

Together we hold their future

Guide to Creating a Speakers Bureau



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What is a speakers bureau?

We know that many child welfare systems are looking for new ideas for ways to raise awareness among the public about foster care and adoption and to recruit foster, adoptive, and kinship families who can meet the needs of children in foster care. Developing a trained and supported speakers bureau that includes parents, youth, and professionals who can share their stories and expertise and add an inspiring personal perspective on adoption and foster care is a customizable and innovative idea to consider.

In its simplest form, a speakers bureau is a group of people who share their expertise and experience about a particular subject. These spokespeople are trained and then matched with speaking opportunities that align with their strengths and interests.

Speakers bureau members can be both well-known celebrities and everyday people who are knowledgeable about a topic. Programs can be large or small, formal, or more casual. Some are solely volunteer, some offer honorariums to participants, and others are paid opportunities.

A speakers bureau focused on topics regarding foster care and adoption is an effective strategy to raise awareness among the public about foster care and adoption and to recruit foster, adoptive, and kinship families who can meet the needs of children in foster care. One of the best ways to gain understanding of what it is like to experience an issue of interest is to hear an experienced person talk about it. Hearing compelling personal stories has a unique impact; it is effective in making others think, "I could do this, or I know someone who would be interested in learning more."

AdoptUSKids has created a successful national speakers bureau that has been a valuable resource in ensuring that our mission and message is effectively communicated to the media and the general public. We've created this guide to share our knowledge about developing and managing your own speakers bureau and we are here to support you through the process of creating or sustaining a speakers bureau. Please do not hesitate to reach out to us for assistance: consultation@adoptuskids.org.

Key benefits for systems and for families and youth

Speakers bureaus collectively offer a group of individuals who can speak positively and knowledgeably, support and promote your organization, and speak on topics such as adoption and foster care. Speakers Bureau programs are a popular and often effective means of promoting awareness and understanding, as well as educating others on a particular topic. By creating a group of effective, trained, and vetted voices to speak in a compelling manner, a speakers bureau helps provide a powerful image and message to the broader public. What better way to get your message and needs expressed than from your own families and youth? These speakers can help raise awareness and assist your community with understanding the realities of foster care and adoption. It is a powerful way to engage and elevate youth and family voices and to provide a way for people with lived experiences to have a broader impact on behalf of children and families.

Used effectively, a speakers bureau can help you recruit families and raise awareness of the realities of foster care and adoption, which can ultimately contribute to higher placement stability. A speakers bureau can be a useful tool in your strategic plan to promote safety, permanency, and well-being within your community.

How can a speakers bureau help your organization?

- Increasing the effectiveness of recruitment efforts by helping people see themselves as foster or adoptive parents by hearing from other parents and gaining a better understanding of the process and experience.
- Amplifying targeted recruitment messaging by highlighting youth and families that are part of your targeted recruitment area of focus (e.g., families for teens or sibling groups).

- Helping your child welfare system—especially communications staff—respond to media requests and speaking opportunities with well-prepared, media-trained spokespeople.
- Improving public perception and removing negative stigmas about foster parenting and adoption from foster care.
- Helping the public see positive, yet realistic stories on foster care, adoption, and the child welfare system.
- Reinforcing to families and youth that child welfare systems value their perspectives and voices and want to empower them in elevating their voices, including helping them be prepared and supported so their speaking experiences are positive and rewarding.

There are a variety of ways in which spokespeople can participate in a speakers bureau. We've included a few examples below.

How can spokespeople participate?

- Providing family and youth voices and perspectives in orientations, pre-service training events and sessions, and other recruitment activities.
- Speaking at state and local foster care or adoption events (e.g., National Foster Care Month, National Adoption Month, community fairs, community awareness, or other celebratory events).
- Publishing features on websites, in social media accounts, in newsletter articles, and other publications as part of raising public awareness about foster care and adoption.
- Using focus groups to inform different projects such as orientation and support materials, new recruitment campaigns, and communications, and promotional materials.

Speakers bureaus benefit families and youth, too

Foster and adoptive families—or individual parents or youth—who participate in a speakers bureau experience many personal benefits. Individuals strengthen their public speaking and communication skills, as well as gain confidence and leadership skills. Additionally, families who participate together have often found it to be a bonding experience that helps the family members build stronger relationships with each other. It has given families and youth the opportunity to have conversations that may not have taken place otherwise, as well as the ability to create new family stories and memories. Families also get to celebrate their growth and successes together as they reflect on and speak publicly about their journey. Spokespeople who have participated with a speakers bureau have expressed the significant impact the speakers bureau has made within their families.

The speakers bureau also provides speakers with the opportunity to share their experiences with peers, creating a dynamic community of support and new connections with others. This new community of peer-to-peer support among the speakers creates long-lasting and enduring friendships with other families and youth experiencing similar situations.

A speakers bureau empowers families and youth by providing them the opportunity to have a broader impact on behalf of children and families. Speaking on a topic so dear to their hearts provides them a sense of worth and importance.



Tool: Find examples of spokespeople in action from the AdoptUSKids National Speakers Bureau on adoptuskids.org

Things to consider

Each child welfare system's capacity to develop, support, and maintain a speakers bureau program will look different, and that is to be expected. Factors such as where a program falls among agency priorities, available staffing and resources, and budget will all have an impact on individual programs.

Your child welfare system may not have all of these pieces in place as you're getting started, but we encourage you to develop plans for addressing these considerations before getting started.

• Leadership support. Do you have leadership support for creating and sustaining a speakers bureau, including recognition that spokespeople may say things that the

agency may not agree with? Plan for ensuring clear, strong support from your agency leadership for empowering youth, families, and professionals to speak publicly about child welfare and about the agency. Be sure that leadership staff understand both the benefits and the possible complications of having other people speak publicly about the child welfare system and ensure that leadership staff will be supportive even in situations where a spokesperson may say something controversial or critical.

- Point person and staffing. Does your agency have a point person to lead this effort, and will your agency have ongoing staffing capacity to coordinate, support, and sustain the speakers bureau?
- Fit within agency structure. Which department or unit will be responsible for leading and supporting a speakers bureau? Which other departments or units should also be involved in coordinating and supporting the speakers bureau?
- Connection to existing efforts. Does your agency already have similar efforts underway or in existence that you can coordinate with and expand (e.g., youth speakers, parent panels, or parent co-trainers)? Are there similar existing efforts in other organizations—including community partners—that you can coordinate with rather than duplicating?
- Integration with recruitment priorities and efforts. How will you ensure connection of your speakers bureau to broader recruitment and communications efforts? Determine how your speakers bureau will be integrated into your overall recruitment plan and ongoing recruitment efforts. Make sure that the speakers bureau—and its activities—isn't a separate initiative that doesn't align with or connect to your other recruitment efforts. Having this coordination will help ensure that you are using consistency in messaging to the public (e.g., target populations for recruitment, expected roles for foster families in actively supporting reunification and birth families, framing of the needs of children in foster care)
- Existing media relationships. What are your current relationships and connections with local media? Is there additional groundwork you need to do with media contacts prior to making members of your speakers bureau available to the media?

• Long-term sustainability. Think about your plan for the long term. Plan for having infrastructure in place to sustain the speakers bureau work and provide support on an ongoing basis. Spokespeople will need continued support from the agency even through staff changes, new agency priorities, and other changes. Consider what leadership and staff support, protocols, budget allocations, communications, and other assistance you'll need to have in place to be able to have continuity for the speakers bureau operations over time.

Getting started

Once you've decided that a speakers bureau is right for your organization, we recommend following the key planning steps described below. We encourage you to read through the full list of steps first to get a sense of the whole process and to determine whether you already have existing activities or programs underway that can help make some of the steps easier (e.g., a comprehensive diligent recruitment program that includes goals for using personal stories for recruitment, a process for getting consent from families for sharing their stories and photos). You may find that you already have some pieces in place that you can draw on to make it easier to create your speakers bureau.

We know that the process may appear overwhelming at first glance. Please take your time reviewing all the materials and remember AdoptUSKids is here to help you go through these steps. Creating new initiatives and processes can be challenging at first, so we are providing step-by-step instructions, tools, and examples to help.

Many of the recommendations in this guide envision a larger, more formalized speakers bureau program. However, many of the concepts can be tailored to meet the needs of individual jurisdictions and each jurisdiction can decide which program will best meet its needs. Depending on the scale and scope of a speakers bureau you decide to create, you may not need to cover every point described below.

We encourage you to form a workgroup to lead the implementation process. Having this group can help ensure that you have engagement and buy-in from other stakeholders as well as provide opportunities to share the work. Make strategic decisions about who to invite to be on the implementation workgroup from your internal community and external partners.

Assemble your team

- Determine who will lead this effort.
- Identify and engage staff who will develop, support, and sustain the program, e.g., recruitment and retention managers.
- Identify other program areas or departments that need to be involved or informed, e.g., communications team members.
- Identify other stakeholders, e.g., representatives from foster parent associations, contracted partner agencies, and foster/adoptive parents who work in communications or media.

Identify program parameters

- What is the timeline to establish this program? You may want to consider a phased approach that lets you build a smaller-scale program initially and then expand it in future phases.
- How much time is needed to effectively manage and sustain this program?
- What is your budget? Will you be paying your spokespeople? Will you be offering small stipends or gift cards?

Define your goal(s)

- You need clear goals for what you want your speakers bureau to accomplish. You may want to consider having phases for your goals to make the work more manageable (e.g., short-term goals and longer-term goals as you further develop your speakers bureau).
- What are you trying to achieve? Why are you doing this? How does this effort align with your current initiatives?
- What do you want to accomplish with this program?

Example goal: "Develop a speakers bureau to include parents, youth, and professionals that will raise awareness of the need for more foster and adoptive parents."

Example goal: "Create a small-scale group of trained and supported parents and youth who will be available to share family perspectives and voices at public events and with the media, to support our recruitment efforts."

Define your objective(s)

- Be specific. Set yourself up for success by identifying measurable objectives that are reasonably achievable. Include a timeframe if possible. You'll likely have multiple objectives to meet your established goal.
- Set realistic objectives and timeframes to make this effort manageable. Consider using phases of work to divide up larger efforts.

Example objectives: "Identify 5 to 10 spokespeople who can support our ongoing recruitment activities" and "Identify priority populations for recruitment (e.g., families for teens, African American families, families for siblings)."

Define tactics

- Tactics are specific action items related to the agreed-upon objectives. You'll likely need multiple tactics to achieve each objective.
- Identify your tactics and the needed tools for completing your tactics.

Example tactics: "Review our current assessment of recruitment needs to help determine primary populations of waiting children and youth" and "Review our current database of families to help identify spokespeople who can support our ongoing recruitment activities."

Evaluate and assess

- How will you know whether you are meeting your goals for your speakers bureau? Create your plan for evaluating the success and effectiveness of your program.
- Who will be responsible for assessing implementation and impact, and on what schedule?

Depending on how many pieces you already have in place and the scope of the speakers bureau that you want to create initially, you can expect this pre-planning process to take between three to six months before your program is ready to identify and invite participants to become spokespeople.

And remember, we're here to help! Contact us: consultation@adoptuskids.org. We can help with coaching calls and connect you with peers who are creating speakers bureaus.



Tools: Use our "<u>Getting Started Planning Guide</u>" and "<u>Speakers Bureau</u> Goals, Objectives, Tactics, and Planning" templates to lay out your plans. Find them at professionals.adoptuskids.org.

Developing tools and systems

Having a solid infrastructure will help set you up for an organized, successful program. Having a few key systems in place will save valuable time and resources and keep the program running smoothly.

Build a database

After initial contact with the family, youth, or professional, enter all relevant information into a database of your choosing. Use a system you are familiar with such as Excel, Google Sheets, or an existing database in your agency that can also meet this need.

Information you'll want to record:

- Contact information:
 - > First and last names, address, phone, and email.
 - > Preferred method of contact.
- Family details:
 - > One- or two-parent household? Siblings? Birth children? Married?
- How they were identified for participation in the speakers bureau (by state/county, private organization, friend, colleague, etc.).
- Level and degree of interest:
 - > Time. Do they have flexibility in their schedule for active participation?
 - > Interest areas. Do they prefer events, radio, television, phone, or print/journal media opportunities?
 - > Which family members will be participating?

Create the necessary forms

You'll need a few forms to support this work. We've made it easier for you by providing example templates for consideration and review.

- Speakers bureau application and questionnaire forms. After a parent, youth, or professional has agreed to participate with the speakers bureau, ask them for additional information that will help you get to know them. This could be a form that you send them or that you complete as part of an interview process. It should include contact and identifying information, demographics, media experience, and family dynamics.
- Consent and release of information form. A consent form should be collected from each speaker age 18 and older, and a parent or quardian should complete and sign a consent for anyone under the age of 18. Be sure that any document you plan to use is reviewed internally through your standard processes or by your legal representation with the protection of the agency, as well as your spokespeople, top of mind.
- Establish a process and timeline for distributing and collecting these forms and following up with potential members. For example, follow up after 10 business days and again after one month. If the required documents are not provided, consider re-evaluating the participation of the recommended speaker.



Tools: Use the speakers bureau application, questionnaire, and consent forms at professionals.adoptuskids.org.

Confirm an approval process

It's important to establish a review and approval process for all spokespeople. Think about the required documents you need from each person, verify the information they provide, and ensure that they will be a positive addition to your speakers bureau. We recommend reviewing and confirming all spokespeople by contacting individuals who know and have worked with them. This could include:

• The family's or youth's current or previous caseworkers. It is especially important to connect with a youth's current or previous caseworker for their perspective on

participation to ensure that it is in the youth's best interest and is healthy and safe for them to participate.

- State adoption or foster care program managers or state/local jurisdiction administrators.
- Other contacts as identified.

If you don't receive a positive recommendation about the speaker from their caseworker, state, or other contacts, reconsider if or how they will participate. This can be on a caseby-case basis and at the discretion of the speakers bureau workgroup.

Prepare your response team

As with all recruitment and awareness raising efforts, it's important to plan to prepare the people who respond to incoming inquiries, so they are equipped to respond to a possible increase in inquiries. You'll also want to ensure that they are ready to respond to questions or feedback they may receive about specific messages delivered by the speakers bureau (e.g., "I heard a youth speak at a recent event...").

Be trauma informed

Keep best practices top of mind when developing and supporting your speakers bureau spokespeople. Ensure that you have trauma-informed preparation and support approaches for participants in your speakers bureau. This is particularly important so you can help youth develop safe ways to tell their stories, set healthy boundaries when speaking publicly, and get support if any experience as part of the speakers bureau is triggering or traumatic for them. Although you won't be able to control every question that the media or others may ask your spokespeople, you can prepare to support them if they are asked questions that are concerning or upsetting.

Identifying spokespeople

Once you have defined and established the core processes of your speakers bureau, a logical next step is finding spokespeople for your program. We recommend recruiting kinship, foster, and adoptive spokespeople. Depending on your desired scope for your speakers bureau, you may want to consider also incorporating professionals (e.g., people working in the child welfare system) now or at some point in the future.

When identifying spokespeople, consider:

- Do their stories and messages align with your established goals and objectives?
- Will they reinforce your program priorities when speaking to the public or the media?
- Do they represent a wide diversity of characteristics of families that have experience with foster care or adoption?
- Will they be able to share realistic experiences while highlighting positive elements, present information appropriately and in ways that will support your goals for your speakers bureau?
- Are they willing to participate in training and accept feedback on priority messaging and presentation style?

Where to find speakers bureau members

This may seem daunting, but it doesn't have to be. You will likely find that there are already many parents and youth sharing their voices in other ways and who may be interested in being part of your speakers bureau. There are many ways to recruit spokespeople:

Work with staff members to identify families and youth from your local agencies.

- Seek recommendations from current contacts including colleagues, any current or previous spokespeople you may have, professional organizations, such as foster parent associations (state and local), youth advisory boards, and or other partners.
- Request online submissions through your website or social media platforms. Ask families and youth to share their stories and select those that align best with your priorities as outlined in your program goals. See the "Share Your Story" form on adoptuskids.org for reference.
- Recruit members at state and local conferences.

Considerations for professionals in your speakers bureau

As noted above, you may be interested in including professionals in your speakers bureau in addition to families. This might be a step to consider during a later phase of development, after you have created your initial speakers bureau.

When considering professionals who are working within your child welfare system as spokespeople, decide whether senior leadership, mid-level management (supervisors and managers), or front-line staff, would best speak to your needs. Either way, ensure that permissions are in place for professional speakers.

When including professionals as part of your speakers bureau, ensure that you collect information that is relevant to their role as a professional spokesperson, that they are included in your database, and that they have been granted the necessary permissions by their managers and others.

Recommended process for initial contact and follow-up

Once a parent, youth, or professional has been identified, use email or phone to invite them to participate in the speakers bureau. When possible, we recommend a conversation via phone, online, or in person. This conversation and assessment is vital to ensure

that the potential spokesperson meets the goals and objectives of your speakers bureau, and that they will be an active, positive addition. It's important to:

- Identify why they are interested in sharing their story. How and why is it important for them to share their experience with others?
- Listen to how they share their story. Was it a positive experience throughout the process?
- Consider their willingness to be an active, engaged, and committed speakers bureau participant.
- Invite them to ask questions about the speakers bureau and share what types of speaking engagements they may be asked to participate in.

As spokespeople are identified and approved, notify participants individually, welcome them, and advise them of the next steps.

For all new speakers bureau participants, remember to:

- Enter all relevant information into your chosen database/tracking system.
- Make sure that you have documented receipt of all required forms such as the Speakers Bureau Application and Questionnaire forms and signed consent.
- Send the family, youth, or professional a welcome letter, media guide, and, as available, a small bag of promotional or giveaway items from your agency (e.g., pens, stickers, note pads, water bottles, bags).
- With permission, add the family, youth, or professional to agency email or other communication lists as appropriate.
- Invite families, youth, and professionals to like, follow, and subscribe to your agency's social media channels.



Tool: Find sample language to help you draft correspondence on <u>professionals.</u> adoptuskids.org.

Training and preparing spokespeople

Media training

A key component of a successful speakers bureau is media training for spokespeople. Fortunately, AdoptUSKids has expertise in this and can assist you. We can provide direct training to families and youth, as well as "train the trainer" opportunities to help build staff capacity for future opportunities.

Media training is a professional and specialized form of communications training that helps spokespeople confidently focus and share their messaging across multiple platforms. Media training can be highly effective in helping spokespeople develop the skills they need to successfully communicate key messaging succinctly and with an impact.

Individuals who have participated in a formal media training lend credibility, inspiration, and encouragement to prospective parents. Media training also provides speakers with the right tools and confidence to respectfully speak and share information publicly with prepared and aligned messaging that can help meet recruitment and other needs.

What is media training?

Media training educates spokespeople on how to use words, tone, and body language to deliver messages in a meaningful way and make an impact. One of the biggest benefits of media training is the ability to develop the confidence of spokespeople when working with the media, or other speaking opportunities. Simply put, media training promotes and encourages enhanced communication.

If you decide to include child welfare professionals in your speakers bureau at any point, they too should receive the media training. Professionals benefit from media training as it helps refine and influence their messaging and ensures confidence and control of intended messaging outcomes. This training also helps professionals avoid speaking gaffes or missteps that can derail even the most experienced speakers. We encourage you to connect and partner with your communications or public information departments in creating and leading this type of training.

Media training provides a platform for effective communication and messaging with the ability to:

- Convince your audience(s) to respond to a specific call to action.
- Change narratives and overcoming common misconceptions.
- Educate, persuade, and motivate others.
- Inspire and compell others to action.

Media training goals should include:

- Providing general information about your agency
- Preparing individuals, families, and youth for their role as media spokespeople
- Preparing spokespeople for several types of media experiences
- Providing expert tips on working with the media

Formal media training usually features an overview of working with the media, key message development, interviewing skills for different types of media (e.g., TV, radio, newspaper, panel, keynote speaker, etc.), as well as interview and on-camera practice.

During media training, participants can expect to be exposed to basic concepts of media, communicating with the media, and basic "dos and don'ts" of interviews. The on-camera interview practice during media training is an important element of media training, even if participants are only anticipating off-camera interviews. On-camera practice allows participants to showcase their strengths and challenges and allows participants to address challenges, sharpen messaging, and make on-the-spot improvements.

Working with youth

Youth have compelling, inspirational, and motivating personal stories to share. Ensuring their voices are heard is critically important. However, there is an element of risk for youth when sharing their stories as there is always the possibility it can bring up past trauma. We can't always control what questions may be asked during an interview, or an event, and it's important that youth feel in control of the information they are sharing. They will need help planning what information they want to share, when they want to share it, and with whom.

Sharing their story requires careful preparation with youth so as not to unintentionally exploit youth, their story, and or others who are part of their story. It is the responsibility of adults to ensure youth are fully prepared in advance.

General principles for engaging youth include:

- Keep their safety top of mind.
- Explain all concepts of strategic sharing.
- Ensure that they are prepared, have key messages, and have practiced, ideally with a member of your team.
- Be sure they understand the audience and how their story will be shared. In the age of digital information, once information is shared, it is challenging, if not impossible to take back.
- Provide support before, during and after all engagements.

Preparing spokespeople

It is important for speakers to understand why you have selected their story. Answering the who (the name of media/sponsoring organization), what (type of speaking opportunity), where (location of the event), when (date and time), and why (purpose of speaking opportunity) questions for each media or other speaking opportunity will help frame requests and help spokespeople understand why they are a good fit for opportunities as they arise.



Tools: See our media training on professionals.adoptuskids.org for key components of a typical media training, a media guide from AdoptUSKids, and a speakers bureau certificate of completion.

Supporting spokespeople

Engaging, informing, developing, and supporting your spokespeople are key tenets of a successful speakers bureau program. You can draw heavily on your agency's existing experience in working with prospective foster, adoptive, and kinship families; many similar concepts for how you engage, develop, and support them can be applied to this work.

Engage. As possible, engage with your spokespeople on a regular basis. Check in with them outside of speakers bureau requests. This will allow you to have a better understanding of their schedules to best align opportunities, important life events they may have coming up, and any potential conflicts. Establishing an engaging, positive, friendly relationship with your spokespeople will strengthen your overall program.

Inform. Keep your spokespeople up to date. Share information with them, invite them to webinars, peer groups, events—even if they aren't speaking. Showcase new data and opportunities as much as possible.

Develop. Provide ongoing opportunities for spokespeople to develop their skills. Offer a media training refresh as needed or encourage them to try something new to expand their skill set.

Support. Be sure you continue to provide training for spokespeople as needed. Listen and assist with any concerns they may have throughout the process. Be sure to follow up after each speaking opportunity to debrief together. Ask them if they have any questions or concerns.

It's important to help spokespeople understand that it's OK if they are not able to participate in every opportunity. Acknowledge that they are busy with work, family, and other responsibilities and should not expect to be able to accommodate every request.

Maintaining contact with families

After every event or media opportunity, send a thank you note and, if possible, a small token of appreciation (e.g., a gift card or small honorarium).

Consider an online group (e.g., a closed or private Facebook Group) to keep spokespeople connected and engaged with your organization and each other.

To maintain and keep your speakers bureau current, we recommend contacting all active parents, youth, and professionals every six months via email to verify their information and their continued interest in participating and make any changes/updates to their information as it relates to sharing their foster or adoption stories, such as another adoption.

Final thoughts

We believe there is much opportunity for a symbiotic relationship between the AdoptUSKids national speakers bureau and state/local speakers bureaus. We welcome states to recommend speakers for the national speakers bureau regardless of whether you have a local or state speakers bureau. If you already have state/local speakers, we are interested in highlighting your local speakers at the national level to further raise awareness of the need for more foster and adoptive parents for waiting children and youth.

We commend your efforts to establish a state/local speakers bureau and look forward to helping you with this new endeavor. We know that launching and managing a speakers bureau is a significant undertaking. We are happy to partner with you to make this possible! And we are here to help!

As part of our wide range of free capacity-building services that we provide to states, tribes, and territories, we can provide assistance in a range of formats, such as coaching calls, connecting you with peers around the country who have experience with building speakers bureaus, offering feedback on your plans and templates, and providing remote and on-site training and strategy sessions.

Contact us, <u>consultation@adoptuskids.org</u>, for guidance and support in planning, developing, and implementing a speakers bureau of any size.

Templates and helpful resources

Templates and sample communications found on professionals.adoptuskids.org.

Templates

- Getting started program planning sheet
- Goals, objectives, and tactics planning sheet
- Family media narrative
- Youth and young adult media narrative
- Professional spokesperson media narrative
- Certificate of completion

Application and consent forms

- Application form for families
- Application form youth and young adults
- Application form for professionals
- Consent form (Microsoft Word) or (PDF)

Sample correspondence and spokesperson narratives

- Email correspondence examples
- Family media narrative example
- Youth and young adult media narrative example
- Professional media narrative example

Media training publications

- For professionals: "AdoptUSKids Media Training: A Guide to Training Your Spokespeople"
- To share with families: "AdoptUSKids Speakers Bureau Media Guide"





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