



NEW JERSEY DEPARTMENT OF  
CHILDREN AND FAMILIES

## Commissioner's Monthly Report February 2018

Christine Norbut Beyer  
Commissioner Designate

## 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%    | 100%        | ✓ |
|                                             | Adoption Workers Caseload                                          | 95%    | 97%         | ✓ |
|                                             | Supervisor/Worker Ratio                                            | 95%    | 100%        | ✓ |
|                                             | IAIU Investigators Caseload                                        | 95%    | 100%        | ✓ |
|                                             | Adequacy of DAsG Staffing                                          | 100%   | 100%        | ✓ |
|                                             | Child Health Units                                                 | Met    | Met         | ✓ |
| Process Measures                            | Timeliness of Investigation Completion (60 days)                   | 85%    | 84%         | ✓ |
|                                             | Timeliness of Investigation Completion (90 days)                   | 95%    | 95%         | ✓ |
|                                             | IAIU Timeliness of Investigation Completion (60 days)              | 80%    | 83%         | ✓ |
|                                             | Initial Family Team Meetings                                       | 80%    | 84%         | ✓ |
|                                             | Subsequent FTMs within 12 months                                   | 80%    | 74%         | ✓ |
|                                             | Subsequent FTMs after 12 months –Reunification Goal                | 90%    | 80%         | ✓ |
|                                             | Initial Case Plans- for Children Entering Placement                | 95%    | 96%         | ✓ |
|                                             | Timeliness of Current Plans                                        | 95%    | 95%         | ✓ |
|                                             | Caseworker Contacts with Children – NewPlacement/ Placement Change | 93%    | 93%         | ✓ |

| TO BE MAINTAINED CONT.<br>Successfully Maintained |                                                               |        |             |   |
|---------------------------------------------------|---------------------------------------------------------------|--------|-------------|---|
|                                                   | Measure Description                                           | Target | Performance |   |
| Process Measures                                  | Caseworker Contact with Children in Placement                 | 93%    | 98%         | ✓ |
|                                                   | Parent-Child Visits –weekly                                   | 60%    | 85%         | ✓ |
|                                                   | Parent-Child Visits – biweekly                                | 85%    | 96%         | ✓ |
|                                                   | Independent Living Assessments                                | 90%    | 88%         | ✓ |
| Quality Measures Annually                         | Educational Needs                                             | 80%    | 87%         | ✓ |
|                                                   | Quality of Case Planning and Services                         | 75%    | 63%         | ✓ |
|                                                   | Housing (July - Dec 2016)                                     | 95%    | 95%         | ✓ |
|                                                   | Employment/Education (July - Dec 2016)                        | 85%    | 90%         | ✓ |
| Outcome Measures Annually                         | Placing Siblings groups of 2 & 3 (CY 2016)                    | 80%    | 78%         | ✓ |
|                                                   | Placing Siblings groups of 4 or More (CY 2016)                | 80%    | 84%         | ✓ |
|                                                   | Recruitment for Sibling Homes Serving Four or More (CY 2016)  | Met    | Met         | ✓ |
|                                                   | Placement Stability- Children in Care 13 –24 Months (CY 2014) | 88%    | 95%         | ✓ |
|                                                   | Abuse and Neglect of Children in Foster Care (CY 2016)        | 0.49%  | 0.11%       | ✓ |
|                                                   | Repeat Maltreatment In-home (CY 2015)                         | 7.2%   | 6.5%        | ✓ |
|                                                   | Maltreatment Post-Reunification (CY 2013)                     | 6.9%   | 6.5%        | ✓ |
|                                                   | Permanency within 12 Months (CY 2015)                         | 42%    | 42%         | ✓ |

| 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  | Subsequent FTMs after 12 months Other than Reunification Goal | 90%    | 85%         | □ |
|                           | Caseworker Contacts with Family When Goal is Reunification    | 90%    | 84%         | □ |
|                           | Child Visits with Siblings                                    | 85%    | 76%         | □ |
| Quality Measures Annually | Quality Investigations (June 2016)                            | 85%    | 83%         | □ |
|                           | Quality of Teaming (CY 2016)                                  | 75%    | 49%         | □ |
|                           | Quality of Case Plans (CY 2016)                               | 80%    | 49%         | □ |
|                           | Services to Support Transitions (CY 2016)                     | 80%    | 66%         | □ |
|                           | Needs Assessment (July - Dec 2016)                            | n/a    | Partial     | □ |
| Outcome Measures Annually | Placement Stability- Children in Care 13 –24 Months (CY 2015) | 84%    | 84%         | □ |
|                           | Re-entry to Placement (CY 2014)                               | 9%     | 12%         | □ |
|                           | Permanency within 24 Months (CY 2014)                         | 66%    | 65%         | □ |
|                           | Permanency within 36 Months (CY 2013)                         | 80%    | 78%         | □ |
|                           | Permanency within 48 Months (CY 2012)                         | 86%    | 85%         | □ |

**SUSTAINABILITY AND EXIT PLAN**  
**Key Performance Indicators**  
**On or About December 31, 2017**

**"To Be Achieved" Measures**

|                                                                  | Month        | <sup>1</sup> Performance | Exit Plan Target | % to Meet Target |                                                                                     |
|------------------------------------------------------------------|--------------|--------------------------|------------------|------------------|-------------------------------------------------------------------------------------|
| Subsequent FTM's after 12 Months - Other than Reunification Goal | December '17 | 97%                      | 90%              | 0%               |  |
| CW visits Parent 2x/Month                                        | December '17 | 70%                      | 90%              | -20%             |  |
| Child Visit with Siblings                                        | December '17 | 74%                      | 85%              | -11%             |  |

**"To Be Maintained" Measures**

|                                                              | Month        | Performance | Exit Plan Target | % to Meet Target |                                                                                       |
|--------------------------------------------------------------|--------------|-------------|------------------|------------------|---------------------------------------------------------------------------------------|
| Initial FTM's within 45 days                                 | November '17 | 82%         | 80%              | 0%               |    |
| Subsequent FTM's within 12 Months                            | December '17 | 77%         | 80%              | -3%              |    |
| Subsequent FTM's after 12 Months - Reunification Goal (n=20) | December '17 | 85%         | 90%              | -5%              |    |
| Investigation Timeliness CP&P 60 days                        | October '17  | 87%         | 85%              | 0%               |    |
| Investigation Timeliness CP&P 90 days                        | October '17  | 95%         | 95%              | 0%               |    |
| Investigation Timeliness IAIU                                | December '17 | 82%         | 80%              | 0%               |    |
| Initial Case Plans                                           | December '17 | 94%         | 95%              | -1%              |    |
| Ongoing Case Plans                                           | December '17 | 97%         | 95%              | 0%               |    |
| Parent-Child Weekly Visit <sup>2</sup>                       | December '17 | 62%         | 60%              | 0%               |    |
| Parent-Child Visits Biweekly                                 | December '17 | 76%         | 85%              | -9%              |    |
| CW visits Child Monthly (at placement site) <sup>3</sup>     | December '17 | 96%         | 93%              | 0%               |    |
| CW visits Child 2x/Month for first 2 Months in placement     | October '17  | 95%         | 93%              | 0%               |  |
| Ind. Living Assessments 14-18 yrs                            | December '17 | 93%         | 90%              | 0%               |  |
| Supervisor Worker Ratio                                      | December '17 | 100%        | 95%              | 0%               |  |
| Caseloads: IAIU Investigators                                | December '17 | 100%        | 95%              | 0%               |  |
| Caseloads: Intake                                            | December '17 | 97%         | 90%              | 0%               |  |
| Caseloads: Permanency                                        | December '17 | 100%        | 95%              | 0%               |  |
| Caseloads: Adoption                                          | December '17 | 97%         | 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) December 2017 **98%**.

## DCF At Glance Dashboard

On or About December 31, 2017

| DCF At a Glance                                            |               | CSOC <sup>5</sup> Quick Facts                          |               |
|------------------------------------------------------------|---------------|--------------------------------------------------------|---------------|
| <b>DCF: Total Children Served in the Month<sup>1</sup></b> | <b>83,655</b> | <b>Youth Open with CSOC (unduplicated count)</b>       | <b>35,304</b> |
| <b>CP&amp;P: Children/Youth Served</b>                     | <b>48,351</b> | <b>DD Eligible Children (unduplicated count)</b>       | <b>14,301</b> |
| OOH Setting (< 18)                                         | 5,859         | <b>MRSS: Dispatches in the month</b>                   | <b>1,907</b>  |
| In-Home Setting (< 18)                                     | 40,413        | <b>MRSS: Interventions (includes prior dispatches)</b> | <b>2,439</b>  |
| Youth 18-21                                                | 2,079         | Remained in same Living situation                      | 97%           |
| OOH Setting (>18)                                          | 332           |                                                        |               |
| <b>Youth Open with CSOC<sup>2</sup></b>                    | <b>35,304</b> | <b>Care Management: Children Served</b>                | <b>11,777</b> |
|                                                            |               | <b>OOH Behavioral Health Settings: Children Served</b> | <b>1,101</b>  |
| <b>FCP: Total Clients Served<sup>3</sup></b>               | <b>20,020</b> | Placed out of State                                    | 1             |
| <b>DOW: Total Clients Served (Monthly)</b>                 | <b>7,238</b>  |                                                        |               |
| <b>DCF: Families Served in the Month<sup>4</sup></b>       | <b>31,189</b> | <b>PerformCare Calls</b>                               | <b>8,357</b>  |
| <b>CP&amp;P</b>                                            | <b>24,294</b> | DD Related Calls                                       | 1,260         |
| <b>FCP (Family Success Centers &amp; Home Visiting)</b>    | <b>6,895</b>  | Sandy Related Calls                                    | 184           |

|                                                            |               |                                                       |               |
|------------------------------------------------------------|---------------|-------------------------------------------------------|---------------|
|                                                            |               |                                                       |               |
| <b>Hotline Referrals</b>                                   | <b>14,194</b> | <b>FSCs: Families Served (November)</b>               | <b>2,880</b>  |
| CPS Reports                                                | 32%           | <b>Home Visiting: Families Served (November)</b>      | <b>4,015</b>  |
| CWS Referrals                                              | 11%           | <b>SBYSP: Clients Served (November)</b>               | <b>13,125</b> |
| Number of Human Trafficking Referrals <sup>7</sup>         | 18            |                                                       |               |
| <b>Response Timeliness</b>                                 | <b>98%</b>    | <b>DV Services: Clients Served (November)</b>         | <b>1,159</b>  |
| <b>Monthly Staff Contacts/Children OOH (December 2017)</b> | <b>96%</b>    | Residential                                           | 19%           |
| <b>Entries to Care</b>                                     | <b>284</b>    | Non-Residential                                       | 81%           |
| <b>Shelter Placements (November 2017)</b>                  |               | <b>SAARC: Clients Served (November)</b>               | <b>662</b>    |
| Children under 13 placed in shelters                       | 1             | <b>Displaced Homemaker: Clients Served (November)</b> | <b>461</b>    |
| Youth > 13 in shelters less than 30 days <sup>8</sup>      | 96%           | New Clients                                           | 29%           |
| <b>Subsidized Adoptions/KLG</b>                            |               | <b>Rape Prevention Clients Served (November)</b>      | <b>4,956</b>  |
| (Includes Subsidized Adoptions and subsidized KLGs)        | <b>15,916</b> |                                                       |               |

<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 **December 2017** was **625**. 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.

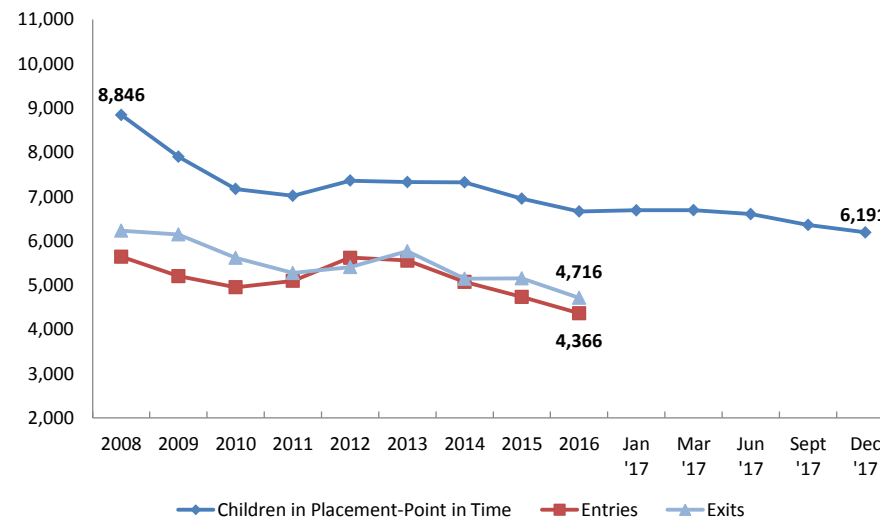
\*OOH Behavioral Health Settings: Children Served - Excludes Youth in Detention Alternatives and Diagnostic Settings.

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

## Section I: Child Protection & Permanency

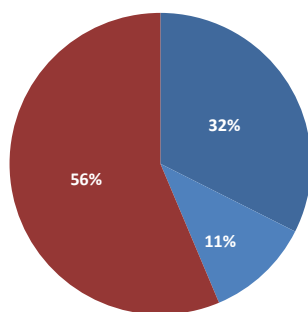
| CP&P Quick Facts                                          |        |                 |
|-----------------------------------------------------------|--------|-----------------|
| Data in this chart includes children up to age 20.99      | Dec-17 | Δ from Dec 2016 |
| Families Under CP&P Supervision                           | 24,294 | 0%              |
| Children Under CP&P Supervision                           | 48,351 | 1%              |
| Children Receiving CP&P In-Home Services                  | 42,160 | 2%              |
| Children in CP&P Out-of-Home Placement                    |        |                 |
| Resource Family (non-Kin)                                 | 53.0%  |                 |
| Resource Family Kinship                                   | 37.6%  |                 |
| Group and Residential                                     | 7.6%   |                 |
| Independent Living                                        | 1.8%   |                 |
| Children Legally Free for Adoption (Excludes TPR Appeals) | 939    | 2%              |
| Finalized Adoptions to date (CY2017) - As 12/31/2017      | 1,089  | -6%             |
| Children in Subsidized Kinship Legal Guardianship         | 1,832  | -4%             |
| Children in Subsidized Adoptions                          | 14,084 | 0%              |
| Entries to Care                                           | 284    | -6%             |
| Exits from Care                                           | 373    | -11%            |

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



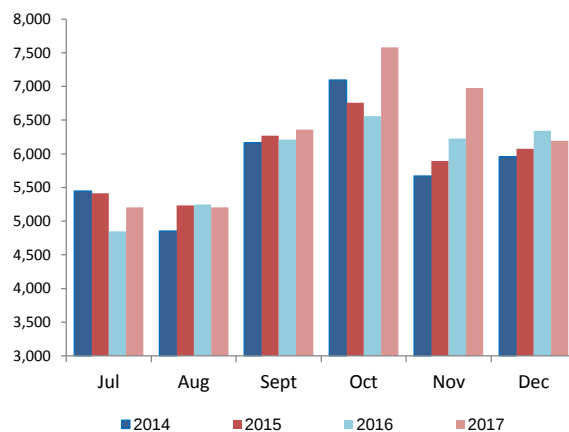
Total SCR Intakes

n = 14,194

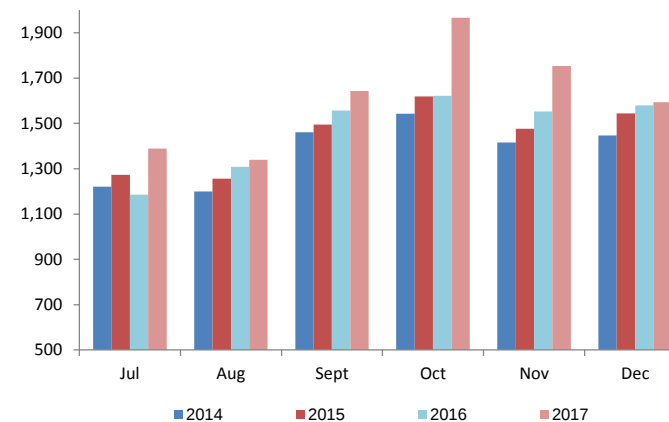


- CPS Reports
- CWS Referrals
- Non CPS/CWS Child Related Calls

CPS & CWS Referrals

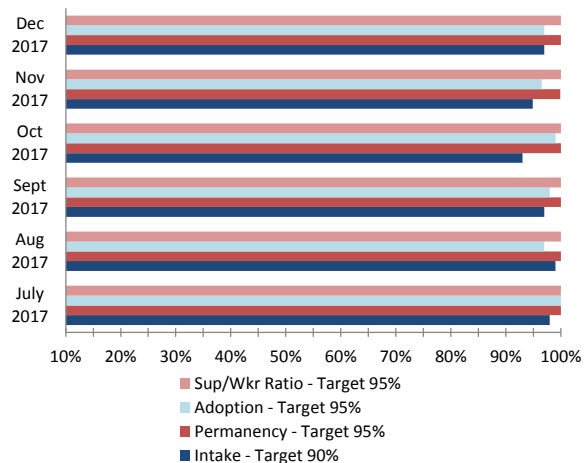


CWS Referrals Assigned to Local Offices

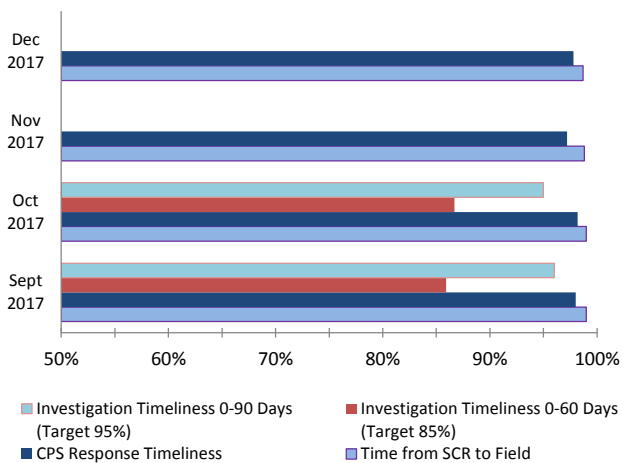


## Section I: Child Protection & Permanency

**Caseload Compliance  
(Individual Worker Level)**



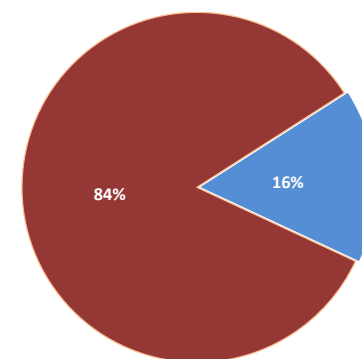
**Response and Investigation Timeliness**



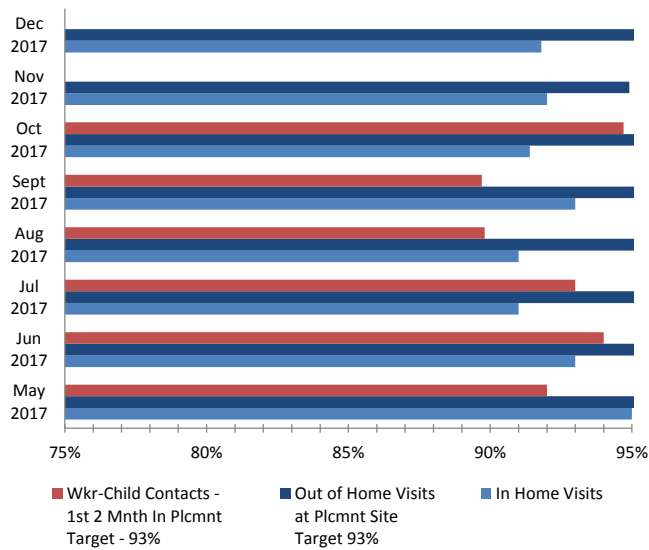
**Referrals to Early Intervention**

October-December 2017

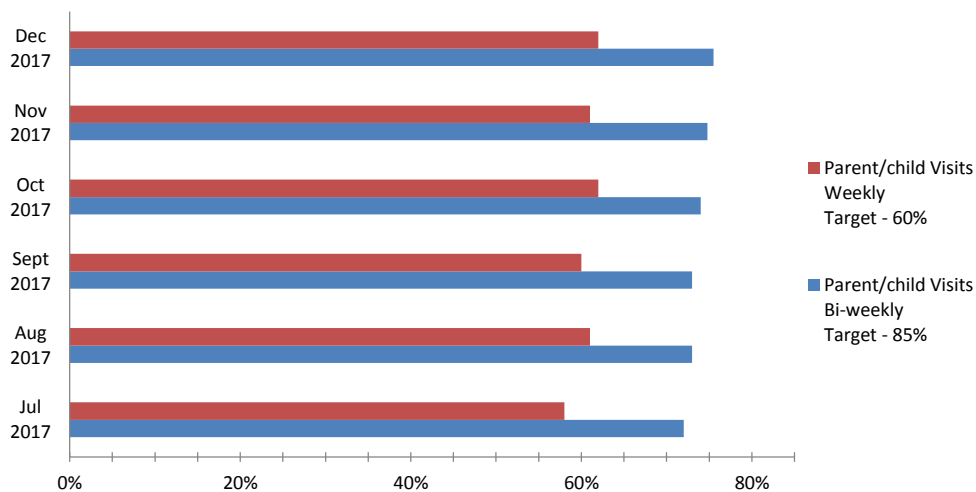
n=363



**Worker - Child Visits**

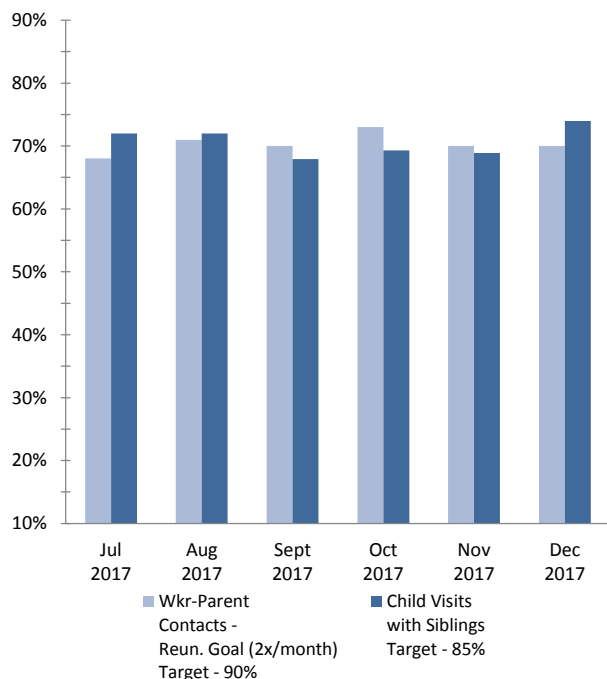


**Parent - Child Visits**

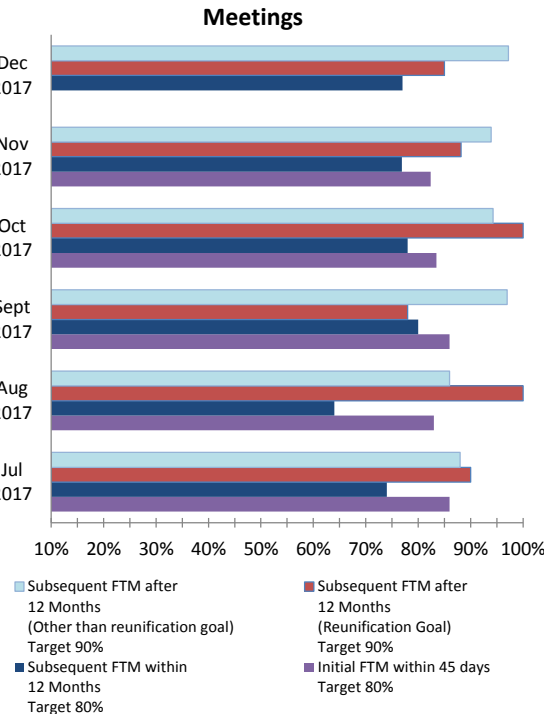


## Section I: Child Protection & Permanency

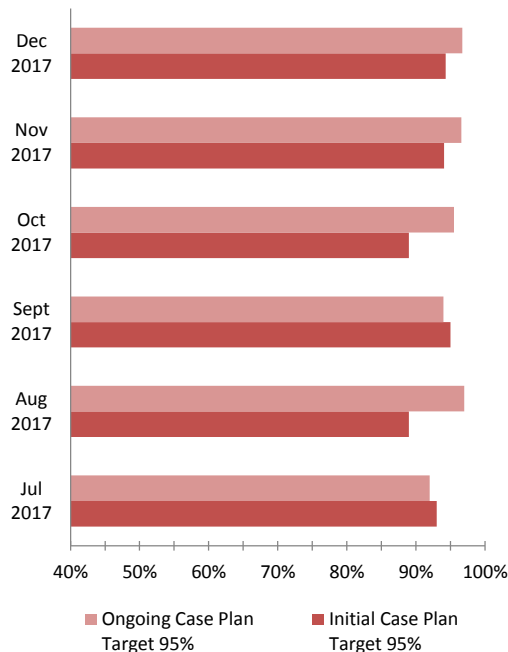
Worker- Parent Visits & Sibling Visits



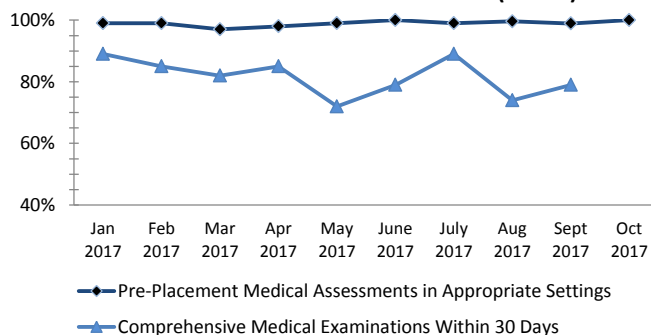
Initial & Subsequent Family Team Meetings



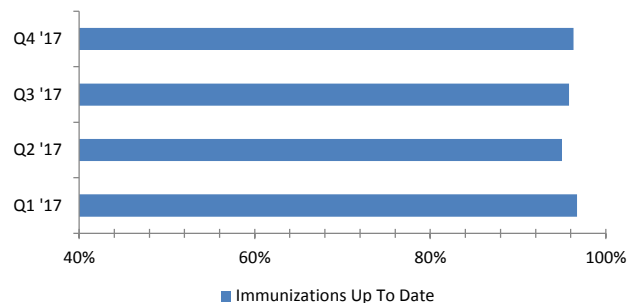
Initial & Ongoing Case Plans



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

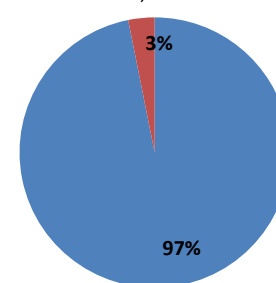


Immunizations for Children in OOHP



Children in OOHP with Annual Dental Exams

June 2017  
n=4,003



## Section II: Adolescent Services

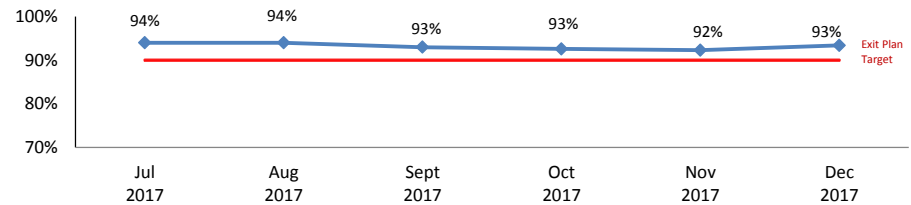
OAS Quick Facts (December 2017)  
Youth 18-21

|                                                                                           |       |
|-------------------------------------------------------------------------------------------|-------|
| Youth 18-21 years old served by CP&P <sup>4</sup>                                         | 2,079 |
| Youth served "In Home" living with a parent/relative or living independently <sup>5</sup> | 1,747 |
| Youth served "Out-of-Home"                                                                | 332   |
| Family Based Setting (57.5%)                                                              |       |
| Congregate Care Setting (19.0%)                                                           |       |
| Independent Living (23.5%)                                                                |       |
| Youth Receiving Adoption or KLG Subsidy                                                   | 768   |

<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.

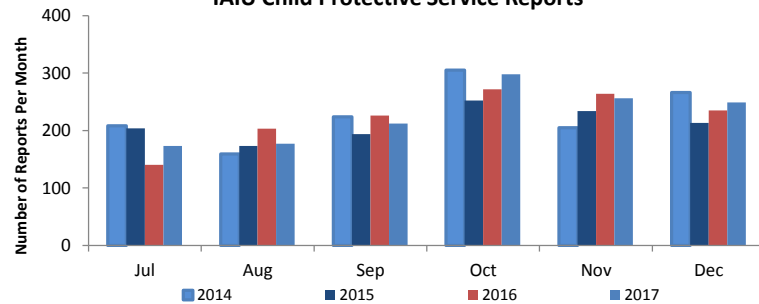
<sup>5</sup> The terms "out-of-home" and "in-home" may not be appropriate for all 18-21 year olds. Youth identified as "in-home" can either be residing with a parent/relative, or living independently. Any of these youth may be receiving services. These definitions are currently being reviewed to better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

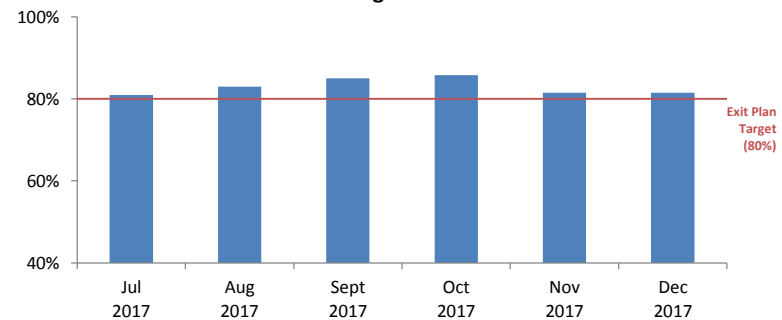


## Section III: Institutional Abuse Investigation Unit

IAIU Child Protective Service Reports

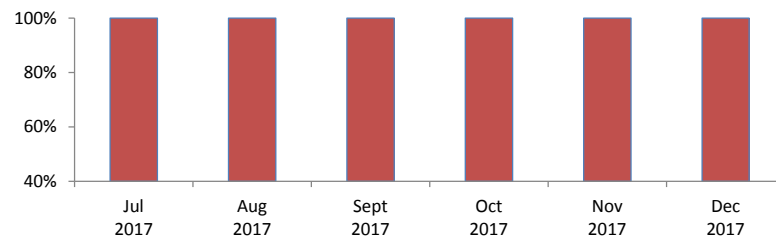


IAIU Investigation Timeliness

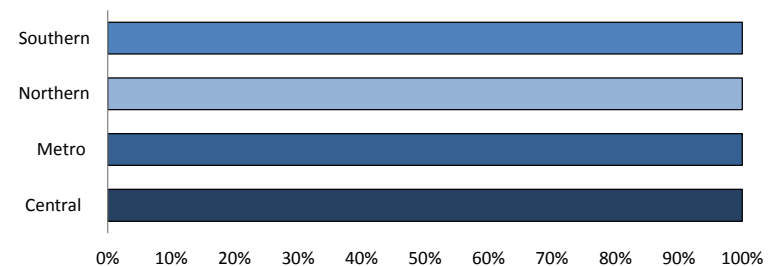


IAIU Caseload Report  
Statewide

No more than 8 new investigations and 12 cases/month



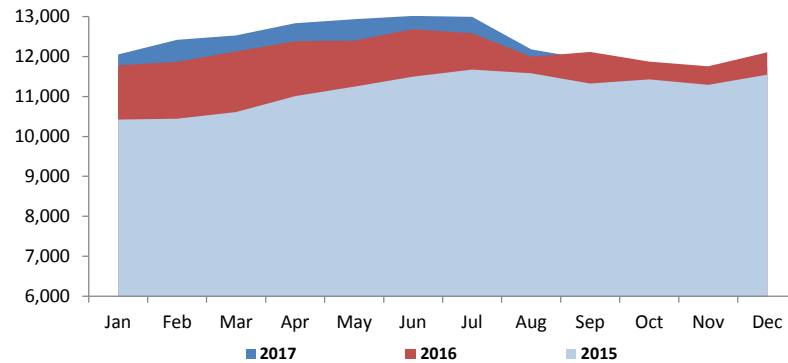
IAIU Caseload Report by Region  
December 2017



## Section IV: Children's System of Care

**Children in Care Management**

December 2017

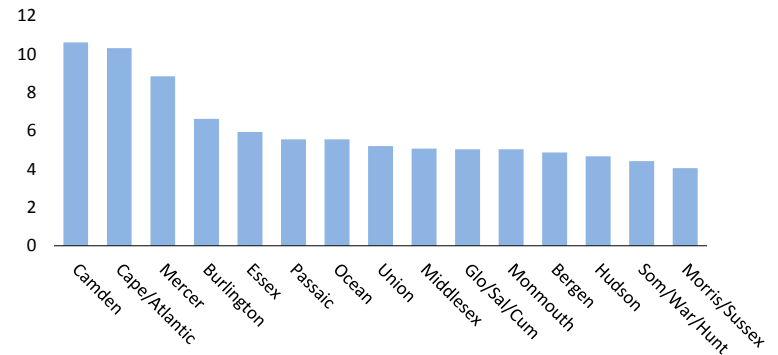


Axis begins at 6,000 to enhance separation of data.

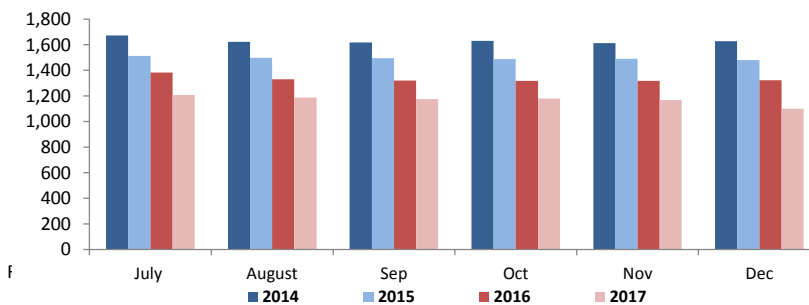
**Rate of Children in Care Management by County**

December 2017

n=11,777



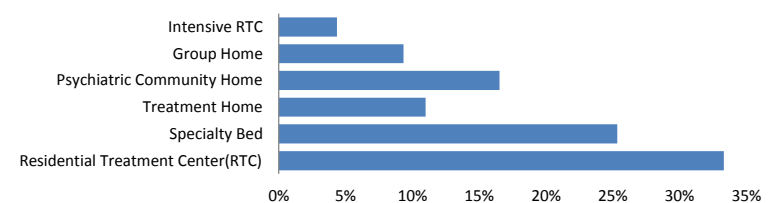
**Children in Out of Home Treatment Settings**



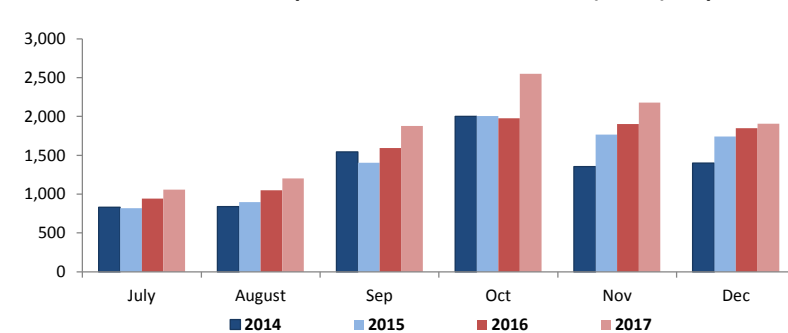
**Children in Out-of-Home Treatment Settings**

December 2017

n=1,101

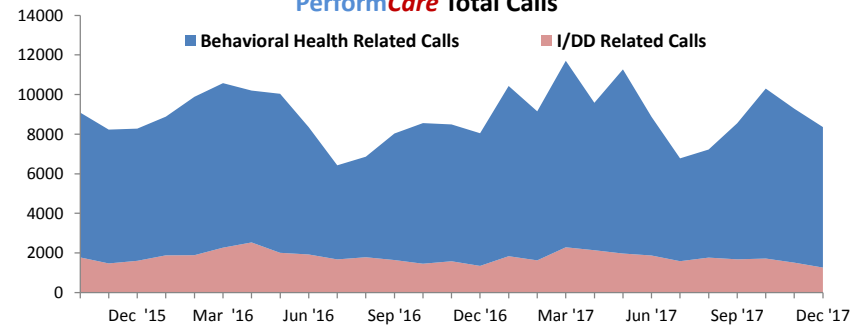


**Mobile Response Stabilization Services (MRSS) Dispatched**



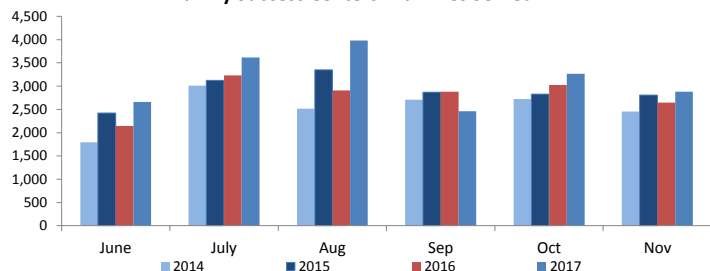
**PerformCare Total Calls**

Behavioral Health Related Calls I/DD Related Calls

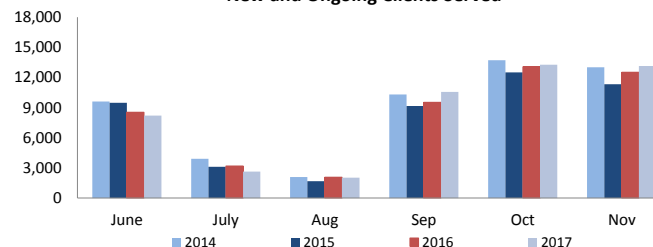


## Section V: Family & Community Partnerships

Family Success Centers - Families Served

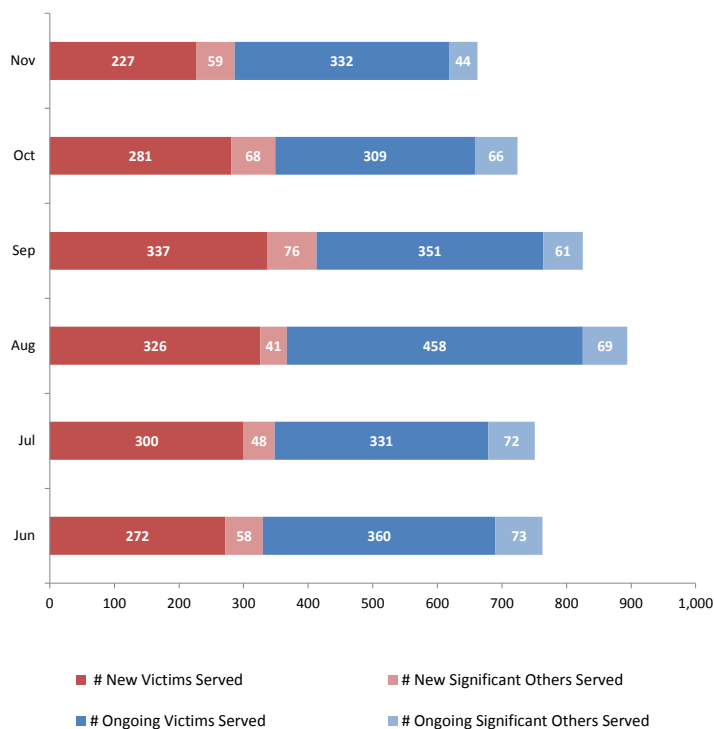


School-Based Youth Services Programs -  
New and Ongoing Clients Served

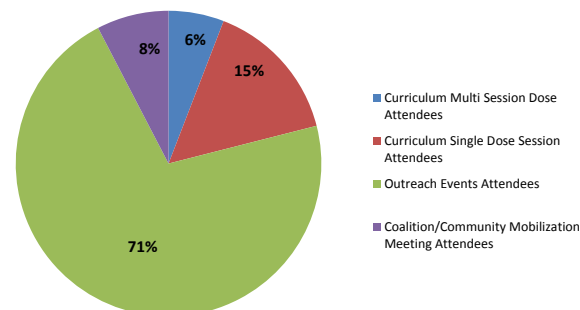


## Section VI: Division on Women

Sexual Assault, Abuse and Rape Care Programs (SAARC)

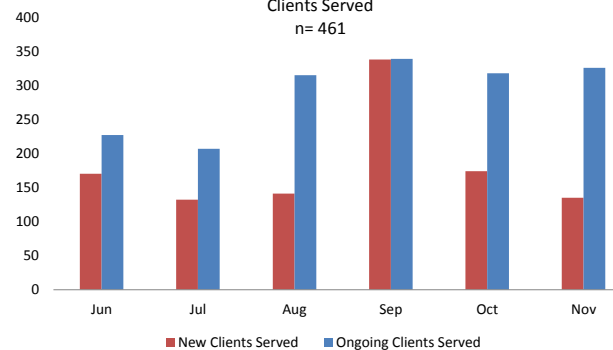


Individuals Served by Rape Prevention and Education Programs (RPE)  
n = 4,956



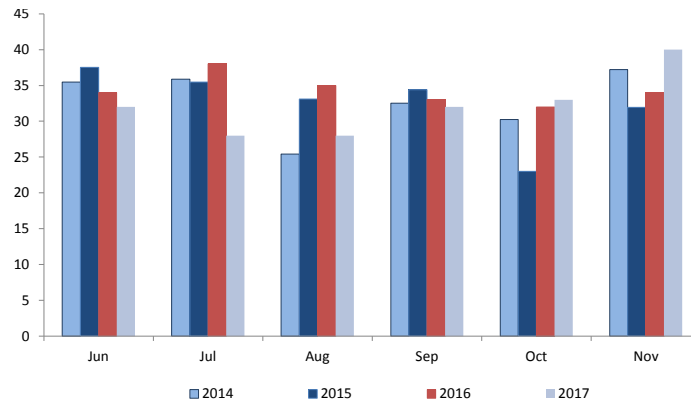
Displaced Homemaker Program

Clients Served  
n= 461

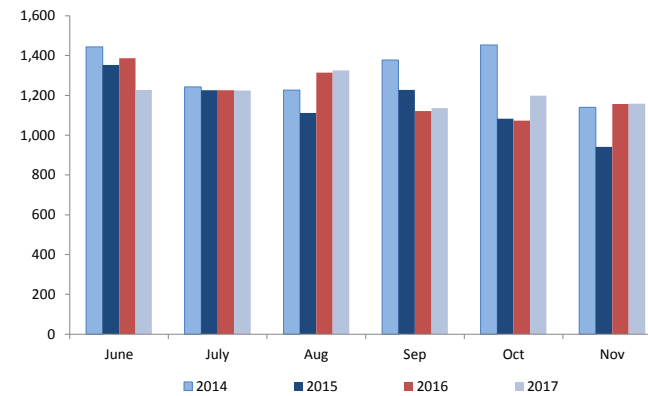


## Section VI: Division on Women

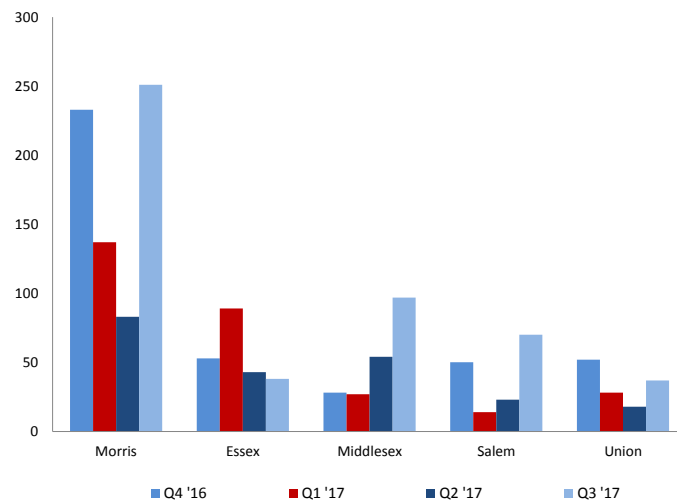
**Residential Domestic Violence Programs:  
Victims' Average Length of Stay (days)**



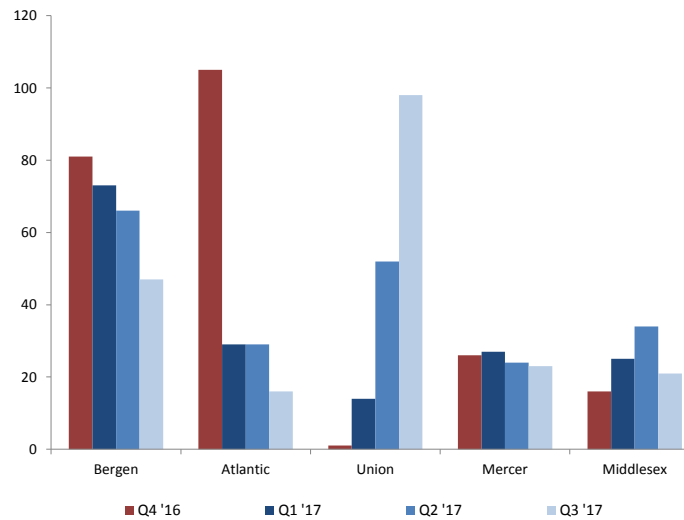
**Domestic Violence Services - Adults and Children  
Admitted to Residential and Non-Residential Services  
Total New Clients**



**Top 5 Counties with Residential DV Shelters Over Capacity**  
Women and Children Not Admitted to Domestic Violence Shelters Due to Insufficient Space



**Top 5 Counties with Unmet Need for Non-Residential DV Services**  
Domestic Violence Victims Waiting for Non-Residential Services



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).

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 |
| Atlantic East      | 96%        | 97%       | 99%        | 93%                          | 97%        | 100%       | 96%        | 100%       | 100%                  | 98%        | 82%        | 66%        | 78%        |
| Atlantic West      | 93%        | 88%       | 98%        | 92%                          | 97%        | 88%        | 73%        |            | 95%                   | 85%        | 67%        | 61%        | 67%        |
| Bergen Central     | 100%       | 100%      | 100%       | 98%                          | 100%       | 100%       | 100%       |            | 100%                  | 100%       | 89%        | 65%        | 85%        |
| Bergen South       | 100%       | 100%      | 99%        | 97%                          | 98%        | 98%        | 96%        | 100%       | 91%                   | 100%       | 89%        | 72%        | 88%        |
| Burlington East    | 88%        | 97%       | 94%        | 73%                          | 93%        | 78%        | 73%        | 80%        | 76%                   | 100%       | 86%        | 62%        | 81%        |
| Burlington West    | 90%        | 90%       | 93%        | 58%                          | 88%        | 73%        | 45%        | 100%       | 94%                   | 86%        | 78%        | 66%        | 79%        |
| Camden Central     | 95%        | 92%       | 93%        | 87%                          | 94%        | 97%        | 97%        | 100%       | 100%                  | 86%        | 78%        | 57%        | 74%        |
| Camden East        | 98%        | 95%       | 95%        | 64%                          | 86%        | 83%        | 92%        |            | 100%                  | 97%        | 70%        | 68%        | 80%        |
| Camden North       | 87%        | 93%       | 96%        | 61%                          | 77%        | 72%        | 39%        |            | 89%                   | 93%        | 66%        | 63%        | 74%        |
| Camden South       | 87%        | 77%       | 98%        | 85%                          | 96%        | 79%        | 50%        | 100%       | 89%                   | 91%        | 80%        | 70%        | 83%        |
| Cape May           | 100%       | 94%       | 96%        | 89%                          | 97%        | 83%        | 88%        |            | 92%                   | 85%        | 82%        | 67%        | 78%        |
| Cumberland East    | 94%        | 99%       | 97%        | 92%                          | 95%        | 73%        | 59%        |            | 100%                  | 100%       | 78%        | 61%        | 78%        |
| Cumberland West    | 94%        | 96%       | 98%        | 71%                          | 90%        | 92%        | 90%        | 100%       | 100%                  | 90%        | 74%        | 60%        | 74%        |
| Essex Central      | 92%        | 88%       | 92%        | 90%                          | 95%        | 95%        | 40%        | 100%       | 80%                   | 97%        | 62%        | 54%        | 62%        |
| Essex North        | 89%        | 90%       | 100%       | 92%                          | 99%        | 79%        | 50%        |            | 60%                   | 88%        | 81%        | 63%        | 74%        |
| Essex South        | 92%        | 84%       | 93%        | 86%                          | 94%        | 61%        | 71%        | 100%       | 88%                   | 81%        | 60%        | 47%        | 63%        |
| Gloucester East    | 100%       | 98%       | 97%        | 68%                          | 90%        | 97%        | 90%        | 100%       | 100%                  | 100%       | 69%        | 63%        | 74%        |
| Gloucester West    | 97%        | 96%       | 97%        | 95%                          | 98%        | 97%        | 95%        | 100%       | 100%                  | 94%        | 67%        | 57%        | 73%        |
| Hudson Central     | 100%       | 94%       | 99%        | 91%                          | 95%        | 100%       | 83%        | 60%        | 100%                  | 85%        | 81%        | 68%        | 74%        |
| Hudson North       | 100%       | 100%      | 98%        | 90%                          | 94%        | 50%        | 67%        | 100%       | 100%                  | 100%       | 83%        | 81%        | 95%        |
| Hudson South       | 98%        | 95%       | 98%        | 83%                          | 93%        | 100%       | 100%       | 100%       | 90%                   | 100%       | 81%        | 65%        | 77%        |
| Hudson West        | 100%       | 100%      | 100%       | 94%                          | 97%        | 86%        | 100%       | 100%       | 100%                  | 92%        | 93%        | 70%        | 79%        |
| Hunterdon          | 100%       | 95%       | 97%        | 77%                          | 96%        | 100%       |            |            | 100%                  | 100%       | 72%        | 73%        | 84%        |
| Mercer North       | 97%        | 64%       | 87%        | 71%                          | 93%        | 76%        | 25%        | 50%        | 85%                   | 80%        | 44%        | 52%        | 58%        |
| Mercer South       | 96%        | 88%       | 98%        | 76%                          | 97%        | 65%        | 100%       | 100%       | 100%                  | 89%        | 74%        | 63%        | 78%        |
| Middlesex Central  | 88%        | 70%       | 92%        | 83%                          | 96%        | 74%        | 75%        | 100%       | 75%                   | 82%        | 42%        | 28%        | 54%        |
| Middlesex Coastal  | 100%       | 97%       | 99%        | 95%                          | 98%        | 46%        | 70%        | 100%       | 82%                   | 96%        | 64%        | 56%        | 73%        |
| Middlesex West     | 79%        | 89%       | 93%        | 86%                          | 95%        | 82%        | 39%        | 100%       | 82%                   | 81%        | 58%        | 56%        | 69%        |
| Monmouth North     | 99%        | 99%       | 100%       | 93%                          | 99%        | 100%       | 100%       | 100%       | 100%                  | 98%        | 80%        | 60%        | 73%        |
| Monmouth South     | 95%        | 97%       | 99%        | 93%                          | 97%        | 98%        | 100%       | 100%       | 100%                  | 100%       | 86%        | 70%        | 79%        |
| Morris East        | 91%        | 100%      | 100%       | 96%                          | 97%        | 91%        | 75%        | 100%       | 100%                  | 67%        | 81%        | 63%        | 79%        |
| Morris West        | 97%        | 100%      | 99%        | 86%                          | 96%        | 69%        | 73%        | 100%       | 77%                   | 69%        | 87%        | 73%        | 83%        |
| Newark Center City | 86%        | 76%       | 90%        | 79%                          | 93%        | 62%        | 21%        | 60%        | 75%                   | 84%        | 49%        | 52%        | 68%        |
| Newark Northeast   | 99%        | 85%       | 90%        | 82%                          | 96%        | 69%        | 41%        | 78%        | 82%                   | 98%        | 58%        | 64%        | 72%        |
| Newark South       | 93%        | 91%       | 94%        | 76%                          | 92%        | 99%        | 81%        | 100%       | 96%                   | 93%        | 54%        | 57%        | 66%        |
| Ocean North        | 99%        | 100%      | 98%        | 88%                          | 96%        | 96%        | 86%        | 100%       | 100%                  | 100%       | 68%        | 67%        | 77%        |
| Ocean South        | 100%       | 97%       | 99%        | 93%                          | 98%        | 90%        | 87%        | 100%       | 94%                   | 100%       | 67%        | 61%        | 73%        |
| Passaic Central    | 88%        | 80%       | 96%        | 89%                          | 94%        | 95%        | 100%       | 100%       | 100%                  | 93%        | 60%        | 48%        | 56%        |
| Passaic North      | 95%        | 89%       | 96%        | 92%                          | 97%        | 68%        | 68%        | 100%       | 90%                   | 83%        | 62%        | 58%        | 68%        |
| Salem              | 97%        | 93%       | 98%        | 89%                          | 96%        | 74%        | 81%        |            | 100%                  | 86%        | 85%        | 67%        | 82%        |
| Somerset           | 100%       | 88%       | 98%        | 87%                          | 94%        | 78%        | 95%        | 83%        | 100%                  | 100%       | 83%        | 78%        | 91%        |
| Sussex             | 100%       | 95%       | 97%        | 94%                          | 98%        | 57%        | 78%        |            | 100%                  | 100%       | 69%        | 64%        | 71%        |
| Union Central      | 99%        | 69%       | 98%        | 90%                          | 98%        | 71%        | 91%        | 100%       | 100%                  | 88%        | 75%        | 54%        | 77%        |
| Union East         | 98%        | 82%       | 95%        | 89%                          | 95%        | 96%        | 70%        | 100%       | 93%                   | 100%       | 67%        | 58%        | 69%        |
| Union West         | 100%       | 96%       | 98%        | 94%                          | 98%        | 86%        | 100%       | 100%       | 100%                  | 93%        | 78%        | 53%        | 69%        |
| Warren             | 92%        | 72%       | 82%        | 83%                          | 95%        | 78%        | 63%        |            | 100%                  | 100%       | 67%        | 69%        | 76%        |
| Statewide          | 95%        | 90%       | 96%        | 85%                          | 95%        | 84%        | 75%        | 90%        | 93%                   | 92%        | 70%        | 61%        | 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%          | July'17-December'17   |
| M# 9      | Caseworker Visits with Children 2x/Month in 1st& 2nd Months of placement       | 93%          | May'17-October'17     |
| M# 10     | Monthly Caseworker Visits with Children at child's placement site <sup>2</sup> | 93%          | July'17-December'17   |
| M# 13     | Investigation Completion within 60 days                                        | 85%          | May'17-October'17     |
| M# 14     | Investigation Completion within 90 days                                        | 95%          | May'17-October'17     |
| M# 16     | Initial Family Team Meeting (FTMs) within 45 days of Child Removal             | 80%          | June'17-November'17   |
| M# 17     | 3 Subsequent FTMs within 12 Months of Child Removal                            | 80%          | July'17-December'17   |
| M# 18     | 3 Subsequent FTMs after 12 Months in Placement - Reunification Goal            | 90%          | July'17-December'17   |
| M# 19     | 2 Subsequent FTMs after 12 Months in Placement - Non - Reunification Goal      | 90%          | July'17-December'17   |
| M# 22     | Initial Case Plans within 30 Days of Child Removal                             | 95%          | July'17-December'17   |
| M# 28     | Caseworker visits Parent 2x/Month                                              | 90%          | July'17-December'17   |
| M# 29     | Weekly Parent/Child Visits - Average weekly visits for 6 weeks.                | 60%          | 11/25/2017-12/30/2017 |
| M# 30     | Bi-weekly Parent-Child Visits                                                  | 85%          | July'17-December'17   |

<sup>2</sup>Compliance for Parent-Child Weekly Visits is now measured by percent of children with weekly visits averaged over 6 weeks.

## Worker and Office Caseloads by Worker Type and by Local Office - December 2017

| Local Office                 | Met Target          |                          | < 70% of workers in compliance |                          |                       |                          |
|------------------------------|---------------------|--------------------------|--------------------------------|--------------------------|-----------------------|--------------------------|
|                              | <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                | 100%                | Yes                      | 100%                           | Yes                      |                       |                          |
| Atlantic West                | 95%                 | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Bergen Central               | 96%                 | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Bergen South                 | 97%                 | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Burlington East              | 100%                | Yes                      | 100%                           | Yes                      | 83%                   | No                       |
| Burlington West              | 89%                 | No                       | 100%                           | Yes                      | 100%                  | Yes                      |
| Camden Central               | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Camden East                  | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Camden North                 | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Camden South                 | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Cape May                     | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Cumberland East              | 100%                | Yes                      | 100%                           | Yes                      | 80%                   | No                       |
| Cumberland West              | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Essex Central                | 95%                 | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Essex North                  | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Essex South                  | 71%                 | No                       | 100%                           | Yes                      | 100%                  | Yes                      |
| Gloucester East              | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Gloucester West              | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Hudson Central               | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Hudson North                 | 94%                 | 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            | 94%                 | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Middlesex Coastal            | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Middlesex West               | 96%                 | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Monmouth North               | 97%                 | Yes                      | 100%                           | Yes                      | 33%                   | No                       |
| Monmouth South               | 93%                 | 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             | 83%                 | No                       | 100%                           | Yes                      | 100%                  | Yes                      |
| Newark South                 | 96%                 | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Ocean North                  | 97%                 | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Ocean South                  | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Passaic Central              | 95%                 | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Passaic North                | 97%                 | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Salem                        | 71%                 | No                       | 100%                           | Yes                      | 100%                  | Yes                      |
| Somerset                     | 96%                 | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Sussex                       | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Union Central                | 89%                 | No                       | 100%                           | Yes                      | 100%                  | Yes                      |
| Union East                   | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Union West                   | 94%                 | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| Warren                       | 100%                | Yes                      | 100%                           | Yes                      | 100%                  | Yes                      |
| <b>Statewide<sup>4</sup></b> | <b>97%</b>          | <b>Yes</b>               | <b>100%</b>                    | <b>Yes</b>               | <b>97%</b>            | <b>Yes</b>               |

### <sup>1</sup> 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 caseload standards of no more than 8 new intakes and 12 total families. Target = 95%

### <sup>2</sup> Permanency

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

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

### <sup>3</sup> Adoption

- Adoption worker compliance: % of adoption workers who meet the caseload standards of 15 or fewer children. Target = 95%

- Office Compliance: % of offices that meet the caseload standards of 15 or fewer children. Target = 95%

- Offices with blank data do not carry adoption caseloads, however adoption cases in those offices are handled by other offices in that area.

### <sup>4</sup> Statewide

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