

Commissioner's Monthly Report January 2022

Christine Beyer Commissioner



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Sustainability & Exit Plan Performance as of December 2020

TO BE MAINTAINED Successfully Maintained							
	Measure Description	Target	Performance				
	Intake Workers Caseload (Local Offices)	95%	100%	⋖			
	Intake Workers Caseload	90%	100%	⋖			
	Permanency Workers Caseload (Local Offices)	95%	100%	⋖			
	Permanency Workers Caseload	95%	100%	ď			
Caseloads	Adoption Workers Caseload (Local Offices)	95%	100%	⋖			
Cas	Adoption Workers Caseload	95%	99%	⋖			
	Supervisor/Worker Ratio	95%	100%	ď			
	IAIU Investigators Caseload	95%	100%	ď			
	Adequacy of DAGs Staffing	100%	99%	ď			
	Child Health Units	Met	Met	ď			
	Timeliness of Investigation Completion (60 days)	85%	90%	~			
	Timeliness of Investigation Completion (90 days)	95%	97%	ď			
	IAIU Timeliness of Investigation Completion (60 days)	80%	78%	ď			
10	Initial Family Team Meetings	80%	82%	ď			
sure	Subsequent FTMs within 12 months	80%	80%	ď			
Process Measures	Subsequent FTMs after 12 months Reunification Goal	90%	96%	ď			
Proc	Subsequent FTMs after 12 months Other than Reunification Goal	90%	88%	ď			
	Initial Case Plans- for Children Entering Placement	95%	87%	ď			
	Timeliness of Current Plans	95%	97%	V			
	Caseworker Contacts with Children – NewPlacement/Placement Change	93%	92%	*			
	Child Visits with Siblings	85%	83%	V			

TO BE MAINTAINED CONT. Successfully Maintained							
	Measure Description	Target	Performance				
ures	Caseworker Contact with Children in Placement	93%	97%	 ✓			
Meas	Parent-Child Visits –weekly	60%	81%	 ✓			
Process Measures	Parent-Child Visits – biweekly	85%	94%	 ✓			
Pro	Independent Living Assessments	90%	87%	 ✓			
ually	Educational Needs (CY 2019)	80%	86%	 ✓			
Quality Measures Annually	Quality of Case Planning and Services	75%	67%	⊘			
asu/e	Housing (July-December 2020)	95%	92%	 ✓			
lity Me	Employment/Education (Jan-Dec 2020)	85%	85%	 ✓			
Qua	Quality Investigations (February 2020)	85%	91%	 ✓			
	Placing Siblings groups of 2 & 3 (CY 2020)	80%	81%	 ✓			
	Placing Siblings groups of 4 or More (CY 2020)	80%	95%	 ✓			
	Recruitment for Sibling Homes Serving Four or More (Jul-Dec 2020)	Met	Met	 ✓			
	Placement Stability- First 12 Months in Care (CY 2019)	84%	87%	 ✓			
nually	Placement Stability- Children in Care 13 –24 Months (CY 2018)	88%	96%				
Outcome Measures Annually	Abuse and Neglect of Children in Foster Care (CY 2020)	0.49%	0.12%				
Weas	Repeat Maltreatment In-home (CY 2019)	7.2%	5.1%				
ome l	Maltreatment Post-Reunification (CY 2017)	6.9%	5.1%	V			
Outc	Permanency within 12 Months (CY 2019)	42%	37%	 ✓			
	Permanency within 24 Months (CY 2018)	66%	67%	 ✓			
	Permanency within 36 Months (CY 2017)	80%	84%	 ✓			
	Permanency within 48 Months (CY 2016)	86%	89%	 ✓			
	Re-entry to Placement (CY 2018)	9%	9.8%	 ✓			
	Needs Assessment (July - Dec 2020)	Met	Met	 ✓			

FOUNDATIONAL ELEMENTS	
Data Transparency successfully maintained	◆
Case Practice Model successfully maintained	⋄
State Central Registry successfully maintained	⋄
Appropriate Placements successfully maintained	⋄
Service Array successfully maintained	◆
Medical/Behavioral Health Services successfully maintained	⋄
Training successfully maintained	⋄
Flexible Funding successfully maintained	⋄
Resource Family Care Support Rates successfully maintained	⋄
Permanency successfully maintained	◆
Adoption Practice successfully maintained	◆

TO BE ACHIEVED										
	Measure Description	Target	Performance							
Process Measures Monthly	Caseworker Contacts with Family When Goal is Reunification	90%	83%	<u> </u>						
unnually	Quality of Teaming (CY 2019)	75%	62%	<u> </u>						
Quality Measures Annually	Quality of Case Plans (CY 2019)	80%	58%							
Quality A	Services to Support Transitions (CY 2019)	80%	74%	<u> </u>						





SUSTAINABILTY AND EXIT PLAN Key Performance Indicators On or About November 30th, 2021

			Exit Plan	% to Meet	
	Month	¹ Performance	Target	Target	
CW Visits with Parent 2x/Month	November '21	67%	90%	-23%	
"To Be	e Maintained" N	/leasures			
	Month	Performance	Exit Plan Target	% to Meet Target	
Initial FTMs within 45 days	October '21	80%	80%	0%	
Subsequent FTMs within 12 Months	November '21	77%	80%	-3%	
Subsequent FTMs after 12 Months - Reunification Goal (n=20)	November '21	65%	90%	-25%	
Subsequent FTMs after 12 Months - Other than Reunification Goal	November '21	90%	90%	0%	
Investigation Timeliness CP&P 60 Days	September '21	86%	85%	0%	
Investigation Timeliness CP&P 90 Days	September '21	95%	95%	0%	
Investigation Timeliness IAIU	November '21	86%	80%	0%	
Initial Case Plans	November '21	89%	95%	-6%	
Ongoing Case Plans	November '21	95%	95%	0%	
Child Visit with Siblings	November '21	70%	85%	-15%	
Parent-Child Weekly Visit ²	November '21	53%	60%	-7%	
Parent-Child Visits Bi-weekly	November '21	65%	85%	-20%	
CW Visits Child Monthly (at placement site) ³	November '21	96%	93%	0%	
CW Visits Child 2x/Month for first 2 Months in Placement	September '21	90%	93%	-3%	
Ind. Living Assessments 14-18 Years Old	November '21	78%	90%	-12%	
Supervisor Worker Ratio	November '21	100%	95%	0%	
Caseloads: IAIU Investigators	November '21	100%	95%	0%	
Caseloads: Intake	November '21	96%	90%	0%	
Caseloads: Permanency	November '21	100%	95%	0%	
Caseloads: Adoption	November '21	99%	95%	0%	

¹Reported performance understates actual performance in some measures because data does not exclude all instances where an event could not occur.

² Compliance for Parent-Child Weekly Visits is measured by percent of children with weekly visits averaged over the number of weeks in the month.

³ Caseworker visits with Children in Placement (all locations) November 2021: 98%.



DCF At A Glance Dashboard

On or About November 30th, 2021

DCF At a Glance		CSOC ⁵ Quick Facts	
DCF: Total Children Served in the Month ¹	71,689	Youth Open with CSOC ² (unduplicated count)	37,567
CP&P: Children/Youth Served	34,122	DD Eligible Children (unduplicated count)	13,245
Children Under 18	31,899	MRSS: Dispatches in the month	2,782
OOH Setting (< 18)	3,098	MRSS: Interventions (includes prior dispatches)	1,811
In-Home Setting (< 18)	28,801	Remained in same Living situation	99%
Youth 18-21	2,223		
OOH Setting (>18)	249	Care Management: Children Served	15,100
In-Home Setting (>18)	1,974	OOH Behavioral Health Settings: Children Served	771
FCP: Total Clients Served ³ (October)	17,275	Placed out of State	0
DOW: Total Clients Served (October) Excludes RPE	5,280		
DCF: Families Served in the Month ⁴	24,233	PerformCare Calls	10,329
CP&P	17,525	DD Related Calls	1 110
FCP (Family Success Centers & Home Visiting) (October 2021)	6,708	DD Relatea Calls	1,119

Hotline Referrals	12,689	FSCs: Families Served ⁹ (October)	3,418
CPS Reports	37%	Home Visiting: Families Served ⁹ (October)	3,290
CWS Referrals	4%	SBYSP: Clients Served (October)	10,567
Number of Human Trafficking Referrals (Oct 2021)	11		
Response Timeliness	98%	DV Services: Clients Served (October)	2,232
Monthly Staff Contacts/Children OOH-Placement Site	96%	Residential	20%
Entries to Care	125	Non-Residential	80%
Exits from Care	244		
Shelter Placements (February 2021) Children under 13 placed in shelters	0	SAARC: Clients Served (October)	1,493
Youth > 13 in shelters less than 30 days ⁸	100%	Displaced Homemaker: Clients Served (October)	1,555
Subsidized Adoptions/KLG (Includes Subsidized Adoptions and subsidized KLGs)	14,240	New Clients	10%

¹Some children may be served by both CP&P and CSOC and are over-represented in the final count of children served in the month.

² The definition for "Youth Open with CSOC" reflects youth who are involved and eligible to receive services through CSOC.

³ FCP measures clients served in SBYSP and DV Services. Since Family Success Centers and Home Visitation programs report data in terms of families served, each family is assumed to have at least one client.

⁴ Families served by DCF includes CP&P families and FCP families. FCP families served data has a one month lag.

⁵ CSOC Children may receive multiple services and are counted multiple times.

⁶ FCP quick facts are based on new families for FSCs, but both new and ongoing clients for Home Visiting and SBYSP. DOW quick facts are based on new clients for DV Services, but both new and ongoing clients served for SAARC, Displaced Homemakers and Rape Prevention Education.

⁷The cumulative number of human trafficking referrals between November 2013 and October 2021 was 1,137. This figure could change depending on when the data is extracted.

⁸ Appropriate use of shelters include 1) alternative to detention 2) short term placement of an adolescent in crisis not to extend beyond 30 days 3) a basic center for homeless youth. OOH Behavioral Health Settings: Children Served - Excludes Youth in Detention Alternatives and Diagnostic Settings.

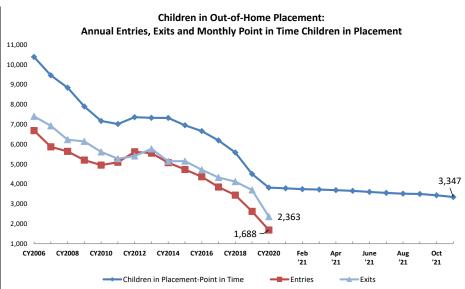
Effective June 2017, All DoW data is reported Monthly except for Residential DV shelters and Unmet Needs Data.

⁹ Due to system upgrades within DCF, FCP and DOW data will not be available beginning May 2019 . DCF will resume reporting on these data after the new systems have been updated with these data.



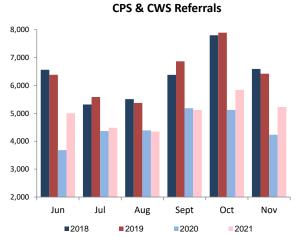
Section I: Child Protection & Permanency

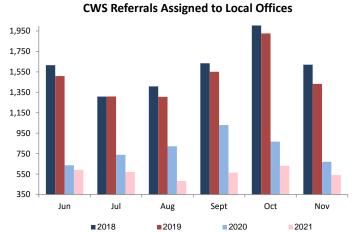
CP&P Quick Facts							
Data in this chart includes children under 23	Nov-21	Δ from November '20					
Families Under CP&P Supervision			17,525	3%			
Children Under CP&P Supervision			34,122	3%			
Children Receiving CP&P In-Home Services			30,775	6%			
Children in CP&P Out-of-Home Placement Resource Family (non-Kin) Resource Family Kinship Group and Residential Independent Living	3,347	-15%					
Children Legally Free for Adoption (Excludes TP	R Appeals)		547	-13%			
Finalized Adoptions to date (CY2021) - As of 11,	/30/2021		541	-14%			
Children in Subsidized Kinship Legal Guardiansh	1,336	-8%					
Children in Subsidized Adoptions	12,904	-4%					
Entries to Care			125	11%			
Exits from Care			244	-16%			



Point In Time data is based on data as of the last day of each month. Axis begins at 2,000 to enhance separation of data.

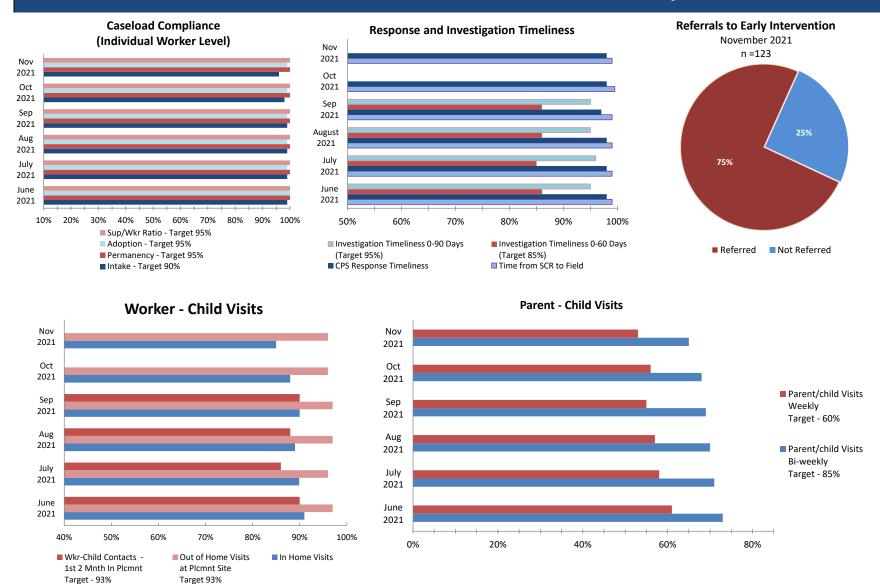






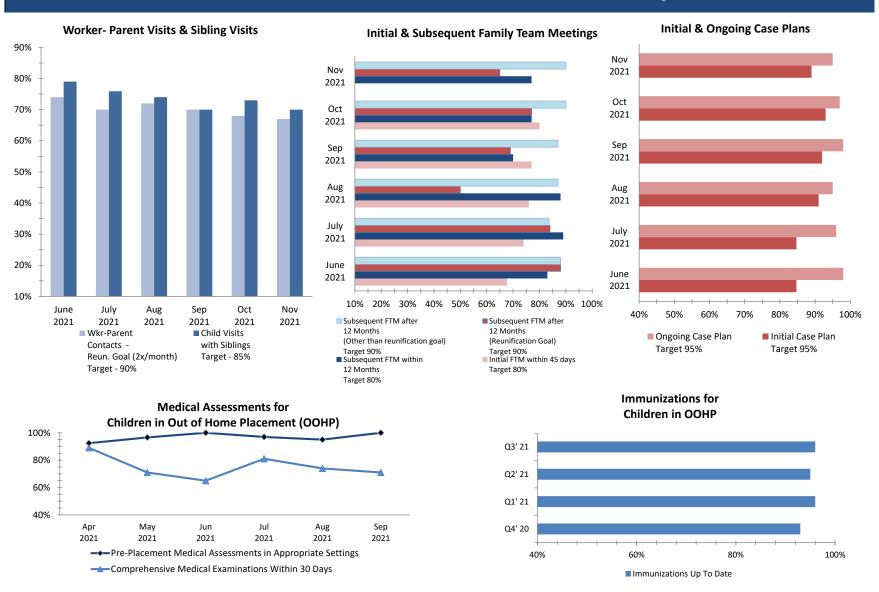


Section I: Child Protection & Permanency





Section I: Child Protection & Permanency





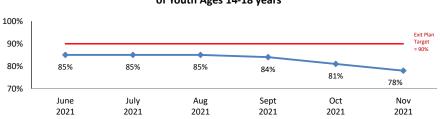
Section II: Adolescent Services

OAS Quick Facts (November 2021) Youth 18-23

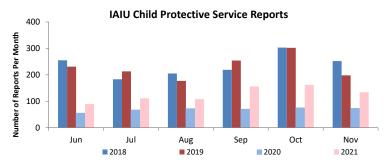
Youth 18-21 years old served by CP&P ¹						
Youth served "In Home" living with a parent/relative or living						
independently 2			1,974			
Youth served "Out-of-Home"						
Resource Family (non-Kin)	(32.5%)	81				
Resource Family Kinship	(16.1%)	40	249			
Congregate Care Setting	(30.9%)	77				
Independent Living (20.5%) 51						
Youth Receiving Adoption or KLG Subsidy			738			

¹ The data includes all 18-21 year olds who are active participants in an open CP&P case as of the end of the month.

Completed Independent Living Assessments of Youth Ages 14-18 years

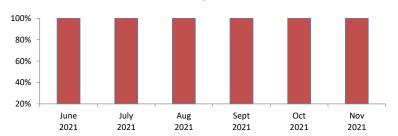


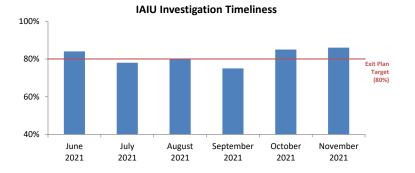
Section III: Institutional Abuse Investigation Unit



IAIU Caseload Report Statewide

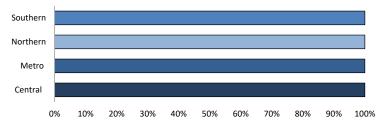
No more than 8 new investigations and 12 cases/month





IAIU Caseload Report by Region

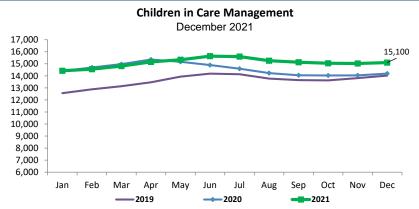
November 2021

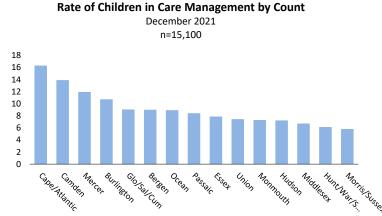


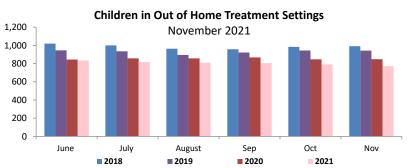
² The terms "out-of-home" and "in-home" may not be appropriate for all 18-21 year olds. Youth identified as "in-home" can either be residing with a parent/relative, or living independently. Any of these youth may be receiving services. These definitions are currently being reviewed to better understand how we capture DCF's work with this population. The goal of this ongoing work is to create three meaningful categories for 18-21 year olds 1) Youth in a formal out-of-home placement setting. 2) Youth that achieved permanency.

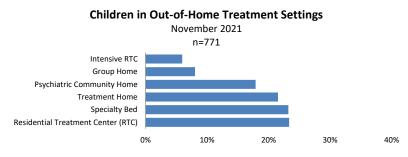


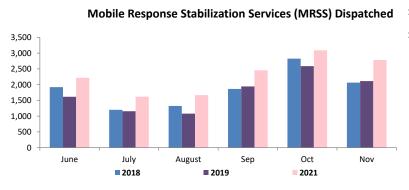
Section IV: Children's System of Care

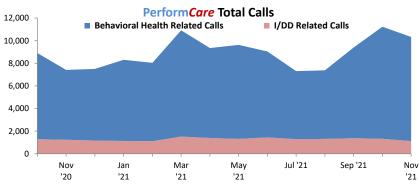






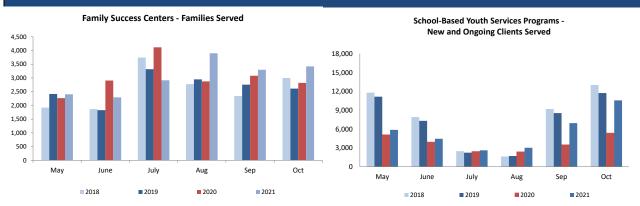




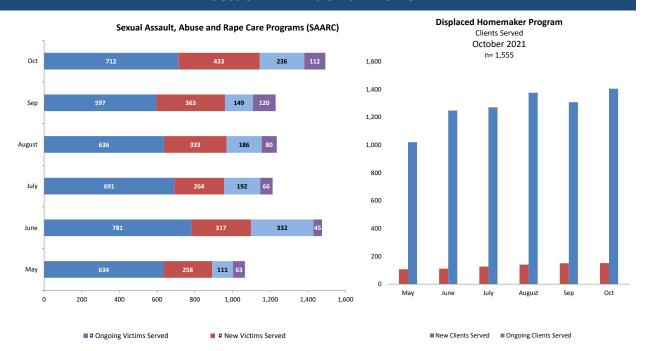




Section V: Family & Community Partnerships



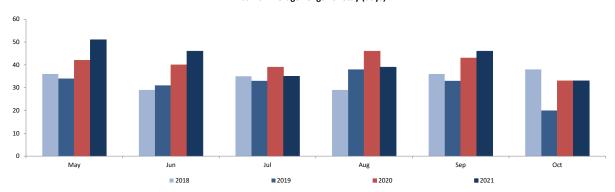
Section VI: Division on Women



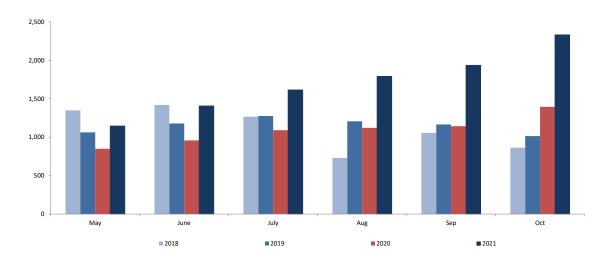


Section VI: Division on Women

Residential Domestic Violence Programs: Victims' Average Length of Stay (days)



Domestic Violence Services - Adults and Children Admitted to Residential and Non-Residential Services Total New Clients



CP&P Key Performance Indicators by Local Office - 6 Months View

		Me	t Target			Within 10%	of Meeting Ta	rget		< 60%	of Final Target			
Local Office	Measure 6	Measure 9	Measure 10	Measure 13	Measure 14	Measure 16	Measure 17	Measure 18	Measure 19	Measure 22	Measure 28	Measure 29	Measure 30	Measure 31
Atlantic East	97%	83%	96%	92%	95%	83%	83%	22%	88%	96%	62%	51%	66%	73%
Atlantic West	100%	100%	98%	87%	97%	89%	93%		96%	100%	75%	60%	76%	66%
Bergen Central	100%	100%	100%	98%	99%	100%			100%	100%	92%	74%	87%	100%
Bergen South	100%	100%	100%	98%	99%	100%	80%	83%	100%	100%	96%	73%	84%	86%
Burlington East	100%	92%	98%	88%	96%	60%	82%	100%	60%	100%	78%	56%	76%	91%
Burlington West	94%	71%	94%	72%	92%	75%	55%		73%	100%	66%	45%	73%	56%
Camden Central	98%	95%	96%	86%	97%	100%	100%	100%	100%	98%	73%	67%	75%	72%
Camden East	99%	98%	98%	75%	92%	81%	94%	67%	100%	91%	54%	40%	54%	66%
Camden North	99%	89%	96%	82%	96%	85%	70%	75%	100%	92%	58%	57%	79%	77%
Camden South	89%	100%	97%	72%	96%	69%	67%		100%	61%	64%	54%	67%	70%
Cape May	99%	64%	95%	91%	94%	95%	64%	100%	100%	94%	71%	36%	52%	61%
Cumberland East	100%	100%	99%	88%	97%	75%	73%	100%	93%	100%	85%	58%	77%	85%
Cumberland West	100%	100%	99%	75%	97%	80%	100%	100%	96%	100%	79%	49%	72%	68%
Essex Central	88%	100%	96%	91%	98%	64%	50%	100%	14%	92%	49%	52%	49%	41%
Essex North	92%	100%	91%	88%	95%	17%	17%		29%	100%	39%	25%	34%	41%
Essex South	93%	71%	91%	71%	90%	88%	17%		75%	77%	48%	22%	51%	51%
Gloucester East	98%	96%	97%	85%	95%	72%	92%	100%	100%	78%	61%	60%	75%	82%
Gloucester West	100%	97%	98%	84%	94%	92%	100%	100%	100%	100%	67%	65%	78%	76%
Hudson Central	98%	100%	100%	77%	91%	87%	100%	100%	100%	73%	80%	67%	77%	92%
Hudson North	100%	100%	99%	93%	96%	83%	100%		100%	67%	89%	56%	78%	50%
Hudson South	100%	100%	100%	88%	95%	80%	100%		100%	100%	93%	90%	88%	82%
Hudson West	98%	71%	98%	95%	98%	100%	100%		100%	50%	69%	40%	63%	74%
Hunterdon	85%	100%	100%	94%	97%	25%	0%		100%	100%	90%	73%	76%	85%
Mercer North	93%	82%	97%	85%	93%	100%	100%	80%	92%	100%	70%	57%	70%	73%
Mercer South	79%	84%	96%	83%	97%	100%	73%	80%	84%	83%	76%	48%	64%	69%
Middlesex Central	94%	90%	91%	71%	95%	67%	0%		75%	100%	78%	72%	84%	89%
Middlesex Coastal	65%	62%	93%	83%	94%	77%	33%	80%	72%	78%	60%	41%	57%	47%
Middlesex West	93%	68%	88%	74%	88%	28%	40%	0%	8%	80%	48%	31%	61%	61%
Monmouth North	100%	88%	98%	98%	100%	95%	100%	-,-	100%	100%	87%	69%	79%	80%
Monmouth South	100%	100%	99%	95%	98%	42%	100%		100%	79%	76%	45%	67%	81%
Morris East	95%	100%	99%	93%	97%	25%	100%		86%	100%	64%	46%	64%	81%
Morris West	97%	100%	100%	90%	96%	60%	88%		100%	87%	65%	76%	86%	85%
Newark Center City	98%	81%	91%	88%	98%	88%	69%	50%	100%	100%	49%	38%	45%	64%
Newark Northeast	100%	96%	97%	92%	94%	100%	90%	100%	100%	100%	86%	55%	74%	90%
Newark South	99%	76%	96%	94%	98%	82%	82%	80%	94%	100%	57%	40%	54%	90%
Ocean North	100%	100%	100%	94%	98%	64%	67%	100%	18%	100%	85%	60%	69%	72%
Ocean South	95%	77%	94%	91%	97%	100%	93%	67%	91%	71%	77%	67%	70%	75%
Passaic Central	99%	95%	96%	86%	94%	100%	100%		100%	96%	74%	46%	66%	88%
Passaic North	96%	100%	97%	85%	94%	86%	94%	100%	100%	70%	76%	53%	80%	70%
Salem	78%	96%	98%	80%	97%	100%	60%		100%	72%	95%	62%	86%	85%
Somerset	100%	85%	97%	90%	97%	50%	67%	0%	100%	95%	63%	74%	79%	71%
Sussex	100%	91%	98%	91%	96%	83%	100%	-,,-	100%	83%	83%	61%	70%	62%
Union Central	100%	93%	94%	87%	96%	46%	33%	100%	92%	92%	61%	42%	60%	57%
Union East	98%	86%	99%	78%	93%	29%	38%	0%	94%	100%	60%	51%	67%	62%
Union West	96%	91%	91%	80%	95%	36%	0%	-,-	13%	79%	65%	26%	48%	63%
Warren	93%	76%	94%	82%	94%	42%	22%		100%	100%	59%	69%	69%	33%
Statewide	97%	89%	96%	86%	96%	76%	81%	74%	88%	89%	70%	54%	69%	74%

Blank cells mean that the office did not have any children eligible for that measure during that period.

Measure #	Description of the Measure	Final Target	Time Period Analyzed
M# 6	Ongoing Case Plans	95%	June'21-November'21
M# 9	Caseworker Visits with Children 2x/Month in 1st& 2nd Months of placement	93%	April'21-September'21
M# 10	Monthly Caseworker Visits with Children at child's placement site	93%	June'21-November'21
M# 13	Investigation Completion within 60 days	85%	April'21-September'21
M# 14	Investigation Completion within 90 days	95%	April'21-September'21
M# 16	Initial Family Team Meeting (FTMs) within 45 days of Child Removal	80%	May'21-October'21
M# 17	3 Subsequent FTMs within 12 Months of Child Removal	80%	June'21-November'21
M# 18	3 Subsequent FTMs after 12 Months in Placement - Reunification Goal	90%	June'21-November'21
M# 19	2 Subsequent FTMs after 12 Months in Placement - Non - Reunification Goal	90%	June'21-November'21
M# 22	Initial Case Plans within 30 Days of Child Removal	95%	June'21-November'21
M# 28	Caseworker visits Parent 2x/Month	90%	June'21-November'21
M# 29	Weekly Parent/Child Visits - Average weekly visits for 6 weeks.	60%	10/23/2021-11/27/2021
M# 30	Bi-weekly Parent-Child Visits	85%	June'21-November'21
M#31	Sibling Visits	85%	June'21-November'21



Worker and Office Caseads by Worker Type and by Local Office - November 2021

		Met Target	< 70% of workers in compliance			
	¹ Intake		² Permanency		³ Adoption	
Local Office	Worker	Office	Worker	Office	Worker	Office
2000.00	Compliance	Compliant?	Compliance	Compliant?	Compliance	Compliant?
		Yes/No	·	Yes/No	·	Yes/No
Atlantic East	96%	Yes	100%	Yes	100%	Yes
Atlantic West	100%	Yes	100%	Yes	100%	Yes
Bergen Central	100%	Yes	100%	Yes	100%	Yes
Bergen South	100%	Yes	100%	Yes	100%	Yes
Burlington East	100%	Yes	100%	Yes	100%	Yes
Burlington West	88%	No	100%	Yes	100%	Yes
Camden Central	100%	Yes	100%	Yes	100%	Yes
Camden East	75%	No	100%	Yes	100%	Yes
Camden North	100%	Yes	100%	Yes	100%	Yes
Camden South	100%	Yes	100%	Yes	100%	Yes
Cape May	93%	Yes	100%	Yes	100%	Yes
Cumberland East	100%	Yes	100%	Yes	100%	Yes
Cumberland West	100%	Yes	100%	Yes	100%	Yes
Essex Central	100%	Yes	100%	Yes	100%	Yes
Essex North	100%	Yes	100%	Yes	100%	Yes
Essex South	82%	No	100%	Yes	100%	Yes
Gloucester East	94%	Yes	100%	Yes	100%	Yes
Gloucester West	100%	Yes	100%	Yes	100%	Yes
Hudson Central	100%	Yes	100%	Yes	100%	Yes
Hudson North	100%	Yes	100%	Yes	100%	Yes
Hudson South	100%	Yes	100%	Yes	100%	Yes
Hudson West	100%	Yes	100%	Yes	100%	Yes
Hunterdon	100%	Yes	100%	Yes	100%	Yes
Mercer North	95%	Yes	100%	Yes	100%	Yes
Mercer South	100%	Yes	100%	Yes	100%	Yes
Middlesex Central	90%	Yes	100%	Yes	100%	Yes
Middlesex Coastal	100%	Yes	100%	Yes	67%	No
Middlesex West	100%	Yes	100%	Yes	100%	Yes
Monmouth North	100%	Yes	100%	Yes	100%	Yes
Monmouth South	100%	Yes	100%	Yes	100%	Yes
Morris East	100%	Yes	100%	Yes	100%	Yes
Morris West	95%	Yes	100%	Yes	100%	Yes
Newark Center City	100%	Yes	100%	Yes	100%	Yes
Newark Northeast	100%	Yes	100%	Yes	100%	Yes
Newark South	100%	Yes	100%	Yes	100%	Yes
Ocean North	100%	Yes	100%	Yes	100%	Yes
Ocean South	95%	Yes	100%	Yes	100%	Yes
Passaic Central	67%	No	100%	Yes	100%	Yes
Passaic North	77%	No	100%	Yes	100%	Yes
Salem	85%	No	100%	Yes	100%	Yes
Somerset	100%	Yes	100%	Yes	100%	Yes
Sussex	100%	Yes	100%	Yes	100%	Yes
Union Central	100%	Yes	100%	Yes	100%	Yes
Union East	100%	Yes	100%	Yes	100%	Yes
Union West	100%	Yes	100%	Yes	100%	Yes
Warren	100%	Yes	100%	Yes	100%	Yes
Statewide ⁴	96%	Yes	100%	Yes	99.5%	Yes

¹ Intake

- Adoption worker compliance: % of adoption workers who meet the casead standards of 15 or fewer children. Target = 95%
- Office Compliance: % of offices that meet the casead standards of 15 or fewer children. Target = 95%
- Offices with blank data do not carry adoption caseads , however adoption cases in those offices are handled by other offices in that area.

4 Statewide

- Performance is based on total workers in compliance for the month, not an average. Percentages are rounded to the whole number.

⁻ Intake worker compliance: % of workers with no more than 8 new intakes in the month, no more than 12 Primary families and no more than a total of 14 families . Target=90%

⁻ Office Compliance: % of offices that meet the casead standards of no more than 8 new intakes and 12 total families. Target = 95%

⁻ Permanency worker compliance: % of workers who meet the casead standards of no more than 15 families and 10 children in placement. Target = 95%

⁻ Office Compliance: % of offices that meet the casead standards of no more than 15 families and 10 children in placement. Target = 95%