

Commissioner's Monthly Report November 2019

Christine Beyer Commissioner



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Sustainability and Exit Plan Performance as of June 2018 Monitor Report Release on February 5, 2019



TO BE MAINTAINED Successfully Maintained					
	Measure Description	Target	Performance		
	Intake Workers Caseload (Local Offices)	95%	96%	1	
	Intake Workers Caseload	90%	95%	1	
	Permanency Workers Caseload (Local Offices)	95%	100%	1	
	Permanency Workers Caseload	95%	100%	1	
Caseloads	Adoption Workers Caseload (Local Offices)	95%	98%	•	
Ca	Adoption Workers Caseload	95%	98%	1	
	Supervisor/Worker Ratio	95%	100%	1	
	IAIU Investigators Caseload	95%	100%	1	
	Adequacy of DAsG Staffing	100%	100%	1	
	Child Health Units	Met	Met	1	
	Timeliness of Investigation Completion (60 days)	85%	85%	•	
	Timeliness of Investigation Completion (90 days)	95%	95%	1	
	IAIU Timeliness of Investigation Completion (60 days)	80%	87%	1	
Se	Initial Family Team Meetings	80%	85%	1	
easun	Subsequent FTMs within 12 months	80%	78%	1	
Process Measures	Subsequent FTMs after 12 months Reunification Goal	90%	95%	1	
Pro	Subsequent FTMs after 12 months Other than Reunification Goal	90%	96%	1	
	Initial Case Plans- for Children Entering Placement	95%	95%	1	
	Timeliness of Current Plans	95%	98%	1	
	Caseworker Contacts with Children – NewPlacement/Placement Change	93%	90%	1	

TO BE MAINTAINED CONT. Successfully Maintained					
	Measure Description	Target	Performance		
ures	Caseworker Contact with Children in Placement	93%	95%	\	
Meas	Parent-Child Visits –weekly	60%	79%	>	
Process Measures	Parent-Child Visits – biweekly	85%	92%	1	
Pro	Independent Living Assessments	90%	91%	>	
ıally	Educational Needs	80%	86%	√	
Quality Measues Annually	Quality of Case Planning and Services	75%	74%	1	
easne	Housing (Jan - June 2018)	95%	88%	>	
lity Me	Employment/Education (Jan - June 2018)	85%	80%	>	
Qua	Quality Investigations (March 2018)	85%	91%	√	
	Placing Siblings groups of 2 & 3 (CY 2017)	80%	76%	>	
	Placing Siblings groups of 4 or More (CY 2017)	80%	83%	1	
	Recruitment for Sibling Homes Serving Four or More (CY 2018)	Met	Met	1	
٨	Placement Stability- First 12 Months in Care (CY 2016)	84%	85%	1	
Outcome Measures Annually	Placement Stability- Children in Care 13 –24 Months (CY 2015)	88%	94%	>	
asures	Abuse and Neglect of Children in Foster Care (CY 2017)	0.49%	0.24%	✓	
ome Me	Repeat Maltreatment In-home (CY 2016)	7.2%	6.5%	✓	
Outc	Maltreatment Post-Reunification (CY 2014)	6.9%	6.4%	1	
	Permanency within 12 Months (CY 2016)	42%	42%	1	
	Permanency within 36 Months (CY 2014)	80%	80%	1	
	Permanency within 48 Months (CY 2013)	86%	86%	1	
	Needs Assessment (July - Dec 2017)	Met	Met	✓	

FOUNDATIONAL ELEMENTS	
Data Transparency successfully maintained	1
Case Practice Model successfully maintained	1
State Central Registry successfully maintained	1
Appropriate Placements successfully maintained	1
Service Array successfully maintained	1
Medical/Behavioral Health Services successfully maintained	1
Training successfully maintained	1
Flexible Funding successfully maintained	1
Resource Family Care Support Rates successfully maintained	1
Permanency successfully maintained	1
Adoption Practice successfully maintained	1

TO BE ACHIEVED					
	Measure Description	Target	Performance		
Process Measures Monthly	Caseworker Contacts with Family When Goal is Reunification	90%	77%		
Proces M	Child Visits with Siblings	85%	75%		
nually	Quality of Teaming (CY 2017)	75%	59%		
Quality Measues Annually	Quality of Case Plans (CY 2017)	80%	53%		
Quality A	Services to Support Transitions (CY 2017)	80%	59%		
res Annually	Re-entry to Placement (CY 2015)	9%	11.2%		
Outcome Measures Annually	Permanency within 24 Months (CY 2015)	66%	64%		

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SUSTAINABILTY AND EXIT PLAN Key Performance Indicators On or About September 30th, 2019

"To Be Achieved" Measures						
	Month	1 Doufousson	Exit Plan	% to Meet		
	Worth	Wionth	¹ Performance	Target	Target	
CW Visits with Parent 2x/Month	September '19	67%	90%	-23%		
Child Visit with Siblings	September '19	76%	85%	-9%		

"To Be Maintained" Measures						
	Month	Performance	Exit Plan Target	% to Meet Target		
Initial FTMs within 45 days	August '19	91%	80%	0%		
Subsequent FTMs within 12 Months	September '19	80%	80%	0%		
Subsequent FTMs after 12 Months - Reunification Goal (n=29)	September '19	83%	90%	-7%		
Subsequent FTMs after 12 Months - Other than Reunification Goal	September '19	92%	90%	0%		
Investigation Timeliness CP&P 60 Days	July '19	85%	85%	0%		
Investigation Timeliness CP&P 90 Days	July '19	95%	95%	0%		
Investigation Timeliness IAIU	September '19	83%	80%	0%		
Initial Case Plans	September '19	95%	95%	0%		
Ongoing Case Plans	September '19	97%	95%	0%		
Parent-Child Weekly Visit ²	September '19	57%	60%	-3%		
Parent-Child Visits Biweekly	September '19	68%	85%	-17%		
CW Visits Child Monthly (at placement site) ³	September '19	94%	93%	0%		
CW Visits Child 2x/Month for first 2 Months in Placement	July '19	90%	93%	-3%		
Ind. Living Assessments 14-18 Years Old	September '19	96%	90%	0%		
Supervisor Worker Ratio	September '19	100%	95%	0%		
Caseloads: IAIU Investigators	September '19	100%	95%	0%		
Caseloads: Intake	August '19	96%	90%	0%		
Caseloads: Permanency	August '19	100%	95%	0%		
Caseloads: Adoption	August '19	100%	95%	0%		

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

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) September 2019: **97%.**



DCF At A Glance Dashboard

On or About September 30th, 2019

80,383
44,229
42,117
4,496
37,621
2,112
303
1,809
17,414
7,509
28,680
22,258
6,422

CSOC⁵ Quick Facts			
Youth Open with CSOC 2 (unduplicated count)	36,154		
DD Eligible Children (unduplicated count)	13,912		
MRSS: Dispatches in the month	1,943		
MRSS: Interventions (includes prior dispatches)	1,087		
Remained in same Living situation	95%		
Care Management: Children Served	13,624		
OOH Behavioral Health Settings: Children Served	922		
Placed out of State	1		
	•		
PerformCare Calls	9,203		
DD Related Calls	2,124		

14,995
35%
10%
14
98%
94%
243
•
1
94%
15,395

FSCs: Families Served ⁹ (April)	2,688
Home Visiting: Families Served ⁹ (April)	3,734
SBYSP: Clients Served (April)	10,992
DV Services: Clients Served (April)	1,211
Residential	17%
Non-Residential	83%
SAARC: Clients Served (April)	
Displaced Homemaker: Clients Served (April)	673
New Clients	18%
Rape Prevention Clients Served (April)	5,625

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.

⁷ The cumulative number of human trafficking referrals between **November 2013 and September 2019 was 886.** 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.

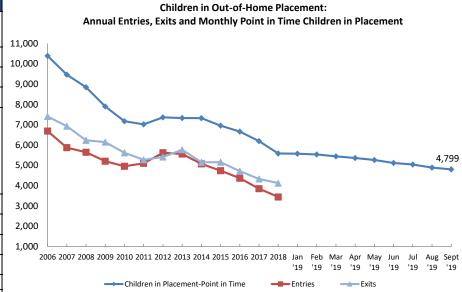
Effective June 2017, All DoW data is reported Monthly except for Residential DV shelters and Unmet Needs Data.

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.

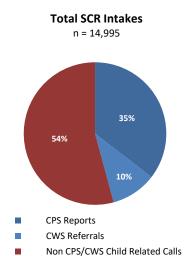


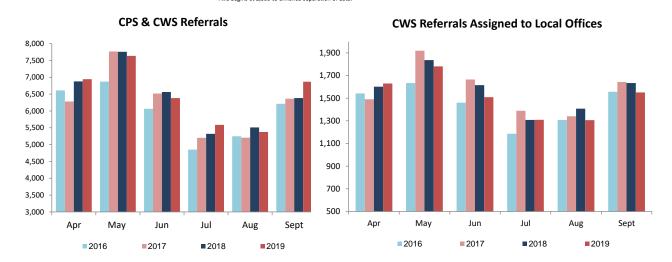
Section I: Child Protection & Permanency

CP&P Qu	iick Facts		<u>'</u>	1
Data in this chart includes children up to age 20.99			Sep-19	Δ from Sep '18
Families Under CP&P Supervision			22,258	-3%
Children Under CP&P Supervision			44,229	-3%
Children Receiving CP&P In-Home Services			39,430	-1%
Children in CP&P Out-of-Home Placement				
Resource Family (non-Kin)	51.5%	2,472		-19%
Resource Family Kinship	39.3%	1,887	4,799	
Group and Residential	7.3%	351		
Independent Living	1.9%	89		
Children Legally Free for Adoption (Excludes TPF	R Appeals)		968	-19%
Finalized Adoptions to date (CY2019) - As of 9/3	0/2019		740	14%
Children in Subsidized Kinship Legal Guardianship				-8%
Children in Subsidized Adoptions			13,807	0%
Entries to Care			243	-16%
Exits from Care			275	-1%



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.





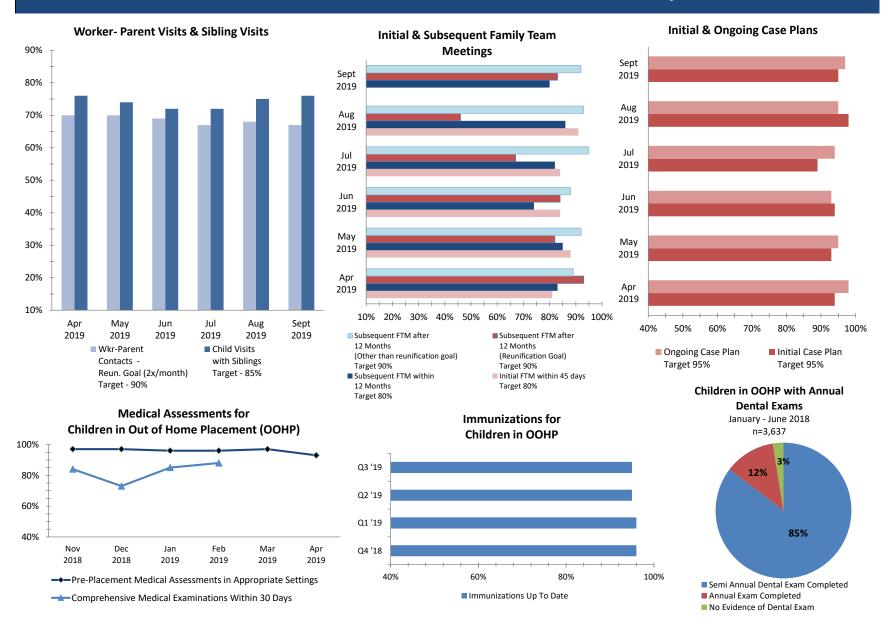


Section I: Child Protection & Permanency





Section I: Child Protection & Permanency





Section II: Adolescent Services

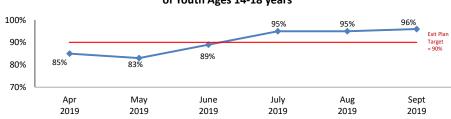
OAS Quick Facts (September 2019)

Youth 18-21

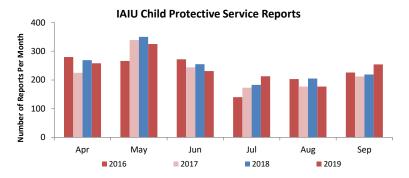
Youth 18-21 years old served by CP&P⁴						
Youth served "In Home" living with a parent/relative or living independently ⁵						
Youth served "Out-of-Home"						
Family Based Setting	(50.8%)	154	303			
Congregate Care Setting	(24.8%)	75	303			
Independent Living	(24.4%)	74				
Youth Receiving Adoption or KLG Subsidy			642			

⁴ 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

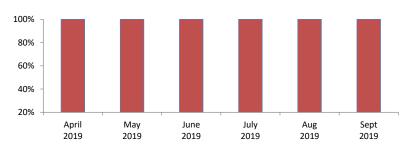


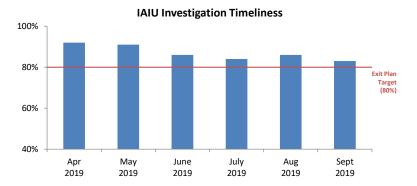
Section III: Institutional Abuse Investigation Unit



IAIU Caseload Report Statewide

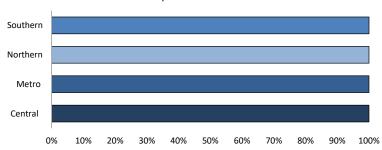
No more than 8 new investigations and 12 cases/month





IAIU Caseload Report by Region

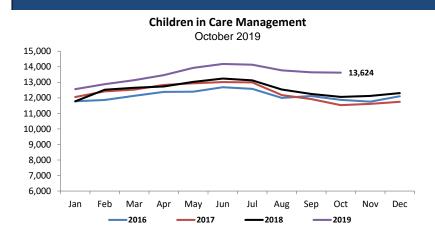
September 2019

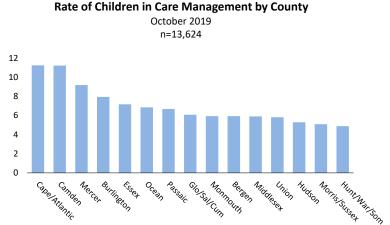


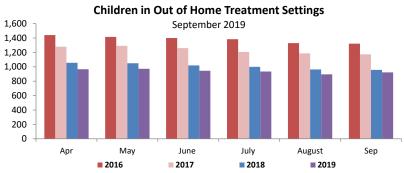
⁵ The terms "out-of-home" and "in-home" may not be appropriate for all 18-21 year olds. Youth identified as "in-home" can either be residing with a parent/relative, or living independently. Any of these youth may be receiving services. These definitions are currently being reviewed to better understand 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.

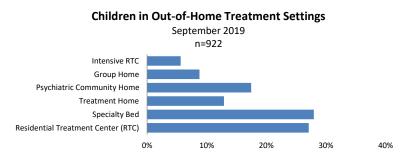


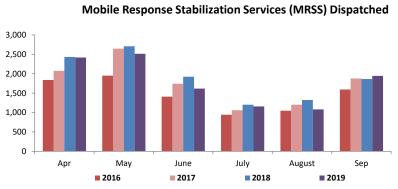
Section IV: Children's System of Care

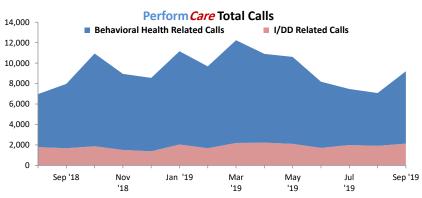












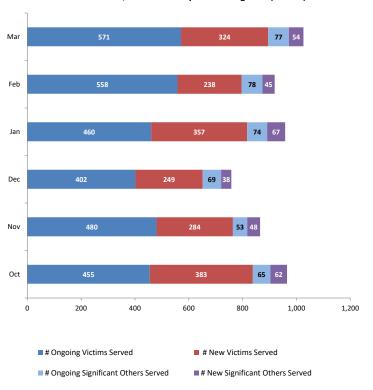


Section V: Family & Community Partnerships

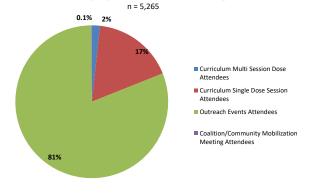


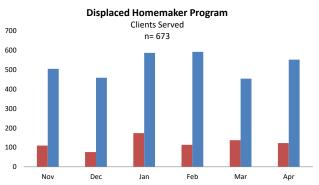
Section VI: Division on Women

Sexual Assault, Abuse and Rape Care Programs (SAARC)



Individuals Served by Rape Prevention and Education Programs (RPE)



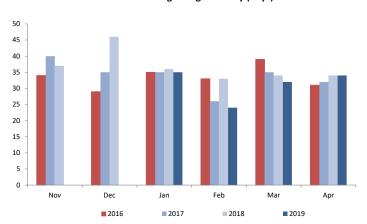


■ New Clients Served ■ Ongoing Clients Served



Section VI: Division on Women

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

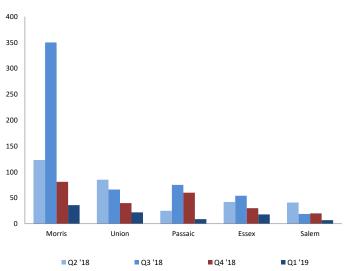


Domestic Violence Services - Adults and Children
Admitted to Residential and Non-Residential Services



Top 5 Counties with Residential DV Shelters Over Capacity

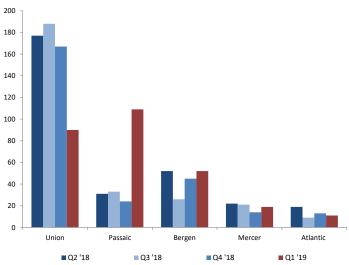
Women and Children Not Admitted to Domestic Violence Shelters Due to Insufficient Space



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).

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).

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

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

		Met Target			Within 10% of Meeting Target					< 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%	98%	96%	94%	97%	89%	76%	71%	100%	95%	62%	56%	67%	76%
Atlantic West	96%	91%	97%	93%	98%	91%	100%	80%	98%	100%	78%	58%	70%	70%
Bergen Central	98%	100%	99%	98%	99%	100%	81%	100%	92%	100%	81%	55%	82%	81%
Bergen South	100%	87%	98%	98%	99%	95%	100%	75%	100%	100%	84%	60%	72%	77%
Burlington East	96%	95%	97%	80%	96%	87%	100%	100%	91%	100%	87%	58%	74%	84%
Burlington West	99%	93%	94%	64%	93%	54%	77%	100%	90%	96%	67%	58%	73%	85%
Camden Central	91%	82%	92%	84%	90%	94%	65%	67%	100%	80%	68%	58%	68%	64%
Camden East	95%	88%	96%	69%	92%	76%	94%	82%	95%	100%	60%	48%	64%	78%
Camden North	84%	83%	96%	68%	90%	59%	36%	0%	55%	98%	71%	60%	78%	76%
Camden South	90%	91%	97%	73%	93%	88%	72%	100%	95%	85%	66%	49%	75%	66%
Cape May	88%	93%	97%	90%	95%	93%	97%	67%	100%	100%	87%	67%	81%	78%
Cumberland East	97%	83%	96%	83%	93%	73%	94%	0%	100%	91%	60%	59%	70%	71%
Cumberland West	92%	98%	99%	71%	93%	96%	100%	67%	100%	92%	69%	45%	54%	60%
Essex Central	88%	100%	93%	87%	97%	92%	100%	100%	47%	92%	70%	62%	74%	75%
Essex North	95%	75%	98%	88%	97%	50%	0%	67%	0%	80%	44%	49%	55%	91%
Essex South	95%	90%	93%	91%	97%	91%	86%	0%	80%	83%	67%	49%	63%	79%
Gloucester East	100%	98%	97%	68%	85%	88%	100%		100%	100%	71%	69%	84%	81%
Gloucester West	95%	89%	97%	78%	95%	90%	81%	100%	98%	97%	59%	63%	73%	77%
Hudson Central	95%	82%	86%	89%	96%	89%	73%	100%	75%	100%	65%	50%	70%	67%
Hudson North	100%	100%	97%	95%	97%	100%	100%		50%	100%	70%	32%	51%	76%
Hudson South	99%	84%	96%	93%	97%	100%	76%	100%	88%	100%	57%	58%	69%	73%
Hudson West	100%	94%	90%	95%	97%	75%	67%		100%	100%	63%	71%	76%	67%
Hunterdon	100%	100%	98%	95%	100%	50%	57%	100%		100%	75%	68%	86%	29%
Mercer North	96%	52%	85%	70%	93%	89%	90%	50%	70%	89%	46%	44%	63%	71%
Mercer South	94%	80%	84%	77%	94%	96%	78%		100%	90%	67%	53%	70%	57%
Middlesex Central	57%	36%	90%	73%	91%	24%	63%	100%	100%	85%	45%	48%	62%	71%
Middlesex Coastal	86%	81%	96%	93%	97%	50%	33%	100%	90%	77%	49%	56%	65%	60%
Middlesex West	83%	65%	78%	84%	94%	53%	70%	50%	67%	80%	43%	51%	62%	56%
Monmouth North	100%	94%	98%	95%	98%	100%	90%	100%	100%	100%	88%	67%	78%	85%
Monmouth South	100%	97%	99%	92%	98%	100%	100%	0%	100%	100%	88%	75%	83%	82%
Morris East	100%	100%	99%	93%	97%	100%	90%	0,1	100%	100%	88%	51%	72%	85%
Morris West	98%	75%	95%	82%	94%	57%	94%	50%	100%	100%	70%	52%	75%	70%
Newark Center City	100%	95%	94%	82%	95%	100%	95%	100%	100%	100%	68%	64%	76%	78%
Newark Northeast	100%	100%	92%	83%	95%	83%	52%	82%	96%	100%	79%	56%	77%	81%
Newark South	100%	97%	94%	89%	97%	96%	95%	100%	100%	91%	64%	49%	70%	83%
Ocean North	99%	96%	99%	89%	97%	93%	100%		100%	100%	71%	58%	77%	57%
Ocean South	99%	94%	96%	91%	97%	100%	98%	100%	100%	100%	79%	64%	71%	68%
Passaic Central	97%	100%	98%	87%	95%	91%	88%	100%	100%	83%	73%	70%	72%	81%
Passaic North	90%	100%	97%	87%	95%	93%	54%	57%	96%	94%	75%	69%	82%	65%
Salem	92%	85%	96%	70%	94%	92%	71%	100%	100%	84%	79%	63%	80%	71%
Somerset	98%	70%	95%	85%	96%	94%	92%	100%	100%	100%	62%	61%	71%	49%
Sussex	100%	100%	98%	93%	95%	100%	100%	100%	100%	100%	78%	75%	79%	85%
Union Central	98%	92%	92%	76%	93%	70%	89%	200,0	93%	100%	66%	60%	72%	66%
Union East	96%	100%	90%	85%	94%	75%	62%	67%	58%	77%	62%	50%	64%	64%
Union West	97%	86%	96%	87%	96%	94%	70%	0,,0	100%	84%	60%	46%	70%	55%
Warren	91%	100%	88%	89%	97%	75%	60%	0%	89%	100%	63%	64%	78%	43%
Statewide	95%	89%	94%	85%	95%	85%	82%	76%	91%	94%	69%	57%	72%	73%

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

Measure #	Description of the Measure		Time Period Analyzed
M# 6	Ongoing Case Plans	95%	April '19-September '19
M# 9	Caseworker Visits with Children 2x/Month in 1st& 2nd Months of placement	93%	February '19-July '19
M# 10	Monthly Caseworker Visits with Children at child's placement site	93%	April '19-September '19
M# 13	Investigation Completion within 60 days	85%	February '19-July '19
M# 14	Investigation Completion within 90 days	95%	February '19-July '19
M# 16	Initial Family Team Meeting (FTMs) within 45 days of Child Removal	80%	March '19-August '19
M# 17	3 Subsequent FTMs within 12 Months of Child Removal	80%	April '19-September '19
M# 18	3 Subsequent FTMs after 12 Months in Placement - Reunification Goal	90%	April '19-September '19
M# 19	2 Subsequent FTMs after 12 Months in Placement - Non - Reunification Goal	90%	April '19-September '19
M# 22	Initial Case Plans within 30 Days of Child Removal	95%	April '19-September '19
M# 28	Caseworker visits Parent 2x/Month	90%	April '19-September '19
M# 29	Weekly Parent/Child Visits - Average weekly visits for 6 weeks.	60%	08/24/2019-09/28/2019
M# 30	Bi-weekly Parent-Child Visits	85%	April '19-September '19
M#31	Sibling Visits	85%	April '19-September '19



Worker and Office Caseads by Worker Type and by cal Office -August 2019

		Met Target	< 70% of workers in compliance				
	¹ Int	take	² Perm	anency	³ Adoption		
cal Office	Worker	Office	Worker	Office	Worker	Office	
1	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	100%	Yes	100%	Yes	100%	Yes	
Camden Central	85%	No	100%	Yes	100%	Yes	
Camden East	81%	No	100%	Yes	100%	Yes	
Camden North	100%	Yes	100%	Yes	100%	Yes	
Camden South	77%	No	100%	Yes	100%	Yes	
Cape May	100%	Yes	100%	Yes	100%	Yes	
Cumberland East	91%	Yes	100%	Yes	100%	Yes	
Cumberland West	96%	Yes	100%	Yes	100%	Yes	
Essex Central	95%	Yes	100%	Yes	100%	Yes	
Essex North	100%	Yes	100%	Yes	100%	Yes	
Essex South	94%	Yes	100%	Yes	100%	Yes	
Gucester East	100%	Yes	100%	Yes	100%	Yes	
Gucester West	100%	Yes	100%	Yes	100%	Yes	
Hudson Central	96%	Yes	100%	Yes	67%	No	
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	96%	Yes	100%	Yes	100%	Yes	
Mercer South	65%	No	100%	Yes	100%	Yes	
Middlesex Central	100%	Yes	100%	Yes	100%	Yes	
Middlesex Coastal	100%	Yes	100%	Yes	100%	Yes	
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	100%	Yes	100%	Yes	100%	Yes	
Newark Center City	100%	Yes	100%	Yes	100%	Yes	
Newark Northeast	88%	No	100%	Yes	100%	Yes	
Newark South	100%	Yes	100%	Yes	100%	Yes	
Ocean North	100%	Yes	100%	Yes	100%	Yes	
Ocean South	91%	Yes	100%	Yes	100%	Yes	
Passaic Central	100%	Yes	100%	Yes	100%	Yes	
Passaic North	97%	Yes	100%	Yes	100%	Yes	
Salem	76%	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	
	10070	. 03	10070		20070		
Warren	100%	Yes	100%	Yes	100%	Yes	

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%

- 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.

- 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%

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