



Administration for Children's Services

150 William St. 18th floor
New York, New York 10038

WILLIAM C. BELL
Commissioner

MEMORANDUM

To: Executive Directors, Contract Foster Care Agencies
ACS Staff

From: William C. Bell, Commissioner

Date: June 12, 2003

Re: Implementation of the Adoption and Safe Families Act, Part V:
Family-Based Concurrent Planning for Youth with Goals of Independent Living

I. Family-Based Concurrent Planning for Youth with Goals of Independent Living: Finding Permanent, Nurturing Family Connections

Permanent, nurturing family connections are the foundation of all child welfare services and are as critical for adolescents in foster care as they are for younger children.

The Administration for Children's Services calls on all its staff and foster care agency partners to actively participate in a culture shift aimed at ensuring that no youth ages out of foster care without a life-long connection that is as legally secure as possible to a caring adult committed to functioning in a parental capacity. With family-centered casework and support services, many adolescents in care could be discharged to their parents or members of their extended families or find adoptive families.

Effective July 1, 2003, family-based concurrent plans must be developed for (a) youth for whom it is proposed to assign the permanency planning goal of independent living and (b) for youth who already have a goal of independent living and who have indicated their intention to sign themselves out of care or who will age out of care within the next 12 months.

Effective for UCR's due in January 2004, family-based concurrent plans must be developed for all other youth in care who currently have a goal of independent living.

In each case, these plans must be documented in the Concurrent Planning section of the UCR or in a Plan Amendment and updated in the Concurrent Planning section of each subsequent UCR.

To this end, certain specific casework steps needs to be taken to identify and nurture permanent family connections for youth with goals of independent living. These include, at a minimum:

1. At the time of the youth's entry into care (and before a voluntary placement of a young person in care occurs), all participants in the placement process, including ACS child protective staff and Child Evaluation Specialists, must take steps to work with the youth to identify trusted caring, committed adults to serve as a permanency resource and to participate in planning for the youth's future. Caring committed adults might include:
 - a. family members (not only the youth's parents, but extended family members such as grandparents, older siblings, aunts, uncles, cousins, godparents),
 - b. current and former foster parents, or siblings' foster or adoptive parents,
 - c. current and former neighbors,
 - d. parents of close friends,
 - e. agency staff, group home staff and child care staff,
 - f. teachers, coaches, mentors, and acquaintances from school, work, summer camp, church and after-school activities,
 - g. other responsible adults whom the young person trusts or with whom young person feels or may have felt safe.

2. Congregate care child care staff and milieu workers, foster care caseworkers and social workers must work with youth currently in foster care to try to identify caring, committed adults whom the youth trusts and with whom the youth might like to establish a permanent family connection. Caring, committed adults might include:
 - a. family members (not only the youth's parents, but extended family members such as grandparents, older siblings, aunts, uncles, cousins, godparents),
 - b. current and former foster parents, or siblings' foster or adoptive parents,
 - c. current and former neighbors,
 - d. parents of close friends,
 - e. agency staff, group home staff and child care staff,
 - f. teachers, coaches, mentors, and acquaintances from school, work, summer camp, church and after-school activities,
 - g. other responsible adults whom the young person trusts or with whom young person feels or may have felt safe.

3. A permanency focus needs to be incorporated into independent living workshops and activities as well as into daily life in congregate care settings. For instance:

- a. As a normal part of child care staff's interaction with youth, conversations should include a focus on who might the young person like to go home to, who did they spend time with on weekends and holidays, who do they trust, who would they like to visit, who do they wish to be in contact with.
 - b. Routine independent living skill-building activities like cooking and budgeting offer an opportunity to ask youth questions like: "Is there someone in your past who you remember being a really good cook? Do you know anyone who is good with budgeting their money? Who would you trust to take care of your savings?"
 - c. Routine health discussions might include questions like, "When your mom wasn't available, was there someone you would go to when you didn't feel well?"
4. Efforts must be made by social work staff to interview group home and child care staff, as well as the youth's foster parents, to find out who the youth has connections to: "Who loves this young person? Who does the young person trust? Who does the young person get telephone calls from? Who has the young person had a special relationship with in the past? Who visits the young person and whom does the young person visit? Has the young person formed a bond with any group home or child care staff that might turn into a permanent connection? Does the youth miss a particular former foster parent? Where does the young person go if they go AWOL?"
5. Steps need to be taken to involve caring, committed adults identified by the youth in family team conferences aimed at planning for the youth's future and their discharge from foster care.
6. When reunification is the concurrent plan, steps need to be taken to:
 - a. engage members of the youth's family around the family's role in decision-making and treatment conferences, in visiting, and in discharge planning,
 - b. identify preventive services and supports the family may need to prepare for the youth's discharge from care (such as linkages to peer support groups, family mediation programs, tutoring and other academic supports, vocational training, community mental health programs etc.)
7. Steps need to be taken to sensitively address the strong feelings that might underlie a statement by a young person that he or she does not want to be adopted. Young persons who have been freed for adoption or whose parents are not meaningfully planning for their return need to be helped to "unpack the 'No'" and to find out what underlies their reluctance to consider adoption. Possible steps might include:
 - a. Calling the Dave Thomas Foundation (1-800-ASK-DTFA) to order a free copy of the video "*Finding Forever Families: Making the Case for Child-Specific*

Recruitment” and arranging to watch the video with young people who need families but who have said “no” to adoption;

- b. Making arrangements for the young person to talk to several young adults who were adopted as adolescents. Agencies unable to identify one of their own former foster children who were adopted as teens can contact the *ACS Families for Teens Speakers’ Bureau* coordinated by ACS’ Parent Recruitment and Expedited Permanency Unit (212-676-WISH) and ask for assistance in identifying an adopted young adult;
 - c. Providing an opportunity for the young person to meet adoptive parents who have previously adopted an adolescent. Agencies unable to identify adoptive parents interested in teens can contact ACS’ Parent Recruitment and Expedited Permanency Unit (1-212-676-WISH). For additional suggestions, see the attached *Families for Teens Resource Guide*.
 - d. Engaging the youth, his or her parents (if the youth is not currently freed for adoption) and foster parents or prospective adoptive parents in a discussion about ongoing contacts with members of the youth’s birth family after the adoption. Youth and parents need help understanding that although a termination of parental rights ends the legal rights of the birth parents, a TPR does *not* necessarily terminate their emotional relationship or prevent the young person from visiting or contacting members of his or her birth family.
 - e. In certain special cases, the best permanency resource for a young person who has been freed for adoption may be a member of the child’s birth family, including a parent from whom the child has been freed. Sometimes, a parent’s situation has changed significantly since the time of the termination proceeding and a bond between the youth and his birth family continues. The assessment of whether that resource is appropriate at this time is a social work decision. Close consultation with the ACS attorney and the youth’s law guardian is essential.
8. For youth who are freed or whose parents are not meaningfully planning for reunification, steps need to be taken to identify permanency leads if interviews with the youth and staff do not yield possible permanent connections. Such steps include (1) making referrals to specialized adoption recruitment agencies such as those identified in the attached *Families for Teens Resource Guide*, and (2) making arrangements with ACS’ Parent Recruitment and Expedited Permanency Unit (1-212-676-9474) for the young person to be featured on Wednesday’s Child, a program on WNBC (Channel 4) which features freed young people in need of a family.

9. For foster parents who may be reluctant to adopt a child living in their home, steps need to be taken to sensitively address the feelings and concerns that might underlie their reluctance to proceed with an adoption. Such steps might include:
 - a. Making arrangements for the foster parent(s) to talk to adoptive parents who have adopted adolescents and who can help foster parents understand the importance to the young person of having a parental figure make a permanent commitment to them. Agencies unable to identify one of their own adoptive parents can contact the *ACS Families for Teens Speakers' Bureau* coordinated by ACS' Parent Recruitment and Expedited Permanency Unit (212-676-WISH) and ask for assistance in identifying adoptive parents who chose to adopt teenagers, including adoptive parents of a similar cultural background;
 - b. Helping foster parents address some of their financial concerns about adoption (availability of adoption subsidy, SSI and other benefits; availability of financial aid for higher education);
 - c. Helping foster parents identify services that would be available after an adoption to address ongoing needs the young person might have for medical or mental health services, education, vocational training etc.;
 - d. Helping kinship foster parents understand and address some of the concerns that are specific to kinship adoption. For specific resources, see the *Resources for Kinship Caregivers* section of the attached *Families for Teens Resource Guide*.

II. Limiting the Use of Independent Living as a Permanency Planning Goal

A. ACS Approval Required for Independent Living Permanency Planning Goal and Family-Based Concurrent Plans for Reunification, Discharge to Relatives, Adoption, Guardianship, Custody or (for Youth 18 and Older Only) Another Ongoing Supportive Relationship

Consistent with the Adoption and Safe Families Act, ACS views independent living as a strongly disfavored permanency planning goal¹ which may be assigned only if a concurrent family-based plan for reunification, discharge to relatives, adoption, guardianship or custody, or (for youth 18 or older

¹ See May 16, 2001 ACS Memorandum from Nicholas Scoppetta, *Implementation of the Adoption and Safe Families Act, Part IV: Guidelines for Choosing a Child's Permanency Plan*, section III(E)(independent living is the least preferred choice among the five ASFA permanency plans; except in unusual circumstances, children under 16 should not be given a goal of independent living since a child under 16 is not an "older teen" within the meaning of federal ASFA regulations, 45 C.F.R. section 1356.21(h)(3)(i)).

only) another ongoing supportive permanent relationship² has been documented in writing for ACS, the Family Court and the child's law guardian.

ACS is now amending the delegation of case management set forth in a memorandum from ACS, "*Delegation of Selected Case Management Functions*" dated April 26, 1999, as supplemented by a subsequent August 30, 1999 Questions & Answers memorandum, by requiring that effective July 1, 2003:

1. No youth in foster care aged 15 or younger may be given a permanency planning goal of Independent Living (Permanency Planning Goal 03) without the prior written approval of the goal and of a written concurrent family-based plan for reunification, discharge to relatives, adoption, guardianship or custody by the ACS Deputy Commissioner or his/her designated delegate from the responsible case management area. The family-based concurrent plan must be updated in the Concurrent Planning section of each subsequent UCR.
2. No youth in foster care aged 16 or older may be given a permanency planning goal of Independent Living (Permanency Planning Goal 03) without the prior written approval of the goal and of a written concurrent family-based plan for reunification, discharge to relatives, adoption, guardianship or custody by an ACS case management Supervisor II or Field Office Child Protective Manager. The family-based concurrent plan must be updated in the Concurrent Planning section of each subsequent UCR.
3. Written approval of the concurrent plan by a Level II ACS case management supervisor (when OCACM or ACM is responsible for case management) or a Child Protective Manager (when the ACS Field Office is responsible for case management) is required for all youth in care who currently have a goal of independent living. In these cases, the family-based concurrent plan must be submitted to the appropriate ACS case management area in the Concurrent Planning section of the next UCR and updated in the Concurrent Planning section of each subsequent UCR. This provision is scheduled to take effect beginning with UCR's due in January 2004, except for youth who have indicated their intention to sign themselves out of care or who will age out of care within the next 12 months. In those cases, this provision takes effect on July 1, 2003.

² An "ongoing supportive relationship" for youth 18 and older would involve a parent-like adult who is committed to the youth's emotional and future well-being beyond the age of 21, including a demonstrated willingness to provide housing and financial assistance consistent with the adult's own financial resources. For youth over 18 who have been freed for adoption, steps need to be taken along the lines described in section I, subsection (7) above to address any objections the youth may have to adoption, including providing the youth with opportunities to speak with young adults adopted as teenagers and to meet parents who have adopted teenagers.

4. Goal changes to Independent Living (PPG 03) may no longer be entered into CCRS and CONNECTIONS by foster care agency staff. Goal changes approved in accordance with this memo may be entered into the computer system of record only by approved ACS case management staff.
5. Active youth participation in developing these concurrent plans is essential and must be documented in the Concurrent Planning section of the UCR.
6. ACS' decision to approve or disapprove the goal change and concurrent plan shall be made within thirty (30) days of submission.

B. Permanency Hearings and Permanency Hearing Petitions

In preparing permanency hearing petitions and participating in permanency hearings in Family Court (including any Family Court permanency mediation sessions), foster care agency and ACS staff and attorneys shall not propose or advocate for a goal of independent living unless that goal has been approved as set forth in this Memorandum.

C. Court-ordered Goal Changes to Independent Living

If the Family Court orders a change of goal to independent living that has not been approved as set forth in this Memorandum, then a written family-based concurrent plan must be developed by the agency for that youth and approved by ACS, as set forth in section II(A) above.

While it is the responsibility of the agency to comply with the court order, it is the responsibility of the ACS attorney to bring the court order to the attention of the Supervising Attorney, who will discuss with the ACS General Counsel and/or his or her designee whether to seek a re-hearing or to appeal an order mandating a goal change that has not been approved as set forth in this Memorandum.

III. Adoption as an Option for Adolescents

The appropriate concurrent plan for a youth in care needs to be determined on an individual, case-by-case basis, with active youth participation. For many youth with goals of independent living and a strong attachment to their birth families, reunification with their parent(s) or members of their extended family may be the best concurrent plan. However, ACS believes that adoption has been too readily discounted in the past both by casework staff and by young people themselves as a permanency option.

ACS explicitly rejects the notion that there is an "age limit" for adoption or that adolescents are "too old" to be adopted. On the contrary, adoption is a viable option for adolescents, who have a critical role to play in identifying their own potential adoptive resources.

Too often, it is the misplaced fear that adoption will lead to the severing of their emotional ties with members of their birth families that leads some adolescents to reject the idea of adoption for themselves. Adolescents, along with child care staff, caseworkers, mental health professionals and others, need help to understand that the nature of adoption has undergone a radical transformation over the past several decades.

No longer does adoption mean the complete replacement of the birth family by the adoptive family. Adolescents who wish to do so should be supported in their desire to remain safely in contact with key members of their birth family: parents, grandparents, siblings and other significant members of their extended families.

The participation of adolescents in planning for their own adoption is critical. Adolescents need to be actively involved in identifying past and present connections who can be explored as potential adoptive resources.

Young people 18 and older should be informed by their caseworker that they can consent to their own adoption and that there is no need for legal proceedings to terminate their parents' parental rights. Adoption subsidy may be available if the youth was freed before age 18.

Adoption Waivers

No youth in foster care may be asked to sign an across-the-board adoption waiver or to sign a general statement that they do not wish to be considered for adoption.

Although Section 111 of the New York Domestic Relations Law provides that an adoptive child over 14 years old must consent to his or her own proposed adoption by a specific set of adoptive parents (unless the judge presiding over the adoption “dispenses with such consent”), the law does not mandate or envision an across-the-board written waiver of adoption as a permanency goal.

ACS hereby prohibits the use of adoption waivers. Youth over the age of 14 may certainly object, as permitted by DRL section 111, to a specific adoption by a specific set of adoptive parents, but agencies and ACS staff may no longer invite youth in care to waive their right to adoption by any and all prospective adoptive parents. Furthermore, even if a youth objects to a specific set of adoptive parents, agencies and ACS must continue to seek to identify other prospective adoptive parents for youth.

IV. Post-Reunification and Post-Adoption Services

It is essential to bear in mind that families that are reunited or families that are created for youth in care through adoption may need effective support services to thrive and to endure.

Staff are strongly encouraged to make use of the resources identified in the attached *Families for Teens Resource Guide* and other available counseling, medical and mental health services, educational advocacy, vocational and mentoring services.

V. Reporting to ACS, Family Court and the Youth's Law Guardian on the Family-Based Concurrent Plan

The family-based concurrent plan for a youth with a goal of independent living must be submitted to ACS in writing as part of a Plan Amendment (if a goal change to independent living is proposed) and regularly updated in the Concurrent Planning section of the UCR (section 10 of the Initial UCR and Section 9A of the 90-day and 6-month periodic UCR).

Copies of the family-based concurrent plan shall also be made available to the Family Court judge and to the child's law guardian in connection with any Permanency Hearing or other Family Court proceeding to review the status of the youth's foster care placement. ACS case managers responsible for preparing Permanency Hearing petitions shall attach the family-based concurrent plan, as reflected in the Concurrent Planning section of the UCR, to the Permanency Hearing petition. Agency caseworkers shall include the family-based concurrent plan in any updated report they submit to the court in conjunction with the Permanency Hearing.

Diligent efforts to implement the concurrent plan must be documented in the Concurrent Planning section of the UCR. At a minimum, that section must include:

1. a description of the specific casework practice steps taken to identify and nurture permanent family connections for youth with goals of independent living, as outlined in section I above;
2. the name, address, telephone number and relationship to the young person of all caring adults identified through the casework process outlined in section I above;
3. a description of the efforts taken by the agency to involve those caring adults in:
 - a. visiting the young person;
 - b. planning for the young person's future;
 - c. participating in a series of conversations and/or family team conferences to explore their willingness to make a permanent commitment to the young person.

VI. Effective Date

This memorandum becomes effective July 1, 2003, except as provided in section II(A)(3).

Families for Teens Resource Guide

June 2003

There are a growing number of resources available to support Families For Teens. The following is a sample of some of the resources in the New York City area:

Post-Reunification Services

NYC Youthline

1-800-246-4646

(confidential information service for youth and parents with referrals to employment, training/education, recreation, after-school programs, summer camps, mental health counseling, prevention and intervention programs and health care).

Berkshire Farm Center and Services for Youth, NYC Region

Shamika Daniels, Aftercare Program Coordinator

250 West 57th St., New York NY 10107

(212) 245-3316

(*Berkshire Farm's* after-care program specializes in programs for youth 12 to 18 years old returning to their families from congregate care; services include home-based clinical intervention, educational advocacy, intensive case management, individual and group counseling, parent skills training, monitoring and supervision, independent living skills training and job search assistance)

FEGS Young Adult Intensive Psychiatric Rehabilitation & Treatment Program

Carol Jobson

1600 Central Ave., Far Rockaway, NY 11691

(718) 327-1600, x 230

(specializing in services for youth 15-19 years old)

Youth Development and Support Services

Cornell University Cooperative Extension, New York City Programs

16 East 34th St., New York NY 10016-4328

(212) 340-2900

www.cce.cornell.edu

(wide range of youth development programs offering leadership activities, community service and opportunities for youth to enhance their skills in science and literacy)

Citizens Advice Bureau Community Center

1130 Grand Concourse, Bronx NY 10452

(718) 731-3114

www.cabny.org

(after school programs for teens, including tutoring, recreation, family life and sex education, job readiness, academic and career enrichment and group counseling)

The Door

121 Ave. of the Americas, New York NY

(212) 941-9090

(computer classes, tutoring, homework help, college preparation, career development services, job placement, recreational activities, health education, mental health counseling, GED, ESL classes, assistance with immigration matters)

Hetrick Martin Institute

2 Astor Place, New York NY

(212) 674-2400

www.hmi.com

(services for gay, bi-sexual, lesbian, transgendered and questioning youth)

Youth Advocacy Center

281 6th Ave., 2d floor, New York NY 10014

(212) 675-6181

www.youthadvocacycenter.org

(job readiness and self-advocacy programs to help “at risk” youth achieve their educational and career goals)

Resources for Kinship Caregivers

Grandparent Resource Center

Rolanda Pyle, Director

NYC Dept for the Aging, 2 Lafayette, 15th floor, New York NY 10007

(212) 442-1094, (212) 442-1192

www.nyc.gov/dfta

rpyle@aging.nyc.gov

Bronx Coalition of Grandparent Support Groups

Hattie Lucas, (718) 671-2090, x 229

Brooklyn Grandparent Coalition

Jewish Board of Family and Children's Services

Deborah Langosch, (212) 632-4760 (also co-chairs NYC KinCare Taskforce)

www.brooklyngrandparents.org

Manhattan Grandparent Caregiver Coalition

Doris Williams, (212) 283-2479

Queens Grandparent Coalition

Gwendolyn Florant (718) 389-5100, x119

Grandparent Caregiver Law Center

Gerard Wallace, Esq.

(866) 434-4571 (toll-free number)

Gerard.Wallace@hunter.cuny.edu

Specialized Adoption Recruitment Agencies

You Gotta Believe!

Pat O'Brien, Executive Director, 1728 Mermaid Ave., Brooklyn, NY 11224

1-800-601-1779, (718) 372-3003, ygbpat@msn.com, www.yougottabelieve.org

(*You Gotta Believe!* specializes in finding adoptive homes for older children and adolescents and in preparing adoptive families for teen adoptions. *You Gotta Believe!* also produces the Adopting Teens and 'Tweens cable television show and can assist caseworkers in identifying young people who were adopted as teenagers with whom youth in care can talk about adoption.)

Family Focus Adoption Services

54-40 Little Neck Parkway, Suite 4, Little Neck, NY 11362

(718) 224-1919, www.familyfocusadoption.org; ffas@familyfocusadoption.org

New York Council on Adoptable Children

589 8th Ave., 15th floor, New York NY 10018

(212) 714-2788, www.coac.org

Association of Black Social Workers

1969 Madison Ave., New York NY 10035

(212) 831-5181, ABSWNYC@aol.com

ACS Recruitment Services

ACS' Parent Recruitment and Expedited Permanency (PREP) Unit (212-676-WISH) runs a wide variety of programs related to Families for Teens including *Wednesday's Child* (212-676-

WISH, 212-676-9474) (www.nyc.gov/adopt/wednesdayschild), a program on WNBC Channel 4 featuring young people who have been freed for adoption and who are in search of a family; the *Families for Teens Speakers Bureau*, a dynamic and compelling group of youth and adult speakers who share their personal experiences in regards to foster care, adoption, and lifelong family connections; *Circles of Support*, a series of neighborhood-based support groups for foster and adoptive parents; the *ACS Recruitment Hotline*; the *New York City Family Album*; Internet photo listings; and “A Child is Waiting”, a *Daily News* feature that appears on the first Sunday of each month with photos and biographies of children who need adoptive homes.

Post-Adoption Services & Searches

In New York City, post-adoption services are available through the *New York City Post-Adoption Consortium*, Carol Hirsch, Chair (212-994-7915) and the *ACS Post-Adoption Services Intake Unit* (212-676-7379).

Educational advocacy is available through *Advocates for Children* (212-947-9779). *Resources for Children with Special Needs* (212-677-4650, www.resourcesnyc.org) provides information, referrals and advocacy for caregivers raising children ages 1- 21 with any kind of disability.

The *American Adoption Congress*, P.O. Box 42730, Washington, D.C. 20015, (202) 483-3399, www.americanadoptioncongress.org assists those who have been adopted and who want to find a missing birth parent or siblings. *Adoption Crossroads* can also assist adopted youth with searches and offers support groups. Call (212) 988-0110 or (845) 268-0283 or go to their website at www.adoptioncrossroads.org

Web-Based Resources

AARP Grandparent Information Center, 601 E St., N.W., Washington DC 20049, (202) 434-2296, gic@aarp.org, www.aarp.org

Casey Family Programs, 1300 Dexter Ave. North, Floor 3, Seattle WA 98109-3542, (206) 282-7300, www.casey.org

Generations United, 122 C Street, N.W., Suite 820, Washington, DC 20001, (202) 638-1263, www.gu.org (kinship care information and resources)

Harvard School of Public Health, Center for Health Communication, Parenting Project, Raising Teens (report), 677 Huntington Ave., Boston MA 02115, (617) 253-1592, www.hsph.harvard.edu/chc/parenting

National Adoption Center, 1500 Walnut St., Suite 701 Philadelphia PA 10102, 1-800-TO-ADOPT, www.adopt.org. National photo-listing project is handled by *Adopt US Kids*, www.adoptuskids.org

National Resource Center for Youth Services, University of Oklahoma College of Continuing Education, 4502 E. 41st St., Building 4 West, Tulsa OK 74135-2512, (918) 660-3700, www.nrcys.ou.edu. (*Permanency Planning: Creating Life Long Connections for Teens in Foster Care* (monograph) available from NRCYS).

National Resource Center for Family-Centered Practice, University of Iowa School of Social Work, 100 Oakdale Campus, W206, Iowa City IA 52242-5000, (319) 335-4965, www.uiowa.edu/~nrcfcp

National Resource Center for Foster Care & Permanency Planning, Hunter College School of Social Work, 129 East 79th St., New York NY 10021, (212) 452-7053, www.hunter.cuny.edu/socwork/nrcfcpp

National Resource Center for Special Needs Adoption, 16250 Northland Drive, Suite 120, Southfield, MI 48075, (248) 443-7080, www.spaulding.org

New York City Administration for Children's Services, Adoption Support Resources, www.nyc.gov/adopt

North American Council on Adoptable Children, 970 Raymond Ave., Suite 106, St. Paul MN 55114, (651) 644-3036, www.nacac.org

U.S. Department of Health and Human Services, Children's Bureau, National Adoption Information Clearinghouse, 330 C. Street, S.W., Washington D.C. 20447, (888) 251-0075 or (703) 352-3488, www.calib.com/naic

Training Materials

Dave Thomas Foundation for Adoption, *Finding Forever Families: Making the Case for Child-Specific Recruitment* (video)(1-800-ASK-DTFA; 1-800-275-3832) www.davethomasfoundationforadoption.org

Robert G. Lewis & Maureen S. Heffernan, *Adolescents and Families for Life: A Toolkit for Supervisors* (978-281-8919; rglewis@rglewis.com)

Robert G. Lewis, Thea Stovell, Susan Landers & Robin Warsh, *Family Bound: Preparing Teens for Permanency* (518-946-8286, annaleecourt@yahoo.com or 978-281-8919, rglewis@rglewis.com)