: Monthly Strategic Plan Implementation Coaching (24mos x 90min)																								
<b>Phase III: Media Strategy Implementation and Procurement</b>																								
Task 3.1: Traditional Media Design, Procurement, Implementation																								
Task 3.2: Social Media/Web Pages & Ads Design, Procurement, Implementation w/Semi-Annual Training																								
Task 3.3: Event Plan Kit, Education Materials, and Translation																								
Task 3.4: Message Testing (5 x 90min)																								
Task 3.5: Media Contract Administration Fee (3%)																								
<b>Phase IV: Communication and Project Management</b>																								
Task 4.1: Quarterly Reports (6 for FY 2018/19-2019/20)																								
Task 4.2: Annual Report (2)																								
Task 4.3: Twice-Monthly Progress Update & Planning Calls with FCS Staff (48 x 1hr)																								
Task 4.4: Project Management, CARBON Data Entry, and Communication																								



**Project Budget**

Activities and Deliverables	Project Director (\$200/hr)	Project Manager (\$165/hr)	Media Team (\$165/hr)	Lead Analyst (\$135/hr)	Research Associate (\$120/hr)	Total Hours	Print Cost/ Media Buy	Total Cost
<b>Phase I: Project Launch and Initial Research (complete)</b>								
<b>Phase II: Family Recruitment Planning (in progress)</b>								
Task 2.1: Meet w/HSA Staff to Develop Recruitment, Retention, & Org Strategies (8 mtgs)	4	24		32	32	92		\$12,920
Task 2.2: Conduct Additional Community Engagement to Identify Contacts, Events, and Opportunities to include in Recruitment Strategy Activities and Timeline	1	12		12	30	55		\$7,400
Task 2.3: Design Tailored Recruitment Plan	2	16		8	20	46		\$6,520
Task 2.4: Design Adoptive and Resource Families Retention Plan	2	16		8	20	46		\$6,520
Task 2.5: Monthly Strategic Plan Implementation Coaching (24mos x 90min)	4	24		84	60	172		\$23,300
<b>Phase III: Media Strategy Implementation and Procurement</b>								
Task 3.1: Traditional Media Design, Procurement, Implementation	4	8	220	8		240	\$310,396	\$349,896
Task 3.2: Social Media/Web Pages & Ads Design, Procurement, Implementation w/Semi-Annual Training	4	12	260	12		288	\$60,480	\$107,780
Task 3.3: Event Plan Kit, Education Materials, and Translation	2	4	290	8		304	\$18,231	\$68,221
Task 3.4: Message Testing (5 x 90min)	2	5	160	5	10	182	\$1,288	\$30,788
Task 3.5: Media Contract Administration Fee (3%)								\$17,073
<b>Phase IV: Communication and Project Management</b>								
Task 4.1: Quarterly Reports (6 for FY 2018/19-2019/20)	6	6	48		12	72		\$11,550
Task 4.2: Annual Report (2)	4	16	32		40	92		\$13,520
Task 4.3: Twice-Monthly Progress Update & Planning Calls with FCS Staff (48 x 1hr)	8	72	48	48	24	200		\$30,760
Task 4.4: Project Management, CARBON Data Entry, and Communication	25	50	25	25	25	150		\$23,750
<b>Total of Above Tasks</b>	<b>68</b>	<b>265</b>	<b>1083</b>	<b>250</b>	<b>273</b>	<b>1939</b>		<b>\$709,997</b>
<b>Total Budgeted, as of July 2018</b>								<b>\$139,920</b>
<b>Strategic Planning Engagement Total</b>								<b>\$849,917</b>



## Attachment 2A to Appendix B-1 – Budget and Project Timeline-JPD

Deliverable	Project Month												Project Director (\$200/hr)	Project Manager (\$165/hr)	Media Team (\$165/hr)	PA (\$135/hr)	RA (\$120/hr)	Total Hours	Media Buys	Total Cost
	Se	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun										
<b>Phase I: Project Launch &amp; Research</b>																				
Task 1.1: Project Kickoff Meeting																				
Task 1.2: Document Review																				
Task 1.3: Leadership Interviews (2 x 1hr calls)																				
Task 1.4: Literature/Best Practice Review & Presentation																				
Task 1.4: Workplan Finalization																				
<b>Phase II: Environmental Scan</b>																				
Task 2.1: Schedule & Conduct Focus Group w/ RFA Social Workers & Probation Officers																				
Task 2.2: Conduct Outreach to Identify & Engage Stakeholders																				
Task 2.3: Schedule & Conduct Focus Groups (4 x 1hr meetings)																				
Task 2.4: Data Analysis																				
Task 2.5: Prepare & Present Report of Findings to JPD Team																				
<b>Phase III: Media Strategy Development</b>																				
Task 3.1: Media Strategy Kickoff Meeting																				
Task 3.2: Creative Brief Development & Presentation																				
Task 3.3: Media Strategy Development (e.g., media outlet, messaging, frequency options)																				
<b>Phase IV: Recruitment &amp; Retention Strategy Development</b>																				
Task 4.1: Meet with JPD Staff to Develop Recruitment & Retention Strategies (4 x 2hr mtgs)																				
Task 4.2: Draft Strategic Plan																				
Task 4.3: Conduct Initial Outreach to Compile Contact List of Potential Partner Organizations																				
Task 4.4: Finalize Strategic Plan																				
<b>Phase V: Media/Creative Development &amp; Implementation</b>																				
Task 5.1: Draft Creative Materials																				
Task 5.2: Test Creative Materials (via online application)																				
Task 5.3: Finalize Creative Materials																				
Task 5.4: Digital Media Procurement & Implementation																				
Task 5.5: Digital Media/Creative Materials Use Training																				
Task 5.6: Media Contact Administration Fee (3%)																				
<b>Ongoing Communications &amp; Project Management</b>																				
Monthly Project Planning Calls w/ JPD Team																				
Project Management, CARBON Data Entry, and Quality Assurance																				
<b>Grand total</b>																				



## Attachment 2 to Appendix B-1 - Rate Schedule and Billing

RDA will provide the services detailed in the Statement of Work according to the rate schedule below. The distribution of staff may be altered to adapt to emerging needs, however the project will not exceed the agreed-upon budget of \$1,037,684 for period 7/1/17 to 6/30/21 and a full contract value of \$849,917. without prior negotiation and authorization. A list of all RDA team positions and their fully loaded hourly rates are presented below in the event they are called upon to contribute to the project to meet emerging needs.

Position	Rates	FCS hours	JPD hours
CEO/Managing Director/Project Sponsor	\$250		
Project Director	\$200	68	34
Project Manager	\$165	265	145
Senior Associate	\$165		
Program Associate	\$135	250	75
Research Associate	\$120	372	261
Project Support Assistant	\$100		
IT Director	\$200		
<b>Creative Resources</b>			
Advisor	\$360		
Engagement Director	\$200		
Creative Director	\$200		
Campaign Manager	\$175		
Graphic Designer	\$165	1083	492
<b>Total:</b>		1939	1007

The project budget is inclusive of all personnel, fringe benefit, materials, travel, equipment, insurance, communications, indirect, facilities, and administrative costs that will be incurred over the course of the proposed project. While travel expenses are built into our hourly rates, RDA bills half of the travel time related to project activities. This travel time is included in the total budget.