

Child Welfare Information Gateway Podcast – Diligent Recruitment – Regional Resource Navigators
TRANSCRIPT

Diligent Recruitment – Regional Resource Navigators

Presenters: Female Narrator; Tom Oates, Child Welfare Information Gateway; Isela Burciaga, New Mexico Children, Youth, and Families Department; Renee Fitts, New Mexico Children, Youth, and Families Department; Allison Bouren, New Mexico Regional Resource Navigator

00:00:00 [Music Introduction]

FEMALE NARRATOR [00:00:03]: This is the Child Welfare Information Gateway Podcast, a place for those who care about strengthening families and protecting children. You'll hear about the innovations, emerging trends and success stories across child welfare direct from those striving to make a difference. This is your place for new ideas and information to support your work to improve the lives of children, youth, and families.

TOM OATES [00:00:33]: Today on the Child Welfare Information Gateway Podcast, we continue spending some time talking about an issue faced by nearly every agency and organization supporting foster care - recruiting and supporting families and caregivers.

[00:00:46]: Hey folks, Tom Oates from Child Welfare Information Gateway here, and I know recruiting and supporting foster families and caregivers has so many angles and aspects to it. So, this is one of two podcasts focusing on Diligent Recruitment. At issue for many agencies is a distinct difference between the number of families showing initial interest in fostering children and youth and the number of families who go through the entire application and homestudy process that leads to licensure.

[00:01:15]: And amongst all of that agencies and organizations are trying to be respectful to a child or youth's culture and background when recruiting families. They're also looking to engage relative caregivers to care for family members and all of this is a challenge for the agency, a challenge for the community or county and a huge challenge for the families involved. So, what can be done to improve the overall process in engaging families and increasing the number of licensed foster homes? Well, many things - and the Children's Bureau's Diligent Recruitment Discretionary Grants are intended to explore all the different approaches and ideas that are out there.

[00:01:49]: So, today, we're gonna chat with members from the State of New Mexico about their Regional Resource Navigator Program, which intended to improve the customer service aspect of guiding and informing families through the system and bringing on a group of navigators - those with deep experience in foster care and an understanding of the steps and stages involved from recruitment to licensure. These navigators are setup to work within specific regions of a state, so their understanding of community is a real asset, because as we know, different areas - rural, tribal, urban - they all have different needs regarding children and youth requiring out of home care.

[00:02:27]: Today's conversation features Isela Burciaga, Foster Care and Adoption's Bureau Chief and Renee Fitts, a foster care program manager from the New Mexico Children, Youth and Families Department, along with Allison Bouren, one of the navigators responsible for helping families work through the legal and emotional processes of becoming foster parents.

[00:02:46]: Now, when I talked with Isela before we recorded, she referred to the time before New Mexico established the Regional Resource Navigators as a good first date when it came to recruiting families - there was interest and excitement - but things rarely progressed well. But what they've

learned is when the agency maintains open lines of communication and continuously follows up with families, the good first date can turn into a healthy relationship.

[00:03:12]: So, take a listen and pay particular attention to how the Regional Resource Navigator approach emphasizes customer service - along with how Ali describes the various roles she plays as a navigator. Okay, no more waiting. Here's our chat with Isela Burciaga, Renee Fitts and Allison Bouren.

[00:03:31]: Folks, thanks so much for diving into this topic, and we know Diligent Recruitment means a lot of different things for agencies who are trying to get foster parents licensed and get them through the system. I've got a question for you, and, Isela, we'll start off talking about why the state was experiencing such a low percentage of families who went from inquiry all the way to licensure.

ISELA BURCIAGA [00:03:55]: Well, Tom, I believe there were several issues that were happening at the time, but one of them being that they needed to refine the way we provided customer service to those families that were inquiring about the process. We had a lack of timely responses to the family - the family might have called a particular day and may not have received a response, timely, what they would consider timely to them. We also had, they were and we still collect data as to who's calling, what type of family is calling, who they are calling for. We were not using data to inform the process.

[00:04:47]: We weren't also very good about utilizing general recruitment strategies, such as fliers, setting up at the local grocery stores, the big events in hopes to attract someone. So, I think all of these pieces together were not really the most successful strategies to increase the pool of families in New Mexico.

TOM OATES [00:05:16]: So, once you realized what the issue was, what did, you know, what did the goals look like for what you wanted to achieve, because you've touched base on a lot of different areas involving customer service - what did success look like to you when you started to realize, okay we need to change and we want to implement this grant to reach that change - what were your goals?

ISELA BURCIAGA [00:05:37]: Foster parents are our best recruiters. So around that time, around 2009, the Diligent Recruitment grant opportunity came around and the state took a very good look at it and decided to apply, so we are the recipient of the 2010 Diligent Recruitment grant, so were in the second cluster. So we established, we began the goals, the work plan changed several times during the five year period - but we began with the grassroots, the word of mouth, the retention, the, sort of like the personal connection, let us help you navigate this system, we included concurrent planning, we developed a system for customer service, how do we train our staff - ultimately, the ultimate goal is to recruit and retain and serve our families.

TOM OATES [00:06:31]: So, Renee, now that you've got a program, that Isela just discussed in terms of what they wanted to do in terms of implementing, what did recruiting, what did that look like at that time?

RENEE FITTS [00:06:45]: At the time of when the Diligent Recruitment Plan was incepted, again, as Isela said earlier, recruitment looked very generalized, it was more being at local fairs, different speaking engage to the different communities - faith-based organizations - and so from that point, in order, when we really look at evaluating and sustaining the Diligent Recruitment grant, we really looked at, we quickly identified that retention of those families and support of our potential families was key to improving the success of them achieving licensure, so what we had to look at was more developing a

support system that would help guide and mentor and keep those families engaged by helping them to experience a reduced length of time in achieving that licensure, so that was one of the primary goals setting forth with our Diligent Recruitment project.

TOM OATES [00:07:42]: So, the implementation then comes in and you guys chose to use the, you know, the Kinship and Regional Resource Navigator, rather. And so in putting the Regional Resource Navigator, what does that system look like, what does the staffing for those navigators look like?

RENEE FITTS [00:07:59]: Okay, now we have five regional navigators who are employees of our agency and we currently have seven contractor navigators who, um, their, um, job descriptions and scope of work mirror each other and with that, that is how they are really looking at tracking the data of who's inquiring, they are tracking the timelines of how long it's taking them to get from point A to point B, from point B to point C, from, you know, like a, from inquiry to actually turning in an application, from application to attending training, from training to getting a home study, and then homestudy and hoping that we are able to support them during that time so they're able to reduce timeframes and stay engaged in the process.

[00:08:47]: And being available to the family on their terms is a very important component of that, for example, you know, we really want them to - back in the days before our Diligent Recruitment grant - we're very rural in New Mexico and so they would have a training, like once every quarter in a particular county, and so if you called today, and the next training wasn't for three months, you're gonna lose that bug - and so we wanted to really be, what's available to the families, so from this, we've also looked at, you know, doing one on one trainings, if necessary, we've added more tools to our belt, for example like with online blended trainings for foster parent licensure. So, those are some of the key things that are coming out of this program.

TOM OATES [00:09:37]: And we'll talk with Allison in a little bit to talk about what the navigators are doing - what is navigators, what does it look like in action? What did that data tell you, give me a little sense, Renee of the before and after, now that you've had some years under your belt in this program?

RENEE FITTS [00:09:53]: Well, in all honesty, we still have work to do, but we are making progress. We have seen a reduced timeline of licensure in some of the areas - not all areas of our state just yet - but, I attribute that a little bit to we haven't had full contractors in some of those areas to be able to provide that support. So, it's still a work in progress but data-wise, we seeing that we are more accountable for when training dates have happened, our staff is more into utilizing our databases to enter those dates so that we can track that, because at the time they weren't there, so we didn't know when the family attended training.

[00:10:36]: So just doing a lot of clean up on that end of things - the data is there. We are also looking at are these the families that are meeting the needs of our children, because when we're looking at more of, from a targeted recruitment perspective, you know, we look at prioritizing, you know, who's gonna get the homestudy done first, is it gonna be the family who's willing to take five siblings that we need homes for, or is it the family whose ultimate goal is adoption, for example. So, we can look at prioritization and look at that data and our data helps us evaluate on what level we need to prioritize those families. Does that makes sense?

TOM OATES [00:11:12]: Yeah, it does, and it's funny that you put the data to this because it's what we need to do to evaluate, you know, how are we being effective and where do we still need to improve?

But, while all these Diligent Recruitment grants need to look at their own evaluation, the methods that they get to solving their issues are completely different and I want to point some of our listeners to a podcast that we did just recently on folks in Florida, who took a marketing approach to reaching families and finding out what it is that, kind of, makes them tick and how do they get their media - while what you guys have done is you've gone toward a personal realm in trying to find the actual folks who can make a one on one connection - improve that customer service aspect - and so when you're dealing with much more of the human aspect and you've got that in the new staff you've just mentioned and the contractors that you've added on, that then deals with a staffing issue here - and so let me ask you this, about, you know, what does a navigator, or what does a resource navigator that you talk about within each of these regions, what are those characteristics that you're looking for in each of these staffs - who are the folks you are trying to hire, and kind of, what makes them tick?

RENEE FITTS [00:12:23]: Great question. So, one of the biggest things that we are looking for with our navigators is ultimately, we want them to have some sort of child welfare experience and what we, in New Mexico, have worked really hard to do is identify our foster parents, themselves, you know, as Isela mentioned earlier, foster parents are our best recruiters. You know, they've lived it, they've walked those shoes, they've had history of being foster parents themselves, or in their own lives as children growing up, you know, their parents may have been foster parents, and so they have that lifelong experience and can tell the stories with a sense of reality but also why they've endured what they've endured as far as being a foster parent, what all the hoops that they have to jump through during licensure and can help support those families and they get it, you know, they understand what the family's emotions are because they were there and once in those shoes. And so that is a very key characteristic in working with them - the people we identify for these contract positions or employees.

TOM OATES [00:13:28]: So, you've got the right people, how do you give them the right training, you know, what does the right training look like for all these folks to actually prepare them for what they're gonna be faced with?

RENEE FITTS [00:13:38]: Well, Tom, what I have typically done is that we have had one on one individualized trainings - sometimes it's via a GoTo Meeting or webinar, because they are placed in various areas of the state, so that does become a little bit of a hindrance. But we do is I've developed like a PowerPoint where we kind of go over the characteristics, we go over the tracking log and how important that is. They have a scope of work and so in that scope of work, we really talk to them about what type of support the families would need and offer suggestions, like for example, while you wait for licensure support groups - developing some type of program like that in their counties- but we let them have a little bit of leeway in creativity in this position and we like to hear from them, like hey, I'd like to try this - and then we bounce it back and forth and we really go through what they're interested in doing.

[00:14:35]: I have some of the navigators who have developed newsletters to introduce themselves to the families as navigators, they put training dates on there, they mail those out to the families and then they're available to the family via email, via text message. They do one on ones, sometimes some of our navigators have gone to the house. And so, just really kind of going over that scope of work with them and really framing it as to what they can do with the families, because really, there's not really any type of restrictions of what they can do - we want them to be creative and think outside the box in regards to how they can keep that family engaged.

[00:15:12]: And so if the family is providing them feedback, of like, you're contacting me too much, they take that feedback and bring it back; what can we do differently? So we just really do a lot of discussion with that piece, so, um, training piece is that. And of course there's a technical training pieces of, you know, how do you invoice for this, how do you bill for this - is traveling to this type of event okay, or doing this type of event - we have them participate in county-based recruitment team meetings and so they are tasked with and trained on how to work on developing a targeted recruitment plan. We go over the worksheets of those plans, how to gather the data, where in our system they can locate those items, like data, teaching them our SACWIS system, which is known as FACTS in New Mexico, and so we have to really do a lot of data entry, we show them the documentation necessary, how to document their contacts with the families and then we really just follow up with them and evaluate them.

[00:16:12]: Some of the things I also do to follow up and ensure that those navigators are getting it and they're actually making those calls, is I do for lack of a better word, secret shopper calls, and I contact the families and say, hey, you've had this navigator calling you, do you know who your navigator is - and that tells me, one, yes they've had contact - and so getting that feedback from the families themselves is key to helping our navigators to continue to learn from the outreach that they are doing.

TOM OATES [00:16:43]: And it also obviously helps you guys improve those trainings and improve your ability to bring on the right folks and the information that they need as you go along the way. I want to talk to Ali right now, and bring you in here, Ali, and explain to me a little bit more of the day to day - as a navigator, what are kind of those roles that you find yourself commonly involved with and that other navigators find yourselves as really serving that big need.

ALLISON BOUREN [00:17:09]: Well, truly the day to day of the navigator is just being an advocate and the support system for potential foster parents. So, really being that person that they can navigate through, to ask those general questions, to ensure that they have the proper information, along with the documentation to start the process. A lot of the questions that we're getting and what we've found is that homes right away turn an application in and they're ready to go, but they're not really given the up front information about some of the challenges that come with fostering and adopting traumatized children - there's a lot that goes into it. And, I often tell my homes, you know a lot will come in and say I just want to love a child and I'm so thankful to hear compassion in others, but I honestly then give them the feedback that sometimes fostering is that way we show that love, but if that's not for them, there are other avenues they can pursue, because we really want to make sure the homes that we are getting are homes that are equipped to serve our children, because the children that we see do experience trauma, the reality of loss and grief and all of these experiences that they have and so we have to have foster parents that understand that and are willing to work with the child, with the birth parents, with the placement workers, with all staff to ensure that there's a kind of team unit for the overall success of the child.

[00:18:37]: So my job, really, in day to day is supporting families through giving them resources in working with traumatized children - what does that look like on the day in and day out. And also, answering questions, my parents were foster parents for over twenty years, adopted three kiddos, and so I get some of the questions that they have to ask and so I'm able to kind of relay my own experiences, as well as my parents and others in answering those questions and giving them that feedback on kind of those initial hindrances that might hiccup them from wanting to proceed.

[00:19:15]: So, that's kind of my day in and day out is truly just being there as support system and letting them ask questions. Often times, I want to ensure families know it's not bad to ask a question and I

advocate for them to make sure that they know their limits, they know what they can do, they know what they can't do and they advocate for themselves when taking on children, because for every child, we have a unique situation and for that unique situation, we require unique foster parents - that not every foster parent will fit every child and not every child will fit every foster parent.

[00:19:51]: So it's important that we find this variety of pools and to let homes know it's okay if they feel more comfortable with a certain age group - sometimes they feel like they have to do everything and so that's where my support comes in as well, just informing them that it's not about doing everything right, but just doing one thing really well, then you know that's what you're good at and can be that support and tool. And then they just continue to grow as foster parents and their experience and knowledge, as well.

TOM OATES [00:20:20]: Yeah, this is a, you know, for a family this is a big undertaking, you know, this is, this is something huge that they're taking on and from that initial interest of, you know, I just want to love a child, there's a lot that's involved and sometimes the reality check can be a little daunting for folks. So, it sounds like one of the biggest things that you're doing in your relationships with these families is, you know, shedding some light on the reality check and actually giving some sense of what this really entails, what this really means. I mean, I'm gathering a sense that besides the paperwork and the legal process and the steps, there's also this sense of what is this, what, you know, what am I really charged to do, what am I capable of doing - and you're answering so many more kind of questions you would ask a family member or a neighbor versus a legal advocate. Am I getting a sense of the where your job kind of fits of you know how much is actually legal and paperwork, versus how much is it being a counselor and a guide for somebody?

RENEE FITTS [00:21:22]: I really feel like my job is to, kind of, give them all that training and support up front, so that they don't walk in blind, they don't walk into a situation that they've unheard of - but when they get to those difficult moments, they can even still reach out back to me, their placement work or any of the resources I've given them are tools to help them, because no matter how much training we give them up front, we all know that the best training and work comes from our feet on the ground. So, it's the actual work when they get in there and when they get to those tough situations with kids, maybe they have a meltdown, maybe they are starting to show some traumatized behaviors, how do they then turn those opportunities from not a disruption of placement, but an opportunity to grow in their understanding of working with traumatized children and to help the children succeed and become healthy adults.

[00:22:13]: I saw that firsthand all growing up - my mom and my dad never gave up on a child, they always worked through a child through placement, whether it be back to reunification or back to adoption, even through the hard things. And it was the workers there and the people that are really supporting that need that help the child become successful. So that to me is where my heart is - I know there's the paperwork and the legality, but to me as a navigator, I want to make sure my homes feel comfortable in sharing with me, reaching out to me and also though that my job is not to say it's all gonna be a bed of roses every single day, but to not scare them away either, but to let them know, these are things you can expect and I'm going to tell you how you can get through it. And so that's where I really feel like my role comes into play when I work with families.

TOM OATES [00:22:57]: You know, both Renee and Isela talked about working with recruiting families but then also connecting with other families, Kinship Caregivers. What's the difference you found when

you're working with, you know, an actual resource family, someone who is not related, versus a relative caregiver? What are the biggest differences you find in working with those groups?

ALLISON BOUREN [00:23:20]: To be perfectly honest, one of the biggest difference - and I tell them upfront when I first meet them - is that a relative placement is one that most find themselves they didn't want to be in that situation, then so they step up because they care for the child and they want to see it through and they they kind of feel like their role is just to serve their relative or kinship child and then they're done, and so when I work with relative homes I truly try to just support and help them understand boundaries is a huge thing for our relative homes the ones they work with are family and they haven't maybe had the same kind of boundaries that now they have to have - so educating them on proper boundaries is something I do more of with relative homes.

[00:24:05]: Also, I try to encourage, and we can, and it has happened when we get our homes that come in as a relative placement and then they end up staying with us to foster and adopt and help out other children that are non-relatives and those sometimes are our strongest homes because they have made the connection to begin with and now then they're able to see that when working with birth parents, oh I know what this is like because my child or a relative I worked with has been on your side - and so then they grow in the sense of compassion.

[00:24:36]: My non-relative homes I find that they need more support in just the understanding of how to work with birth parents, um, often times and then CYFD for the State of New Mexico, the majority percent of the time, our plan is reunification, and so that's a big thing for a lot of our homes to understand is that our goal is to reunify as much as possible. Of course there will always be circumstances where that is not, but the majority of the time it is reunification.

[00:25:07]: So educating my non-relative homes on how to work with birth parents, how do I support this birth parent, and through the process, really helps in their understanding. So that's kind of where my difference lies is I have to kind of educate my relatives on boundaries, and then I have to educate my non-relatives on how to now accept and be willing to work with the birth families, in that respect, so.

TOM OATES [00:25:32]: You know you've gone through both, you know, the legal aspects and trainings, to understanding of all the ramifications, so there's a lot that goes into your work. If you're to talk to somebody who's new in a navigator role, what's the biggest piece of advice you would give them to help them succeed?

ALLISON BOUREN [00:25:51]: I would challenge them to go through all of the training you're making your foster parents go through and educate yourself as much as you can on how to work with traumatized children. Not to say that we're counselors and we're gonna know all the answers, but those are resources and tools that can really help make sure that you are leading homes in the correct way.

[00:26:14]: Also, doing some research and finding out what are all the different ways I can reach out to my homes? Kind of brainstorming, because not every home, as I said before, is a one fit for one child, well not every home is a one fit for one navigator, how can I really make sure that I am accessible and I'm also one that has the information, because they come to us needing that knowledge and I feel like if I have to always say I don't know, I don't know, or I give false information, then I'm coming off in a way that's going to create maybe a bad taste in their mouth for navigators and that's the last thing I want to do. Of course, I don't know everything and I'm humble enough to say I don't - so I can honestly say my

advice would be is just to immerse yourself in training and opportunities, because the more I learn, the more I can share with the homes I'm working with.

TOM OATES [00:27:07]: So, there are plenty of other states out there that just like New Mexico have urban areas, have rural areas, have diverse populations, and they may be considering an effort like a Regional Resource Family Navigator. Isela, for those states and or those other agencies, what would be the one piece of advice you would give them to make sure that they could, you know, actually see some success with a program like this?

ISELA BURCIAGA [00:27:32]: So Tom, I think one of the very first things any state needs to do before even diving into any new program is to really figure out what it is that they're trying to accomplish and look at their data. As we mentioned throughout the interview, data is something that we're growing into, we're learning about it, we're teaching ourselves about it and how to use it. So first, know who you're recruiting for, who do you need, and what is it exactly that you need.

[00:28:04]: So basically that research piece becomes very, very important. Then, decide how you're gonna do it. Perhaps a program like ours may be good for some for others, it really all depends. So, data and results - you want to make sure that you have a strong evaluation process and it's along the same vein as the CQI - you need to make sure that you try it, you evaluate it, you make revisions, that you are constantly evaluating it and changing accordingly.

[00:28:50]: Also, you have to think is it going to be a state-run program? What is my funding? What are my expectations? What is the money gonna go to? What am I going to allow? So all of those little things really add up to a big thing and I say this because we have been at this since 2010 - so really, truly seven years and from the inception of the grant, how we started, we have evolved and continued to evolve as we go forward. And like Renee said, we have a combination of FTEs and contracted positions because just doing it with those five FTEs statewide, that is not going to do the work that we need to do. So those would be the probably the main things that I would challenge a state to think about.

TOM OATES [00:29:45]: How do you sustain this in the long term?

ISELA BURCIAGA [00:29:47]: The goals, they have to be aligned with the other agencies. For example, for us, our plan or what we're doing with the navigators, is part of our strategic plan. It's not any different than what we have in our PIP, because we are under a PIP right now for the CFSR, and so it's one, just one item that we're working towards. We have to have buy in from our administrators, it's very important to have that commitment to be able to decide the infrastructure to - like I said earlier - evaluate, make changes accordingly. And then, for us, it's the funding. It's not any new part of money for us, but it's, we repurpose the money that we had and we continue to evaluate how the money is spent we are very accountable, we hold our people very accountable, to make sure that it is being utilized in the best way possible.

RENEE FITTS [00:30:53]: With the longevity of this project, what, you know, really in looking at sustaining this is really working on trying to improve, you know - my goal would be like to increase the amount of individuals that could do these contracts so that we can break down the regions even smaller where they're not spread so thin, so speaking to other states, I would really, if you're looking and considering doing a project like this is really making sure, as Isela said, that you have the agency buy-in, and then also you really want to look at the manpower piece of it, because it does take a lot of - a lot of communities have a lot of inquiries, they don't come to fruition - so you want to be able to be sure to

Child Welfare Information Gateway Podcast – Diligent Recruitment – Regional Resource Navigators
TRANSCRIPT

have the staff to support that and that it has to be, the buy-in has to be from all aspects of it, not just the recruitment piece, you have to look at the licensing piece - do you have the manpower of individuals to do the homestudies if we got this influx of individuals to come in, do you have that piece taken care of, do you have staff trained to facilitate training so that those can be provided more often to individuals. And then really look at your navigators themselves and knowing, having the knowledge and the messaging and making sure that they are educated to have the data piece, to know what the need is. So, really evaluating that system's data to make sure that the data is accurate and it's true, and really meets the needs of each of their communities.

TOM OATES [00:32:31]: Isela, Renee, Allison, I want to thank you guys so much. This is enlightening to see how different states, how different areas are attacking the issue of Diligent Recruitment in so many ways. Thank you guys so much for what you're doing, and thank you guys so much for your time today.

[00:32:50]: ALL: Thanks for having us, Tom.

TOM OATES [00:32:53]: A little bit more on the navigators now. Now, New Mexico, again, uses both state employees and contractors who are part-time independent consultants that the state hires under small purchase contracts. Navigators stick with a family all the way through the process - but they also have relationships with the state's home study contractors. Now, having that communication pipeline helps ensure families complete their requirements and the process moves as quickly as possible.

[00:33:19]: Navigators are trained in data entry into the state's Child Welfare Information System; they're trained to be mentors and have information on where to find resources and answers; they're educated on the various state policies and procedures and also work directly with the state's placement specialists. So, they're more than just a friendly face and a shoulder to lean on.

[00:33:39]: Hey, be on the lookout for more podcasts that address how agencies are enhancing Diligent Recruitment, including the one we mentioned during the conversation about a different approach to connecting with, understanding and reaching potential foster families that's happening over in Florida. There are also recent podcasts on how organizations are partnering together to support Kinship Caregivers and connecting them to resources and information.

[00:34:02]: So, if you head over to the Children's Bureau's website, that's [acf.hhs.gov/cb](https://www.acf.hhs.gov/cb), and go to this podcast's webpage, we'll point you to plenty of information - specifically for those prospective foster families to help them answer questions about becoming a foster parent, where to find support and the issues families should understand about parenting children in foster care. We'll also point you to where you can learn much more about some of the other grantees within the Diligent Recruitment Cluster to see what they've done and learned in enhancing how they can recruit and retain families for children, including kinship families, foster, concurrent and adoptive families.

[00:34:39]: There is so much available for you at Information Gateway over at [childwelfare.gov](https://www.childwelfare.gov). Again, I want to thank Isela Burciaga, Renee Fitts and Allison Bouren for their time and thank you for listening to this edition of the Child Welfare Information Gateway Podcast.

FEMALE NARRATOR [00:34:57]: Thanks for joining us for this edition of the Child Welfare Information Gateway podcast. Child Welfare Information Gateway is available at [childwelfare.gov](https://www.childwelfare.gov) and is a service of the Children's Bureau, U.S. Department of Health and Human Services Administration for Children and

Child Welfare Information Gateway Podcast – Diligent Recruitment – Regional Resource Navigators
TRANSCRIPT

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