



NEW JERSEY DEPARTMENT OF  
CHILDREN AND FAMILIES

## Commissioner's Monthly Report January 2020

Christine Beyer  
Commissioner

## Monthly Report

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| TO BE MAINTAINED<br>Successfully Maintained |                                                                    |        |             |   |
|---------------------------------------------|--------------------------------------------------------------------|--------|-------------|---|
|                                             | Measure Description                                                | Target | Performance |   |
| Caseloads                                   | Intake Workers Caseload (Local Offices)                            | 95%    | 100%        | ✓ |
|                                             | Intake Workers Caseload                                            | 90%    | 95%         | ✓ |
|                                             | Permanency Workers Caseload (Local Offices)                        | 95%    | 100%        | ✓ |
|                                             | Permanency Workers Caseload                                        | 95%    | 100%        | ✓ |
|                                             | Adoption Workers Caseload (Local Offices)                          | 95%    | 99%         | ✓ |
|                                             | Adoption Workers Caseload                                          | 95%    | 98%         | ✓ |
|                                             | Supervisor/Worker Ratio                                            | 95%    | 100%        | ✓ |
|                                             | IAU Investigators Caseload                                         | 95%    | 100%        | ✓ |
|                                             | Adequacy of DASG Staffing                                          | 100%   | 99%         | ✓ |
|                                             | Child Health Units                                                 | Met    | Met         | ✓ |
| Process Measures                            | Timeliness of Investigation Completion (60 days)                   | 85%    | 83%         | ✓ |
|                                             | Timeliness of Investigation Completion (90 days)                   | 95%    | 95%         | ✓ |
|                                             | IAU Timeliness of Investigation Completion (60 days)               | 80%    | 82%         | ✓ |
|                                             | Initial Family Team Meetings                                       | 80%    | 95%         | ✓ |
|                                             | Subsequent FTMs within 12 months                                   | 80%    | 84%         | ✓ |
|                                             | Subsequent FTMs after 12 months Reunification Goal                 | 90%    | 95%         | ✓ |
|                                             | Subsequent FTMs after 12 months Other than Reunification Goal      | 90%    | 89%         | ✓ |
|                                             | Initial Case Plans- for Children Entering Placement                | 95%    | 94%         | ✓ |
|                                             | Timeliness of Current Plans                                        | 95%    | 96%         | ✓ |
|                                             | Caseworker Contacts with Children – New Placement/Placement Change | 93%    | 94%         | ✓ |
|                                             | Child Visits with Siblings                                         | 85%    | 88%         | ✓ |

| TO BE MAINTAINED CONT.<br>Successfully Maintained |                                                               |        |             |   |
|---------------------------------------------------|---------------------------------------------------------------|--------|-------------|---|
|                                                   | Measure Description                                           | Target | Performance |   |
| Process Measures                                  | Caseworker Contact with Children in Placement                 | 93%    | 94%         | ✓ |
|                                                   | Parent-Child Visits –weekly                                   | 60%    | 77%         | ✓ |
|                                                   | Parent-Child Visits – biweekly                                | 85%    | 91%         | ✓ |
|                                                   | Independent Living Assessments                                | 90%    | 86%         | ✓ |
| Quality Measures Annually                         | Educational Needs                                             | 80%    | 83%         | ✓ |
|                                                   | Quality of Case Planning and Services                         | 75%    | 70%         | ✓ |
|                                                   | Housing (July - December 2018)                                | 95%    | 96%         | ✓ |
|                                                   | Employment/Education (July - Dec 2019)                        | 85%    | 89%         | ✓ |
| Outcome Measures Annually                         | Quality Investigations (March 2018)                           | 85%    | 91%         | ✓ |
|                                                   | Placing Siblings groups of 2 & 3 (CY 2018)                    | 80%    | 77%         | ✓ |
|                                                   | Placing Siblings groups of 4 or More (CY 2018)                | 80%    | 86%         | ✓ |
|                                                   | Recruitment for Sibling Homes Serving Four or More (CY 2018)  | Met    | Met         | ✓ |
|                                                   | Placement Stability- First 12 Months in Care (CY 2017)        | 84%    | 85%         | ✓ |
|                                                   | Placement Stability- Children in Care 13 –24 Months (CY 2016) | 88%    | 95%         | ✓ |
|                                                   | Abuse and Neglect of Children in Foster Care (CY 2018)        | 0.49%  | 0.27%       | ✓ |
|                                                   | Repeat Maltreatment In-home (CY 2017)                         | 7.2%   | 5.0%        | ✓ |
|                                                   | Maltreatment Post-Reunification (CY 2015)                     | 6.9%   | 5.9%        | ✓ |
|                                                   | Permanency within 12 Months (CY 2017)                         | 42%    | 41%         | ✓ |
|                                                   | Permanency within 36 Months (CY 2015)                         | 80%    | 81%         | ✓ |
|                                                   | Permanency within 48 Months (CY 2014)                         | 86%    | 89%         | ✓ |
|                                                   | Needs Assessment (July - Dec 2018)                            | Met    | Met         | ✓ |

| FOUNDATIONAL ELEMENTS |                                                            |        |             |   |
|-----------------------|------------------------------------------------------------|--------|-------------|---|
|                       | Measure Description                                        | Target | Performance |   |
|                       | 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%    | 76%         | □ |
|                           | Quality of Teaming (CY 2018)                               | 75%    | 58%         | □ |
| Quality Measures Annually | Quality of Case Plans (CY 2018)                            | 80%    | 51%         | □ |
|                           | Services to Support Transitions (CY 2018)                  | 80%    | 62%         | □ |
| Outcome Measures Annually | Re-entry to Placement (CY 2016)                            | 9%     | 12.2%       | □ |
|                           | Permanency within 24 Months (CY 2016)                      | 66%    | 65%         | □ |

**SUSTAINABILITY AND EXIT PLAN**  
**Key Performance Indicators**  
**On or About November 30<sup>th</sup>, 2019**

**"To Be Achieved" Measures**

|                                | Month        | <sup>1</sup> Performance | Exit Plan Target | % to Meet Target |                                                                                     |
|--------------------------------|--------------|--------------------------|------------------|------------------|-------------------------------------------------------------------------------------|
| CW Visits with Parent 2x/Month | November '19 | 65%                      | 90%              | -25%             |  |
| Child Visit with Siblings      | November '19 | 76%                      | 85%              | -9%              |  |

**"To Be Maintained" Measures**

|                                                                 | Month         | Performance | Exit Plan Target | % to Meet Target |                                                                                       |
|-----------------------------------------------------------------|---------------|-------------|------------------|------------------|---------------------------------------------------------------------------------------|
| Initial FTMs within 45 days                                     | October '19   | 78%         | 80%              | -2%              |    |
| Subsequent FTMs within 12 Months                                | November '19  | 87%         | 80%              | 0%               |    |
| Subsequent FTMs after 12 Months - Reunification Goal (n=18)     | November '19  | 78%         | 90%              | -12%             |    |
| Subsequent FTMs after 12 Months - Other than Reunification Goal | November '19  | 87%         | 90%              | -3%              |    |
| Investigation Timeliness CP&P 60 Days                           | September '19 | 87%         | 85%              | 0%               |    |
| Investigation Timeliness CP&P 90 Days                           | September '19 | 95%         | 95%              | 0%               |    |
| Investigation Timeliness IAIU                                   | November '19  | 88%         | 80%              | 0%               |    |
| Initial Case Plans                                              | November '19  | 94%         | 95%              | -1%              |    |
| Ongoing Case Plans                                              | November '19  | 96%         | 95%              | 0%               |    |
| Parent-Child Weekly Visit <sup>2</sup>                          | November '19  | 57%         | 60%              | -3%              |    |
| Parent-Child Visits Biweekly                                    | November '19  | 68%         | 85%              | -17%             |    |
| CW Visits Child Monthly (at placement site) <sup>3</sup>        | November '19  | 94%         | 93%              | 0%               |    |
| CW Visits Child 2x/Month for first 2 Months in Placement        | September '19 | 93%         | 93%              | 0%               |  |
| Ind. Living Assessments 14-18 Years Old                         | November '19  | 94%         | 90%              | 0%               |  |
| Supervisor Worker Ratio                                         | November '19  | 100%        | 95%              | 0%               |  |
| Caseloads: IAIU Investigators                                   | November '19  | 100%        | 95%              | 0%               |  |
| Caseloads: Intake                                               | November '19  | 93%         | 90%              | 0%               |  |
| Caseloads: Permanency                                           | November '19  | 100%        | 95%              | 0%               |  |
| Caseloads: Adoption                                             | November '19  | 99%         | 95%              | 0%               |  |

 The blue bar indicates DCF performance in the current month.

 The red bar indicates the difference between the current performance and the Exit Plan target.

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

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

<sup>3</sup> Caseworker visits with Children in Placement (all locations) November 2019: **97%**.

## DCF At A Glance Dashboard

On or About November 30<sup>th</sup>, 2019

| DCF At a Glance                                           |        | CSOC <sup>5</sup> Quick Facts                          |        |
|-----------------------------------------------------------|--------|--------------------------------------------------------|--------|
| DCF: Total Children Served in the Month <sup>1</sup>      | 82,378 | Youth Open with CSOC <sup>2</sup> (unduplicated count) | 37,717 |
| CP&P: Children/Youth Served                               | 44,661 | DD Eligible Children (unduplicated count)              | 13,980 |
| Children Under 18                                         | 42,653 | MRSS: Dispatches in the month                          | 2,111  |
| OOH Setting (< 18)                                        | 4,360  | MRSS: Interventions (includes prior dispatches)        | 1,768  |
| In-Home Setting (< 18)                                    | 38,293 | Remained in same Living situation                      | 98%    |
| Youth 18-21                                               | 2,008  |                                                        |        |
| OOH Setting (>18)                                         | 286    | Care Management: Children Served                       | 14,022 |
| In-Home Setting (>18)                                     | 1,722  | OOH Behavioral Health Settings: Children Served        | 943    |
| FCP: Total Clients Served <sup>3</sup> (September)        | 14,964 | Placed out of State                                    | 1      |
| DOW: Total Clients Served (September) Excludes DH and RPE | 1,926  |                                                        |        |
| DCF: Families Served in the Month <sup>4</sup>            | 28,793 | PerformCare Calls                                      | 10,020 |
| CP&P                                                      | 22,363 | DD Related Calls                                       | 1,668  |
| FCP (Family Success Centers & Home Visiting) (April 2019) | 6,430  |                                                        |        |

|                                                                                 |        |                                                         |       |
|---------------------------------------------------------------------------------|--------|---------------------------------------------------------|-------|
| Hotline Referrals                                                               | 14,799 | FSCs: Families Served <sup>9</sup> (September)          | 2,756 |
| CPS Reports                                                                     | 34%    | Home Visiting: Families Served <sup>9</sup> (September) | 3,674 |
| CWS Referrals                                                                   | 10%    | SBYSP: Clients Served (September)                       | 8,534 |
| Number of Human Trafficking Referrals <sup>7</sup>                              | 15     |                                                         |       |
| Response Timeliness                                                             | 97%    | DV Services: Clients Served (September)                 | 1,165 |
| Monthly Staff Contacts/Children OOH                                             | 94%    | Residential                                             | 19%   |
| Entries to Care                                                                 | 169    | Non-Residential                                         | 81%   |
| Shelter Placements (October 2019)                                               |        | SAARC: Clients Served (September)                       | 761   |
| Children under 13 placed in shelters                                            | 0      | Displaced Homemaker: Clients Served (April)             | 673   |
| Youth > 13 in shelters less than 30 days <sup>8</sup>                           | 95%    | New Clients                                             | 18%   |
| Subsidized Adoptions/KLG<br>(Includes Subsidized Adoptions and subsidized KLGs) | 15,499 | Rape Prevention Clients Served (April)                  | 5,625 |

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

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

<sup>3</sup> 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.

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

<sup>5</sup> CSOC Children may receive multiple services and are counted multiple times.

<sup>6</sup> 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.

<sup>7</sup> The cumulative number of human trafficking referrals between **November 2013 and November 2019 was 922**. This figure could change depending on when the data is extracted.

<sup>8</sup> 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.

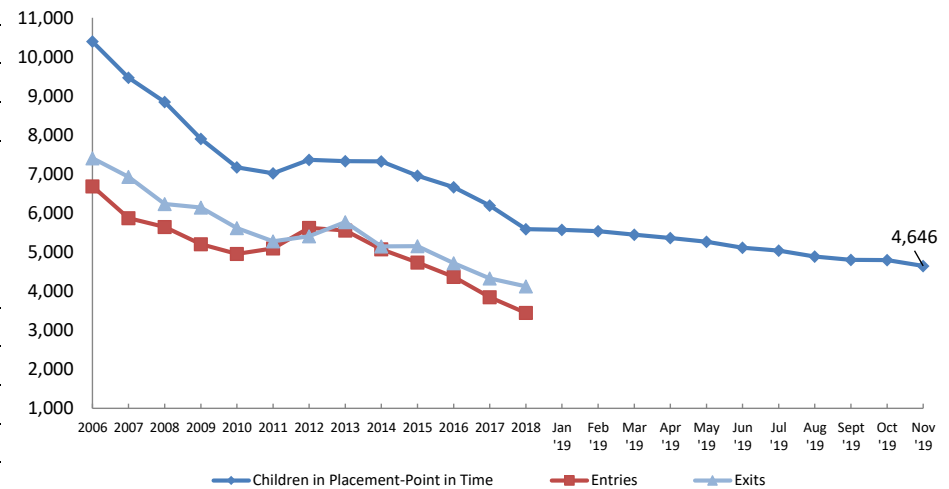
Effective June 2017, All DoW data is reported Monthly except for Residential DV shelters and Unmet Needs Data.

<sup>9</sup> 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.

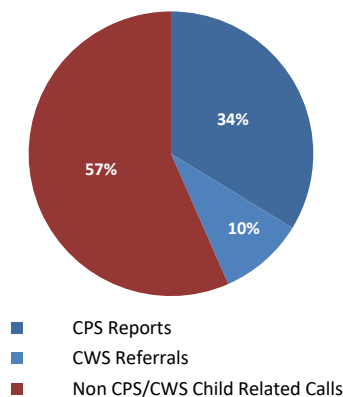
## Section I: Child Protection & Permanency

| CP&P Quick Facts                                          |       |       |        |                |
|-----------------------------------------------------------|-------|-------|--------|----------------|
| Data in this chart includes children up to age 20.99      |       |       | Nov-19 | Δ from Nov '18 |
| Families Under CP&P Supervision                           |       |       | 22,363 | -9%            |
| Children Under CP&P Supervision                           |       |       | 44,661 | -9%            |
| Children Receiving CP&P In-Home Services                  |       |       | 40,015 | -8%            |
| Children in CP&P Out-of-Home Placement                    |       |       | 4,646  | -19%           |
| Resource Family (non-Kin)                                 | 50.7% | 2,354 |        |                |
| Resource Family Kinship                                   | 39.8% | 1,848 |        |                |
| Group and Residential                                     | 7.6%  | 353   |        |                |
| Independent Living                                        | 2.0%  | 91    |        |                |
| Children Legally Free for Adoption (Excludes TPR Appeals) |       |       | 791    | -22%           |
| Finalized Adoptions to date (CY2019) - As of 11/30/2019   |       |       | 1,040  | 6%             |
| Children in Subsidized Kinship Legal Guardianship         |       |       | 1,591  | -7%            |
| Children in Subsidized Adoptions                          |       |       | 13,908 | 0%             |
| Entries to Care                                           |       |       | 169    | -25%           |
| Exits from Care                                           |       |       | 356    | -20%           |

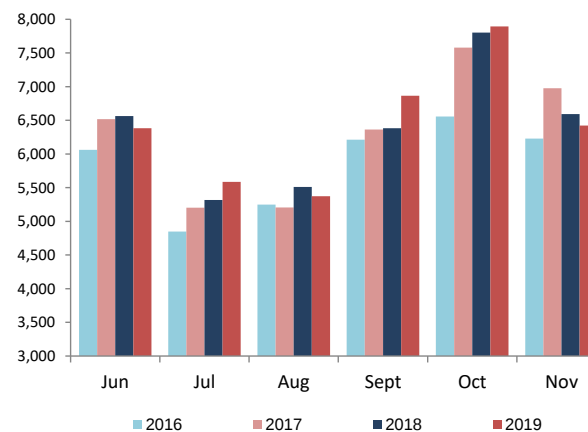
Children in Out-of-Home Placement:  
Annual Entries, Exits and Monthly Point in Time Children in Placement



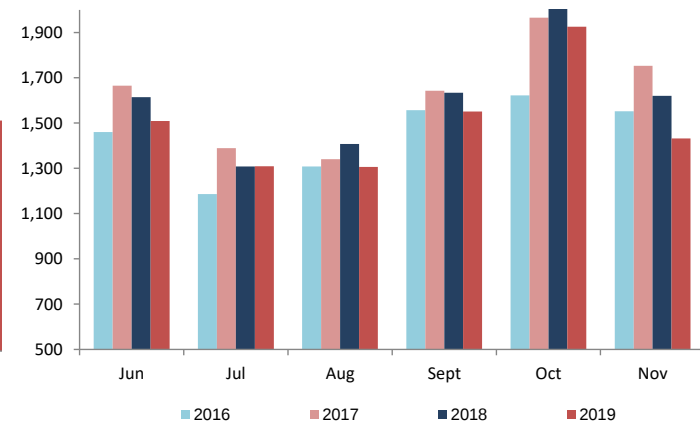
Total SCR Intakes  
n = 14,799



CPS & CWS Referrals

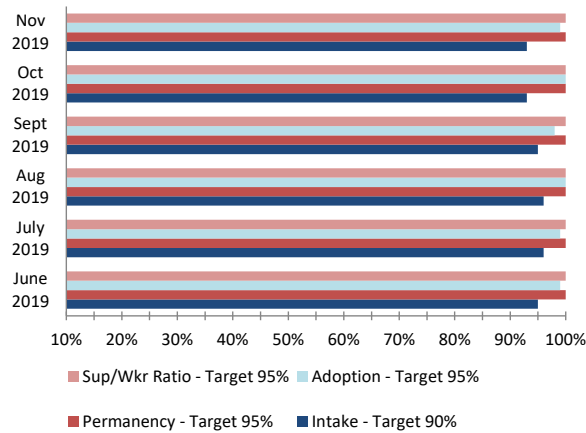


CWS Referrals Assigned to Local Offices

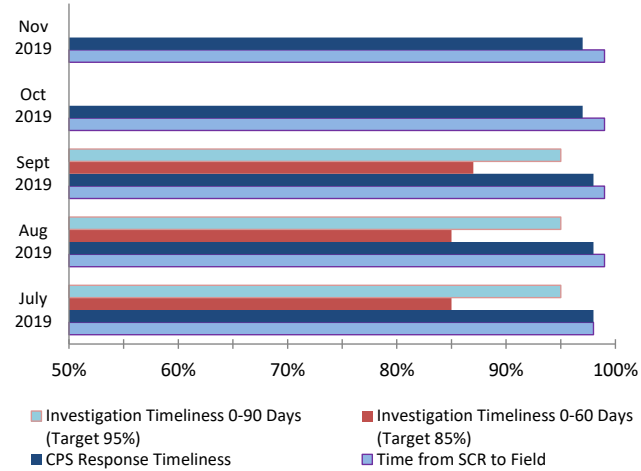


## Section I: Child Protection & Permanency

**Caseload Compliance  
(Individual Worker Level)**

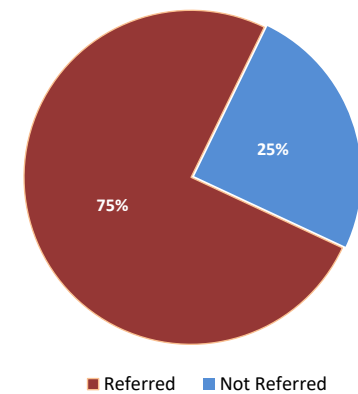


**Response and Investigation Timeliness**

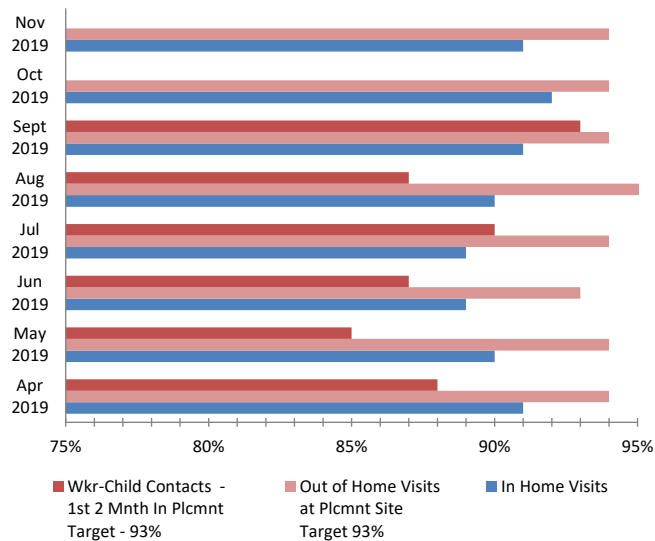


**Referrals to Early Intervention**

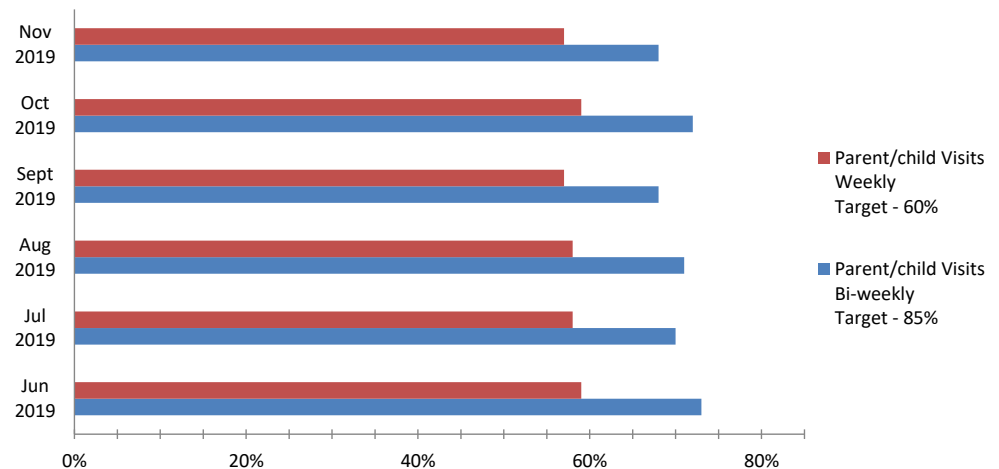
Oct-Nov 2019  
n = 182



**Worker - Child Visits**

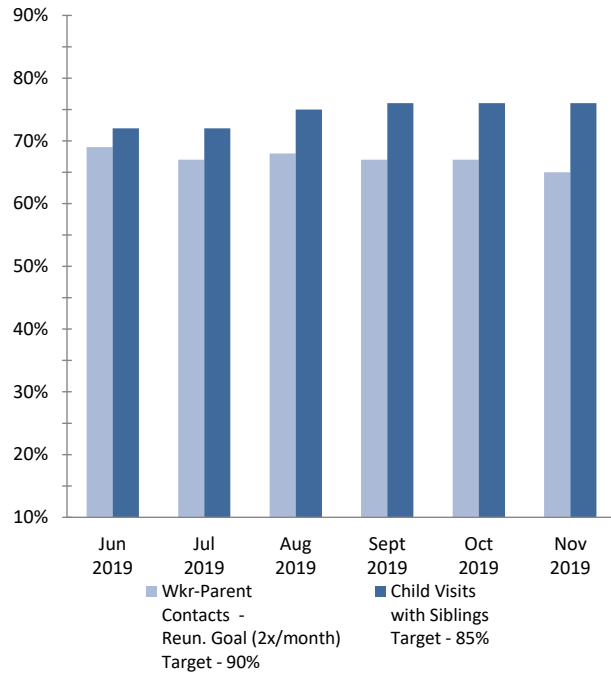


**Parent - Child Visits**

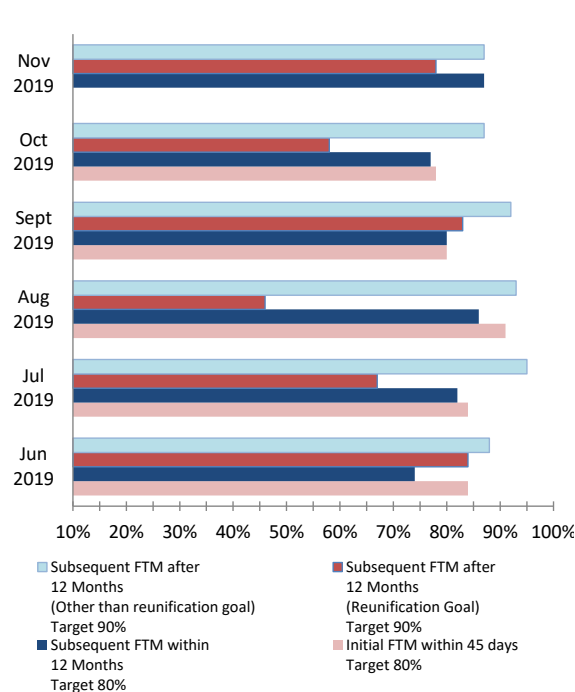


## Section I: Child Protection & Permanency

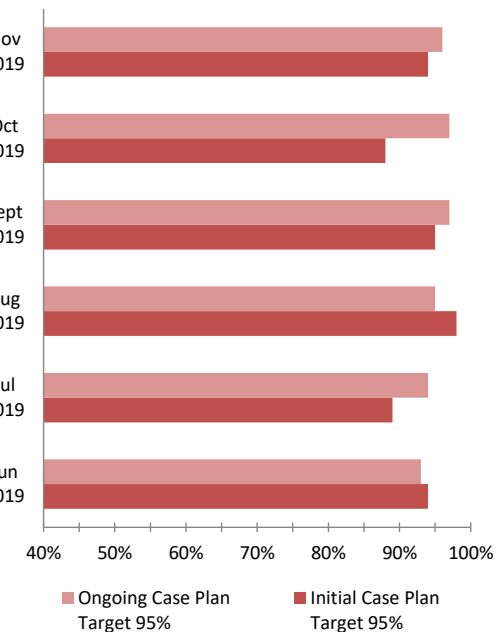
**Worker- Parent Visits & Sibling Visits**



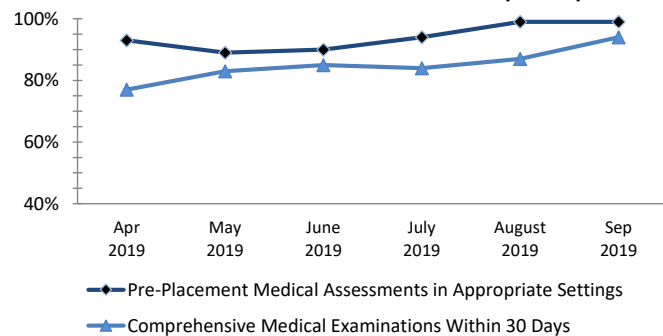
**Initial & Subsequent Family Team Meetings**



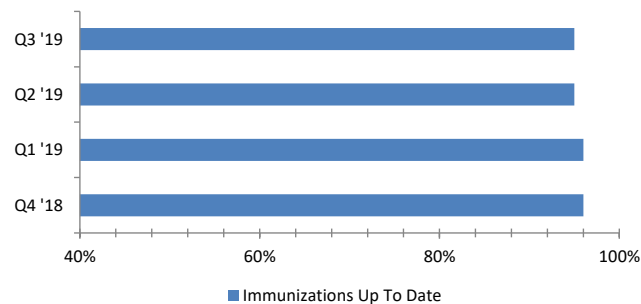
**Initial & Ongoing Case Plans**



**Medical Assessments for Children in Out of Home Placement (OOHP)**

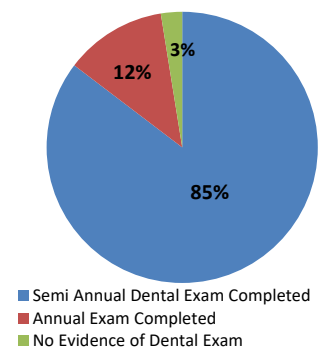


**Immunizations for Children in OOHP**



**Children in OOHP with Annual Dental Exams**

January - June 2018  
n=3,637



## Section II: Adolescent Services

### OAS Quick Facts (November 2019)

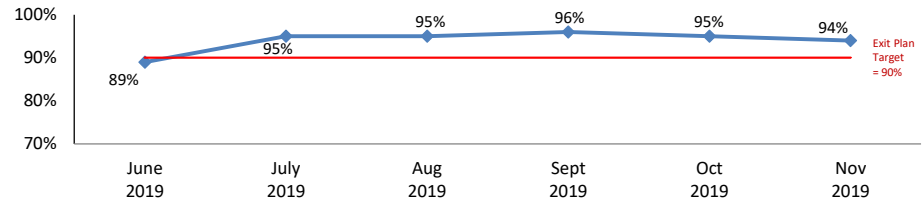
#### Youth 18-21

|                                                                                           |         |     |       |
|-------------------------------------------------------------------------------------------|---------|-----|-------|
| Youth 18-21 years old served by CP&P <sup>4</sup>                                         |         |     | 2,008 |
| Youth served "In Home" living with a parent/relative or living independently <sup>5</sup> |         |     | 1,722 |
| Youth served "Out-of-Home"                                                                |         |     | 286   |
| Family Based Setting                                                                      | (50.3%) | 144 |       |
| Congregate Care Setting                                                                   | (24.1%) | 69  |       |
| Independent Living                                                                        | (25.5%) | 73  |       |
| Youth Receiving Adoption or KLG Subsidy                                                   |         |     | 692   |

<sup>4</sup> 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.

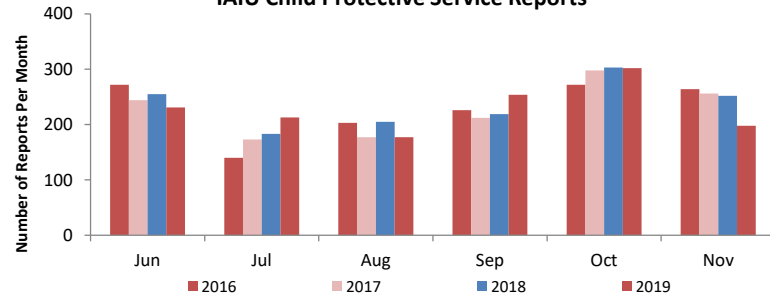
<sup>5</sup> The terms "out-of-home" and "in-home" may not be appropriate for all 18-21 year olds. Youth identified as "in-home" can either be residing with a parent/relative, or living independently. Any of these youth may be receiving services. These definitions are currently being reviewed to better 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, and 3) Youth that never achieved permanency.

### Completed Independent Living Assessments of Youth Ages 14-18 years

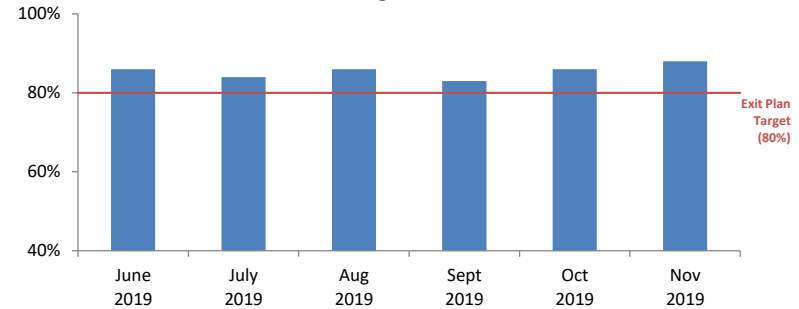


## Section III: Institutional Abuse Investigation Unit

### IAIU Child Protective Service Reports

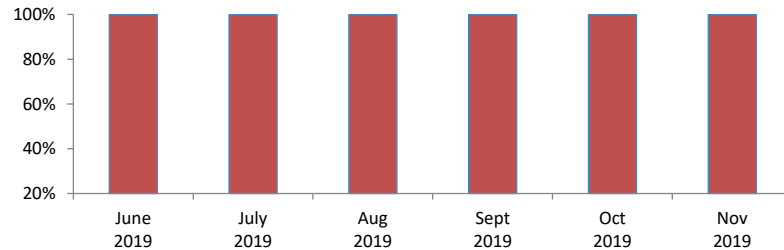


### IAIU Investigation Timeliness

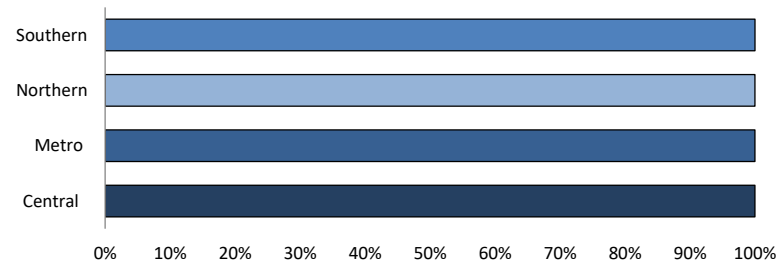


### IAIU Caseload Report Statewide

No more than 8 new investigations and 12 cases/month



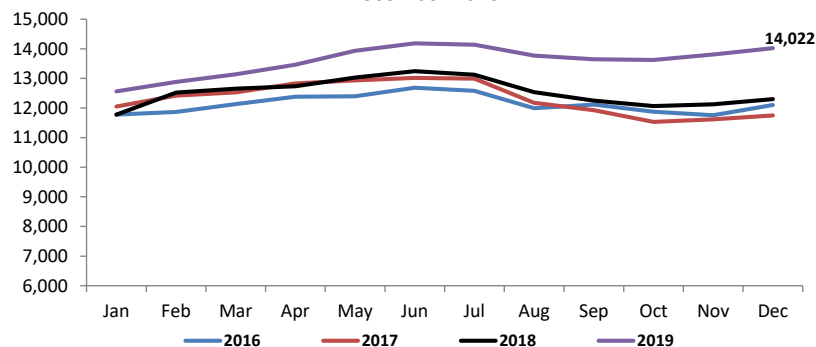
### IAIU Caseload Report by Region November 2019



## Section IV: Children's System of Care

**Children in Care Management**

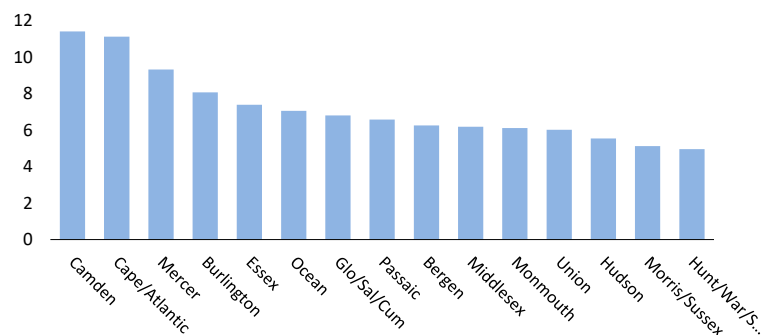
December 2019



**Rate of Children in Care Management by County**

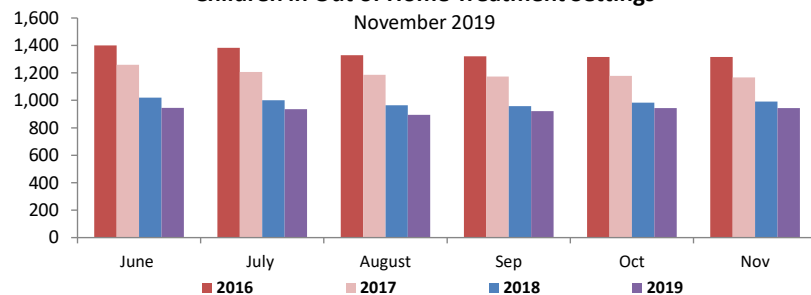
December 2019

n=14,022



**Children in Out of Home Treatment Settings**

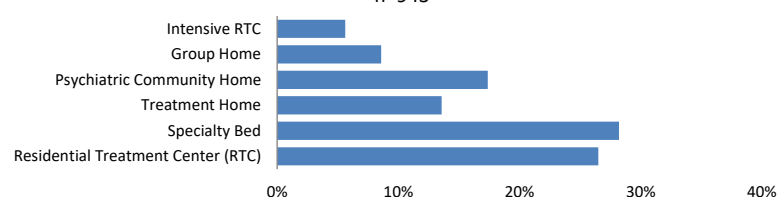
November 2019



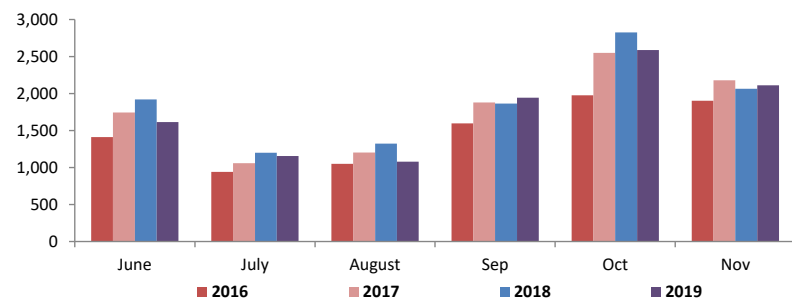
**Children in Out-of-Home Treatment Settings**

November 2019

n=943

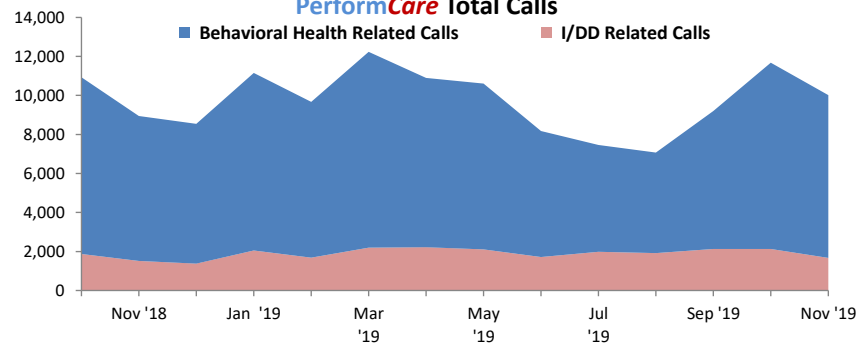


**Mobile Response Stabilization Services (MRSS) Dispatched**

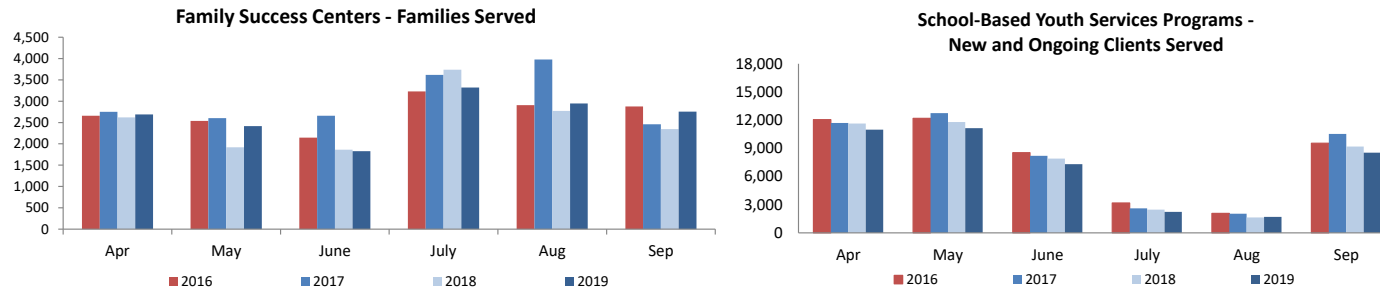


**PerformCare Total Calls**

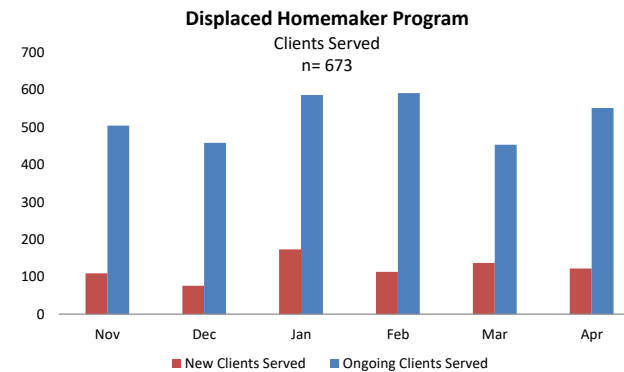
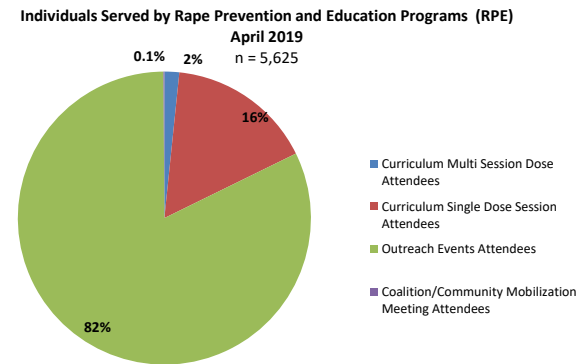
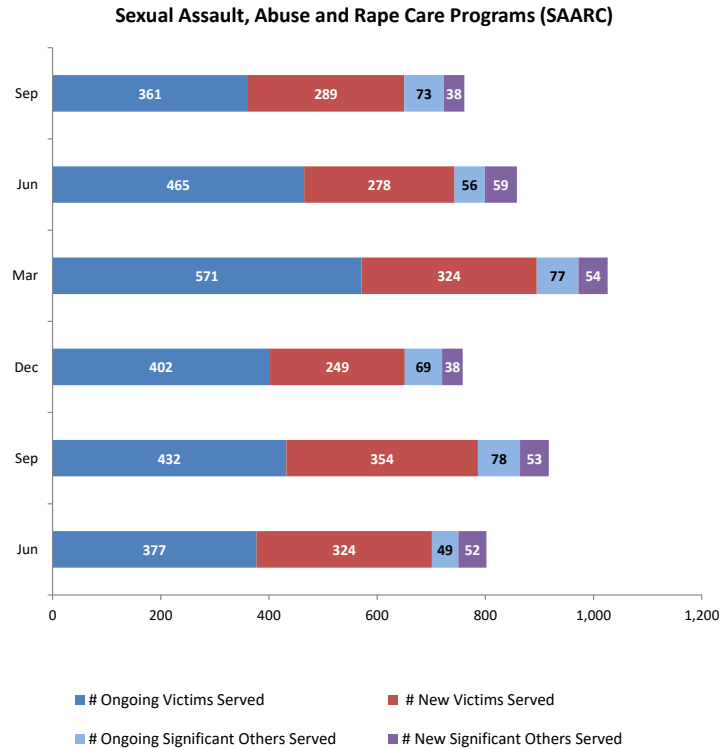
■ Behavioral Health Related Calls ■ I/DD Related Calls



## Section V: Family & Community Partnerships

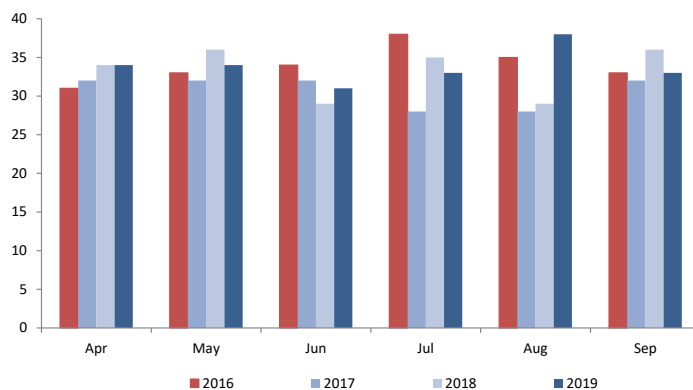


## Section VI: Division on Women

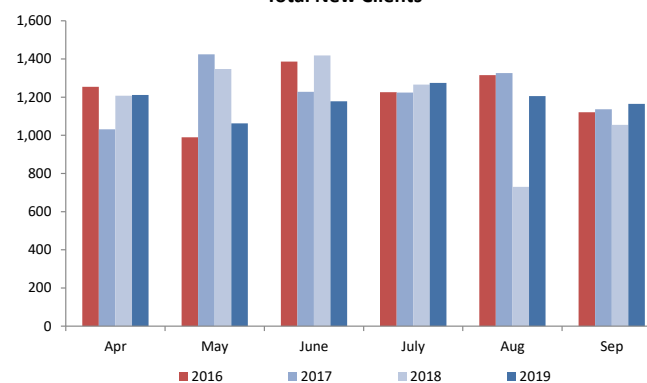


## Section VI: Division on Women

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

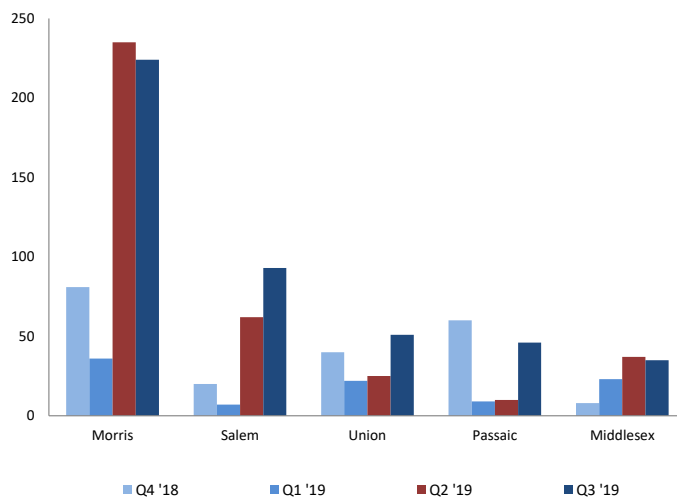


**Domestic Violence Services - Adults and Children  
Admitted to Residential and Non-Residential Services  
Total New Clients**



**Top 5 Counties with Residential DV Shelters Over Capacity**

Women and Children Not Admitted to Domestic Violence Shelters Due to Insufficient Space

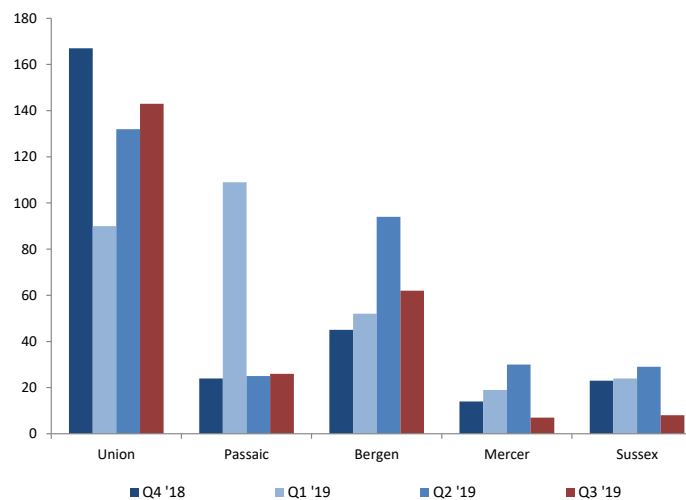


Non-admitted clients are offered referrals to other counties.  
Graph represents the 5 counties with most clients not admitted during the entire time period (sum of four quarters).

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

**Top 5 Counties with Unmet Need for Non-Residential DV Services**

Domestic Violence Victims Waiting for Non-Residential Services



Graph represents the 5 counties with most DV victims waiting for services during the entire time period (sum of four quarters).

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

| Local Office       | Met Target |           |            |            | Within 10% of Meeting Target |            |            |            |            | < 60% of Final Target |            |            |            |            |
|--------------------|------------|-----------|------------|------------|------------------------------|------------|------------|------------|------------|-----------------------|------------|------------|------------|------------|
|                    | 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      | 94%        | 98%       | 97%        | 92%        | 95%                          | 96%        | 74%        | 71%        | 100%       | 94%                   | 64%        | 55%        | 68%        | 82%        |
| Atlantic West      | 96%        | 91%       | 97%        | 94%        | 98%                          | 100%       | 100%       | 100%       | 100%       | 100%                  | 79%        | 62%        | 66%        | 73%        |
| Bergen Central     | 100%       | 100%      | 100%       | 97%        | 98%                          | 100%       | 100%       | 100%       | 86%        | 100%                  | 82%        | 58%        | 78%        | 84%        |
| Bergen South       | 100%       | 95%       | 99%        | 97%        | 99%                          | 95%        | 100%       | 80%        | 100%       | 100%                  | 82%        | 69%        | 74%        | 75%        |
| Burlington East    | 94%        | 95%       | 98%        | 84%        | 96%                          | 84%        | 94%        | 100%       | 91%        | 100%                  | 84%        | 53%        | 69%        | 84%        |
| Burlington West    | 98%        | 94%       | 95%        | 62%        | 92%                          | 58%        | 76%        |            | 90%        | 100%                  | 69%        | 62%        | 71%        | 86%        |
| Camden Central     | 90%        | 89%       | 92%        | 87%        | 92%                          | 98%        | 69%        | 67%        | 100%       | 71%                   | 70%        | 57%        | 72%        | 69%        |
| Camden East        | 95%        | 84%       | 96%        | 69%        | 90%                          | 82%        | 92%        | 50%        | 93%        | 100%                  | 62%        | 63%        | 66%        | 79%        |
| Camden North       | 82%        | 80%       | 95%        | 68%        | 89%                          | 65%        | 42%        | 0%         | 40%        | 94%                   | 66%        | 64%        | 76%        | 78%        |
| Camden South       | 89%        | 89%       | 97%        | 71%        | 91%                          | 77%        | 81%        | 100%       | 68%        | 85%                   | 63%        | 51%        | 68%        | 60%        |
| Cape May           | 87%        | 95%       | 97%        | 88%        | 96%                          | 100%       | 96%        | 0%         | 100%       | 81%                   | 85%        | 68%        | 81%        | 86%        |
| Cumberland East    | 97%        | 80%       | 96%        | 71%        | 89%                          | 63%        | 94%        |            | 100%       | 92%                   | 58%        | 51%        | 67%        | 73%        |
| Cumberland West    | 95%        | 99%       | 98%        | 67%        | 92%                          | 87%        | 96%        | 80%        | 100%       | 95%                   | 72%        | 44%        | 57%        | 68%        |
| Essex Central      | 86%        | 97%       | 91%        | 87%        | 97%                          | 65%        | 100%       | 100%       | 53%        | 96%                   | 67%        | 53%        | 71%        | 81%        |
| Essex North        | 93%        | 71%       | 98%        | 89%        | 97%                          | 40%        | 22%        | 0%         | 14%        | 75%                   | 40%        | 47%        | 55%        | 89%        |
| Essex South        | 100%       | 83%       | 91%        | 90%        | 96%                          | 82%        | 75%        | 0%         | 75%        | 100%                  | 66%        | 52%        | 64%        | 83%        |
| Gloucester East    | 100%       | 100%      | 98%        | 73%        | 89%                          | 90%        | 93%        |            | 53%        | 100%                  | 68%        | 69%        | 82%        | 84%        |
| Gloucester West    | 94%        | 89%       | 96%        | 79%        | 95%                          | 100%       | 73%        | 50%        | 93%        | 100%                  | 54%        | 61%        | 73%        | 77%        |
| Hudson Central     | 99%        | 75%       | 90%        | 83%        | 93%                          | 89%        | 73%        | 67%        | 67%        | 97%                   | 65%        | 56%        | 69%        | 70%        |
| Hudson North       | 100%       | 100%      | 95%        | 95%        | 97%                          | 75%        | 100%       | 100%       | 67%        | 100%                  | 72%        | 44%        | 57%        | 80%        |
| Hudson South       | 100%       | 87%       | 96%        | 94%        | 98%                          | 100%       | 76%        |            | 96%        | 100%                  | 62%        | 56%        | 66%        | 78%        |
| Hudson West        | 100%       | 100%      | 91%        | 95%        | 98%                          | 100%       | 80%        |            | 82%        | 100%                  | 73%        | 78%        | 80%        | 74%        |
| Hunterdon          | 100%       | 100%      | 93%        | 97%        | 100%                         | 50%        | 60%        | 100%       |            | 100%                  | 67%        | 18%        | 65%        | 26%        |
| Mercer North       | 92%        | 43%       | 81%        | 74%        | 93%                          | 82%        | 88%        | 50%        | 82%        | 90%                   | 40%        | 41%        | 56%        | 66%        |
| Mercer South       | 94%        | 76%       | 86%        | 78%        | 95%                          | 87%        | 74%        | 0%         | 100%       | 94%                   | 58%        | 50%        | 67%        | 55%        |
| Middlesex Central  | 70%        | 48%       | 90%        | 78%        | 93%                          | 47%        | 31%        |            | 100%       | 81%                   | 49%        | 56%        | 71%        | 80%        |
| Middlesex Coastal  | 94%        | 92%       | 96%        | 94%        | 98%                          | 59%        | 38%        | 100%       | 100%       | 79%                   | 56%        | 54%        | 63%        | 58%        |
| Middlesex West     | 93%        | 45%       | 77%        | 80%        | 93%                          | 46%        | 71%        | 43%        | 89%        | 69%                   | 36%        | 61%        | 69%        | 57%        |
| Monmouth North     | 100%       | 93%       | 98%        | 96%        | 99%                          | 92%        | 90%        | 100%       | 100%       | 100%                  | 89%        | 75%        | 79%        | 86%        |
| Monmouth South     | 100%       | 100%      | 99%        | 93%        | 98%                          | 95%        | 100%       | 0%         | 100%       | 100%                  | 88%        | 71%        | 82%        | 84%        |
| Morris East        | 100%       | 75%       | 100%       | 93%        | 97%                          | 100%       | 89%        |            | 100%       | 100%                  | 87%        | 70%        | 74%        | 93%        |
| Morris West        | 98%        | 85%       | 97%        | 79%        | 92%                          | 86%        | 100%       | 0%         | 100%       | 100%                  | 59%        | 74%        | 86%        | 75%        |
| Newark Center City | 100%       | 94%       | 96%        | 82%        | 95%                          | 100%       | 100%       | 100%       | 98%        | 100%                  | 65%        | 61%        | 73%        | 83%        |
| Newark Northeast   | 100%       | 100%      | 93%        | 85%        | 96%                          | 87%        | 56%        | 80%        | 94%        | 100%                  | 76%        | 55%        | 72%        | 83%        |
| Newark South       | 99%        | 90%       | 94%        | 94%        | 99%                          | 90%        | 93%        | 94%        | 100%       | 93%                   | 59%        | 49%        | 66%        | 79%        |
| Ocean North        | 99%        | 95%       | 99%        | 91%        | 97%                          | 81%        | 100%       |            | 100%       | 94%                   | 71%        | 56%        | 72%        | 61%        |
| Ocean South        | 98%        | 95%       | 96%        | 90%        | 97%                          | 97%        | 98%        | 100%       | 97%        | 100%                  | 79%        | 62%        | 73%        | 75%        |
| Passaic Central    | 95%        | 94%       | 98%        | 88%        | 95%                          | 95%        | 88%        | 100%       | 100%       | 79%                   | 80%        | 73%        | 77%        | 77%        |
| Passaic North      | 93%        | 97%       | 98%        | 86%        | 94%                          | 78%        | 36%        | 20%        | 96%        | 96%                   | 72%        | 58%        | 80%        | 69%        |
| Salem              | 99%        | 90%       | 97%        | 73%        | 95%                          | 92%        | 100%       | 100%       | 100%       | 83%                   | 75%        | 56%        | 73%        | 73%        |
| Somerset           | 100%       | 68%       | 95%        | 86%        | 97%                          | 86%        | 92%        | 100%       | 100%       | 100%                  | 63%        | 71%        | 79%        | 60%        |
| Sussex             | 97%        | 100%      | 99%        | 90%        | 95%                          | 96%        | 100%       | 100%       | 100%       | 100%                  | 83%        | 67%        | 82%        | 92%        |
| Union Central      | 99%        | 96%       | 88%        | 75%        | 93%                          | 76%        | 73%        |            | 94%        | 94%                   | 63%        | 49%        | 72%        | 70%        |
| Union East         | 93%        | 100%      | 90%        | 85%        | 95%                          | 42%        | 72%        | 43%        | 41%        | 86%                   | 62%        | 42%        | 64%        | 64%        |
| Union West         | 94%        | 81%       | 97%        | 83%        | 94%                          | 87%        | 44%        |            | 100%       | 73%                   | 58%        | 34%        | 62%        | 51%        |
| Warren             | 91%        | 100%      | 85%        | 87%        | 95%                          | 27%        | 53%        | 50%        | 75%        | 100%                  | 62%        | 60%        | 73%        | 54%        |
| Statewide          | 95%        | 88%       | 94%        | 85%        | 95%                          | 84%        | 81%        | 69%        | 90%        | 93%                   | 67%        | 57%        | 71%        | 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 '19-November '19   |
| M# 9      | Caseworker Visits with Children 2x/Month in 1st& 2nd Months of placement  | 93%          | April '19-September '19 |
| M# 10     | Monthly Caseworker Visits with Children at child's placement site         | 93%          | June '19-November '19   |
| M# 13     | Investigation Completion within 60 days                                   | 85%          | April '19-September '19 |
| M# 14     | Investigation Completion within 90 days                                   | 95%          | April '19-September '19 |
| M# 16     | Initial Family Team Meeting (FTMs) within 45 days of Child Removal        | 80%          | May '19-October '19     |
| M# 17     | 3 Subsequent FTMs within 12 Months of Child Removal                       | 80%          | June '19-November '19   |
| M# 18     | 3 Subsequent FTMs after 12 Months in Placement - Reunification Goal       | 90%          | June '19-November '19   |
| M# 19     | 2 Subsequent FTMs after 12 Months in Placement - Non - Reunification Goal | 90%          | June '19-November '19   |
| M# 22     | Initial Case Plans within 30 Days of Child Removal                        | 95%          | June '19-November '19   |
| M# 28     | Caseworker visits Parent 2x/Month                                         | 90%          | June '19-November '19   |
| M# 29     | Weekly Parent/Child Visits - Average weekly visits for 6 weeks.           | 60%          | 10/26/19-11/30/19       |
| M# 30     | Bi-weekly Parent-Child Visits                                             | 85%          | June '19-November '19   |
| M#31      | Sibling Visits                                                            | 85%          | June '19-November '19   |

## Worker and Office Caseads by Worker Type and by cal Office -November 2019

Met Target

< 70% of workers in compliance

| cal Office                   | <sup>1</sup> Intake |                          | <sup>2</sup> Permanency |                          | <sup>3</sup> Adoption |                          |
|------------------------------|---------------------|--------------------------|-------------------------|--------------------------|-----------------------|--------------------------|
|                              | Worker Compliance   | Office Compliant? Yes/No | Worker Compliance       | Office Compliant? Yes/No | Worker Compliance     | Office Compliant? Yes/No |
| Atlantic East                | 93%                 | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Atlantic West                | 100%                | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Bergen Central               | 100%                | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Bergen South                 | 94%                 | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Burlington East              | 100%                | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Burlington West              | 92%                 | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Camden Central               | 88%                 | No                       | 100%                    | Yes                      | 100%                  | Yes                      |
| Camden East                  | 59%                 | No                       | 100%                    | Yes                      | 80%                   | No                       |
| Camden North                 | 93%                 | Yes                      | 100%                    | Yes                      | 67%                   | No                       |
| Camden South                 | 81%                 | No                       | 100%                    | Yes                      | 100%                  | Yes                      |
| Cape May                     | 100%                | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Cumberland East              | 67%                 | No                       | 100%                    | Yes                      | 100%                  | Yes                      |
| Cumberland West              | 69%                 | No                       | 100%                    | Yes                      | 100%                  | Yes                      |
| Essex Central                | 100%                | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Essex North                  | 100%                | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Essex South                  | 100%                | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Gucester East                | 88%                 | No                       | 100%                    | Yes                      | 100%                  | Yes                      |
| Gucester 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                 | 100%                | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Mercer South                 | 70%                 | No                       | 100%                    | Yes                      | 100%                  | Yes                      |
| Middlesex Central            | 95%                 | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Middlesex Coastal            | 100%                | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Middlesex West               | 93%                 | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Monmouth North               | 97%                 | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Monmouth South               | 97%                 | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Morris East                  | 100%                | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Morris West                  | 100%                | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Newark Center City           | 100%                | Yes                      | 96%                     | Yes                      | 100%                  | Yes                      |
| Newark Northeast             | 92%                 | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Newark South                 | 96%                 | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Ocean North                  | 97%                 | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Ocean South                  | 97%                 | Yes                      | 97%                     | Yes                      | 100%                  | Yes                      |
| Passaic Central              | 100%                | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Passaic North                | 100%                | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| Salem                        | 29%                 | 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                   | 50%                 | No                       | 100%                    | Yes                      | 100%                  | Yes                      |
| Warren                       | 100%                | Yes                      | 100%                    | Yes                      | 100%                  | Yes                      |
| <b>Statewide<sup>4</sup></b> | <b>93%</b>          | <b>Yes</b>               | <b>100%</b>             | <b>Yes</b>               | <b>99%</b>            | <b>Yes</b>               |

### 1 Intake

- 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%

### 2 Permanency

- 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%

### 3 Adoption

- 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.